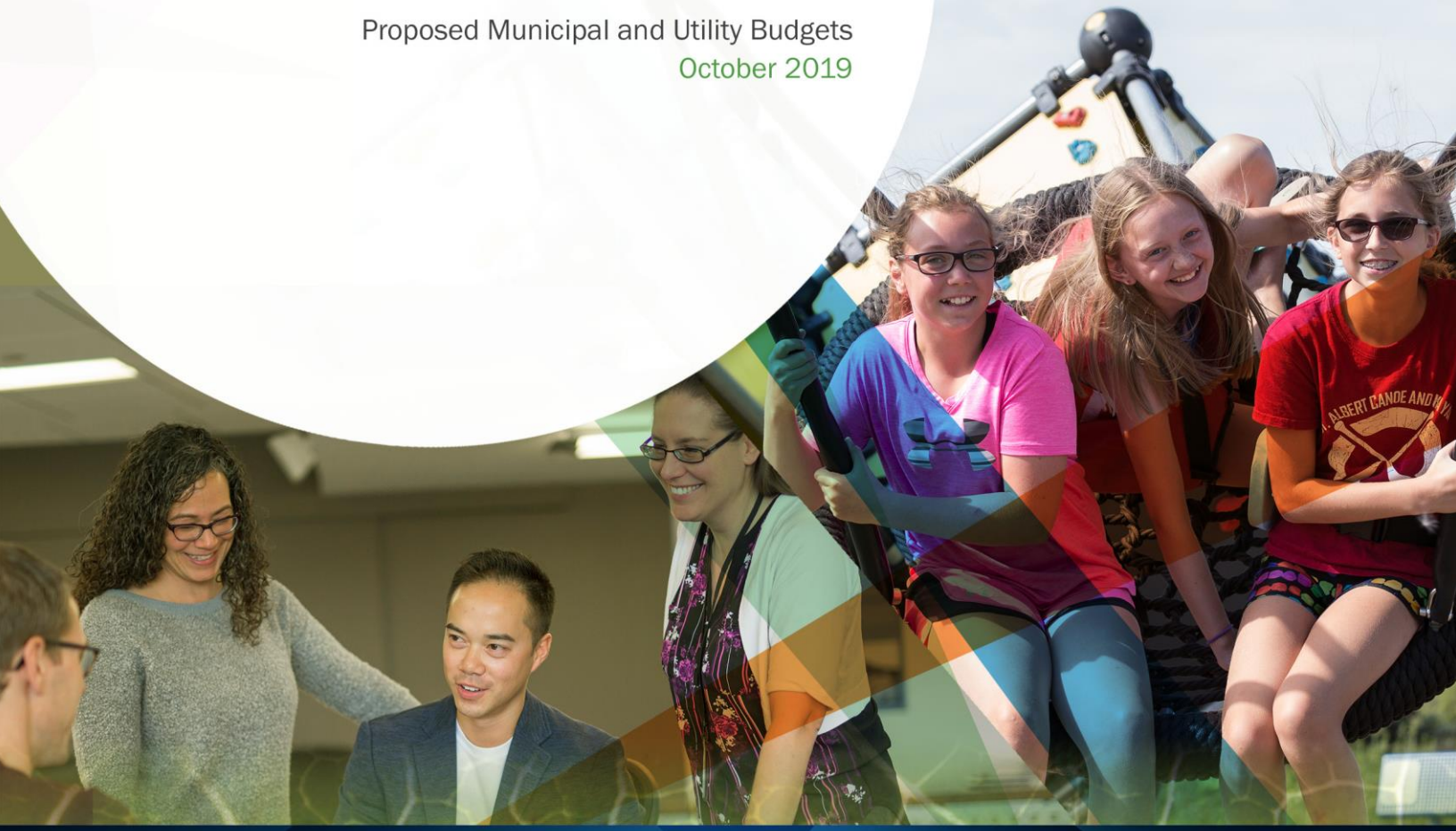


# PROPOSED FINANCIAL PLAN + 2020 BUDGET

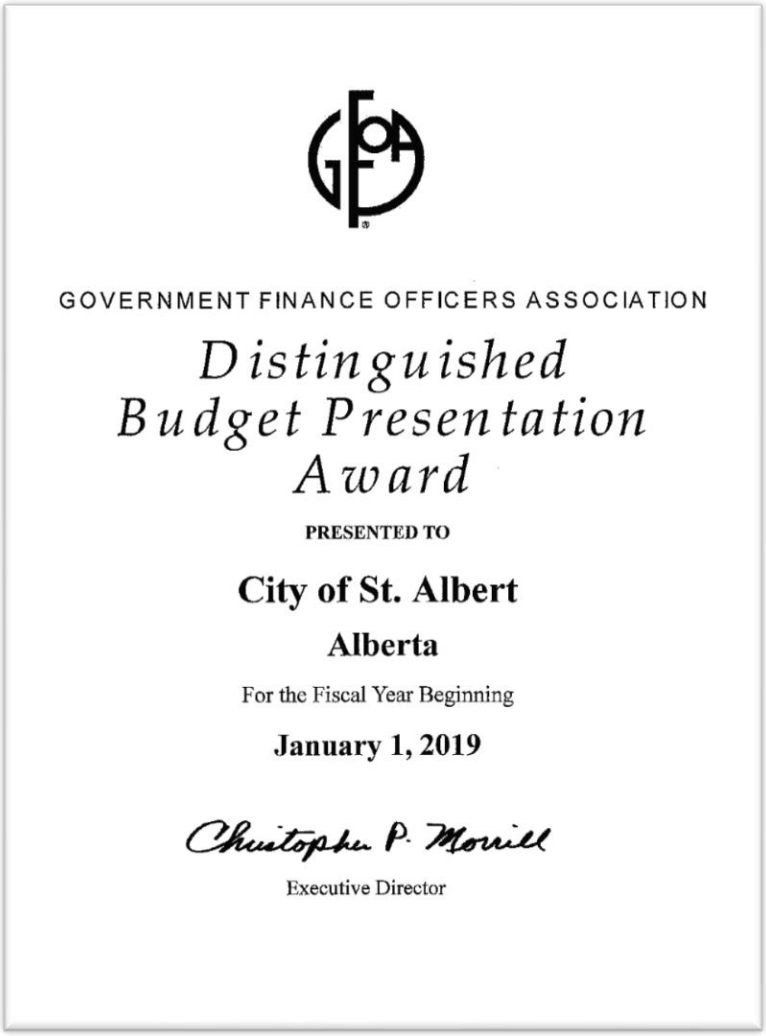
Proposed Municipal and Utility Budgets

October 2019



stalbert.ca

City of St. Albert Cultivate Life



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

PRESENTED TO

**City of St. Albert**

**Alberta**

For the Fiscal Year Beginning

**January 1, 2019**

Christopher P. Morrill

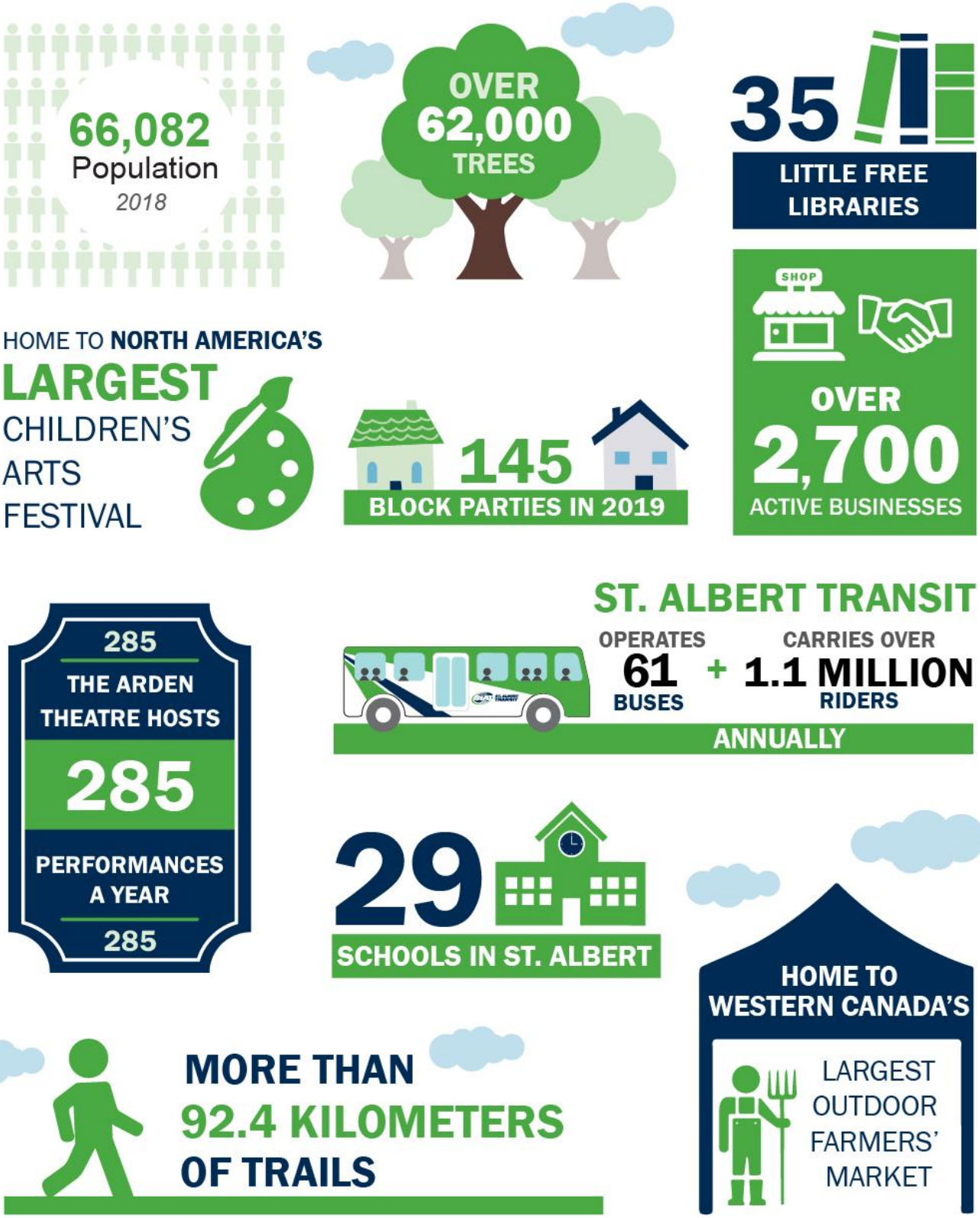
Executive Director

The City has received an award for Distinguished Budget Presentation for 14 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, 2019. In order 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.

# ST. ALBERT FAST FACTS



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# CHIEF ADMINISTRATIVE OFFICER MESSAGE

In today's ever-changing world, it's more important than ever to ensure that City resources are being used in the most efficient and effective manner and are focused towards the City's most critical needs. Just like in your own household, as a resident, you expect prudent fiscal strategies from the City, especially as Alberta continues the slow and arduous process of recovering from the drop in energy prices.

The City's business planning and budget process is a comprehensive undertaking that is guided by the Community Vision, Council's Strategic Plan and resident feedback, including Budget World Café discussions, to help ensure the plan and budget reflect priorities identified by the community. It also considers the need for restraint resulting from the reality of today's provincial and federal economies and the continued decline of external funding sources.

As we head into year three of Council's four-year term, we continue our focus on their six overarching priorities: growth, economic development, building a transportation network, infrastructure investment, housing and environmental stewardship.

To support and achieve these desired outcomes, Administration developed the Proposed Financial Plan and 2020 Budget, which is built to:

- Maintain services and service levels;
- Optimize service levels where appropriate;
- Support growth to move forward Council's Strategic Plan; and,
- Maintain and plan for various infrastructure projects.

Long-term fiscal sustainability is one of our top priorities. The City is focused on developing sustainable business practices through revenue generation opportunities, cost-savings initiatives, process efficiency improvements and the creation of regional partnerships and collaborative opportunities where appropriate.

While preparing the Proposed Financial Plan and 2020 Budget, Administration also considered numerous influential short-term factors, which include:

- Forecasted population growth;
- Borrowing costs of capital initiatives; and
- Cost of living and external market alignment of compensation.

For 2020, Administration is proposing an operating budget of $109.7 million, which yields an overall average municipal property tax increase of 2.4 per cent. I am proud of the continued work by Administration to find cost efficiencies, reducing the initial tax requirement to 0.9 per cent. By comparison, local inflation is estimated at 3.1 per cent.

The tax increase includes a 1.5 per cent increase for infrastructure capital funding, as per Council direction, resulting in a 2.4 per cent overall tax increase.

The proposed Operating Budget recommends seven growth business cases valued at $1.5 million to support initiatives related to new operating programs or recommended changes to service levels. These initiatives are funded from new assessment growth revenue, which means there is no tax impact to residents.

The proposed Municipal Capital Budget of $93.5 million includes 29 capital charters (requests of funding for projects) focusing on repairing, maintaining and/or replacing (RMR) existing municipal infrastructure, and 16 capital charters that address community growth. We have a formidable funding challenge in this area over the next 10 years. Council approved a 1.5 per cent property tax increase (capital surcharge) for the next three years to start addressing this issue, but we need a long-term solution. Administration is working on various alternatives to help offset the impact of RMR on municipal taxes, which includes increasing non-traditional revenue sources and reviewing service levels to assess potential reductions.

The proposed Utility Capital Budget of $11.6 million includes 14 capital projects, which focus on repairing, maintaining and/or replacing existing utility infrastructure. The proposed monthly utility bill will yield an average increase of 0.05 per cent or a change of $0.06 compared to last year.

This document provides the details of our proposed plan and budget for Council's consideration.

I encourage you to participate in opportunities to have your say throughout the budget deliberations. You will see specific dates online at budget.stalbert.ca.

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

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



# OVERVIEW AND STRATEGIC FRAMEWORK

## CITY PROFILE

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

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



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

## History of Settlement in St. Albert

Father Albert Lacombe and Bishop Alexander Taché, on January 14, 1861, proclaimed Mission Hill as the home of the St. Albert mission settlement.

By 1870, St. Albert was the largest agricultural settlement west of Winnipeg, with a population of approximately 1,000. The village of St. Albert was established on December 7, 1899 by order of council. St. Albert was declared a New Town in the mid 1950s. The City of St. Albert was incorporated on January 1, 1977 and currently covers a total area of 4,970 hectares.

## Government Structure

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

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

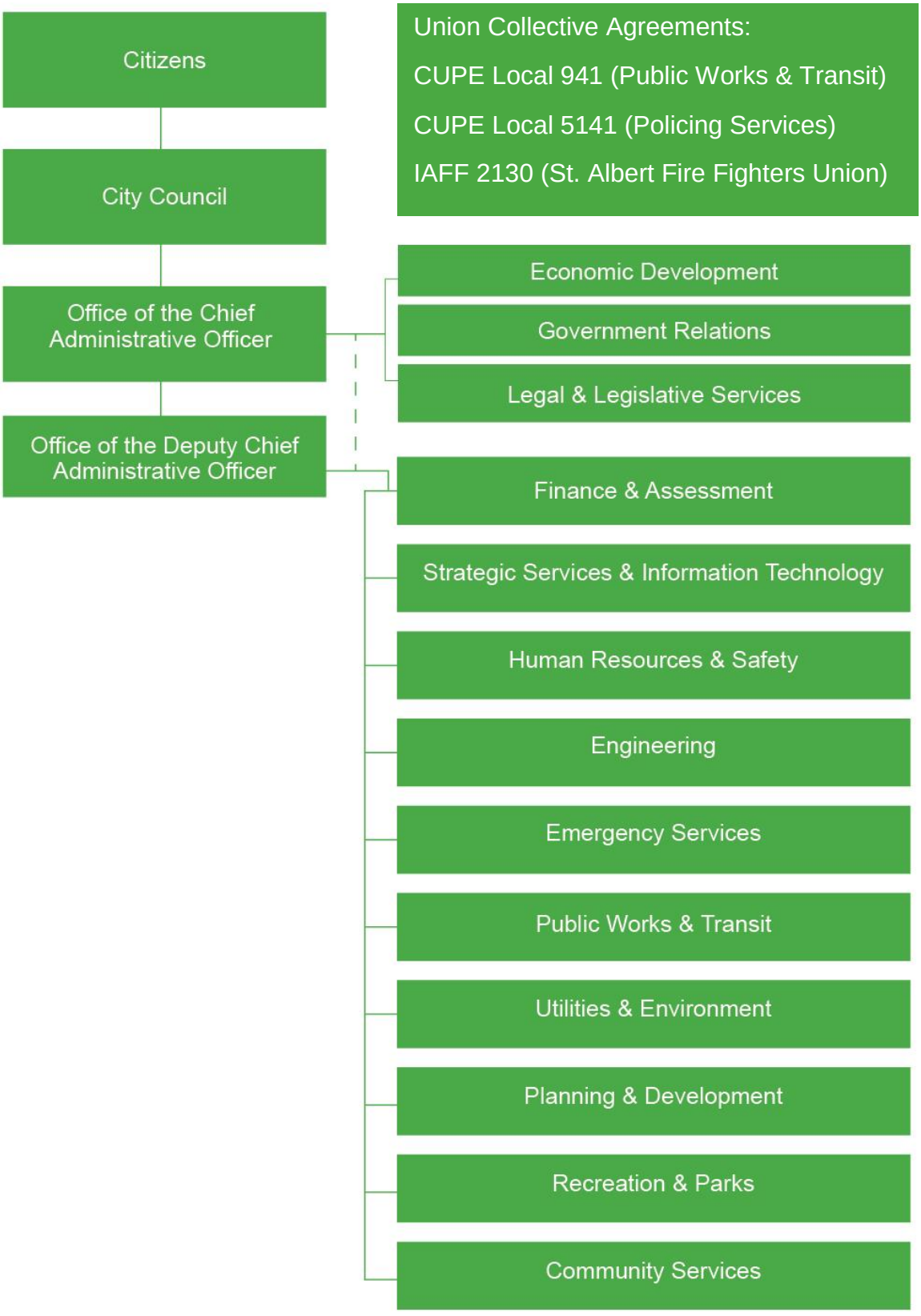
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees a staff equivalent to over 665 full-time employees who carry out the day-to-day operations of the City.

## CITY COUNCIL



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

# ORGANIZATION CHART

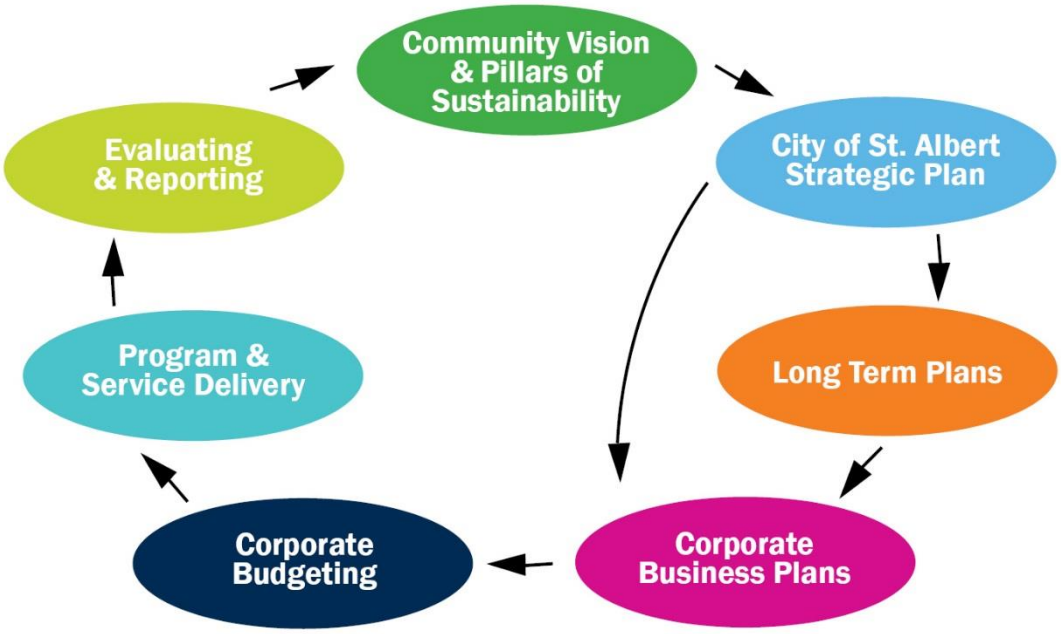


# STRATEGIC FRAMEWORK

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

The Proposed 2020 Budget outlines the City's financial expenses and revenues including new business (business cases) and capital investments (capital charters) required to maintain and optimize City programs, services and operations. Although a rolling three-year budget is prepared to enhance the process and reinforce the commitment to long-term fiscal strategies, Administration presents a one-year budget for Council's approval. This process ensures the most current economic climate and costs associated with delivering services to the community are applied.

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



# COMMUNITY VISION

Throughout 2014, the City of St. Albert engaged residents to understand the vision for the community over the next 50 years. Altogether, over 7,000 residents were engaged in this process. Development of the vision was led by a Council Committee that consisted of residents and Council members. The engagement process resulted in the creation of the Community Vision and the Pillars of Sustainability.

The Community Vision describes the direction St. Albert residents would like the community to move in, defining the unique identity that makes our City thrive now and into the future.

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

## Pillars of Sustainability

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



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



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



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



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



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

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

## COUNCIL GOVERNANCE

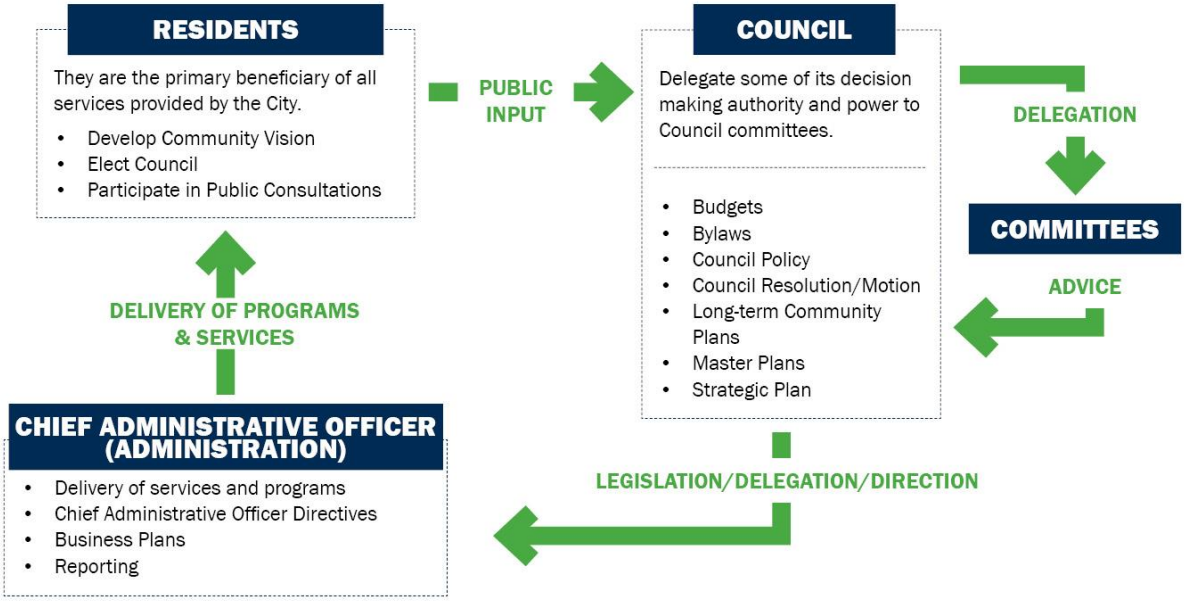
Council governs by establishing the strategic direction for the City while Administration is responsible for the operation and implementation of Council's direction. A Mayor and six Councilors govern the City of St. Albert. They are elected at-large by residents and serve a four-year term.

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

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

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

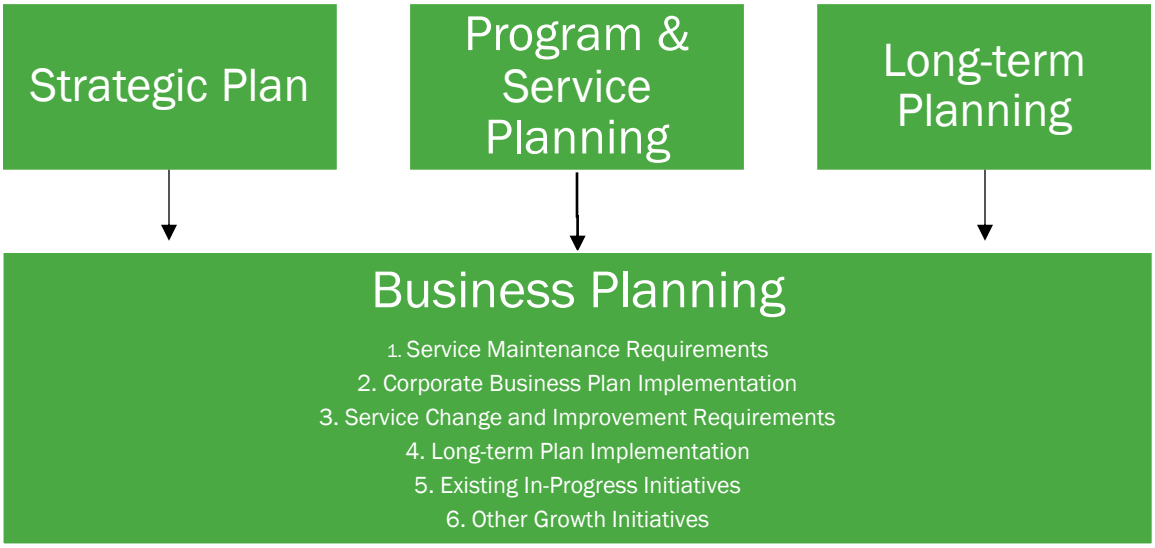
The illustration on the following page depicts the City's governance model as well as Council's direction as described above including the roles of key stakeholders.


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

## BUSINESS PLANNING FRAMEWORK & APPROACH

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

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




With these six areas of focus in mind, city departments developed three-year plans and budgets. The City will continue to ensure that related elements within the Strategic Framework align to the Community Vision and Values including the City's business planning and budgeting.

In 2019, Administration developed an internal document for departments to utilise through their planning and budget development process. This document, titled Business Planning and Budget Cycle Philosophy, included direction and information on the current economic climate, legislative changes, factors specific to St. Albert, and what activities were required for inclusion within the department business plans. This document also guided the budget development philosophy which provided departments consistent assumptions to use in developing their department budgets.

# COUNCIL STRATEGIC PLAN

Early in 2019, St. Albert City Council participated in a strategic planning retreat to update the goals and priorities set in 2018. From the retreat, the City of St. Albert Council Strategic Plan was reaffirmed. The Strategic Plan contains six priorities:

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

## 2019-2021 CORPORATE BUSINESS PLAN

From the defined Council priorities, Executive Leadership developed key actions that would need to be accomplished over the next four years to progress towards and achieve these priorities. These actions were captured in the City of St. Albert Corporate Business Plan, presented to Council for information on March 4, 2019. In total, 31 initiatives were identified through the Corporate Business Plan in support of Council's priorities.

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

These priorities include:

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

There are 28 activities identified in the Corporate Business Plan to support of Administrative priorities.

## PROGRAM & SERVICE PLANNING

The City of St. Albert maintains a Service and Service Level Inventory in order to articulate the services and levels of service provided to the community. These services, and the work required to maintain, change or optimize them, are taken into consideration as business plans and budgets are being developed.

## LONG-TERM PLANS

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

The City of St. Albert's Municipal Development Plan (MDP), Flourish, is currently in the process of being written. The MDP is expected to act as the foundational document for all future long-term strategy documents. Following the adoption of the new MDP early in 2020, the City will endeavour to create a framework to ensure clear alignment among all long-term planning strategies at the City moving forward.

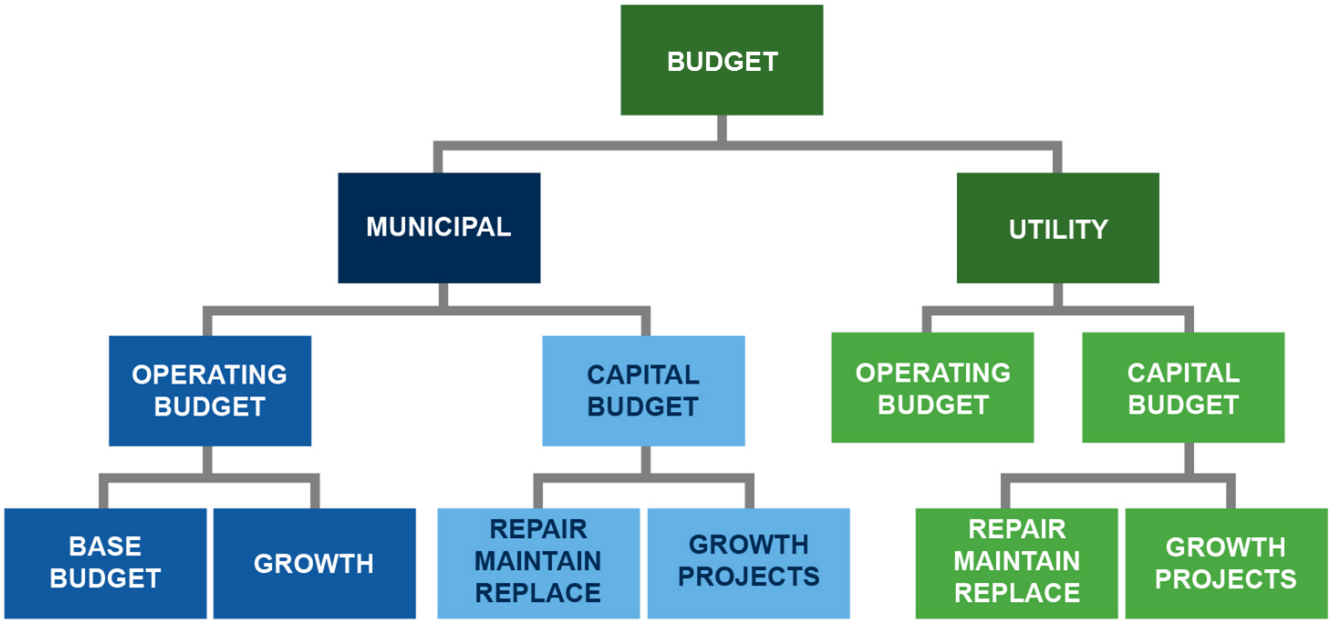
Community long-term plans that are currently in place have been used to guide the development of the 2020-2022 Functional Business Plans and 2020 Budget.

# CORPORATE BUDGETING

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

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

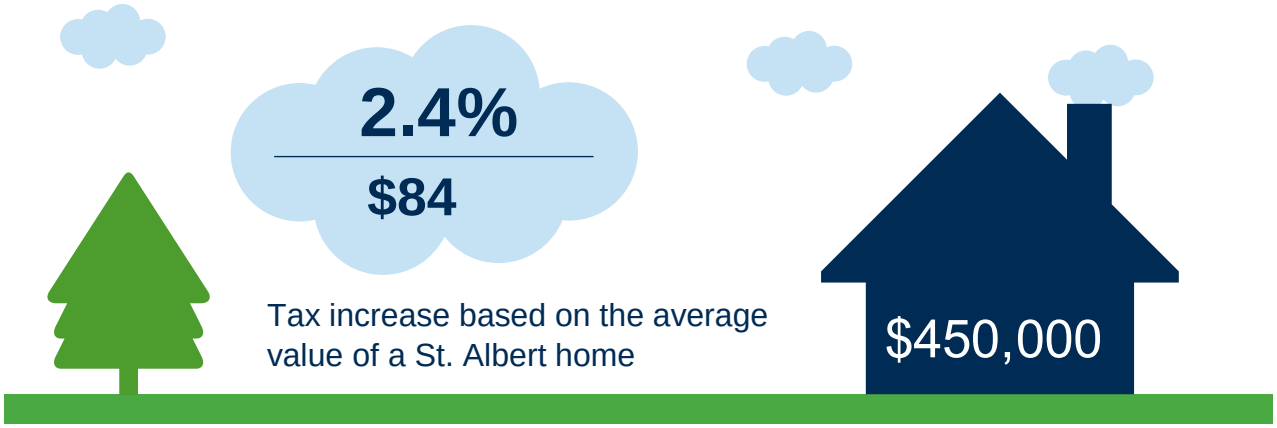
The City of St. Albert's budget is divided into two entities, Municipal and Utility




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

# MUNICIPAL OPERATING BUDGET

The 2020 proposed budget of $109.7 million results in a proposed 2.4 per cent property tax increase. This consists of a 0.9 per cent increase to maintain current services, as well as a 1.5 per cent increase focusing on repairing, maintaining and/or replacing (RMR) existing municipal infrastructure. For an average house valued at $450,000, this means a $84 increase in 2020.




## Tax Dollars at Work

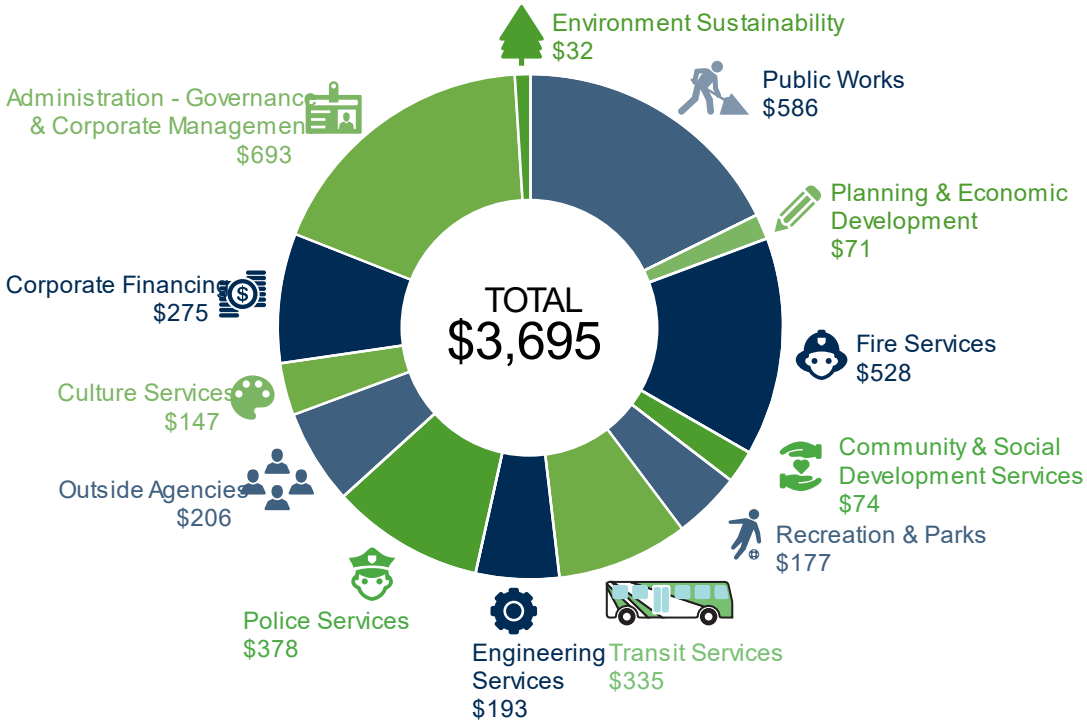
The City of St. Albert provides many programs and services to residents and businesses. The annual proposed budget is built to maintain those services at Council approved service levels. Efforts are also made to continue to optimize service delivery to ensure community needs are met. The service categories are:

- Planning & Economic Development
- Corporate Financing
- Administration - Governance & Corporate Management
- Public Works
- Police Services
- Engineering Services
- Culture Services
- Fire Services
- Environmental Sustainability
- Outside Agencies
- Community & Social Development Services
- Recreation & Parks
- Transit Services

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

## Distribution of Tax Dollars

For an average house valued at $450,000, the homeowner could expect a $3,695 property tax bill which results in a $84 increase for 2020. The distribution of tax dollars to various service categories is illustrated below.




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

## Business Cases Highlights

The 2.4 per cent proposed property tax increase includes optimizing services and advancing priorities. Highlights include:

Administration – Governance and Corporate Management

- Infrastructure capital funding strategy
- Support for corporate procurement
- Smart City public engagement

Community and Social Development Services

- Income supplement for residents in need

Fire Services

- Emergency Services personnel

## MUNICIPAL CAPITAL BUDGET

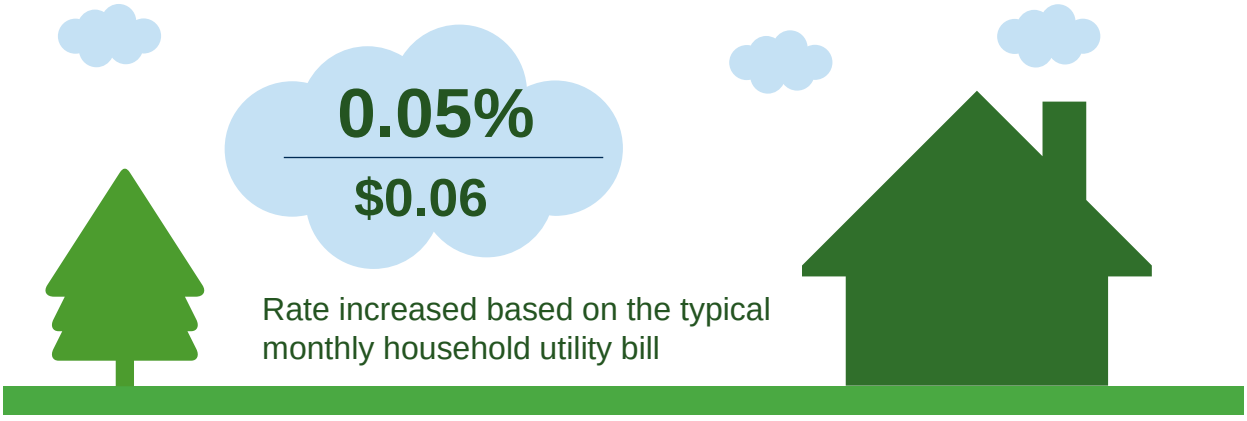
The Capital Budget provides for investments in infrastructure and capital assets such as constructing, buying or maintaining assets including roads, sidewalks, buildings, vehicles, equipment and land. This portion of the budget is important for critical maintenance of existing infrastructure and the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

For 2020, the municipal capital plan investment by asset category is illustrated below:



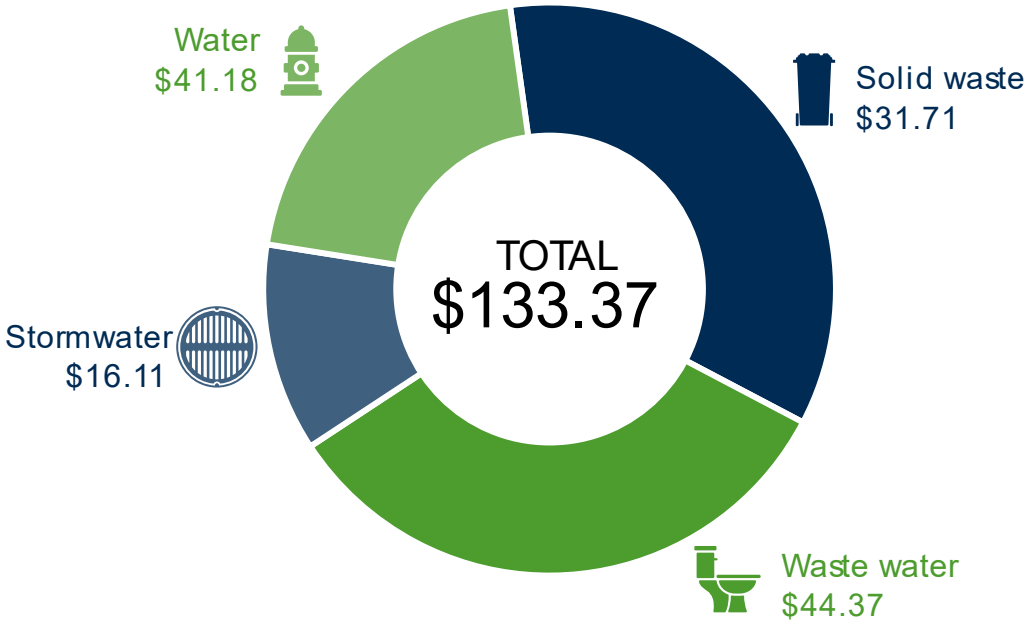

## UTILITY BUDGET

The Utility Rate funds the operating and capital costs for water, waste water, 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 waste water treatment, stormwater and solid waste management.



## DISTRIBUTION OF UTILITY BILL

The typical monthly bill for 2020 is $133.37, an increase of 0.05 per cent from the prior year. The allocations of monthly rates are as follows:




## UTILITY CAPITAL BUDGET

For 2020, the utility capital plan investment by asset category is illustrated below:

| Water Infrastructure | Wastewater Infrastructure | Stormwater Infrastructure | Solid Waste Infrastructure | TOTAL |
|---|---|---|---|---|
| $2.1M | $4.1M | $5.3M | $0.1M | $11.6M |
| | | | | 14 projects |



# PROGRAM AND SERVICE DELIVERY

## City Services

The City provides a wide-range of services related to:

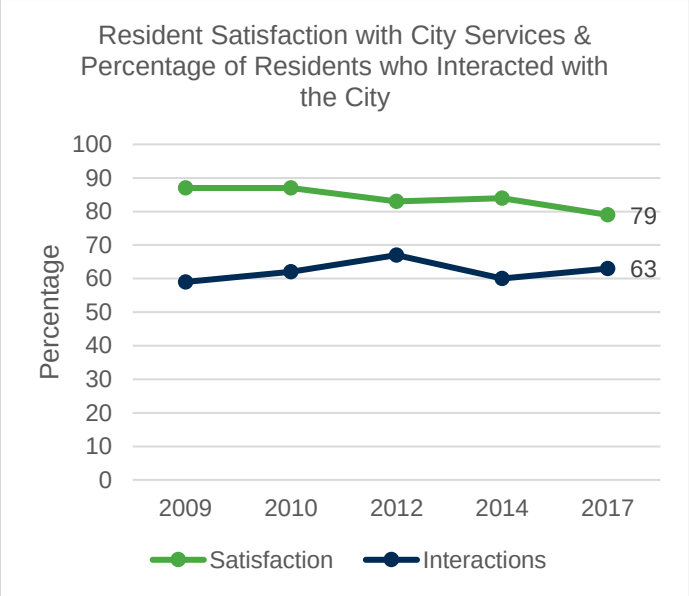
- community events,
- community safety,
- community social support and development,
- culture and heritage programming,
- economic development,
- environmental sustainability,
- recreation and sports programming,
- transit, and
- transportation and infrastructure.

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

# CUSTOMER ACCESS SERVICE

## Front Counter Service

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




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

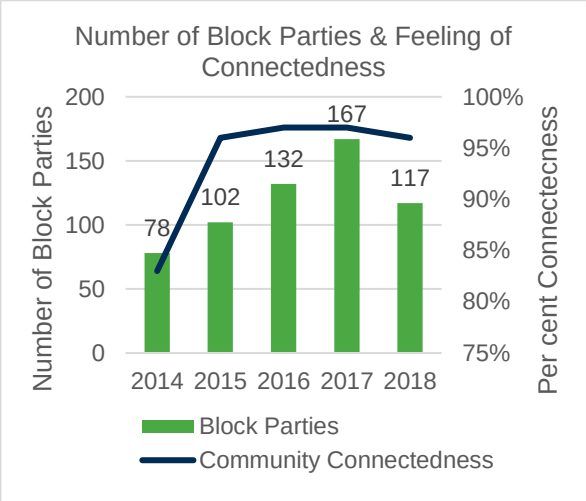
## Provision of Food and Beverages

The City provides food and beverage service at six of its recreation facilities through lease agreements, including Woodlands Water Play Park, Grosvenor Outdoor Pool, Jarome Iginla/Kinex Arena, Fountain Park Recreation Centre, Riel Field, and Servus Place. Additionally, the City operates the Starbucks within Servus Place.

# COMMUNITY DEVELOPMENT

## Community and Neighbourhood Capacity Building

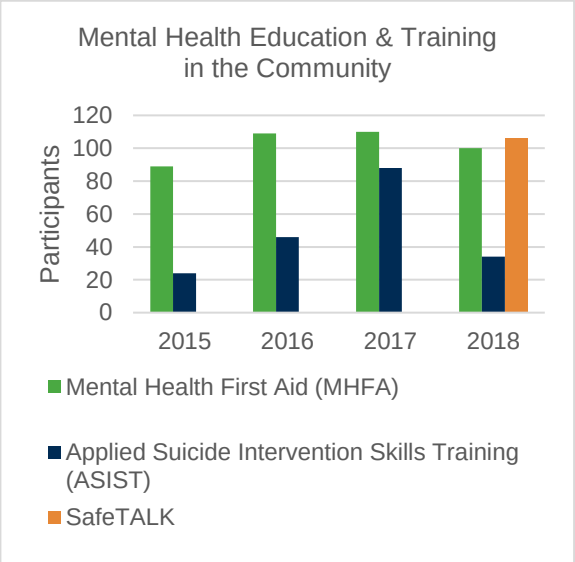
The City seeks out and creates opportunities to educate and promote awareness of social issues that may affect individuals or groups. Services are proactive to reach out to community members that may not have the capacity to advocate for themselves and to bring community members together to address issues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




The feeling of connectedness has risen as more neighbourhood-level events take place throughout the city.

## Community Groups Support and Capacity Building

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




More participants are utilising City-run training to help educate on topics relating to mental health.

## Community Granting and Support for Delivery of Services

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

## Community Events

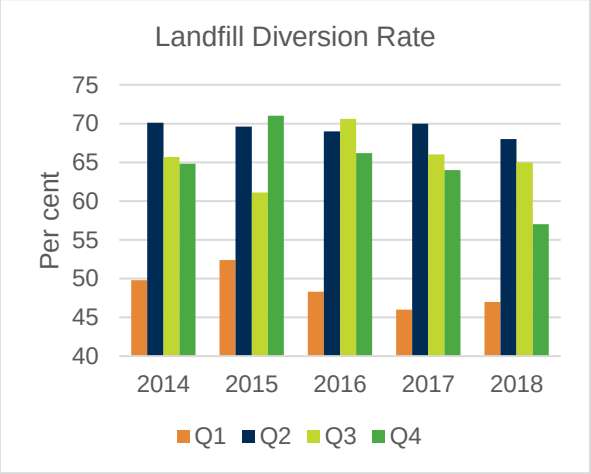
The City hosts arts, cultural, recreational and environmental events and festivals throughout the year including the Northern Alberta International Children's Festival, Servus Place Halloween Haunt, Canada Day, Clean and Green RiverFest and Earth Hour, among others.

# ENVIRONMENTAL PROTECTION AND STEWARDSHIP

## ENVIRONMENTAL STRATEGY, RISK AND COMPLIANCE

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

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

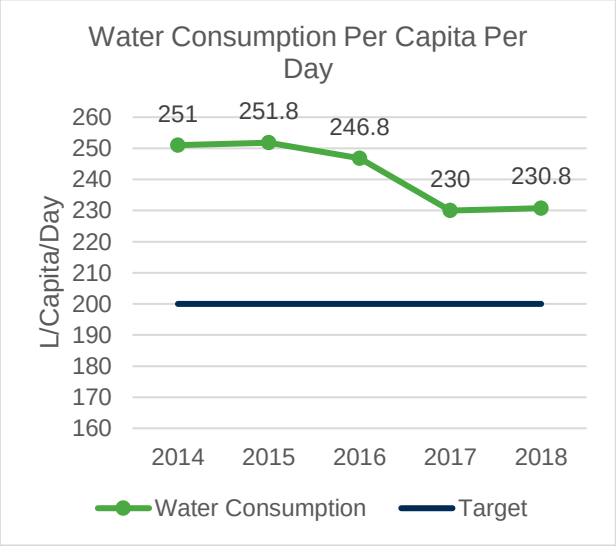



Quarter One remains the quarter with the most diversion challenges, with other quarters remaining within the 55-70 per cent diversion rate. Recent global changes to recycling have impacted residents' ability to divert waste.

### Waste Management

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

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




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

## Urban Forestry and Turf Maintenance

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

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

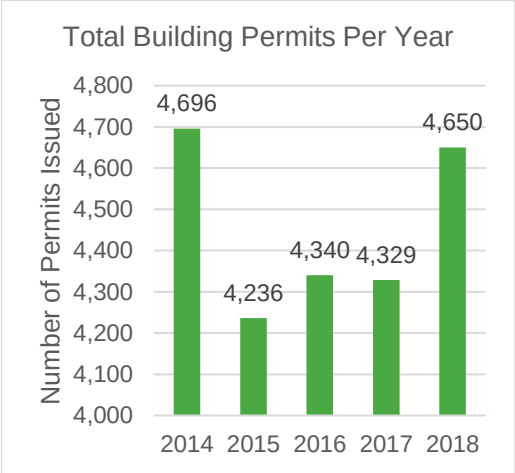
## Water, Stormwater and Waste Water Management

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 waste water.

# LAND AND ECONOMIC DEVELOPMENT

## Land Use Planning

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




Total number of building permits in 2018 are nearly back to pre-recession levels, falling just short of the number of permits issues in 2014.

## Development

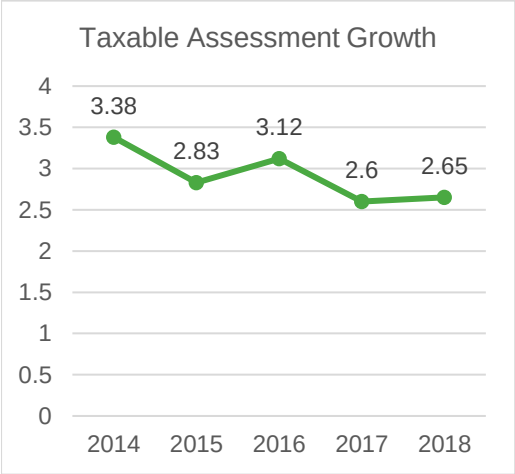
Administration reviews and processes applications for approval and enforcement of the Land Use Bylaw. The service includes review of:

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

This work also includes:

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

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




Assessment Growth for 2018 was 2.65%.

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

## Construction Management

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

## Business Attraction, Retention and Expansion

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

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

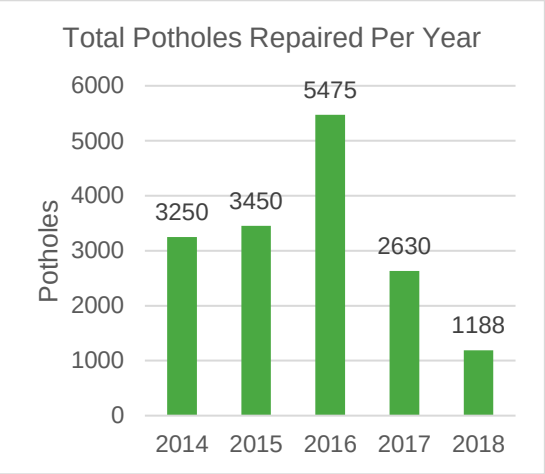
# MOVEMENT OF PEOPLE AND GOODS

## Transportation Management

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

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

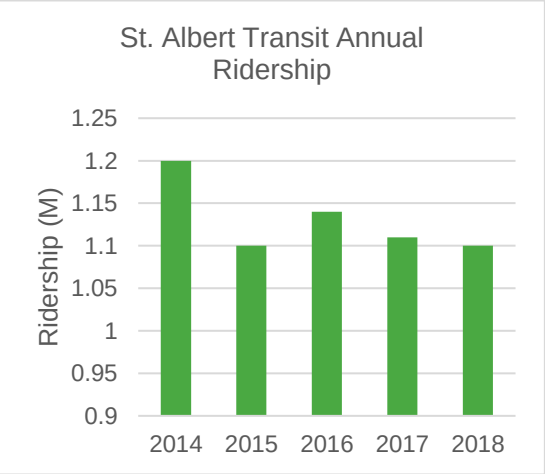
The City also reviews and approves routing for the transfer of large loads and dangerous goods through the city.




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

## Roadway Repair and Maintenance

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




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

## 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.

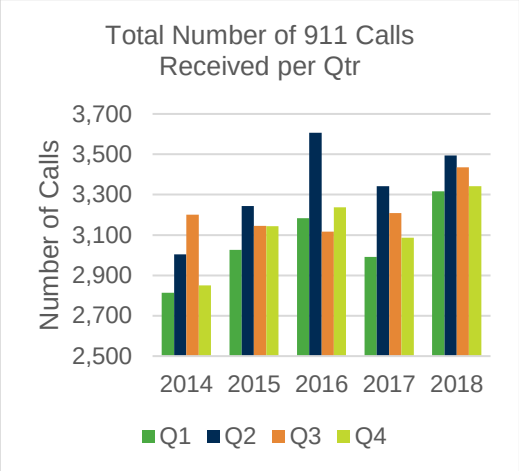
# PUBLIC SAFETY

## Fire Prevention, Response and Enforcement

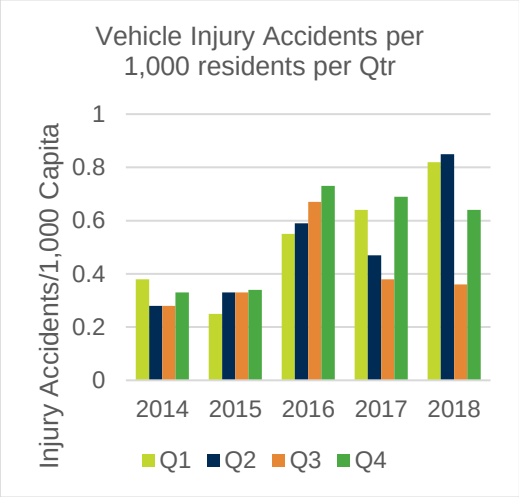
The City of St. Albert is responsible for fire prevention, response and enforcement. This includes response to emergency and fire calls from 911 operators, evaluation and other forms of notification, and dispatching the appropriate response units. Fire services responds to all types of emergency events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

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

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




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




2018 experienced more vehicle injury accidents than previous years, in most quarters because of poor weather and road conditions.

## Medical Emergency

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

## Bylaw and Provincial Act Enforcement

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

## Policing Services

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

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

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

# RECREATION, PARKS AND CULTURE

## Public Art

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

## Arts and Culture Programming

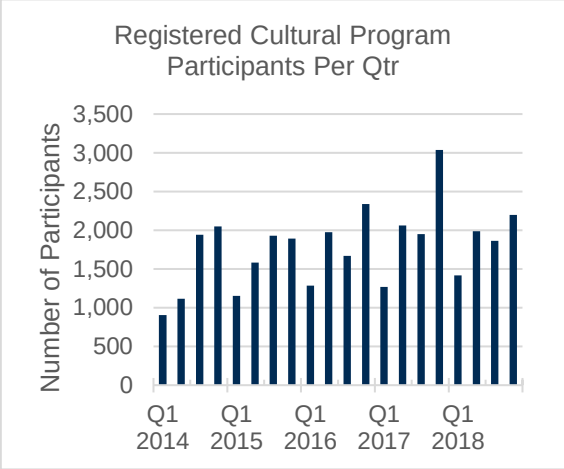
The City greatly values the role of the arts and artists in St. Albert. To create opportunities for people to participate, the City offers classes in performing arts such as drama, musical theatre and dance and to engage in visual arts opportunities and programs.

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

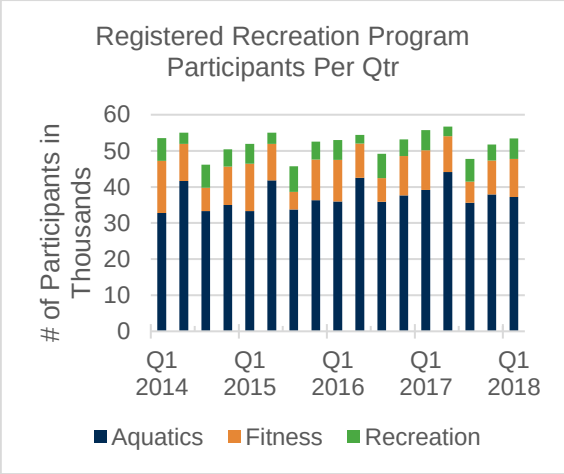
## Recreational Programming

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

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




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




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

## Cultural Facility Access

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

## Recreational and Sport Facility Access

The City offers access to:

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

Facilities are offered for both scheduled and spontaneous use.

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

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

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

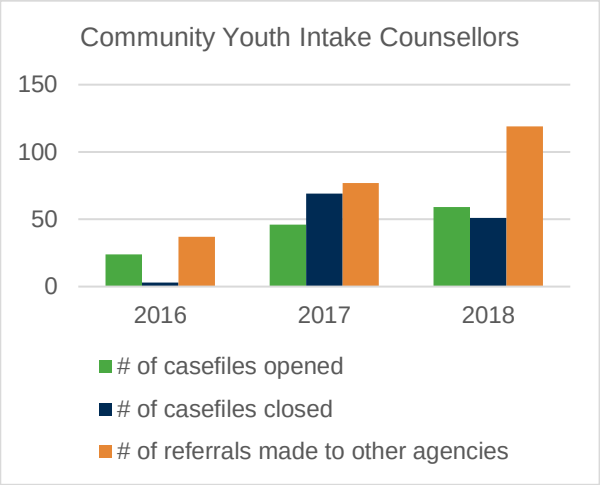
## Parks and Open Spaces

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

# SOCIAL SUPPORT

## Counselling and Outreach Services

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




Enhanced networking with community partners has facilitated referrals both to the Collective and referrals out to other community resources. The top three referral sources: schools, probation and self-referral.

# GOVERNANCE AND PUBLIC COMMUNICATION AND PARTICIPATION

## Governance

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

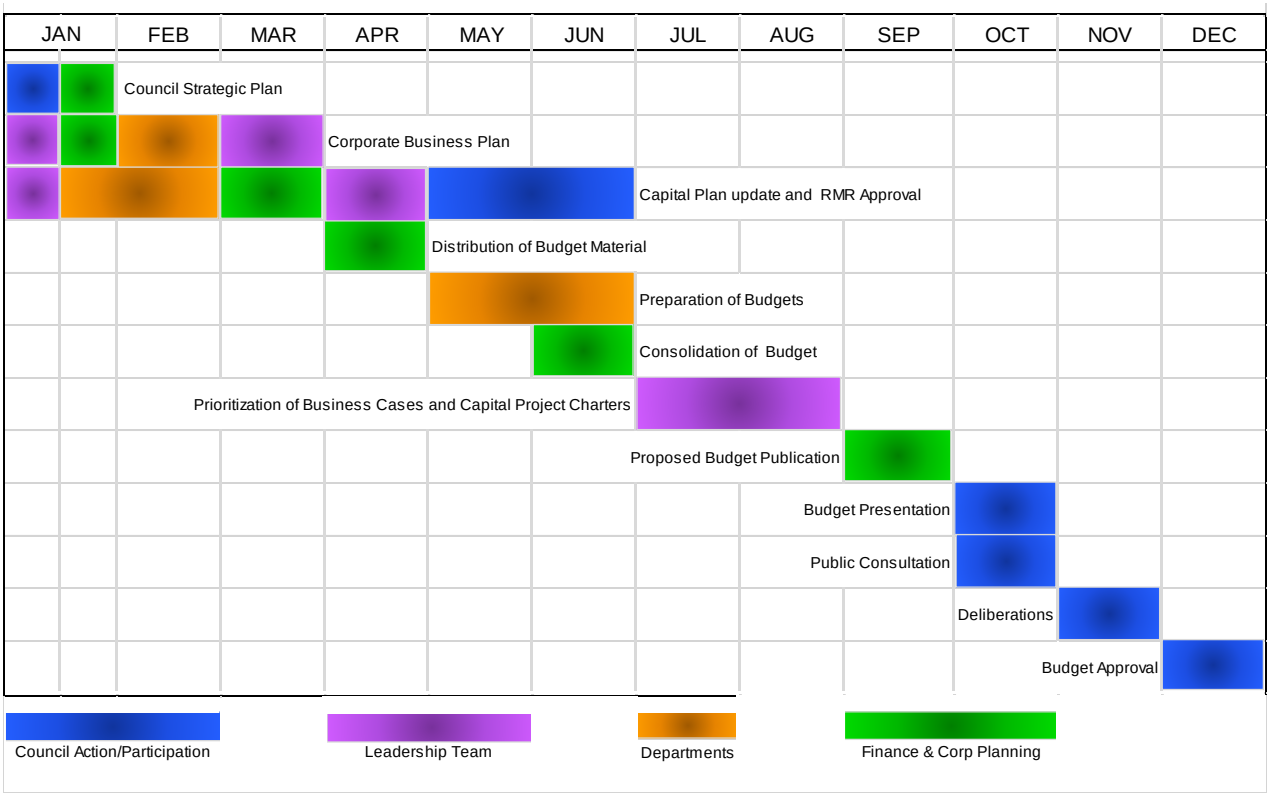
## Public Communication and Participation

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

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

## Budget Timeline

The objective for the budget cycle is to have a 2020-2022 Business Plan and Budget adopted and in place before December 31, 2019. The following timetable illustrates the process for the 2020-2022 Business Plan and Budget:



# FINANCIAL SUMMARIES

## PROPOSED CONSOLIDATED OPERATING BUDGET (MUNICIPAL & UTILITY)

(In Thousands of Dollars)

| | 2019 Revised | 2020 Proposed | 2021 Planned | 2022 Planned |
|---|---|---|---|---|
| **REVENUES** | | | | |
| Sales & User Fees | $63,940 | $63,794 | $64,471 | $65,402 |
| Other Revenue | 6,679 | 7,552 | 7,384 | 7,297 |
| Assessment Growth Revenue | - | 510 | - | - |
| Fines & Penalties | 5,202 | 4,642 | 4,643 | 4,650 |
| Government Transfers | 3,716 | 3,660 | 3,650 | 3,617 |
| Ambulance Contracted Services Revenue | 2,782 | 2,802 | 2,802 | 2,802 |
| Licenses & Permits | 3,276 | 3,307 | 3,328 | 3,329 |
| Franchise Fees | 4,350 | 5,278 | 6,281 | 6,423 |
| Interest Income | 5,203 | 5,501 | 5,501 | 5,501 |
| Transfers To/From Reserves | 1,574 | 1,410 | 1,519 | 1,384 |
| | 96,722 | 98,456 | 99,579 | 100,405 |
| **EXPENSES** | | | | |
| Salaries, Wages, & Benefits | 80,825 | 81,377 | 81,898 | 82,517 |
| Contracted & General Services | 34,324 | 34,950 | 35,124 | 34,956 |
| Transfers To/From Operations/Capital | 5,792 | 5,781 | 5,781 | 5,388 |
| Materials, Goods, Supplies & Utilities | 15,296 | 15,677 | 15,877 | 15,921 |
| Purchases From Other Governments | 22,572 | 21,867 | 22,498 | 23,373 |
| Other Expenditures | 6,025 | 8,387 | 10,288 | 12,240 |
| Debenture Principal Repayment | 4,871 | 4,638 | 4,780 | 4,780 |
| Debenture Interest Repayment | 1,811 | 1,594 | 1,452 | 1,452 |
| Transfers To Organizations & Individuals | 3,542 | 3,438 | 3,412 | 3,413 |
| Bank Charges & Short Term Interest | 3,445 | 3,524 | 3,524 | 3,524 |
| Transfers To/From Reserves | 23,721 | 25,255 | 25,314 | 25,629 |
| | 202,224 | 206,489 | 209,948 | 213,193 |
| Base Business Cases | | | | |
| **Municipal Requirement** | $105,502 | $108,033 | $110,369 | $112,788 |
| 2020 Proposed Business Cases | | 1,190 | 1,547 | 1,716 |
| Proposed Transfer to Growth Stabilization Reserve | | | | |
| Growth Revenue Applied Against Base | | 510 | | |
| | - | 1,700 | 1,547 | 1,716 |
| **Municipal Tax Levy** | $105,502 | $109,733 | $111,916 | $114,504 |
| **Non Cash Budget** | | | | |
| Amortization of Tangible Capital Assets | - | 23,207 | 24,348 | 25,623 |
| Contributed Tangible Capital Assets | - | 29,015 | 11,322 | 6,000 |

Amortization and Contributed Assets are non-cash budget items that are necessary to comply with legislative requirements and do not impact the tax levy. Contributed assets are 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. The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed assets revenue amount (Developer Levies). The asset and revenue amounts are reported in the City's consolidated annual financial statements.



# 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.

### New Assessment Growth

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 and tobacco 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.

## Salaries, Wages and Benefits

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

## Contracted and General Services

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

## Transfers To/From Operations/Capital

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

## Materials, Goods, Supplies and Utilities

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

## Purchases from Other Governments

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

# MUNICIPAL OPERATING BUDGET BY OBJECT
(In Thousands of Dollars)

| | 2019 Revised | 2020 Proposed | 2021 Planned | 2022 Planned |
|---|---|---|---|---|
| **Revenues** | | | | |
| Sales & User Fees | $24,584 | $25,004 | $24,954 | $25,237 |
| Other Revenue | 6,639 | 7,512 | 7,344 | 7,257 |
| Assessment Growth Revenue | - | 510 | - | - |
| Fines & Penalties | 4,952 | 4,365 | 4,370 | 4,375 |
| Government Transfers | 3,716 | 3,660 | 3,650 | 3,617 |
| Ambulance Contracted Services Revenue | 2,782 | 2,802 | 2,802 | 2,802 |
| Licenses & Permits | 3,276 | 3,307 | 3,328 | 3,329 |
| Franchise Fees | 4,350 | 5,278 | 6,281 | 6,423 |
| Interest Income | 5,203 | 5,501 | 5,501 | 5,501 |
| Transfers To/From Reserves | 845 | 728 | 837 | 702 |
| | 56,347 | 58,667 | 59,067 | 59,243 |
| **Expenses** | | | | |
| Salaries, Wages, & Benefits | 75,418 | 75,994 | 76,493 | 77,101 |
| Contracted & General Services | 25,357 | 25,885 | 25,945 | 25,778 |
| Transfers To/From Operations/Capital | 4,451 | 4,434 | 4,434 | 4,406 |
| Materials, Goods, Supplies & Utilities | 14,307 | 14,632 | 14,822 | 14,862 |
| Purchases From Other Governments | 10,529 | 10,301 | 10,610 | 10,928 |
| Other Expenditures | 5,049 | 7,134 | 8,910 | 10,735 |
| Debenture Principal Repayment | 4,502 | 4,257 | 4,387 | 4,387 |
| Debenture Interest Repayment | 1,499 | 1,293 | 1,163 | 1,163 |
| Transfers To Organizations & Individuals | 3,542 | 3,438 | 3,412 | 3,413 |
| Bank Charges & Short Term Interest | 3,443 | 3,522 | 3,522 | 3,522 |
| Transfers To/From Reserves | 13,752 | 15,810 | 15,738 | 15,736 |
| | 161,849 | 166,700 | 169,436 | 172,031 |
| Base Business Cases | | | | |
| **Municipal Requirement** | $105,502 | $108,033 | $110,369 | $112,788 |
| 2020 Proposed Business Cases | | 1,190 | 1,547 | 1,716 |
| Proposed Transfer to Growth Stabilization Reserve | | | | |
| Growth Revenue Applied Against Base | | 510 | | |
| | - | 1,700 | 1,547 | 1,716 |
| **Municipal Tax Levy** | $105,502 | $109,733 | $111,916 | $114,504 |
| **Non Cash Budget** | | | | |
| Amortization of Tangible Capital Assets | - | 17,696 | 18,527 | 19,295 |
| Contributed Tangible Capital Assets | - | 20,047 | 11,304 | 6,000 |

Amortization and Contributed Assets are non-cash budget items that are necessary to comply with legislative requirements and do not impact the tax levy. Contributed assets are 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. The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed assets revenue amount (Developer Levies). The asset and revenue amounts are reported in the City's consolidated annual financial statements.

# MUNICIPAL OPERATING NET BUDGET BY SERVICE

(In Thousands of Dollars)

| | 2019 Revised Net | 2020 Proposed Net | 2021 Planned Net | 2022 Planned Net |
|---|---|---|---|---|
| **Municipal Services** | | | | |
| Engineering Services & Admin Support | $5,532 | $5,654 | $5,743 | $5,761 |
| Planning & Economic Development | 2,131 | 2,088 | 2,019 | 2,048 |
| Public Works | 17,422 | 17,132 | 17,181 | 17,217 |
| Fire Services | 14,678 | 15,377 | 15,481 | 15,528 |
| Transit Services | 9,343 | 9,790 | 9,767 | 9,773 |
| Police Services | 10,979 | 11,064 | 11,425 | 11,781 |
| Environment & Sustainability | 949 | 942 | 948 | 949 |
| **Total Municipal Services** | 61,034 | 62,047 | 62,564 | 63,057 |
| | | | | |
| **Community, Recreation & Culture Services** | | | | |
| Recreation and Parks | 6,278 | 6,044 | 6,461 | 6,519 |
| Culture Services | 3,892 | 4,295 | 4,361 | 4,367 |
| Community & Social Development Services | 1,150 | 1,276 | 1,300 | 1,356 |
| Outside Agencies | 5,997 | 6,023 | 6,023 | 6,024 |
| **Total Community,Rec &Culture Services** | 17,317 | 17,638 | 18,145 | 18,266 |
| | | | | |
| **Corporate Financing** | 6,926 | 8,054 | 9,246 | 10,935 |
| | | | | |
| **Administration & Support Services** | | | | |
| Information Technology Services | 4,485 | 4,846 | 4,855 | 4,898 |
| Financial Services | 2,724 | 2,732 | 2,752 | 2,769 |
| Human Resources | 3,670 | 3,974 | 3,933 | 3,916 |
| Legal Services | 1,980 | 1,948 | 1,965 | 1,978 |
| Strategic Services | 2,169 | 2,215 | 2,262 | 2,285 |
| Executive Leadership | 2,967 | 2,386 | 2,440 | 2,472 |
| Legislative Services | 1,081 | 1,073 | 1,090 | 1,100 |
| Council | 864 | 865 | 865 | 865 |
| Assessment & Taxation Services | 285 | 255 | 252 | 247 |
| **Total Administrative & Support Services** | 20,225 | 20,294 | 20,414 | 20,530 |
| | | | | |
| **Municipal Requirement** | $105,502 | $108,033 | $110,369 | $112,788 |
| | | | | |
| 2020 Proposed Business Cases | | 1,190 | 1,547 | 1,716 |
| Proposed Transfer to Growth Stabilization Reserve | | | | |
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| | | | | |
| **Municipal Tax Levy** | $105,502 | $109,733 | $111,916 | $114,504 |

# 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 2020 utility rates:

- Utility operations and services are reviewed annually to ensure that 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.

# UTILITY OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

| | 2019 Revised | 2020 Proposed | 2021 Planned | 2022 Planned |
|---|---|---|---|---|
| **Revenues** | | | | |
| Sales & User Fees | $39,356 | $38,791 | $39,515 | $40,167 |
| Other Revenue | 40 | 40 | 40 | 40 |
| Fines & Penalties | 250 | 275 | 275 | 275 |
| Transfers To/From Reserves | 729 | 682 | 682 | 682 |
| | 40,375 | 39,788 | 40,512 | 41,164 |
| **Expenses** | | | | |
| Salaries, Wages, & Benefits | 5,406 | 5,383 | 5,406 | 5,415 |
| Contracted & General Services | 8,967 | 9,065 | 9,179 | 9,179 |
| Transfers To/From Operations/Capital | 1,341 | 1,347 | 1,347 | 981 |
| Materials, Goods, Supplies & Utilities | 989 | 1,045 | 1,054 | 1,061 |
| Purchases From Other Governments | 12,043 | 11,566 | 11,888 | 12,445 |
| Other Expenditures | 976 | 1,254 | 1,378 | 1,506 |
| Debenture Principal Repayment | 369 | 381 | 393 | 393 |
| Debenture Interest Repayment | 313 | 301 | 289 | 289 |
| Bank Charges & Short Term Interest | 2 | 2 | 2 | 2 |
| Transfers To/From Reserves | 9,969 | 9,444 | 9,576 | 9,893 |
| | 40,375 | 39,788 | 40,512 | 41,164 |
| **Net** | $- | $- | $- | $- |
| Amortization of Tangible Capital Assets | - | 5,512 | 5,821 | 6,328 |
| Contributed Tangible Capital Assets | - | 8,968 | 18 | - |

Amortization and Contributed Assets are non-cash budget items that are necessary to comply with legislative requirements and do not impact the tax levy. Contributed assets are 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. The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed assets revenue amount (Developer Levies). The asset and revenue amounts are reported in the City's consolidated annual financial statements.

## Utility Rates

The Utility Fiscal Policy and Rate Setting Model provides a methodology that clearly reflects the annual incremental 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 2020 is $133.37, an increase of 0.05% from prior year. The allocations of monthly rates are as follows:

| | 2019 | 2020 |
|---|---|---|
| **Water** | | |
| Flat Rate | $ 10.06 | $ 10.20 |
| Water Rate/m3 | $ 1.67 | $ 1.75 |
| Supplemental Capital Contribution | $ 6.27 | $ 2.98 |
| **Total** | **$ 43.05** | **$ 41.18** |
| | | |
| **Wastewater** | | |
| Flat Rate | $ 11.08 | $ 11.47 |
| Variable Rate/m3 - 80% | $ 2.23 | $ 2.32 |
| Variable Rate/m3 - 100% | $ 1.78 | $ 1.86 |
| Supplemental Capital Contribution | $ 3.35 | $ 3.20 |
| **Total** | **$ 42.97** | **$ 44.37** |
| | | |
| **Storm** | | |
| Single | $ 16.11 | $ 16.11 |
| Condo | $ 11.08 | $ 11.08 |
| Non-residential (Industrial/Comm) | $ 43.09 | $ 43.09 |
| Supplemental Capital Contribution | $ - | $ - |
| **Total** | **$ 16.11** | **$ 16.11** |
| | | |
| **Solid** | | |
| Flat Rate | $ 7.88 | $ 8.41 |
| Cart - 60 Litre | $ 1.16 | $ 1.16 |
| Cart - 120 Litre | $ 4.87 | $ 4.87 |
| Cart - 240 Litre | $ 10.04 | $ 10.04 |
| Curbside Organics | $ 6.72 | $ 6.72 |
| Recycling | $ 6.54 | $ 6.54 |
| Refuse Stickers | $ 2.25 | $ 2.25 |
| Supplemental Capital Contribution | $ - | $ - |
| **Total** | **$ 31.18** | **$ 31.71** |
| | | |
| Fee for Paper Bill | $ 1.02 | $ 1.06 |
| | | |
| Average Monthly Residential Bill* | **$ 133.31** | **$ 133.37** |

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

# OPERATING BUSINESS CASES

Executive Leadership Team (EL) utilizes a Business Case Assessment tool to evaluate all requested operating business cases, which improves the process of prudent and practical planning to align with strategies. This tool assists Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the Proposed Financial Plan and 2020 Budget.

All business cases are classified as: 1) regulated by a governing body (Regulated); 2) Council directed (Council); 3) required as part of the City's base operations (Base); 4) related to growth (Growth); 5) RCMP requested.

Regulatory, Council and Base business cases are considered non-discretionary and are therefore included in the proposed tax requirement. Growth business cases are further evaluated from new assessment revenue based on the following criteria:

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

Through corporate restructuring in late 2018 vacant FTE funds were made available to address future needs for front line positions as well as provide future year's tax relief. The total vacant dollars remaining within the vacant pool is $0.5 million, of which $0.3 million is being used to support the Emergency Services Personnel business case and the remainder applied to offset the base. Note that this offsets only the 2020 portion of the three year business case.

Assessment Growth for 2020 is budgeted at $1.7 million. Of this 30% or $0.5 million was applied to the base and $1.19 million is available for use.

Based on the funding thresholds noted above Administration is proposing the following:

- 4 base business cases valued at $0.4M to support current service levels which have been incorporated into the 2020-22 budget.
- 7 growth business cases valued at $1.5 million to support initiatives related to new operating programs or recommended changes to service levels. These initiatives are funded from new assessment growth revenue and reallocation from the vacant FTE pool thus having no tax impact to residents.

The RCMP is proposing the following:

- 1 business cases totaling $0.2M for increase RCMP contract costs and staff support. These business cases will have a correlating tax impact.

# Municipal Summary (Recommended)

## (NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

| DEPARTMENT | SCOPE STATEMENT | FTE | PROPOSED 2020 $ | PROPOSED 2021 $ | PROPOSED 2022 $ |
|---|---|---|---|---|---|
| | **Base Business Cases** | | | | |
| **Strategic Services & IT** System Upgrades and Licenses | Increase to annual software support budget to accommodate approved new corporate software applications. | | 247,000 | 247,000 | 247,000 |
| **Strategic Services & IT** GIS Emergency Services Support | Geographic Information Systems (GIS) support to Emergency Services to maintain service levels. | | 35,000 | 35,000 | 35,000 |
| **CAO/Ec Dev** Global Edmonton | Contribution is based on the approved annual budget for Edmonton Global (less federal and provincial grants) and is shared among member municipalities/shareholders proportional to the tax assessment base and population. | | 100,000 | 100,000 | 100,000 |
| **Human Resources & Safety** HR Coop Student | Offer a four-month, co-op placement for a student enrolled in an HR program to utilize this temporary employee to offset peak demands and ensure responsibilities are redistributed to appropriate role in the department. | | 17,000 | 17,000 | 17,000 |
| **Total Base Business Cases** | | **-** | **$399,000** | **$399,000** | **$399,000** |
| | **Growth Business Cases** | | | | |
| **Emergency Services** Emergency Services Personnel | Hire 10 Emergency Services Personnel to ensure service levels are adequate when Fire Station 4 is opened in 2023 and one Assistant Chief Medical Liaison position to ensure all duties related to Emergency Medical Response have proper oversight. ($.3 million funded from the FTE pool in 2020). | 11.00 | 1,208,000 | 1,177,000 | 1,280,000 |
| **Human Resources & Safety** HR Security and Access Enhancements | Increase security in the HR and Safety department work space, offering additional health and safety & risk mitigation controls for employees and public within that space. | | 30,000 | - | - |
| **Community Services** Income Supplement for Residents in Need | The Rental Assistance Program fund (RAP) will be depleted in late 2019 and the Crisis Fund will be depleted in Q2 of 2020. These funds are required to avoid residents succumbing to crisis and to assist vulnerable residents in maintaining housing. | | 60,000 | 60,000 | 60,000 |
| **Strategic Services & IT** Smart City Public Engagement | Conduct public engagement in support of the next major revision to the Smart City master plan. | | 50,000 | - | - |
| **Strategic Services & IT** Council Chambers AV Support | Improve audio visual technical support capacity to Council meetings and Administration boardrooms. | | 40,000 | 40,000 | 40,000 |
| **Community Services** Internal O H & S | Address legislative requirements to provide any worker working alone an effective communication system that includes regular contact by the employer or designate at intervals appropriate to the nature of the hazard. | | 13,200 | 18,900 | 21,600 |
| **Finance & Asessment** Corporate Procurement Software | Software to assist users & purchasing in the drafting of tender documents and in the ability to accept electronic tenders and manage the receipt of electronic evaluation of the tender process. | | 99,000 | 37,000 | 37,000 |
| **Operating Impacts** | Operating impacts from Growth Capital | | 33,600 | 201,600 | 264,700 |
| **Total Growth Business Cases** | | **11.00** | **$ 1,533,800** | **$ 1,534,500** | **$ 1,703,300** |
| | **Funding Sources** | | | | |
| Assessment Growth Available (70% of $1.7 Million) | | | $ 1,190,000 | | |
| Vacant Pool Reallocation | | | 508,700 | | |
| Total Funding Available | | | 1,698,700 | | |
| Less Growth Business Cases | | | (1,533,800) | | |
| Less Remaining Available Funding Applied to Base | | | (164,900) | | |
| **Residual Balance of Assessment Growth** | | | **$ -** | | |
| | **RCMP Request for Council Consideration** | | | | |
| **RCMP Services** Public Safety Maintenance | Add funds to RCMP Contract for two (2) additional RCMP Officers in 2020, to continue to work towards 1:1000 officer to population ratio identified in the Policing LTDP, the RCMP Multi-year Financial Plan and the growing demand for Police services. | | 224,000 | 229,200 | 299,600 |
| **Total RCMP Business Cases** | | **-** | **$ 224,000** | **$ 229,200** | **$ 299,600** |

# Municipal Summary (Unfunded)

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

| DEPARTMENT | SCOPE STATEMENT | FTE | PROPOSED 2020 $ | PROPOSED 2021 $ | PROPOSED 2022 $ |
|---|---|---|---|---|---|
| **Community Services** Amplify Creative Youth Development Program | To support the delivery of a rescoped Amplify Creative Youth Development Program. The revised Amplify program will facilitate collaborative initiatives with other City departments, schools, funders, and industry organizations, to support positive asset development for youth through the arts and cultural sector throughout the year, culminating with an annual Festival. | | 80,000 | 80,000 | 80,000 |
| **Emergency Services** Municipal Enforcement Officer | Add 1.0 FTE permanent Municipal Enforcement Officer resource to keep pace with the growing demands for re-active and pro-active Bylaw and Provincial Statue enforcement. | 1.00 | 103,700 | 103,700 | 103,700 |
| **Strategic Services & IT** Systems Analyst IT | The IT Systems Analyst will provide technical support to the Public Works and Transit Department, specifically to enable new technologies such as Smart Fare, Smart Bus, onboard video, GPS/Automated Vehicle Locator system, and the new regional transit route planning software, plus numerous other software. | 1.00 | 106,600 | 106,600 | 106,600 |
| **Community Services** Enhance Housing Options | Both project 5.4 and the Mayor's Task Force on Homelessness require administrative support beyond the capacity of existing resources; while Community Services has reallocated funding in 2019 to meet these demands, one-time support for part of 2020 is required to complete the established objectives and timelines. | | 60,000 | - | - |
| **Strategic Services & IT** COSA Value Proposition | The City requires the services of an external firm that specializes in the development of value propositions and corporate marketing plans for municipal governments. | | 25,000 | - | - |
| **Finance & Assessment** Divisional Controller | A Controller is required to meeting existing demand and effectively manage financial services with internal departments. | 1.00 | 125,000 | 125,000 | 125,000 |
| **Strategic Services & IT** Public Participation - Online Tool Pilot | Establish an online presence for public participation to enhance opportunities for residents and community stakeholders to provide input into decision making process. | | 19,000 | 19,000 | 19,000 |
| **Public Works & Transit** Additional Dial-A-Bus | Add one more bus to the evening and weekend Dial-a-Bus deployment to serve the growing commercial and high-density residential areas north of Villeneuve Road. | | 67,400 | 202,000 | 202,000 |
| **Recreation & Parks** 2024 Alberta Summer Games Bid | Compilation of information and preparation of documents in alignment with expected timelines to submit a bid to host the 2024 Alberta Summer Games. | | 30,000 | - | - |
| **Public Works & Transit** Urban Forest Education | 2 casual staff to promote tree health and education opportunities for the public at City promoted events such as neighborhood block parties and other civic events | | 15,000 | 15,000 | 15,000 |
| **Community Services** St. Albert Children's Theatre 40th Anniversary | A professionally produced mini-documentary capturing some of the social impact of St. Albert Children's Theatre will be created to celebrate the 40th season. | | 10,000 | - | - |
| **Public Works & Transit** Weekday Evening Local Handibus Service | To continue to expand periods of service and areas of operation of Handibus to a level that reflects the service offered by conventional transit. | | 57,500 | 82,500 | 82,500 |
| **Community Services** Emergency Social Services/Business Continuity | To compliment our existing Emergency Management strategy for responding to a catastrophic incident and to develop and maintain a comprehensive plan for Emergency Social Services and business continuity. | | 102,000 | 105,100 | 108,200 |
| **Total Unfunded Municipal Business Cases** | | **3.00** | **$ 801,200** | **$ 838,900** | **$ 842,000** |

# CAPITAL (MUNICIPAL & UTILITY)

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

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

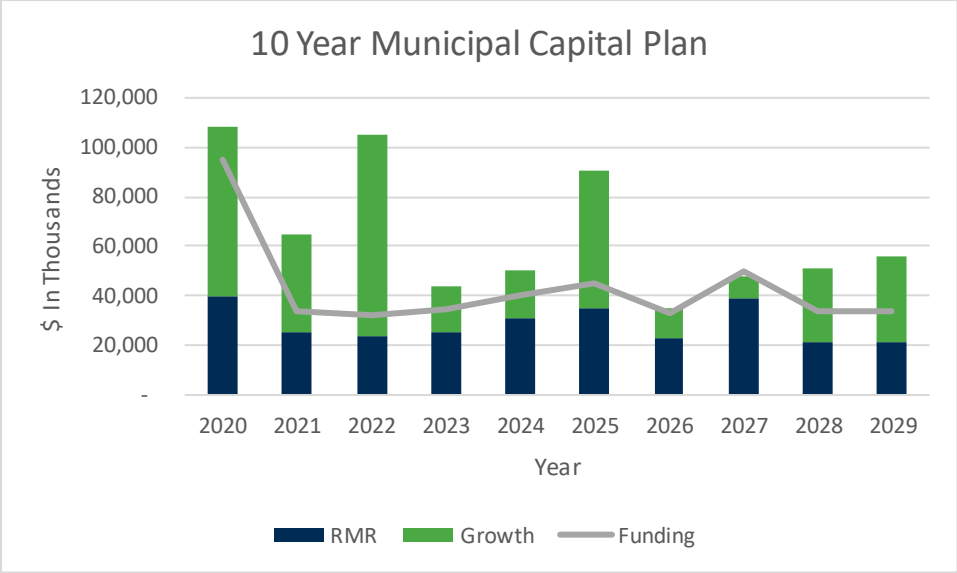
The City divides its capital investment into two categories:

1. **Repair, Maintain, 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 that the City requires for the next 10 years. The municipal plan includes approximately $653 million in capital investment, of which $284 million is attributed to RMR projects and the remaining $369 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 has performed an evaluation to prioritize a recommended list of growth capital initiatives.



RMR is approved earlier in the budget process to ensure adequate funding is made available for maintaining existing infrastructure. On June 17, 2019, Council approved the 2020-2029 Municipal RMR Capital Plan and the 2019 Municipal RMR Capital funding for 29 RMR capital projects totaling $39.6 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 heath, 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 needs;
- 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 is recommending 16 capital growth projects be funded in 2020 in the amount of $53.9 million and 26 projects in the amount of $15.1 million be unfunded and postponed.

## Capital Funding and Expenditures

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

Administration is recommending debt funding for 5 growth infrastructure projects as costs exceeds available grants and reserves. The additional debt will not exceed the City's Debt servicing limit.

## Capital Project – Operating Impacts

As part of the Capital Budget process and planning, the City incorporates all ongoing operating costs that will be incurred as a result of 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 2020, the net operating impacts on the Recommended Growth capital projects equates to an operating increase of $1.2 million. This cost is associated with hiring Emergency Personnel for Fire Hall 4 and is being funded through both the base and assessment growth.

The remaining costs are incorporated into the operating budget so that it is consistent with the City's approach to ensuring a sustainable future.

Capital Project – Public Art

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

## Utility Capital

The 10-Year Utility Capital Plan, has identified approximately $144 million in capital investment. The plan includes various projects ranging from various utility management levels of service rehabilitation and sedimentation erosion control.

On June 17, 2019, Council approved the 2020-2029 RMR Utility Capital Plan and the 2020 Utility RMR Capital funding for 14 RMR capital projects totaling $11.6 million.

## 10 Year Municipal RMR Capital Plan

| Charter No. | Charter Name | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CULTR | | | | | | | | | | | |
| CULTR-001 | Arden Theatre Lifecycle Plan | 110,600 | 360,100 | 96,300 | 243,100 | 41,700 | 169,500 | 8,300 | 117,700 | 229,900 | 18,200 |
| CULTR-023 | Visual Arts Studio Lifecycle | 14,900 | 38,500 | 30,500 | 18,200 | 46,200 | 53,700 | 14,000 | 93,700 | 5,500 | 12,700 |
| **CULTR Total** | | **125,500** | **398,600** | **126,800** | **261,300** | **87,900** | **223,200** | **22,300** | **211,400** | **235,400** | **30,900** |
| ENG | | | | | | | | | | | |
| ENGS-001 | Arterial Rehab Prgm | 1,542,500 | 1,735,000 | 1,680,000 | 1,636,000 | 1,636,000 | 1,636,000 | 1,636,000 | 1,636,000 | 1,636,000 | 1,636,000 |
| ENGS-002 | Collector Roadway Prgm | 1,515,000 | 957,000 | 957,000 | 1,235,000 | 1,235,000 | 1,235,000 | 1,235,000 | 1,235,000 | 1,235,000 | 1,235,000 |
| ENGS-003 | Local Roadway Prgm | 1,130,000 | 1,652,500 | 1,515,000 | 1,515,000 | 1,515,000 | 1,515,000 | 1,515,000 | 1,515,000 | 1,515,000 | 1,515,000 |
| ENGS-004 | Roadway Rehab Prgm | 1,800,000 | 2,657,000 | 2,480,000 | 2,142,500 | 1,956,000 | 1,956,000 | 1,986,000 | 1,956,000 | 1,956,000 | 1,986,000 |
| ENGS-005 | Permanent Line Marking Rehab | 250,000 | 250,000 | 250,000 | 265,000 | 265,000 | 265,000 | 275,000 | 275,000 | 275,000 | 275,000 |
| ENGS-006 | Multi-Use Trail Rehab Prgm | 385,000 | 385,000 | 272,500 | 272,500 | 272,500 | 272,500 | 272,500 | 272,500 | 272,500 | 272,500 |
| ENGS-007 | Sidewalk Program | 747,000 | 747,000 | 747,000 | 747,000 | 632,500 | 632,500 | 632,500 | 632,500 | 632,500 | 632,500 |
| ENGS-008 | Transportation Systems Mgmt | 721,000 | 738,000 | 715,000 | 615,000 | 790,000 | 530,000 | 530,000 | 840,000 | 530,000 | 840,000 |
| ENGS-014 | Paved Parking Lot Prgm | | 135,000 | 579,300 | 685,800 | 1,005,300 | 958,500 | 213,000 | 213,000 | 213,000 | 213,000 |
| ENGS-017 | Back Lanes Prgm | | 1,315,000 | 1,215,000 | 665,000 | 665,000 | 665,000 | 665,000 | 665,000 | 665,000 | 665,000 |
| ENGS-022 | Barrier Wall Study & Replace | 3,767,500 | | | | | | | | | |
| ENGS-042 | Bridge Prgm | 319,000 | 280,000 | 252,800 | 690,300 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| ENGS-060 | Traffic Signal Maintenance | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| **ENG Total** | | **12,727,000** | **11,401,500** | **11,213,600** | **11,019,100** | **10,592,300** | **10,285,500** | **9,580,000** | **9,860,000** | **9,550,000** | **9,890,000** |
| FIRE | | | | | | | | | | | |
| FIRE-001 | Emergency Equip Replace Plan | 104,100 | 205,200 | 107,400 | 259,900 | 109,200 | 254,400 | 218,000 | 85,400 | 172,100 | 254,100 |
| FIRE-002 | Fire Station #1 – Construction | 14,100,000 | | | | | | | | | |
| FIRE-026 | Fire Station #1 - Decommissioning | | | 852,500 | | | | | | | |
| **FIRE Total** | | **14,204,100** | **205,200** | **959,900** | **259,900** | **109,200** | **254,400** | **218,000** | **85,400** | **172,100** | **254,100** |
| ITS | | | | | | | | | | | |
| 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 | 717,500 | 790,000 | 745,000 | 920,500 | 512,000 | 790,500 | 922,500 | 782,500 | 784,500 | 730,000 |
| ITSV-013 | Non-Emergency Radio System Replace | 574,800 | | | | | | | | | |
| **ITS Total** | | **1,342,300** | **840,000** | **795,000** | **970,500** | **562,000** | **840,500** | **972,500** | **832,500** | **834,500** | **780,000** |

Note: Green font represents funding from Lifecycle Reserves

* AR-19-222 Approval of 2020-2029 Municipal RMR Capital Plan June 17, 2019 (PM-20-042)

## 10 Year Municipal RMR Capital Plan - Continued

| Charter No. | Charter Name | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| PW | | | | | | | | | | | |
| PW-001 | PW Mobile Equip Replace Plan | 2,535,000 | 1,863,000 | 3,043,600 | 2,785,500 | 2,236,500 | 2,922,500 | 2,835,800 | 2,842,800 | 3,258,800 | 1,985,000 |
| PW-004 | Energy Efficiency Replace Prgm | | 131,000 | | 131,000 | | | | | | |
| 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 (New) | Municipal Facilities - Repairs & Renewal | 4,770,000 | 4,770,000 | 4,770,000 | 4,770,000 | 4,770,000 | 4,770,000 | 4,770,000 | 4,770,000 | 4770000 | 4,770,000 |
| PW-032 (New) | PW Asphalt Emulsion Storage Tank | 85,000 | | | | | | | | | |
| **PW Total** | | **7,430,000** | **6,804,000** | **7,853,600** | **7,726,500** | **7,046,500** | **7,732,500** | **7,645,800** | **7,652,800** | **8,068,800** | **6,795,000** |
| REC | | | | | | | | | | | |
| COMS-001 | Community Capital Grant Prgm | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250000 | 250,000 |
| RECR-001 | Aquatics Lifecycle Replace Plan | 255,100 | 87,500 | 417,200 | 123,900 | 447,600 | 75,000 | 256,500 | 221,200 | 275,600 | 747,400 |
| RECR-003 | City Sportsfield Rehab Prgm | 316,700 | 316,700 | 316,700 | 316,700 | 316,700 | 316,700 | 316,700 | 316,700 | 316,700 | 316,700 |
| RECR-025 | City Playground Lifecycle Prgrm | 378,900 | 378,900 | 378,900 | 378,900 | 378,900 | 378,900 | 378,900 | 378,900 | 378,900 | 378,900 |
| RECR-069 (New) | Woodlands Skatepark Redevelopment | 1,670,000 | | | | | | | | | |
| SERV-001 | Servus Lifecycle Replacement Prgm | 455,800 | 1,791,500 | 786,500 | 849,200 | 501,300 | 537,500 | 1,949,500 | 648,000 | 594,800 | 306,900 |
| **REC Total** | | **3,326,500** | **2,824,600** | **2,149,300** | **1,918,700** | **1,894,500** | **1,558,100** | **3,151,600** | **1,814,800** | **1,816,000** | **1,999,900** |
| TRAN | | | | | | | | | | | |
| TRAN-001 | Transit Bus Lifecycle Replace | 416,300 | 2,932,200 | 758,000 | 3,342,800 | 10,680,000 | 14,019,700 | 892,400 | 18,603,200 | 494,400 | 1,110,000 |
| **TRAN Total** | | **416,300** | **2,932,200** | **758,000** | **3,342,800** | **10,680,000** | **14,019,700** | **892,400** | **18,603,200** | **494,400** | **1,110,000** |
| **RMR Total** | | **39,571,700** | **25,406,100** | **23,856,200** | **25,498,800** | **30,972,400** | **34,913,900** | **22,482,600** | **39,060,100** | **21,171,200** | **20,859,900** |

Note: Green font represents funding from Lifecycle Reserves

* AR-19-222 Approval of 2020-2029 Municipal RMR Capital Plan June 17, 2019 (PM-20-042)

# 10 Year Municipal Growth Capital Plan

## 2020 Recommended Debt Funded Municipal Growth Capital

| Charter No. | Charter Name | 2020 * | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ENGS-074 | Ray Gibbon Improvements | **26,714,500** | | | | | | | | | |
| FIRE-005 | Fire Station #4 | **16,341,000** | | | | | | | | | |
| FIRE-007 | Fire Station #4 Fire Engine | **1,540,500** | | | | | | | | | |
| FIRE-016 | Fire Aerial Apparatus | **2,469,800** | | | | | | | | | |
| FIRE-032 (NEW) | Fire Tanker Vehicle | **779,000** | | | | | | | | | |
| **Total Recommended Municipal Debt Funded Growth Capital** | | **47,844,800** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| | * In order to secure financing through a borrowing bylaw the charters' entire budget is being requested in 2020 | | | | | | | | | | |

## 2020 Recommended Municipal Growth Capital

| Charter No. | Charter Name | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| PW-016 | PW Snow Storage | **50,000** | 400,000 | 3,600,000 | | | | | | | |
| ENGS-058 | Traffic Calming Strategies | **550,000** | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| ENGS-063 | Safe Journeys to School | **445,000** | 400,000 | 335,000 | 440,000 | | | | | | |
| RECR-010 | Lacombe Park Construction | **1,300,000** | | | | | | | | | |
| RECR-049 | Neighborhood Park Development | **250,000** | 3,105,700 | 3,165,700 | 1,314,600 | 1,057,000 | 2,120,500 | 414,400 | 2,647,300 | 809,100 | |
| ENGS-068 | Active Transport Plan | **600,000** | 600,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| ITSV-014 | Asset Mgmt System Replace | **100,000** | | | | | | | | | |
| POLI-006 | Policing Bldg Accomm | **277,500** | | | | | | | | | |
| PLAN-006 | Lakeview/Badger Lands ASP | **1,329,800** | | | | | | | | | |
| RECR-065 | Community Amenities Site Planning | **900,000** | 600,000 | | | | | | | | |
| CULTR-033 | SAP Flag Poles | **12,400** | | | | | | | | | |
| | *Public Art* | ***227,100*** | | | | | | | | | |
| **Total Recommended Municipal Growth Capital** | | **6,041,800** | **5,655,700** | **8,200,700** | **2,854,600** | **2,157,000** | **3,220,500** | **1,514,400** | **3,747,300** | **1,909,100** | **1,100,000** |

# 2020 Unfunded Municipal Growth Capital

| Charter No. | Charter Name | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ENGS-073 | Fowler Way | | | | | | 38,985,000 | | | | |
| RECR-050 | RWP Meadowview - Construction | 1,931,800 | 1,651,100 | | | | 1,191,400 | | | | |
| ENGS-075 | Villeneuve Rd Rebuild | | | | | 800,000 | | 7,560,000 | | | |
| TRAN-004 | Transit Growth Buses | 2,500,000 | 1,750,000 | 1,750,000 | | | | | | | |
| TRAN-007 | N Park & Ride Transit Center | | | 4,600,000 | | | | | | | |
| ENGS-010 | Transport Master Plan (TMP) Update | | 800,000 | | | | | | 800,000 | | |
| TRAN-028 | North Transit Centre and Park & Ride | | | | | 3,000,000 | 9,500,000 | | | | |
| ENGS-054 | Intersection Enhancements | | | | | | | | 440,000 | 3,665,000 | 440,000 |
| CULTR-005 | Founders Walk Phase 3 | 2,984,500 | | | | | | | | | |
| CULTR-009 | Heritage Park Ph 3 - French Cdn Farm | | 2,547,000 | | | | | | | | |
| CULTR-010 | Heritage Park Ph 4 - Landscape & Access | | | 286,100 | 3,847,000 | | | | | | |
| CULTR-030 | Heritage Park Interp Cntre & Museum Exp | | | | | | | | 1,175,400 | 8,808,800 | 3,075,600 |
| ENV-002 | Solar Photovoltaics (PV) Program | 500,000 | 500,000 | 1,000,000 | | | | | | | |
| ENGS-077 (NEW) | Neil Ross Rd Design & Const- OSL 100% | 250,000 | 500,000 | 2,200,000 | | | | 700,000 | | 8,500,000 | |
| PLAN-005 | Land Use Bylaw Update | | 1,141,700 | | | | | | | | |
| PLAN-010 | Revit Strat for Mature Neighbourhoods | 200,000 | | | | | | | | | |
| ENGS-069 | ITS Strategy Implementation | 516,000 | 516,000 | 516,000 | 516,000 | 380,000 | 380,000 | 380,000 | 380,000 | 380,000 | 380,000 |
| ENGS-078 (NEW) | LeClair Way West Extension - OSL 100% | | | | 250,000 | | 600,000 | 1,700,000 | 800,000 | | 23,000,000 |
| ENV-001 | Contaminated Sites Remediation | 100,000 | 50,000 | | | | | | | | |
| CSS-008 | Facility Water & Energy Audits | | 50,500 | | | | | | | | |
| DARP-005 | Millennium Park Design Phase 2 & Const | 983,300 | | 5,757,100 | 8,027,000 | | | | | | |
| FIRE-027 | Emergency Operation Center | 1,954,500 | 222,800 | | | | | | | | |
| ITSV-015 | Website Refresh | | | | 50,000 | | | | | | |
| RECR-045 | Oakmont Trail Phase 2 | 292,500 | | 436,800 | 247,000 | 514,800 | | | | | |
| RECR-040 | Dog Friendly Park Development | | 197,700 | 917,900 | | | | | | | |
| PW-033 | PW Fleet Services Garage Expansion | 550,000 | 3,000,000 | | | | | | | | |
| PW-018 | PW Satellite Shop | 362,900 | 2,985,100 | | | | | | | | |
| POLI-006 | Policing Bldg Accomm | | 832,500 | 9,250,000 | | | | | | | |
| ENGS-076 | City Parking Lot Structure Upgrades | | 311,000 | 140,000 | 1,901,000 | 482,000 | 881,600 | 372,800 | 685,300 | 1,293,300 | |
| FIRE-028 | Key Lock Box System | 47,800 | | | | | | | | | |
| TRAN-003 | Transit Waiting Shelters | 61,200 | | | | 63,000 | | | | 65,000 | |
| SERV-004 | 6th Arena Ice Surface | 55,000 | 2,016,800 | 20,167,300 | | | | | | | |
| SERV-010 | Servus Place 25m, 8 Lane Aquatics Expan | 406,700 | 1,479,300 | 20,546,200 | | | | | | | |
| SERV-008 | Fitness Expansion | 487,000 | 5,687,900 | | | | | | | | |
| DARP-016 | DARP Project Prioritization | | 100,000 | | | | | | | | |
| CSS-005 | Cogeneration | | 60,600 | 1,000,000 | | | | | | | |

## 2020 Unfunded Municipal Growth Capital – continued

| Charter No. | Charter Name | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DARP-006 | Perron Street Pedestrian Improvements | | | | 717,000 | 5,602,400 | | | | | |
| DARP-007 | Grandin Road Improvemt | | | | | | 213,200 | | | 2,120,000 | |
| DARP-011 | St Anne St. Pedestrian Improvemts | | | | | | | | 858,800 | | 5,815,000 |
| DARP-014 | St. Thomas St. Median Improvemts | | | | | | 273,000 | | | 2,782,500 | |
| DARP-015 | Tache Street Green Corridor | | | | 126,700 | 5,768,300 | | | | | |
| PW-015 | PW Tree Chipper | 60,000 | | | | | | | | | |
| DARP-003 | Civic Square | | | | | | | 52,500 | 151,900 | | 1,580,100 |
| CULTR-032 | Story Boards | 82,300 | | | | | | | | | |
| FIRE-033 (NEW) | Fire Training Facility | 100,000 | 430,000 | 4,300,000 | | | | | | | |
| CSS-007 | Smart Facility Monitoring | | 80,800 | 90,900 | | | | | | | |
| TRAN-024 | Transit Garage Expansion | 550,000 | 6,148,000 | | | | | | | | |
| POLI-005 | Maloney Front Counter Security Renos | 18,000 | 200,000 | | | | | | | | |
| FIRE-023 | Fire #2 Security Upgrade | 45,000 | | | | | | | | | |
| FIRE-031 | Reception Centre Group Lodging Supplies | 49,000 | | | | | | | | | |
| ENGS-067 | Subdivision Entrance Signage | 50,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 101,000 | | |
| PW-028 | Urban Forest Canopy Enhance & Mgmt | | 250,000 | 250,000 | | | | | | | |
| TRAN-027 | Transit Tech Upgrade | | | 30,000 | | | 30,000 | | | 30,000 | |
| **Total Unfunded Municipal Growth Capital** | | **15,137,500** | **33,623,800** | **73,353,300** | **15,796,700** | **16,725,500** | **52,169,200** | **10,880,300** | **5,392,400** | **27,644,600** | **34,290,700** |
| | | | | | | | | | | | |
| **Grand Total Municipal Growth Capital** | | **69,024,100** | **39,279,500** | **81,554,000** | **18,651,300** | **18,882,500** | **55,389,700** | **12,394,700** | **9,139,700** | **29,553,700** | **35,390,700** |

## 2020 Municipal Funding

| Project No. | Project Name | BUDGET | PAYG | Lifecycle Reserves | MSI | BMTG | FGTF | Capital/Growth Stab Reserve | Debt |
|---|---|---|---|---|---|---|---|---|---|
| 2020 Estimated Funding Available | | 94,574,800 | 6,115,100 | 6,473,300 | 16,844,900 | 4,201,200 | 7,741,900 | 5,353,600 | 47,844,800 |
| | | | | | | | | | |
| CULTR-001 | Arden Theatre Lifecycle Plan | 110,600 | | 110,600 | | | | | |
| CULTR-023 | Visual Arts Studio Lifecycle | 14,900 | 14,900 | | | | | | |
| ENGS-001 | Arterial Rehab Prgm | 1,542,500 | | | | 1,542,500 | | | |
| ENGS-002 | Collector Roadway Prgm | 1,515,000 | | | | 1,515,000 | | | |
| ENGS-003 | Local Roadway Prgm | 1,130,000 | | | | 1,130,000 | | | |
| ENGS-004 | Roadway Rehab Prgm | 1,800,000 | | | | | 1,800,000 | | |
| ENGS-005 | Permanent Line Marking Rehab | 250,000 | 250,000 | | | | | | |
| ENGS-006 | Multi-Use Trail Rehab Prgm | 385,000 | 385,000 | | | | | | |
| ENGS-007 | Sidewalk Program | 747,000 | 747,000 | | | | | | |
| ENGS-008 | Transportation Systems Mgmt | 721,000 | 721,000 | | | | | | |
| ENGS-022 | Barrier Wall Study & Replace | 3,767,500 | | | 3,767,500 | | | | |
| ENGS-042 | Bridge Prgm | 319,000 | 319,000 | | | | | | |
| ENGS-060 | Traffic Signal Maintenance | 550,000 | 550,000 | | | | | | |
| FIRE-001 | Emergency Equip Replace Plan | 104,100 | | 104,100 | | | | | |
| FIRE-002 | Fire Station #1 – Construction | 14,100,000 | 500,000 | | 13,000,000 | | | 600,000 | |
| ITSV-001 | IT Office Automation | 50,000 | 50,000 | | | | | | |
| ITSV-002 | IT Lifecycle Replace Plan | 717,500 | | 717,500 | | | | | |
| ITSV-013 | Non-Emerg Radio System Replace | 574,800 | 574,800 | | | | | | |
| PW-001 | PW Mobile Equip Replace Plan | 2,535,000 | | 2,535,000 | | | | | |
| PW-006 | Shop &Yard Equip Replace | 40,000 | 40,000 | | | | | | |
| PW-031 | Municipal Facilities - Rep & Renew | 4,770,000 | 1,070,000 | 1,500,000 | | | | 2,200,000 | |
| PW-032 | PW Asphalt Emulsion Storage Tank | 85,000 | 85,000 | | | | | | |
| COMS-001 | Community Capital Grant Prgm | 250,000 | 250,000 | | | | | | |
| RECR-001 | Aquatics Lifecycle Replace Plan | 255,100 | | 255,100 | | | | | |
| RECR-003 | City Sportsfield Rehab Prgm | 316,700 | 316,700 | | | | | | |
| RECR-025 | City Playground Lifecycle Prgrm | 378,900 | | 378,900 | | | | | |
| RECR-069 | Woodlands Skatepark Redevelop | 1,670,000 | | | | | 1,670,000 | | |
| SERV-001 | Servus Lifecycle Replace Prgm | 455,800 | | 455,800 | | | | | |
| TRAN-001 | Transit Bus Lifecycle Replace | 416,300 | | 416,300 | | | | | |
| | | | | | | | | | |
| **RMR TOTAL** | | **39,571,700** | **5,873,400** | **6,473,300** | **16,767,500** | **4,187,500** | **3,470,000** | **2,800,000** | |

## 2020 Municipal Funding - continued

| Project No. | Project Name | BUDGET | PAYG | Lifecycle Reserves | MSI | BMTG | FGTF | Capital/Growth Stab Reserve | Debt |
|---|---|---|---|---|---|---|---|---|---|
| Available for Growth | | 55,003,100 | 241,700 | | 77,400 | 13,700 | 4,271,900 | 2,553,600 | 47,844,800 |
| ENGS-074 | Ray Gibbon Improvements | 26,714,500 | | | | | | | 26,714,500 |
| FIRE-005 | Fire Station #4 | 16,341,000 | | | | | | | 16,341,000 |
| FIRE-007 | Fire Station #4 Fire Engine | 1,540,500 | | | | | | | 1,540,500 |
| FIRE-016 | Fire Aerial Apparatus | 2,469,800 | | | | | | | 2,469,800 |
| FIRE-032 (NEW) | Fire Tanker Vehicle | 779,000 | | | | | | | 779,000 |
| PW-016 | PW Snow Storage | 50,000 | | | | | | 50,000 | |
| ENGS-058 | Traffic Calming Strategies | 550,000 | | | | | 550,000 | | |
| ENGS-063 | Safe Journeys to School | 445,000 | | | | | 445,000 | | |
| RECR-010 | Lacombe Park Construction | 1,300,000 | | | | | 1,300,000 | | |
| RECR-049 | Neighborhood Park Development | 250,000 | | | | | | 250,000 | |
| ENGS-068 | Active Transport Plan | 600,000 | | | | | 600,000 | | |
| ITSV-014 | Asset Mgmt System Replace | 100,000 | | | | | 100,000 | | |
| POLI-006 | Policing Bldg Accomm | 277,500 | | | | | | 277,500 | |
| PLAN-006 | Lakeview/Badger Lands ASP | 1,329,800 | | | | | | 1,329,800 | |
| RECR-065 | Recreation Facility | 900,000 | | | | | 900,000 | | |
| CULTR-033 | SAP Flag Poles | 12,400 | | | | | | 12,400 | |
| | Public Art | 227,100 | 227,100 | | | | | | |
| | | | | | | | | | |
| **GROWTH TOTAL** | | **53,886,600** | **227,100** | | | | **3,895,000** | **1,919,700** | **47,844,800** |
| | | | | | | | | | |
| **TOTAL** | | **93,458,300** | **6,100,500** | **6,473,300** | **16,767,500** | **4,187,500** | **7,365,000** | **4,719,700** | **47,844,800** |
| | | | | | | | | | |
| **Remaining Balance** | | **1,116,500** | **14,600** | | **77,400** | **13,700** | **376,900** | **633,900** | |

The 2020 Municipal Funding has been provided for information purposes only. Administration maintains authority to modify funding sources based on current information to allow for maximization of grants.

## 2020 Municipal Capital Recommended Operating Impacts

| Charter No. | Charter Name | 2020 Charter Amount | Operating Impacts 2020 | 2021 | 2022 |
|---|---|---|---|---|---|
| ENGS-074 | Ray Gibbon Improvements | 26,714,500 | | 18,400 | |
| FIRE-005 | Fire Station #4 | 16,341,000 | 1,207,500 | 2,436,000 | 3,737,600 |
| FIRE-007 | Fire Station #4 Fire Engine | 1,540,500 | | 104,000 | 104,000 |
| FIRE-016 | Fire Aerial Apparatus | 2,469,800 | | | |
| FIRE-032 (NEW) | Fire Tanker Vehicle | 779,000 | | | 40,000 |
| PW-016 | PW Snow Storage | 50,000 | | | |
| ENGS-058 | Traffic Calming Strategies | 550,000 | 25,000 | 12,500 | 12,500 |
| ENGS-063 | Safe Journeys to School | 445,000 | 6,400 | 13,900 | 12,500 |
| RECR-010 | Lacombe Park Construction | 1,300,000 | | 51,100 | 51,100 |
| RECR-049 | Neighborhood Park Development | 250,000 | | | 42,900 |
| ENGS-068 | Active Transport Plan | 600,000 | 1,700 | 1,700 | 1,700 |
| ITSV-014 | Asset Mgmt System Replace | 100,000 | | | |
| POLI-006 | Policing Bldg Accomm | 277,500 | | | |
| PLAN-006 | Lakeview/Badger Lands ASP | 1,329,800 | | | |
| RECR-065 | Community Amenities Site Planning | 900,000 | | | |
| CULTR-033 | SAP Flag Poles | 12,400 | 500 | | |
| | *Public Art* | *227,100* | | | |
| **Total Operating Impacts of Growth Charters** | | **53,886,600** | **1,241,100** | **2,637,600** | **4,002,300** |

## 10 Year Utility RMR Capital Plan

| Charter No. | Charter Name | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ADMIN | | | | | | | | | | | |
| UTIL-002 | Utility Master Plan | | | | | 975,000 | | | | | |
| **ADMIN Total** | | **-** | **-** | **-** | **-** | **975,000** | **-** | **-** | **-** | **-** | **-** |
| STORM | | | | | | | | | | | |
| STORM-002 | STORM Infrastructure Rehab | 1,560,000 | 3,105,000 | 2,075,000 | 3,035,000 | 2,200,000 | 1,170,000 | 745,000 | 1,970,000 | 295,000 | 1,750,000 |
| STORM-004 | STORM Mgmt LOS | 1,915,000 | 9,540,000 | 1,375,000 | 4,340,000 | 2,095,000 | 2,665,000 | 2,695,000 | 2,665,000 | 1,390,000 | 1,950,000 |
| STORM-005 (New) | Stormwater SCADA System Upgrades | 130,000 | | | | | | | | | |
| STORM-007 | Sediment and Erosion Control | 1,715,000 | 1,616,000 | 1,165,000 | 2,398,000 | 500,000 | | | | | |
| **STORM Total** | | **5,320,000** | **14,261,000** | **4,615,000** | **9,773,000** | **4,795,000** | **3,835,000** | **3,440,000** | **4,635,000** | **1,685,000** | **3,700,000** |
| WASTEWTR | | | | | | | | | | | |
| WASWT-001 | WASTWT Rehab Prgm | 268,000 | 268,000 | 268,000 | 268,000 | 268,000 | 268,000 | 268,000 | 268,000 | 268,000 | 268,000 |
| WASWT-002 | WASTWT Household Service Replace | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| WASWT-003 | WASTWT Main Replacement | 1,250,000 | 688,000 | 688,000 | 1,250,000 | 688,000 | 688,000 | 1,250,000 | 688,000 | 688,000 | 1,250,000 |
| WASWT-004 | WASTWT Collection System LOS | 1,417,000 | 490,000 | 3,054,000 | 460,000 | 2,840,000 | 460,000 | 2,840,000 | 460,000 | 2,840,000 | 490,000 |
| WASWT-005 (New) | WASTWT SCADA System Upgrades | 950,000 | | | | | | | | | |
| WASWT-020 | WASTWT Lift Station Studies | | | | | | | | | 200,000 | |
| **WASTEWTR Total** | | **4,135,000** | **1,696,000** | **4,260,000** | **2,228,000** | **4,046,000** | **1,666,000** | **4,608,000** | **1,666,000** | **4,246,000** | **2,258,000** |
| WATER | | | | | | | | | | | |
| WATER-003 | Water System Infrastructure Rehab | 530,000 | 530,000 | 530,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |
| WATER-004 | Water Network LOS | 1,240,000 | 2,440,000 | 4,400,000 | 6,780,000 | 1,692,000 | 1,790,000 | 852,000 | 1,855,000 | 690,000 | 1,800,000 |
| WATER-005 (New) | Water SCADA System Upgrades | 170,000 | | | | | | | | | |
| WATER-006 | Pump Station and Reservoir Rehab Prgm | 200,000 | 2,500,000 | 21,700,000 | | | | | 200,000 | | |
| **WATER Total** | | **2,140,000** | **5,470,000** | **26,630,000** | **7,330,000** | **2,242,000** | **2,340,000** | **1,402,000** | **2,605,000** | **1,240,000** | **2,350,000** |
| SOLIDW | | | | | | | | | | | |
| SOLWA-001 | Recycle Yard Upgrades | 27,500 | | | 30,000 | | | 32,500 | | | |
| **SOLIDW Total** | | **27,500** | **-** | **-** | **30,000** | **-** | **-** | **32,500** | **-** | **-** | **-** |
| **RMR Total** | | **11,622,500** | **21,427,000** | **35,505,000** | **19,361,000** | **12,058,000** | **7,841,000** | **9,482,500** | **8,906,000** | **7,171,000** | **8,308,000** |

* AR-19-223 Approval of 2020-2029 Utility RMR Capital Plan June 17, 2019 (PM-19-043)

## 10 Year Utility Growth Capital Plan

| Project No. | Project Name | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| STORM | | | | | | | | | | | |
| STORM-006 | Vacuum Debris Drying Pad | | | | 109,500 | | | | | | |
| **STORM Total** | | | | | **109,500** | | | | | | |
| WASTEWTR | | | | | | | | | | | |
| WASTW-009 | Vacuum Debris Drying Pad | | | | 109,500 | | | | | | |
| WASTW-021 (New) | Vac Truck | | 500,000 | | | | | | | | |
| **WASTEWTR Total** | | | **500,000** | | **109,500** | | | | | | |
| WATER | | | | | | | | | | | |
| WATER-018 | Giroux West Water Transmission Main | | | | 702,000 | | | | | | |
| WATER-019 | Levasseur Water Transmission Main | | | | 789,800 | | | | | | |
| WATER-020 | LockhartWater Transmission Main | | | | 175,500 | | | | | | |
| **WATER Total** | | | | | **1,667,300** | | | | | | |
| SOLIDW | | | | | | | | | | | |
| SOLWA-002 | Compost Transfer Site | | | 27,000 | 273,000 | | | | | | |
| **SOLIDW Total** | | | | **27,000** | **273,000** | | | | | | |
| **Growth Total** | | | **500,000** | **27,000** | **2,159,300** | | | | | | |



## DEBT

The City's long-term debt relates to three significant projects - the first stages of Ray Gibbon Drive, the construction of Servus Credit Union Place, and the Phase 3 North Interceptor (new in current year).

| (In thousand of dollars) | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|
| **Debt Outstanding (as at December 31)** | | | | |
| Ray Gibbon Drive Stage 1 and 2 | $ 14,942 | $ 13,337 | $ 11,658 | $ 9,902 |
| Servus Credit Union Place | 13,729 | 11,077 | 8,295 | 5,378 |
| Phase 3 North Interceptor | 9,451 | 9,070 | 8,677 | 8,268 |
| N. St. Albert Trail Corridor (Estimated) | - | 9,200 | 13,839 | 18,022 |
| **Total Debt Outstanding** | $ 38,122 | $ 42,684 | $ 42,469 | $ 41,569 |
| | | | | |
| **Debt Payments** | | | | |
| Ray Gibbon Drive Stage 1 and 2 | $ 2,720 | 2,269 | 2,269 | 2,269 |
| Servus Credit Union Place | 3,281 | 3,281 | 3,281 | 3,281 |
| Phase 3 North Interceptor | 682 | 682 | 682 | - |
| N. St. Albert Trail Corridor (Estimated) | - | - | 588 | 908 |
| **Total Debt Payments** | $ 6,683 | $ 6,233 | $ 6,821 | $ 6,459 |

The N. St. Albert Trail Corridor debt financing of $18.95 million approved in 2019 is yet to be secured but an estimate has been included.

The 2020 estimated debt outstanding is $42.7 million, and Administration is proposing 5 capital projects totaling $47.8 million to be funded from long-term debt. If Council chooses to fund these projects through debt the City’s current debt outstanding would increase to $90.5 million, well under the City and provincial debt limit.

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# FUNCTION INFORMATION

## 2020 PROPOSED STAFF

| Function | 2019 Approved Positions | 2019 Amendments | 2019 Amended Positions | 2020 Business Cases | 2020 Proposed Positions |
|---|---|---|---|---|---|
| Executive Leadership | 18.50 | (1.50) | 17.00 | - | 17.00 |
| General Government | 124.09 | 1.00 | 125.09 | - | 125.09 |
| Community & Recreation Services | 112.49 | 0.50 | 112.99 | - | 112.99 |
| Emergency Services | 169.62 | - | 169.62 | 11.00 | 180.62 |
| Public Works & Transit | 125.38 | - | 125.38 | - | 125.38 |
| Planning & Engineering | 61.00 | - | 61.00 | - | 61.00 |
| Total Municipal | 611.08 | - | 611.08 | 11.00 | 622.08 |
| Utility Services | 54.20 | - | 54.20 | - | 54.20 |
| Total Utility | 54.20 | - | 54.20 | - | 54.20 |
| Total Full-Time Equivalent Staff | 665.28 | - | 665.28 | 11.00 | 676.28 |

## 2019 AMENDMENTS

No impact regarding the 2019 amendments as organizational restructuring was implemented to better align budgets with the corporation’s needs.

## 2020 BUSINESS CASES

### Emergency Services

Emergency Services Personnel Business Case will ensure adequate Staffing for Fire Station 4 (Opening 2023) and in addition an Assistant Chief Medical Liaison to support Emergency Medical Response duties.

(Partially funded by FTE vacant Pool).

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# 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

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Sales & User Fees | $26 | $3 | $4 | $4 | $4 | $4 | - |
| Other Revenue | 11 | - | - | - | - | - | - |
| Transfers To/From Reserves | 2 | - | - | - | - | - | - |
| **TOTAL** | $39 | $3 | $4 | $4 | $4 | $4 | - |
| **EXPENDITURES** | | | | | | | |
| Salaries, Wages & Benefits | $422 | $487 | $567 | $567 | $567 | $567 | - |
| Contracted & General Services | 160 | 138 | 187 | 164 | 164 | 164 | 23 |
| Materials, Goods, Supplies & Utilities | 42 | 37 | 57 | 57 | 57 | 57 | - |
| Transfers To Organizations & Individuals | 10 | 8 | 11 | 12 | 12 | 12 | (1) |
| Other Expenditures | | - | 47 | 69 | 69 | 69 | (23) |
| Transfers To/From Reserves | 61 | 50 | - | - | - | - | - |
| **TOTAL** | $695 | $720 | $869 | $869 | $869 | $869 | $(1) |
| **NET** | $(656) | $(717) | $(865) | $(865) | $(865) | $(865) | $(1) |

**SIGNIFICANT CHANGES**

**Expenses:**

$23 thousand decrease in contracted & general services due to one time funding from Council Contingency in 2019.

$23 thousand increase in other expenditures due to Council contingency funding used for one time projects in 2019.

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# 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) and the Deputy Chief Administrative Officer (DCAO)

## Executive Leadership Function

**(In Thousands of Dollars)**

**FUND: MUNICIPAL OPERATING**

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Conditional Grants | - | - | - | - | - | - | - |
| Other Revenue | - | 38 | - | - | - | - | - |
| Transfers To/From Reserves | 98 | - | - | - | - | - | - |
| **TOTAL** | $98 | $38 | - | - | - | - | - |
| **EXPENDITURES** | | | | | | | |
| Salaries, Wages & Benefits | $1,039 | $1,073 | $2,781 | $2,183 | $2,336 | $2,367 | $598 |
| Contracted & General Services | 165 | 163 | 150 | 168 | 169 | 169 | (18) |
| Materials, Goods, Supplies & Utilities | 37 | 27 | 36 | 35 | 35 | 35 | 1 |
| Transfers To/From Reserves | 90 | 48 | - | - | - | - | - |
| **TOTAL** | $1,331 | $1,311 | $2,967 | $2,386 | $2,540 | $2,570 | $581 |
| **NET** | $(1,233) | $(1,273) | $(2,967) | $(2,386) | $(2,540) | $(2,570) | $581 |

**SIGNIFICANT CHANGES**

**Expenses:**

$598 thousand decrease in salaries, wages and benefits due to reallocation of vacant pool fund to other departments as well as funding new Emergency personnel and a reduction to the base.

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# GENERAL GOVERNMENT

## Functional Overview

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

The following departments are funded through this function:

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

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

## Functional Business Plan

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

| # | COUNCIL STRATEGIC PRIORITY | LEGAL & LEGISLATIVE SERVICES | ECONOMIC DEVELOPMENT | FINANCE & ASSESSMENT | HUMAN RESOURCES & SAFETY | STRATEGIC SERVICES & IT |
|---|---|---|---|---|---|---|
| 1 | **Growth Policy Framework:** Develop a robust policy framework to guide growth | | | | | |
| 2 | **Economic Development:** Enhance business/commercial growth | | | | | |
| 3 | **Building a Transportation Network:** Integrated transportation systems | | | | | |
| 4 | **Infrastructure Investment:** Identify and build needed capital assets | | | | | |
| 5 | **Housing:** Enhance housing options | | | | | |

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| # | COUNCIL STRATEGIC PRIORITY | LEGAL & LEGISLATIVE SERVICES | ECONOMIC DEVELOPMENT | FINANCE & ASSESSMENT | HUMAN RESOURCES & SAFETY | STRATEGIC SERVICES & IT |
|---|---|---|---|---|---|---|
| 6 | **Environmental Stewardship:** Explore innovative environmental and conservation opportunities | | | | | |

## Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

| # | ADMINISTRATIVE PRIORITIY | LEGAL & LEGISLATIVE SERVIVES | ECONOMIC DEVELOPMENT | FINANCE & ASSESSMENT | HUMAN RESOURCES & SAFETY | STRATEGIC SERVICES & IT |
|---|---|---|---|---|---|---|
| **A.1** | **Regional Collaboration** | | | | | |
| **A.2** | **Organizational Culture** | | | | | |
| **A.3** | **Mandated Service Requirements** | | | | | |
| **A.4** | **Business Process Improvements / Financial Sustainability** | | | | | |
| **A.5** | **Service Enhancement Opportunities** | | | | | |
| **A.6** | **Smart City** | | | | | |
| **A.7** | **Social Programming** | | | | | |

## Resource Requests

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

### Maintain Service Levels

| SERVICE | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|
| HR Co-op Student | 17,000 | OBC Base | Recommended |
| System Upgrades and Licenses | 247,000 | OBC Base | Recommended |
| GIS Emergency Services Support | 35,000 | OBC Base | Recommended |
| Global Edmonton | 100,000 | OBC Base | Recommended |
| HR Security and Access Enhancements | 30,000 | OBC Growth | Recommended |

### Corporate Business Plan Implementation

| PRIORITY | ACTIVITY | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|---|
| A.6.1 | Smart City Public Engagement | 50,000 | OBC Growth | Recommended |

### Optimize Service Levels

| SERVICE | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|
| Council Chambers AV Support | 40,000 | OBC Growth | Recommended |
| Corporate Procurement Software | 99,000 | OBC Growth | Recommended |
| Asset Management Program Replacement (ITSV-014) | 100,000 | CC Growth Municipal | Recommended |

No additional resources are recommended in these areas:

- Master Plan Initiatives
- Existing In-Progress Initiatives
- Other Growth Initiatives

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# General Government Function

**(In Thousands of Dollars)**

**FUND: MUNICIPAL OPERATING**

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Sales & User Fees | $467 | $387 | $392 | $392 | $422 | $392 | $ |
| Penalties & Costs On Taxes | 902 | 914 | 915 | 920 | 925 | 930 | 5 |
| Licenses & Permits | 841 | 819 | 939 | 878 | 899 | 900 | (61) |
| Conditional Grants | - | 2 | - | - | - | - | - |
| Other Revenue | 48 | 242 | 12 | 12 | 12 | 12 | - |
| Transfers To/From Reserves | 314 | 308 | 214 | 392 | 501 | 366 | 178 |
| **TOTAL** | $2,572 | $2,672 | $2,472 | $2,594 | $2,759 | $2,600 | $122 |
| **EXPENDITURES** | | | | | | | |
| Salaries, Wages & Benefits | $11,838 | $12,969 | $13,973 | $14,311 | $14,438 | $14,568 | $(338) |
| Contracted & General Services | 3,607 | 3,594 | 4,820 | 5,337 | 5,407 | 5,242 | (517) |
| Materials, Goods, Supplies & Utilities | 335 | 357 | 443 | 417 | 448 | 418 | 26 |
| Transfers To Organizations & Individuals | 164 | 139 | 67 | 58 | 30 | 30 | 9 |
| Other Expenditures | 13 | 14 | 13 | 13 | 13 | 13 | 1 |
| Transfers To/From Reserves | 555 | 653 | 265 | 274 | 202 | 202 | (9) |
| Transfers To/From Operations/Capital | 15 | 69 | 67 | 69 | 69 | 69 | (2) |
| **TOTAL** | $16,527 | $17,795 | $19,648 | $20,479 | $20,607 | $20,542 | $(830) |
| **NET** | $(13,955) | $(15,123) | $(17,176) | $(17,885) | $(17,848) | $(17,942) | $(708) |

**SIGNIFICANT CHANGES**

**Revenues:**

$61 thousand decrease in Business licenses to align with historical and anticipated sales.

$178 thousand increase in transfers from reserve to offset 2020 Census costs.

**Expenses:**

$338 thousand increase in salaries & wages due to annualization of salary costs, base business cases for HR coop student and GIS Emergency Services support.

$517 thousand increase in contracted & general services due base business cases relating to software support contract, digital signage and GIS related projects, increased network infrastructure. Also, annualization of claims adjudication business case from prior year.

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# COMMUNITY & RECREATION SERVICES

## Functional Overview

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

- Community Services
- Recreation and Parks

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

## Functional Business Plan

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

| # | COUNCIL STRATEGIC PRIORITY | COMMUNITY SERVICES | RECREATION & PARKS |
|---|---|---|---|
| 1 | **Growth Policy Framework:** Develop a robust policy framework to guide growth | | |
| 2 | **Economic Development:** Enhance business/commercial growth | | |
| 3 | **Building a Transportation Network:** Integrated transportation systems | | |
| 4 | **Infrastructure Investment:** Identify and build needed capital assets | | |
| 5 | **Housing:** Enhance housing options | | |

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| # | COUNCIL STRATEGIC PRIORITY | COMMUNITY SERVICES | RECREATION & PARKS |
|---|---|---|---|
| 6 | **Environmental Stewardship:** Explore innovative environmental and conservation opportunities | | |

## Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

| # | ADMINISTRATIVE PRIORITIY | COMMUNITY SERVICES | RECREATION & PARKS |
|---|---|---|---|
| A.1 | **Regional Collaboration** | | |
| A.2 | **Organizational Culture** | | |
| A.3 | **Mandated Service Requirements** | | |
| A.4 | **Business Process Improvements / Financial Sustainability** | | |
| A.5 | **Service Enhancement Opportunities** | | |
| A.6 | **Smart City** | | |
| A.7 | **Social Programming** | | |

## Resource Requests

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

### Maintain Service Levels

| SERVICE | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|
| Income Supplement for Residents in Need | 60,000 | OBC Growth | Recommended |
| Lacombe Park Construction (RECR-010) | 1,300,000 | CC Growth Municipal | Recommended |
| Neighbourhood Park Development (RECR-049) | 250,000 | CC Growth Municipal | Recommended |

### Corporate Business Plan Implementation

| PRIORITY | ACTIVITY | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|---|
| A.1.1.c | SAP Flag Poles (CULTR-033) | 12,400 | CC Growth Municipal | Recommended |

### Optimize Service Levels

| SERVICE | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|
| Internal OH&S | 13,200 | OBC Growth | Recommended |
| Community Amenities Site Planning (RECR-065) | 900,000 | CC Growth Municipal | Recommended |

No additional resources are recommended in these areas:

- Master Plan Initiatives
- Existing In-Progress Initiatives

# Community & Recreation Services Function

**(In Thousands of Dollars)**

**FUND: MUNICIPAL OPERATING**

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Sales & User Fees | $9,168 | $9,100 | $9,237 | $9,367 | $9,148 | $9,464 | $130 |
| Interest Income | 3 | 3 | 3 | 1 | 1 | 1 | (3) |
| Rentals | 2,825 | 2,817 | 2,907 | 2,842 | 2,878 | 2,873 | (64) |
| Conditional Grants | 2,223 | 2,101 | 2,074 | 1,996 | 1,985 | 1,952 | (79) |
| Other Revenue | 616 | 566 | 573 | 547 | 379 | 292 | (26) |
| Transfers To/From Reserves | 99 | 133 | 258 | 3 | 3 | 3 | (255) |
| **TOTAL** | $14,934 | $14,720 | $15,052 | $14,756 | $14,394 | $14,585 | $(297) |
| **EXPENDITURES** | | | | | | | |
| Salaries, Wages & Benefits | $15,032 | $15,620 | $16,719 | $17,070 | $17,165 | $17,501 | $(351) |
| Contracted & General Services | 1,955 | 2,145 | 2,632 | 2,421 | 2,421 | 2,403 | 211 |
| Materials, Goods, Supplies & Utilities | 3,256 | 3,326 | 3,577 | 3,570 | 3,613 | 3,633 | 8 |
| Transfers To Organizations & Individuals | 3,061 | 3,204 | 3,341 | 3,243 | 3,243 | 3,243 | 97 |
| Bank Charges & Short Term Interest | 84 | 109 | 95 | 98 | 98 | 98 | (4) |
| Other Expenditures | 184 | 200 | 198 | 205 | 210 | 215 | (7) |
| Transfers To/From Reserves | 240 | 351 | 177 | 203 | 203 | 173 | (26) |
| Transfers To/From Operations/Capital | 4,999 | 5,085 | 5,630 | 5,585 | 5,585 | 5,585 | 45 |
| **TOTAL** | $28,811 | $30,040 | $32,369 | $32,395 | $32,538 | $32,851 | $(27) |
| NET | $(13,877) | $(15,320) | $(17,317) | $(17,639) | $(18,144) | $(18,266) | $(324) |

**SIGNIFICANT CHANGES**

**Revenues:**

$130 thousand increase in sales & user fees due to increase in admission fees and memberships rates and recovered cost from the Children's Festival.

$64 thousand decrease in rentals due to historical trending.

$79 thousand decrease in conditional grants being applied by the Friends of the Children's Festival.

$255 thousand decrease in transfer from reserves due to one time funding for projects such as the Building Feasibility Study, Butterfly Project, Diversity & Inclusion, and the SAP Waterfall/Indigenous Art not in 2020.

**Expenses:**

$351 thousand increase in salaries & wages due to annualization of salary costs.

$211 thousand decrease in contracted & general services due to one time expenses for Building Feasibility Study, Butterfly Project, Diversity & Inclusion and the SAP Waterfall/Indigenous Art not in 2020 offset by increases in advertising & promotion in Children's Festival.

$97 thousand decrease in allocation to the Friends of FCSS.

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# EMERGENCY SERVICES

## Functional Overview

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

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

## Functional Business Plan

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

| # | COUNCIL STRATEGIC PRIORITY | EMERGENCY SERVICES |
|---|---|---|
| 1 | **Growth Policy Framework:** Develop a robust policy framework to guide growth | |
| 2 | **Economic Development:** Enhance business/commercial growth | |
| 3 | **Building a Transportation Network:** Integrated transportation systems | |
| 4 | **Infrastructure Investment:** Identify and build needed capital assets | |
| 5 | **Housing:** Enhance housing options | |
| 6 | **Environmental Stewardship:** Explore innovative environmental and conservation opportunities | |

## Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

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

## Resource Requests

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

### Maintain Service Levels

| SERVICE | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|
| Emergency Services Personnel | 1,208,000 | OBC Base/Growth | Recommended |
| Fire Station #4 (FIRE-005) | 16,341,000 | CC Growth Debt | Recommended |
| Fire Station #4 Fire Engine (FIRE-007) | 1,540,500 | CC Growth Debt | Recommended |
| Fire Aerial Apparatus (FIRE-016) | 2,469,800 | CC Growth Debt | Recommended |

| SERVICE | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|
| Fire Tanker Vehicle (FIRE-032) | 779,000 | CC Growth Debt | Recommended |
| Policing Building Accommodation (POLI-006) | 277,500 | CC Growth Municipal | Recommended |

No additional resources are recommended in these areas:

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

## RCMP Resource Requests

### Change or Optimize Service Levels

| PROJECT | $ REQUEST | SOURCE |
|---|---|---|
| RCMP Services | 224,000 | OBC |

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## Emergency Services Function

**(In Thousands of Dollars)**

**FUND: MUNICIPAL OPERATING**

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Sales & User Fees | $1,193 | $1,296 | $1,189 | $1,222 | $1,222 | $1,222 | $33 |
| Licenses & Permits | 367 | 365 | 354 | 354 | 354 | 354 | - |
| Fines | 4,387 | 3,513 | 4,037 | 3,445 | 3,445 | 3,445 | (592) |
| Rentals | 24 | 24 | 24 | 24 | 24 | 24 | - |
| Conditional Grants | 1,543 | 1,566 | 1,524 | 1,547 | 1,547 | 1,547 | 23 |
| Other Revenue | 2,680 | 2,684 | 2,783 | 2,803 | 2,803 | 2,803 | 20 |
| Transfers To/From Reserves | 60 | - | - | - | - | - | - |
| **TOTAL** | $10,254 | $9,448 | $9,911 | $9,395 | $9,395 | $9,395 | $(516) |
| **EXPENDITURES** | | | | | | | |
| Salaries, Wages & Benefits | $20,299 | $21,044 | $20,984 | $21,368 | $21,501 | $21,560 | $(385) |
| Contracted & General Services | 1,970 | 1,761 | 1,981 | 1,768 | 1,773 | 1,778 | 213 |
| Purchases From Other Governments | 10,033 | 9,898 | 10,529 | 10,301 | 10,610 | 10,928 | 229 |
| Materials, Goods, Supplies & Utilities | 806 | 790 | 832 | 904 | 923 | 941 | (72) |
| Bank Charges & Short Term Interest | 4 | 4 | 3 | 4 | 4 | 4 | (1) |
| Other Expenditures | 1,010 | 955 | 1,094 | 1,354 | 1,354 | 1,354 | (261) |
| Transfers To/From Reserves | 144 | 149 | 148 | 138 | 138 | 138 | 10 |
| Transfers To/From Operations/Capital | - | - | - | - | - | - | - |
| **TOTAL** | $34,266 | $34,601 | $35,571 | $35,837 | $36,303 | $36,703 | $(267) |
| **NET** | $(24,012) | $(25,153) | $(25,660) | $(26,442) | $(26,908) | $(27,308) | $(783) |

**SIGNIFICANT CHANGES**

**Revenues:**

$592 thousand decrease fines due to lower trend in photo radar fines.

**Expenses:**

$385 thousand increase in salaries & wages due to annualization of salary costs.
$213 thousand decrease in contracted & general services due to reduction in photo radar contract due to less fines.
$229 thousand decrease in purchases from other governments due to reduction in RCMP contract.
$72 thousand increase in Materials, Goods, Supplies & Utilities due to increases cost of uniforms and equipment.
$261 thousand increase in other expenditures due to equipment charges for Emergency Services vehicles.

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# PUBLIC WORKS AND TRANSIT

## Functional Overview

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

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

## Function Business Plan

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

| # | COUNCIL STRATEGIC PRIORITY | PUBLIC WORKS & TRANSIT |
|---|---|---|
| 1 | **Growth Policy Framework:** Develop a robust policy framework to guide growth | |
| 2 | **Economic Development:** Enhance business/commercial growth | |
| 3 | **Building a Transportation Network:** Integrated transportation systems | |
| 4 | **Infrastructure Investment:** Identify and build needed capital assets | |
| 5 | **Housing:** Enhance housing options | |
| 6 | **Environmental Stewardship:** Explore innovative environmental and conservation opportunities | |

## Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

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

## Resource Requests

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

Maintain Service Levels

| SERVICE | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|
| PW Snow Storage (PW-016) | 50,000 | CC Growth Municipal | Recommended |

No additional resources are recommended in these areas:

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

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# Public Works & Transit Function

**(In Thousands of Dollars)**

**FUND: MUNICIPAL OPERATING**

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Sales & User Fees | $4,631 | $4,604 | $4,449 | $4,643 | $4,644 | $4,644 | $194 |
| Licenses & Permits | 20 | 20 | 24 | 24 | 24 | 24 | - |
| Rentals | 211 | 522 | 979 | 983 | 986 | 986 | 4 |
| Conditional Grants | 126 | 121 | 117 | 117 | 117 | 117 | - |
| Other Revenue | 24 | 89 | - | - | - | - | - |
| Materials, Goods, Supplies & Utilities | 461 | 461 | 461 | 461 | 461 | 461 | - |
| Other Expenditures | 4,805 | 4,892 | 5,271 | 6,191 | 6,191 | 6,191 | 920 |
| Transfers To/From Reserves | 187 | 51 | 40 | - | - | - | (40) |
| Transfers To/From Operations/Capital | 310 | 347 | 333 | 333 | 333 | 333 | - |
| **TOTAL** | $10,775 | $11,107 | $11,674 | $12,752 | $12,756 | $12,756 | $1,078 |
| **EXPENDITURES** | | | | | | | |
| Salaries, Wages & Benefits | $12,551 | $13,375 | $13,179 | $13,200 | $13,217 | $13,233 | $(21) |
| Contracted & General Services | 11,697 | 12,808 | 13,830 | 14,364 | 14,334 | 14,334 | (534) |
| Materials, Goods, Supplies & Utilities | 5,680 | 6,425 | 6,696 | 6,902 | 6,947 | 6,973 | (206) |
| Other Expenditures | 2,975 | 3,033 | 3,249 | 3,697 | 3,697 | 3,697 | (448) |
| Transfers To/From Reserves | 1,487 | 1,954 | 2,757 | 2,757 | 2,757 | 2,757 | - |
| Transfers To/From Operations/Capital | (862) | (1,225) | (1,274) | (1,247) | (1,247) | (1,247) | (27) |
| **TOTAL** | $33,528 | $36,370 | $38,437 | $39,673 | $39,705 | $39,747 | $(1,236) |
| **NET** | $(22,753) | $(25,263) | $(26,763) | $(26,921) | $(26,949) | $(26,991) | $(158) |

**SIGNIFICANT CHANGES**

**Revenues:**

$194 thousand increase in sales and user fees due to higher U-Pass revenue.

$920 thousand increase in other expenditures for garage recoveries which reflects updated equipment charge usage and rates.

$40 thousand decrease in transfers from reserves due to 2019 one time project for renaming of Akinsdale arena.

**Expenses:**

$534 thousand increase in contracted & general services due to increases to the Transit contract, increasing tree maintenance costs, and additional costs related to Smart Fare/Smart Bus implementation.

$206 thousand increase in materials, good, supplies & utilities due to additional maintenance on busses and increase in Park Bench program costs.

$448 thousand increase in other expenditures to reflect updated equipment charge usage rates.

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# PLANNING & ENGINEERING SERVICES

## Functional Overview

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

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

The following departments are funded through this function:

- Engineering Services
- Planning & Development
- Utilities & Environment

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

## Function Business Plan

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

| # | COUNCIL STRATEGIC PRIORITY | ENGINEERING SERVICES | PLANNING & DEVELOPMENT | UTILITIES & ENVIRONMENT |
|---|---|---|---|---|
| 1 | **Growth Policy Framework:** Develop a robust policy framework to guide growth | | | |
| 2 | **Economic Development:** Enhance business/commercial growth | | | |
| 3 | **Building a Transportation Network:** Integrated transportation systems | | | |
| 4 | **Infrastructure Investment:** Identify and build needed capital assets | | | |
| 5 | **Housing:** Enhance housing options | | | |

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| # | COUNCIL STRATEGIC PRIORITY | ENGINEERING SERVICES | PLANNING & DEVELOPMENT | UTILITIES & ENVIRONMENT |
|---|---|---|---|---|
| 6 | **Environmental Stewardship:** Explore innovative environmental and conservation opportunities | | | |

## Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

| # | ADMINISTRATIVE PRIORITIY | ENGINEERING SERVICES | PLANNING & DEVELOPMENT | UTILITIES & ENVIRONMENT |
|---|---|---|---|---|
| A.1 | **Regional Collaboration** | | | |
| A.2 | **Organizational Culture** | | | |
| A.3 | **Mandated Service Requirements** | | | |
| A.4 | **Business Process Improvements / Financial Sustainability** | | | |
| A.5 | **Service Enhancement Opportunities** | | | |
| A.6 | **Smart City** | | | |
| A.7 | **Social Programming** | | | |

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## Resource Requests

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

### Corporate Business Plan Implementation

| ACTIVITY | $ REQUEST | SOURCE | STATUS |
|---|---|---|---|
| Lakeview/Badger Lands ASP (PLAN-006) | 1,329,800 | CC<br>Growth<br>Municipal | Recommended |
| Active Transportation Plan (ENGS-068) | 600,000 | CC<br>Growth<br>Municipal | Recommended |
| Traffic Calming Strategies (ENGS-058) | 550,000 | CC<br>Growth<br>Municipal | Recommended |
| Safe Journeys to School (ENGS-063) | 445,000 | CC<br>Growth<br>Municipal | Recommended |
| Ray Gibbon Drive Improvements (ENGS-074) | 26,714,500 | CC<br>Growth<br>Debt | Recommended |

No additional resources are recommended in these areas:

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

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## Planning & Engineering Function

**(In Thousands of Dollars)**

**FUND: MUNICIPAL OPERATING**

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Sales & User Fees | $1,399 | $1,267 | $1,143 | $1,170 | $1,170 | $1,170 | $27 |
| Licenses & Permits | 2,503 | 1,448 | 1,959 | 2,050 | 2,050 | 2,050 | 92 |
| Conditional Grants | 9 | 63 | - | - | - | - | - |
| Other Revenue | 15 | 144 | 15 | 16 | 16 | 16 | 1 |
| Transfers To/From Reserves | 224 | - | - | - | - | - | - |
| **TOTAL** | $4,150 | $2,922 | $3,117 | $3,236 | $3,236 | $3,236 | $120 |
| **EXPENDITURES** | | | | | | | |
| Salaries, Wages & Benefits | $6,655 | $6,963 | $7,216 | $7,295 | $7,371 | $7,404 | $(79) |
| Contracted & General Services | 842 | 745 | 894 | 849 | 849 | 849 | 45 |
| Materials, Goods, Supplies & Utilities | 2,434 | 2,455 | 2,666 | 2,748 | 2,800 | 2,804 | (82) |
| Transfers To Organizations & Individuals | - | - | 33 | 33 | 33 | 33 | - |
| Bank Charges & Short Term Interest | 48 | 39 | 40 | 40 | 40 | 40 | - |
| Other Expenditures | 93 | 100 | 99 | 115 | 115 | 115 | (16) |
| Transfers To/From Reserves | 183 | 266 | - | - | - | - | - |
| Transfers To/From Operations/Capital | - | (47) | - | - | - | - | - |
| **TOTAL** | $10,255 | $10,521 | $10,948 | $11,080 | $11,208 | $11,245 | $(132) |
| **NET** | $(6,105) | $(7,599) | $(7,831) | $(7,844) | $(7,972) | $(8,009) | $(12) |

**SIGNIFICANT CHANGES**

**Revenues:**

$92 thousand increase in licenses & permits due to rate increases and anticipated permits issued.

**Expenses:**

$79 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs.

$82 thousand increase in materials, goods, supplies and services based on anticipated increase in electricity costs.

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# CORPORATE FINANCING

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

## Corporate Financing Function

**(In Thousands of Dollars)**

**FUND: MUNICIPAL OPERATING**

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Property Taxes (Net Municipal) | $194 | $228 | $275 | $250 | $250 | $250 | $(25) |
| Business Taxes | - | - | - | 510 | - | - | 510 |
| Sales & User Fees | 4,346 | 4,533 | 4,246 | 4,352 | 4,453 | 4,453 | 106 |
| Franchise & Concession Contracts | 2,650 | 2,316 | 4,350 | 5,278 | 6,281 | 6,423 | 928 |
| Interest Income | 3,568 | 5,268 | 5,200 | 5,500 | 5,500 | 5,500 | 300 |
| Rentals | 21 | 24 | 15 | 6 | 6 | 6 | (9) |
| Other Revenue | 61 | 55 | 33 | 35 | 35 | 35 | 2 |
| **TOTAL** | $10,840 | $12,424 | $14,119 | $15,931 | $16,525 | $16,667 | $1,812 |
| **EXPENDITURES** | | | | | | | |
| Property Taxes (Net Municipal) | $80 | $83 | - | - | - | - | - |
| Salaries, Wages & Benefits | 705 | 1,671 | - | - | - | - | - |
| Contracted & General Services | 708 | 799 | 865 | 815 | 828 | 839 | 50 |
| Materials, Goods, Supplies & Utilities | 1 | - | - | - | - | - | - |
| Transfers To Organizations & Individuals | 57 | 88 | 90 | 92 | 93 | 94 | (2) |
| Bank Charges & Short Term Interest | 2,297 | 3,256 | 3,305 | 3,380 | 3,380 | 3,380 | (75) |
| Debenture Interest | 1,858 | 1,665 | 1,499 | 1,293 | 1,163 | 1,163 | 206 |
| Other Expenditures | 28 | 56 | 350 | 1,681 | 3,453 | 5,273 | (1,331) |
| Transfers To/From Reserves | 14,366 | 11,789 | 10,434 | 12,467 | 12,467 | 12,467 | (2,033) |
| Transfers To/From Operations/Capital | 115 | - | - | - | - | - | - |
| Principal Repayments | 4,111 | 4,302 | 4,502 | 4,257 | 4,387 | 4,387 | 245 |
| **TOTAL** | $24,326 | $23,709 | $21,045 | $23,985 | $25,771 | $27,603 | $(2,940) |
| **NET** | $(13,486) | $(11,285) | $(6,926) | $(8,054) | $(9,246) | $(10,936) | $(1,128) |

**SIGNIFICANT CHANGES**

**Revenues:**

$510 thousand increase to assessment growth revenue applied to base.
$106 thousand increase in sales and user fees from utility administration fee based on projected corporate assumptions.
$928 thousand increase in Franchise Fees due to increase in local access fee.
$300 thousand increase in interest income based on rates, investment base and investments in long term instruments.

**Expenses:**

$75 thousand increase in bank and short term interest due to higher forecasted reserve and deferred revenue balances.
$206 thousand decrease in debenture interest as one debenture for Ray Gibbon Drive is complete.
$1,331 thousand increase in other expenditures for Corporate Contingency.
$2,033 thousand increase in transfer to reserves due to approved 1.5% increase for infrastructure funding strategy.
$245 thousand decrease in principal repayments as one debenture for Ray Gibbon Drive is complete.

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# UTILITY SERVICES

## Functional Overview

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

The following departments are funded through the Utility Services Function:

- Water
- Wastewater
- Storm
- Solid Waste Management

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

## Function Business Plan

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

| # | COUNCIL STRATEGIC PRIORITY | UTILITY SERVICES |
|---|---|---|
| 1 | **Growth Policy Framework:** Develop a robust policy framework to guide growth | |
| 2 | **Economic Development:** Enhance business/commercial growth | |
| 3 | **Building a Transportation Network:** Integrated transportation systems | |
| 4 | **Infrastructure Investment:** Identify and build needed capital assets | |
| 5 | **Housing:** Enhance housing options | |
| 6 | **Environmental Stewardship:** Explore innovative environmental and conservation opportunities | |

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## Additional Administrative Priorities

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

## Resource Requests

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

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# Utilities Function

**(In Thousands of Dollars)**

**FUND: MUNICIPAL OPERATING**

| | 2017 Actuals | 2018 Actuals | 2019 Revised Budget | 2020 Proposed Budget | 2021 Planned Budget | 2022 Planned Budget | 2019 - 2020 Variance |
|---|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | | |
| Sales & User Fees | $37,551 | $38,508 | $39,356 | $38,791 | $39,515 | $40,167 | $(565) |
| Penalties & Costs On Taxes | 139 | 141 | 250 | 275 | 275 | 275 | 25 |
| Conditional Grants | 5 | 20 | - | - | - | - | - |
| Other Revenue | 35 | 64 | 40 | 40 | 40 | 40 | - |
| Transfers To/From Reserves | 34 | 433 | 729 | 682 | 682 | 682 | (47) |
| Transfers To/From Operations/Capital | 115 | - | - | - | - | - | - |
| **TOTAL** | $37,879 | $39,166 | $40,375 | $39,788 | $40,512 | $41,164 | $(587) |
| **EXPENDITURES** | | | | | | | |
| Salaries, Wages & Benefits | $5,445 | $5,158 | $5,407 | $5,383 | $5,406 | $5,415 | $24 |
| Contracted & General Services | 9,533 | 8,270 | 8,967 | 9,065 | 9,179 | 9,179 | (98) |
| Purchases From Other Governments | 10,850 | 11,154 | 12,043 | 11,566 | 11,888 | 12,445 | 477 |
| Materials, Goods, Supplies & Utilities | 1,152 | 1,004 | 989 | 1,045 | 1,054 | 1,061 | (56) |
| Bank Charges & Short Term Interest | 2 | 2 | 2 | 2 | 2 | 2 | - |
| Debenture Interest | - | 253 | 313 | 301 | 289 | 289 | 12 |
| Other Expenditures | 809 | 887 | 976 | 1,254 | 1,378 | 1,506 | (278) |
| Transfers To/From Reserves | 10,842 | 11,687 | 10,634 | 10,110 | 10,242 | 10,193 | 524 |
| Transfers To/From Operations/Capital | 310 | 423 | 675 | 681 | 681 | 681 | (6) |
| Principal Repayments | - | 180 | 369 | 381 | 393 | 393 | (12) |
| Funds Acquired Closeout | (1,064) | 148 | - | - | - | - | - |
| **TOTAL** | $37,879 | $39,166 | $40,375 | $39,788 | $40,512 | $41,164 | $587 |
| **NET** | - | - | - | - | - | - | - |

**SIGNIFICANT CHANGES**

**Revenues:**

$565 thousand decrease in sales & user fees due to decreases in the supplemental capital contribution for Water slightly offset by increases in the flat rate revenue for solid waste and wastewater.

**Expenses:**

$98 thousand increase in contracted & general services for utility administration fee based on projected corporate assumptions.

$477 thousand decrease in purchases from other governments due to trending lower water consumption.

$56 thousand increase in materials, good, supplies & utilities due to increases in electricity and natural gas.

$278 thousand increase in other expenditures to reflect updated equipment charge usage rates and Utility contingency.

$524 thousand decrease in transfers to/from reserves to balance division totals.

# APPENDICES

## OPERATING BUSINESS CASES – (2020 RECOMMENDED)



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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

| | |
|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | System Upgrades and Licenses |
| **LEAD DEPARTMENT:** | Strategic Services and Information Technology |

| | |
|---|---|
| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | Increase to annual software support budget to accommodate approved new corporate software applications. |

| | |
|---|---|
| **BUSINESS CASE JUSTIFICATION:** | As new software is added to the City's application portfolio through approved capital charters or business cases, support contracts are required. Annual support permits the City to use the latest versions and receive technical support from the software manufacturers.<br><br>**Current State** – New software has been added to the City's application portfolio and requires support. The following new applications have been added:<br>• Human Resource Information System (HRIS)<br>• Priority Based Budgeting<br>• Performance Measurement System (Strategy Execution and Intelligence)<br>• Centralized door access control and security monitoring<br>• Regional Smart Fare Transit Scheduling Software<br>• Radio Device Management Software<br>• Voice Recorder System Extended Maintenance<br>• Recreation Management System<br><br>**Issue** – Support contracts are required to keep corporate software applications running smoothly. As new software is added to the City's application portfolio, software maintenance costs increase. Inflationary increases to existing software support contracts also occur, requiring adjustments to the budget.<br><br>**Opportunities** – The new software was approved through separate capital charters or operating business cases. The HRIS software |

| | |
|---|---|
| | will have an offset from the HR budget once the current payroll system is decommissioned (estimated to occur Q4 2020). Centralizing the payment of software support contracts within the Information Technology budget provides better visibility and control of overall software costs for the City.<br><br>**Risks** – Without support contracts, the new software would quickly become outdated and unusable. Without technical support from the manufacturer, the software would not receive patches and security updates; the City would not be able to access the manufacturer for interactive support when issues arise. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |

| **FINANCIAL INFORMATION:** | **Year** | | | |
|---|---|---|---|---|
| | **2020** | | | |
| | | Total Revenue: | $ | - |
| | | Total Expense: | $ | 247,000 |
| | | Net Budget: | $ | 247,000 |
| | **2021** | | | |
| | | Total Revenue: | $ | - |
| | | Total Expense: | $ | 247,000 |
| | | Net Budget: | $ | 247,000 |
| | **2022** | | | |
| | | Total Revenue: | $ | - |
| | | Total Expense: | $ | 247,000 |
| | | Net Budget: | $ | 247,000 |

| | |
|---|---|
| | ○ One time ◉ Ongoing<br><br>If one time, indicate number of years: _____ |
| **ASSOCIATED CAPITAL PROJECT:** | N/A |
| **CAPITAL IMPACTS:** | N/A |

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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

| | |
|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | GIS Emergency Services Support |
| **LEAD DEPARTMENT:** | Strategic Services & Information Technology |

| | |
|---|---|
| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | Provide temporary Geographic Information Systems (GIS) support to Emergency Services to maintain service levels. |

| | |
|---|---|
| **BUSINESS CASE JUSTIFICATION:** | This business case will provide resources for a temporary GIS Technician to directly support Emergency Services to resolve a backlog of map and data products needed to ensure that first responders have the most accurate information possible.<br><br>**Current State** – Corporate GIS supports departments from across the organization with mapping, analysis, applications, and spatial data management.<br><br>Corporate GIS staff supports Emergency Services by providing maps, applications, analysis, data management, planning, operations, and EOC support on both a scheduled and emergent basis based on priority and other workloads. No dedicated GIS resources are currently available for Emergency Services and information available to Emergency Services is not up to date and not meeting current needs.<br><br>**Issue** – Current GIS resourcing allows only the most urgent work to be completed, sometimes requiring less urgent work to be sidelined and then resumed later. A backlog of important, but less urgent Emergency Services work has resulted that needs to be addressed to ensure timely and effective services.<br><br>**Opportunities** – Resources allocated in this area will allow for ongoing support of services necessary to meet the needs of Emergency Services. In addition, providing dedicated resources in this area will allow existing Corporate GIS to improve service |

| | |
|---|---|
| | delivery and focus on continuous improvement in other areas of GIS.<br><br>Updates and process improvements will include:<br>• Building efficiencies into existing workflow processes to generate and maintain GIS data for emergency response dispatch and routing.<br>• Maintaining the Computer Aided Dispatch map, locational reference wall maps, and operational map and application products.<br>• Maintaining and improving support tools, maps, and applications in support of the City of St. Albert's Emergency Operations Centre (EOC).<br>• Supporting the Open Data Program by providing Fire Response data to the public as directed by Fire Services to support openness and transparency.<br>• Monitoring and implementing emerging technologies, exploring opportunities, trends, best practices, and new approaches to service delivery.<br><br>**Risks** – Without a dedicated GIS technician, Corporate GIS will lack the capacity to effectively provide GIS data and systems integration support and sustainment for Emergency Services and may result in the backlog of needs of Emergency Services to continue to grow. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | If your project supports a Council or Administrative Priority, select from the drop downs below. Select "N / A" if your charter does not align to one of the projects below.<br><br>Council Priority: N / A<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |

| FINANCIAL INFORMATION: | Year | | |
|---|---|---|---|
| | **2020** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 35,000 |
| | Net Budget: | $ | 35,000 |
| | **2021** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 35,000 |
| | Net Budget: | $ | 35,000 |
| | **2022** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 35,000 |
| | Net Budget: | $ | 35,000 |

| | |
|---|---|
| | ○ One time ◉ Ongoing<br>If one time, indicate number of years: _____ |
| **ASSOCIATED CAPITAL PROJECT:** | Provide the name of the associated capital project charter. |
| **CAPITAL IMPACTS:** | Indicate year, capital costs, and departments impacted. |

CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

| | |
|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | Global Edmonton |
| **LEAD DEPARTMENT:** | Economic Development |

| | |
|---|---|
| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | As a shareholder in Edmonton Global, the City of St. Albert is required to pay an annual contribution. The total shareholder contribution is based on the approved annual budget for Edmonton Global (less federal and provincial grants) and is shared among member municipalities/shareholders proportional to the tax assessment base and population of each. |

| | |
|---|---|
| **BUSINESS CASE JUSTIFICATION:** | Current State: The City of St. Albert is currently a shareholder in Edmonton Global, along with regional partners Beaumont, Bon Accord, Devon, Edmonton, Fort Saskatchewan, Gibbons, City of Leduc, Leduc County, Morinville, Parkland County, Spruce Grove, Stony Plain, Strathcona County, and Sturgeon County.<br><br>Background: The City of St. Albert is a founding shareholder of Edmonton Global, a not-for-profit corporation, incorporated on June 9, 2017 as a fully regional economic development entity, tasked with attracting Foreign Direct Investment (FDI) to the Edmonton Metropolitan Region. As a founding shareholder, St. Albert committed proportionally to startup funding from 2017 through to year-end 2019 as per the May 23, 2017 Council Meeting (see AR-17-295).<br><br>Issue: Now that Edmonton Global is fully operational, St. Albert will be required to fund its ongoing operation according to a funding formula that calculates shareholder contribution based on relative population and tax assessment base. It is estimated that St. Albert will be required to contribute $100,000 per year starting in 2020, with this amount remaining consistent in years 2021 and 2022 as no major change in shareholder or grant funding is anticipated.<br><br>Opportunities: Council's Strategic Plan and the City's Corporate Business Plan place a priority on Economic Development, and Edmonton Global will play a key role in marketing the region to |

| | |
|---|---|
| | national and international investors. The first three years have largely revolved around start up of the corporation. To-date St. Albert Economic Development has received and responded to several Requests for Information (RFIs) with respect to locating foreign businesses in the region Also St. Albert Economic Development was invited to and attended a full-day seminar on FDI. It is expected that Edmonton Global will begin attracting more new investment to the region in the near future, and St. Albert Economic Development will respond to more RFIs accordingly, as well as being invited to participate in trade missions, coordinate with respect to attraction strategies (e.g. regional property tax incentives), and coordinate with respect to marketing materials.<br><br>Risks: Per the signed Articles of Incorporation and contractual obligations for Edmonton Global, should St. Albert choose to opt-out of Edmonton Global, two-years advanced notice would be required, and the City would be charged its contributions for 2020 and 2021, but participation in the corporation would cease.<br><br>It is assumed that approval of this Business Case indicates sustained funding for Edmonton Global will be in future operating budgets, and that a Notice of Motion from Council would be required in future years to opt-out of Edmonton Global. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 2. Economic Development<br><br>Activity: N / A<br><br>Administrative Priority: A.1. Regional Collaboration<br><br>Activity: N / A |

| **FINANCIAL INFORMATION:** | **Year** | | |
|---|---|---|---|
| | **2020** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 100,000 |
| | Net Budget: | $ | 100,000 |
| | **2021** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 100,000 |
| | Net Budget: | $ | 100,000 |
| | **2022** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 100,000 |
| | Net Budget: | $ | 100,000 |

| | |
|---|---|
| | ○ One time ◉ Ongoing<br><br>If one time, indicate number of years: _____ |

| | |
|---|---|
| **ASSOCIATED CAPITAL PROJECT:** | N/A |
| **CAPITAL IMPACTS:** | N/A |

CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

| | |
|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | HR Co-op Student |
| **LEAD DEPARTMENT:** | Human Resources & Safety |

| | |
|---|---|
| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | The City of St. Albert Human Resources Department, will partner with a regional University or College, to offer a four-month, co-op placement for a student enrolled in a Human Resources program. In return the City will be able to utilized this temporary employee to offset peak demands and ensure responsibilities are redistributed to appropriate role in the department. |

| | |
|---|---|
| **BUSINESS CASE JUSTIFICATION:** | **The City of St. Albert's Human Resources department has previously extended a co-op placement opportunity to a student at a regional College, that resulted in the hire of a long-term employee. Extending these types of opportunities affords many benefits to the organization, as noted below.**<br><br>Current State – The City has offered co-op placements to students attending a variety of programming from several local Universities and Colleges which have resulted in the permanent hire of employees in Human Resources, Engineering and other City departments.<br><br>Issue – The proposed timeframe for a Human Resources co-op student would be from January – April, 2020, which is typically a peak period for recruitment and compensation activities. For 2020, this will also be a busy period as it will coincide with the implementation of the City's new HRIS. A co-op student placement would support several important HR activities, while also affording a student, who may also be a resident of the City, with occupationally relevant experience.<br><br>Opportunities – Continued Human Resources co-op student placements throughout the year, would support a number of activities including, policy revision, recruitment support, administrative priority research and development and may provide coverage for periods of employee leaves (both planned and |

| | |
|---|---|
| | unplanned). In successive years, a longer-term co-op student placement would be preferred, such as an eight-month placement which would cost approximately $34,000.<br><br>Exploration and development of relationships with local Universities and Colleges for the purpose of co-ops, practicums or other related activities, may also create additional student placements, while also serving to advertise the City as a local employer. This may be considered as part of a longer-term recruitment strategy which would prove to be valuable, especially for those positions that the City has difficulty or challenge hiring into.<br><br>In addition, the co-op placement student being a resident of the City of St. Albert, would foster community relationships, while also promoting the City as a regional employer.<br><br>Risks – In the short-term, foregoing a co-op student placement for Human Resources in 2020, will result in perpetuation of a high-volume work period for the department. The cost of a co-op student is a more financially viable option, than compensating current employees at associated overtime rates.<br><br>In the long-term, not forging relationships with local Universities and Colleges for the purpose of student work-experience/placement, may disadvantage the City at a time when economic conditions create difficulty for the hire of some positions. These relationships could position the City as a preferred conduit for student placements, and potentially as an employer.<br><br>Alternatives:<br>1) 4 Month Co-op – preferred option<br>2) 8 Month Co-op – equally valuable – further expenses<br>3) Status Quo – results in higher compensated positions performing certain responsibilities and delays in service delivery.<br>4) Additional FTE – more expensive and possibly overcompensates for seasonality in certain responsibilities<br>5) Contract out pieces of work – more expensive |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | A co-op student placement for Human Resources would support some of the activities relating to the HRIS Administrative Priority, as below.<br><br>Council Priority: N / A<br><br>Activity: N / A<br><br>Administrative Priority: A.4. Business Process Improvements / Financial Sustainability<br><br>Activity: A.4.3 Organizational productivity and capacity |

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|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Year** | **2020** | |
| | | Total Revenue: $ | - |
| | | Total Expense: $ | 17,000 |
| | | Net Budget: $ | 17,000 |
| | | **2021** | |
| | | Total Revenue: $ | - |
| | | Total Expense: $ | 17,000 |
| | | Net Budget: $ | 17,000 |
| | | **2022** | |
| | | Total Revenue: $ | - |
| | | Total Expense: $ | 17,000 |
| | | Net Budget: $ | 17,000 |

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| | ○ One time ◉ Ongoing<br>If one time, indicate number of years: _____ |
| **ASSOCIATED CAPITAL PROJECT:** | n/a |
| **CAPITAL IMPACTS:** | n/a |

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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

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|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | Emergency Services Personnel |
| **LEAD DEPARTMENT:** | FIRE |

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| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | Hire 10 Emergency Services Personnel to ensure service levels are adequate when Fire Station 4 is opened in 2023. Hire one Assistant Chief Medical Liaison position to ensure all duties related to Emergency Medical Response have proper oversight. |

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| **BUSINESS CASE JUSTIFICATION:** | Current State – If the City of St. Albert continues to grow and develop, the Emergency Services which provides protection of life and property for its citizens, must expand with it. In addition, with the proposed annexation and the building of Fire Station 4, an adequate number of Emergency Services Personnel (ESP) must be hired to deem the Fire Station Operational. In 2009 the City undertook a Service Level Review for Fire Services which included the construction of Fire Station 4. The proposed date for the construction of Fire Station 4 is now set or 2022 with occupancy in 2023.<br><br>To effectively staff Station 4, 30 ESP's must be hired. These hires would allow for the proper staffing of one engine crew (5 ESP's x 4 Platoons) and one aerial crew (2.5 ESP's x 4 Platoons). These numbers reflect a manpower ratio which is necessary to allow for vacation time, training, sick leave etc.<br><br>This proposal will see 10 ESP's and one Assistant Chief Medical Liaison added to the SAFS workforce in 2020, 10 ESP's and one Training Officer in 2021, and another 10 ESP's in 2022.<br><br>Reasons to split the hiring into three separate years include the following:<br><br>1) Capacity – There are only a small number of integrated Fire / EMS personnel on the market in any given year (schools train a limited number of Advanced Care Paramedics). With a small pool of potential recruits to begin with, along with |

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| | the fact that many services are trying to attract the same individuals, hiring qualified people is very challenging. By separating the hire over three years, chances of hiring properly training Fire/EMS personnel increases.<br>2) Training – With limited funds and only one Chief Training Officer, it is very difficult to train many recruits at the same time. In addition, limited equipment issues along with the costs involved in training a large group of new employees at the same time becomes very difficult.<br>3) Seniority/Experience - A large number of rookies hired in the same year leads to risk / safety issues. If spread over several years, the first two groups can gain some important Fire/EMS experience before the opening of Station 4.<br>4) EMS Experience – It is important that new recruits gain as much experience as possible running Emergency Medical calls early in their career. If there is a large group of new ESP's hired all at once, they would only be able to provide emergency medical care on a limited basis. This is because there are only two front line ambulances on the road at any given time, limiting the amount of time each rookie attends on the ambulance. This could further erode their limited skill set early on in their career<br><br>In addition to the hiring of 30 ESP's, it is important that one FTE ESP in charge of all operations relating to Emergency Medical Response (Assistant Chief Medical Liaison) be hired as well.<br>For many years there has not been one individual in charge of all processes/procedures/procurements/oversight etc. related to Emergency Medical Operations at the SAFS. The list of responsibilities is extensive, and these responsibilities have been spread across the portfolios of 3 Deputy Chiefs and the Fire Chief throughout the years. Considering close to 80% of all emergency calls the SAFS responds to are medical in nature it is now paramount that one individual oversees all aspects related to the Emergency Medical Services. This, along with the fact that medical call volumes are increasing, the SAFS is running a Medical First Response program (where all front line Engines are equipped with Advanced Life Support equipment), the SAFS manpower numbers are growing, and increased demands by Alberta Health Services (which the SAFS is contracted to), it is no longer possible to continue the current practice without the potential of placing the organization at risk. A dedicated EMS position is required to deal with the increasing demand.<br><br>Some of the responsibilities that the ACML will be accountable for include:<br>1) Liaise with all stakeholders relating to EMS;<br>2) Attend all AHS monthly and quarterly meeting; |

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| | 3) Coordinate and oversee that all new MCP's passed down by AHS are completed by all EMS staff;<br><br>4) Purchase all medications / medical supplies;<br><br>5) Provide training to all EMS staff either legislated, mandated, or as set out by the CBA;<br><br>6) Coordinate and present all EMS meetings;<br><br>7) Liaise with the Medical Director on behalf of the SAFS;<br><br>8) Make sure all Patient Care Reports are completed and medical protocols followed;<br><br>9) Deal with EMS budgeting;<br><br>10) Discipline and Conduct and Competency Medical oversight;<br><br>11) On call contact for all EMS related support; and<br><br>12) Deal with public complaints.<br><br>Issue – With the continued growth of the city, increased call Fire and EMS volumes, expansion into the annexed lands, and the development of high rise and wide rise buildings, increased manpower is required to keep the citizens of St. Albert safe.<br><br>Opportunities – Not only will the addition of these new positions allow for the utilization of Station 4 (and proper oversight of all issues related to medical response), it will in the short term decrease the need for overtime by covering positions by individuals who are presently off on leave (short term, long term, special leave, transitory illness etc.). Presently, SAFS staffing is depleted due to the aforementioned reasons which is leading to excessive overtime, fatigue, and low department morale. The hiring of these individuals would help alleviate some of these issues.<br><br>Risks – Some of the risks of not hiring include:<br><br>1) Without proper staffing levels at Station 4 once it is completed, there would be a safety risk to the community, especially to those living in the annexed lands due to improper Fire/EMS support;<br><br>2) Higher insurance rates and the potential for double spatial separation issues in the annexed lands;<br><br>3) Increased staff overtime, fatigue, and decreased morale, which could lead to a deterioration of service to the citizens within the community;<br><br>4) With improper EMS supervision, the potential for a deterioration in medical services and processes relating to EMS could occur (i.e. PCR oversight/reviews). This lack of attention/action could lead to litigation.as a direct result of possible oversights (mistakes made);<br><br>6) Staff Burnout/morale issues;<br><br>7) Loss of AHS contract due to contractual non-compliance; and<br><br>8) Due to lack of capacity, other branches within the SAFS such as Emergency Management may not receive proper attention. |

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

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| **FINANCIAL INFORMATION:** | **Year 2020** | | |
| | Total Revenue: | $ | N/A |
| | Assistant Chief Medical Liaison Expense: | $ | 153,000 |
| | 10 ESP's Expense: | $ | 1,055,000 |
| | Net Budget: | $ | 1,208,000 |
| | **2021** | | |
| | Total Revenue: | $ | N/A |
| | Assistant Chief Medical Liaison Expense: | $ | 140,000 |
| | 10 ESP's Expense: | $ | 1,037,000 |
| | Net Budget: | $ | 1,177,000 |
| | **2022** | | |
| | Total Revenue: | $ | N/A |
| | Assistant Chief Medical Liaison Expense: | $ | 145,200 |
| | 10 ESP's Expense: | $ | 1,134,800 |
| | Net Budget: | $ | 1,280,000 |

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

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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

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|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | HR Security and Access Enhancements |
| **LEAD DEPARTMENT:** | Human Resources and Safety |

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| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>◉ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | This business case will increase security in the Human Resources and Safety department work space, offering additional health and safety & risk mitigation controls for employees and members of the public within that space. |

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| **BUSINESS CASE JUSTIFICATION:** | Alberta Occupational Health and Safety Code Part 2, Hazard Assessment, Elimination and Control requires employers to assess a worksite, identify existing and potential hazards and take measures to eliminate and/or control hazards. The highest rated in office hazard for the Human Resources department staff, includes dealing with conflict and potential threats.<br><br>Current State – The Human Resources and Safety department have no security access features in place other than a solid door with a keyed lock. This puts staff at a higher risk of personal threat when and/or if someone becomes threatening.<br><br>Issue - Due to the nature of their work there are times interactions can and have become threatening, putting employee health and safety at risk. As such the City is required to institute hazard controls to address this.<br><br>Opportunities – By instituting security access controls, employees will be better protected from potential threats. In addition to Alberta Occupational Health and Safety compliance, putting in place security access controls will have a positive impact on public safety (i.e. Learning Central participants, interviewees, meetings etc.). |

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| | Risks – Failing to implement security access controls could result in a workplace injury (or worse) and a resulting WCB claim. WCB claims impact employer premium rates for 3 years and could impact varying degrees of additional costs (i.e. increase premium rates and decreases discounts). A single significant WCB loss time claim can result in $250,000 of increased costs over 3 years of premium impacts.<br><br>Alternatives:<br>1) Implement access controls for department in professional building<br>2) Relocating the entire HR department to a location where access controls already exist or installing access controls on a new location.<br>3) Implementing security personnel for the work area<br>4) Status Quo (no access control)<br><br>Summary:<br>No alternative will completely eliminate all risks however option 1 is the lowest cost option that can be implemented in the fastest time. Further the option has both deterrent and elimination of risk benefits and as such is recommended/preferred. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br>Activity: N / A<br>Administrative Priority: A.2. Organizational Culture<br>Activity: A.2.2 Legislative Requirements |

| FINANCIAL INFORMATION: | Year | | |
|---|---|---|---|
| | **2020** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 30,000 |
| | Net Budget: | $ | 30,000 |
| | **2021** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | - |
| | Net Budget: | $ | - |
| | **2022** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | - |
| | Net Budget: | $ | - |

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| | (•) One time ( ) Ongoing<br>If one time, indicate number of years: **1** |
| **ASSOCIATED CAPITAL PROJECT:** | Provide the name of the associated capital project charter. |
| **CAPITAL IMPACTS:** | Indicate year, capital costs, and departments impacted. |

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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

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|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | Income Supplement for Residents in Need |
| **LEAD DEPARTMENT:** | Community Services |

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| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | It is anticipated that the Rental Assistance Program fund (RAP) will be depleted in late 2019 and the Crisis Fund will be depleted in Q2 of 2020. The approximate annual expenses to support these important income supplement programs is required to avoid residents succumbing to crisis and to assist vulnerable residents in maintaining housing. |

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| **BUSINESS CASE JUSTIFICATION:** | **Current State** – Originally funded through MSI dollars in 2008, the City of St Albert has offered a Rental Assistance Program (RAP) to assist residents in maintaining housing. As well, since 2016 funding was provided for a Crisis Fund to support residents with emergent needs with one-time funding designed to avoid further personal crisis. It is anticipated that both funds will be depleted by the end of 2019/mid 2020.<br><br>**Issue** - The Rental Assistance Program provided services to: 49 clients in 2015, 53 in in 2016, 65 in 2017, 80 for 2018 and 76 by Q2 of 2019. The Crisis Fund provided support to 29 people in 2016, 38 in 2017, 53 in 2018 and 21 by May of 2019. Funding for these programs will maintain/meet these needs as trends indicate similar needs going forward.<br><br>**Opportunities** - To address one of the key determinants of poverty, we would like to combine the Crisis Fund and Rental Assistance Program into one Income Supplement Program. In 2018, 78% of the Crisis Fund use was also used to keep people housed (as compared to 74% in 2017). By combining into one program, we will be able to ensure the required on-going funding to address the housing needs of residents at risk, while also supporting the unique needs that prevent challenges from escalading. |

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| | There is currently a third-party review being conducted of three social programs that the city funds which includes how other 'income support' initiatives can be considered in a single point of service approach (i.e. Utility Relief Grant, Leisure Subsidy, AISH transit passes). Recommendations are expected for Q3 of 2019.<br><br>**Risks** – If the programs dissolve, there is likely to be strong community pushback. Furthermore, affordable housing pressures continue to be the number one concern raised by residents and stakeholders and if rental/crisis assistance is not provided, we are likely to see an increase in homelessness, food insecurity, domestic violence and other social issues. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 5. Housing<br>Activity: 5.4 Explore interim housing options to support vulnerable populations.<br>Administrative Priority: N / A<br>Activity: N / A |

| **FINANCIAL INFORMATION:** | **Year** | | |
|---|---|---|---|
| | **2020** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 60,000 |
| | Net Budget: | $ | 60,000 |
| | **2021** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 60,000 |
| | Net Budget: | $ | 60,000 |
| | **2022** | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 60,000 |
| | Net Budget: | $ | 60,000 |

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| | ○ One time ◉ Ongoing<br><br>If one time, indicate number of years: _____ |
| **ASSOCIATED CAPITAL PROJECT:** | N/A |
| **CAPITAL IMPACTS:** | N/A |

CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

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|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | Smart City Public Engagement |
| **LEAD DEPARTMENT:** | Strategic Services and Information Technology |

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| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | Conduct public engagement in support of the next major revision to the Smart City master plan. |

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| **BUSINESS CASE JUSTIFICATION:** | The original Smart City master plan was approved by Council during 2016. Since that time, there has been an election, a complete change in senior leadership, and numerous Smart City projects identified within the original have been completed. In addition, rapid technological and macroeconomic changes have occurred. A significant revision is needed, to include public engagement to ensure alignment with the Community Vision.<br><br>**Current State** – The current Smart City masterplan was approved during 2016. An internal review was conducted during 2019 which identified the need update the current plan to communicate the status of initiatives that have been completed, new initiatives that have been started but are not identified in the 2016 plan and identify new directions for the future.<br><br>**Issue** – Significant organizational and external changes have occurred that require a major revision of the Smart City plan including the development of the Council Strategic Plan and Corporate Business Plan, the initiation of the new MDP, the recent corporate reorganization to name just a few. All of these changes have highlighted the need to develop an updated progressive plan. However, an updated plan of this magnitude requires the residents of St. Albert to engaged in setting the direction of where the City needs to go. Resources are required to assist in facilitating a public engagement strategy on Smart City similar to what was initiated during the initial stages of the project.<br><br>**Opportunities** – The City's Smart City initiative has been highly successful, resulting in service improvements and efficiencies in every line of business and earning the City international recognition |

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| | as a leader in this area. Updating the plan will allow the City to continue to excel and create new and improved services and efficiencies in St. Albert.<br><br>An appropriate level of public engagement in developing the new plan will ensure that residents and business support the direction of the city, as well as to ensure that community needs and priorities are reflected in the revised plan and resulting initiatives. As well, if possible, resources will be used to coordinate with other engagement activities that are scheduled for next year.<br><br>**Risks** – Without public engagement, there is a risk that the revised Smart City masterplan will not be accurate, will not receive broad public support, resulting in controversy or misunderstanding when projects and initiatives are launched. This risk may also jeopardize initiating some project that may be identified. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 2. Economic Development<br><br>Activity: 2.4 Employ Smart City strategies as an enabler for commerce sustainment and growth<br><br>Administrative Priority: N / A<br><br>Activity: N / A |

**FINANCIAL INFORMATION:**

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

**CITY BUSINESS PLAN + BUDGET**

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

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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

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|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | Council Chambers AV Support |
| **LEAD DEPARTMENT:** | Strategic Services & Information Technology |

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| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | Improve audio visual technical support capacity to Council meetings and Administration boardrooms. |

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| **BUSINESS CASE JUSTIFICATION:** | **Current State** – Audio visual support to Council meetings and Administration boardrooms was added to the Strategic Services and IT Department mandate without the addition of any additional resources or expertise. The number of boardrooms has increased, along with the complexity of the technology required in each room as virtual meetings and interviews have become a normal business practice.<br><br>**Issue** – High profile meetings such as Council and meetings involving external agencies require a combination of sophisticated technologies, preparation and testing, as well as rapid support when difficulties occur. IT staff must drop other priorities and project work to deal with the understandable urgency of meetings, resulting in resource conflicts and fragmented efforts in other areas. IT staff are not specialists in audio and video production and are sometimes not equipped to support complex AV systems.<br><br>**Opportunities** – Dedicated AV resources would enable improved support to the complex technologies used in support of Council video production, web streaming, virtual conferencing, and other technologies becoming increasingly important to Council, Administration, and external agencies or residents. A dedicated resource would facilitate technological improvements and enhancements not possible with the current conflicting demands.<br><br>**Risks** – Without dedicated and specialized staff, IT Services lacks the capacity to effectively support Council and Administration AV technologies; support in other areas of technology may decrease. |

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| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | If your project supports a Council or Administrative Priority, select from the drop downs below. Select "N / A" if your charter does not align to one of the projects below.<br>Council Priority: N / A<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A |

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| **FINANCIAL INFORMATION:** | **Year** | **2020** | |
| | | Total Revenue: $ | - |
| | | Total Expense: $ | 40,000 |
| | | Net Budget: $ | 40,000 |
| | | **2021** | |
| | | Total Revenue: $ | - |
| | | Total Expense: $ | 40,000 |
| | | Net Budget: $ | 40,000 |
| | | **2022** | |
| | | Total Revenue: $ | - |
| | | Total Expense: $ | 40,000 |
| | | Net Budget: $ | 40,000 |

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| | ○ One time ◉ Ongoing<br>If one time, indicate number of years: _____ |
| **ASSOCIATED CAPITAL PROJECT:** | Provide the name of the associated capital project charter. |
| **CAPITAL IMPACTS:** | No capital impacts outside of normal technology life-cycling. |

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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

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|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | Internal O H &S |
| **LEAD DEPARTMENT:** | Community Services |

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| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | Lone Worker Monitoring solution to address legislative requirements to provide any worker working alone, an effective communication system that includes regular contact by the employer or designate at intervals appropriate to the nature of the hazard associated with the worker's work. |

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| **BUSINESS CASE JUSTIFICATION:** | Many Community Services' employees work unpredictable schedules, are frequently offsite, work late nights, and are exposed to hazards with a higher potential for severity exposure. Work is often conducted alone and does not align to a supervisor's schedule. A work alone app would provide a proactive, automated communication service designed to check on people working alone to ensure their safety.<br><br>Current State – Part 28 of the OH & S Code identifies that an employer must, for any worker working alone, provide an effective communication system that includes regular contact by the employer or designate at intervals appropriate to the nature of the hazard.<br><br>Issue – A survey of the department's employees and a preliminary hazard review identified that employees were relying on processes outside of supervisors' control to address work alone assignments.<br><br>Opportunities – A work alone app, like the one currently used by utilities, public works, and arena operators, would allow Community Services to offer employees a work alone solution that fits their work, supports the amount of offsite and after hours work that happens throughout the department, and address the challenges with having employees and supervisors split amongst several facilities. The app would be monitored by supervisors for usages, and accounts would be reallocated to other employees when the service is no longer required for planned work. The service is |

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| | available at $25 per person per month and is monitored by a live operator. It can be set up to call 9-1-1 when the emergency button is pushed.<br><br>Risks – An alternative work alone process would need to be developed to ensure adherence to OH&S Code which could result in increased overtime, or a need for additional staff to address the volume of work that is currently administered by sole employees in non-traditional work environments or hours. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |

| **FINANCIAL INFORMATION:** | **Year** | | | |
|---|---|---|---|---|
| | **2020** | | | |
| | | Total Revenue: | $ | - |
| | | Total Expense: | $ | 13,200 |
| | | Net Budget: | $ | 13,200 |
| | **2021** | | | |
| | | Total Revenue: | $ | - |
| | | Total Expense: | $ | 18,900 |
| | | Net Budget: | $ | 18,900 |
| | **2022** | | | |
| | | Total Revenue: | $ | - |
| | | Total Expense: | $ | 21,600 |
| | | Net Budget: | $ | 21,600 |

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| | ○ One time ◉ Ongoing<br><br>If one time, indicate number of years: _____ |
| **ASSOCIATED CAPITAL PROJECT:** | Provide the name of the associated capital project charter. |
| **CAPITAL IMPACTS:** | Indicate year, capital costs, and departments impacted. |

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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

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|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | Corporate Procurement Software |
| **LEAD DEPARTMENT:** | Finance & Assessment Services |

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| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>○ Growth Requirement (new or enhanced service levels)<br>○ Corporate Business Plan |
| **SCOPE STATEMENT:** | Software to assist users & purchasing in the drafting of tender documents and to assist purchasing in the ability to accept electronic tenders and manage the receipt of and electronic evaluation of the tender process. |

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| **BUSINESS CASE JUSTIFICATION:** | We are looking at to types of purchasing software. 1 Tender drafting software and 2. Online bidding software. 1. Moving to an online tender drafting software will greatly assist departments in developing draft tender document and will streamline the process of reviewing draft tender documents. 2. The Online bidding software will allow COSA to accept online bids, Ensure that all requirements and met, reduce the number of non-compliant bids therefore reducing procurement costs, ability to have electronic document distribution to evaluation teams reducing the amount of paper required electronic management of the evaluation process reducing the total process time.<br><br>Current State – 1. Currently departments must update similar tender documents with current scope of work and send to procurement for review and updating of the tender document. 2. Paper copies of bids are received and checked for compliance and then forwarded to the evaluation teams to read and then score Most public sector organizations have or are moving to standardized templates and electronic online bid submission.<br><br>Issue – 1. User department are not sure which process and documentation to use and purchasing is having to guide the departments thru, plus it can involve considerable time for departments to draft documentation. Implementation of this software also reduces COSA liability risk as legal clauses are continually being updated with the latest legal clauses. 2. Frequently incomplete bids are received, and bidders end up being |

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| | disqualified (including low bids on occasion) and requires receiving multiple paper copies and having to manually distribute tender documents and no means to monitor the process with out scheduling meetings,<br><br>Opportunities –.1. To have our legal clauses updated based on the most recent legal precedents in procurement and provide a new and efficient service delivery to user departments by incorporating new technology. Both software packages will have significant operational efficiency impacts on client departments. Being environmentally friendly by reducing paper consumption. Allows COSA to upgrade to electronic bid submission and follow the industry trend<br><br>Risks – 1. Currently there is challenges with staying current with the most recent legal precedents and updating tender documents. 2. Reduce the risk of complaints or legal challenges from vendors who are disqualified for non-compliant bids. Reduce the number of low $ value bids being disqualified and having to go with higher priced compliant bids. The additional staff time currently being dedicated to these process is impacting the timely development, release and evaluation of tenders and business needs are not being met.<br><br>Ongoing licensing costs are estimated based on number of users and will be refined. This business case is also based on the the 2 software's being offered as a SAAS (software as a service) so license fees include upgrades and would not require hosting on our servers. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br><br>Activity: N / A<br><br>Administrative Priority: A.4. Business Process Improvements / Financial Sustainability<br><br>Activity: A.4.3 Organizational productivity and capacity |

| FINANCIAL INFORMATION: | Year 2020 | |
|---|---|---|
| | Total Revenue: $ | - |
| | Tender Draft Software: $ | 54,000 |
| | Online Bidding Software $ | 45,000 |
| | Total Expense: $ | 99,000 |
| | Net Budget: $ | 99,000 |
| | | - |
| | **2021** | - |
| | Total Revenue: $ | - |
| | Tender Draft Software: $ | 19,000 |
| | Online Bidding Software $ | 18,000 |
| | Total Expense: $ | 37,000 |
| | Net Budget: $ | 37,000 |
| | | - |
| | **2022** | |
| | Total Revenue: $ | - |
| | Tender Draft Software: $ | 19,000 |
| | Online Bidding Software $ | 18,000 |
| | Total Expense: $ | 37,000 |
| | Net Budget: $ | 37,000 |

| | |
|---|---|
| | ○ One time ◉ Ongoing<br>If one time, indicate number of years: _____ |
| **ASSOCIATED CAPITAL PROJECT:** | N/A |
| **CAPITAL IMPACTS:** | N/A |

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CITY BUSINESS PLAN + BUDGET

# OPERATING BUSINESS CASE

| | |
|---|---|
| **YEAR:** | 2020 |
| **BUSINESS CASE NAME:** | Public Safety Maintenance |
| **LEAD DEPARTMENT:** | Emergency Services |

| | |
|---|---|
| **TYPE:** | ○ Mandatory (legal, risk, safety)<br>○ Maintain Service Levels<br>◉ Growth Requirement (new or enhanced service levels)<br>◉ Corporate Business Plan |
| **SCOPE STATEMENT:** | Add funds to RCMP Contract for two (2) additional RCMP Officers in 2020, to continue to work towards 1:1000 officer to population ratio identified in the Policing LTDP, the RCMP Multi-year Financial Plan and the growing demand for Police services. |

| | |
|---|---|
| **BUSINESS CASE JUSTIFICATION:** | This business case is directly linked to the Social Pillar of St. Albert's Community Vision *"We live and share our small-town values by being a friendly, peaceful, supportive and safe community"*.<br><br>Building upon the Policing Services Long Term Plan (2014) to address increasing service expectations and continued community growth. The plan provides a current and comprehensive report on the overall policing services provided. The plan also includes a resourcing methodology for services intended to meet the growing demand due to trends and future population growth.<br><br>The Policing LTDP identified a desired/target RCMP Officer to Population ratio of 1:1000. There is currently a budget for 66 RCMP officers with a 2019 population of 67,704. This results in an officer to population ratio of 1:1026. By adding two (2) additional officers in 2020 and anticipating some marginal growth, the police to population ratio would change in positive direction an essentially meet the target ratio at 1:1003.<br><br>• Person's related crime has increased 56% (2014 to 2018)<br>• Property related crime has increased 32% (2014 to 2018)<br>• Spousal abuse reports have increased 77% (2014 to 2018)<br>• Criminal Code incidents has increased 31% (2014 – 2018)<br>• Total 911 calls received have remained relatively flat over the years averaging around 12,000-13,000/year. There was a small increase from 2014 to 2018 by 14%. |

| | |
|---|---|
| | • St Albert's Overall Crime Severity Index increased by 42% (2014-2017). The overall Alberta average CSI increased by 29% and the overall National average increased by 9% for the same period.<br>• Over the next 10 years St Albert is expected to increase in population by 10,000 to 20,000 people and over 4 Million square feet of industrial space.<br>• Pending annexation of lands north of St. Albert will increase the demand for Policing services.<br>• 92% of residents reported that St. Albert is a safe place to live in the 2017 Community Satisfaction Survey<br>• 89% of residents reported that Policing Services met their expectation in the 2017 Community Satisfaction Survey. The number one reason why residents reported that their expectations were not met was because of the RCMP being understaffed/not enough police officers.<br>• The 2018 Policing Committee Policing Priorities Public Survey reported that 3 out of 5 residents who had interaction with the RCMP in the last 12 months reported being satisfied. Respondents of the survey were less likely to agree that the RCMP is adequately staffed and that they maintain appropriate visibility.<br>• 2019/20 Policing Priority outcomes identified in consultation with the Policing Committee include but not limited to, increased partnerships and visibility in the community, increased crime prevention, increased enforcement of crime and traffic violations.<br>• Complexity of investigations continues to rise in Canadian society. This results in officers having to spend increased time and effort gather evidence and compiling information to be successful in prosecuting offences. For example, what may have taken an officer 2 hrs to complete an investigation 5 or 10 years ago may now take 8 hrs due to the expectation of the courts. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A |

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| FINANCIAL INFORMATION: | Year | | |
|---|---|---|---|
| | 2020 | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 224,000 |
| | Net Budget: | $ | 224,000 |
| | 2021 | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 299,200 |
| | Net Budget: | $ | 299,200 |
| | 2022 | | |
| | Total Revenue: | $ | - |
| | Total Expense: | $ | 299,600 |
| | Net Budget: | $ | 299,600 |

| | |
|---|---|
| | ○ One time ◉ Ongoing<br><br>If one time, indicate number of years: _____ |
| **ASSOCIATED CAPITAL PROJECT:** | N/A – No direct impact to Capital at this time, however as more RCMP members are added, there is an increased demand for more building accommodations. |
| **CAPITAL IMPACTS:** | N/A |

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PROPOSED 2020–22 CITY BUSINESS PLAN + 2020 BUDGET

# CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2020 RECOMMENDED)

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CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | ENGS-074 |
| **CHARTER NAME:** | Ray Gibbon Drive Corridor Improvements |
| **LEAD DEPARTMENT:** | Engineering |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This project targets the completion of engineering design and construction of improvements to the Ray Gibbon Drive corridor. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | This project shall perform roadway engineering / design and resulting construction activity to improve efficiency and safety of the Ray Gibbon Drive corridor. | |

**PROJECT CHARTER JUSTIFICATION:**

Current State

A Transportation Network Improvement Strategy (2018) identifies the following locations in priority order for capital investment to improve efficiency by way of roadway widening or redesign:

| Priority | Project | Description |
|---|---|---|
| 1 | Ray Gibbon Dr: 137 Ave to LeClair Way | Widen to 4-lanes and accommodate active modes |
| | LeClair Way: Riel Dr to Ray Gibbon Drive | Intersection improvements and road widening |
| 2 | North St Albert Trail: Boudreau Road to Coal Mine Road | Widen to 3 lanes and upgrade intersections |
| 3 | Ray Gibbon Drive: LeClair Way to McKenney Avenue | Widen to 4-lanes and accommodate active modes |
| 4 | Fowler Way | Construct new arterial |

| | | |
|---|---|---|
| 5 | North St Albert Trail: Coal Mine Road to Everitt Dr North | Widen to 3 lanes and upgrade intersections |
| 6 | North St Albert Trial: Everitt Drive North to Neil Ross Road | Widen to 3 lanes and upgrade intersections |
| 7 | Ray Gibbon Drive: McKenney Avenue to Giroux Road | Widen to 4-lanes and accommodate active modes |
| 8 | Giroux Road: Nevada Pl to Ray Gibbon Drive | Twin last 300 m |
| 9 | Ray Gibbon Drive: Giroux Road to Fowler Way | Widen to 4-lanes and accommodate active modes |

In 2019, following meetings and collaboration, the City and Province formally signed an Agreement for funding and completion of Ray Gibbon Drive widening from the south City boundary to Fowler Way. The Agreement documents a “50/50” cost sharing of the overall project, to which the City front ends design and construction costs of the first two stages of improvements (from the south City limit to McKenney Avenue).

The agreed upon road improvements are to widen Ray Gibbon Drive to a 4-lane arterial roadway designed at 90 km/h, with alignment to Complete Streets Design Guidelines to accommodate active modes as well.

The following schedule is tentatively set for the improvements:

| Corridor Section | Design Year | Construction Year |
|---|---|---|
| South City Limit to north of LeClair Way | 2019 | 2020 |
| North of LeClair Way to north of McKenney Avenue | 2021 | 2022 |
| North of McKenney Avenue to north of Giroux Road | 2024 | 2026 |
| North of Giroux Road to Fowler Way | 2027 | 2029 |

Issues

1) City growth and development: Ray Gibbon Drive will be greatly impacted by development occurring in the north and west of the City.
2) Regional growth: the regional impact of Ray Gibbon Drive is substantial as it connects directly to the Anthony Henday and largely acts as a bypass of St Albert.

| | |
|---|---|
| | 3) Network needs: Ray Gibbon Drive is a key corridor for the City and Region, however, capital investments must represent the maximum benefit to the City which may be aligned to improvements to alternative corridors. The Transportation Network Improvement Strategy (2018) identifies priority levels and triggers for improvements to Ray Gibbon as well as alternative corridors.<br>4) Annexation: With work occurring towards annexation, there may be impact to further expansion of Ray Gibbon Drive to the north.<br>5) Fowler Way: A functional study and alignment has been completed for Fowler Way that will connect Ray Gibbon Drive to St Albert Trail at the current north end of the City and essentially further act as a bypass of the City. The construction of Fowler Way may influence greater volumes to Ray Gibbon Drive.<br>6) Life Expectancy of Improvements: Pending the growth rates of the City and region that influence Ray Gibbon Drive, proposed improvements of widening could result in acceptable levels of service for approximately 20 years to potentially less then 5 years. Construction of interchanges are the ultimate solution to these operational considerations, but high costs are involved.<br><br><u>Opportunities</u><br>1) Communication / Transparency: There is opportunity to proactively communicate background information on Ray Gibbon Drive improvement projects, such as how programs are planned and implemented.<br>2) Project Alignment: Consideration and collaboration between this charter and other planned capital work will ensure stronger strategic planning.<br>3) There is also opportunity to close existing gaps in the active transportation network through construction of sidewalk / trails and design Ray Gibbon with alignment to a Complete Streets design.<br>4) Further operational improvements to the Ray Gibbon Drive, using Intelligent Transportation System (ITS) strategies will maximize the efficiency and safety of the roadway.<br>5) Performing engineering / design work for multiple sites in advance, and then moving forward with construction in following years will create greater information sharing on cost expectations and improvements to be performed and minimize “unknowns” of the project.<br>6) Corridor connections: Arterials such as Giroux Road and McKenney Avenue will require further widening in proximity to Ray Gibbon Drive to maximize construction benefit and minimize disruption. This work can be scheduled at the time of staged improvements.<br><br><u>Risks</u><br>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.<br>3) Poor weather conditions to allow for construction completion.<br>4) Disruption to road users and services during construction activity.<br>5) Diversion of road network issues to alternative locations<br>6) 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<br>Activity: 3.1 Recommend short-, medium-, and long-term options to improve the service level of |
| **STAKEHOLDER IDENTIFICATION:** | • Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network.<br>• Council – Timelines and strategies of the project to communicate effectively and efficiently with residents.<br>• Capital Projects team – alignment to completion with all network improvements.<br>• Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.<br>• Development Community – timelines, design outcomes<br>• Alberta Transportation – design, timelines, funding partnership opportunities<br>• Sturgeon County – design, timelines, annexation and joint boundary collaboration |
| **TIMELINE:** | 2019<br>- Engineering / Design: for the south end of the corridor (south city limit to north of LeClair Way; inclusive of the LeClair Way intersection)<br><br>2020<br>- Construction (2019 Design work): for the south end of the corridor (south city limit to north of LeClair Way; inclusive of the LeClair Way intersection)<br><br>2021<br>- Engineering / Design: for a phase 2 of improvements, with expectation of scope from just north of LeClair Way to north of McKenney Avenue<br><br>2022<br>- Construction (2021 Design Work): for a phase 2 of improvements, with expectation of scope from just north of LeClair Way to north of McKenney Avenue |

| | | | |
|---|---|---|---|
| | 2024<br>- Engineering / Design: for phase 3 of improvements, with expectation of scope north of McKenney Ave to Giroux Road, inclusive of Giroux Road widening to tie into Ray Gibbon<br><br>2027<br>- Engineering / Design: tentative for phase 4 of improvements, with expectation of scope north of Giroux Rd to Villeneuve Rd | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 26,714,500** |
| | | **2021** | **$ -** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 26,714,500** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ○ No |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 1,850,000 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 20,082,500 | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | 1,912,500 | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency (10%) | 2,869,500 | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 26,714,500 | - | - | - | - | - | - | - | - | - |

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

**Comments:**

- Cost estimates are based off of class C concept design (+/- 35%).
- Value of this project charter represents 50%, or the City's half, of the full construction and design costs, as per the City and Provincial Agreement.
- Total cost sharing agreement values are represented by the following:

| YEAR | CONSTRUCTION STAGE | WORK LIMITS | COST ESTIMATE |
|---|---|---|---|
| 2019 | 1 | Design: South City Limit to approximately 300 m north of LeClair Way | $ 780,000 |
| 2020 | 1 | Construction: South City Limit to approximately 300 m north of LeClair Way | $ 7,914,000 |
| 2021 | 2 | Design: 300 m north of LeClair Way to approximately 300 m north of McKenney Avenue | $ 1,850,000 |
| 2022 | 2 | Construction: 300 m north of LeClair Way to approximately 300 m north of McKenney Avenue | $ 12,744,000 |
| 2024 | 3 | Design: 300 m north of McKenney Avenue to approximately 300 m north of Giroux Road | $ 850,000 |
| 2026 | 3 | Construction: 300 m north of McKenney Avenue to approximately 300 m north of Giroux Road | $ 12,028,000 |
| 2027 | 4 | Design: 300 m north of Giroux Road to approximately 300 m north of Fowler Way | $ 1,000,000 |
| 2029 | 4 | Construction: 300 m north of Giroux Road to approximately 300 m north of Fowler Way | $ 17,043,000 |
| | | **TOTAL** | **$ 54,209,000** |

# OPERATING IMPACTS WORKSHEET

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

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| | | | |
| Roads (inclusive of sidewalk) | - | 11,396 | |
| Trail | - | 2,014 | |
| Landscaping | - | 5,000 | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| **TOTAL** | - | 18,410 | - |

Operational impacts represent construction of additional travel lanes, sidewalk and trial, with median and boulevard from south City limit to north of LeClair Way (estimated at 1 km).

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | FIRE-005 |
| **CHARTER NAME:** | **Fire Station #4** |
| **LEAD DEPARTMENT:** | Fire Services |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | Fire Hall 4 is needed to mitigate the increased risk associated with community growth within the City of St. Albert. | |
| **ASSET CATEGORY:** | ◉ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | Construction of a new Fire / EMS Station with double wide, double deep, vehicle bay and quarters for 14 people 24/7. | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | Original construction start date of 2012 was established in the 2002 Long Range Plan. In 2009, the City undertook a Service Level Review for Fire Services and that date for Fire Hall 4 is now slated for 2019-2022.<br><br>Service delivery could be impacted through increased response times.<br><br>At the present moment, if the city boundaries stay the same, the SAFS is not meeting our target as set out by Council Policy C-PS-01.<br><br>Fire Calls (including Medical First Response) – The 90th Percentile Total Response Time for 2018 was 9 minutes 8 seconds. We met the target of 9 minutes 88.94% of the time. Although overall performance looks very close to the target, there are challenges when one looks at performance by specific response zones. Some areas there is a compliance of only 62.5%<br><br>EMS Calls (including EMS with Fire assist) - The 90th Percentile Total Response Time for 2018 was 9 minutes. We met the target of 9 minutes, 90.04% of the time. Once again although overall performance looks very good, we do see challenges when we look |

| | |
|---|---|
| | at performance by specific response zones. Some areas there is a compliance of only 66.7%<br><br>All Calls: The 90th Percentile Total Response Time for 2018 was 9 minutes 8 seconds. We met the target of 9 minutes, 89.56% of the time. Looking at the performance for all calls based on response zones, there are challenges. Some areas there is a compliance of only 66.7%<br><br>With the proposed annexation these response times will increase due to distance from Station 1,2 and 3.<br><br>In conjunction with proposed annexation, Alberta Building Code requires double spatial separation between buildings past 7 minutes of drive time (10 minutes total time from notification to Dispatch). Construction at the "10-minute total response line" is being approached currently with growth to the north and west, surpassing the 10-minute code rule on the near horizon. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Capital Projects – Planning & Engineering<br><br>Asset Management – Engineering<br><br>Public Works, Businesses, and Residents |
| **TIMELINE:** | 2019 Feasibility Study / Concept<br><br>2020 Concept Planning and Land: $2,500,000<br><br>2021 Design Budget: $1,477,000<br><br>2022 Construction: $12,364,000<br><br>2023: Occupancy |

| **FINANCIAL INFORMATION:** | **Investment Year** | | |
|---|---|---|---|
| | **2020** | **$** | **16,341,000** |
| | **2021** | **$** | **-** |
| In order to secure financing | **2022** | **$** | **-** |
| through a single borrowing bylaw | **2023** | **$** | |
| for the Fire Hall #4 building and | **2024** | **$** | **-** |
| equipment the full amount is | **2025** | **$** | **-** |
| being requested in 2020. The | **2026** | **$** | **-** |
| design and construction of | **2027** | **$** | **-** |
| the Fire Hall will be completed | **2028** | **$** | **-** |
| between 2020 and 2022 | **2029** | **$** | **-** |
| | **Total** | **$** | **16,341,000** |
| | | See Capital Project Worksheet for details. | |

| | | |
|---|---|---|
| **OPERATIONAL IMPACTS:** | | ◉ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | Yes, Emergency Services Personnel |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | - | | | | | | | | | |
| Concept Planning and Land Costs | 2,500,000 | | | | | | | | | |
| Detailed Planning and Design | 1,477,000 | | | | | | | | | |
| Site Servicing | 250,000 | | | | | | | | | |
| Strucure/Building Construction | 9,769,000 | | | | | | | | | |
| Landscaping | 50,000 | | | | | | | | | |
| Construction Management | 750,000 | | | | | | | | | |
| Commissioning and QA/QC | 45,000 | | | | | | | | | |
| Contingency | 1,500,000 | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 16,341,000 | - | - | - | - | - | - | - | - | - |

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

Comments:

Project cost will be impacted by the actual site location as servicing and access may be impacted.

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>● Ongoing | |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Annual Staffing Requirements (include salary, benefits, memberships, shift differential, PPE, and PPE equipment life cycle expenses) $2,031,800 | | | |
| This is the first year of three-year hiring program (10 Emergency Service Personnel + 1 Assistant Chief Medical Liaison - 11 staff total) to staff new fire hall and their associated PPE. | 1,207,459 | | |
| Second year of hiring process and PPE for 11 new staff (10 Emergency Service Personnel + 1 Training Officer) (2020 hires plus 2021 hires) | | 2,435,988 | |
| Third and final year of hiring process and PPE for new staff (10 Emergency Service Personnel) (2020 hires plus 2021 hires plus 2022 hires) | | | 3,737,639 |
| Building Maintenance $19,000 for each sucessive year starting 2024 | | | |
| New staff required to oversee Emergency Medical Operations (1), enhance Training Operations (1); New Staff required for an Engine Crew (5x 4) and a Ladder Crew (2.5 x4) total: 32 new FTE as per above | | | |
| FTE's will be advanced through an Operating Business Case | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| **TOTAL** | 1,207,459 | 2,435,988 | 3,737,639 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | FIRE-007 |
| **CHARTER NAME:** | **Fire Engine – Fire Station # 4** |
| **LEAD DEPARTMENT:** | Fire Services |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | Fire Engine (fully equipped) required to offset risk created by community growth. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | Fire Engine required with the construction of Fire Station #4. | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | In order to make Fire Station 4 fully operational, a new Fire Engine which will be stationed at the new station is required. The engine, along with the equipment needed to support this new vehicle, must be in purchased, fully tested and in place with the opening of the new station.<br><br>The new engine will also assist our current fire fleet as it will be an asset to support current level provisions due to the reliability of existing units. When one of our units goes in for maintenance etc., this extra unit will allow the SAFS to still have a backup vehicle should another incident occur concurrently. It will also help support training initiatives by having an adequate number of vehicles ready to respond during training exercises.<br><br>An additional engine will provide better coverage in the northern part of the city. This will also allow having an additional apparatus to be available to respond to moderate and high-risk structure fires within the city when other apparatus are committed to other calls. In the current scenario, we would not be able to effectively fight a moderate to high-risk fire effectively if 1 or 2 of our apparatus are committed to other calls. |

| | | | |
|---|---|---|---|
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A | | |
| **STAKEHOLDER IDENTIFICATION:** | Public Works | | |
| **TIMELINE:** | 2020 Specification and RFP (Q1)<br>Delivery 12 months following contract signing and prior to new station being occupied. | | |
| **FINANCIAL INFORMATION:**<br><br>In order to secure financing through a single borrowing bylaw for the Fire Hall #4 building and equipment the full amount is being requested in 2020. The Fire Engine is planned for purchase in 2021. | **Investment Year** | **2020** | **$ 1,540,500** |
| | | **2021** | **$ -** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 1,540,500** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N / A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 1,540,500 | - | | | | | | | | |
| **TOTAL** | 1,540,500 | - | - | - | - | - | - | - | - | - |

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

Comments:
Fire Apparatus - $1,086,500
Fire Apparatus Equipment (One Time expense with each new unit) - $454,000

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Ongoing operating costs and maintenance (assume 1 year to delivery) | - | 104,000 | 104,000 |
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| **TOTAL** | - | 104,000 | 104,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2022 |
| **CHARTER NUMBER:** | FIRE-016 |
| **CHARTER NAME:** | **Fire Aerial Apparatus** |
| **LEAD DEPARTMENT:** | Fire Services |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | With projected densification and increases in the number of multi-family, multi-story, and high-rise buildings, this Aerial Apparatus is required to handle these additions to the city's infrastructure. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan. Studies. & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | This Aerial Apparatus is required to address high rise and wide rise building emergencies. High rise and wide rise buildings are designed under the Alberta Building Code and pose more extensive issues for fire departments. | |

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| **PROJECT CHARTER JUSTIFICATION:** | At the present moment the St Albert Fire Services only has one front line Aerial unit. The second Aerial unit in its fleet is an internal rental unit. This means that if the rental unit breaks down to the point where it is no longer economically feasible to repair, the unit is removed from the rental fleet. Simple repairs and fuel are presently paid for through the P.W. budget.<br><br>There are numerous reasons why the SAFS requires a second Aerial unit:<br><br>1) The city is expanding and with this growth we have seen an increase in high rise and wide rise buildings. Examples include the Alberta Gaming and Liquor Commission building as well as new developments in Riel Park, Oakmont, and Grandin to name a few. We are now seeing buildings reaching 7 stories in height with plans of even taller buildings in the future.<br><br>2) Concurrent calls are increasing which means the Aerial unit may be on one call when it is required elsewhere; |

| | |
|---|---|
| | 3) Densification – there are an ever-increasing number of multi-family/multi story buildings being constructed;<br>4) Aerial units are used on residential fires as well – roof access and protection of exposures;<br>5) It is not uncommon to have the Aerial unit out of service for routine maintenance, inspections, and repairs. During these time periods the SAFS must rely on outside agencies to support fire fighting efforts. Issues arise when those mutual aid units are not available (i.e. responding to their own incidents), as well as the potential for delayed response times due to distance of travel.<br>6) Training – in order to train on these complex machines, the Aerial unit must be put out of service. The other option is to delay scene times while the unit is put back into service.<br>7) Although the rental unit is performing adequately at the present moment, it has a history of poor performance.<br>8) A second Aerial unit helps the present fleet when other units are out for maintenance /servicing /repair. It is not uncommon to have two units out of service and the second Aerial unit take a lead role in the response fleet.<br>9) Fire Underwriter Survey (FUS) – this data is used to determine fire insurance rates within a community (the more capable and reliable the fire department becomes, the lower the community fire risk). It has been suggested that St. Albert could improve its Public Fire Protection Classification (PFPC) by providing additional frontline and backup/reserve fire apparatus. In comparison to other midsize communities which all have 2 Aerial units (Airdrie, Grand Prairie, Lethbridge, Medicine Hat, and Red Deer) St. Albert only has one.<br><br>Opportunities: The Aerial Apparatus will help address high rise and wide rise fire emergencies and will provide additional resources for complex low-rise buildings as well as other emergency situations.<br>Risks:<br>1) Project needs close coordination due to the long delivery times.<br>2) Ongoing city growth, occupancy, and increased building inventory over five stories during construction of Aerial Apparatus. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A |

| | | | | |
|---|---|---|---|---|
| **STAKEHOLDER IDENTIFICATION:** | Public Works | | | |
| **TIMELINE:** | 2022 Specification and RFP<br>2023 Delivery | | | |
| **FINANCIAL INFORMATION:**<br><br>In order to secure financing through a single borrowing bylaw for the Fire Hall #4 building and equipment the full amount is being requested in 2020. The Aerial Apparatus is planned for purchase in 2022. | **Investment Year** | **2020** | **$** | **2,469,800** |
| | | **2021** | **$** | **-** |
| | | **2022** | **$** | **-** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **2,469,800** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 2,469,800 | | - | | | | | | | |
| **TOTAL** | 2,469,800 | - | - | - | - | - | - | - | - | - |

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

Comments:
$251,550: One time cost for additional supplies & equipment for truck
$2,218,550: Cost of Aerial Apparatus

# OPERATING IMPACTS WORKSHEET

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|---|---|
| ○ One Time<br>◉ Ongoing | Operating impacts include the annual operating and maintenance requirements of the vehicle. |

| **OPERATING IMPACTS** | 2023 | 2024 | 2025 |
|---|---|---|---|
| Ongoing operating costs and maintenance (assume 1 year to delivery) | 164,490 | 164,490 | 164,490 |
| Staff for the Aerial (2.5 x 4) is not included here but is included in the Fire Station # 4 Charter (as per finance direction) FIRE - 005 | | | |
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| **TOTAL** | 164,490 | 164,490 | 164,490 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2021 |
| **CHARTER NUMBER:** | FIRE-032 (NEW) |
| **CHARTER NAME:** | **Fire Tanker Vehicle** |
| **LEAD DEPARTMENT:** | Fire Services |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | Fire Tanker is needed to offset the risk created by community growth. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | Fire Tanker Vehicle for proposed for new Fire Station #4. Fire Tanker Vehicle needed when new Fire Station #4 is constructed. | |

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|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | At present the St. Albert Fire Services (SAFS) does not have an accredited Fire Tanker service which is a recognized equivalency to hydrant protection. With only one tanker this equivalency cannot be achieved. At the present moment the SAFS deploys its tanker to over 1/3 of the city.<br><br>The SAFS does not have the ability to provide a proper 'Tanker Shuttle Service'. This Tanker Shuttle Service allows one tanker to drop off its contents (the present tanker the SAFS utilizes carries 12,000 liters of water) into a drop tank (which can hold up to 15,000 liters of water) while another tanker goes to the nearest hydrant to collect more water. This allows for a continuous movement of water to an emergency scene. This tanker shuttle program enhances the fire protection grade for insurance purposes in areas without hydrant coverage. St. Albert does not offer this service due to the fact that it only has one tanker which may affect insurance rates in the proposed annexation areas. In short, there is the potential for increased insurance rates due to an inadequate fire protection grade. |

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|---|---|
| | At present there is a limited water supply in the proposed annexed lands. Future development typical of an urban area will require hydrant coverage. Until that occurs it is desirable that the City offer a shuttle program that accounts for a continuous supply of water to an event. Without a second tanker St. Albert would not be able to guarantee this type of service. In short, this would mean that some residences will not have the same protection as others.<br><br>At the moment, the SAFS cannot provide proper flow rates (according to the Fire Underwriters Survey) for 'Superior Tanker Shuttle Accreditation' for personal and commercial buildings in the proposed annexation areas. Analyzing the data, it would take approximately 10:06 (drive time) to reach the farthest residence in the area (Northview crescent) with one tanker from Station 3 (flow rate 745 l/min). With a tanker out of Station 4 the drive time would be reduced to approximately 8:06 (with a flow rate of 745 l/min). Two tankers would provide flow rates of 1490 l/min. The Fire Underwriters Survey requires flow rates of 1000 l/min for personal and 2000 l/min for commercial properties.<br><br>In addition, for Superior Tanker Shuttle Accreditation, a water source must be within 5 km from the incident area. Currently, the closest hydrant to Northview crescent is 7 km away.<br><br>Relying on outside agencies to support water tanker service has its challenges for the following reasons:<br><br>1) Many of the departments around the SAFS are volunteer departments which means they will have delayed response times;<br><br>2) These agencies may be out dealing with their own emergencies;<br><br>3) They may have limited resources to begin with;<br><br>4) They charge for services 'Fee for Service' – i.e. Sturgeon County charges $615/hr. plus manpower; Edmonton charges $830/hr. plus manpower)<br><br>The new tanker must be in place, fully tested, and equipped upon the opening of the new fire station. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Public Works |
| **TIMELINE:** | Specification and RFP Q1 2021. Delivery 2022.<br><br>Delivery 12 months following contract signing and prior to new station being occupied. |

| FINANCIAL INFORMATION: | Investment Year | | |
|---|---|---|---|
| | | 2020 | $ 779,000 |
| | | 2021 | $ - |
| In order to secure financing | | 2022 | $ - |
| through a single borrowing bylaw | | 2023 | $ - |
| for the Fire Hall #4 building and | | 2024 | $ - |
| equipment the full amount is | | 2025 | $ - |
| being requested in 2020. The | | 2026 | $ - |
| Tanker Vehicle is planned for | | 2027 | $ - |
| purchase in 2021. | | 2028 | $ - |
| | | 2029 | $ - |
| | | Total | $ 779,000 |
| | | | See Capital Project Worksheet for details. |

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

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 779,000 | - | | | | | | | | |
| **TOTAL** | 779,000 | - | - | - | - | - | - | - | - | - |

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

Comments:
Fire Apparatus - $688,000
Fire Apparatus Equipment (one time expense with new apparatus) - $91,000

# OPERATING IMPACTS WORKSHEET

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|---|---|
| ○ One Time<br>◉ Ongoing | |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Ongoing operating costs and maintenance (assume 1 year to delivery) | - | - | 40,000 |
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| | | | |
| **TOTAL** | - | - | 40,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | PW-016 |
| **CHARTER NAME:** | Public Works Snow Storage Site |
| **LEAD DEPARTMENT:** | Public Works and Transit |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This charter deals with creating a permanent, City of St. Albert engineered snow storage site. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | To develop a permanent snow storage site allowing industry best practices through design and operations to meet current environmental requirements. | |

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|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | The current snow storage site is operated on a temporary permit from Alberta Environment. Future land use of the site has been a major component of planning and development studies and is currently undetermined.<br><br>This pending confirmation has postponed site revisions to meet current standards. If the current practice of snow storage within our local boundaries continues a permanent site is required.<br><br>This charter proposes estimated costs for permanent site construction and operations based on general estimates and discussions with other municipalities.<br><br>Approval of the charter will enable financial preparation for construction of a permanent, engineered and regulated snow storage site.<br><br>This project would see Infrastructure Operations build a joint snow storage / debris collection / processing and compost transfer sites in a government approved location.<br><br>A permanent location is desired both from an operational and an environmental perspective. Environmentally, there is an opportunity to invest in long term containment structures, testing equipment and |

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| | materials to mitigate adverse environmental impacts from pollutants such as salt and hydrocarbons.<br><br>A permanent site would justify the expense required for major site renovations to accommodate these best management practices.<br><br>Anticipated processes would see the site built with progressive sedimentation ponds allowing management of road salts. Final design would confirm methodology<br><br>It is predicted that the snow would be deposited by the trucks and then pushed up into a large pile by a dozer. Each spring the snow would be allowed to melt naturally and the resulting melt water collected in a series of sedimentation ponds where the salts would be allowed to settle out. As the melt water passes through the various ponds, more and more of the road salts would settle out and be left behind cleaning the melt water to the point where it could be safely discharged in the natural water course or storm sewer system. The sedimentation ponds would then be allowed to dry out (on a rotational basis). Any contaminated soil would then be appropriately disposed of in landfill sites designed to deal with this type of material.<br><br>The new permanent snow storage, and compost facility should be approximately 12 -15 ha in size. The site would have to be geologically tested to confirm existing soil stratification for the final design parameters.<br><br>The site would require controlled access requirements to secure for the use of City of St. Albert Businesses and City of St. Albert Operations.<br><br>All snow storage facilities are required to notify the Province of Alberta and follow the Provincial Code of Practice for snow storage sites. The City of St. Albert's current temporary site is approved as an interim temporary arrangement.<br><br>Administration continues to pursue a permanent and dedicated site with anticipated land purchase/designation, facility design and construction to occur within the next three years.<br><br>This project aligns with Council's goals for cultivating sustainable infrastructure and service provision by improving existing assets and services. It also corresponds with council's goals for cultivating a green community through priorities for environmental stewardship and reduction of pollutant releases to the environment.<br><br>Risks<br><br>Weather, availability of utilities/drainage course to tie into.<br><br>Site selection process and timing of ownership is beyond Public Works control so no specific site has been selected |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br><br>Activity: N / A<br><br>Administrative Priority: N / A |

| | | | | |
|---|---|---|---|---|
| | Activity: N / A | | | |
| **STAKEHOLDER IDENTIFICATION:** | E D and P D – land use designation<br>P W – Operational consultation<br>Office of Environment – Design consultation<br>P & E – Design, tender and project management<br>Finance – approval, allocations, procurement process<br>Alberta Environment – review for approval | | | |
| **TIMELINE:** | Phase 1 – Design of the facility would be completed in 2020/21.<br>Phase 2 - Tender for construction of the facility initiated in 2022 | | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **50,000** |
| | | **2021** | **$** | **400,000** |
| | | **2022** | **$** | **3,600,000** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **4,050,000** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 50,000 | | | | | | | | | |
| Detailed Planning and Design | | 400,000 | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | 3,600,000 | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 50,000 | 400,000 | 3,600,000 | - | - | - | - | - | - | - |

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

Comments:
2021- Phase 2 Constuction based on current regional Projects of similar design (Morinville and Red Deer). Cost estimates require refinement after determination of location and final design.

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | |

| **OPERATING IMPACTS - Estimates Only** | 2023 | 2024 | 2025 |
|---|---|---|---|
| NB: Estimates – pending final site / design / operation methodology – Costs are in excess of current temporary site operations. | | | |
| Facility Staff - .5 FTE ($50 x 1040hrs) | 52,000 | 52,000 | 52,000 |
| Equipment Charges (30% Increase in 3 yr average dozer work) | 78,000 | 78,000 | 78,000 |
| Sediment Excavation and disposal / Base relining (every 3rd year) | | | 30,000 |
| | | | |
| **TOTAL** | 130,000 | 130,000 | 160,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 - 2029 |
| **CHARTER NUMBER:** | ENGS-058 |
| **CHARTER NAME:** | Neighbourhood Traffic Calming Strategies |
| **LEAD DEPARTMENT:** | Engineering |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This project targets the completion of traffic safety improvements within neighbourhoods. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | This project enacts on City Council Policy C-TS-02 Neighbourhood Traffic Calming; and enhances neighbourhood level traffic safety. | |

**PROJECT CHARTER JUSTIFICATION:**

Current State

From 2012 to 2017, between 30% to 35% of all public roadway motor vehicle collisions occurred on neighbourhood level roadways (local and collector roadways) within the City of St. Albert. This has equated to a total of approximately 1,345 motor vehicle collisions occurring in neighbourhoods within this time frame.

Table 1.0: Annual Collision Occurrences in Neighbourhoods

| Year | Total Collisions (City Wide) | Local / Collector Roadway Collisions | % Total | Total Injury Collisions on Local/ Collector Roads | Total PDO Collisions on Local/ Collector Roads |
|---|---|---|---|---|---|
| 2012 | 910 | 273 | 30% | 13 | 260 |
| 2013 | 799 | 236 | 30% | 21 | 215 |
| 2014 | 737 | 251 | 34% | 9 | 242 |
| 2015 | 865 | 271 | 31% | 11 | 260 |
| 2016 | 989 | 314 | 32% | 33 | 281 |

| | | | | | |
|---|---|---|---|---|---|
| 2017 | 1,001 | 347 | 34.7% | 29 | 318 |
| Total | 4,401 | 1,692 | 31% | 116 | 1,576 |

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

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

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

The estimated total cost of collisions occurring on local and collector roadways in St. Albert from 2012 to 2017 is valued at $27,773,996 or averaged to $4,628,999 per year over the past 6 years.

The top neighbourhood locations in ranking for collision frequency (volume) summarized over the past six years from 2012 to 2017 and a highlight of safety improvements completed or in progress through this program or alternative capital programs are:

1) Lacombe Park – temporary traffic calming measures occurring on Lennox Drive and reduced speeds implemented in Lacombe Park East area (between the arterials of Giroux Rd and McKenney Ave and Dawson Rd and St Albert Tr). Safe Journeys work is scheduled for 2020 at Ronald Harvey school.
2) Grandin – Safe Journeys work completed in the community and temporary measures installed at the intersection of Grosvenor Blvd at Grenfell Ave
3) Erin Ridge / Erin Ridge North – full traffic calming plan in progress of implementation with permanent and temporary measures installed along with reduced neighbourhood speeds.
4) Deer Ridge – Safe Journeys work completed at 2 school sites along the community collector roadway Deer Ridge Drive
5) Mission – Safe Journeys work occurring in 2019 on Mont Calm Pl.
6) Akinsdale - permanent curb extensions completed along the community collectors of Akins Drive and Alpine Blvd.

<u>Issues</u>

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.

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| | 2) Road right of way limitations may impact requested or optimal design changes to intersections, in terms of constraints for space.<br>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.<br>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.<br><br><u>Opportunities</u><br>1. Temporary measures: Use of temporary measures provides opportunity for "testing" potential design changes prior to full investment of permanent construction. This gives residents and Administration opportunity to formulate opinions and evaluate impacts.<br>2. Communication / Transparency: There is opportunity to proactively communicate background information on roadway safety improvements, such as how programs are planned and implemented.<br>3. Evaluation: Data collection associated with vehicle speeds and collision data analysis will be utilized as effective quantitative measures of effectiveness of implementing neighbourhood traffic safety improvements. Non-quantitative evaluation may also be utilized through resident engagement and feedback associated with comfort and confidence of neighbourhood traffic safety.<br>4. Funding: There may be opportunity to target a specific percentage of traffic enforcement violations for funding of Traffic Safety initiatives, such as the Neighbourhood Traffic Calming program.<br>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.<br><br><u>Risks</u><br>1) Quantity of neighbourhod requests and staff limitations / budget limitations to address multiple requests (solution is the identified prioritization)<br>2) Failure of "temporary" measures, resulting in extended timelines or necessary extension of the process<br>3) Adjustment of priority locations due to updated traffic data verification |

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|---|---|---|---|---|
| | 4) Rising construction costs<br>5) Weather (Schedule); Weather impact on equipment operation<br>6) Safety of traffic and pedestrians<br>7) Traffic Delays / roadway efficiency<br>8) Priority of other construction projects (road overlays, road reconstructs)<br>9) Rise of scope of work and associated costs during the creation and finalization of traffic calming plans. | | | |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 3. Building a Transportation Network<br>Activity: 3.6 Complete the traffic safety initiatives including Safe Journeys to School, | | | |
| **STAKEHOLDER IDENTIFICATION:** | • Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network.<br>• Council – Timelines and strategies of the project to communicate effectively and efficiently with residents.<br>• Businesses (in vicinity of projects) – Impacts to their area, collaboration on land use<br>• Capital Projects team – alignment to completion with all network improvements.<br>• 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:** | Year 1<br>• Q1: RFP for consulting services<br>• Q2 /Q3: Resident engagement / data collection / Plan Creation<br>• Q3 / Q4: Temporary measure installation<br>• 1 Year Evaluation of measures<br><br>Year 2 or 3 (pending evaluation results and construction season schedule):<br>• Q2: Construction tendering<br>• Q3 / Q4: Construction<br>Ongoing monitoring | | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **550,000** |
| | | **2021** | **$** | **550,000** |
| | | **2022** | **$** | **550,000** |
| | | **2023** | **$** | **550,000** |
| | | **2024** | **$** | **550,000** |
| | | **2025** | **$** | **550,000** |
| | | **2026** | **$** | **550,000** |
| | | **2027** | **$** | **550,000** |
| | | **2028** | **$** | **550,000** |
| | | **2029** | **$** | **550,000** |
| | | **Total** | **$** | **5,500,000** |
| | | | See Capital Project Worksheet for details. | |

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

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 | 370,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| **TOTAL** | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |

Comments:

1. Due to multiple and substantial transportation network improvements, from new road construction to existing roadway widening projects over the next 10-years; Administration is recommending the Neighbourhood Traffic Calming Program be programed off of a “cap” funding value of $550,000 to address all annual aspects of program delivery inclusive of public engagement, conceptual and detail design, construction with construction management – with prioritized sites completed within the budget value. In the event that “emergent” work or increased scope is identified, Administration would report back to Council to provide background and request additional funds for completion of defined scope.

2. Tentative scheduled locations for completion are:

1) 2019 = Erin Ridge / Erin Ridge North (temporary and permanent) and Lennox Drive (temporary)
2) 2020 = Erin Ridge / Erin Ridge North (permanent) and Lennox Drive (permanent)
3) 2021 = Larose Drive and Lacombe Drive
4) 2022 = Deer Ridge Drive (east) and North Ridge Drive (north)
5) 2023 = North Ridge community and Sturgeon Community
6) 2024 = Oakmont community
7) 2025 = Heritage Lakes community
8) 2026 = Heritage Lakes community and Bishop Street
9) 2027 = Kingswood community
10) 2028 = Woodlands community
11) 2029 = Pineview community

Schedule and prioritization of neighbourhood completion will be evaluated annually through collision data and neighbourhood speed / volume data. A re-prioritization and resulting updated schedule / plan and required budgeting will be performed in the event of adjustments of priority.

## OPERATING IMPACTS WORKSHEET

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

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Snow clearing and drainage maintenance @ $2,500 per crossing per year | 25,000 | 12,500 | 12,500 |
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| | | | |
| **TOTAL** | 25,000 | 12,500 | 12,500 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 - 2023 |
| **CHARTER NUMBER:** | ENGS-063 |
| **CHARTER NAME:** | Safe Journeys to School Implementation Strategy |
| **LEAD DEPARTMENT:** | Engineering |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This project targets the completion of engineered traffic safety improvements specific to a single report. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | This program addresses the prioritization and implementation of various engineering strategies to enhance pedestrian and cyclist traffic safety throughout school zones and communities, as per the 2014 Safe Journeys to School report. | |

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|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | <u>Current State</u><br>This Project Charter aligns with Council Motions passed on June 22, 2015:<br>(C324-2015)<br>*1. That the June 22, 2015 Agenda Report entitled "Safe Journeys to School Action Plan" be received as information.*<br>*2. That Administration, as outlined in Attachment 1 to the June 22, 2015 Agenda Report entitled "Safe Journeys to School Action Plan", prepare the capital project charters for approval in the 2016 budget process.*<br>*3. That Administration, as outlined in Attachment 2 to the June 22, 2015 Agenda Report entitled "Safe Journeys to School Action Plan", prepare policies, design principles and technical standards to support the objectives outlined within the Safe Journeys to School Report, and bring forward for Council's approval any necessary or related bylaw provisions.* |

| | |
|---|---|
| | Although this project targets school specific sites, or road segments enroute to school specific sites, it ultimately improves the safety and efficiency of the roadway for all road users.<br><br>Actions to complete the noted recommendations of the 2014 Safe Journeys to School report and improve driver awareness of school zones, enhance visibility and notification of pedestrian crossings, improve upon pickup / drop off zones and minimize negative congestion effects around schools, and collaborate with schools to improve safe movement of pedestrians and vehicles through the school zones have been underway since 2015.<br><br>From 2015 to 2017, the majority of "1st Priority" recommendations have been completed from the report; and the 2018 and future programs then move on to target "medium" to "long term" recommendations.<br><br><u>Issues</u><br><br>1) During the implementation of some recommended improvements, resulting communication and collaboration with actual school representatives contradicted the recommendations and either alternative solutions were sought, or the recommendation eliminated.<br><br>2) 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.<br><br>3) Road user behaviour: Despite engineered roadway improvements, behaviour that directly violates the Traffic Safety Act or St. Albert Traffic Bylaw can directly impact the safety to multiple road users. Miss-use of parking areas, stopping areas or pedestrian crossings, or lack of attention to surroundings will require attention through enforcement.<br><br><u>Opportunities</u><br><br>1) Communication / Transparency: There is opportunity to proactively communicate background information on roadway safety improvements, such as how programs are planned and implemented.<br><br>2) Project Alignment: Further traffic and pedestrian crossing safety enhancements may be completed through projects such as the Neighbourhood Traffic Calming program.<br><br>3) Evaluation: Data collection associated with vehicle speeds and collision data analysis will be utilized as effective quantitative measures of effectiveness of safety improvements. Non-quantitative evaluation may also be utilized through resident engagement and feedback associated with comfort and confidence of neighbourhood / school traffic safety. |

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|---|---|
| | Risks<br>1) Evaluation and prioritization of safety strategies moving on through the program. Collision review, traffic speed and volume recognition, and community consultation may impact priority levels and overall schedule.<br>2) Availability of qualified construction companies to perform the work.<br>3) Conceptual design approval resulting in larger construction scope and higher prices then allocated.<br>4) Coordination and collaboration with other Infrastructure and Capital Project programs.<br>5) Overall traffic accommodation and traffic disruption<br>6) Rising construction costs<br>7) Weather (Schedule); Weather impact on equipment operation<br>8) Safety of traffic and pedestrians<br>9) Traffic Delays / Roadway efficiency<br>10) Priority of other construction projects (road overlays, road reconstructs)<br>11) Rise of scope of work and associated costs during design finalization for necessary construction improvements. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 3. Building a Transportation Network<br>Activity: 3.6 Complete the traffic safety initiatives including Safe Journeys to School, |
| **STAKEHOLDER IDENTIFICATION:** | • Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network.<br>• Council – Timelines and strategies of the project to communicate effectively and efficiently with residents.<br>• Businesses / Schools (in vicinity of projects) – Impacts to their area<br>• Capital Projects team – alignment to completion with all network improvements.<br>• 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:** | Annually:<br>• Year prior to scheduled construction: Engineering / Design<br>• Q1: Engineering / Work<br>• Q2: Construction tendering<br>• Q2 / Q3: Construction<br>Ongoing: network evaluation |

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|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 445,000** |
| | | **2021** | **$ 400,000** |
| | | **2022** | **$ 335,000** |
| | | **2023** | **$ 440,000** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 1,620,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ◉ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | 30,000 | | | | | | | |
| Detailed Planning and Design | 50,000 | 50,000 | 100,000 | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 300,000 | 250,000 | 150,000 | 400,000 | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | 50,000 | 25,000 | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 25,000 | 25,000 | 25,000 | 40,000 | | | | | | |
| Public Participation Activities | | | 30,000 | | | | | | | |
| Equipment | 20,000 | 50,000 | | | | | | | | |
| **TOTAL** | 445,000 | 400,000 | 335,000 | 440,000 | - | - | - | - | - | - |

**Comments:**

12) Tentative scheduled locations for completion are:
   a. 2019 = Mont Clare Place roadway and surrounding area improvements
   b. 2020 = Pedestrian improvements – Ronald Harvey School
   c. 2021 = Pedestrian improvements – Lorne Akins, Leo Nickerson, and Sturgeon Heights schools
   d. 2022 = Conceptual and Preliminary Design work for Sir Winston Churchill Avenue bus bay
   e. 2023 = Construction of Sir Winston Churchill Avenue bus bay

13) Variances in estimates for annual work are aligned to:
   a. 2020: Scope of work update specific to construction of additional sidewalk to accommodate drop off and pick up on the west side of Langley Avenue
   b. 2021: Updated construction estimates for improvements (largely to address drainage)
   c. 2022: Anticipated completion of construction activity from year 2021, with conceptual and detailed designing of improvements on Sir Winston Churchill Avenue (a drop off bay for Fowler)
   d. 2023: Construction of completed design work for the drop off bay at Fowler School (note – price will be informed by Engineering / Design)
   e. 2023: Removal of scope of work associated with Cunningham Rd “road diet”.

# OPERATING IMPACTS WORKSHEET

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|---|---|
| ○ One Time<br>◉ Ongoing | Seasonal winter maintenance (snow and ice clearing) along with sidewalk maintenance and road maintenance. The curb extension operational impacts are applicable to Utilities Operations. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Sidewalk snow / ice clearing | 1,382 | 1,382 | |
| Pedestrian curb extension | 5,000 | 12,500 | 12,500 |
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| **TOTAL** | 6,382 | 13,882 | 12,500 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | RECR-010 |
| **CHARTER NAME:** | Lacombe Park West Park Construction |
| **LEAD DEPARTMENT:** | Recreation and Parks |

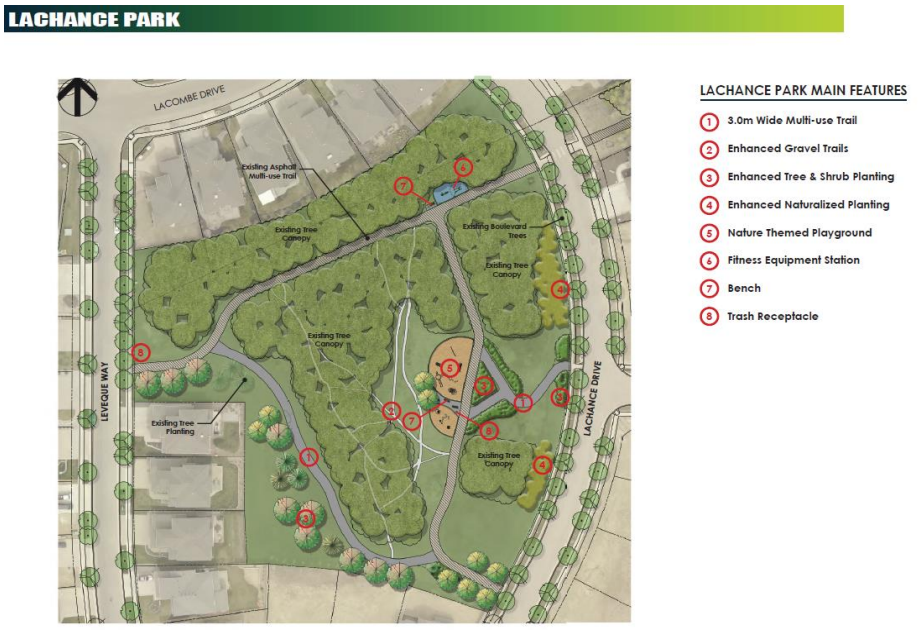
| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This is a growth project because it involves the construction of new park and trail amenities. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | To construct park amenities and trails for the remaining non-developed parks and open spaces in the Lacombe Park West neighborhood. The project includes development of Lachance Park playground, trails and fitness stations, construction of Legacy Stormwater Management Facility trails, viewing area and fitness stations, and completion of trail connections within and to the neighborhood. | |

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|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | **Current State**<br>The goal of the Lacombe Park West construction project is to provide quality open spaces, facilities and linkages within the Lacombe Park West neighborhood. These parks will serve the needs and improve quality of life for all residents, while providing diversity and a balance of active and passive leisure spaces; a healthy and sustainable community environment; and a sense of place that is consistent with the City of St. Albert Parks and Open Space Standards and Guidelines and the principles outlined in the Recreation and Parks Master Plan.<br>The Lacombe Park West Master Plan was completed in 2014 and outlines two phases. Phase 1 including Leveque and Lafleur parks was completed in 2016. Detailed design and public engagement for Phase 2, which included Lachance Park, the nature trails and fitness stations, Legacy Stormwater Management Facility (SWMF), and trail connections was completed in 2018. The design |

includes changes from the master plan to reflect public input and be more feasible to construct and maintain.

As per the Engineering Standards, the developer has completed their required park work in the neighborhood, including installation of major trail components, benches, waste receptacles and landscaping. The City typically then provides additional recreation amenities to support residents use and enjoyment of the park and open spaces. For this project, these amenities include:

***Lachance Park & Trails***



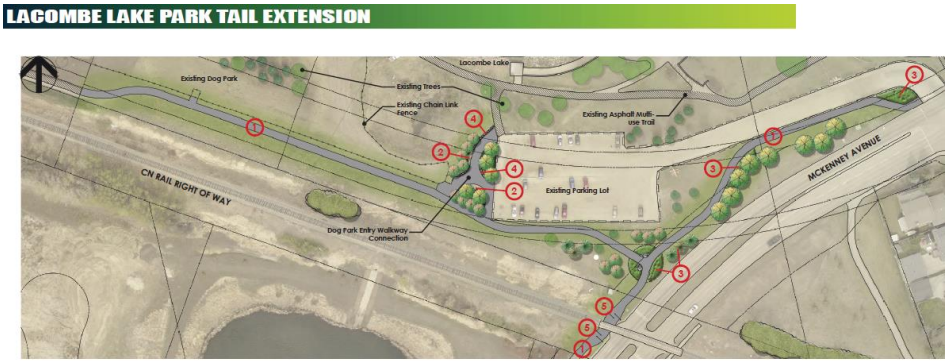




Development of Lachance Park and potential installation of fitness stations along the developer installed trails in the linear natural park. This work includes new signage, construction of a nature themed playground, additional trail development, landscaping and improvements to existing child bicycle trails.

Fitness stations will be an optional component on the tender, to be completed if construction bids permit completion within budget.

***Trail Connections – Lacombe Lake Park***

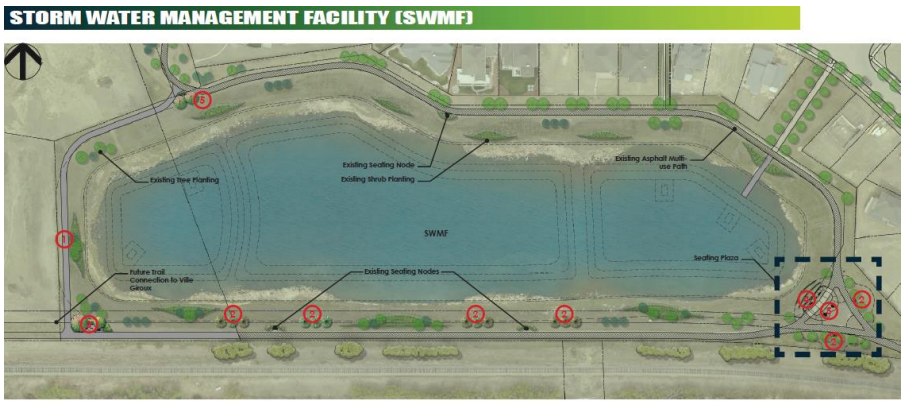



LACOMBE LAKE PARK MAIN FEATURES

1. Multi-use Trail Extension
2. New Seating Area
3. Enhanced Tree & Shrub Planting
4. Seating Boulders
5. Railway Safety Barriers

This work completes missing trail connections between Lacombe Park West and Lacombe Lake Park. Due to the timing of development in Lacombe Park/Lacombe Park West, there are gaps where existing developer installed asphalt trails dead end, instead of meeting up with the nearby trails. This trail connection also promotes active modes of transportation, moving people away from the roadway, increasing comfort and attractiveness for cyclists and pedestrians.

***Legacy Stormwater Management Facility (SWMF)***




STORM WATER MANAGEMENT FACILITY (SWMF) MAIN FEATURES

1. 3.0 m Multi-use Trail
2. Enhanced Tree & Shrub Planting
3. Fitness Equipment Station
4. Lookout Area
5. New Seating Area
6. Site Furnishings

| | |
|---|---|
| | This stage completes missing trail connections around Legacy SWMF and adds recreation amenities along the trail, including two fitness stations and a terraced rest area that provides views across the SWMF. The seating node or fitness stations will be an optional component of the tender, pending final construction bids.<br><br>**Issue**<br><br>The Lacombe Park West community continues to develop and is approaching full build out. The park development as outlined in this charter will complete the development of and the inclusion of recreation amenities in Lacombe Park West and will ensure trail connectivity to serve the residents of that community.<br><br>Provision of developed parks and open spaces is an existing level of service within completed neighborhoods across St. Albert. As public engagement for these sites was completed in 2018, and construction already deferred from 2019, there is an expectation by residents that these parks will be developed soon.<br><br>**Opportunities**<br><br>This park development will ensure community trail connectivity and the opportunity for the public to utilize open spaces and the trail network and will provide a link to Lacombe Lake Park. Residents in St. Albert use and value parks and open spaces, and the areas identified in this charter provide interesting, attractive and meaningful recreation opportunities that support a high quality of life for residents while also make the community more desirable for prospective new home owners.<br><br>**Risks**<br><br>Risks of not completing the project:<br>- Trail connectivity around Legacy SMWF and between Lacombe Park West and Lacombe Lake Park remains incomplete.<br>- Existing user created bike trails in Lachance park become unsustainable or unsafe due to lack of surfacing.<br>- Resident expectations, based on the 2014 Master Plan and 2018 public engagement, are not met.<br>- Residents in this part of the neighborhood do not receive equitable level of service compared to the developed parks that exist elsewhere in Lacombe Park.<br>- Contractor costs continue to escalate due to delays in completing construction.<br><br>Risks within the project:<br>- Existing site constraints including proximity to property lines,<br>- Public resistance to park development<br>- Consultant availability and availability of qualified contractor(s)<br>- In house resource availability<br>- Competing internal priorities<br>- Weather causing construction delays |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |

| | |
|---|---|
| **STAKEHOLDER IDENTIFICATION:** | Internal:<br>- Recreation and Parks<br>- Capital Projects Office<br>- Public Works<br>- Legal Services<br>- Risk & Insurance<br>- Purchasing<br>- Environment<br>External:<br>- Area residents<br>- General Public |
| **TIMELINE:** | Q1 2020 – RFP and contractor selection<br>Q2-Q3 2020 – Construction & public information (as needed) |

| | | | | |
|---|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **1,300,000** |
| | | **2021** | **$** | **-** |
| | | **2022** | **$** | **-** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **1,300,000** |
| | | | See Capital Project Worksheet for details. | |

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

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | 994,500 | | | | | | | | | |
| Construction Management | 110,500 | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 195,000 | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 1,300,000 | - | - | - | - | - | - | - | - | - |

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

Comments:
Costing from 90% detailed design completed in 2018. Includes 2% escalation and 15% contingency as per budget instructions

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | Park and trail maintenance |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Public Works - Park Maintenance | | 28,560 | 28,560 |
| Public Works - Trail Maintenance | | 17,500 | 17,500 |
| Public Works - Playground and Fitness Station Maintenance | | 5,000 | 5,000 |
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| **TOTAL** | - | 51,060 | 51,060 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020-2029 |
| **CHARTER NUMBER:** | RECR-049 |
| **CHARTER NAME:** | New Neighbourhood Park Development |
| **LEAD DEPARTMENT:** | Recreation and Parks |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | Development of new outdoor recreation amenities on municipal reserve lands within developing neighborhoods. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | To provide recreation opportunities on municipal reserve lands to new neighborhoods as they are built including 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 neighbourhoods and encompasses costs for public participation, detailed design and construction. Through the Municipal Development Plan (MDP) and Engineering Standards, developers provide basic park amenities including trash receptacles, benches, trails and landscaping (grading, grass, plantings etc.). 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, fitness stations, etc. in alignment with the Parks and Open Spaces Standards and Guidelines (updated 2018).<br><br>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. |

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| | **Current State**<br><br>There are several approved ASPs that have identified MR lands that will require development over the timeframe of this charter including:<br><br>- Erin Ridge North<br>- Kingswood/Pineview II<br>- Jensen Lakes<br>- North Ridge Phase 2 (Strata)<br>- South Riel<br>- Riverside<br>- Ville Giroux<br><br>Parks master plans will be completed over 2019-2021 for each of these neighborhoods. The information from these master plans will support refinement of this charter and provide the basis of detailed design for each park.<br><br>Additionally, Badger Lands, Lakeview District, Range Road 260 (ASP to be revised) and Jensen Lakes North will likely have MR dedicated within this timeframe. There is insufficient information currently to project timelines or cost implications for parks within these neighbourhoods. The status of these areas will be reviewed annually.<br><br>Work for 2020 would include detailed design for multiple sites in several neighborhoods including Riverside, South Riel and Ville Giroux.<br><br>**Issue**<br><br>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 2017 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 continue meeting current service levels and resident expectations.<br><br>Timing of park construction also needs to align with the neighborhood build out to ensure development is completed in a timely and cost-effective manner. Administration works cooperatively with developers to assess neighborhood park needs and anticipate appropriate park construction timelines. Park development occurs in stages throughout many years within a neighborhood development.<br><br>Urban Square parks are a unique type of park new to the City. Proposed for both Riverside and South Riel, these parks are near high density and commercial developments, have high traffic and visibility in the community and are attractive features for development. Urban Squares carry costs much higher than other neighborhood parks of comparable size. Discussions between developers and Administration around responsibilities and resourcing of these parks needs to occur before appropriate funding can be requested. |

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| | **Opportunities**<br><br>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.<br><br>Neighborhood 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 needs. Well thought out parks with compatible amenities and uses increase the overall attractiveness of the neighborhood for potential residents, as well as enhancing the quality of life of all residents in the City.<br><br>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 for new neighborhoods.<br><br>**Risks**<br><br>Risks of not completing this work include:<br>- 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.<br>- Decreased quality of life for residents in new areas without developed park spaces and amenities.<br>- Delays in planning and construction of parks may cause residents to become accustomed to existing use, regardless of future site intention.<br>  ○ E.g. lack of awareness of school sites causing resident concern when developed for school board use<br>- Communities are less attractive to potential new residents without access to developed parks.<br>- Under-developed lands may pose safety hazards and can be an attractant for unwanted uses. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Internal:<br><br>- Recreation and Parks<br>- Public Works & Transit<br>- Planning & Engineering<br>- Transportation<br>- Utilities & Environment |

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|---|---|
| | External:<br>- Land Developers<br>- Community Recreation Groups<br>- Neighborhood Residents<br>- General Public |

**TIMELINE:**

The chart below indicates anticipated timelines for park development within each approved ASP. These timelines are approximate only and are based on the most current information available. Timing is dependent on build out of the neighborhoods and is reviewed annually with Planning.

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 Erin Ridge North, Jensen Lakes, Kingswood, North Ridge Phase 2, Riverside, South Riel, Ville Giroux between 2019 and 2021.

General timing for design (D) and construction (C) for parks and open spaces in each neighborhood is indicated below. Timing is reviewed at minimum annually with Planning and developers.

| Neighbourhood | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Erin Ridge North Phase 1 | | C | | | | | | | | |
| Erin Ridge North Phase 2 | | D | | D C | | C | | | | |
| Ville Giroux | D | | D C | | C | | | | | |
| Kingswood | | D C | C | | | | | | | |
| Riverside | D | | D C | C | C | D | | C | | |
| South Riel | D | C | | | D | | C | | | |
| Jensen Lakes | | | | D | | D C | | C | | |
| North Ridge Phase 2 | | | | | | | D | | C | |
| Elysian Fields | | | | | | | | | | TBD |
| Jensen Lakes North | | | | | | | | | | TBD |
| Badger Lands | | | | | | | | | | TBD |
| Lakeview District | | | | | | | | | | TBD |

**FINANCIAL INFORMATION:**

| Investment Year | | |
|---|---|---|
| **2020** | **$** | **250,000** |
| **2021** | **$** | **3,105,700** |
| **2022** | **$** | **3,165,700** |
| **2023** | **$** | **1,314,600** |
| **2024** | **$** | **1,057,000** |
| **2025** | **$** | **2,120,500** |
| **2026** | **$** | **414,400** |
| **2027** | **$** | **2,647,300** |
| **2028** | **$** | **809,100** |
| **2029** | **$** | **-** |
| **Total** | **$** | **14,884,300** |

See Capital Project Worksheet for details.

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

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 222,900 | 327,300 | 69,000 | 127,500 | 21,400 | 181,200 | 53,900 | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | - | 2,062,500 | 2,367,000 | 884,500 | 796,600 | 1,446,800 | 267,700 | 2,043,300 | 629,300 | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 19,100 | 709,800 | 723,600 | 296,500 | 237,000 | 482,500 | 88,700 | 604,000 | 179,800 | |
| Public Participation Activities | 8,000 | 6,100 | 6,100 | 6,100 | 2,000 | 10,000 | 4,100 | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 250,000 | 3,105,700 | 3,165,700 | 1,314,600 | 1,057,000 | 2,120,500 | 414,400 | 2,647,300 | 809,100 | - |

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

Comments:

Where master plan/concept plan numbers are available, those are used. All other parks budgeted on general formula based on detailed design and actual costs from similar projects. Public participation @ $2000 per park for detailed design phase only. Detailed design @ 9% of project construction costs, escalation of 2% for 2021, 0% for all 2022-2029 as per budget instructions. Contingency @ 30%.

## OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | As each park and trail system within a neighborhood is developed, there will be maintenance and renewal costs associated. As timing is better known, operating impacts will be included in this charter. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Kingswood Park and Landscaping Maintenance | | | 28,000 |
| South Riel Park and Landscaping Maintenance | | | 4,300 |
| Erin Ridge North - Element Park and Landscaping Maintenance | | | 10,600 |
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| **TOTAL** | - | - | 42,900 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 - 2029 |
| **CHARTER NUMBER:** | ENGS-068 |
| **CHARTER NAME:** | Active Transportation Plan |
| **LEAD DEPARTMENT:** | Engineering |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This project targets actions of developing an Active Transportation Plan and 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<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ 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. | |

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| **PROJECT CHARTER JUSTIFICATION:** | Current State<br><br>In 2018, an Active Transportation Development Strategy and Gaps Assessment Report was completed, which incorporated a review of best practices in Active Transportation Plans, documented a strategy on how the City may develop an Active Transportation Plan (capturing actions items, leads and resource requirements), and delivered a prioritized listing of gaps of sidewalk locations and listing of gaps of trail locations.<br><br>The objective of the Active Transportation Plan Development Strategy component is to document and strategically progress the foundational / preliminary work of an Active Transportation Plan that will then enable a delivery of a comprehensive and detailed Active Transportation Plan with the update of the Transportation Master Plan in 2021. |

To close existing gaps within the transportation network that limit or create barriers for active modes, the Gaps Assessment component identified:

- 99 km of recommended sidewalk placement
- 67.5 km of recommended trail placement

The sidewalk locations were prioritized based on proximity (within 400 m) of school sites or adjacent to transit stops.

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

Site inspections must be performed to confirm constructability of actual sidewalk or trail; no confirmation or further prioritization has

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| | been completed beyond the Active Transportation Plan Development Strategy and Gaps Assessment Report.<br><br>Issues<br>1) Road right of way restrictions: Some locations may be restricted in existing right of way space to accommodate the placement of sidewalk or trail. Results may be engagement with private land owners to seek easement or land purchase opportunities, or adjustments to design to accommodate movement.<br>2) Full accessibility: Infrastructure must be designed and constructed with full accessibility for various levels of mobility capabilities.<br>3) Development ahead of infrastructure: 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.<br>4) 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.<br>5) Limited active mode data: There is no strong data surrounding volumes or use of the trail network. The result is reduced capability of quantifying priority areas and monitoring the network for growth, demand changes, or impacts of capital investment.<br>Opportunities<br>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.<br>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. The evaluation could be a strategic quantitative analysis on results of this program.<br>3) Project alignment: There is opportunity to complete sidewalk or trail connection components within alternative capital projects. |

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| | 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.<br><br>Risks<br>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.<br>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.<br>3) Construction costs / unknowns: Construction costs may vary annually based simply on the industry, or be impacted directly by the actual scope of work required to accommodate infrastructure within an area due to scope increase related to addressing grading, utility conflicts, land requirements, tree conflicts, etc.<br>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 being made.<br>5) Poor weather conditions to allow for construction completion.<br>6) Missed collaborative efforts between departments for construction activity<br>7) Disruption to road users and services (transit / Fire and EMS / PW/ Waste Management) during construction activity.<br>8) 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<br><br>Activity: 3.8 Integrate active transportation into the planning process for the Transportation |
| **STAKEHOLDER IDENTIFICATION:** | • City Council<br>• Residents (public) / Businesses<br>• Corporate Communications<br>• Engineering: Transportation / Capital Projects / Development Engineering<br>• Transit<br>• Planning and Development<br>• Public Works<br>• Sturgeon County |

| | | | |
|---|---|---|---|
| | • Alberta Transportation<br>• City of Edmonton<br>• Parks and Recreation<br>• Special interest groups such as; Environmental Action Committee, Senior mobility groups, CNIB | | |
| **TIMELINE:** | 2019 - 2021 = Actions completed towards development of the Active Transportation Plan.<br><br>2022 – Delivery of an Active Transportation Plan with the updated Transportation Master Plan<br><br>2019 – 2028 = Implementation / construction of priority sidewalk and trail systems. Annually:<br><br>- Previous year: site inspections / confirmation of construction and necessary design work for following year construction.<br>- Q1: tender and award<br>- Q2/Q3: Construction | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 600,000** |
| | | **2021** | **$ 600,000** |
| | | **2022** | **$ 550,000** |
| | | **2023** | **$ 550,000** |
| | | **2024** | **$ 550,000** |
| | | **2025** | **$ 550,000** |
| | | **2026** | **$ 550,000** |
| | | **2027** | **$ 550,000** |
| | | **2028** | **$ 550,000** |
| | | **2029** | **$ 550,000** |
| | | **Total** | **$ 5,600,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br><br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 50,000 | 50,000 | | | | | | | | |
| Detailed Planning and Design | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Landscaping | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| TOTAL | 600,000 | 600,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 | 550,000 |

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

**Comments:**

1) Due to multiple and substantial transportation network improvements, from new road construction to existing roadway widening projects over the next 10-years; Administration is recommending the Active Transportation project be programed off of a “cap” funding value – with prioritized sites completed within a budget value of $400,000 for construction.
    a. Additional program funding would be allocated to:
        i. For year 2020; some funding allocated towards advancement of the Active Transportation Plan development – funds utilized for consulting assistance captured within “Concept Planning”.
        ii) Annually, funds allocated for necessary engineering / design work for the following year’s prioritized construction. An objective of the first year of the program (2020) may be to deliver design work for 2 seasons so as to ensure program delivery timelines are not impacted by necessary engineering work.
        iii) Landscaping would be required for completion with any sidewalk / trail construction.
        iv) Purchase and installation of data collection equipment along trails / active routes to assist in network monitoring for usage and demand which may quantify location prioritization for investment and maintenance activities.
        v) Contingency is valued at 10% of estimated construction value.
2) Based from the $400,000 construction value; it is estimated that approximately 2,675 square meters of sidewalk could be placed per year; or approximately 1.2 km of linear sidewalk, based from the “high” cost estimates from construction.

3) Based from the $400,000 construction value, it is estimated that approximately 3,333 square meters of trail could be placed per year, or approximately 1.1 km of linear trail, based from the “high” cost estimates from construction.

4) Objectively, the Active Transportation Plan would target completion of a combination of both trail and sidewalk, however, this would incorporate consideration of benefits of placement and larger network demands which may trigger a priority of one versus the other for a time period.

## OPERATING IMPACTS WORKSHEET

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|---|---|
| ○ One Time<br>◉ Ongoing | Seasonal winter maintenance (snow and ice clearing) along with sidewalk maintenance and road maintenance. Estimated maintenance costs are based on $2013.76 / km for trails, $1,382 / km for sidewalk and a unit rate of $147 / tree. Based off of an estimated 1.2 km of sidewalk placement per year for the first 3 Years. And under an assumption that trees exist in the current boulevard location. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Sidewalk & Trail (snow / ice and sweeping maintenance) - Public Works | 1,658 | 1,658 | 1,658 |
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| | | | |
| **TOTAL** | 1,658 | 1,658 | 1,658 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 (2nd year of project started during 2019) |
| **CHARTER NUMBER:** | ITSV-014 |
| **CHARTER NAME:** | Asset Maintenance Management System Replacement |
| **LEAD DEPARTMENT:** | Strategic Services and Information Technology with partner departments |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | Service improvement – existing asset maintenance system does not meet City requirements | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan. Studies. & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | Replace the City's current asset maintenance management system with a unified system that will be tightly integrated with the existing enterprise geographical information system (GIS). Year 2 of 2. | |

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| **PROJECT CHARTER JUSTIFICATION:** | This is year 2 of a project started during 2019 intended to unify and standardize the City's Asset Maintenance Management Systems.<br><br>The current Infor Public Sector (IPS) software is used by Public Works, Utilities and Environment to track service levels, operational costs and the resources used in maintaining City assets, inventory, work orders, and customer service management.<br><br>Despite regular version upgrades, the capability of the software is limited and narrow in focus. Licensing costs continue to increase, making IPS one of the costliest software suites used by the City, despite its limitations.<br><br>Given Council priority 4 on infrastructure investment, having a comprehensive and accurate view of all City assets is a vital step to determine future requirements and accurately manage life cycles.<br><br>**Current State**<br>Limitations in the capability of IPS have resulted in reliance on additional software, including the GIS system for spatial data records and data collection, See-Click-Fix for the reporting and tracking of issues reported by residents, Facility Dude as a |

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| | temporary work order and asset management system for Recreation and Parks, as well as numerous manual processes and spreadsheets.<br><br>IPS has limited support for mobile workers, hindering efforts to improve customer service, and requiring costly new licensing.<br><br>The net effect is a lack of a single "system of record" for City assets, their lifecycle attributes and service histories.<br><br>**Issue**<br>Administration has expended significant effort to adapt IPS and supplement it with other software to support the City asset management requirements, but the system remains at its core generally inadequate and expensive.<br><br>**Opportunities**<br>Administration is aware of competitive software that offers more capable, robust functionality to meet needs of the corporation. Other municipalities have migrated from IPS to alternative solutions that have leveraged their investment in GIS through seamless connectivity with the central GIS database as the system of record, improving the veracity of data and reducing implementation and long-term maintenance costs. Improved integration will enhance the City's ability to streamline processes and improve service levels.<br><br>Unification of the diverse maintenance management systems currently in use will reduce departmental silos and provide a single source of reliable information about the state of the City's assets.<br><br>**Risks**<br>Remaining with the current IPS software would limit the City's ability to achieve the opportunities above, inhibit the use of mobile technology and perpetuate labour-intensive processes and resources.<br><br>For example, the cost to implement the IPS mobile application is estimated to be $95,000 for initial licensing plus $20,000 annual maintenance, not including mobile hardware.<br><br>Remaining with IPS will not realize the improved benefits and lower ongoing costs of a replacement system, including reduced duplication of staff effort and licensing. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br><br>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new<br><br>Administrative Priority: A.4. Business Process Improvements / Financial Sustainability<br><br>Activity: A.4.3 Organizational productivity and capacity |
| **STAKEHOLDER IDENTIFICATION:** | Public Works and Transit, Recreation and Parks, Engineering, Utilities and Environment, Strategic Services and Information Technology, Community Services |

| | | | | |
|---|---|---|---|---|
| **TIMELINE:** | RFP process during 2019, software implementation during 2019 and 2020. | | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **100,000** |
| | | **2021** | **$** | **-** |
| | | **2022** | **$** | **-** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **100,000** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 100,000 | | | | | | | | | |
| **TOTAL** | 100,000 | - | - | - | - | - | - | - | - | - |

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

Comments:
**Year 2 of project initiated during 2019**

# OPERATING IMPACTS WORKSHEET

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|---|---|
| ○ One Time<br>○ Ongoing | |

| OPERATING IMPACTS | 2020 | 2021 | 2022 |
|---|---|---|---|
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| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020-2022 |
| **CHARTER NUMBER:** | POLI-006 |
| **CHARTER NAME:** | Policing Services Building Accommodations |
| **LEAD DEPARTMENT:** | Emergency Services |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This is a growth project as its main purpose is to keep up with community growth/service demands. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | The scope of this project includes the full build out of new space required to house policing services staff (RCMP and Municipal Employees) including furnishings and moving costs. The new space is intended to provide accommodations up to 2036 or beyond if feasible. The project will include a feasibility study to determine space and location options. The outcome of the study will impact the total projected costs and timeline on this Charter. | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | This project is required to ensure appropriate accommodation for human resource growth within Policing Services, as per the Policing Long Term Department Plan and to ensure compliance with the Municipal Police Service Agreement with Public Safety Canada.<br><br>The Policing Services Long Term Department Plan has been approved by Council to be used as a guiding document to plan resource needs up to 2024. The resources required for Policing are linked to population ratios. The Plan outlines that in 2021 Policing staff (RCMP and Municipal staff) may increase to 144 employees. In addition to this through the Municipal Police Service Agreement, the Municipality is required to accommodate St. Albert Victim Services volunteers and staff (currently at 4 paid staff members and approximately 25 volunteers). The current space allocated to Policing Services at Maloney Place and the 2nd floor of Beaudry Place will not accommodate these numbers. |

Prior to 2018, the intent was for Policing Services to take over the 1st floor space as well as warehouse space of Beaudry Place to accommodate these needs. In 2018 Council approved the long-term extension of the Community Village/Food Bank lease of the warehouse space at Beaudry Place, which has necessitated the need to identify a new space plan for Policing Services.

Detailed cost estimates for this project have not taken place pending the outcome of the feasibility study. Current high level assumptions on total square footage need and cost per square foot are based on the 2010 Long Term Facility Requirements for Policing services completed by McCready Consultants, the Policing Services Long Term Department Plan as well as actual costs (with annual inflation built in) for the 2013 RCMP detachment building in Fort Saskatchewan.

The below tables summarize the high-level estimated space needs for policing services based on a review of the above information.

| | |
|---|---|
| Current Occupied Building space | **27, 000 sq/ft**<br><br>(20,000 sq/ft Maloney Place + 7,000 sq/ft Beaudry Place 2nd floor) |
| Estimated Need by 2024 | **14, 000 sq/ft of additional space**<br><br>(7,000 sq/ft loss of 2nd floor Beaudry + 7,000 sq/ft of future growth) |
| Estimated Cost | $661 per sq/ft x 14,000 sq/ft = $9.25M<br><br>**Does not include land purchase costs if required.* |

The 2010 McCready Long Term Facility requirements report identified the estimated total land and building space requirements that policing services would require by 2036 and 2046.

**Note these projections are 9 years old and were completed prior to the Policing Services Long Term Department Plan. As a result, they may not represent current need and are only meant to illustrate the most available data and information we have today.*

| | By 2036 | By 2046 |
|---|---|---|
| Estimated Total **Building Space** needs | 36,500 sq/ft | 40,400 sq/ft |
| Estimated Total **Land** needs | 3.9 acres | 4.3 acres |

| | |
|---|---|
| | The current Main RCMP detachment (Maloney Place) is 1.9 acres in size with building space of 20,000 sq/ft.<br><br>Phase 1<br>The 1st phase of this project will be to identify the existing options available to policing services which can include:<br>- renovations and expansion of the main RCMP Detachment Maloney Place. (This includes potential development into behind Fire Hall 2).<br>- renovations at the City owned "Synergy Building" building.<br>- Leasing new privately-owned space, or<br>- Other feasible options that have not been considered.<br><br>*Anticipated start of Phase 1 is Fall of 2019.<br><br>Phase 2<br>After Council approval is received and funding/timing requirements confirmed the 2nd phase of this project is indented to complete conceptual and detailed design and the award of the tender.<br><br>Phase 3<br>The third phase of this project will include construction and physical staff move as required.<br><br>This project and the anticipated timeline may be affected by the following factors:<br>• Feasibility of new space options identified<br>• RCMP Security Clearance requirement delays<br>• RCMP Facility Security review/approval delays<br>• Greater than anticipated Construction costs<br>• Availability of qualified contractor |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Public Works<br>Infrastructure & Development Services – Capital Projects Office<br>RCMP<br>St. Albert Victim Services |
| **TIMELINE:** | 2020: Council approval on direction and Concept design<br>2021: Detailed design work and preparation/award of tender<br>2022/23: Construction<br>2023/24: Construction Completion and Move |

| | | | | |
|---|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **277,500** |
| | | **2021** | **$** | **832,500** |
| | | **2022** | **$** | **9,250,000** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **10,360,000** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 277,500 | | | | | | | | | |
| Detailed Planning and Design | | 832,500 | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | 9,250,000 | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 277,500 | 832,500 | 9,250,000 | - | - | - | - | - | - | - |

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

Comments:
N/A

## OPERATING IMPACTS WORKSHEET

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|---|---|
| ○ One Time<br>○ Ongoing | N/A |

| | 2020 | 2021 | 2022 |
|---|---|---|---|
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| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | Plan-006 |
| **CHARTER NAME:** | Lakeview/Badger Lands Area Structure Plan |
| **LEAD DEPARTMENT:** | Planning and Development |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This Area Structure Plan that will enable future growth on the west boundary of St. Albert. This project will meet St. Albert's future demand for non-residential development. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>◉ Master Plan. Studies. & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | The Area Structure Plan will encompass the both Lakeview and Badger Lands, which will provide detailed answers to key servicing provision, land use, and development phasing. The project will also provide a high-level master plan for the remainder of the western lands (approximately twelve (12) quarter sections), to ensure adequate servicing is available for private investment and development. This plan is envisioned to provide a strategic direction for future development within this area, in keeping with the new Municipal Development Plan. | |

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| **PROJECT CHARTER JUSTIFICATION:** | Current State – Currently the lands west of Ray Gibbon Drive remain undeveloped. The only approved ASP within the study area is Range Road 250 ASP. ASPs are a required step to enable development of lands.<br><br>Issue – Development on the western side of Ray Gibbon Drive is limited by servicing constraints and existing infrastructure provision. This has meant the lands have been slow to develop. A portion of these lands contain the City of St. Albert's non-residential lands. These lands are an important opportunity to enable non-residential investment, a key economic development priority.<br><br>Opportunities – The 2018-2021 Corporate Business Plan identifies development of an Area Structure Plan for both Lakeview and Badger Lands. While development of individual ASPs provides |

| | | | | |
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| | clarity for a portion of this area, expanding the study area to include the whole western edge enables a new planning process that is more in line with the new Edmonton Regional Metropolitan Board (EMRB) Growth Plan requirements. This would provide strategic direction regarding future land use and investment needs to develop these lands, which will help diversify the City's revenue sources.<br><br>Risks – Should this charter not be approved, development of these lands is dependent on individual landowners and developers. This delays the City's ability to develop its lands and is dependent on project timing from the development industry. | | | |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 2. Economic Development<br><br>Activity: 2.1 Enable an approved Area Structure Plan (ASP) for the Lakeview and Badger<br><br>Administrative Priority: N / A<br><br>Activity: N / A | | | |
| **STAKEHOLDER IDENTIFICATION:** | Economic Development<br><br>City Engineer<br><br>Transportation Engineering<br><br>Recreation and Parks | | | |
| **TIMELINE:** | This is a multi-year project, which requires funding at the beginning. It is anticipated that this project will require $1,329,800 for consultant fees, which will cover the study of the transportation, servicing, land use and public engagement needs. Additionally, the equivalent of a full-time planner position is required to project manage this project. It is anticipated that this project will start, subject to completion of the draft land use plan within the MDP. Initiation of this project is estimated to commence in 2020 and complete in Q4 2020/Q1 2021. | | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **1,329,800** |
| | | **2021** | **$** | **-** |
| | | **2022** | **$** | **-** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **1,329,800** |
| | | | See Capital Project Worksheet for details. | |

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

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 1,329,800 | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 1,329,800 | - | - | - | - | - | - | - | - | - |

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

Comments:

# OPERATING IMPACTS WORKSHEET

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|---|---|
| ○ One Time<br>○ Ongoing | |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
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| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | RECR-065 |
| **CHARTER NAME:** | Community Amenities Site Planning |
| **LEAD DEPARTMENT:** | Recreation & Parks |

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

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| **PROJECT CHARTER JUSTIFICATION:** | This project charter is to fund the following work as it relates to a new community facility (or facilities) in which Council has directed Administration to take to the next phase of planning:<br>- **Identification of Facility Components**<br>- **Site Concept Plan Development**<br>  ○ Feasibility assessment (Determination of facilities).<br>  ○ Concept planning (Program Plan, Mobilization Study, Detailed Debt Servicing Costing).<br>  ○ Exploration of partnership opportunities.<br>  ○ Geotechnical Report.<br>  ○ Environmental Assessment/Mitigation Plan.<br>  ○ Traffic Impact Assessment.<br>- **Public Engagement**<br>- **Preliminary Conceptual Design**<br>**Current State** |

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| | The City has identified the need for new public facilities to support the delivery of service and has, for a number of years, been working on identifying land needs associated with the possible provision of community facilities.<br><br>During this time, the City has received requests for land or facilities. In 2017, the City included three ballot questions during the municipal election. The ballot questions related to the planning of an additional branch library (7,802 for/13,346 against), a 6th sheet of ice (9,982 for/10,850 against), and additional aquatic space (12,050 for/8,922 against).<br><br>In July 2018, Council voted to seek expressions of interest to help the City solve its various recreation needs, and on February 25, 2019, Council to directed Administration to recommend up to 35 acres of land for community amenities.<br><br>In exploring options for community amenities, Administration considered a variety of factors including location of land, type of facility being requested, compatibility between facilities and the parcel being considered, compatibility between facilities on the same site, land cost, servicing costs, recoverable costs, ability to spur non-residential growth by providing servicing, etc.<br><br>To continue to move this work forward, Administration required resources to complete the Master Plan.<br><br>**Issues**<br><br>• With Council direction to assemble a large parcel of land (35 acres) to plan for new facility development there is a need for funding to carry out the necessary planning.<br><br>• Increased demand for facilities will continue to grow as the population increases.<br><br>• There are many factors to consider when building and operating multi million-dollar public facilities. In-depth analysis and detailed costing with dedicated resources is required.<br><br>• Any potential sites will need a new Area Structure Plan (ASP), or an amendment to an existing ASP.<br><br>**Opportunities**<br><br>• Providing funding for feasibility assessment will enable a thorough review of possible site locations, site services and related project plans and scopes.<br><br>• Providing funding for preliminary cost analysis will help to provide informed decision making and financial planning to move to the next phases in project such as preliminary design, detailed design and construction.<br><br>• Deeper analysis of partnership proposals will provide informed decision making on viable alternate funding or operating models for future recreation facilities.<br><br>• Funding approved in the 2020 budget will enable work to continue to move forward on the goal of new facility development. |

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| | • The site could have potential stimulus for surrounding development.<br>**Risks**<br>• That the plan will not align with all other existing Corporate Business Plan initiatives, and/or long-term plans.<br>• Facilities will not be identified in a timely and appropriate manner.<br>• Residents needs will not be met.<br>• If Municipal Reserve for the neighbourhood would be dedicated to community facilities, it which would significantly diminish the amount of park space available.<br>• Phasing could have implications for the City debt limits.<br>• Cost estimates are extremely high level at this point. More specific costing will occur through development of project briefs and charters based on Council's eventual direction. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br>Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and<br>Activity: 4.2 Update Capital Plan on project prioritization, criteria, and weightings.<br>Activity: 4.3 Explore non-traditional funding options including regional partnerships.<br>Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and<br>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new<br>Administrative Priority: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Recreation and Parks.<br>• Project Management.<br>Capital Projects Office, and Engineering.<br>• Advisory.<br>Public Works.<br>• Advisory.<br>Community Recreation.<br>• Advisory.<br>Planning.<br>• Advisory.<br>Community Services.<br>• Advisory.<br>Sport partners, Recreation groups, public.<br>• Public engagement.<br>Financial Services<br>• Advisory<br>Sustainability Initiatives<br>• Advisory |
| **TIMELINE:** | 2020 |

| | | | |
|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 900,000** |
| | **Investment Year** | **2021** | **$ 600,000** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 1,500,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 900,000 | 600,000 | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 900,000 | 600,000 | - | - | - | - | - | - | - | - |

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

Comments:

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>○ Ongoing | N/A |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
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| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | CULTR-033 |
| **CHARTER NAME:** | SAP Flag Poles |
| **LEAD DEPARTMENT:** | Community Services |

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

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| **PROJECT CHARTER JUSTIFICATION:** | Supply and installation of 2 municipal flag poles (25-foot flag poles) at St Albert Place.<br>Payhonin Reconciliation St Albert Final Report identified the following two related recommendations:<br>***Recommendation 10:*** *Amend the flag policy to have the Treaty 6 and Métis flags hung next to the Canadian flag, followed by the provincial and municipal flags, recognizing that First Nations and Métis Nations are sovereign entities. This should apply to all flags that are under the control of the City of St. Albert and located in both indoor and outdoor venues.*<br>***Recommendation 13:*** *Consider the installation of two additional flag poles at all Municipal flagpole locations to have Métis and Treaty 6 flags permanently flying.*<br>Current State – Currently the four flag poles at St Albert Place display a National Flag of Canada, Flag of the Province of Alberta, |

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|---|---|
| | and the City of St. Albert Municipal and any other flag flown on the Community Flag Pole that celebrates Community Groups or recognizes a significant event or activity sponsored or supported by the City, including special commemorations.<br><br>Issue – Currently, only the community flag pole would be available to support one of the two flags included in recommendation 13, but then there would be no flag pole available for the other flag in recommendation 13, nor a pole available for Community Groups and special recognition.<br><br>Opportunities – This project charter would allow us to address recommendation 13 and begin to address recommendation 10 from the Payhonin report without considerable changes to operations at St Albert Place and minimal ongoing operational impacts.<br><br><br>*Metis Nation Flag and Treaty 6 Territory First Nation Flag*<br><br>Risks – Reconciliation is a process, involving symbolic and practical actions, that contribute towards the development of respectful relationships between Indigenous and non-Indigenous people. Adding the extra flags may require some additional communication to help the public understand this change. Not pursuing the flag poles may place the City under scrutiny for a perceived unwillingness to support the ongoing reconciliation process.<br><br>Updating the flags at St Albert Place may renew interest in addressing meeting the standard of Council Policy C-CAO-19 Flag Display at Servus Place, Beaudry Place, StAB Dez Liggett, St. Albert Business Centre, Fire Hall 1 & 2, Fowler Athletic Park and Riel Multipurpose Field. The last charter submitted to address these locations by Strategic Services identified $171,000 in capital investment. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br>Activity: Choose an item. |

| | | | |
|---|---|---|---|
| | Administrative Priority: A.2. Organizational Culture<br>Activity: A.1.1 Indigenous Reconciliation | | |
| **STAKEHOLDER IDENTIFICATION:** | Internal:<br>- Public Works & Transit<br>- Strategic Services and Information Technology<br>- Community Services<br><br>External:<br>- Community Groups<br>- Residents<br>- General Public | | |
| **TIMELINE:** | Acquisition: Q1 2020<br>Installation: Q2 2020 | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 12,400** |
| | | **2021** | **$ -** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 12,400** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 1,100 | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 11,300 | | | | | | | | | |
| **TOTAL** | 12,400 | - | - | - | - | - | - | - | - | - |

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

Comments:
Equipment pricing includes 2 25' STA25N Ew ing Commercial Cone Tapered Aluminim w ith internal halyard system, anchor base w ith aluminum cover, halyard

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| (•) One Time<br>( ) Ongoing | Flag replacement as required |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Public Works and Transit - Flag replacement (average $175 to $250 each) | 500 | | |
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| **TOTAL** | 500 | - | - |




# CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2020 UNFUNDED)

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020-2025 |
| **CHARTER NUMBER:** | RECR-050 |
| **CHARTER NAME:** | RWP West – Meadowview Construction |
| **LEAD DEPARTMENT:** | Recreation & Parks |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | Project involves new park amenities and trail connections in Meadowview area including Grey Nuns White Spruce Park. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | The project involves construction of new park amenities and Red Willow trail connections in the Meadowview area which includes the Grey Nuns White Spruce Park as identified in the Red Willow Park West Master Plan update completed in 2018. | |

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| **PROJECT CHARTER JUSTIFICATION:** | **Current State:**<br>Master planning and detailed design has been completed and this charter is for the final phase of construction.<br>Meadowview area flanks the Sturgeon River generally from the trestle bridge to Ray Gibbon Drive, and includes several defined places including the St. Albert Heritage Site, Meadowview Ball Diamonds, Grey Nuns White Spruce Park (GNWSP), and the developing neighborhoods of Riverside.<br>The concept plan for the Meadowview area outlined in the 2018 Red Willow Park West Master Plan is intended to provide connectivity to the existing Red Willow Park Trail system and the Riverside neighbourhood with multi-use trails as well as providing nature trails for a quieter experience with a focus on nature appreciation and education. The GNSWP will be a gateway to this area and a destination for citizens and visitors.<br>Increased need for amenities has occurred due to the Riverside neighbourhood build out continuing with more than 9,000- 12,000 residents expected at completion, as well as overall increased pedestrian traffic occurring in the Grey Nuns White Spruce Park.<br>Parks/green spaces/river/trail system were the top factor contributing to a high quality of life in the City, ranking substantially higher than any other factor (City of St. Albert 2017 Community Satisfaction Survey). |

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| | Construction of these park amenities will improve the quality of life to all St. Albert residents, improve recreation opportunities, protect key areas of the forest and continue to provide trail connectivity, which is a current level of service we provide in all neighborhoods and along the Sturgeon River. There is an absence of a trail on the north side of the Sturgeon River from the trestle bridge West to Ray Gibbon Drive. The current Red Willow Park trail system is highly used, and this currently is identified as a large gap in trail connectivity. 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<br>Public and stakeholder engagement captured strong support for the following key areas:<br>• **Environment:** the protection and management of the natural resources, balanced with recreational access for enjoyment, appreciation and education.<br>• **Trails:** the extension of the Red Willow Park trail network RWPW with a focus on connectivity, accessibility and multi-use.<br>• **Education and Interpretation:** the need for wayfinding, interpretation and management signage.<br><br>**Project History:**<br>**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.<br>Out of the 1991 Red Willow park master plan, major park development such as Kingswood, Lions Park and Woodlands occurred.<br>**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.<br>**2011:** Grey Nuns White Spruce Forest Bylaw 31/2011 was approved that designated the forest as a Municipal Historic Resource. This has provided valuable protection to the forest.<br>**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.<br>**2018:** The City updates the Red Willow Park West Master Plan to ensure alignment with key City and Provincial initiatives such as 2014 Riverside ASP, Grey Nuns White Spruce Park Management Plan, Heritage Sites Functional Study and Lois Hole Provincial Park Management Plan.<br>To ensure connectivity and a long- term vision for the Sturgeon River, Big Lake and Carrot Creek, the study area for the Master Plan is enlarged to include areas west of Ray Gibbon Drive along Carrot Creek to Villeneuve Road.<br>The Master Plan focused on the following key components:<br>• **Natural Environment** – the protection, conservation, and enhancement of RWPW areas.<br>• **Trails** –multi-use and nature trails to provide access and<br>• connectivity throughout RWPW, across the City and to neighboring municipalities.<br>• **Park Destinations** –park destinations to serve as locations for citizens and visitors to get access to RWPW.<br>• **Recreation and amenities** –a range of low impact recreational features and amenities to support user experience and enjoyment.<br>• **Education and Interpretation** – user experience heightened by a comprehensive program of natural and heritage interpretation. |

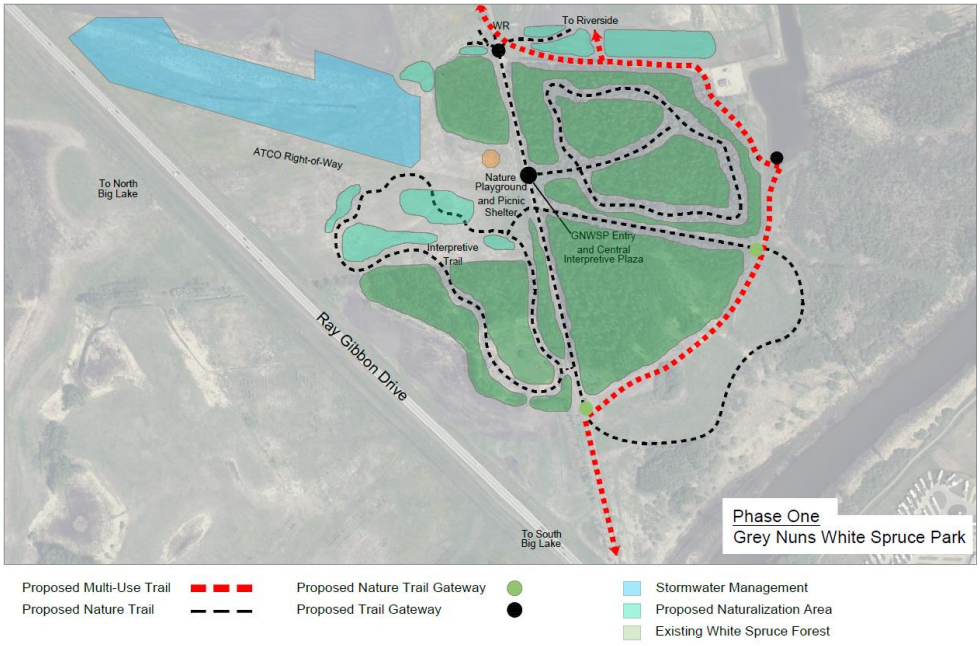
**2019:** Detailed design for the Meadowview area begins and determines final design and locations for trails, entrances, view points and amenities. At this stage environmental assessments, construction constraints, timing and stakeholder engagement occur.

**Project Phases:**

In consideration of the complexity of the project and numerous environmental assessments and permits required, the project has been broken into phases. Due to the area being within the flood plain and ecologically sensitive, higher construction costs are budgeted and realistic.

**2020 - Phase One: ( Grey Nuns White Spruce Park)**

- Picnic area, washroom, interpretative gathering area, signage and a nature play area.
- Nature trails (1350m) and gateways within the GNWSP to create a walking loop and gateways that create controlled entry points from the Red Willow Park trails;
- Multi use trail(1500m) from Ray Gibbon Drive bridge crossing around the East portion of the forest to Hogan Road.




**2021 - Phase Two: Red Willow Park West Trail Connection**

- Multi use trail(2300m) from the GNWSP along the Sturgeon River, connecting to the existing trail on the east side of the trestle bridge.
- View points/bird blinds at strategic locations along the trails to give opportunity for nature viewing and educational opportunities.
- Natural trails(600m) where multi use trail is not appropriate.




**2025 - Phase Three: Grey Nuns White Spruce Park Riverside Entrance**

- Parking lot, lighting and trail connection at north end of GNWSP, adjacent to Riverside development. Parking lot will allow for school bus access.
- Construction timelines for this phase are contingent on Riverside development and the reconfiguration of Hogan Road. Timing of this phase will be reviewed annually.




**Opportunities**

Construction of these amenities provide the appropriate access and use of this valuable area. Through the Municipal Historic Resource Bylaw 31/2011, the City is committed to providing protection to the forest. Residents are currently accessing the forest and appropriate trails and amenities need to be created to ensure the sensitive areas in the forest can be protected.

Encouraging recreation with amenities such as a natural playground, picnic shelters and interpretive areas give residents opportunities to enjoy this unique

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| | park setting in a responsible manner. Education about the forest and history can also be communicated through the amenities creating an environmental stewardship focus.<br>Trails are essential to St. Albert. As per the 2018 Recreation and Parks User Satisfaction Survey, more than 70% of residents use trails in the community. The Flourish project (MDP) has also identified trails and parks, particularly the Red Willow trail system, as highly valued and desirable for continued expansion. Trails systems also provide transportation networks through the city and promote physical activity by connecting residents and visitors within the neighborhood and to the Red Willow Trail system. The proposed trails align with the corporate Active Transportation Strategy.<br><br>**Grants and Sponsorship:** The City will look to secure alternative funding through grants, partnerships and sponsorship sources. Recreation and Parks is confident that the environmental focus of this area and the uniqueness of Grey Nuns White Spruce Park will garner interest from granting bodies and potential partners. Alternate funding sources include:<br><br>Private companies<br><br>Service Clubs<br><br>Provincial and Federal Grants<br>Environmental Grants<br><br>**Risks**<br>Risks of not completing this project:<br>- Grey Nuns White Spruce Forest incurs damage from continued random use<br>- City incurs greater costs to repair forest<br>- Trail connectivity is not completed, and this creates safety and liability concerns when people create their own routes.<br>- Residents continue to require detours to access to the Red Willow Trail System and cannot effectively use the trail system for active transportation<br>- Residents create and use their own paths, leading to potential environmental concerns (soil issues, garbage)<br>- Assessment, and construction costs increase due to delays<br><br>Risks within completing this project:<br>- Environmental issues identified that require greater remediation than anticipated.<br>- Construction delays due to weather<br>- Lack of qualified candidates at various planning and construction phases |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 3. Building a Transportation Network<br><br>Activity: 3.8 Integrate active transportation into the planning process for the Transportation<br><br>Administrative Priority: N / A<br><br>Activity: Choose an item. |
| **STAKEHOLDER IDENTIFICATION:** | **Internal Stakeholders:** Extensive internal consultation will occur as this project impacts many departments<br><br>Capital Project Office<br><br>Environment |

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| | Public Works<br>Engineering<br>Planning<br>Utilities<br>Municipal Enforcement<br>Fire<br>Transportation<br>Culture<br>RCMP<br><br>**External stakeholders:** Extensive consultation with groups and the public occurred at the Master Plan stage and will continue during detailed design. Major stakeholders are:<br>Genstar,<br>Private landowners<br>Arts and Heritage Foundation<br>ATCO<br>Canadian National Railway<br>St. Albert Men's Slowpitch<br>Big Lake Environmental Support Society (BLESS)<br>Grey Nuns White Spruce Park Advisory group<br>Sturgeon River Watershed Alliance<br>Government of Alberta – Environment and Parks<br>Environmental Advisory Committee<br>General Public |
| **TIMELINE:** | 2020- Phase 1- Grey Nuns White Spruce Park- 2020<br>2021- Phase 2- RWP West trail connection<br>2025-Phase 3- GNWSP Riverside Entrance |

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|---|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **1,931,800** |
| | | **2021** | **$** | **1,651,100** |
| | | **2022** | **$** | **-** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **1,191,400** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **4,774,300** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ◉ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | 26,000 | | | | 550,000 | | | | |
| Strucure/Building Construction | 20,000 | 116,000 | | | | | | | | |
| Landscaping | 1,179,800 | 878,400 | | | | 182,400 | | | | |
| Construction Management | 119,980 | 102,092 | | | | 73,340 | | | | |
| Commissioning and QA/QC | | 520 | | | | 11,000 | | | | |
| Contingency | 473,823 | 404,954 | | | | 298,109 | | | | |
| Public Participation Activities | 2,000 | 2,000 | | | | 2,000 | | | | |
| Project support | 32,000 | 32,000 | | | | 32,000 | | | | |
| Escalation | 36,552 | 31,239 | | | | | | | | |
| Approvals 5% | 67,689 | 57,851 | | | | 42,587 | | | | |
| TOTAL | 1,931,800 | 1,651,100 | - | - | - | 1,191,400 | - | - | - | - |

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

Comments:
Contingency- 35%, Construction management-10%, Commissioning and QA/QC- 2% of site servicing, Escalation-based on budget 2% , approvals-5% (permits etc.)

# OPERATING IMPACTS WORKSHEET

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| ○ One Time<br>◉ Ongoing | Operational impacts include maintenance and clearing of all trails, maintenance of amenities and Grey Nuns White Spruce Forest tree maintenance. |

| | 2020 | 2021 | 2022 |
|---|---|---|---|
| Grey Nuns White Spruce Park-tree maintenance | 45,000 | 45,000 | 45,000 |
| Asphalt and nature trail maintenance | | | 47,128 |
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| **TOTAL** | 45,000 | 45,000 | 92,128 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | TRAN-004 |
| **CHARTER NAME:** | Transit Growth Buses |
| **LEAD DEPARTMENT:** | PUBLIC WORKS AND TRANSIT |

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|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | The purchase of addition transit buses to augment the fleet to enable the implementation of two Council priority projects and to accommodate new growth areas. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan. Studies. & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | The scope of this charter is to increase the size of the Transit fleet to accommodate extra travel time to the new Campbell Road Transit Station and Park and Ride, to facilitate the Local Service Restructure, and introduce transit to new growth neighborhoods. | |

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| **PROJECT CHARTER JUSTIFICATION:** | The 2019 St. Albert Corporate Business Plan identifies two linked projects under Council Strategic Priority #3 that will require investment into the purchase of growth buses to augment the existing Transit fleet. These projects include: 1.) the construction of the Campbell Road Transit Station and Park and Ride, and 2.) the completion of the Local Transit Service Restructure. These projects are also priorities cited in the Transit Long Term Department Plan and are aimed at creating a transit network that will more closely meet the needs of St. Albert residents, to expand local travel opportunities within the City, and ultimately to grow ridership.<br><br>Currently, St. Albert Transit deploys, each day, the maximum allowable number of buses that its fleet can accommodate. Any expansion of service, such as extending routes to the new Transit Station or increasing local coverage and travel opportunities, will require additional buses.<br><br>The vehicles acquired as per this charter are necessary not only to support the implementation of the above-mentioned projects, but |

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| | ultimately to enable the introduction of transit service to new neighborhoods such as Jensen Lakes, and Erin Ridge North. These buses would be ordered as soon as the charter is approved and will be targeted for delivery in Q3 of 2021.<br><br>Bus purchases identified in this charter are potentially eligible for Province of Alberta and Government of Canada grant funding similar to previous funding programs aimed at supporting the purchase of transit infrastructure – and more specifically, for clean energy solutions consistent with electric buses.<br><br>Without additional buses, the success of both priority projects is jeopardized. If additional buses are unavailable, route extensions and modifications will be accommodated by drawing on the existing network, and service levels will be scaled back from present levels. Also, service to new growth neighborhoods will be postponed, putting StAT in conflict with our Council-approved service guidelines for introduction of service.<br><br>The risk of not expanding service within the existing network and postponing introduction to new areas is that transit will lose its share of the transportation market and will not be able to meet Council-approved service standards. System reliability will continue to erode as congestion builds in major corridors, further diminishing passenger confidence, and impacting Transit's ability to grow ridership.<br><br>This charter has been deferred from the 2019 budget process and subsequently operations has had to retain surplus units that have already been life cycled out of the fleet. This has increased maintenance costs beyond the approved duration and increases risk of service interruption through breakdown and lack of reliability. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 3. Building a Transportation Network<br><br>Activity: 3.5 Complete the Campbell Park and Ride facility and finish the Transit Local Route<br><br>Administrative Priority: A.1. Regional Collaboration<br><br>Activity: A.1.2 Edmonton Metropolitan Region Board |
| **STAKEHOLDER IDENTIFICATION:** | **Primary**<br>• St Albert Transit<br>• Contractors (for additional drivers)<br>• Service and Maintenance Staff<br>**Secondary**<br>• St Albert Risk & Insurance Department<br>• Purchasing department (for purchasing process)<br>• Transit users |
| **TIMELINE:** | 2019 / 20 – Develop specifications and tender.<br><br>2020 / 21– Receive and commission buses.<br><br>2021 and beyond – Repeat process. |

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|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 2,500,000** |
| | | **2021** | **$ 1,750,000** |
| | | **2022** | **$ 1,750,000** |
| | | **2023** | |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 6,000,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ◉ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | Expanded Service Hours – Campbell Road Transit Station,<br>Expanded Service Hours – Local Transit Services Restructure.<br>New Peak Route – Riverside.<br>New Peak Route - Jensen Lakes.<br>New Peak Route - Erin Ridge North. |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 2,500,000 | 1,750,000 | 1,750,000 | - | | | | | | |
| **TOTAL** | 2,500,000 | 1,750,000 | 1,750,000 | - | - | - | - | - | - | - |

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

Comments:
Number of buses purchased each year will be maximized by ensuring optimal bus sizes (influences costs) and by taking advantage of all available grant funding programs. The Charter proposes the purchase of a minimum of three buses in 2021, and 2 in 2022/23.

# OPERATING IMPACTS WORKSHEET

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| ○ One Time<br>◉ Ongoing | 2020 OBC – Expanded Service Hours to Facilitate Campbell Road Transit Station and Local Transit Service Restructure.<br>2021 OBC – New Service Jensen Lakes<br>2021 OBC – New Service Riverside<br>2022 OBC – New Service Erin Ridge North |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Increased operating costs associated with Local Service Restructure estimated to equal 3.25% increase in total annual hours to achieve the project goals. Implementing project without additional operating budget will require that route extensions/modifications be drawn from existing base, potentially reducing scheduled trips on existing services. (Approx. based on final design). | 436,000 | | |
| Addition of new route. If bus purchase not approved, introduction of service will be postponed. | | 260,000 | |
| Addition of new route. If bus purchase not approved, introduction of service will be postponed. | | 260,000 | |
| Addition of new route. If bus purchase not approved, introduction of service will be postponed. | | | 260,000 |
| | | | |
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| **TOTAL** | 436,000 | 520,000 | 260,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | CULTR-005 |
| **CHARTER NAME:** | Founders Walk Phase 3 |
| **LEAD DEPARTMENT:** | Community Services |

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| **TYPE:** | ○ RMR ○ GROWTH | |
| | To continue to share and celebrate St. Albert's rich culture and history by extending Founders' Walk from the Grain Elevator Park, along the Sturgeon River to the Perron Street Bridge; providing the connecting link to phase 1 and 2 of Founders walk completing the heritage walking loop. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | Phase 3 of the Founders' Walk project will concentrate on the Sturgeon River and the significant role the river has played in the establishment of St. Albert. This final phase of Founders' Walk will create a sense of place, while interpreting this important part of our history.<br>The project will include features such as interpretive signage, rest areas, park furniture and modernized landscaping, and lighting of the Children's Bridge; all with the intent of engaging the community by sharing the stories of St. Albert. | |

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| **PROJECT CHARTER JUSTIFICATION:** | The justification for this project charter is based on several documents and factors:<br>• TRC Calls to Action #79 iii: Developing and implementing a national heritage plan and strategy for commemorating residential school sites, the history and legacy of residential schools, and the contributions of Aboriginal peoples to Canada's history.<br>• Cultural Master Plan: Promoting Cultural Tourism and Ensuring Infrastructural Strength<br>• City of St Albert Open Space Planning and Management Principles |

- The Recreation Services Master Plan
- The Municipal Development Plan
- Downtown Area Redevelop Plan
- We preserve and treasure our past, mindful of the roots from which our community has grown and will continue to bloom is identified in the Community Sustainability Framework (2015)
- Management of the Partnerships for the Delivery of Heritage Programming, Service Level Inventory
- The Tourism Master Plan to promote current and future tourist attractions and events

This project builds on the success of Phase 1 and 2 of Founders' Walk, the completion of Phase 3 will conclude the multi-year project approved by Council in 2008, completing the heritage walking loop.

Current State – The community has been actively engaged in the design phase using create placemaking techniques. Founders' Walk Phase 3 will create a sense of place and purpose in St Albert.

Planned activities supporting indigenous engagement scheduled for spring 2019 will provide meaningful opportunity to share stories of our community from different perspectives that honour St Albert's history.

Issue – Community Services will continue to coordinate with Recreation and Parks on Red Willow Park West-Trail and Parks Planning and will work to avoid duplication of resources.

Successful riverfront destinations provide a balance of human and environmental needs incorporating education, interactive activities and areas for visitors to play and engage with their surroundings.

Opportunities – The complete walk will provide an integral link connecting the downtown area with Mission Hill and Heritage Park. It will connect several St. Albert landmarks and attractions such as the Father Lacombe Chapel, Mission Hill, Lions Park, St Albert Place and Red Willow Trail system enhancing St Albert's appearance and attraction to community and visitors.



*Founders' Walk Phase one has created a destination for residents and visitors to learn about the community*



*Boardwalks, such as this one in Cleveland, provide opportunities for people to interact with wildlife along natural shorelines.*
Source:
http://www.pps.org/reference/stepstocreatingagreatwaterfront/

*"Creative placemaking intentionally leverages the power of the arts, culture and creativity to serve a community's interest while driving a broader agenda for change, growth and transformation in a way that also builds character and quality of place."*

*Artscape, Toronto*



*A strong connection to the river will be important.*
Source: www.pearcebarnstaple.co.uk

*Reimagining a waterfront as a multi-use public gathering place is a golden opportunity for a city to redefine itself.* pps.org



*Phase three of Founders Walk will build on St. Albert's assets and successes and align with future developments for the downtown area.*

<table>
<tr><td></td><td>


<br>Riverfronts attract tourists to the community, but also local residents represent a significant usage such as the Riverwalk in San Antonio, Texas.<br>Source: http://www.pps.org/reference/greatwaterfronts/<br><br>Risks – If project isn't completed intensive engagement and investment will not provide value to the community.<br><br>Planned spring engagement for 2019 could delay final designs required for 2020 timelines to be achieved.
</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>Council Priority: 4. Infrastructure Investment<br><br>Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and<br><br>Administrative Priority: A.1. Regional Collaboration<br><br>Activity: A.1.1 Indigenous Reconciliation</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td>
<table>
<tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr>
<tr><td>Community Services</td><td>Project sponsor, public engagement, design review, stakeholder liaison.</td></tr>
<tr><td>Capital Project Office</td><td>Support for public engagement, design review, stakeholder liaison and construction support</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 (internal and external) including Arts and Heritage Foundation and St. Albert Historical Society</td><td>Advisory, notification of construction, disruption of service and issue resolution</td></tr>
</table>
</td></tr>
<tr><td>TIMELINE:</td><td>Tender for Construction – Q1, 2020<br>Construction – Q2 2020 to Q2 2021</td></tr>
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|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 2,984,500** |
| | | **2021** | **$ -** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 2,984,500** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 2,284,000 | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | 142,000 | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 500,000 | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Previous Escalation Amount | 58,500 | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 2,984,500 | - | - | - | - | - | - | - | - | - |

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

Based on 60% Opinion of Probable Cost, Dated November 13, 2018 provided a budget of $1,236,000 which included a contingency of 25%. CPO office recommeded escalating 2018 budget by 2% for a project total of $1,261,000. Based on indigenous consultation remaining in 2019 Community Services has left the budget as submitted for 2019, and will update once consultation is complete.

# OPERATING IMPACTS WORKSHEET

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| ○ One Time<br>◉ Ongoing | Expand nature of costs once design phase is complete in 2019.<br><br>Maintenance estimate provided by Public Works, includes concrete, asphalt, fencing, shrub beds, additional benches/cans, signs. To be refined once design phase is complete. |

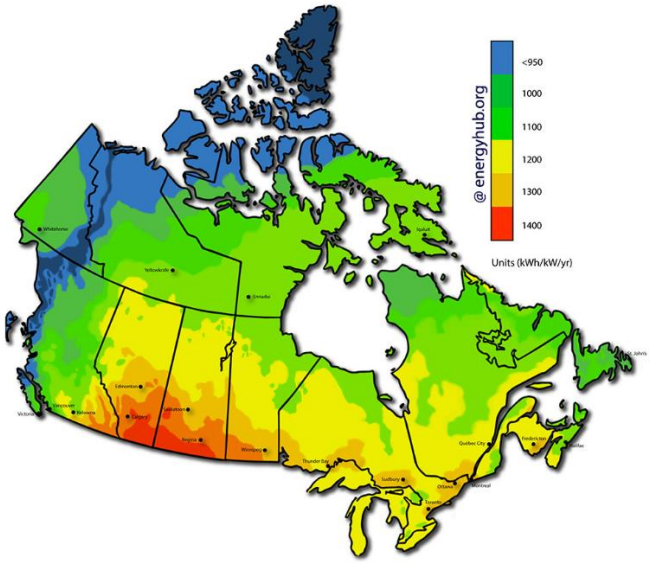
| **OPERATING IMPACT** | 2022 | 2023 | 2024 |
|---|---|---|---|
| Maintenance | 26,061 | 26,061 | 26,061 |
| Utilities (electric) if bridge is lit | 6,000 | 6,000 | 6,000 |
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| | | | |
| **TOTAL** | 32,061 | 32,061 | 32,061 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | ENV-002 |
| **CHARTER NAME:** | Solar Photovoltaics (PV) Program |
| **LEAD DEPARTMENT:** | Utilities & Environment |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | The project is growth capital as it involves the design and installation of new technologies that improves the condition of the asset beyond its original performance standard. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | In 2015, Stantec was engaged to conduct energy and water audits on eleven civic facilities. 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 eleven facilities could produce approximately 20% of the electricity needs of the facilities if implemented across the portfolio. This level of investment in renewable energy would contribute approximately 30% towards the achievement of the City Council approved greenhouse gas target of 20% below 2008 levels by 2020 (the target equates to a total reduction of 6471 tCO2e by 2020).<br><br>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. Additionally there can be further work done to examine carbon credit capture and re-sale to further reduce the payback period. | |

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| **PROJECT CHARTER JUSTIFICATION:** | In 2014, City Council approved the updated *Environmental Master Plan* which included the greenhouse gas target of 20 per cent reduction of total corporate greenhouse gas emissions from 2008 levels by 2020. If this target is to be achieved, the installation of distributed renewable energy systems, like solar PV, where feasible, is required. This will need to be done in combination with energy efficiency improvements and other carbon reduction programs. Other recommendations from the audit have been put forward as separate growth (CSS-005 & CSS-007).<br><br>A solar photovoltaics (PV) system employs solar panels to transform energy from the sun into useable electricity. The systems 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.<br><br>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.<br><br>Alberta has some of the best solar production potential in the world. 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.<br><br>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).<br><br> |

Preliminary evaluations have been obtained for systems ranging in size-on the following facilities: Transit (301 kwDC system, complete in 2017), Fountain Park, Akinsdale/Kinex Arenas and Servus Place. Each system assumed an installed capacity equal to 15% to 30% of the facility's electricity requirements.



Figure 1: Jarome Iginla Arena Possible Solar Array Configurations

Costs provided by one retailer generally ranged between $1.70 to $2.50 per watt installed depending on the size of the system. It is important to note that solar is scalable and the system size can be adjusted to fit the budget allocated to it; however, the larger the system the better per watt cost that can be obtained. A financial analysis has been conducted to ascertain the impact of the MCCAC grant. Results indicate that the grant will improve the simple payback, in most cases, by 6 to 10 years.

**Note:** The Municipal Climate Change Action Centre (MCCAC) released the Alberta Municipal Solar Program Grant in mid 2016. The program provides a rebate ($/watt) based on installed solar capacity to a maximum of 30% of capital costs and a total cap of $1,500,000 per municipality (2019). To receive funding, participants must install solar PV and conduct public outreach following completion of the installation. The rebate will be issued to municipalities after project completion is verified. The system size dictates the rebate. Municipalities are eligible to submit multiple applications.

The below chart provides an example of the metrics with and without the MCCAC grant, using the Transit building as an example:

| **Transit Example** | | | | **Annual Savings (actuals from 2018)** | | | **Economics** | | |
|---|---|---|---|---|---|---|---|---|---|
| Size of Array (kWDC) | Cost per kW | Total Solar Array Cost | MCCAC Grant Rebate | Electricity Generated from Solar (MWh) | Utility Savings (2018 vs 2017) | Emmission Reduction (Tonnes Co2e annually) | Solar Array Life Expectancy (years) | Simple Packback w/o Grant (years) | Simple Packback w Grant (years) |
| 301 | $1,660 | $500,000 | $125,000 | 285.61 | $20,822 | 178.1 | 30+ | 25 | 18 |

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 Environmental Master Plan and the Pillars of Sustainability throughout the City.

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| **STRATEGIC PLAN & CORPORATE** | Council Priority: 6. Environmental Stewardship |

<table>
<tr><td>BUSINESS PLAN ALIGNMENT:</td><td>Activity: 6.1 Explore integrated green utilities to reduce carbon footprint, reduce servicing costs<br><br>Administrative Priority: A.4. Business Process Improvements / Financial Sustainability<br><br>Activity: N / A</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td>Facility staff and patrons of the facility chosen for the solar PV pilot 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.<br><br>As well, given the environmental benefits and reduction in the facilities environmental impact, an educational and awareness program regarding the solar PV program should be conducted in conjunction with the installation of the solar array.</td></tr>
<tr><td>TIMELINE:</td><td>In 2016, structural engineering studies were completed on three St. Albert facilities (Fountain Park, Transit, and Servus Place) to assess the roof’s solar readiness. In 2017, one mid sized solar system (301kw DC) was installed on the roof of the St. Albert Transit facility. This project was completed as a pilot to better understand the market costs, procurement process, and design and installation timelines/methods.<br><br>THREE YEAR SOLAR PLAN (2020-2022)<br><br><table><tr><th>Facility</th><th>2020</th><th>2021</th><th>2022</th></tr><tr><td>Public Works</td><td>$500,000</td><td></td><td></td></tr><tr><td>Jarome Iginla Arena</td><td></td><td>$500,000</td><td></td></tr><tr><td>Servus Place</td><td></td><td></td><td>$1,000,000</td></tr><tr><td>MCCAC GRANT REBATE</td><td>-$150,000</td><td>-$150,000</td><td>-$300,000</td></tr><tr><td>AFTER GRANT REBATE</td><td>$350,000</td><td>$350,000</td><td>$700,000</td></tr></table><br>In 2020, the three-year plan shows one mid sized rooftop solar PV array system to be installed at Public Works. Public Works recently completed construction on a large sand storage shed, which is solar ready and would accommodate an approximate 300 kwDC rooftop solar PV array in 2020.<br><br>Jarome Iginla Arena (formerly known as Akinsdale/Kinex) will be receiving a partial roof replacement in 2021, which would allow for installation of an approximate 300 kwDC rooftop solar PV array in 2021.<br><br>Servus Place is scheduled for roof improvements and partial replacement within the next few years, and it is expected the roof would be ready for a large 600 kwDC solar PV array in 2022.<br><br>The timing of the future solar projects will be based on structurally roof assessments and scheduled life cycle maintenance or replacement of roof structures.<br><br>The proposed solar program is flexible and can be accelerated or broken in phases on an annual basis. Grants received through the provincial MCCAC</td></tr>
</table>

| | |
|---|---|
| | Municipal Solar Grant program can offset costs (currently at 30% of total project cost) from subsequent year projects if it is available. |

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|---|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **500,000** |
| | | **2021** | **$** | **500,000** |
| | | **2022** | **$** | **1,000,000** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **2,000,000** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ◉ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| 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 | 500,000 | 1,000,000 | | | | | | | |
| **TOTAL** | 500,000 | 500,000 | 1,000,000 | - | - | - | - | - | - | - |

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

Comments:
2020: one mid sized solar PV installation, 2021: one mid sized solar PV installations, 2022: one large sized solar PV installations,

It is anticipated that these projects will be eligible for MCCAC grants. The grant funding works similar to a rebate, in that the municipalities must upfront the cost of the solar infrastructure and once the solar PV arrays are complete, the grant is rebated to the municipalities. See below chart for possible grant applicability.

### Cost Breakdown Stakeholder Contribution

| | Project Component Supported | Estimate |
|---|---|---|
| 2018 | Received MCCAC grant – Transit Solar PV project | $125,000 - Actual |
| 2020 | Anticipated MCCAC grant (30% of total cost) | $150,000 |
| 2021 | Anticipated MCCAC grant (30% of total cost) | $150,000 |
| 2022 | Anticipated MCCAC grant (30% of total cost) | $300,000 |
| | **Total** | **$725,000** |

# OPERATING IMPACTS WORKSHEET

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| ○ One Time<br>◉ Ongoing | Building Maintenance - Each system has an estimate annual maintenance impact based on size of system. This ranges from $200 for small systems (<20 Kw) to $16,000 (for over 1 MW).<br>It is unlikely that maintenance would be required in the first few years of operation on any of the systems. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Building Maintenance Cost | - | - | - |
| Cost Avoidance (Electricity) | | | |
| Servus Place | (30,000) | (30,000) | (60,000) |
| Public Works | | (30,000) | (30,000) |
| Akinsdale Arena | | | (60,000) |
| | | | |
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| | | | |
| **TOTAL** | (30,000) | (60,000) | (150,000) |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 - 2029 |
| **CHARTER NUMBER:** | ENGS-077 (NEW) |
| **CHARTER NAME:** | Neil Ross Road Design and Construction – OSL 100% |
| **LEAD DEPARTMENT:** | Engineering |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This project targets the completion of engineering design and construction of Neil Ross Road. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ 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. | |

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| **PROJECT CHARTER JUSTIFICATION:** | <u>Current State</u><br>A Functional Study for Neil Ross Road is anticipated to be completed in 2019, that will provide an approved alignment for the roadway, with conceptual design and construction costs.<br><br>This project is anticipated to be 100% 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:<br>1) Sustain growth and development in the north-east of the City<br>2) Improve network level of service through connectivity and provision of an alternate arterial route<br>3) Improve transportation safety by rerouting traffic away from community short-cutting (through Erin Ridge / Erin Ridge North) will allow for necessary land acquisition for the road right of way and provide conceptual alignment to enable optimal design and |

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| | construction and allow for appropriate connections to be associated with future development.<br><br>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. If development advances ahead of the anticipated schedule presented here, then fronting of funding by the City would be limited to design completion only.<br><br>Over the short-term, the following actions / schedule are proposed:<br><br>2019<br>- Functional Study / Plan<br><br>2020:<br>- Wetland Delineation study<br>- Environmental Investigation<br>- Geotechnical Investigation<br><br>2021<br>- Preliminary Design<br><br>2022<br>- Wetland Compensation<br>- Environmental Permitting<br>- Land Acquisition<br><br>2026<br>- Detailed Design<br><br>2028<br>- Construction<br><br>Issues<br><br>1) 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 growth and demands to schedule improvements; however, actual development completion may vary.<br><br>2) 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.<br><br>3) 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 |

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| | corridors. A network evaluation was completed in 2018 which identified priority levels and a substantial demand of investment for the Transportation network.<br><br>4) Annexation: A portion of Neil Ross Road, for final connection to 127 Street, may be in existing Sturgeon County area and is currently within the area of proposed annexation. As annexation work is performed, public engagement and communication will be shared on Neil Ross Road.<br><br><u>Opportunities</u><br><br>1) Strategic improvements: Staged investment towards Neil Ross Road may be investigated to maximize resource allocation; or may confirm immediate need to expedite final design construction.<br><br>2) Communication / Transparency: There is opportunity to proactively communicate background information on Neil Ross Road such as program actions / schedule / design.<br><br>3) Project Alignment: Consideration and collaboration between this charter and other planned capital work will ensure stronger strategic planning.<br><br>4) Utilization of Intelligent Transportation Systems (ITS) in any new roadway designs or operations.<br><br>5) Timely actions of engineering / design towards construction to maintain continual progress towards delivery of the roadway to support growth and development and maintain levels of service.<br><br>6) 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.<br><br><u>Risks</u><br><br>7) Construction costs may vary from estimated values used to create this project charter; being that design is not completed.<br><br>8) Development timeframes expand beyond acceptable timeframes for the City, to which the City may need to front end costs associated with Neil Ross Road.<br><br>9) Poor weather conditions to allow for construction completion. |

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| | 10) Disruption to road users and services during construction activity.<br><br>11) Diversion of road network issues to alternative locations<br><br>12) 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<br><br>Activity: 3.3 Evaluate the arterials networks in St. Albert and recommend improvements. |
| **STAKEHOLDER IDENTIFICATION:** | • Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network.<br>• Council – Timelines and strategies of the project to communicate effectively and efficiently with residents.<br>• Capital Projects team – alignment to completion with all network improvements.<br>• Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.<br>• Development Community – timelines, design outcomes<br>• Sturgeon County – design, timelines, annexation and joint boundary collaboration |
| **TIMELINE:** | <u>2019</u><br>- Functional Study / Plan<br><br><u>2020:</u><br>- Wetland Delineation study<br>- Environmental Investigation<br>- Geotechnical Investigation<br><br><u>2021</u><br>- Preliminary Design<br><br><u>2022</u><br>- Wetland Compensation<br>- Environmental Permitting<br>- Land Acquisition<br><br><u>2026</u><br>- Detailed Design<br><br><u>2028</u><br>- Construction |

| | | | | |
|---|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **250,000** |
| | | **2021** | **$** | **500,000** |
| | | **2022** | **$** | **2,200,000** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **700,000** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **8,500,000** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **12,150,000** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ◉ Yes ○ No<br>Not until 2029 / 2030 | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | 1,300,000 | | | | | | | |
| Concept Planning | 250,000 | | 900,000 | | | | | | | |
| Detailed Planning and Design | | 500,000 | | | | | 700,000 | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | 8,500,000 | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency (10%) | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 250,000 | 500,000 | 2,200,000 | - | - | - | 700,000 | - | 8,500,000 | - |

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

**Comments:**

Cost Estimate is based from a 4-Lane Cross-Town cross-section, +/- 35%, estimated at $6,500,000 / km, with an estimated distance of 1.3 km for Neil Ross Road.

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




- Land costs are estimated at $90,000 / Acre

# OPERATING IMPACTS WORKSHEET

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| ○ One Time<br>● Ongoing | Operational impacts related to new roadway maintenance, with sidewalk / trail Maintenance and tree / shrub / boulevard maintenance is anticipated for 2029. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
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| | | | |
| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | PLAN-010 |
| **CHARTER NAME:** | Revitalization Strategies for Mature Neighbourhoods |
| **LEAD DEPARTMENT:** | Planning and Development |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This project will enable the Planning and Development Department to investigate and propose improved processes regarding the implementation of infill development within Mature Neighbourhoods. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>◉ Master Plan. Studies. & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | Building upon policies identified within the new Municipal Development Plan, this project charter will enable the Planning and Development Department to investigate different ways to successfully implement infill development proposals. | |

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| **PROJECT CHARTER JUSTIFICATION:** | Current State – Currently the MDP promotes infill, but does not strategically identify where it will occur. Limited infill has occurred within the mature communities and within the downtown. Currently the Land Use Bylaw has an Established Neighborhood Overlay District, which is used to ensure that new development is compatible with the existing neighbourhood character and streetscape.<br><br>Issue – The Established Neighborhood Overlay District speaks specifically to single-detached houses, duplexes, or semi-detached houses, infill development. Currently there is limited policy direction and development guidelines for rezoning that result in an intensification of land uses (going from an R1 to R3A district).<br><br>Opportunities – The 2018-2021 Corporate Business Plan identifies development of revitalization strategies for mature neighborhoods. This policy direction will enable the Planning and Development Branch to explore where intensification should be located, what intensification development will look like, how the community can |

| | | | | |
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| | be included within the decision making, and what policies/ guidelines are required.<br><br>Risks – Should this charter not be approved, infill will be directed as per the MDP policy. While this will provide some certainty to both the development industry and local community, conflicts are expected to increase between these stakeholders. This is because the EMRB has identified that infill development is required within all communities as a sustainability goal and must be incorporated as part of a community's growth plan. | | | |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 5. Housing<br><br>Activity: 5.2 Develop revitalization strategies for mature neighbourhoods.<br><br>Administrative Priority: N / A<br><br>Activity: N / A | | | |
| **STAKEHOLDER IDENTIFICATION:** | City Engineer<br><br>Transportation Engineering | | | |
| **TIMELINE:** | | | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **200,000** |
| | | **2021** | **$** | **-** |
| | | **2022** | **$** | **-** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **200,000** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br><br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A | |

## CAPITAL PROJECT WORKSHEET

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

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

Comments:

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>○ Ongoing | N/A |

| OPERATING IMPACTS | 2020 | 2021 | 2022 |
|---|---|---|---|
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| | | | |
| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 - 2029 |
| **CHARTER NUMBER:** | ENGS-069 |
| **CHARTER NAME:** | Intelligent Transportation Systems (ITS) Strategy Implementation |
| **LEAD DEPARTMENT:** | Engineering |

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

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| **PROJECT CHARTER JUSTIFICATION:** | Current State<br><br>In 2018, an Intelligent Transportation System (ITS) Strategy was completed, which formalizes and documents the community's vision, objectives, principles and priorities for integrating ITS. With the Strategy, an Implementation Plan was developed to strategically deliver on the priorities of the ITS Strategy.<br><br>Currently the following ITS components are in place:<br><br>- Updated field controls: approximately 90% of signalized intersections have been updated to have key infrastructure that will support and enable further ITS capabilities.<br>- Fibre communication is linking approximately 80% of the fully signalized intersections; enabling site to site communication and remote connectivity to intersections<br>- Administration is utilizing a Central Monitoring system with a small (office size) station setup within the Engineering department. |

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| | - Emergency vehicle pre-emption is in operation for key corridors and intersections enabling prioritized movement of Fire and Ambulance vehicles<br>- 2 Point, Tilt, Zoom (PTZ) cameras have been installed and are being setup on St Albert Trail<br>- 3 permanent count stations have been installed and are being setup on St Albert Trail<br>- Field systems have been upgraded on the corridor of St Albert Trail to support a transition to Adaptive style signal operations<br>- A second technology will be applied in 2019 on the Boudreau corridor to enable Adaptive style signal operations<br>- Connected vehicle road side equipment has been installed on St Albert Trail and collaboration is occurring with the University of Alberta Centre for Smart Transportation<br><br>The priority of actions for short-term delivery of the ITS Strategy and this project are:<br>- Data collection and management – this is the information that will be used to monitor and report back on the network and impacts of improvements. It requires capturing the conditions and changes and will allow for effective reporting.<br>- Adaptive Signal control: This is the shift in signal timing operations to improve efficiency along corridors in and through the City. It shifts from the current system of pre-set time of day plans that function off of single location data to a system using increased sensing to respond to real time demand and upstream detection.<br>- System capabilities that will result in improved monitoring and response to network issues that will minimize disruption to the network and will improve service delivery with existing resources<br>- Preparing for and implementing equipment that shall provide real time information to road users, assisting with condition warnings, allow for improved pre-trip planning<br><br><u>Issues</u><br>- 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.<br>- Project alignment: With ITS solutions there are numerous stakeholders, components and areas to focus on. Implementing “one off” improvements may result in disjointed planning and loss of effective / efficient management. The solution is the ITS Strategy to maintain priority and focus resources.<br><u>Opportunities</u><br>- Communication / Transparency: The completion of a strategic document to identify, prioritize and schedule work surrounding construction of new sidewalk and trails results in proactive |

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| | communicate for background information and scheduling that may be available for public to view throughout the program.<br><br>- 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.<br>- Network evaluation: Data is a critical component of performing evaluations of network operations, efficiency and safety. Through collection of data on-going analysis may be performed to evaluate results of completing network improvements and ITS installations. The evaluation could be a strategic quantitative analysis on results of this program.<br>- Project alignment: There is opportunity to complete ITS integration within alternative transportation network improvement capital projects (Ray Gibbon Drive / North St Albert Trail, Fowler Way). When doing so, it may create efficiency for completion and economic benefit through efficiencies of construction, as well it reduces disruption and negative impacts of construction to road users.<br><br><u>Risks</u><br>- Technology: Technology is fast to change and difficult to stay fully ahead of. Improving infrastructure to one degree may restrict other improvements or result in lost costs as further upgrades are necessary. Ensuring projects and programs integrate known technology as well as account for “upcoming” and relevant impacts within industry will be critical to a sustainable system.<br>- Public Perception versus Priority Levels: There are instances to which residents may have an opinion on where the City should be investing and what improvements need to be completed. Continued communication and “evidence-based” approaches to project completion will allow for information sharing on results of ITS integration.<br>- Unscheduled disruption, damage due to construction activities or malfunctioning equipment associated with the communications network which impacts levels of service of ITS infrastructure and services to the public.<br>- Construction costs / unknowns: Construction costs may vary annually based simply on the industry, or be impacted directly by the actual scope of work required to accommodate infrastructure within an area due to scope increase related to addressing grading, utility conflicts, land requirements, tree conflicts, etc.<br>- Poor weather conditions to allow for construction completion.<br>- Missed collaborative efforts between departments for construction activity |

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| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 3. Building a Transportation Network<br>Activity: 3.2 Develop the Intelligent Transportation System (ITS) strategy and recommend | | |
| **STAKEHOLDER IDENTIFICATION:** | • City Council<br>• Residents (public) / Businesses<br>• Corporate Communications<br>• Engineering<br>• Transit (inclusive of regional stakeholders)<br>• Innovation and Technology Services<br>• Economic Development<br>• Public Works<br>• Fire / EMS (inclusive of regional stakeholders)<br>• Smart City Alliance partners<br>• Capital Region jurisdictions (City of Edmonton, Sturgeon County, Strathcona County)<br>• Alberta Transportation | | |
| **TIMELINE:** | 2018 / 2019: Integrating "pilot" corridors of Adaptive Signal control to evaluate effectiveness and potential of network wide integration.<br>Annually:<br>Q1: Tendering / RFP for equipment or technology<br>Q2 / Q3: Installations of field equipment<br>Q4: Integration of technology and network monitoring | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 516,000** |
| | | **2021** | **$ 516,000** |
| | | **2022** | **$ 516,000** |
| | | **2023** | **$ 516,000** |
| | | **2024** | **$ 380,000** |
| | | **2025** | **$ 380,000** |
| | | **2026** | **$ 380,000** |
| | | **2027** | **$ 380,000** |
| | | **2028** | **$ 380,000** |
| | | **2029** | **$ 380,000** |
| | | **Total** | **$ 4,344,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Site Servicing | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Strucure/Building Construction | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 40,000 | 40,000 | 40,000 | 40,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 396,000 | 396,000 | 396,000 | 396,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| **TOTAL** | 516,000 | 516,000 | 516,000 | 516,000 | 380,000 | 380,000 | 380,000 | 380,000 | 380,000 | 380,000 |

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

**Comments:**

1) Anticipated program delivery targets strategies of the ITS Implementation plan with a key component of funding to address scope of work relative to delivering Adaptive Signal operations to the following corridors:

a. St Albert Trail (2018 / 2019)
b. Boudreau Road (2018 / 2019)
c. 2020 – Expansion of adaptive signal control – Ray Gibbon Drive / city access points
d. 2021 – Expansion of adaptive signal control - Hebert Road / Gervais Road
e. 2022 – Expansion of adaptive signal control - Downtown area and Bellerose Drive / McKenney Avenue
f. 2023 – Expansion of adaptive signal control - Giroux Road

Price estimates are based from 2019 received pricing for Adaptive signal operations; and are subject to change based on technology chosen.

# OPERATING IMPACTS WORKSHEET

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| ○ One Time<br>○ Ongoing | N/A |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
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| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | ENV-001 |
| **CHARTER NAME:** | Contaminated Sites Remediation |
| **LEAD DEPARTMENT:** | Utilities & Environment |

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

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| **PROJECT CHARTER JUSTIFICATION:** | **Current State -**<br>During a financial audit conducted in 2012 the City's auditors identified that the City of St. Albert needed to address a new Public Sector Accounting Standards Board (PSAB) policy related to environmental liabilities of contaminated sites (PSAB 3260 – Effective April 1, 2014).<br>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"*.<br>**Issue -**<br>To address this recommendation, between 2013 and present, the Environment Department has implemented an environmental assessment process designed to satisfy the audit finding, comply |

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| | with PSAB and conform fully with the Province of Alberta`s Contaminated Site Policy Framework (October 31, 2014).<br><br>Three City owned sites (Public Works Yard/Jack Kraft, Snow Storage Site/Badger Lands and the Public Works Satellite Yard/Riel Drive) were identified through this process that are impacted with salt contamination. High level estimates of the environmental liabilities were determined from the initial studies, but further environmental assessments of these sites are planned for 2018/2019. These assessments will refine the liabilities estimates as well as provide recommendations for further risk management and/or remediation actions required.<br><br>**Opportunities -**<br><br>This project charter outlines the high-level cost estimates from the initial environmental assessments. It is anticipated that these costs will be refined with further investigations in 2020.<br><br>When possible, it would be ideal to implement a redevelopment of sites and capitalize on bigger projects to mitigate small contracted dollar costs.<br><br>**Risks –**<br><br>Significant risk is associated with the management of City-owned contaminated sites, as failure to adequately comply with provincial and federal legislation may result in investigations, enforcement or fines.<br><br>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: 6. Environmental Stewardship<br><br>Activity: N / A<br><br>Administrative Priority: A.4. Business Process Improvements / Financial Sustainability<br><br>Activity: A.4.2 Auditing / External Agencies |
| **STAKEHOLDER IDENTIFICATION:** | 2020 – Detailed risk assessment and remediation plans developed for Snow Storage Site.<br><br>2021 – Detailed risk assessment and remediation plans developed for Public Works Satellite Yard. |
| **TIMELINE:** | **2020** Snow Storage Site Risk Management Studies<br><br>**2021** Public Works Satellite Yard Risk Management studies |

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| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **100,000** |
| | | **2021** | **$** | **50,000** |
| | | **2022** | **$** | **-** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **150,000** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | | |

## CAPITAL PROJECT WORKSHEET

| **PROJECT COMPONENT** | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 100,000 | 50,000 | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 100,000 | 50,000 | - | - | - | - | - | - | - | - |

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

Comments:
The timing and phasing of the risk management plan w ill be updated as more information becomes available.

# OPERATING IMPACTS WORKSHEET

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| ○ One Time<br>○ Ongoing | NA |

| OPERATING IMPACTS | 2020 | 2021 | 2022 |
|---|---|---|---|
| **NA** | | | |
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| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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| **YEAR:** | 2020-2023 |
| **CHARTER NUMBER:** | DARP-005 |
| **CHARTER NAME:** | Millennium Park Design Phase 2 & Construction - DARP |
| **LEAD DEPARTMENT:** | Recreation and Parks |

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| **TYPE:** | ○ RMR ○ GROWTH | |
| | The investment is considered growth as it is construction of new park amenities and facilities. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | This stage of the Millennium Park project will build on the conceptual design completed in 2018. The stage includes detailed design and construction of the community building, park amenities and trails and a four-season water feature/ice surface. | |

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| **PROJECT CHARTER JUSTIFICATION:** | Extensive public engagement and concept planning for the site was completed in 2018. This stage of the project moves the project from concept to detailed design and construction.<br>**Background**<br>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.<br>Lively public spaces that infuse downtowns and neighborhoods with a sense of vibrancy are an essential component to the successful revitalization of downtowns. Millennium Park will play a critical placemaking role in downtown by establishing a multi-use, programmed and spontaneous use public space linking the existing Lions Park, St. Albert Place and Red Willow Park. It is well known that parks contribute to the community's quality of life, contribute to engaged communities and promote healthy active lifestyles. |

Millennium Park will also be a significant demonstration of the City's continuing commitment to downtown revitalization. Public investment leverages private investment. Council's recent commitment on the St. Anne Promenade directly resulted in the initiation of the redevelopment of Grandin Mall by a private landowner.

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

**Current State**

Millennium Park is currently fronted by the St. Anne Street promenade, with a trail running parallel the river, large native tree stands and no further amenities. The site was identified in DARP as an "active, multi-use park; a center-piece of downtown…". To support implementation of this project, the Millennium Park Concept Plan (DARP-016) was initiated in 2017 and finalized in 2019.This concept plan was informed by robust public and internal consultation and will be further refined through detailed design.

This project enables the detailed design and construction of Millennium Park, building from the concept plan. In addition, the design concept assumed the charter funding with RECR-038 (Water Play Park) to be included within the Millennium Park development. Detailed design would occur in 2020, with construction following for the park in 2022 and pavilion & water feature in 2023.

Figure 1: Millennium Park Concept Layout



**Issue**

Through the Concept Plan process, the scope of Millennium Park has evolved. Originally identified within the DARP, two buildings

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| | were envisioned for the park. Based on the initial feasibility costing, it was identified that developing one building on the site would result in cost savings. Likewise, Cultural Buildings (DARP 004) were originally included in the scope of the project but was removed to manage for costs.<br><br>The site has several important ecological values, 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 continue to manage for these values.<br><br>**Opportunities**<br><br>The Concept Plan includes a building which will support and enhance the activities within the Park. The proposed building is approximately 4500 square feet, and could include washrooms, a leasable space (food/retail vendor), a serving kitchen, a flexible community space, an office space, storage and mechanical rooms. This building provides the park with a multi-function four-season amenities/market space. Millennium Park development will connect to Lions Parks and St. Albert Place, providing synergies for festivals, special events and community gatherings including the Children's Festival, Farmers Market, and Snowflake Festival.<br><br>Provision of a leasable space will improve services for park and downtown visitors and enable some cost recovery. There may also be opportunities for revenue generation through sponsorship or naming rights and fees for special uses, such as events and rentals.<br><br>**Risks**<br><br>Detailed costs of the project will be refined during the detailed design stage, prior to construction. Based upon past experiences when building within the downtown, there could be unanticipated costs. It is assumed that the costing and contingency would cover that, however until detailed design is complete, final costs are just estimated.<br><br>The project is a substantial investment and there may not be significant resources (financial and staff) to complete. If needed, it can be split into 3 independent phases. However, there are both cost and disturbance efficiencies if the construction of park and building are done at the same time. Additionally, delays in construction will likely elevate the overall cost of the project. If the project is to be phased, stages would generally be:<br><br>Phase 1: Detailed design (all elements)<br><br>Phase 2: Park development<br><br>Phase 3: Building and ice/water feature construction<br><br>*must be completed at the same time |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br><br>Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and<br><br>Administrative Priority: N / A |

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| | Activity: N / A | | |
| **STAKEHOLDER IDENTIFICATION:** | Internal Stakeholders:<br>• Planning & Engineering<br>• Economic Development<br>• Culture<br>• Environment<br><br>External Stakeholders:<br>• St. Albert Chamber of Commerce – Downtown Subcommittee<br>• General public | | |
| **TIMELINE:** | 2020- 2021–Detailed Design<br>• Q1 RFP<br>• Q 3 2021 Design Completed<br>2022 - Construction of Millennium Park<br>• Q1 Tender<br>• Q2-Q4 Construction<br>2023 – Building and Water/Ice Feature Tender & Construction | | |
| **FINANCIAL INFORMATION:** | **Investment Year 2020** | **$** | **983,300** |
| | **2021** | **$** | **-** |
| | **2022** | **$** | **5,757,100** |
| | **2023** | **$** | **8,027,000** |
| | **2024** | **$** | **-** |
| | **2025** | **$** | **-** |
| | **2026** | **$** | **-** |
| | **2027** | **$** | **-** |
| | **2028** | **$** | **-** |
| | **2029** | **$** | **-** |
| | **Total** | **$** | **14,767,400** |
| | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | ○ Yes ◉ No<br><br>Operational impacts expected to begin in 2023. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | N/A | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 983,300.00 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | 8,027,000 | | | | | | |
| Landscaping | | | 5,757,100 | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 983,300 | - | 5,757,100 | 8,027,000 | - | - | - | - | - | - |

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

Comments:
Escalation costs from Concept Plan included as per budget instructions ( 2% - 2019, 2% - 2020, 2% - 2021), assumes 9% of constrcution for detailed design costs. D-Class Costing completed with Concept plan, includes +/- 20% contingency as per detailed project budget below. Contingency included within budget line items.

# OPERATING IMPACTS WORKSHEET

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| ○ One Time<br>◉ Ongoing | Ongoing park, building and amenity operational costs will be incurred starting in 2023. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
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| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

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|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | FIRE-027 |
| CHARTER NAME: | Emergency Operation Center |
| **LEAD DEPARTMENT:** | Fire Services |

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| **TYPE:** | ○ RMR ○ GROWTH | |
| | This is a new emerging initiative that will increase efficiencies. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan. Studies. & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | To improve upon the capabilities of the City's Emergency Management Operations (EOC). | |

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| **PROJECT CHARTER JUSTIFICATION:** | Recent legislative changes in the Emergency Management Act (MEA) have increased training and tabletop exercise requirements in the area of Emergency Management. This need for table top exercises and training are placing more pressure on existing resources and city space. Current space at Fire Hall 3 is inadequate for longer term operations of the EOC. Comments made on the 'Exercise after Action Reports' following EOC maneuvers have continually indicated the need for more space, equipment, and supplies. In addition, the need for more breakout rooms for section specific activity has also been identified.<br><br>Currently the SAFS training room, which doubles as the city's EOC, is heavily utilized for training for Fire Services. The availability of the room for EOC tabletop exercises and training is limited and challenging to schedule. The demand for training will only continue to increase with the recruitment of new Emergency Services Personnel (ESP's) for Station 4.<br><br>Training for emergencies should take place in the surroundings that individuals will eventually be working in. To ensure staff are familiar with their unique facilities and services, they should be trained in the actual EOC they will be working in should the EOC be activated. |

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| | There are high technological needs associated with an EOC that should be built into the location. Some of these items include a plotter for GIS mapping and a multimedia wall for tracking events and reports. At the present moment there is insufficient space for these items.<br>Corporate meeting spaces are difficult to secure within the city at the present moment. There is opportunity to use the breakout rooms as corporate meeting spaces to assist with these shortages as well.<br>A proper upgraded Emergency Operations Center is required for the City of St. Albert to help prepare for, and mitigate, major catastrophes within the City. | | |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: A.2.3 Succession Planning | | |
| **STAKEHOLDER IDENTIFICATION:** | Fire Services , IT | | |
| **TIMELINE:** | Timeline as proposed in FIRE-005 would not change<br>2020 Construction<br>2021 Occupancy | | |
| **FINANCIAL INFORMATION:** | **Investment Year**<br>Physical space only | **2020**<br>**2021**<br>**2022**<br>**2023**<br>**2024**<br>**2025**<br>**2026**<br>**2027**<br>**2028**<br>**2029**<br>**Total** | **$ 1,954,500**<br>**$ 222,809**<br>**$ -**<br>**$ -**<br>**$ -**<br>**$ -**<br>**$ -**<br>**$ -**<br>**$ -**<br>**$ 2,177,309**<br>See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N / A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 1,954,500 | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | 222,809 | | | | | | | | |
| **TOTAL** | 1,954,500 | 222,809 | - | - | - | - | - | - | - | - |

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

Comments:
Equipment required for EOC to be purchased in 2021

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>● Ongoing | |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Utilities, phones, etc (based on current Fire Hall 1 costs) | | 30,000 | 30,000 |
| | | | |
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| | | | |
| | | | |
| **TOTAL** | - | 30,000 | 30,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020-2024 |
| **CHARTER NUMBER:** | RECR-045 |
| **CHARTER NAME:** | Oakmont Trail Phase 2 Development |
| **LEAD DEPARTMENT:** | Recreation and Parks |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This project involves the construction of new trail to complete connections between the Oakmont trail system and the Sturgeon River Valley trail system. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan. Studies. & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ◉ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | This project targets the completion of site condition assessments, engineering and design and construction of a new trail linkage from the southern edge of the Oakmont neighborhood to connect with the existing Red Willow Trail System. | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | **Current State**<br>Under current conditions, walking and cycling are accommodated within the community of Oakmont and are connected to the larger Red Willow trail network via a single crossing point over the river. As per the 2018 Active Transportation Plan Development Strategy and Gaps Assessment, there is a substantial “gap” on the north side of the river adjacent to the Oakmont community where there is not a continuous east-west trail connection, as identified in Figure 1.<br>**Figure 1: Oakmont Trails Proposal** |




| Trail Section | Location | Trail Length | Priority for Completion |
|---|---|---|---|
| **1 (red)** | Oakmont Place to Bellerose Drive | 863 m | Tertiary |
| **2 (blue)** | Otter Crescent to Oliver Close | 410 m | Secondary |
| **3 (yellow)** | Oak Bay Point to Botanica | 730 m | Primary |

1) Trail Section 1 is currently a “usable” former gravel road; however, is not aligned to city standards nor optimal for mobility of all ages or abilities.
2) Trail Section 2 is a current gap with no accommodation for active modes.
3) Trail Section 3 is a current gap with no accommodation for active modes.

| | |
|---|---|
| | 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.<br>Work in 2020 would include detailed review of the proposed trail alignment including geotechnical and environmental assessments, option development (if required) and detailed design including public participation. If trails are feasible, work in 2022-2024 would include construction of each segment of trail.<br>**Issue**<br>Due to limited right of way to construct the trail, there may be impacts or constraints relevant to the following:<br>- Land stability including slope and soil condition<br>- Potential environmental impacts<br>- Proximity to private property – trail alignment may cause concern to adjacent land owners<br>- Space constraints due to small distance between the river and private property<br><br>To mitigate this issue and risk, priority first phase actions will include geotechnical assessments to verify the viability of trails in the identified locations and, if needed, option development for routing, phasing and/or trail design to accomplish the goals of the project.<br><br>**Opportunities**<br>1) Through preliminary site investigations and condition assessments, the opportunity of designing trail connections as identified or providing alternative solutions to deliver on improved connectivity and accommodate walking and cycling will reduce risk and maximize capital investment to enhance the City's trail network.<br>2) Preliminary site investigations and assessments will provide stronger cost estimates for actual construction.<br>3) Trails are highly valued and used by residents, with 70% of residents using trails in the City (2018 Recreation Use and Satisfaction survey); completion of this project supports enhanced service delivery.<br>4) Opportunity through this project to work with Sturgeon County to identify opportunities for trail connections in alignment with their trail development plan.<br><br>**Risks**<br><br>Risks of not completing this project:<br>1) Trail connectivity is not completed resulting in:<br>o Residents continuing to require detours to access to the Red Willow Trail System; cannot effectively use the trail system for active transportation<br>o Residents create and use their own paths, leading to potential environmental concerns (soil issues, garbage) and conflicts with neighboring landowners<br>2) Assessment, design and construction costs increase due to delays |

| | |
|---|---|
| | Risks within completing this project:<br>1) Trail system connectivity may not be a priority for residents or trail placement may cause public concern<br>2) Competing priorities and lack of internal resourcing<br>3) Construction delays due to weather<br>4) Lack of qualified candidates at various planning and construction phases |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 3. Building a Transportation Network<br>Activity: 3.8 Integrate active transportation into the planning process for the Transportation<br>Administrative Priority: N / A<br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Internal:<br>- Recreation and Parks<br>- Engineering: Capital Projects Office<br>- Public Works<br>- Legal Services<br>- Risk & Insurance<br>- Purchasing<br>- Environment<br><br>External:<br>- Oakmont Neighborhood Residents<br>- General Public<br>- Environmental Advisory Committee<br>- Sturgeon Watershed |
| **TIMELINE:** | 2020/2021 – Geotechnical investigation, option development, detailed design & public engagement<br>2022 – Construction of Trail Segment 3<br>2023 – Construction of Trail Segment 2<br>2024 – Construction of Trail Segment 1 |

| **FINANCIAL INFORMATION:** | **Investment Year** | | |
|---|---|---|---|
| | **2020** | **$** | **292,500** |
| | **2021** | **$** | **-** |
| | **2022** | **$** | **436,800** |
| | **2023** | **$** | **247,000** |
| | **2024** | **$** | **514,800** |
| | **2025** | | |
| | **2026** | **$** | **-** |
| | **2027** | **$** | **-** |
| | **2028** | **$** | **-** |
| | **2029** | **$** | **-** |
| | **Total** | **$** | **1,491,100** |
| | | See Capital Project Worksheet for details. | |

| | | |
|---|---|---|
| **OPERATIONAL IMPACTS:**<br><br>Operational impacts projected to begin 2023 | | ○ Yes ◉ No<br><br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 195,000 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | 336,000 | 190,000 | 396,000 | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 67,500 | | 100,800 | 57,000 | 118,800 | | | | | |
| Public Participation Activities | 30,000 | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 292,500 | - | 436,800 | 247,000 | 514,800 | - | - | - | - | - |

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

Comments:
Costing is derived from the costing for existing similar City projects. Contigency at 30% for all phases, cost escalation of 2% as per budget instructions.

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | Operational impacts related to ongoing trail maintenance will be incurred beginning in 2023. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
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| | | | |
| | | | |
| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020-2022 |
| **CHARTER NUMBER:** | PW-033 |
| **CHARTER NAME:** | Public Works Fleet Services Garage Expansion |
| **LEAD DEPARTMENT:** | Public Works and Transit |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | To increase garage capacity to accommodate growth Public Works and Fire services Vehicles | |
| **ASSET CATEGORY:** | ◉ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | Design and construct an extension to the existing Public Works Fleet Services Maintenance Facility, required to accommodate Public Works, Utility, Environment and Emergency Services Vehicles. | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | The existing Public Works Garage is past capacity, there continues to be a yearly increase in the number of Fleet Services vehicles requiring maintenance. Increasing maintenance capacity is required to handle the existing and future Fleet Services maintenance demands. Expansion of the existing building is recommended over a satellite facility, as there are savings in land and operating costs.<br><br>Current State – The garage area has exceeded full capacity and repairs cannot be completed in a timely manner, as existing space and manpower is limiting.<br><br>Issue – Preventative, scheduled and unscheduled maintenance and repair is required on all Fleet Services vehicles. Departmental requirements for access to their vehicles continues to suffer as Fleet maintenance efficiencies are steadily decreasing due to existing space and manpower.<br><br>Opportunities - Fleet Services maintenance at one facility increases operational effectiveness, supported by a common parts and service location. |

| | | | |
|---|---|---|---|
| | Risks - Deferment will require a continued increase in contracted services and extend repair times on all Fleet Services vehicles. Legislation requires us to effectively maintain all vehicles as per manufacturers specification. Present services levels continue to task our abilities to efficiently maintain the required number of vehicles in the City's Fleet, including Environment and Emergency Services.<br><br>To date Incremental growth has been absorbed with a gradual reduction in efficiency. The establishment of an additional Firehall and increase in their vehicle requirements creates critical need. | | |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 1. Growth Policy Framework<br><br>Activity: 3.1 Recommend short-, medium-, and long-term options to improve the service level of<br><br>Administrative Priority: A.3. Mandated Service Requirements<br><br>Activity: A.4.3 Organizational productivity and capacity | | |
| **STAKEHOLDER IDENTIFICATION:** | **Internal Stakeholders**<br><br>All departments using vehicles. | | |
| **TIMELINE:** | 2020 – Define needs, tender, select engineering firm/contractor, and complete design work.<br><br>2021 – Finalize design and start construction.<br><br>2022 – Complete project and commission. | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 550,000** |
| | | **2021** | **$ 3,000,000** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 3,550,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br><br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | OBC to follow budget timelines |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 50,000 | | | | | | | | | |
| Detailed Planning and Design | 500,000 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | 2,500,000 | | | | | | | | |
| Landscaping | | 175,000 | | | | | | | | |
| Construction Management | | 325,000 | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 550,000 | 3,000,000 | - | - | - | - | - | - | - | - |

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

Comments:

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | Additional fuel, electricity, maintenance and repairs. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Utility @ $3.00 SF | | | 12,000 |
| Building @ $ 4.50 SF | | | 18,000 |
| Staffing Requirement (4 FTE- 3 Heavy Duty Technicians $98,000 each & One suppourt tech $65,000) | | | 359,000 |
| | | | |
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| | | | |
| **TOTAL** | - | - | 389,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | PW-018 |
| **CHARTER NAME:** | Satellite Shop NW |
| **LEAD DEPARTMENT:** | Public Works |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This charter deals with creating a new Public Works satellite station to support service requirements of a growing city. | |
| **ASSET CATEGORY:** | ◉ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | To establish a satellite shop that supports the delivery of Public Works core services to the Northwest quadrant of the City. The existing Meadowview satellite yard is not in a location that provides efficient access to the expanding north and north west City boundary and also may be eliminated with the development of interpretive center (Project Charter # CULTR – 030). | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | Construction of a public works satellite facility to be in the northwest part of the City replacing the existing Meadowview Drive facility.<br><br>Expansion of the Jack Kraft facility is not under consideration as it is not centrally located and additional space is required based on projected growth.<br><br>The Public Works Long Term Plan highlights growth as one of the major drivers for enhancing resources to ensure service levels are managed and maintained going forward. Most of future growth within the City is primarily anticipated in the north and west areas. Public Works does not have a storage facility and garage in those areas.<br><br>As the City continues to grow it will become increasingly less efficient to “travel” equipment back and forth to the existing Public Works facility. Decentralized service shops are required to maximize front line functions. |

| | |
|---|---|
| | Operationally, a new location could present logistical opportunities that facilitate a timelier and more effective service provision in areas such as snow and ice clearing and turf maintenance. This logistical effectiveness will increase the “on task” functions of PW operations.<br><br>The pending closure of the existing satellite shop in Meadowview due to Cultural Services growth plans will affect the timelines required to obtain this new satellite facility.<br><br>The satellite shop would include space for 2 plow trucks, sidewalk plow, and space for the turf crew, weed and pest control crew, office space for 3 team leads and shop space to service this type of equipment. Occupants would be assigned on a seasonal and basis.<br><br>The land area required for a satellite shop is approximately one hectare with a building of approx. 10,000 sq. ft. and could be located on land identified in the Red Willow Parks West Master Plan (2018).<br><br>Recreation and Parks Charter RECR-040 proposes a dog friendly park development in the north west which was also identified in the Red Willow Parks West Master Plan (2018). The proposed satellite yard and the dog friendly park could share identified space and create value added amenities such as washrooms accessible to the public, shared parking etc.<br><br>This project aligns with various goals within Council’s outcome for cultivating sustainable infrastructure and services. These include: encouraging innovative and progressive development, and improving existing community assets and services.<br><br>Risks<br><br>Appropriate Land is accessible in NW zone<br>Land purchased<br>Current satellite shop is proposed to be eliminated.<br><br>Collaboration with other civic service providers is ongoing. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 6. Environmental Stewardship<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Community Services – Land development<br>P W – Operational consulting<br>Engineering – Design, tender project management<br><br>Finance – approval, allocation procurement process |
| **TIMELINE:** | 2020/21 – concept and design<br>2022 - Q1 Tender<br><br>Q2-4 Construction |

| | | | |
|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 362,900** |
| | | **2021** | **$ 2,985,100** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 3,348,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

# CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 50,000 | | | | | | | | | |
| Detailed Planning and Design | 312,900 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | 2,817,100 | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | 168,000 | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 362,900 | 2,985,100 | - | - | - | - | - | - | - | - |

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

Comments:
The cost estimate for a small office and equipment storage building is estimated to be $2,700,000. This is based on $270/sq. ft. construction costs. Plus cold storage of $117,100. Compatible with recent building quotations currently underway. Construction management is based on average 6% fee charged by consultants.

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | Maintenance of a new facility will be the operating impacts. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Buidling Operation & Maintenance | 84,500 | 84,500 | 84,500 |
| | | | |
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| | | | |
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| | | | |
| | | | |
| | | | |
| **TOTAL** | 84,500 | 84,500 | 84,500 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | FIRE-028 |
| **CHARTER NAME:** | **Key Lock Box System** |
| **LEAD DEPARTMENT:** | Fire Services |

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

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | The SAFS has been enforcing the lock box requirements as prescribed by the Alberta Fire Code. The facility owner is responsible for placing and maintaining a lockbox which is acceptable to the SAFS. Regionally, all adjacent cities currently have similar lockbox requirements. However, Strathcona County, Spruce Grove, and Edmonton have identified issues (around management of keys, and the maintenance of the boxes) with the current lockboxes in use. In response to these challenges, these adjacent municipalities have collaborated in sourcing a product with a more reliable and secure system. The regional partners have also identified a responsibility on their part to ensure due diligence on the security of keys issued to the Fire Departments. |

| | |
|---|---|
| | In recent years the SAFS has replaced approximately 10 to 15 lock boxes which have not functioned properly. They have also had to repair approximately 20 to 30 lock boxes which have had lock mechanism issues.<br><br>The lock box system proposed by our regional partners for implementation has features which address these common concerns. The system components include an administrator platform, system management software, electronic keys (eKey), 'eKey Secure' for key retention in vehicles, and e-programmers for key charging/programming, and the box with an e-lock.<br><br>The advantages to the new system relate to the construction of the lock box, the nature of the access, and the controls placed around access. Some of the features of the system are:<br><br>• No physical key – the eKey is charged and has the power needed to activate the lock<br>• The eKey has a timer – the key expires and is unusable if the timer expires before placed back in the eKey Secure of eProgrammer<br>• Audit trail – all access to lock boxes is recorder and the information downloaded to a database<br>• Users can be added or deleted<br>• Boxes are UL 1037 listed for resistance to prolonged attempts at breaching<br>• Placement of keys inside does not affect latch mechanism<br>• Boxes are gasketed, preventing corrosion of keys<br>• Lock boxes may be accessible for mutual aid partners at request of jurisdictions |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Public Works, Building Maintenance |
| **TIMELINE:** | January 2020 – RFP (possible sole source) completion<br><br>August 2020 – Installation of new system complete |

| | | | | |
|---|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$** | **47,840** |
| | | **2021** | **$** | **-** |
| | | **2022** | **$** | **-** |
| | | **2023** | **$** | **-** |
| | | **2024** | **$** | **-** |
| | | **2025** | **$** | **-** |
| | | **2026** | **$** | **-** |
| | | **2027** | **$** | **-** |
| | | **2028** | **$** | **-** |
| | | **2029** | **$** | **-** |
| | | **Total** | **$** | **47,840** |
| | | | See Capital Project Worksheet for details. | |
| **OPERATIONAL IMPACTS:** | | | ◉ Yes ○ No<br>If yes, refer to Operating Impacts Worksheet for details. | |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N / A | |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 47,840 | | | | | | | | | |
| **TOTAL** | 47,840 | - | - | - | - | - | - | - | - | - |

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

Comments:

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>● Ongoing | |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Ongoing Licensing Fees | 3,500 | 3,500 | 3,500 |
| Licensing | | | |
| | | | |
| | | | |
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| | | | |
| | | | |
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| | | | |
| | | | |
| **TOTAL** | 3,500 | 3,500 | 3,500 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020-28 |
| **CHARTER NUMBER:** | TRAN-003 |
| **CHARTER NAME:** | Transit Waiting Shelters |
| **LEAD DEPARTMENT:** | TRANSIT |

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

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | Transit Service Standards provide guidelines that Bus shelters will be provided at:<br>· All transit exchanges<br>· All major transfer locations<br>· High usage transit zones<br>· Locations open to the elements<br><br>As transit ridership has grown, and service introduced in the newly developed neighborhoods, requests for shelters have increased. The shelters for this project would only be required if they were not available from our advertising contractor or from the developers of the land.<br><br>Aligns with Council priorities to “continue to explore and implement leading practices to manage the safe and efficient movement of goods and people.”<br><br>Current State – Current program includes approximately 6 new shelters every 4 years to improve the system and keep up with growth. |

| | |
|---|---|
| | Issue – The contractor only adds shelters where there is high vehicle traffic for advertising, not where the shelter may actually be required.<br><br>Opportunities – StAT will continue to explore opportunities with our vendor and new developers to include more shelters in their budgets and operations. If the budget is not adequate, StAT will put into operation as many shelters as the budget will allow, with the remainder being deferred to future years.<br><br>Risks – The number of shelter locations may be limited by the number of acceptable locations. Not having shelters where needed reduces the attractiveness of St. Albert Transit and could impact StAT's ability to maximize ridership. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 3. Building a Transportation Network<br><br>Activity: 3.5 Complete the Campbell Park and Ride facility and finish the Transit Local Route<br><br>Administrative Priority: N / A<br><br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | **Internal**<br>• St Albert Transit<br>• Planning and Engineering (for shelter pad construction within the sidewalk program)<br>• City of St. Albert Risk & Insurance Department (adding more City owned structures)<br>• Public Works (for snow clearing)<br>• Purchasing department (for shelter purchasing process)<br>**Secondary**<br>• Public |
| **TIMELINE:** | 2020 - Specs and Tender, installation of shelters.<br><br>2024 - Specs and Tender, installation of shelters.<br><br>2028 - Specs and Tender, installation of shelters. |

| **FINANCIAL INFORMATION:** | **Investment Year** | | |
|---|---|---|---|
| | **2020** | **$** | **61,200** |
| | **2021** | **$** | **-** |
| | **2022** | **$** | **-** |
| | **2023** | **$** | **-** |
| | **2024** | **$** | **63,000** |
| | **2025** | **$** | **-** |
| | **2026** | **$** | **-** |
| | **2027** | **$** | **-** |
| | **2028** | **$** | **65,000** |
| | **2029** | **$** | **-** |
| | **Total** | **$** | **189,200** |
| | | See Capital Project Worksheet for details. | |

| | | |
|---|---|---|
| **OPERATIONAL IMPACTS:** | | ◉ Yes ○ No<br><br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | N/A (Will be provided in the budget cycle for operations) |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 61,200 | | | | 63,000 | | | | 65,000 | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 61,200 | - | - | - | 63,000 | - | - | - | 65,000 | - |

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

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

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| (•) One Time<br>( ) Ongoing | To cover the cost of cleaning and maintenance / year / shelter |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Building maintenance / cleaning | 1,000 | 3,000 | 4,000 |
| | | | |
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| | | | |
| **TOTAL** | 1,000 | 3,000 | 4,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | SERV-004 |
| **CHARTER NAME:** | 6th Arena Ice Surface |
| **LEAD DEPARTMENT:** | Recreation & Parks |

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

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | The justification for the project charter is based on several documents and factors:<br>- Recreation Master Plan 2012, arena facilities were identified as priority.<br>- Facility Predictive Model formula triggers an additional arena for St. Albert in 2020.<br>- Most recent census, as well as the development of new subdivisions identifies steady population growth over the next decade.<br>- Stakeholders have demonstrated that they are utilizing arena facilities for substantial hours outside of St. Albert to accommodate program needs.<br><br>In 2016, RC Strategies was commissioned to prepare an analysis and conceptual plan in relation to future arena facilities. The report contains a detailed analysis in relation to additional arena facilities in St. Albert including:<br>- Market Assessment: (Population and Demographics, Current Provision, St. Albert /Regional Provision) |

- Research and Engagement:(Benchmarking, Trends, Participation trends, Infrastructure and Leading Practices, Stakeholder Input)
- Facility Program Analysis
- Arena Type options
- Potential Sites Options

The report was presented to Council on September 19, 2016. From the report's recommendations, Council approved a motion that identified that an additional 6th arena when constructed, will be located on the Servus Place property.
A Motion that reads "That Administration update project charter SERV-004 6th Arena Ice Surface with the 6th Arena being built as a single surface practice sheet attached to Servus Place" be brought forward during the 2017 budget deliberations.
After the RC Strategies report, Administration commissioned Workun Garrick to perform a further in-depth analysis that would identify the best options regarding placement of the arena at Servus Place. Impacts of each location option, potential changes to infrastructure, and operational impacts were analyzed. The final report included analysis, recommended option, conceptual drawings, as well as a cost estimate.

**Current State –**

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

| Facility | Location | Age | Seating Capacity |
|---|---|---|---|
| **Akinsdale** | Akinsdale/Kinex | 41 years (1978) | 650 |
| **Kinex** | Akinsdale/ Kinex | 36 years (1983) | 150 |
| **Mark Messier** | Servus Place | 27 years (1992) | 450 |
| **Troy Murray** | Servus Place | 27 Years (1992) | 150 |
| **Go Auto** | Servus Place | 13 years (2006) | 2000 |

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

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

| Municipality | Population | No. of Ice Sheets | Provision Ratio (No. of residents per ice sheet) |
|---|---|---|---|
| **Medicine Hat** | 63,260 | 6 | 10,543 |
| **Grande Prairie** | 69,088 | 4 | 17,272 |
| **Airdrie** | 68,091 | 5 | 13,618 |
| **Prince George** | 73,004 | 6 | 12,167 |
| **Fort McMurray** | 66,573 | 4 | 16,643 |
| **Average** | | 5 | 13,909 |
| **St. Albert** | 66,082 | 5 | 13,216 |

**(2018 population figures)**

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

**Issue** – The detailed plan and design will respond to the need for additional recreational facilities and opportunities, as outlined in the City of St. Albert Recreation Master Plan (BL11/2012). It will serve as a guide to provide balanced provision of recreational services to the community.
It is anticipated that the city population will reach over 74,000 by 2024, based on a base population as per the 2018 census of 66,082, an estimated 1.1% growth rate, as well the opening of new residential sub divisions.

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

The RC Strategies Arena/Ice Surface Conceptual Plan provided two options for locations at Servus Place, Option A, located on the South end of the building, Option B, the northeast end of the building. The two options were analyzed further in the Workun Garrick consultant's 2017 report. The report positions the ideal location for the 6th Arena on the North-East side of Servus Place. This location has the least impact on parking and other operational components and blends well with the existing infrastructure. The location will require re-design of the existing Servus Place footprint. The design will include an additional arena, directly connected to the Servus Place facility, re-design of activity areas, and improving operational functions. The design would allow for synergies between the existing facility, as well make allowances for the future expansion of the Fitness Centre.

**Risks** –

- Minimal public consultation to date

<table>
<tr><td></td><td>
- Consultant availability
- Increased construction costs
- Existing site constraints
- In house resources availability
- Potential impact from proposed sport campus facility plans for northwest St. Albert.
- If 6th Arena is built at Servus Place, it will limit the ability to expand the footprint with other recreation amenities.
- Availability of qualified contractor(s)
- Impact on stakeholders/ user groups
</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>Council Priority: 4. Infrastructure Investment<br><br>Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and<br><br>Administrative Priority: N / A<br><br>Activity: N / A</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td>
<table>
<tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr>
<tr><td>Recreation & Parks</td><td>Project sponsor, public engagement, design review, stakeholder liaison.</td></tr>
<tr><td>Capital Project Office</td><td>Review and/or development of Engineering tender documents, Construction execution, Project Management.</td></tr>
<tr><td>Public Works Planning</td><td>Future Maintenance and Operations</td></tr>
<tr><td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment, agreement support and procurement process support.</td></tr>
<tr><td>Stakeholders (internal and external)</td><td>Advisory, Notification of Construction, Disruption of Service and issue resolution</td></tr>
</table>
</td></tr>
<tr><td>TIMELINE:</td><td>2020: Conceptual Planning and finalizing detailed Scope<br>2021: Detailed Design work and preparation of Tender documents.<br><br>2022: Construction</td></tr>
</table>

| | | | |
|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 55,000** |
| | | **2021** | **$ 2,016,800** |
| | | **2022** | **$ 20,167,300** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 22,239,100** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 44,000 | | | | | | | | | |
| Detailed Planning and Design | | 2,016,800 | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | 15,051,300 | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | 1,806,000 | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | 2,257,000 | | | | | | | |
| Public Participation Activities | 11,000 | | | | | | | | | |
| Equipment | | | 1,053,000 | | | | | | | |
| **TOTAL** | 55,000 | 2,016,800 | 20,167,300 | - | - | - | - | - | - | - |

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

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

## OPERATING IMPACTS WORKSHEET

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

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Staffing, Maintenance, Programming, RMR, Utilites, Equipment | | | 350,000 |
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| | | | |
| **TOTAL** | - | - | 350,000 |

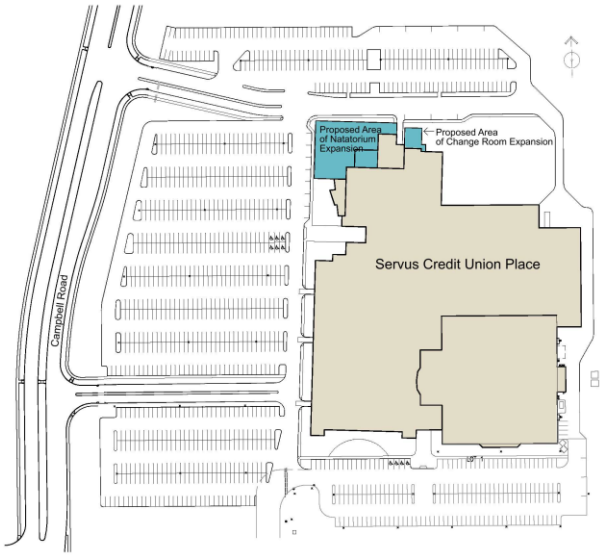
CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | SERV-010 (New) |
| **CHARTER NAME:** | Servus Place Aquatics Expansion - 25 m, 8 Lane Pool |
| **LEAD DEPARTMENT:** | Recreation and Parks |

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

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




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

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



| | |
|---|---|
| | Assumptions:<br>- Utilities infrastructure (Water, sanitary, hydro, gas) exists to service the expansion demands.<br>- Additional support piles will be required as existing structure was not designed to support additional loads.<br>- Deck space in presented design is minimal, but would accommodate bulk of programming and lane swim needs. It would not support general requirements for swim competitions, such as spectator seating. Expanded deck space would result in impacts to road alignment and parking, at additional cost.<br>- No diving board is included in the conceptual design. A diving board would result in several design revisions and increase in costs such as change in pool depth, increased ceiling height, increased deck space, and the capacity of the water circulation system.<br>- There will be a period that the entire Landrex Water Play Centre and changerooms will be completely closed. The length of time of closure and related impacts would not be determined until the detailed design and construction plan is developed.<br><br>**Current State** – Servus Place is a highly successful community facility and is a significant investment in the health, wellness and economic development of St. Albert.<br><br>St. Albert's aquatic facilities on average see over 886,000 users per year through the four aquatic facilities. Fountain Park Recreation Centre (year-round), Landrex Water Play Centre (year-round), Woodlands Water Play Park (Summer), and Grosvenor Outdoor Pool (Summer) provide direct provision of aquatic fitness programs, swimming lessons, school lessons, and specialty programs. Over 186,000 participants participate in registered (155,000) and drop in (31,000) aquatic programs per year.<br><br>Use of the Landrex Water Play Centre (LWPC, Landrex) has remained consistently high since the opening of Servus Place. Based on the current facility traffic, approximately every third person that enters Servus Place utilizes the Landrex Water Play Centre, or approximately 280,000 visitors a year.<br><br>**Issue** - Increased demand for aquatic lesson programs and lane swimming are reaching thresholds in existing facilities. Current facilities are experiencing high fill rates for aquatic lessons, more demands from lane swimmers, as well as aquatic user groups.<br><br>**Opportunities -** As identified in the Recreation Master Plan, by looking to enhance and expand Servus Place before building new, St. Albert will extend community use, ensure that existing service levels are maintained, and programs currently subscribed to can continue to be offered. |

| | |
|---|---|
| | The aquatics expansion plan for an 8 lane, 25 metre pool provides the opportunity to accommodate additional aquatic swim lesson programs, lane swimmers, competitive swim club training, and Servus Place public swimmers. Operational impacts will need to be determined.<br><br>**Risks**<br>• No public consultation has occurred regarding the project.<br>• Program and use impact assessment have not been completed.<br>• Limited or no funding.<br>• Increased construction costs.<br>• Impacts to public users /stakeholders when existing Aquatic Centre is closed due to construction.<br>• Impacts to revenues when existing Aquatic Centre is closed due to construction.<br>• Existing site constraints.<br>• In house resources availability.<br>• Availability of qualified contractor(s).<br>• Potential impact from proposed sport campus facility plans for northwest St. Albert. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br>Activity: 3.1 Recommend short-, medium-, and long-term options to improve the service level of<br>Administrative Priority: A.3. Mandated Service Requirements |
| **STAKEHOLDER IDENTIFICATION:** | Recreation & Parks - Project sponsor, public engagement, design review, stakeholder liaison.<br>Capital Project Office - Review and/or development of Engineering tender documents, Construction execution, Project Management. |
| **TIMELINE:** | 2020 – Public Engagement, detailed design and planning<br>2021-22 Construction |

| | | | |
|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 406,700** |
| | | **2021** | **$ 1,479,300** |
| | | **2022** | **$ 20,546,200** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 22,432,200** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 328,700 | | | | | | | | | |
| Detailed Planning and Design | | 1,479,300 | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | 16,437,000 | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | 1,643,700 | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | 1,643,700 | | | | | | | |
| Public Participation Activities | 78,000 | | | | | | | | | |
| Equipment | | | 821,800 | | | | | | | |
| **TOTAL** | 406,700 | 1,479,300 | 20,546,200 | - | - | - | - | - | - | - |

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

## OPERATING IMPACTS WORKSHEET

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

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Impacts from closure for construction- Net,loss revenue, staff other expense savings (One Time) | | 720,000 | |
| Additional operating (Ongoing)-Staffing, Maintenance, Programming, RMR, Utilites, Equipment | | | 575,000 |
| | | | |
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| | | | |
| **TOTAL** | - | 720,000 | 575,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | SERV-008 |
| **CHARTER NAME:** | Servus Place Fitness Expansion |
| **LEAD DEPARTMENT:** | Recreation & Parks |

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

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | Based on approved Council motion (10-2016), Administration was directed to perform an analysis involving a re-scope of the original "Servus Place- A plan for the Future" SERV-007; with a focus on expanding the Fitness change rooms and making the most of existing Fitness Centre floor surface area. A report with the consultants re-scoping, new detailed design drawings and a cost estimate was presented to Council on September 19, 2016. Council through motion, rescinded the original Servus Place Expansion project charter SERV-007, and directed Administration to develop a new project charter specific to the September 19, 2016 Servus Place Expansion Analysis- Fitness & Wellness Centre 2016 report, for consideration as part of the 2018 Growth Capital budget deliberations.<br>**Current State** – Servus Place is the City of St. Albert's most heavily used recreation facility with approximately 930,000 visits annually, 290,000/year of which use the fitness facilities. There have been no modernization enhancements to the Fitness Centre to improve customer experience since opening in 2006.<br>**Issue** - Through Servus Place Customer Satisfaction Surveys, the community has clearly articulated a demand for an expansion of the |

<table>
<tr><td></td><td>Fitness Centre, specifically as it relates to quality change rooms, selection of fitness equipment, and other related amenities.<br><br>Opportunities – As identified in the Recreation Master Plan, by looking to enhance and expand Servus Place before building new, St. Albert will extend community use, ensure that existing service levels are maintained, and programs currently subscribed to can continue to be offered, while providing cost savings, staffing efficiencies, and other economies of scale. The Fitness Expansion plan addresses identified issues through reconfiguration of change room facilities, expanded studio space, administration functionality and other amenities. The Servus Place existing infrastructure can accommodate the additional operational requirements.<br><br>Risks<br>- Consultant availability<br>- Increased construction costs<br>- Existing site constraints<br>- In house resources availability<br>- Availability of qualified contractor(s)<br>- 6th Arena Expansion to Servus Place impacts<br>- Servus Place Aquatics Expansion impacts<br>- Work can be implemented with minimal impact on stakeholders/ user groups</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>Council Priority: 4. Infrastructure Investment<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td><table>
<tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr>
<tr><td>Recreation & Parks</td><td>Project sponsor, public engagement, design review, stakeholder liaison.</td></tr>
<tr><td>Capital Project Office</td><td>Review and/or development of Engineering tender documents, Construction execution, Project Management.</td></tr>
<tr><td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment, agreement support and procurement process support.</td></tr>
</table></td></tr>
<tr><td>TIMELINE:</td><td>Detailed design and planning - 2020<br>Construction - 2021</td></tr>
</table>

| | | | |
|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 487,000** |
| | | **2021** | **$ 5,687,900** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 6,174,900** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

# CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 487,000 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | 4,709,900 | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | 364,000 | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | 460,000 | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | 154,000 | | | | | | | | |
| **TOTAL** | 487,000 | 5,687,900 | - | - | - | - | - | - | - | - |

Comments:
- Detailed Planning and design – 10 % of preliminary construction estimate.
- Construction Contingency estimate is taken as per amount as presented in original Consultants report.
- There is an estimated 20% or $908,000 added to construction cost estimate for additional expenses including Consultant Fees, Project Management Fees, additional project Soft Costs.
- Public Consultation occurred through the initial Plan for the Future project in 2011, further public consultation built in to overall costs.
- Conceptual designs completed in 2016
- Escalation added from 2019 project charter, 2 % to 2020, and 2% for 2021.

## OPERATING IMPACTS WORKSHEET

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

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Staffing, Maintenance, Programming, RMR, Equipment, Utilities | | | 275,000 |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
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| | | | |
| | | | |
| | | | |
| **TOTAL** | - | - | 275,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | PW-015 |
| **CHARTER NAME:** | Public Works Tree Chipper |
| **LEAD DEPARTMENT:** | Public Works and Transit |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | Growth – Fleet addition | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>◉ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | This charter deals the purchase of a new chipper for tree operations to meet tree maintenance service levels. | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | To enable effective deployment of staff with adequate equipment to meet service levels as determined by PW long term plan and Council policy C-IS-04 Urban Forest Management.<br><br>This project charter has been modified by reducing it from the original projection of the addition of both a truck and chipper unit. The request was deferred from 2016 until 2017 to allow for development of the Urban Forest Management Plan and hiring of an Operations Manager, Parks and Open Spaces as approved through 2015 budget process.<br><br>Hiring of the Operations Manager in May of 2015 has allowed a full review of existing equipment inventory and programs and allows for a reduced requirement in vehicle assets.<br><br>Current service level logistics are being addressed with modification of existing equipment through the equipment replacement reserve in collaboration with our fleet manager and some revisions to an existing truck unit the department has eliminated the need for an additional truck and only requires an additional chipper unit.<br><br>As identified in the Public Works Long Term Plan (LTP), there is a need to restore and meet service levels related to tree operations. The purchase of a chipper will allow staff to meet service levels related to tree pruning as adopted by Council. |

| | |
|---|---|
| | Community surveys consistently reflect satisfaction by the residents for trees in the community and addition of the chipper would enable that to continue.<br><br>The truck and chipper will also enhance the ability to meet future growth. Failure to add an additional chipper will risk deterioration of service levels as the tree inventory grows due to intentional canopy enhancement or neighbourhood development.<br><br>Risks:<br><br>Manufacture build schedules<br><br>Assumptions:<br><br>No major inflationary increases<br><br>Impact if assumption incorrect:<br><br>Fall behind in Department LTP, health of trees and risks associated with these will not be mitigated.<br><br>Service levels set by Council will not be met and risk deterioration. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br><br>Activity: N / A<br><br>Administrative Priority: N / A<br><br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | Public Works - Operations / Fleet management branches<br>Finance – Budget approval and allocation |
| **TIMELINE:** | Tender, award, purchase for delivery in Spring of 2020. |

| | | | |
|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 60,000** |
| | | **2021** | |
| | | **2022** | |
| | | **2023** | |
| | | **2024** | |
| | | **2025** | |
| | | **2026** | |
| | | **2027** | |
| | | **2028** | |
| | | **2029** | |
| | | **Total** | **$ 60,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| **PROJECT COMPONENT** | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 60,000 | | | | | | | | | |
| **TOTAL** | 60,000 | - | - | - | - | - | - | - | - | - |

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

| Comments: |
|---|
| |

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Mobile Equipment - maintenance | 6,550 | 13,100 | 13,100 |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| **TOTAL** | 6,550 | 13,100 | 13,100 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR** | 2020 |
| **CHARTER NUMBER:** | CULTR-032 (Formerly COUN-020) |
| **CHARTER NAME:** | Storyboards |
| **LEAD DEPARTMENT:** | Community Services |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | Capital initiative required to further develop cultural and historical infrastructure for community use. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>◉ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | The Storyboard project is a place-marking project that not only promotes knowledge of the past, but also encourages greater appreciation for the people and places captured by the markers | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | The first phase of this project, which has included significant community engagement has been complete.<br><br>This charter is the second phase of the project which includes the final design, fabrication and installation of the storyboards.<br><br>This first phase included research and development of written text for the Storyboard project: through ongoing extensive consultation with the community, Arts and Heritage Society, and the St. Albert Historical Society. Consultation included engagement with residents, past and present, to capture the significant stories that mark St Albert as a special place, demonstrate community pride, enrich people's appreciation of the City, and showcase St. Albert as a premier destination.<br><br>A panel of community stakeholders and residents identified the following locations for the place-marking project:<br>• St. Albert Botanic Park<br>• Centennial Library<br>• Edmonton Canoe Club<br>• Flour Mill<br>• Interurban Railway |

| | |
|---|---|
| | • Lorne Akins Farm and Ranch<br>• Ducky Dome<br>• Brickyard<br>• St. Albert United Church<br>• Old Town Hall<br><br>Current State – Research and copywriting is already complete for this project. With the launch of the new interactive Cultural Asset Story Map, we were able to include the stories from the project under the Cultural Heritage tab. This provides the community with easy access to discover the stories of what made St. Albert the place it is today.<br><br>Additional opportunities to share the collected stories through interpretative signage in St. Albert has been identified. Interpretive signage has proven to be an effective way to help tell the City's story. Phase one and two of Founders Walk and the associated interpretive nodes, including story boards, have been well received by the community, and provide opportunities for visitors to experience and understand what makes St. Albert great. Interpretive signage can bring a landmark to life and allows a visitor to take home a deeper appreciation of the City.<br><br>Issue – Some of the existing interpretive signage throughout St. Albert are deteriorating. As residents and infrastructure ages the potential to lose significant historical understanding and memories increases and residents may no longer understand or appreciate areas or people that have contributed to St. Albert.<br><br>Opportunities – Interpretive place marking will encourage the preservation and celebration of St. Albert's unique heritage. It provides an opportunity for the community to discover unknown stories and facts about the City. Installation of signage at designated areas will further the place marking work established and continued through multiple phases of Founders Walk throughout the City.<br><br>Risks – "A Storied Past: Recollections of St Albert" research and reporting is complete. Significant amounts of community engagement have resulted in project stakeholders, including individuals and groups, feeling they have already made a substantial investment of time and energy into this project and are awaiting the outcome of this investment.<br><br>If this project does not continue, residents may feel that their contributions and efforts have been wasted, and that their stories and the community history is not valued.<br><br>Interpretive signage is not easily addressed within Recreation and Parks Signage Guidelines for Parks and Trails. Additional work will |

<table>
<tr><td></td><td>be required to determine whether storyboards should adhere to the Parks and Trails Signage Guidelines, guidelines established for Founders Walk Phase 1 and 2, or whether a new approach should be considered for implementation.</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>Council Priority: N / A<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: A.1.1 Indigenous Reconciliation</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td>
<table>
<tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr>
<tr><td>Recreation & Parks</td><td>Design review, installation plan review.</td></tr>
<tr><td>Public Works</td><td>Planning, advisory, construction support and maintenance</td></tr>
<tr><td>Corporate Communications</td><td>Design review, stakeholder communication</td></tr>
<tr><td>Legal Services, Risk and Insurance, Purchasing</td><td>Risk Assessment and procurement process Support</td></tr>
<tr><td>Stakeholders (internal and external – including St. Albert Historical Society and Arts and Heritage Society)</td><td>Advisory, notification of construction</td></tr>
</table>
</td></tr>
<tr><td>TIMELINE:</td><td>2020 Design completion and installation</td></tr>
<tr><td>FINANCIAL INFORMATION:</td><td>
<table>
<tr><td>Investment Year</td><td>2020</td><td>$</td><td>82,278</td></tr>
<tr><td></td><td>2021</td><td>$</td><td>-</td></tr>
<tr><td></td><td>2022</td><td>$</td><td>-</td></tr>
<tr><td></td><td>2023</td><td>$</td><td>-</td></tr>
<tr><td></td><td>2024</td><td>$</td><td>-</td></tr>
<tr><td></td><td>2025</td><td>$</td><td>-</td></tr>
<tr><td></td><td>2026</td><td>$</td><td>-</td></tr>
<tr><td></td><td>2027</td><td>$</td><td>-</td></tr>
<tr><td></td><td>2028</td><td>$</td><td>-</td></tr>
<tr><td></td><td>2029</td><td>$</td><td>-</td></tr>
<tr><td></td><td>Total</td><td>$</td><td>82,278</td></tr>
<tr><td colspan="4">See Capital Project Worksheet for details.</td></tr>
</table>
</td></tr>
</table>

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

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 6,288 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 61,200 | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | 8,670 | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 6,120 | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 82,278 | - | - | - | - | - | - | - | - | - |

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

Comments:
2% added based on Corporate assumptions. Costing included from 2019 Charter included, 9% of project cots for detailed planning and design. Construction and installation estimate based on 10 signs at $6,000 each. Construction management estimate based on 10 signs at $850 each. Contingency w as based on 10% of construction and project costs.

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | Maintenance and Replacement |

| **OPERATING IMPACT** | 2021 | 2022 | 2023 |
|---|---|---|---|
| Maintenace and Replacement | 2,000 | 2,000 | 2,000 |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| **TOTAL** | 2,000 | 2,000 | 2,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | FIRE-033 (NEW) |
| **CHARTER NAME:** | **Fire Training Facility** |
| **LEAD DEPARTMENT:** | Fire Services |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This is a new facility which the city currently does not have. The training site would include (approximate square footage) a Burn Tower (1800), Vehicle extrication pad/prop pad (3600), Water Drafting Pit/Water Recovery Pond (3000), Muster Point Shelter (270), Fire Behaviour Prop/Flashover Simulator (300), Classroom for 25 students (920), Kitchen for 10 people (400), Washrooms and Locker Area (550), Offices/Print Room/Janitor Room (220), a One Bay Double Deep Apparatus Bay with Hose Tower (2600), Gear Room (100), Laundry Room (230) and equipment Storage (350). The total square footage of all the aforementioned elements of the training site is 14,340 sq. ft, and the area required to place this training facility on is approximately 4 acres (which would include parking and staging areas). | |
| **ASSET CATEGORY:** | ◉ Civic Facilities<br>○ Master Plan. Studies. & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | A Fire Training Facility is required within the City of St. Albert to allow for high quality on-shift training. | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | To meet the National Fire Protection Agency (NFPA) 1001 requirements for the training of new fire firefighters, as well as to maintain the skills essential to work as a firefighter (Job Performance Requirements – JPR's), a proper training facility is required. At present the SAFS does not have a proper training facility within the City for the training of its staff. With the ever-increasing need and requirements for fire training (i.e. increased city growth, increased staff numbers, NFPA industry best practices), a proper training facility is necessary.<br><br>At present SAFS members must train at facilities outside the City which has major implications when it comes to depleting both |

| | |
|---|---|
| | manpower and equipment (i.e. fire engines) resources, and overtime costs. To train out of town staff members must be off-shift. A proper training facility within the city will allow for on-shift training, will lead to decreased costs, and will decrease risk to both staff and the public by having the ability to train more often and more efficiently.<br><br>At the present time in order to train 20 Emergency Services Personnel (ESP) for one day at an off-site facility, the cost is approximately $35,000. The SAFS trains all four platoons a minimum two times per year. Being a low volume fire department, the need for training becomes more important. To train all 4 platoons two times during the year (based on a minimum of 20 ESP's per shift) the cost is approximately $280,000 (this is based on CBA for first class ESP's effective January 1, 2017).<br><br>Looking at the opening of Station 4 this number increases to approximately $360,000 (30 ESP's / approx. $45,000 per shift).<br><br>The potential savings per day to train 20 ESP's is around $23,500 ($13,700 in overtime); to train 30 ESP's is approximately $31,000 ($20,500 in overtime). Over the course of one year, to complete the training model where all crews train two times per year, the savings would be approximately $188,000 (20 ESP's per shift) and $248,000 (30 ESP's per shift).<br><br>In addition to this 'training all four platoons / two times per year model' there is other training that requires personnel to leave the city. This includes New Recruit training, Flammable Liquids training, and Vehicle Extrication training to name a few.<br><br>Along with cost savings, the biggest benefit to having a site within the city is crews would be able to train on a continual basis (i.e. weekly / biweekly etc.) which would ultimately lead to highly trained Fire Fighters to help emergency efforts for the citizens of St. Albert.<br><br>Presented is a high-level estimate (+/- 35% variance) and is based on the following assumptions:<br><br>1) Land does not need to be purchased as it is already available;<br><br>2) This project will be co-located with other municipal facilities in the 10-year plan;<br><br>3) Because of co-location with other municipal facilities, servicing costs are not included in this charter.<br><br>A new Fire Training Facility could also create a revenue stream for the City by allowing outside agencies (i.e. Morinville/Parkland County etc.) to utilize the facility (i.e. rental fee $500-$2000/day).<br><br>In addition, the site will be constructed as a 'clean' training facility through the utilization of propane props and theatre smoke as opposed to burning class 'A' materials such as wood/straw. The benefit will be decreased exposure to toxic gases (i.e. Hydrogen Cyanide) to those being trained, while minimizing any environmental impacts. |

| | | | |
|---|---|---|---|
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A | | |
| **STAKEHOLDER IDENTIFICATION:** | Capital Projects – Planning and Engineering<br>Asset Management – Infrastructure Services | | |
| **TIMELINE:** | 2020 Feasibility Study / Preliminary Design: $100,000<br>2021 Detailed Design: $430,000<br>2022 Build: $4,300,000<br>2023 Project Complete / Ready for Use | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 100,000** |
| | | **2021** | **$ 430,000** |
| | | **2022** | **$ 4,300,000** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 4,830,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| **PROJECT COMPONENT** | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 100,000 | | | | | | | | | |
| Detailed Planning and Design | | 430,000 | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | | 4,300,000 | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 100,000 | 430,000 | 4,300,000 | - | - | - | - | - | - | - |

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

Comments:

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | Operational impacts will begin in the year 2023. Estimated at<br>$15/sq ft (5020) the operating impacts would be approx. $75,000/yr |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| | | | |
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| | | | |
| | | | |
| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020-2022 |
| **CHARTER NUMBER:** | TRAN-024 |
| **CHARTER NAME:** | Transit Garage Expansion |
| **LEAD DEPARTMENT:** | TRANSIT |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | To increase garage capacity to accommodate growth buses. | |
| **ASSET CATEGORY:** | ◉ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | Design and construct an extension to the existing Dez Liggett Transit Facility (DLTF) required to accommodate growth transit buses (and new electric charging technology). | |

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | The existing StAT garage is now past capacity with all Handibuses (7 units in total) and 3 to 4 conventional buses being stored outside summer and winter. Increasing fleet size also means increasing maintenance, storage is one issue, no room to fix and repair units is another issue, requiring an additional bus maintenance bay.<br><br>Expansion of the existing building is recommended over a satellite facility because of savings in land costs, operating costs and the eventual expectation that Edmonton's construction of the NW LRT could reduce bus requirements (due to reduction in commuter routes) to the point expansion on the current site will be adequate in the long term (for up to 15-20 years).<br><br>Current State – The Dez Liggett Transit Garage has been at capacity, storage outside has become a problem and has limited our repair opportunities. The garage and service area have exceeded full capacity. Buses are currently parked outside; repairs cannot be completed in a timely manner as there is no space to accommodate additional buses. Repair time is wasted by jockeying busses around to make space. |

| | |
|---|---|
| | Issue – Assumes LRT not extended to the Campbell Road Transit Centre/ Park & Ride site by 2030, and assumes room for 20-40' bus equivalents, and 1 articulated bus service bay.<br><br>Opportunities –, additional funds through various grants will be sought to complete the project potentially reducing the expenditure.<br><br>Risks – Deferment will see StAT service levels decline with no space available for additional buses. New routes will not be added, and no new residential areas will be offered transit service. If LRT is not extended to Campbell Rd until after 2030, additional storage space may be required in the future. At that time, the property will no longer be able to accommodate further expansion. Further risks include construction costs may be higher given the garage must remain operational. Increased garage capacity expected to last 15-20 years within which the LRT may be extended to the future St. Albert Campbell Road Transit Centre Park and Ride. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 3. Building a Transportation Network<br><br>Activity: 3.5 Complete the Campbell Park and Ride facility and finish the Transit Local Route<br><br>Administrative Priority: A.1. Regional Collaboration<br><br>Activity: A.1.2 Edmonton Metropolitan Region Board |
| **STAKEHOLDER IDENTIFICATION:** | **Internal**<br>• St Albert Transit.<br>• PW (for less snow removal and more building maintenance).<br>• Planning & Engineering (for RFP development, planning, management of contractors).<br>• St Albert Risk & Insurance Department.<br>• Purchasing department (for purchasing process).<br>**External**<br>• Utility companies (gas, water, electrical).<br>• Contractors (engineering firm to design, build and play role of primary contractor. Various sub-contractors) |
| **TIMELINE:** | 2020 – Define needs, tender and select engineering firm / contractor. Start design work.<br><br>2020 / 2021 – Finalize design / start construction.<br><br>2020 / 2022 – Finish project / commission. |

| | | | |
|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 550,000** |
| | | **2021** | **$ 6,148,000** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 6,698,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 550,000 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | 5,800,000 | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | 348,000 | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 550,000 | 6,148,000 | - | - | - | - | - | - | - | - |

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

Comments:
Construction management firm will manage the entire project from contractor selection, sub-trades, building construction, landscaping and commissioning. Construction management is based on average 6% fee charged by consultants.

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>◉ Ongoing | To cover the costs of higher utility expenses, cleaning and maintenance of new sect building. |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Utility increases (gas / electrical) | - | - | 35,000 |
| Building maintenance | - | - | 15,000 |
| Staffing requirement (0.50 FTE - Transit Utility Worker) | - | - | 58,300 |
| Staffing requirement (1.00 FTE - Heavy Duty Technician) | - | - | 98,000 |
| | | | |
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| | | | |
| **TOTAL** | - | - | 206,300 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020-2021 |
| **CHARTER NUMBER:** | POLI-005 |
| **CHARTER NAME:** | Maloney Place Front Counter Security Renovations |
| **LEAD DEPARTMENT:** | Emergency Services |

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

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | This project is required to ensure compliance with the Municipal Police Service Agreement (MPSA) with Public Safety Canada (RCMP).<br><br>The main front counter reception area at Maloney Place was built in 2001 and planned to accommodate Policing needs for 10 years. In 2010 the front counter was renovated to increase security and attempt to make the work space more effective for multiple staff.<br><br>In November of 2016, RCMP Departmental Security conducted a review/assessment of the front counter and reported that it did not meet current/acceptable security standards. As a result, they provided direction to remedy a number of deficiencies. Since that time some modifications have been completed and were funded through the operating budget in an attempt to immediately address safety and security concerns. However, more extensive renovations and capital funding are required to meet RCMP specifications.<br><br>The original charter included expansion of the front counter, but at this time there is no solution of where to move staff during a reno as well as the cost involved in completing a reno. It is prudent to wait |

| | | | |
|---|---|---|---|
| | for the outcome of the feasibility work for police accommodations before spending money on a front counter expansion.<br><br>This project and the anticipated timeline may be affected by the following factors:<br>• In house resource availability including staff resources to project manage the renovation<br>• RCMP Security Clearance requirement delays<br>• RCMP Facility Security review/approval delays<br>• Greater than anticipated Construction costs<br>• Availability of qualified contractor | | |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: 4. Infrastructure Investment<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A | | |
| **STAKEHOLDER IDENTIFICATION:** | Public Works<br>Infrastructure & Development Services – Capital Projects Office<br>RCMP | | |
| **TIMELINE:** | 2020: Detailed Design work and Preparation of Tender Documents<br>2021: Construction | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 18,000** |
| | | **2021** | **$ 200,000** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 218,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

## CAPITAL PROJECT WORKSHEET

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

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

Comments:
N/A

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>○ Ongoing | N/A |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
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| | | | |
| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | FIRE-023 |
| **CHARTER NAME:** | **Fire Station 2 Security Update** |
| **LEAD DEPARTMENT:** | Fire Services |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This is a new project and something the facility does not currently have a security system. | |
| **ASSET CATEGORY:** | ◉ Civic Facilities<br>○ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ 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.<br>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<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A |

| | | | |
|---|---|---|---|
| **STAKEHOLDER IDENTIFICATION:** | Risk Management<br>Public Works<br>Purchasing<br>AHS<br>RCMP<br>Innovation & Technology (IT) | | |
| **TIMELINE:** | 2020 (Q1) – RFP for equipment and installation<br>2020 (Q2) – Installation and testing | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 45,000** |
| | | **2021** | **$ -** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 45,000** |
| | See Capital Project Worksheet for details. | | |
| **OPERATIONAL IMPACTS:** | | | ○ Yes ◉ No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N / A |

## CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 45,000 | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 45,000 | - | - | - | - | - | - | - | - | - |

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

Comments:

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>○ Ongoing | N / A |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| N / A | | | |
| | | | |
| | | | |
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| | | | |
| | | | |
| **TOTAL** | - | - | - |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| **YEAR:** | 2020 |
| **CHARTER NUMBER:** | FIRE-031 |
| **CHARTER NAME:** | **Reception Center Group Lodging Supplies** |
| **LEAD DEPARTMENT:** | Fire Services |

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

| | |
|---|---|
| **PROJECT CHARTER JUSTIFICATION:** | As part of Emergency Management and the Emergency Social Services Plan, the City offers Reception Centers for citizens who need shelter during crisis events. The Centre provides a check-in location and offers support services.<br><br>A current gap in the program is lack of group lodging supplies within these Reception Centers. Group lodging is a stop gap measure to provide immediate accommodations for those without any other option. Individuals are transitioned out of group lodging for long term support. During the Wood Buffalo fire, it became evident these supplies are difficult to access during catastrophes.<br><br>The business case will result in inventory of non-perishable supplies as well as an enclosed trailer to store and move supplies.<br><br>Supplies include bedding, clothing, wellness ($23,850); trailer with decaling ($11,500); and carts, cart covers, etrack rails, etrack ratchets, cargo load bars ($7,222). There is also a 15% contingency fund ($6,385.80) As the City has no supplies on hand, we rely on the province to supply product for group lodging needs. |

| | | | |
|---|---|---|---|
| | Reception Center areas within the City have been identified. Where applicable Memorandums of Understanding have been created and signed to secure these spaces as temporary Emergency Evacuation Centers. The Reception Centers include Servus Credit Union Place (main reception center), Red Willow Place, St. Albert Alliance Church, Salvation Army Church, 3 Public Schools, and 4 Catholic Schools. | | |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br>Activity: N / A<br>Administrative Priority: N / A<br>Activity: N / A | | |
| **STAKEHOLDER IDENTIFICATION:** | Fire Services, Community and Social Development and Public Works. | | |
| **TIMELINE:** | 2020 (Q1) Ordering of supplies and trailer<br>2020 (Q2) Commence packaging of supplies | | |
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 49,000** |
| | | **2021** | **$ -** |
| | | **2022** | **$ -** |
| | | **2023** | **$ -** |
| | | **2024** | **$ -** |
| | | **2025** | **$ -** |
| | | **2026** | **$ -** |
| | | **2027** | **$ -** |
| | | **2028** | **$ -** |
| | | **2029** | **$ -** |
| | | **Total** | **$ 49,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N / A |

## CAPITAL PROJECT WORKSHEET

| **PROJECT COMPONENT** | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | 49,000 | | | | | | | | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | | | | | | | | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 49,000 | - | - | - | - | - | - | - | - | - |

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

Comments:

# OPERATING IMPACTS WORKSHEET

| | |
|---|---|
| ○ One Time<br>● Ongoing | Trailer will require yearly maintenance by Public Works |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Public Works - operating impact for trailer | 2,000 | 2,000 | 2,000 |
| | | | |
| | | | |
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| | | | |
| | | | |
| | | | |
| **TOTAL** | 2,000 | 2,000 | 2,000 |

CITY BUSINESS PLAN + BUDGET

# CAPITAL PROJECT CHARTER

| | |
|---|---|
| YEAR: | 2020 |
| **CHARTER NUMBER:** | ENGS-067 |
| **CHARTER NAME:** | Subdivision Entrance Signage |
| **LEAD DEPARTMENT:** | Engineering |

| | | |
|---|---|---|
| **TYPE:** | ○ RMR ○ GROWTH | |
| | This project targets the installation of new entrance features to established neighbourhoods. | |
| **ASSET CATEGORY:** | ○ Civic Facilities<br>◉ Master Plan, Studies, & Other<br>○ Roads & Other Engineered Structures<br>○ Historical/ Cultural | ○ Parks & Trails<br>○ Mobile & Other Equipment<br>○ Land & Land Improvements |
| **SCOPE STATEMENT:** | This charter addresses engineering / design and implementation of new subdivision entrance signs. | |

**PROJECT CHARTER JUSTIFICATION:**

**Current State**

Council had communicated in 2014 / 2015, an interest in adding entrance signage / features to older subdivisions:

- IR119.2014 - requested an estimated cost for neighborhood entrance signs in established neighborhoods
- BIR 13-2015 - requested information on which subdivisions do not have entrance signage, or where proposed signs would be.

| Subdivision | # of Entrances | Proposed Signs |
|---|---|---|
| Akinsdale | 3 | 3 |
| Braeside | 11 | 3 |
| Deer Ridge | 8 | 4 |
| Forest Lawn | 7 | 5 |
| Grandin | 10 | 8 |

| | | |
|---|---|---|
| Inglewood | 5 | 4 |
| Lacombe Park | 10 | 5 |
| Mission | 4 | 2 |
| Sturgeon Heights | 5 | 3 |
| **Total** | **64** | **37** |

A capital maintenance program was completed from 2009 to 2015, during which approximately $50,000 annually was targeted over the 6 years, with a focus to refurbishing and maintaining a majority of existing signs. With the end of the program in 2015, no further funding was identified to maintain, inspect or take further action to existing sites.

It is recommended that the phasing of this work be completed with phased approach that begins with the standardization of the signs to be placed:

2020: Engineering / Design work to standardize the “brand” of sign, style (material, size, messaging).

2021 - 2028: Implementation – actual costs of supply and installation of the signage will be dependent upon the finalized style of the signs.

**Issue**

1) Non-standardized existing signage: Currently there are signs that exist entering neighbourhoods that are non-standardized (in material and messaging); thus, provide different types of information and even naming schemes to communities and the signs themselves require various levels of maintenance actions dependent on material used for installation.

2) Road Right of Way: Due to restrictions of space and roadway cross-sections with limited public space to install additional infrastructure, some locations may not be appropriate or viable to install signage.

3) Stakeholders: Residents in direct vicinity of features may be impacted and thus will require engagement, during which, opinions on style or location of signage / features may vary.

**Opportunities**

- Standardized signage / custom features: Although individual sites must be evaluated to ensure placement of any signage or feature is safe and viable, there is opportunity to standardize the signage used (the material and messaging); however, customize the features to which the sign may be aligned with.

  This opportunity may be extended to replace existing non-standardized signs with any new standard created through this process.

- Standardized location placement: This is in terms of site locations requiring signage; such as arterial to collector roadway locations or arterial to local roadway locations.

| | |
|---|---|
| | Creating known criteria for placement will allow for appropriate review and better project scope estimate creation for budget and resources.<br>• Minimize maintenance: Designing the signage / feature to minimize on-going maintenance through material choice or design choice will assist in reduced future operating impacts.<br>**Risks / Considerations**<br>1) The Development community continues to request and construct customized entrance features; the result is varying styles and maintenance requirements.<br>a) There are regulations and restrictions within the Land Use Bylaw and Traffic Bylaw; however, requests are received for "variances" on signage.<br>2) Operational impacts created by construction to community access points: traffic and pedestrian accommodation and construction delay.<br>3) Clarification and confirmation of Council member's ambitions and desires aligned with the outcomes of this project.<br>4) Costs of construction impacted by site "unknowns" (utility conflicts, space restrictions)<br>5) Land Use Bylaw / Traffic Bylaw updates and the impacts of the amendments to signage designed and approved.<br>6) Quantity of public requests to have features / signage installed<br>7) Rise of scope of work and budget impacts to address site specific needs / public requests. |
| **STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:** | Council Priority: N / A<br>Activity: N / A |
| **STAKEHOLDER IDENTIFICATION:** | - City Council<br>- Residents / Businesses<br>- Public Works: maintenance considerations of signage and features. |
| **TIMELINE:** | 2020 * Note – 2020 requested funding would be combined with current approved funding of $30,000 (account 416807) to deliver on the following scope:<br>- Conceptual Engineering / Design of signage or features<br>- Identification of network placement candidates<br>- Report / Council presentation on signage / feature considerations, conceptual design details and project cost estimates.<br><br>2021 - 2028<br>Pending results of Council direction from the 2020 report:<br>- Detailed engineering / design of prioritized locations<br>- Construction / installation of prioritized locations |

| | | | |
|---|---|---|---|
| **FINANCIAL INFORMATION:** | **Investment Year** | **2020** | **$ 50,000** |
| | | **2021** | **$ 115,000** |
| | | **2022** | **$ 115,000** |
| | | **2023** | **$ 115,000** |
| | | **2024** | **$ 115,000** |
| | | **2025** | **$ 115,000** |
| | | **2026** | **$ 115,000** |
| | | **2027** | **$ 101,000** |
| | | **2028** | |
| | | **2029** | |
| | | **Total** | **$ 841,000** |
| | | | See Capital Project Worksheet for details. |
| **OPERATIONAL IMPACTS:** | | | (•) Yes ( ) No<br>If yes, refer to Operating Impacts Worksheet for details. |
| **ASSOCIATED OPERATING BUSINESS CASE:** | | | N/A |

# CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|---|---|---|---|---|---|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 50,000 | | | | | | | | | |
| Detailed Planning and Design | | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | | |
| Site Servicing | | | | | | | | | | |
| Strucure/Building Construction | | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | | |
| Landscaping | | | | | | | | | | |
| Construction Management | | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 6,000 | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 5,000 | | |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| **TOTAL** | 50,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 | 101,000 | - | - |

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

Comments:
- 37 proposed sign locations, estimated at $6,000 of design cost and $12,000 construction per site at 5 sites per year = $18,000 / site for $90,000 / year for design and construction.
- 2021Design and construction costs are high level estimates (+/- 35%) as no concept plans have been developed at the time of drafting this charter.
- Detailed design is inclusive of scope of work to perform necessary site surveys, confirmation of utilities and viabilitty of sign / feature placement.

# OPERATING IMPACTS WORKSHEET

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|---|---|
| (•) One Time<br>( ) Ongoing | Operating impacts are estimated until further concept work is completed, and stakeholder engagement performed with PW. Maintenance activity would be relative to both scheduled maintenance and responsive (damage / vandalism). |

| **OPERATING IMPACTS** | 2020 | 2021 | 2022 |
|---|---|---|---|
| Sign Maintenance | | | 2,000 |
| | | | |
| | | | |
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| | | | |
| | | | |
| | | | |
| **TOTAL** | - | - | 2,000 |




# ACRONYMS and GLOSSARY

| | |
|---|---|
| ACA | Active Communities Alberta |
| ACML | Assistant Chief Medical Liaison Officer |
| AHF | Alberta Heritage Foundation |
| AHS | Alberta Health Services |
| ASP | Area Structure Plan |
| AV | Audio Visual |
| CAO | Chief Administrative Officer |
| CBA | Collective Bargaining Agreement |
| COSA | City of St. Albert |
| CPO | Capital Project Office |
| CSI | Crime Severity Index |
| CUPE | Canadian Union of Public Employees |
| DARP | Downtown Area Redevelopment Plan |
| DCAO | Deputy Chief Administrative Officer |
| DLTF | Dez Liggett Transit Facility |
| eKey | Electronic Key |
| EL | Executive Leadership |
| EMA | Emergency Management Act |
| EMRB | Edmonton Regional Metropolitan Board |
| EMS | Emergency Medical Services |
| EOC | Emergency Operations Centre |
| ENV | Environment |
| ESP | Emergency Services Personnel |
| FDI | Foreign Direct Investment |
| FGTF | Federal Gas Tax Fund |
| FIRE | Fire Services |
| FOIP | Freedom of Information and Protection of Privacy |
| FTE | Full-time Equivalent |
| FUS | Fire Underwriter Survey |
| GFOA | Government Finance Officer’s Association |
| GIS | Geographic Information System |
| GNWSP | Grey Nuns White Spruce Park |
| HR | Human Resources |
| HRIS | Human Resources Information System |

| | |
|---|---|
| HVAC | Heat, Ventilation, Air Conditioning |
| IAFF | International Association of Fire Fighters |
| ICI | International Climate Initiative |
| IPS | Infor Public Sector |
| ISO | International Organization for Standardization |
| ITS | Intelligent Transportation System |
| ITSV | Information Technology Services |
| JPR | Job Performance Requirements |
| LOS | Level of Service |
| LRT | Light Rapid Transit |
| LTDDP | Long Term Department Plans |
| LTP | Long Term Plan |
| LWPC | Landrex Water Play Centre |
| MAN | Municipal Area Network |
| MCCAC | Municipal Climate Change Action Centre |
| MGA | Municipal Government Act |
| MDP | Municipal Development Plan |
| MPSA | Municipal Police Service Agreement |
| MR | Municipal Reserve |
| MSI | Municipal Sustainability Initiative |
| NFPA | National Fire Protection Association |
| NW | North West |
| OH&S | Occupational Health and Safety |
| OSL | Off-Site Levy |
| PAYG | Pay-As-You-Go |
| PFPC | Public Fire Protection Classification |
| PLAN | Planning and Development |
| POLI | Policing Services |
| PPE | Personal Protective Equipment |
| PSAB | Public Sector Accounting Standards Board |
| PTZ | Point, Tilt, Zoom |
| PV | Photovoltaic |
| PW | Public Works |
| RAP | Rental Assistance Program |
| RCMP | Royal Canadian Mounted Police |

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|---|---|
| RECR | Recreation and Parks Services |
| RFI | Request for Information |
| RFP | Request for Proposal |
| RMR | Repair, Maintain, Replace |
| ROI | Return on Investment |
| RFQ | Request for Quotation |
| RWPW | Red Willow Park West |
| | |
| SAAS | Software as a Service |
| SAFS | St. Albert Fire Services |
| SAP | St. Albert Place |
| SERV | Servus Place (Recreation Facility) |
| SOLWA | Solid Waste |
| StAT | St. Albert Transit |
| SWMF | Storm Water Management Facility |
| | |
| TMP | Transportation Master Plan |
| TRC | Truth and Reconciliation Commission |
| | |
| UMP | Utility Master Plan |
| UTIL | Utility Services |
| | |
| WASTWT | Wastewater |
| WCB | Worker’s Compensation Board |

# GLOSSARY

**Amortization** - Write off an asset over the projected life of the asset.

**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 Calendar** - 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 proposed 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 of 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 proposed capital project expenditures, commitment to the indicated priorities, and staging of projects.

**Capital Projects** - Is any undertaking with a defined starting point and defined objectives by which completion is identified; and is of a non-recurring nature.

**Carry Forward Project** - the funding for an operating or capital project that is required to be transferred to a subsequent year.

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

**Conditional Grants** - Grants provided by the Federal and Provincial Governments that are dependent on annual approval and potentially limited in how they may be expended.

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

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

**Debt Service** - The amount of interest and principal payments due annually on long-term debt.

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

**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 charge made 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.

**Function/Departments** - Part of the City's organization structure. Function are the highest-level grouping and departments are sections under the function. (i.e. Function – General Government, Department – Finance and 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.

**General Revenue** - Refers to the revenues, which are not specifically attributable to or generated by any particular department within the City's reporting structure.

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

**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.

**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.

**Project** - Funds required for a specific use, either operating or capital in nature

**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).

**RMR** (Repair, Maintain, Replace) - 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.

**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.

**TCA** (Tangible Capital Assets) - Local governments are required to recognize capital expenditures, capital assets and to amortize (depreciate) them over their expected useful life.

**Unfunded Business Case** - Business cases that exceed available funding capacity.

**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 + 2020 BUDGET**

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

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