



2022 - 2024

3-YEAR PROPOSED FINANCIAL PLAN AND 2022 BUDGET

Municipal and Utility Budgets
October 2021





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of St. Albert
Alberta**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

Executive Director

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

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of St. Albert, Alberta, for its Annual Budget for the fiscal year beginning January 1, 2021. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

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CHIEF ADMINISTRATIVE OFFICER MESSAGE

This past year was another challenging one. The world around us is constantly changing. As it changes, we need to ensure we are adapting appropriately and continuously looking for ways to solve problems that the City is facing. Complex problems need innovative solutions.

Administration is focused on developing sustainable business practices through revenue generating opportunities, cost-savings initiatives, process efficiency improvements and the creation of regional partnerships and collaborative opportunities where appropriate. Despite the challenges we have faced, there are many accomplishments that we are proud of.

Since April 2021, the City has been engaging with the community to build a greater shared understanding of the financial challenges facing the City. Municipalities have little opportunity to generate revenue beyond traditional sources such as property taxes, fees, and fines. The City has been engaging residents through “Planning Forward: Setting the Context” public engagement opportunities. Stakeholder and public meetings have been held and the community was engaged on the Cultivate the Conversation platform for nearly six months to search for a solution together.

To assess and prioritize services delivered to the community, Administration has utilized Priority Based Business Planning and Budgeting. As well, a number of reviews were completed to identify cost savings and improve efficiencies. The Operational and Fiscal Review examined all City departments and services delivered. The final report recognized and reinforced that the City has done an excellent job taking proactive steps to reduce expenses and improve efficiencies, which is a testament of our culture of continuous improvement and dedicated employees.

In making decisions about the 2022 budget, the City was guided by Council’s Strategic Plan and our Corporate Business Plan, our obligation to meet the needs of our most vulnerable residents, and our commitment to protect both natural and built environments. 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.

The City is committed to being fiscally responsible and achieving financial sustainability. This is difficult when the City is experiencing decreased revenues and increased expenses as a result of numerous external factors (i.e., slower than anticipated COVID-19 revenue recovery, reduction in capital grant funding, inflationary costs, etc.). As a

result of this, the City is seeing higher than historical tax increases. An initial tax requirement of 7.5 per cent would be needed to maintain current City services and service levels.

Understanding that 7.5 per cent is not a palatable tax increase for residents, the City continued its commitment to fiscal responsibility by taking a critical look at spending and identifying opportunities to realize further cost savings in our operating budget, including cost associated with delivery of services. To achieve financial sustainability, the budget focuses on corporate budget adjustments, deferring operating business cases and proposing reduction in service levels to re-prioritize resources. This allows the City to continue to deliver programs and services most valued by residents and businesses while minimizing tax increases.

For 2022, Administration is proposing an operating budget of \$117.1 million, which yields an overall average municipal property tax increase of 2.5 per cent. I am proud of the continued work by Administration to incorporate cost efficiencies, corporate adjustments and service level adjustments reducing the initial tax requirement of 7.5 to 2.5 per cent. The 2.5 per cent includes our 1.5 per cent commitment to repairing, maintaining and/or replacing (RMR) funding, meaning that the general tax increase is 1 per cent.

The 2022 proposed Operating Budget is not recommending any operating business cases and is applying all new assessment growth to offset the tax increase in these challenging economic times. This was necessary to lower the proposed tax increase. However, those needs still remain in order to sustain delivery of services long-term and to implement opportunities identified in the Operational and Fiscal review.

The proposed Municipal Capital Budget of \$63.7 million includes 29 capital charters (requests of funding for projects) focusing on repairing, maintaining and/or replacing existing municipal infrastructure, and 15 capital charters that address community growth.

The proposed Utility Capital Budget of \$16.6 million includes 10 capital projects, which focus on repairing, maintaining and/or replacing existing utility infrastructure. The proposed monthly utility bill will yield an average increase of 4.5 per cent or a change of \$5.97 per month compared to last year.

Residents and businesses will have opportunities to provide feedback throughout the budget process. I encourage you to visit budget.stalbert.ca for further details about the budget process and public participation opportunities.

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

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

INTRODUCTION, OVERVIEW AND STRATEGIC FRAMEWORK

City Administration is pleased to present the 2022 Proposed Budget document which provides an overview of the City's various corporate and financial plans for the 2022 Budget and future endeavours. The recommendations within this document are based on the City of St. Albert Council Strategic Plan.

The 2022 Proposed Budget is divided into four sections:

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

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

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

Appendices Section – includes 2022 Capital Project Charters – Municipal Growth (2022 Recommended and 2022 Unfunded). This section also provides a listing of commonly used Acronyms and a Glossary.



OVERVIEW AND STRATEGIC FRAMEWORK

CITY PROFILE

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

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

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



History of Settlement in St. Albert

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

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

Government Structure

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

City Council consists of a Mayor and six Councillors. Council is elected at large by residents to serve a four-year term and governs in accordance with powers granted under the *Municipal Government Act*. City Council provides strategic direction to Administration through plans, bylaws, policies, and other governance processes. The last municipal election took place in October 2021.

The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 669.26 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL

The St. Albert Municipal Election was held on Monday, October 18, 2021. The elected members of Council for the 2021-2025 term are:

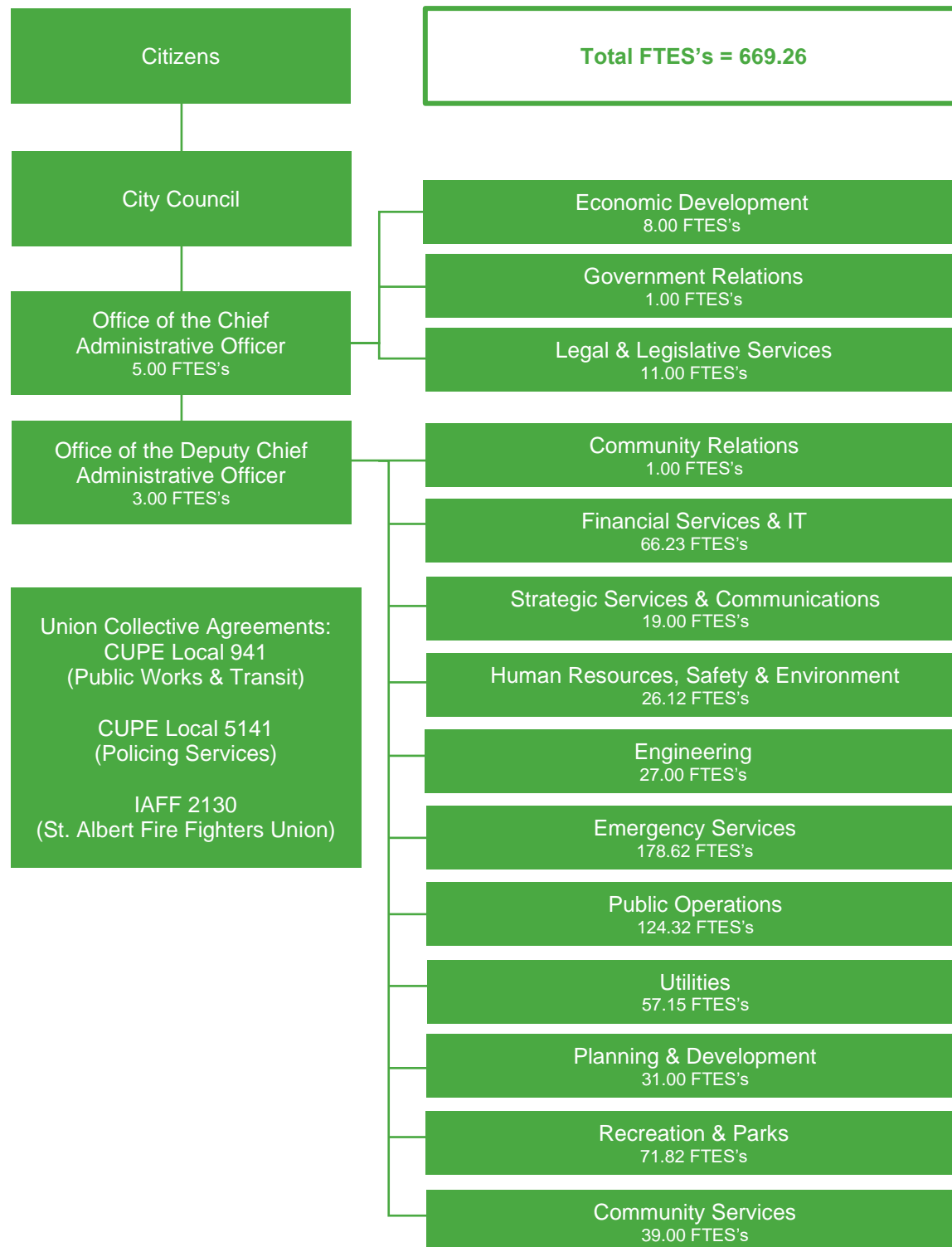
Mayor:

- Cathy Heron

Councillors:

- Shelley Biermanski
- Wes Brodhead
- Sheena Hughes
- Natalie Joly
- Mike Killick
- Ken MacKay

ORGANIZATION CHART

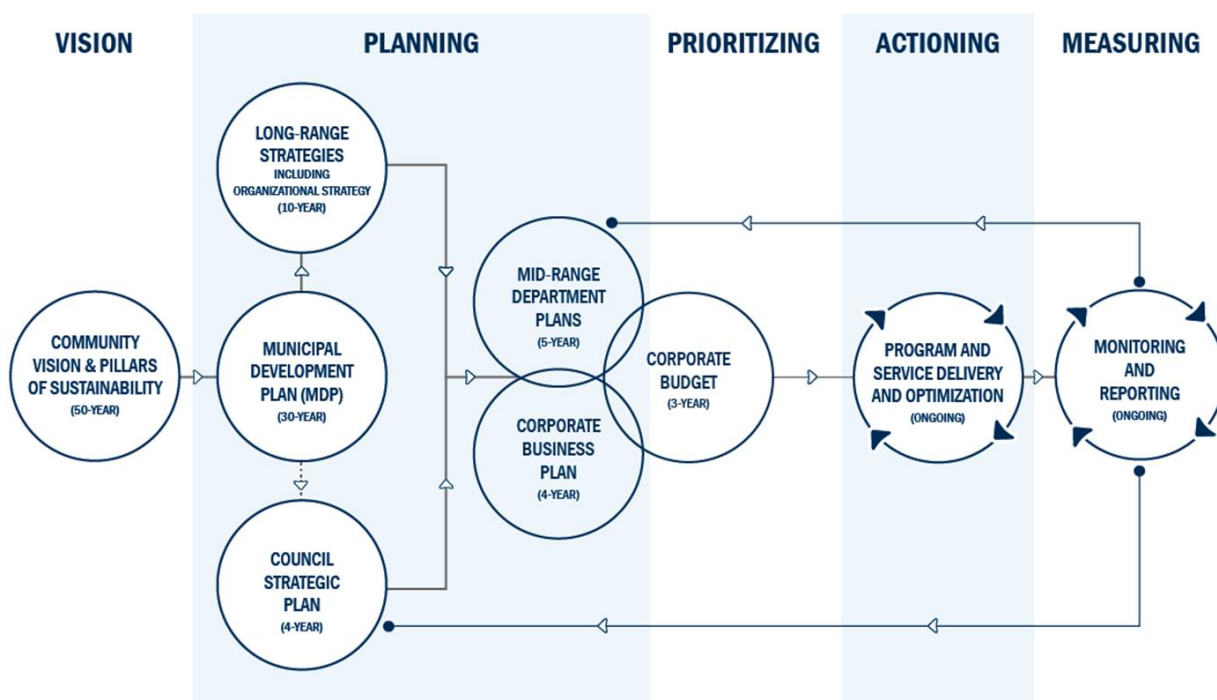


STRATEGIC FRAMEWORK

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 2022 Budget outlines the City's financial expenses and revenues including recommendations related to new business (business cases) and capital investments (capital charters) required to maintain and optimize City programs, services, and operations. Although a rolling three-year budget is prepared to enhance the process and reinforce the commitment to long-term fiscal strategies, Administration presents a one-year budget for Council's approval. This process ensures the most current economic climate and costs associated with delivering services to the community are applied.

To plan effectively, Administration uses a strategic framework to align the City's strategic and business planning, budgeting, management and reporting practices and processes to achieve outcomes established in the Community Vision and Pillars of Sustainability and City of St. Albert Council Strategic Plan. This structured framework provides clarity, directs the City's future, and provides a balanced approach to achieving long-range plans while focusing on short-term actions. The framework is depicted in the figure below:



COMMUNITY VISION

In 2014, 7,000 residents were engaged in the creation of the Community Vision and the Pillars of Sustainability. The Community Vision describes the direction St. Albert residents would like the community to move in, defining the unique identity that makes our City thrive now and into the future.

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

Pillars of Sustainability

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



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



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



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



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



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

The Proposed 2022 Budget outlines the City's financial expenses and revenues including new 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 while aligning to achieving Community Vision and Pillars of sustainability.

LONG-RANGE STRATEGIES

Administration develops long-range strategies relating to the needs of the community. These strategies range from 10 to 30 years and are used to form the development of Council's Strategic Plan, functional business plans, and the budget.

The City of St. Albert's Municipal Development Plan (MDP), Flourish, was adopted in 2021 to replace the previous plan from 2007. The MDP is the foundational document for all future long-term strategy documents.

COUNCIL STRATEGIC PLAN

Early in 2018, St. Albert City Council participated in a strategic planning retreat to set goals and priorities for their term. Annually, the plan is formally reviewed to note progress towards the achievement of priorities and expected outcomes, to discuss emergent items and re-prioritize priorities if required. In early 2020, Council updated their priorities to include the Community Recovery Post COVID-19 priority. The newly elected Council will develop their strategic plan during the first year of their term. The current Strategic Plan contains seven priorities:

<p>STRATEGIC PRIORITY #1:</p> <p>Growth Policy Framework: Develop a robust policy framework to guide growth.</p> <p>Revise the Municipal Development Plan framework to provide direction to growth needs, annexation positioning, and our role in regional government.</p>
<p>STRATEGIC PRIORITY #2:</p> <p>Economic Development: Enhance business/commercial growth.</p> <p>St. Albert will work towards an innovative, investment-positive environment that will support and encourage the development of new, existing, and emerging sectors.</p>
<p>STRATEGIC PRIORITY #3:</p> <p>Building a Transportation Network: Integrated transportation systems.</p> <p>Increase the efficient and effective movement of people and goods in St. Albert through integrated modal planning and regional cooperation.</p>
<p>STRATEGIC PRIORITY #4:</p> <p>Infrastructure Investment: Identify, build and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies.</p> <p>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.</p>
<p>STRATEGIC PRIORITY #5:</p> <p>Housing and Social Well-being: Enhance housing options and social supports.</p> <p>Facilitate an increase in the variety of housing types and provide social supports to respond to changing demographics and accommodate the diverse needs of residents.</p>
<p>STRATEGIC PRIORITY #6:</p> <p>Environmental Stewardship: Explore innovative environmental and conservation opportunities.</p> <p>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.</p>
<p>Strategic Priority #7</p> <p>Community Recovery Post Covid-19</p> <p>Through the Recovery Task Force, develop the City's Recovery Conceptual Plan, and provide recommendations to Council on the ways the City can assist residents, community partners and businesses to recover from the impacts of the Covid-19 pandemic.</p>

BUSINESS PLANNING FRAMEWORK & APPROACH

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

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



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

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

In order to achieve a lower tax increase for 2022, departments were tasked with reducing expenses and to proactively look at opportunities to adjust services to realize cost savings. Adjustments to services and service levels were identified along with opportunities to re-allocate resources from lower priority services.

Limited funds are usually allocated based on a multi-year prioritization of initiatives and budget requests. To improve line of sight, a corporate-wide three-to-five-year workplan was established to inform budget requests and prioritization.

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 2018-2021 City of St. Albert Corporate Business Plan. In total, 33 initiatives were identified through the Corporate Business Plan in support of Council's priorities.

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

These priorities include:

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

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

PROGRAM & SERVICE PLANNING

The City of St. Albert maintains a Services and Service Levels Inventory in order to articulate the services and levels of service provided to the community. The Inventory is approved by Council in quarter one of every year and is used as a foundation for development of the proposed budget. The services outlined in the Inventory, and the work required to deliver, maintain, change, or optimize them, are taken into consideration as business plans and budgets are being developed. In addition, the City continuously reviews the process and services to ensure the service delivery to community is optimized and efficient. For the 2022 budget, Administration included adjustments to the proposed budget related to Services and Service Levels to reflect the availability of funds.

MONITORING AND REPORTING

Performance Measurement is essential to provide the business intelligence required for effective decision making in the allocation of resources and effort, setting of priorities, and in annual planning and budgeting.

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

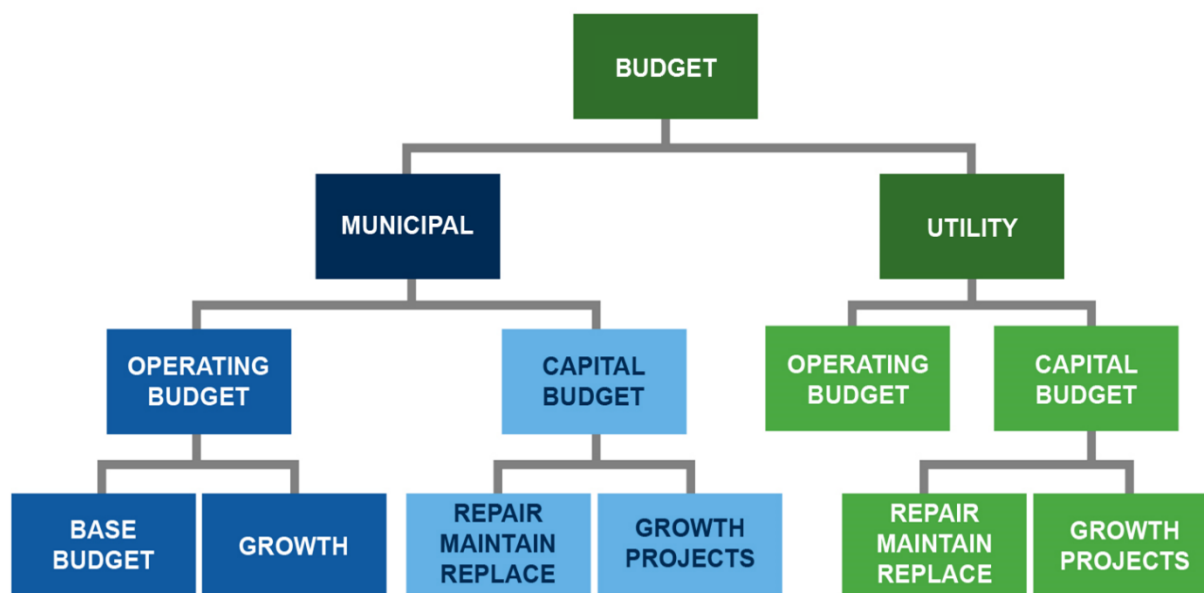
Monitoring and reporting is used to not only monitor performance but to also identify necessary adjustments that are then actioned through business planning and decision making for the allocation of resources. Administration is working on maturing the performance measurement program that will help us strengthen informed decision making and accountability.

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 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 2022 proposed Operating Budget of \$117.1 million results in a 2.5 per cent property tax increase. This increase relates to the City's commitment to being fiscally responsible by reducing spending to offset declining revenues and inflationary impacts. For an average house costing \$450,000, this means an increase of \$93 per year.

The actual tax rate will not be finalized until May 2022 after the assessment roll is completed.



Tax Dollars at Work

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



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

Distribution of Tax Dollars

For an average house valued at \$450,000, the homeowner will see a \$3,928 property tax bill, an increase of \$93 for 2022. The distribution of tax dollars to various service categories is illustrated below.



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

MUNICIPAL CAPITAL BUDGET

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

For 2022, the proposed municipal capital plan investment by asset category is illustrated below:



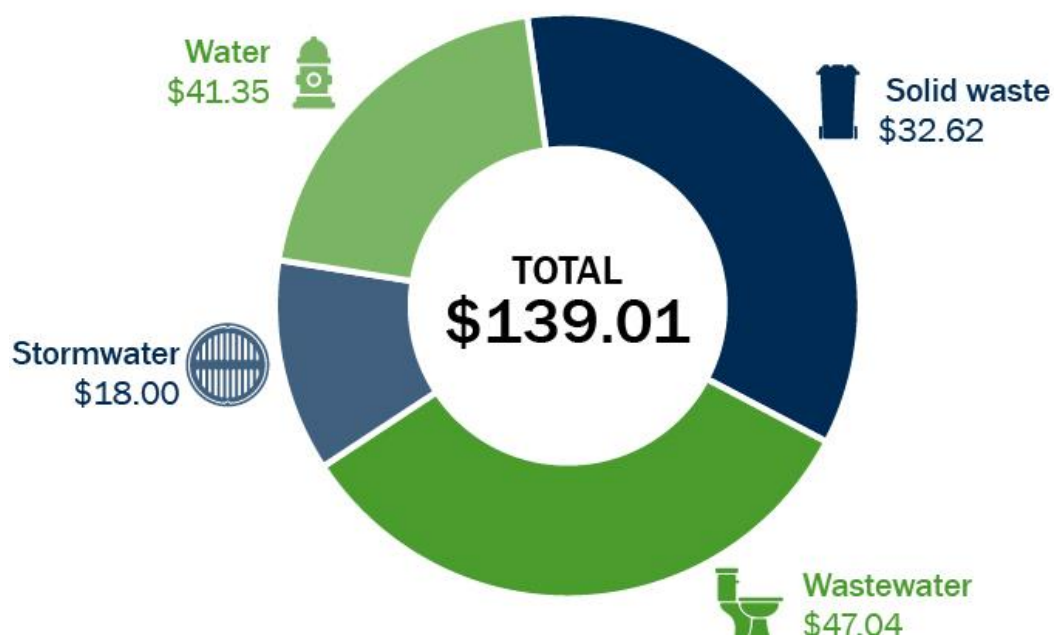
UTILITY BUDGET

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



DISTRIBUTION OF UTILITY BILL

The proposed typical monthly bill for 2022 is \$139.01, an increase of 4.5 per cent from the prior year. The allocations of monthly rates are as follows:



UTILITY CAPITAL BUDGET

For 2022, the proposed utility capital plan investment by asset category is illustrated below:





PROGRAM AND SERVICE DELIVERY

CITY SERVICES

Approximately, 82 per cent of the budget is allocated to delivery of programs and services to community. The proposed budget aims at maintaining services and service levels while identifying opportunities for adjustment to reflect our financial realities. In response to the COVID-19 pandemic, the City of St. Albert had to adjust and adapt its operations, including reducing and/or suspending services and cancelling events. These actions are reflected throughout the 2020 service statistics.

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.

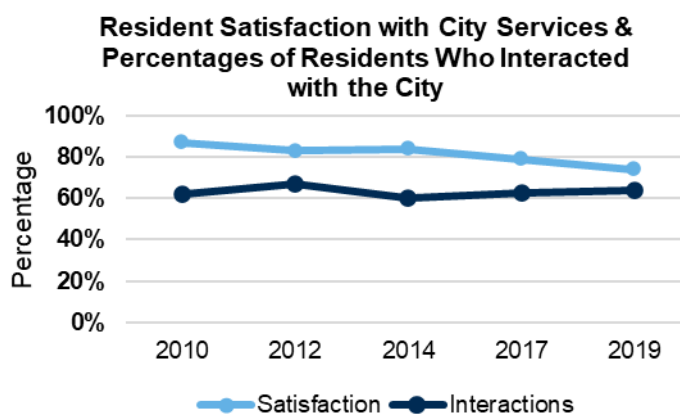
Everyday, residents encounter services that are offered through the City and make positive impacts on the community. This section includes an overview of city services along with key statistics to help illustrate the context in which these services are delivered.

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.



The next Community Satisfaction Survey will be completed in January 2022. Graph will be updated accordingly with new data.

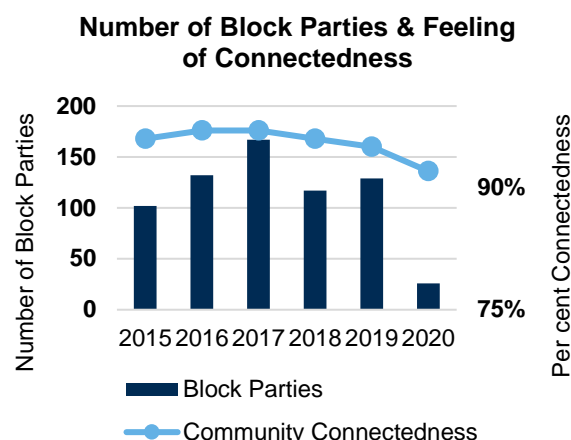
Provision of Food and Beverages

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

COMMUNITY DEVELOPMENT

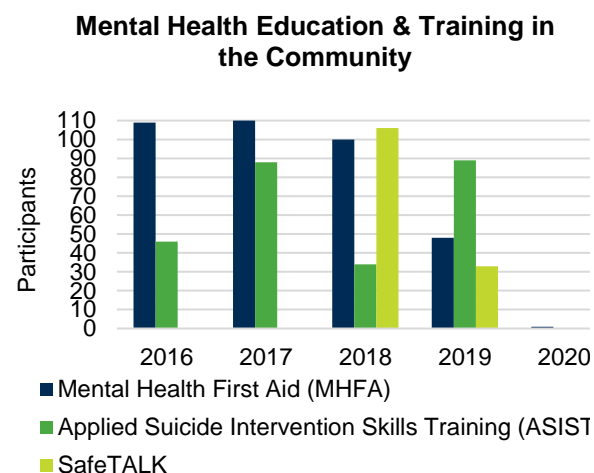
Community and Neighbourhood Capacity Building

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



Community Groups Support and Capacity Building

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



Pandemic restrictions required the City to pause offering in-person mental health training for most of 2020. Some informal mental health education and awareness workshops were offered where appropriate.

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.

Some of these events did not take place in 2020 or 2021 due to COVID-19 restrictions and will continue to be evaluated for delivery to ensure the City is in compliance with the health measures.

ENVIRONMENTAL PROTECTION AND STEWARDSHIP

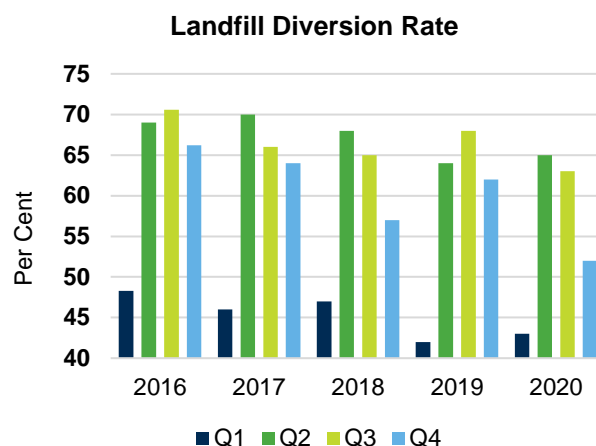
ENVIRONMENTAL STRATEGY, RISK AND COMPLIANCE

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

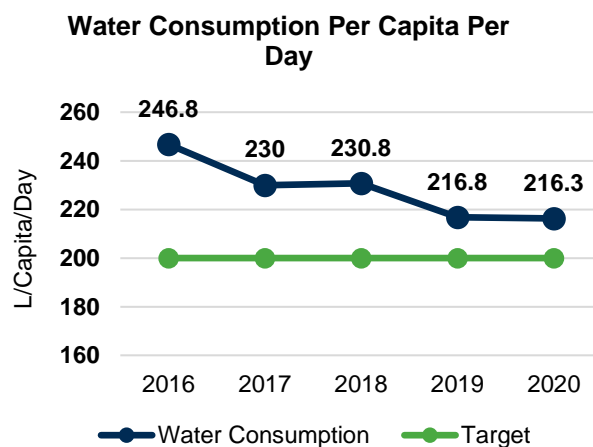
To do this, the City monitors: air quality, greenhouse gas emissions, energy management, water quality of the Sturgeon River, solid waste generation, and water consumption. Spills and releases are also monitored, reported, and recorded in a central database.

Waste Management

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



Q1 historically shows lower diversion rates because less organics are diverted in the winter. Recent global changes to recycling have also impacted residents' ability to divert waste.



In the past five years, residents are using less water per capita per day and on average are nearing the City's target of 200 L/capita/day.

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

Urban Forestry and Turf Maintenance

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

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

Water, Stormwater and Wastewater Management

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



LAND AND ECONOMIC DEVELOPMENT

Land Use Planning

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

Development

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

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

This work also includes:

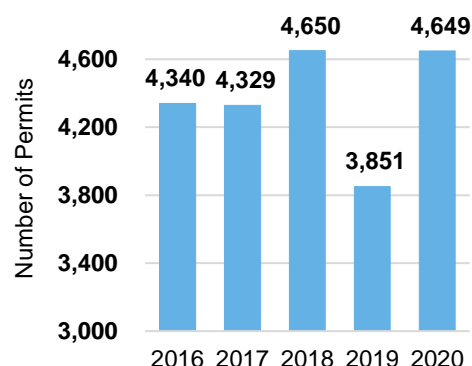
- calculating levies,
- requesting to off-set approved projects, and
- ensuring that any work approved is consistent with best practices.

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

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

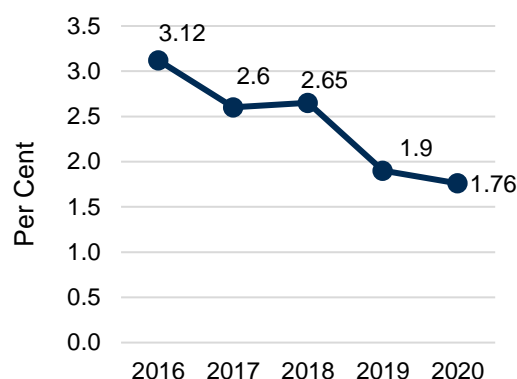
- working with developers to process construction applications and permits to ensure compliance with planning goals and regulations, and
- administering the Off-Site Levy Program to provide for infrastructure to serve and mitigate the impacts of new development.

Total Permits Per Year



Total number of building permits increased again in 2020 with more people completing home renovations and new development projects throughout the City.

Taxable Assessment Growth



Assessment growth for 2020 declined slightly from the previous year to 1.76%.

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.

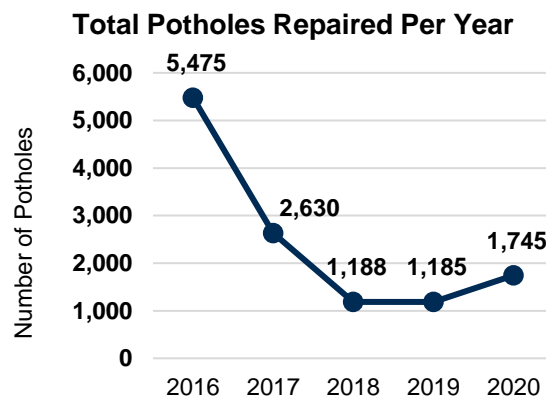
MOVEMENT OF PEOPLE AND GOODS

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).

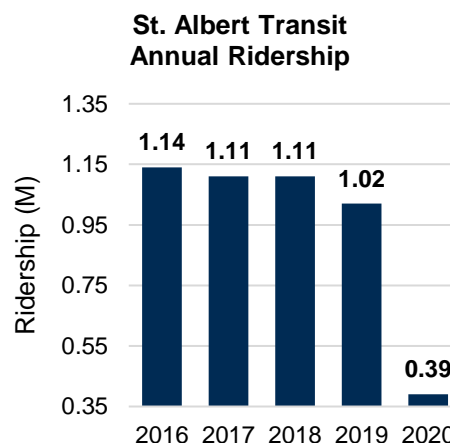
The City also reviews and approves routing for the transfer of large loads and dangerous goods through the city.



The graph above shows traditional pothole repairs. In recent years the City has been more proactive in its repairs and has also incorporated new techniques increasing the longevity of the repair.

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 in 2020 was greatly disrupted by the pandemic. Rather than commuting to work or school, residents were required to conduct these activities online at home.

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.

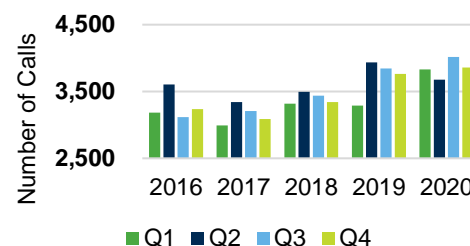
Additionally, services are provided through the operation of an after-hours emergency call centre for City of St. Albert and emergency call-in functions.

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.

Medical Emergency

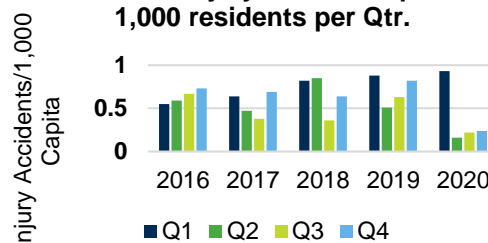
The City offers dispatch services for fire and medical response teams for St. Albert as well as regional municipalities to ensure sufficient coverage in case of emergency. Additionally, the Medical First Response (MFR) service is provided for very serious medical emergencies or when there is a known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

Total Number of 911 Calls Received per Qtr.



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

Vehicle Injury Accidents per 1,000 residents per Qtr.



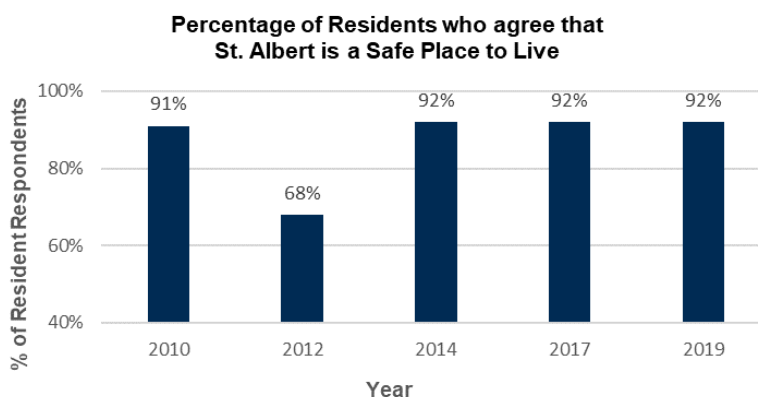
In 2020, as pandemic measures were introduced, people travelled less resulting in lower accident rates overall.

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 is 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.

Although an important element of our community, no new public art was added in 2021 to align with our financial realities. Also, due to our financial realities, the funding for the Public Art was reduced in 2020, 2021, and the City is proposing delaying further investment for the 2022 budget.

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.

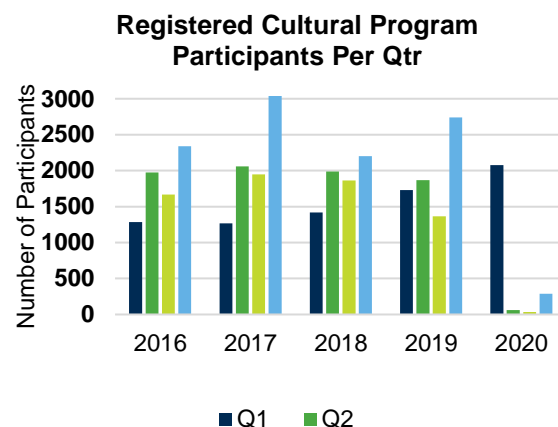
St. Albert operates cultural venues, including The Arden Theatre, rehearsal studios, and St. Albert Place Visual Arts Studios.

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.

As mentioned above, recreational programming was significantly impacted by COVID-19 restrictions.



2020 pandemic measures required the closure of cultural facilities and the suspension of in-person programming. By Q4, some virtual programs were introduced and supported by the community.

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.

Indoor and outdoor recreation facilities were closed due to Provincial public health measures for much of 2020. As restrictions were lifted, additional safety measures were enacted to provide the safest possible environment.

Parks and Open Spaces

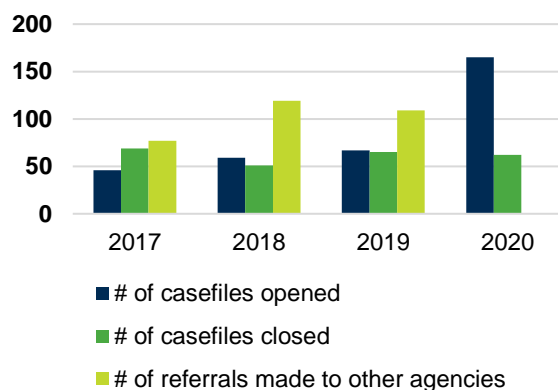
St. Albert operates and maintains neighbourhood and community parks to give residents varied opportunities to spend time outdoors passively and actively. Many parks and open spaces are served by trail connections for pedestrians and cyclists to enjoy landscapes like the Sturgeon River shoreline and Big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

SOCIAL SUPPORT

Counselling and Outreach Services

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

**Community Youth Intake
Counsellors**



In the first three months of the pandemic, counsellors experienced a 35% increase in client contacts. Referral numbers were not available for 2020.

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.

Public Communication and Participation

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

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

FINANCIAL SUMMARIES

PROPOSED CONSOLIDATED OPERATING BUDGET (MUNICIPAL & UTILITY)

(In Thousands of Dollars)

	2021 Revised	2022 Proposed	2023 Planned	2024 Planned
REVENUES				
Sales & User Fees	\$57,763	\$63,776	\$68,036	\$69,768
Other Revenue	7,826	8,283	8,326	8,436
Assessment Growth Revenue	-	2,200	-	-
Fines & Penalties	4,025	3,927	3,927	3,927
Government Transfers	3,655	3,652	3,641	3,641
Ambulance Contracted Services Revenue	2,802	2,802	2,802	2,802
Licenses & Permits	3,299	3,351	3,373	3,373
Franchise Fees	6,176	6,326	6,780	7,051
Interest Income	4,601	4,201	4,201	4,201
Transfers To/From Reserves	5,562	6,972	3,730	3,757
	95,710	105,489	104,816	106,956
EXPENSES				
Salaries, Wages, & Benefits	81,343	83,282	85,542	86,393
Contracted & General Services	34,397	35,148	35,615	35,658
Transfers To/From Operations/Capital	5,468	5,075	5,075	5,075
Materials, Goods, Supplies & Utilities	14,928	15,893	16,067	16,135
Purchases From Other Governments	23,524	26,136	27,554	28,949
Other Expenditures	8,256	8,841	10,283	12,091
Debenture Principal Repayment	6,062	8,333	7,953	8,006
Debenture Interest Repayment	1,647	2,712	2,400	2,347
Transfers To Organizations & Individuals	3,199	3,199	3,199	3,199
Bank Charges & Short Term Interest	2,935	2,949	2,949	2,949
Transfers To/From Reserves	25,995	28,785	29,307	29,456
	207,755	220,352	225,943	230,257
Municipal Requirement	\$112,044	\$114,863	\$121,127	\$123,301
Growth Revenue Applied Against Base		2,200		
Municipal Tax Levy	\$112,044	\$117,063	\$121,127	\$123,301
Non Cash Budget				
Amortization of Tangible Capital Assets	26,348	38,562	41,549	43,814
Contributed Tangible Capital Assets	9,508	41,132	18,754	18,754

Note: Totals may not sum exactly due to rounding



OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

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

Sales and User Fees

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

Other Revenue

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

Assessment Growth Revenue

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

Fines and Penalties

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

Government Transfers

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

Ambulance Contracted Services Revenue

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

Licenses and Permits

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

Franchise Fees

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

Interest Income

This includes interest earned on investments.

Transfer To/From Reserves

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

EXPENDITURES

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

Amortization of Tangible Capital Assets

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

Salaries, Wages and Benefits

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

Contracted and General Services

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

Contributed Assets

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

Transfers To/From Operations/Capital

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

Materials, Goods, Supplies and Utilities

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

Purchases from Other Governments

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

Other Expenditures

This includes the Council and Corporate contingency.

Debenture Principal and Interest Repayment

Relates to debt payments on long-term debentures.

Transfers to Organizations and Individuals

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

Bank Charges & Short-Term Interest

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

Transfers To/From Reserves

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

The following page highlights the Municipal Operating Budget by Object:

MUNICIPAL OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

	2021 Revised	2022 Proposed	2023 Planned	2024 Planned
Revenues				
Sales & User Fees	\$17,211	\$20,519	\$23,557	\$23,949
Other Revenue	7,786	8,243	8,286	8,396
Assessment Growth Revenue	-	2,200	-	-
Fines & Penalties	3,750	3,652	3,652	3,652
Government Transfers	3,655	3,652	3,641	3,641
Ambulance Contracted Services Revenue	2,802	2,802	2,802	2,802
Licenses & Permits	3,299	3,351	3,373	3,373
Franchise Fees	6,176	6,326	6,780	7,051
Interest Income	4,601	4,201	4,201	4,201
Transfers To/From Reserves	4,190	5,600	3,049	3,076
	53,470	60,545	59,340	60,140
Expenses				
Salaries, Wages, & Benefits	75,737	77,305	79,581	80,420
Contracted & General Services	25,353	25,742	26,132	26,166
Transfers To/From Operations/Capital	4,121	4,094	4,094	4,094
Materials, Goods, Supplies & Utilities	13,833	14,752	14,923	14,983
Purchases From Other Governments	10,610	12,300	12,772	13,155
Other Expenditures	6,913	7,455	8,747	10,405
Debenture Principal Repayment	5,002	7,246	7,534	7,587
Debenture Interest Repayment	1,334	2,426	2,138	2,084
Transfers To Organizations & Individuals	3,199	3,175	3,175	3,175
Bank Charges & Short Term Interest	2,935	2,949	2,949	2,949
Transfers To/From Reserves	16,479	17,966	18,424	18,424
	165,514	175,408	180,467	183,440
Municipal Requirement	\$112,044	\$114,863	\$121,127	\$123,301
Growth Revenue Applied Against Base		2,200		
Municipal Tax Levy	\$112,044	\$117,063	\$121,127	\$123,301
Non Cash Budget				
Amortization of Tangible Capital Assets	19,961	30,903	32,838	34,713
Contributed Tangible Capital Assets	8,822	24,925	13,328	13,328

Note: Totals may not sum exactly due to rounding

UTILITY OPERATIONS BUDGET

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

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

The City has established a Utility Model to derive its rates over a 10-year period. Several factors are taken into consideration through the development of the 2022 utility rates:

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

The following page highlights the Utility Operating Budget by Object:

UTILITY OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

	2021 Revised	2022 Proposed	2023 Planned	2024 Planned
Revenues				
Sales & User Fees	\$40,552	\$43,256	\$44,479	\$45,819
Other Revenue	40	40	40	40
Fines & Penalties	275	275	275	275
Transfers To/From Reserves	1,373	1,373	682	682
	42,240	44,944	45,476	46,816
Expenses				
Salaries, Wages, & Benefits	5,607	5,977	5,961	5,971
Contracted & General Services	9,044	9,407	9,483	9,493
Transfers To/From Operations/Capital	1,347	981	982	982
Materials, Goods, Supplies & Utilities	1,095	1,141	1,144	1,153
Purchases From Other Governments	12,915	13,836	14,782	15,794
Other Expenditures	1,343	1,386	1,535	1,686
Debenture Principal Repayment	1,060	1,086	419	419
Debenture Interest Repayment	313	286	263	263
Transfers To Organizations & Individuals	-	24	24	24
Bank Charges & Short Term Interest	1	1	1	1
Transfers To/From Reserves	9,516	10,819	10,883	11,032
	42,240	44,944	45,476	46,816
Net	\$-	\$-	\$-	\$-
Amortization of Tangible Capital Assets	6,388	7,659	8,711	9,101
Contributed Tangible Capital Assets	686	16,207	5,426	5,426

Note: Totals may not sum exactly due to rounding

Utility Rates

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

As such, the proposed average monthly bill for 2022 is \$139.01, an increase of 4.5% from the prior year. The allocations of monthly rates are as follows:

Monthly Utility Rates				
(In Dollars)				
	2021		2022	
Water				
Flat Rate	\$	10.21	\$	11.14
Water Rate/m3	\$	1.82	\$	1.85
Supplemental Capital Contribution	\$	-	\$	0.61
Total	\$	39.33	\$	41.35
Wastewater				
Flat Rate	\$	11.47	\$	12.19
Variable Rate/m3 - 80%	\$	2.51	\$	2.60
Variable Rate/m3 - 100%	\$	2.01	\$	2.08
Supplemental Capital Contribution	\$	1.65	\$	1.57
Total	\$	45.25	\$	47.04
Storm				
Single	\$	16.15	\$	16.18
Condo	\$	11.08	\$	11.08
Non-residential (Industrial/Comm)	\$	43.09	\$	43.09
Supplemental Capital Contribution	\$	-	\$	1.82
Total	\$	16.15	\$	18.00
Solid				
Flat Rate	\$	8.96	\$	8.96
Cart - 60 Litre	\$	1.19	\$	1.25
Cart - 120 Litre	\$	4.99	\$	5.25
Cart - 240 Litre	\$	10.09	\$	10.41
Curbside Organics	\$	6.72	\$	6.72
Recycling	\$	6.54	\$	6.54
Refuse Stickers	\$	2.25	\$	2.25
Supplemental Capital Contribution	\$	-	\$	-
Total	\$	32.31	\$	32.62
Fee for Paper Bill	\$	1.11	\$	1.11
Average Monthly Residential Bill*	\$	133.04	\$	139.01

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

OPERATIONAL ADJUSTMENTS

Current State

The City is committed to being fiscally responsible and achieving financial sustainability. This is difficult when the City is seeing decreased revenues and increased expenses as a result of numerous external factors (i.e., slower than anticipated COVID-19 revenue recovery, reduction in capital grant funding, inflationary costs, etc.). If the City continues to face decreasing revenues and increasing expenses, higher than historical tax increases are needed to maintain current City services. It is not possible to maintain current services with modest taxes; change is inevitable. The City cannot continue to do things as we have in the past and remain sustainable.

As we commenced development of the proposed budget, the initial tax increase was 7.5 per cent to maintain current service levels. Understanding that this is not a palatable tax increase for residents in these difficult economic times, the City continued its commitment to fiscal responsibility by taking a critical look at spending and identifying opportunities to realize further cost savings in our operating budget, including cost associated with delivery of services. This was especially important in order to offset uncertain and declining revenues and inflationary impacts.

To achieve financial sustainability, the budget focuses on corporate budget adjustments, deferring operating business cases and proposing reduction in service levels to re-prioritize resources. This allows the City to continue to deliver programs and services most valued by residents and businesses while minimizing tax increases. The strategies below detail the adjustments made to reduce the tax increase from 7.5 per cent to a proposed 2.5 per cent.

It is important to note that there are risks associated to the strategies undertaken. The corporate adjustments negatively impact the reserve fund balances being available for future needs. The operating business cases were initially recommended to be funded based on prioritized need that will continue to exist not adding new resources prioritized to be funded results in the City being limited to provide needed services and less flexible to deal with emergent items due to capacity limits. Lastly, the service level adjustments impact services that residents have become accustomed to and as such may result in community dissatisfaction.

Corporate Adjustments

The first strategy included evaluating adjustments that could be reduced corporately in the amount of \$3.0 million to achieve a 2.7 per cent reduction to the tax increase.

These adjustments included:

- One time use of COVID relief funding from the province

- One time elimination of public art reserve transfer
- One time reduction in centralized corporate learning and development
- Reduction in the assessment growth transfer to reserve

The second strategy included Administration applying the entire \$1.2 million of assessment growth revenue to the proposed budget to further reduce the tax increase by 1 per cent. As such, no business cases have been included in the proposed budget as funded for 2022.

Operating Business Cases

Executive Leadership Team (EL) utilized a Business Case Prioritization tool to evaluate all requested operating business cases, which improves the process of prudent and practical planning to align business cases with corporate priorities. This tool assisted Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the 2022 Proposed Business Plan and Budget.

All business cases were 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) External.

Growth business cases were 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

Administration prioritized six business cases totaling \$0.5 million to support delivery of the existing and new services or recommended changes to service levels. Taking into consideration the difficult financial reality we are facing Administration made the decision to defer these business cases. It is important to note that these needs still exist and will be deferred to future years, which will have impact on our ability to deliver and optimize services to community and implement priorities identified in the Operational and Fiscal Review that require investment before the benefits can be realized. These business cases are unfunded and summarized for Council's information.

There are two Council initiated business cases, one for the Indigenous Program and one for Municipal Naming, totaling \$0.5 million. These business cases are unfunded and summarized for Council's information. It is important to note that Administration supports and sees the need for these business cases; however, to achieve the

proposed 2.5 per cent tax increase, these two business cases have not been included in the proposed budget. Council may decide to direct Administration to include these two business cases, to address identified needs in the community. If Council chooses to go this route, the City has to be prepared to accept the impact on tax increases.

One external agency business case for library service levels restoration totaling \$0.1 million. This business case is unfunded and summarized for Council's information.

Service Level adjustments

The third strategy used to lower the proposed tax increase was identifying services and service levels that can be adjusted to realize cost savings.

The Services and Service Levels Inventory serves as a foundation for the Service Delivery Component of the Strategic Framework, a Council approved framework that sets direction on how business planning and budgeting is to take place at the City. The Services and Service Levels Inventory helps better articulate services provided to residents and the community.

As per the Budget and Taxation Guiding Principles Policy, the Inventory is used as a foundation for development of the proposed budget to maintain Council approved services and service levels. As delivery of services at Council approved service levels comprise approximately 82 per cent of the City's budget, looking for opportunities to reduce service levels was necessary to help us realize cost savings and minimize impact on the proposed tax increase. For 2022, Administration incorporated \$1.3 M in service level reductions resulting in a tax decrease of 1.3%.

Summary

In the next few years, the City is facing difficult economic times and tough decisions are required in order to minimize tax increases. The three strategies above achieve the goal of reducing the initial 7.5 per cent tax increase down to 2.5 percent for 2022.

MUNICIPAL BUSINESS CASES (UNFUNDED)

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2022 \$	PROPOSED 2023 \$	PROPOSED 2024 \$
Unfunded Growth Business Cases					
HR/Safety and Environment Municipal Energy Specialist	This is an existing term position, with 80% funding through a grant from Municipal Climate Change Action Centre. This position is responsible for strategic/business plans related to energy efficiency for civic facilities and energy production projects as well as actively lowers facility operating costs related to electricity and natural gas consumption.	1.00	115,900	115,900	115,900
HR/Safety and Environment Home Energy Retrofit Accelerator Program	Home Energy Retrofit Accelerator (HERA) is a residential energy efficiency incentive program designed to facilitate home renovations that reduce greenhouse gas emissions, save energy, support local businesses, and lower utility bills. HERA helps homeowners understand their home's energy efficiency and provides rebates for improvements.		75,000	75,000	75,000
Strategic Services & Communications Long Range Strategy Development	An ongoing fund to develop a long-range planning strategy each year until all are completed. Money will be used for subject matter experts, public engagement or other activities that require external professional services.		50,000	50,000	50,000
Financial Services and Information Technology Procurement Audit Recommendation	To continue progress towards implementation of recommendations from the 2019 procurement audit by MNP and subsequent recommendations included in the EY operational and Fiscal Review.		102,000		
Financial Services and Information Technology Automation and Modernization	To develop an ongoing operating budget to support automation, modernization and planning activities and projects in the City. This is the 1st annual business case to grow this budget to the desired levels.		100,000	100,000	100,000
Engineering Services Capital Projects Resource Coordinator	As the City of St. Albert continues to have capital projects, this resource would require continuous renewal to support the capital team in completing OSCP's (average 500 issued per year) including support on a few capital projects such as trail/sidewalk replacement and active transportation.	1.00	10,300	10,300	10,300
Total Unfunded Growth Business Cases		2.00	\$ 453,200	\$ 351,200	\$ 351,200
DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2022 \$	PROPOSED 2023 \$	PROPOSED 2024 \$
Unfunded Council Business Cases					
Office of the DCAO Indigenous Program	In order to meet the growing demands of the Indigenous portfolio, we require 1 FTE to address ongoing needs and to fund cultural, economic development and other initiatives. Honoraria is required for committee work to guide Administration and Council as well as program dollars for emerging events and external consultations.	1.00	181,600	180,100	184,800
Office of the DCAO Municipal Naming	Council directed Administration to bring forward a business case that would undertake revisions or a rewrite of the Municipal Naming Policy, possibly review and make recommendations for amendments to the Significant Names List, and undertake significant public engagement and recommendations regarding possible renaming of municipal properties associated with those involved in the residential school system, including Bishop Vital Grandin. Engagement would be very comprehensive to ensure ample opportunities for all members of the community to provide meaningful input. If approved, a plan would be developed in Q1 of 2022, engagement conducted in Qs 2 and 3, with a report back to Council at the end of Q4.		325,000		
Total Unfunded Council Business Cases		1.00	\$ 506,600	\$ 180,100	\$ 184,800
DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2022 \$	PROPOSED 2023 \$	PROPOSED 2024 \$
Unfunded External Business Cases					
Library Services Library Service Levels Restoration (Opening Hours)	Help our community recover by enabling the Library to return to fully serving the community by restoring pre-pandemic service levels (opening hours on Sundays, mornings and evenings) through a partial restoration of pre-pandemic operating funds.		143,000	143,000	143,000
Total Unfunded External Business Cases			\$ 143,000	\$ 143,000	\$ 143,000

UTILITY BUSINESS CASES (UNFUNDED)

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2022 \$	PROPOSED 2023 \$	PROPOSED 2024 \$
Unfunded Utility Business Cases					
Utilities and Environment Waste Drop-Off User Cards	Ensure only utility rate payers are using the Recycling Depot and Compost Depot. Also identifies the non-rate payers who paid for access to use the Depots.	-	15,000	5,000	5,000
Total Unfunded Utility Business Cases			\$ 15,000	\$ 5,000	\$ 5,000

MUNICIPAL SERVICE LEVEL ADJUSTMENTS (FUNDED)

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2022 \$	PROPOSED 2023 \$	PROPOSED 2024 \$
Service Level Adjustments included in the Municipal Budget					
Office of the DCAO Community Satisfaction Survey	Change the frequency of the Community Satisfaction Survey from every two years to four years.		(6,700)	(6,700)	(6,700)
Public Operations Delete Annual Flower Planting Contract	No longer offer this service. No beautification through planters at City intersections.		(72,300)	(72,300)	(75,000)
Public Operations Convert Local Saturday Transit Service to On-Demand	This adjustment is for the replacement of Saturday fixed-route local network with On-Demand transit – a potential reduction in bus deployment from 7 buses to 4 buses for the 13 hour duration each Saturday. Saturday Transit service currently accounts for 7% of all transit service costs.		(223,000)	(223,000)	(223,000)
Financial Services and Information Technology Reduce Department Administrative Support	Reduce Administrative support within the department. Work would be reallocated among the remaining two positions, department management and other staff.		(74,900)	(74,900)	(74,900)
Financial Services and Information Technology Reduce Front Counter Hours	Reduce the front counter hours of operation at St Albert Place.	(0.63)	(39,000)	(39,000)	(39,000)
HR, Safety and Environment Reduce Executive Search Levels of Service	Currently the City has a budget to use Search firms for Leadership Team and Executive (e.g. DCAO/CAO) positions. This would eliminate the budget for search firms and reduce the overall service standard for recruitment at the City.		(60,000)	(60,000)	(60,000)
Public Operations Reduce Dog Waste Collection	This SLA would reduce the contract the collection of dog waste through the city's parks, trails, outdoor rinks and ravines.		(11,000)	(11,000)	(11,000)
Public Operations Reduce Public Portable Toilets at Outdoor Recreation Facilities and Parks	The City currently provides portable toilets at predetermined outdoor recreation facilities and parks throughout the city. This SLA would reduce this service. This does not impact portable toilets at Rotary Park.		(21,100)	(21,100)	(21,100)
Public Operations Remove Casual Staffing at Outdoor Rinks	There are currently 5 outdoor rinks in St. Albert that have change buildings that are staffed in the winter season. (Locations include Alpine, Flagstone, Gatewood, Larose and Willoughby) This SLA would remove casual positions from these 5 rinks. This SLA also brings the service level for all outdoor rinks to the same level.		(37,500)	(37,500)	(37,500)
Engineering Services Reduce Transportation Safety Events	Currently the City offers varying levels of services for traffic accommodation and implementation across different community events, such as the Children's Festival, Farmer's Market, Run Wild, Remembrance Day, Canada Day, Snowflake festival, Lifestyle Expo, etc. This service also supports the temporary pop-up patio program downtown.		(60,000)	(60,000)	(60,000)
Economic Development Cancel the Beautification Cost Sharing Program	No longer provide the Beautification Program which is cost sharing program with local businesses.		(20,000)	(20,000)	(20,000)
Economic Development Cancel Dig In Dining Week	No longer offer Dig In Dining Week, a local business promotional event.		(15,000)	(15,000)	(15,000)
Community Services Community Intake Counselling	No longer offer free confidential counselling and will be contracted out.		(48,700)	(48,700)	(48,700)
Recreation and Parks Woodlands Water Play Park Operating Model Adjustments	Adjust the staffing model at Woodlands Water Play Park to realize savings.		(38,500)	(38,500)	(38,500)
Recreation and Parks Recreation Facilities Operating Hours	Reduce the shoulder hours of operation at Fountain Park and Servus Place and close on some statutory holidays.		(28,400)	(28,400)	(28,400)
Office of the DCAO Eliminate the Vacant Pool	There are 8 FTE's in the vacant pool from a previous corporate restructuring. Administration identified 5 positions of need for 2022 to support current service levels. The positions identified for 2022 are 1. Environmental Compliance Tech 2. Waste Diversion Associate 3. Transportation Data Coordinator 4. Divisional Controller 5. Training Coordinator. This SLA would eliminate the 8 FTE's and corresponding budget in the vacant pool.	(8.02)	(554,400)	(554,400)	(554,400)
Total Service Level Adjustments		(8.65)	\$(1,310,500)	\$(1,310,500)	\$(1,313,200)

UTILITY SERVICE LEVEL ADJUSTMENTS (FUNDED)

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2022 \$	PROPOSED 2023 \$	PROPOSED 2024 \$
Service Level Adjustments included in the Utility Budget					
Public Operations Cancel Take It Or Leave It Event	The City offers a public one-day event for collection of large items in good condition. The event allows residents to drop off items they do not want and pick up items left by other people. This event is primarily funded through staff overtime (approx. 30 staff) and expenses include equipment, bin rentals and communications. This event has developed some issues with scavenging by resellers and there are opportunities to redirect these items to other community driven organizations or public marketplace/classifieds. This service level adjustment will eliminate this event as the City will no longer offer Take it or Leave it.		(15,000)	(15,000)	(15,000)
Public Operations Reduce Frequency of Large Item Drop Off Event	The City hosts two events annually where residents can drop off large items at the Jack Kraft Parking Lot for disposal. This event is funded through staff overtime (7 staff) and expenses include equipment and disposal costs of items collected. This service level adjustment would reduce the Large Item Drop Off Event to 1 event per year.		(5,000)	(5,000)	(5,000)
Public Operations Reduce Compost Depot Hours of Operations	The City operates a Compost Depot to collect organic material and divert waste from landfills. Two staff are required to operate the facility and currently offer 72 hours a week of service. This SLA would decrease the hours of operations, reducing staffing costs associated with operating the depot.		(8,400)	(8,400)	(8,400)
Total Utility Service Level Adjustments		-	(28,400)	(28,400)	(28,400)

CAPITAL (MUNICIPAL & UTILITY)

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

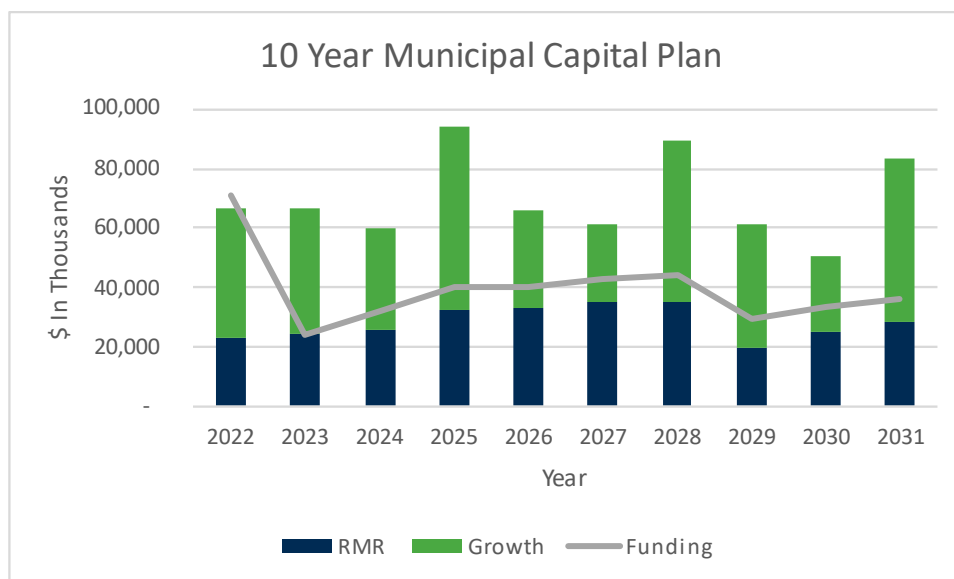
The annual Capital Budget process is developed by incorporating all project charters over the 10-year period. The 10-Year Capital Plan is a long-term planning document that provides key strategic inputs for the upcoming budget year, a framework for the three-year budget plan and future-outlook of long-range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

The City divides its capital investment into two categories:

1. **Repair, Maintain, and Replace (RMR)** - Capital initiatives that relate to maintaining current service levels that are required by lifecycle plans and are considered a replacement or rehabilitation of existing infrastructure, facilities, and equipment.
2. **Growth** - Capital initiatives that are required to meet future demand relating to facilities, equipment, technology, and infrastructure for the development of cultivating and strengthening the community.

The City's 10-Year Capital Plans reflect the long-term capital requirements of the City for the next 10 years. The municipal plan includes approximately \$700 million in capital investment, of which \$283 million is attributed to RMR projects and the remaining \$417 million is for growth related initiatives.

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



The 10-Year Utility Capital Plan has identified approximately \$146.6 million in capital investment. The plan includes projects ranging from various utility management levels of service rehabilitation and sedimentation erosion control.

RMR is approved earlier in the budget process to ensure adequate funding is made available for maintaining existing infrastructure. On June 8, 2021 Council approved the 2022-2031 RMR Capital Plans, which include 29 Municipal projects totaling \$23.4 million and 10 Utility capital projects totaling \$16.6 million.

On June 21, 2021 Council tentatively approved a Solar Farm project in the amount of \$26.1 million to be funded pending a borrowing bylaw and on September 3, 2021 Council approved a Disc Golf course in the amount of \$100 thousand.

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

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

Through this evaluation, Administration recommends funding 13 municipal capital growth projects in the amount of amount of \$14.1 million. This recommendation postpones 12 municipal capital projects in the amount of \$2.9 million.

Capital Funding and Expenditures

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

Capital Project – Operating Impacts

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

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

For 2022, there are no operating impacts on the Municipal Recommended Growth capital projects

Capital Project – Public Art

Council Policy C-CS-04, Public Art Policy, states that the City shall fund 1% of the total municipal capital project budget for the accession of public art. However, the \$0.2M in funding is being recommended for deferral for 2022.

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

10 Year Municipal RMR Capital Plan

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ENG											
ENGS-001	Arterial Rehab Prgm	1,680,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000
ENGS-002	Collector Roadway Prgm	957,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000
ENGS-003	Local Roadway Prgm	1,515,000	1,680,000	1,680,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000
ENGS-004	Roadway Rehab Prgm	2,457,000	2,477,000	2,457,000	2,301,000	1,987,000	1,967,000	1,967,000	1,987,000	1,987,000	1,987,000
ENGS-005	Permanent Line Marking Rehab	200,000	200,000	215,000	225,000	225,000	235,000	235,000	235,000	235,000	240,000
ENGS-006	Multi-Use Trail Rehab Prgm	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500
ENGS-007	Sidewalk Program	600,000	600,000	600,000	650,000	650,000	650,000	700,000	700,000	700,000	700,000
ENGS-008	Transportation Systems Mgmt	710,000	759,500	811,000	780,000	552,100	888,000	888,000	552,100	888,000	888,000
ENGS-014	Paved Parking Lot Prgm	150,000	611,000	720,000	150,000	1,035,500	988,500	200,000	815,000	815,000	200,000
ENGS-017	Back Lanes Prgm	1,215,000	1,215,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
ENGS-042	Bridge Prgm	255,000	692,500	615,000	250,000	615,000	250,000	615,000	250,000	615,000	2,500,000
ENGS-053 (NEW)	Fleet Unit 4534 Replacement Upgrade	138,000									
ENGS-060	Traffic Signal Maintenance	500,000	465,000	465,000	465,000	465,000	465,000	465,000	465,000	465,000	465,000
ENG Total		10,649,500	11,843,500	11,371,500	10,144,500	10,853,100	10,767,000	10,393,500	10,327,600	11,028,500	12,303,500
COMM SVCS											
CULTR-001	Arden Theatre Lifecycle Plan	221,100	83,600	184,700	168,400	69,850	85,250	207,900	65,450	74,250	319,000
CULTR-023	Visual Arts Studio Lifecycle	27,700	7,150	27,500	53,700	9,600	75,350	5,500		7,900	
COMM SVCS Total		248,800	90,750	212,200	222,100	79,450	160,600	213,400	65,450	82,150	319,000
EMERG SVCS											
FIRE-001	Emergency Equip Replace Plan	107,400	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500	305,600
FIRE-026	Fire Station #1 - Decommissioning	852,500									
EMERG SVCS Total		959,900	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500	305,600
PW & TRAN											
PW-001	PW Mobile Equip Replace Plan	2,404,800	3,888,850	3,088,800	4,336,200	2,721,750	3,037,750	3,175,750	1,523,600	2,142,600	5,139,400
PW-006	Shop & Yard Equip Replace	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000	5,092,600	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000
TRAN-001	Transit Bus Lifecycle Replace	265,100	989,000	3,280,000	10,577,200	11,159,000	13,453,200	14,275,000	725,000	4,190,000	688,000
PW & TRAN Total		7,484,900	10,010,450	11,178,800	19,723,400	18,690,750	21,300,950	22,260,750	7,058,600	11,142,600	10,637,400
ENV											
PW-004	Energy Efficiency Replace Prgm		131,000		131,000		131,000		131,000		131,000
ENV Total			131,000		131,000		131,000		131,000		131,000
REC & PARKS											
COMS-001	Community Capital Grant Prgm	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
RECR-001	Aquatics Lifecycle Replace Plan	417,200	123,900	1,077,600	75,000	256,500	221,200	275,600	117,400	143,400	85,800
RECR-025	City Playground Lifecycle Prgm	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900
RECR-072 (NEW)	Outdoor Rec & Parks Infrastruc Rehab	165,000									
SERV-001	Servus Lifecycle Replacement Prgm	822,500	489,300	614,900	772,800	1,762,600	1,214,700	599,300	244,700	613,900	2,964,900
REC & PARKS Total		2,033,600	1,242,100	2,321,400	1,476,700	2,648,000	2,064,800	1,503,800	991,000	1,386,200	3,679,600
FIN SVC & IT											
ITSV-001	IT Office Automation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
ITSV-002	IT Lifecycle Replace Plan	750,000	750,000	750,000	750,000	750,000	750,000	750,000	850,000	850,000	850,000
ITSV-011	Next Gen 911 Implement & Syst Rep	1,194,300									
FIN SVC & IT Total		1,994,300	800,000	800,000	800,000	800,000	800,000	800,000	900,000	900,000	900,000
RMR Total		23,371,000	24,396,300	26,001,100	32,752,100	33,255,300	35,311,350	35,410,550	19,794,150	24,734,950	28,276,100

Note: Green font represents funding from Lifecycle Reserves

* PM-22-001 Approval of 2022-2031 Municipal RMR Capital Plan June 8, 2021

10 Year Municipal Growth Capital Plan

2022 Approved Municipal Growth Capital

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ENV-004	Solar Photovoltaics (PV) Farm *	26,100,000									
RECR-075	Kingswood Park Disc Golf Course	100,000									
		26,200,000	-	-	-	-	-	-	-	-	-

* The Solar Photovoltaics (PV) Farm requires borrowing bylaw approval prior to proceeding.

2022 Recommended Municipal Growth Capital

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
RECR-074	Community Amenities Site - Construction		14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000
RECR-045	Oakmont Trail Phase 2		454,500	257,000	535,600						
RECR-050	RWP Meadowview - Construction	367,900	3,311,200		100,000		1,188,300				
RECR-065	Community Amenities Site Planning	1,000,000									
ENGS-058	Traffic Calming Strategies	326,600	392,200	402,500	367,000	367,000	367,000	367,000	367,000	367,000	367,000
RECR-049	Neighborhood Park Development	702,500	261,600	2,158,300	1,537,100	3,969,300	3,346,200	268,300	432,600	1,416,200	2,459,700
ITSV-014	Enterprise Asset Management	1,101,000									
ITSV-009	Municipal Area Network Expansion	100,000	200,000	200,000							
PLAN-010	Mature Neighbourhood Revitalization Strategies	208,100									
ENGS-054	Intersection Improvements	500,000		3,870,000	325,000		2,145,000		325,000		2,145,000
TRAN-004	Transit Growth Buses		2,500,000				1,750,000				1,750,000
ENGS-075	Villeneuve Rd Rebuild	4,097,000		400,000	3,840,000			250,000	1,527,500		
ENGS-073	Fowler Way				38,985,000						
PLAN-006	Lakeview/Badger Lands ASP	415,000									
ENGS-010	Transport Master Plan (TMP) Update		800,000						800,000		
ENGS-068	Active Transport Plan	150,000	415,000	415,000	150,000	415,000	440,000	440,000	440,000	440,000	440,000
ENGS-079	RR260-Community Amen & Lakeview Bus District Service		2,760,000								
DARP-016	DARP Project Prioritization	165,000									
POLI-006	Policing Bldg Accom	5,000,000									
	Public Art		232,900	237,600	242,400	247,200	252,100	257,100	262,200	267,400	272,700
		14,133,100	25,327,400	21,940,400	60,082,100	18,998,500	23,488,600	15,582,400	18,154,300	16,490,600	21,434,400

2022 Unfunded Municipal Growth Capital

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ENV-002	Solar Photovoltaics (PV) Program		500,000	500,000							
POLI-005	Maloney Front Counter Security Renos	18,000	200,000								
RECR-040	Dog Friendly Park Development	206,000		974,100							
DARP-005	Millennium Park Design Phase 2 & Construction	285,400	1,817,700			1,171,700		7,290,100	1,041,400		
ENV-001	Contaminated Sites Remediation		115,000								
PW-018	PW Satellite Shop				362,900	2,985,100					
ENG-078	LeClair Way West Extension - OSL 100%			130,000		2,300,000			800,000		25,337,000
ENG-077	Neil Ross Road Extension - OSL 100%	70,000		1,380,000		1,050,000		10,249,500			
ENG-069	ITS Strategy Implementation	328,700	339,200	354,900	378,000	349,700	396,900	340,000	340,000	340,000	340,000
CSD-001	Youth Transitional Housing	115,000	753,700	1,101,500							
SERV-008	Servus Place Fitness Expansion	506,000	5,952,000								
RECR-073	Kingswood Park Boat Dock	182,100									
ITSV-015	Web Services Enhancements		50,000	50,000							
CULTR-005	Founders Walk Phase 3		1,254,600								
TRAN-024	Transit Garage (Liggett Place) Expansion		550,000			4,876,000	1,272,000				
FIRE-023	Fire #2 Security Upgrade	45,000									
CULTR-009	Heritage Park Phase 1A, B, & C – Agricultural Pavilion and Visitor	980,000	5,028,000	180,800							
CULTR-010	Heritage Park Ph 2A & 2B - Event Grounds			1,712,700	619,200						
TRAN-003	Transit Waiting Shelters	61,200				63,000				65,000	
FIRE-033	Fire Training Facility	100,000	430,000	4,300,000							
CSS-005	Cogeneration - Servus Place		60,600	1,000,000							
CSS-007	Smart Facility Monitoring		80,800	90,900							
CULTR-030	Heritage Park Phase 3A & 3B - Museum							14,975,100	1,577,300		
DARP-003	Civic Plaza					54,600	158,100		1,643,900		
DARP-006	Perron Street Pedestrian Improvements					744,900		5,828,800			
DARP-007	Grandin Road Improvemnt								221,800		2,205,700
DARP-011	St Anne St. Pedestrian Improvements								893,500		6,049,900
DARP-014	St. Thomas St. Median Improvements						284,000			2,894,900	
TRAN-007	N Transit Oriented Development (TOD)								17,100,000		
DARP-015	Tache Street Green Corridor						131,800			6,001,700	
CSS-008	Facility Water & Energy Audits		50,500								
		2,897,400	17,182,100	11,774,900	1,360,100	13,595,000	2,242,800	38,683,500	23,617,900	9,301,600	33,932,600
Grand Total Municipal Growth Capital		43,230,500	42,509,500	33,715,300	61,442,200	32,593,500	25,731,400	54,265,900	41,772,200	25,792,200	55,367,000

2022 Municipal Capital Funding

Project No.	Project Name	BUDGET	PAYG	Lifecycle Reserves	Provincial Grants	Federal Grants	Capital/Growth Stab Reserve	Debt
RMR Approved Projects								
ITSV-001	IT Office Automation	50,000	50,000					
ITSV-002	IT Lifecycle Replace Plan	750,000		750,000				
ENGS-001	Arterial Rehab Prgm	1,680,000			1,680,000			
ENGS-002	Collector Roadway Prgm	957,000				957,000		
ENGS-003	Local Roadway Prgm	1,515,000			1,515,000			
ENGS-004	Roadway Rehab Prgm	2,457,000			2,457,000			
ENGS-005	Permanent Line Marking Rehab	200,000	200,000					
ENGS-006	Multi-Use Trail Rehab Prgm	272,500				272,500		
ENGS-007	Sidewalk Program	600,000			600,000			
ENGS-008	Transportation Systems Mgmt	710,000			710,000			
ENGS-014	Paved Parking Lot Prgm	150,000	150,000					
ENGS-017	Back Lanes Prgm	1,215,000			1,215,000			
ENGS-042	Bridge Prgm	255,000	255,000					
ENGS-053	Fleet Unit 4534 Replacement Upgrade	138,000	138,000					
ENGS-060	Traffic Signal Maintenance	500,000	500,000					
COMS-001	Community Capital Grant Prgm	250,000	250,000					
CULTR-001	Arden Theatre Lifecycle Plan	221,100		221,100				
CULTR-023	Visual Arts Studio Lifecycle	27,700	27,700					
FIRE-001	Emergency Equip Replace Plan	107,400		107,400				
FIRE-026	Fire Station #1 - Decommissioning	852,500	852,500					
RECR-001	Aquatics Lifecycle Replace Plan	417,200		417,200				
RECR-025	City Playground Lifecycle Prgm	378,900		378,900				
RECR-072	Outdoor Rec & Parks Infrastruc Rehab	165,000				165,000		
SERV-001	Servus Lifecycle Replacement Prgm	822,500		822,500				
PW-001	PW Mobile Equip Replace Plan	2,404,800		2,404,800				
PW-006	Shop & Yard Equip Replace	40,000	40,000					
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000		2,500,000	2,275,000			
TRAN-001	Transit Bus Lifecycle Replace	265,100		265,100				
ITSV-011	Next Gen 911 Implement & Syst Rep	1,194,300			1,194,300			
Approved RMR Total		23,371,000	2,463,200	7,867,000	11,646,300	1,394,500	-	-

2022 Municipal Capital Funding – continued

Project No.	Project Name	BUDGET	PAYG	Lifecycle Reserves	Provincial Grants	Federal Grants	Capital/Growth Stab Reserve	Debt
Approved Growth Projects								
ENV-004	Solar Photovoltaics (PV) Farm *	26,100,000						26,100,000
RECR-075	Kingswood Park Disc Golf Course	100,000				100,000		
Approved Growth Total		26,200,000	-	-	-	100,000	-	26,100,000
* The Solar Photovoltaics (PV) Farm requires borrowing bylaw approval prior to proceeding.								
Recommended Growth Projects								
RECR-050	RWP Meadowview - Construction	367,900					367,900	
RECR-065	Community Amenities Site Planning	1,000,000					1,000,000	
ENGS-058	Traffic Calming Strategies	326,600				326,600		
RECR-049	Neighborhood Park Development	702,500				702,500		
ITSV-014	Enterprise Asset Management	1,101,000			1,101,000			
ITSV-009	Municipal Area Network Expansion	100,000				100,000		
PLAN-010	Mature Neighbourhood Revitalization Strategi	208,100	208,100					
ENGS-054	Intersection Improvements	500,000					500,000	
ENGS-075	Villeneuve Rd Rebuild	4,097,000				4,097,000		
PLAN-006	Lakeview/Badger Lands ASP	415,000					415,000	
ENGS-068	Active Transport Plan	150,000					150,000	
DARP-016	DARP Project Prioritization	165,000					165,000	
POLI-006	Policing Bldg Accommodations	5,000,000						5,000,000
Recommended Growth Total		14,133,100	208,100	-	1,101,000	5,226,100	2,597,900	5,000,000
GROWTH TOTAL		40,333,100	208,100	-	1,101,000	5,326,100	2,597,900	31,100,000
TOTAL		63,704,100	2,671,300	7,867,000	12,747,300	6,720,600	2,597,900	31,100,000

10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
STORM											
STORM-001	Utility Master Plan		400,000								
STORM-002	STORM Infrastructure Rehab	2,075,000	3,035,000	2,200,000	1,170,000	745,000	2,050,000	330,000	1,790,000	2,000,000	570,000
STORM-004	STORM Mgmt LOS	2,106,000	4,397,000	2,106,000	2,675,000	2,970,000	2,675,000	1,390,000	1,936,000	2,005,000	2,005,000
STORM-007	Sediment and Erosion Control	1,256,000	2,691,000	600,000	600,000	1,256,000	600,000	1,256,000	600,000	1,256,000	600,000
STORM Total		5,437,000	10,523,000	4,906,000	4,445,000	4,971,000	5,325,000	2,976,000	4,326,000	5,261,000	3,175,000
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	273,400	278,800	284,400	300,000	300,000	300,000	300,000	300,000	300,000	300,000
WASWT-002	WASTWT Household Service Replace	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
WASWT-003	WASTWT Main Replacement	702,000	1,275,000	702,000	702,000	1,275,000	702,000	702,000	1,275,000	702,000	702,000
WASWT-004	WASTWT Collection System LOS	3,114,000	469,200	2,955,800	478,600	3,013,100	488,200	3,013,100	488,200	3,013,100	488,200
WASWT-010	Utility Master Plan		400,000								
WASWT-020	WASTWT Lift Station Studies							335,500			
WASTEWTR Total		4,339,400	2,673,000	4,217,200	1,755,600	4,863,100	1,765,200	4,625,600	2,338,200	4,290,100	1,765,200
WATER											
WATER-002	Utility Master Plan		400,000								
WATER-003	Water System Infrastructure Rehab	540,600	551,400	562,400	573,700	585,200	596,900	680,800	680,800	680,800	680,800
WATER-004	Water Network LOS	4,488,000	6,915,600	1,725,900	1,825,800	869,000	1,892,100	703,800	1,836,000	2,040,000	2,040,000
WATER-006	Pump Station and Reservoir Rehab Prgm	1,850,000	27,100,000				250,000				
WATER Total		6,878,600	34,967,000	2,288,300	2,399,500	1,454,200	2,739,000	1,384,600	2,516,800	2,720,800	2,720,800
SOLIDW											
SOLWA-001	Recycle Yard Upgrades		30,000			32,500					
SOLIDW Total			30,000			32,500					
RMR Total		16,655,000	48,193,000	11,411,500	8,600,100	11,320,800	9,829,200	8,986,200	9,181,000	12,271,900	7,661,000

* PM-22-002 Approval of 2022-2031 Utility RMR Capital Plan June 8, 2021

10 Year Utility Growth Capital Plan

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
STORM											
STORM-006	Vacuum Debris Drying Pad		111,700								
STORM Total			111,700								
WASTEWTR											
WASTW-009	Vacuum Debris Drying Pad		111,700								
WASTEWTR Total			111,700								
WATER											
WATER-018	Giroux West Water Transmission Main		730,400								
WATER-019	Levasseur Water Transmission Main		821,700								
WATER-020	Lockhart Water Transmission Main		182,600								
WATER Total			1,734,700								
SOLIDW											
SOLWA-002	Compost Transfer Site					511,000					
SOLIDW Total						511,000					
Growth Total		-	1,958,100	-	-	511,000	-	-	-	-	-



DEBT

The City's long-term debt relates to 7 projects detailed in the table below:

2021 – 2024 Debt

(In thousands of dollars)

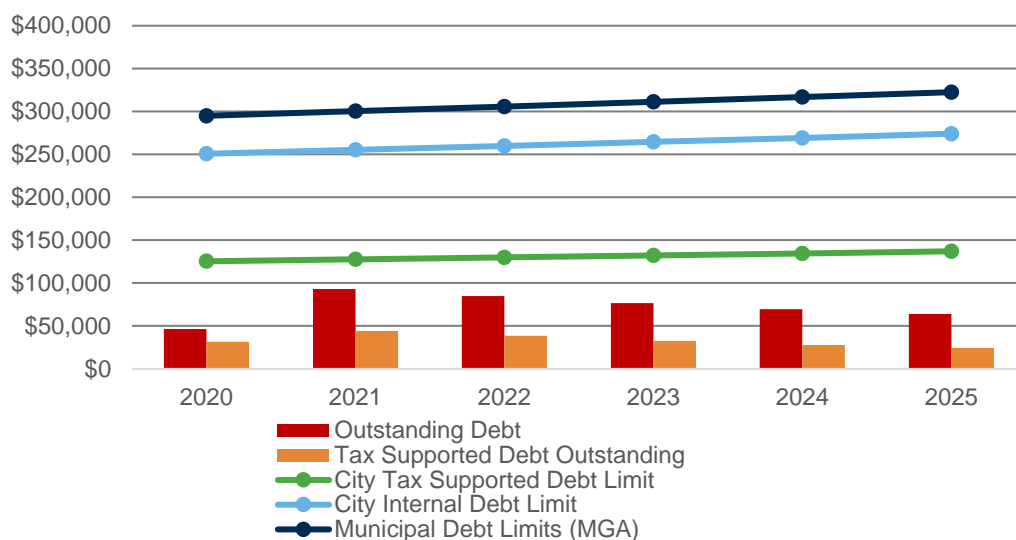
	2021	2022	2023	2024
Debt Outstanding (as at December 31)				
Ray Gibbon Drive Stage 1 and 2	\$ 11,658	\$ 9,902	\$ 8,065	\$ 6,143
Servus Place	8,295	5,378	2,317	369
Project #9	9,357	8,271	7,852	7,419
Ray Gibbon Drive Twinning	22,415	21,497	20,558	19,599
*Fire Hall #4	2,000	1,920	1,839	1,755
*Range Road #260	25,000	24,002	22,982	21,938
North St. Albert Trail	14,317	13,730	13,131	12,518
Total Debt Outstanding	\$ 93,042	\$ 84,700	\$ 76,743	\$ 69,741
Debt Payments				
Ray Gibbon Drive Stage 1 and 2	\$ 2,269	\$ 2,269	\$ 2,269	\$ 2,269
Servus Place	3,281	3,281	3,281	2,018
Project #9	1,373	1,373	682	682
Ray Gibbon Drive Twinning	430	1,413	1,413	1,413
Fire Hall #4	-	125	125	125
Range Road #260	-	1,566	1,566	1,566
North St. Albert Trail	276	903	903	903
Total Debt Payments	\$ 7,629	\$ 10,930	\$ 10,239	\$ 8,976

* To be obtained by the end of 2021

Debt Limit vs Outstanding Debt

(In thousands of dollars)

Table 11 : Debt Limit VS Outstanding Debt (In Thousands of Dollars)



The 2021 total debt outstanding is projected to be \$93.1 million of which \$44.4 million is tax supported. The Range Road #260, North St. Albert Trail and Project #9 debt payments are funded from reserves and have no impact to the tax rate.

FUNCTION INFORMATION

COUNCIL

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

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

Council Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	3	8	10	4	4	4	(6)
TOTAL	\$3	\$8	\$10	\$4	\$4	\$4	\$(6)
EXPENDITURES							
Salaries, Wages & Benefits	\$564	\$568	\$567	\$572	\$571	\$571	\$(5)
Contracted & General Services	\$154	\$62	\$159	\$162	\$162	\$162	\$(3)
Materials, Goods, Supplies & Utilities	\$34	\$13	\$35	\$41	\$41	\$41	\$(6)
Transfers To Organizations & Individuals	\$2	\$	\$12	\$12	\$12	\$12	-
Other Expenditures	-	\$1	\$15	\$15	\$15	\$15	-
TOTAL	\$754	\$644	\$788	\$801	\$801	\$801	\$(14)
NET	\$(751)	\$(637)	\$(778)	\$(798)	\$(797)	\$(797)	\$(20)
SIGNIFICANT CHANGES							
No Significant Change							

EXECUTIVE LEADERSHIP

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

Resource Requests

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

Growth Initiatives

SERVICE	\$ REQUEST	SOURCE	STATUS
Indigenous Program	181, 625	OBC Growth	For Council Consideration
Municipal Naming	325,000	OBC Growth	For Council Consideration

Executive Leadership Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Conditional Grants	465	969	440	455	440	440	15
Transfers To/From Reserves	-	550	449	27	-	27	(422)
TOTAL	\$465	\$1,519	\$889	\$482	\$440	\$467	\$(407)
EXPENDITURES							
Salaries, Wages & Benefits	\$1,113	\$1,588	\$1,819	\$1,478	\$1,799	\$1,842	\$341
Contracted & General Services	\$174	\$808	\$715	\$277	\$260	\$287	\$438
Materials, Goods, Supplies & Utilities	\$24	\$88	\$27	\$30	\$30	\$30	\$(4)
Transfers To/From Reserves	-	\$398	-	\$7	\$7	\$7	\$(7)
Transfers To/From Operations/Capital	\$4,678	\$4,349	\$4,349	\$4,349	\$4,349	\$4,349	-
TOTAL	\$5,989	\$7,231	\$6,910	\$6,141	\$6,446	\$6,515	\$768
NET	\$(5,524)	\$(5,712)	\$(6,021)	\$(5,659)	\$(6,006)	\$(6,048)	\$362
SIGNIFICANT CHANGES							
Revenue							
\$400 thousand decrease in transfers from reserves due to one time funding for Opportunities for Investment Infrastructure and Indigenous Relations.							
Expense							
\$341 decrease in salaries, wages and benefits due to reallocation of FTE and permanent removal of vacant pool positions to offset the tax base.							
\$400 thousand decrease in contracted and general services due to expenses related to one time funding for Opportunities for Investment Infrastructure and Indigenous Relations.							



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.

Along with the Office of the CAO and Office Deputy CAO, the following departments are funded through this function:

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

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. 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 & IT	HR, SAFETY & ENVIRONMENT	STRATEGIC SERVICES & COMMUNICATIONS
1	Growth Policy Framework: Develop a robust policy framework to guide growth					
2	Economic Development: Enhance business/commercial growth					
3	Building a Transportation Network: Integrated transportation systems					
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies					
5	Housing and Social Wellbeing: Enhance housing options and social supports					
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities					
7	Community Recovery Post Covid-19					

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 PRIORITY	LEGAL & LEGISLATIVE SERVICES	ECONOMIC DEVELOPMENT	FINANCE & IT	HR, SAFETY & ENVIRONMENT	STRATEGIC SERVICES & COMMUNICATIONS
A.1	Regional Collaboration					
A.2	Organizational Culture					
A.3	Mandated Service Requirements					
A.4	Business Process Improvements					
A.5	Service Enhancement Opportunities					
A.6	Smart City					
A.7	Social Programming					

Resource Requests

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

Capital Charters

SERVICE	\$ REQUEST	SOURCE	STATUS
Enterprise Asset Management (ITSV-014)	1,101,000	CC Growth Municipal	Recommended
Municipal Area Network Expansion (ITSV-009)	100,000	CC Growth Municipal	Recommended

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

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	487	546	313	283	283	283	(30)
Penalties & Costs On Taxes	991	489	925	950	950	950	25
Licenses & Permits	854	820	828	853	875	875	25
Conditional Grants	60	257	-	-	-	-	-
Other Revenue	45	37	12	12	12	12	-
Transfers To/From Reserves	84	280	832	234	210	210	(598)
TOTAL	\$2,521	\$2,428	\$2,910	\$2,331	\$2,329	\$2,329	\$(579)
EXPENDITURES							
Salaries, Wages & Benefits	\$13,769	\$14,057	\$14,900	\$15,081	\$15,269	\$15,477	\$(181)
Contracted & General Services	\$4,434	\$4,193	\$5,566	\$6,022	\$6,309	\$6,058	\$(457)
Materials, Goods, Supplies & Utilities	\$451	\$417	\$503	\$426	\$391	\$391	\$77
Transfers To Organizations & Individuals	\$21	\$17	\$58	\$33	\$33	\$33	\$25
Other Expenditures	\$13	\$51	\$87	\$87	\$87	\$88	-
Transfers To/From Reserves	\$507	\$619	\$112	\$60	\$68	\$68	\$52
Transfers To/From Operations/Capital	\$90	-	-	-	-	-	-
TOTAL	\$19,285	\$19,356	\$21,225	\$21,710	\$22,157	\$22,115	\$(484)
NET	\$(16,764)	\$(16,928)	\$(18,315)	\$(19,378)	\$(19,828)	\$(19,786)	\$(1,063)
SIGNIFICANT CHANGES							
Revenue							
\$577 decrease in transfers from reserves due to funding for Municipal Election and one time funding for Business Resiliency program.							
Expense							
\$181 thousand increase in salaries, wages and benefits due to annualization of salary costs.							
\$457 thousand increase in contracted & general services due to ongoing IT virtualization and operating impact of Next Generation Software and increase in employee benefit plan, offset by reduction in expenses related to Municipal Election and one time funding for Business Resiliency program..							



Community & Recreation Services

Functional Overview

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

- Community Services
- Recreation and Parks

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

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

#	COUNCIL STRATEGIC PRIORITY	COMMUNITY SERVICES	RECREATION & PARKS
1	Growth Policy Framework: Develop a robust policy framework to guide growth		
2	Economic Development: Enhance business/commercial growth		
3	Building a Transportation Network: Integrated transportation systems		
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies		
5	Housing and Social Wellbeing: Enhance housing options and social supports		
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities		
7	Community Recovery Post Covid-19		

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 PRIORITY	COMMUNITY SERVICES	RECREATION & PARKS
A.1	Regional Collaboration		
A.2	Organizational Culture		

#	ADMINISTRATIVE PRIORITY	COMMUNITY SERVICES	RECREATION & PARKS
A.3	Mandated Service Requirements		
A.4	Business Process Improvements		
A.5	Service Enhancement Opportunities		
A.6	Smart City		
A.7	Social Programming		

Resource Requests

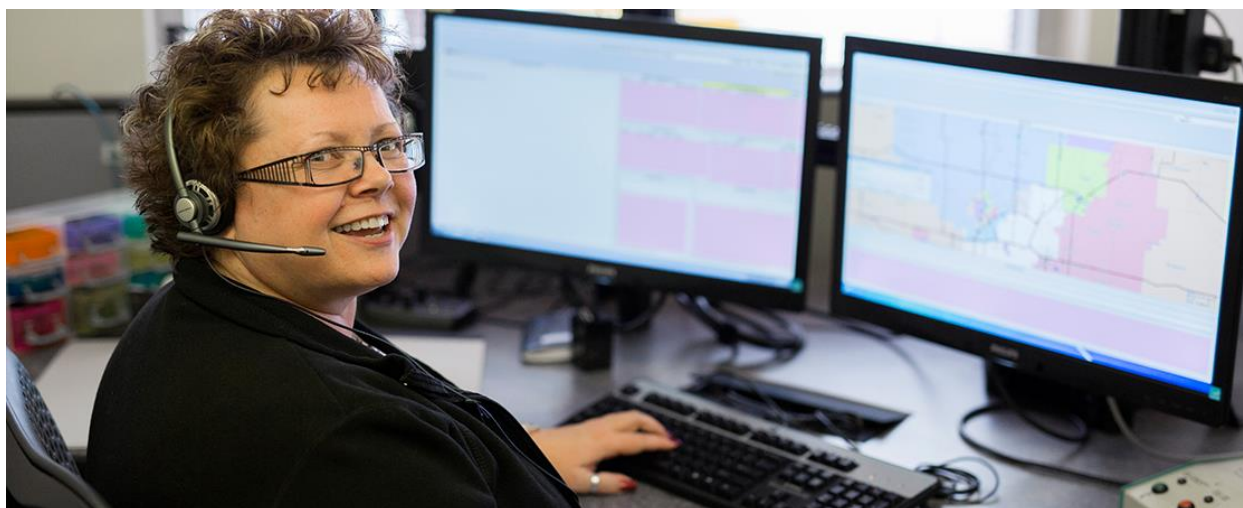
The following resources have been identified to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Capital Charters

SERVICE	\$ REQUEST	SOURCE	STATUS
RWP Meadowview Construction (RECR-050)	367,900	CC Growth Municipal	Recommended
Community Amenities Site Planning (RECR-065)	1,000,000	CC Growth Municipal	Recommended
Neighbourhood Park Development (RECR-049)	702,500	CC Growth Municipal	Recommended

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

Community & Recreation Services Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	8,934	3,136	4,597	7,087	9,262	9,262	2,490
Interest Income	1	1	1	1	1	1	-
Rentals	2,865	1,467	2,296	2,874	2,859	2,847	578
Conditional Grants	1,657	5,464	1,536	1,508	1,512	1,512	(28)
Other Revenue	545	209	304	608	442	338	304
Transfers To/From Reserves	108	291	1	3	3	3	2
TOTAL	\$14,110	\$10,569	\$8,735	\$12,081	\$14,079	\$13,964	\$3,346
EXPENDITURES							
Salaries, Wages & Benefits	\$16,226	\$12,397	\$13,956	\$15,661	\$16,835	\$17,057	\$(1,705)
Contracted & General Services	\$2,353	\$1,434	\$1,863	\$2,274	\$2,369	\$2,369	\$(411)
Materials, Goods, Supplies & Utilities	\$3,455	\$2,472	\$3,041	\$3,382	\$3,534	\$3,556	\$(341)
Transfers To Organizations & Individuals	\$3,082	\$2,345	\$3,005	\$3,005	\$3,005	\$3,005	-
Bank Charges & Short Term Interest	\$108	\$45	\$59	\$91	\$91	\$91	\$(32)
Other Expenditures	\$219	\$130	\$210	\$215	\$215	\$215	\$(5)
Transfers To/From Reserves	\$440	\$382	\$130	\$164	\$164	\$164	\$(34)
Transfers To/From Operations/Capital	\$717	\$523	\$603	\$695	\$695	\$695	\$(92)
TOTAL	\$26,601	\$19,729	\$22,866	\$25,486	\$26,908	\$27,152	\$(2,620)
NET	\$(12,490)	\$(9,160)	\$(14,131)	\$(13,405)	\$(12,829)	\$(13,189)	\$727
SIGNIFICANT CHANGES							
Revenue							
\$2,490 increase in sales and user fees due to increase in membership and day admissions due to reopening of facilities and expecting a gradual recovery over 2022 with user readiness to return to activities.							
\$578 increase in rental revenue due to reopening of facilities and expecting a gradual recovery over 2022 with user readiness to return to activities.							
\$304 increase in other revenue due to increase in donations and advertising revenue due to reopening of facilities to pre-pandemic levels and expecting a gradual recovery over 2022 with user readiness to return to activities.							
Expense							
\$1,705 thousand increase in salaries, wages and benefits due to annualization of salary costs and increase in casual wages to reopening of facilities and expecting a gradual recovery over 2022 with user readiness to return to activities.							
\$411 thousand increase in contracted & general services due reopening of facilities and expecting a gradual recovery over 2022 with user readiness to return to activities.							
\$341 thousand increase in materials, goods, supplies & utilities due reopening of facilities and expecting a gradual recovery over 2022 with user readiness to return to activities.							
\$92 thousand increase in transfer to/From operations/Capital due to reopening of facilities and expecting a gradual recovery over 2022 with user readiness to return to activities.							



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 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

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

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

#	COUNCIL STRATEGIC PRIORITY	EMERGENCY SERVICES
3	Building a Transportation Network: Integrated transportation systems	
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	Housing and Social Wellbeing: Enhance housing options and social supports	
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities	
7	Community Recovery Post Covid-19	

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

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

Capital Charters

SERVICE	\$ REQUEST	SOURCE	STATUS
Policing Building Accommodation (POLI-006)	5,000,000	CC Growth Municipal	Recommended

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

Emergency Services Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	1,209	1,084	1,232	1,191	1,191	1,191	(41)
Licenses & Permits	416	408	396	406	406	406	10
Fines	3,860	1,658	2,825	2,702	2,702	2,702	(123)
Rentals	24	24	24	24	24	24	-
Conditional Grants	1,767	1,823	1,562	1,569	1,569	1,569	7
Other Revenue	2,686	2,686	2,803	2,803	2,803	2,803	-
Transfers To/From Reserves	369	32	-	-	-	-	-
TOTAL	\$10,331	\$7,715	\$8,842	\$8,695	\$8,695	\$8,695	\$(147)
EXPENDITURES							
Salaries, Wages & Benefits	\$22,827	\$22,841	\$23,933	\$23,870	\$24,292	\$24,569	\$62
Contracted & General Services	\$1,805	\$1,214	\$1,744	\$1,531	\$1,516	\$1,516	\$214
Purchases From Other Governments	\$8,812	\$9,773	\$10,610	\$12,300	\$12,772	\$13,155	\$(1,691)
Materials, Goods, Supplies & Utilities	\$830	\$1,209	\$1,025	\$996	\$1,011	\$1,024	\$29
Bank Charges & Short Term Interest	\$3	\$1	\$4	\$4	\$4	\$4	-
Other Expenditures	\$1,061	\$1,393	\$1,496	\$1,639	\$1,687	\$1,736	\$(143)
Transfers To/From Reserves	\$1,426	\$188	\$135	\$131	\$131	\$131	\$4
Transfers To/From Operations/Capital	\$	\$1	-	-	-	-	-
TOTAL	\$36,764	\$36,620	\$38,947	\$40,471	\$41,413	\$42,135	\$(1,524)
NET	\$(26,433)	\$(28,905)	\$(30,105)	\$(31,776)	\$(32,718)	\$(33,440)	\$(1,671)
SIGNIFICANT CHANGES							
Revenue							
\$123 thousand decrease in fine revenue due to lower trend in tickets issued.							
Expense							
\$214 thousand decrease in contracted & general services due to less tickets issued.							
\$1,691 thousand increase in purchases from other governments due to increase in the per member rate in the RCMP contract and settlement of prior year increases.							
\$143 thousand decrease in other expenditures due to equipment charges for Emergency Services vehicles.							



PUBLIC OPERATIONS

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

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. 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 OPERATIONS
1	Growth Policy Framework: Develop a robust policy framework to guide growth	
2	Economic Development: Enhance business/commercial growth	
3	Building a Transportation Network: Integrated transportation systems	

#	COUNCIL STRATEGIC PRIORITY	PUBLIC OPERATIONS
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	Housing and Social Wellbeing: Enhance housing options and social supports	
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities	
7	Community Recovery Post Covid-19	

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 PRIORITY	PUBLIC OPERATIONS
A.1	Regional Collaboration	
A.2	Organizational Culture	
A.3	Mandated Service Requirements	
A.4	Business Process Improvements	
A.5	Service Enhancement Opportunities	
A.6	Smart City	

#	ADMINISTRATIVE PRIORITY	PUBLIC OPERATIONS
A.7	Social Programming	

Resource Requests

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

Public Operations Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	4,420	2,309	2,368	2,690	3,499	3,903	323
Licenses & Permits	17	18	24	24	24	24	-
Rentals	1,040	911	967	650	650	650	(317)
Unconditional Grants	-	2	-	-	-	-	-
Conditional Grants	132	3,202	117	119	119	119	2
Other Revenue	(73)	9	-	-	-	-	-
Materials, Goods, Supplies & Utilities	461	461	461	461	461	461	-
Other Expenditures	5,183	6,175	6,662	6,922	7,130	7,344	260
Transfers To/From Reserves	32	20	42	-	-	-	(42)
Transfers To/From Operations/Capital	333	333	333	333	333	333	-
TOTAL	\$11,544	\$13,439	\$10,974	\$11,199	\$12,215	\$12,833	\$225
EXPENDITURES							
Salaries, Wages & Benefits	\$14,118	\$12,974	\$13,566	\$13,545	\$13,646	\$13,687	\$21
Contracted & General Services	\$13,610	\$11,781	\$14,325	\$15,007	\$15,098	\$15,356	\$(682)
Materials, Goods, Supplies & Utilities	\$6,335	\$5,989	\$6,401	\$7,027	\$7,068	\$7,090	\$(626)
Other Expenditures	\$3,162	\$3,583	\$3,867	\$4,061	\$4,182	\$4,306	\$(195)
Transfers To/From Reserves	\$3,024	\$2,787	\$2,834	\$2,843	\$2,857	\$2,857	\$(9)
Transfers To/From Operations/Capital	\$(999)	\$(725)	\$(858)	\$(951)	\$(951)	\$(951)	\$92
TOTAL	\$39,252	\$36,390	\$40,134	\$41,533	\$41,899	\$42,344	\$(1,399)
NET	\$(27,708)	\$(22,951)	\$(29,160)	\$(30,334)	\$(29,684)	\$(29,512)	\$(1,174)
SIGNIFICANT CHANGES							
Revenue							
\$323 thousand increase in Sales & User Fees due to increased volume in Transit services							
\$317 thousand decrease in rentals due to vacancy of City tenant resulting in a corresponding decrease in rental expense.							
\$260 thousand increase in other expenditures for garage recoveries which reflects updated equipment charge usage and rates.							
Expense							
\$682 thousand increase in contracted & general services due to return to full service in Transit partially offset by move to Saturday On Demand service, increase in Insurance premiums, additional maintenance on Naki facility and parks, offset by decrease in rental expense							
\$626 thousand increase in materials, goods, supplies & utilities due to gas and vehicle maintenance costs and tree maintenance increasing to pre-COVID services levels							
\$195 thousand increase in other expenses to reflect updated equipment charge usage rates.							
\$92 thousand increase in transfer from operations due to increase in interdepartment transfer from Servus Place.							



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 and focuses around the Built Environment and Service Delivery Strategy.

The Engineering Services and Planning and Development departments work closely together to manage the City's growth and sustainability. This includes monitoring the quality and safety of buildings, land developments and public infrastructure.

The following departments and branches are funded through this function:

- Engineering Services
- Planning & Development

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. 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
1	Growth Policy Framework: Develop a robust policy framework to guide growth		
2	Economic Development: Enhance business/commercial growth		
3	Building a Transportation Network: Integrated transportation systems		
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies		
5	Housing and Social Wellbeing: Enhance housing options and social supports		
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities		
7	Community Recovery Post Covid-19		

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 PRIORITY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT
A.1	Regional Collaboration		
A.2	Organizational Culture		
A.3	Mandated Service Requirements		

#	ADMINISTRATIVE PRIORITIY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT
A.4	Business Process Improvements		
A.5	Service Enhancement Opportunities		
A.6	Smart City		
A.7	Social Programming		

Resource Requests

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

Capital Charters

ACTIVITY	\$ REQUEST	SOURCE	STATUS
Traffic Calming Strategies (ENGS -058)	326,600	CC Growth Municipal	Recommended
Mature Neighbourhood Revitalization Strategies (PLAN-010)	208,100	CC Growth Municipal	Recommended
Intersection Improvements (ENGS-054)	500,000	CC Growth Municipal	Recommended
Villeneuve Rd. Rebuild (ENGS-075)	4,097,000	CC Growth Municipal	Recommended
Lakeview/Badger Lands ASP (PLAN-006)	415,000	CC Growth Municipal	Recommended
Active Transportation Plan (ENGS-068)	150,000	CC Growth Municipal	Recommended
DARP Project Prioritization (DARP-016)	165,000	CC Growth Municipal	Recommended

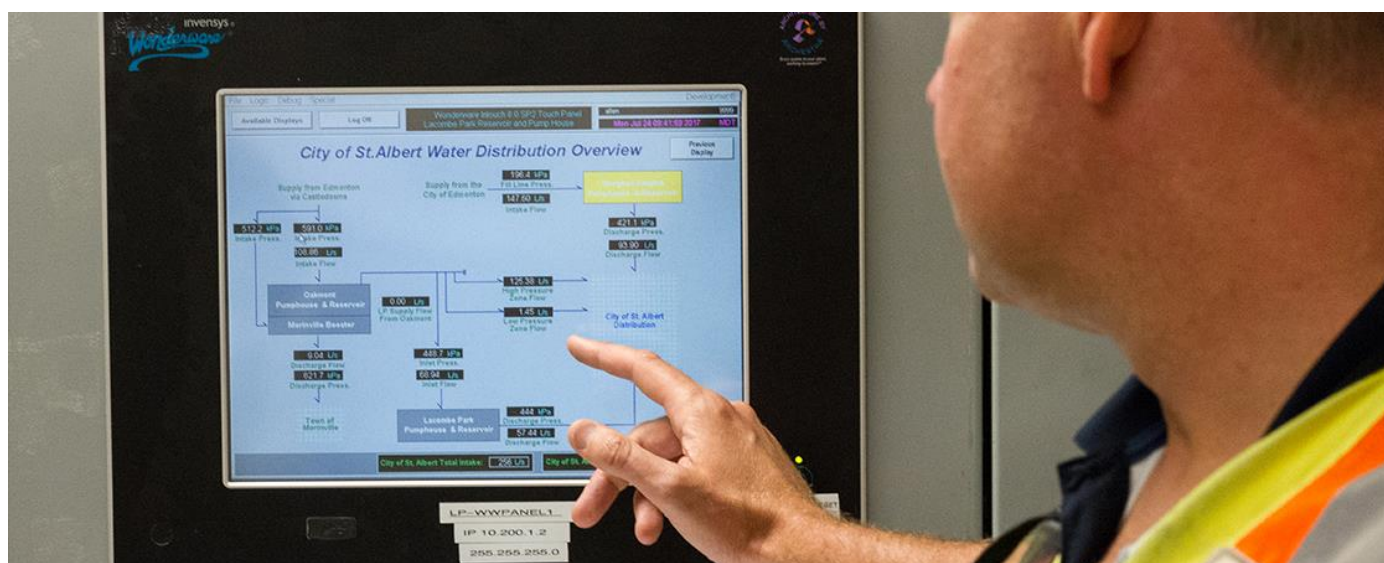
No additional resources are being recommended in this functional area at this time.

Planning & Engineering Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	1,334	1,139	1,170	1,239	1,239	1,239	69
Licenses & Permits	1,450	1,931	2,050	2,068	2,068	2,068	18
Conditional Grants	-	34	-	-	-	-	-
Other Revenue	13	6	16	16	16	16	-
Transfers To/From Reserves	-	19	230	-	-	-	(230)
TOTAL	\$2,797	\$3,128	\$3,466	\$3,323	\$3,323	\$3,323	\$(143)
EXPENDITURES							
Salaries, Wages & Benefits	\$6,735	\$6,678	\$6,995	\$7,098	\$7,170	\$7,218	\$(103)
Contracted & General Services	\$587	\$396	\$757	\$463	\$413	\$413	\$295
Materials, Goods, Supplies & Utilities	\$2,701	\$2,871	\$2,802	\$2,850	\$2,847	\$2,851	\$(48)
Bank Charges & Short Term Interest	\$26	\$36	\$32	\$34	\$34	\$34	\$(2)
Other Expenditures	\$99	\$115	\$117	\$62	\$64	\$66	\$55
Transfers To/From Reserves	\$98	\$136	-	-	-	-	-
Transfers To/From Operations/Capital	\$(128)	\$(112)	-	-	-	-	-
TOTAL	\$10,119	\$10,120	\$10,704	\$10,507	\$10,528	\$10,581	\$197
NET	\$(7,322)	\$(6,992)	\$(7,238)	\$(7,184)	\$(7,205)	\$(7,258)	\$55
SIGNIFICANT CHANGES							
Revenue							
\$230 thousand decrease in transfer from Reserves due to one time funding for Traffic Bylaw Field Changes in 2021.							
Expenses							
\$103 thousand increase in salaries, wages and benefits due to annualization of salary costs							
\$295 thousand decrease in contracted & general services due to one time funding for Traffic Bylaw Field Changes in 2021 and a reduction in contracted services in 2022.							

CORPORATE FINANCING

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

Corporate Financing Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Property Taxes (Net Municipal)	\$128	\$207	\$200	\$200	\$200	\$200	-
Business Taxes	-	-	-	2,200	-	-	2,200
Sales & User Fees	4,370	4,354	4,229	4,472	4,541	4,541	243
Franchise & Concession Contracts	4,108	5,260	6,176	6,326	6,780	7,051	150
Interest Income	5,515	4,536	4,600	4,200	4,200	4,200	(400)
Rentals	19	7	6	6	6	6	-
Other Revenue	244	229	132	24	25	26	(108)
Transfers To/From Reserves	-	881	2,302	5,003	2,503	2,503	2,700
Transfers To/From Operations/Capital	-	18	-	-	-	-	-
TOTAL	\$14,384	\$15,492	\$17,645	\$22,430	\$18,254	\$18,526	\$4,784
EXPENDITURES							
Property Taxes (Net Municipal)	\$6	\$6	-	-	-	-	-
Salaries, Wages & Benefits	\$517	\$1,003	-	-	-	-	-
Contracted & General Services	\$779	\$775	\$224	\$5	\$5	\$5	\$219
Materials, Goods, Supplies & Utilities	-	\$114	-	-	-	-	-
Transfers To Organizations & Individuals	\$89	\$122	\$123	\$124	\$124	\$124	\$(1)
Bank Charges & Short Term Interest	\$3,666	\$3,172	\$2,840	\$2,820	\$2,820	\$2,820	\$20
Debenture Interest	\$1,464	\$1,302	\$1,334	\$2,426	\$2,138	\$2,084	\$(1,092)
Other Expenditures	\$36	\$295	\$1,121	\$1,376	\$2,498	\$3,979	\$(255)
Transfers To/From Reserves	\$12,224	\$22,622	\$13,296	\$14,761	\$15,198	\$15,198	\$(1,465)
Principal Repayments	\$4,502	\$4,257	\$5,002	\$7,246	\$7,534	\$7,587	\$(2,244)
Funds Acquired Closeout	-	\$	-	-	-	-	-
TOTAL	\$23,283	\$33,668	\$23,940	\$28,758	\$30,315	\$31,797	\$(4,818)
NET	\$(8,899)	\$(18,176)	\$(6,295)	\$(6,329)	\$(12,061)	\$(13,271)	\$(34)
SIGNIFICANT CHANGES							
Revenue							
\$2,200 thousand increase in business taxes due to assessment growth revenue applied to base to offset tax increases.							
\$243 thousand increase in sales & user fees from utility administration fee based on projected corporate assumptions.							
\$400 thousand decrease in interest income based on lower rates.							
\$2,700 thousand increase in transfer from reserves to fund debt payments for Range Road 260 and North St. Albert Trail and additional one time covid reserve funding to offset the tax increase.							
Expense							
\$219 thousand decrease in contracted & general services due to not renewing building leases.							
\$1,092 thousand increase debenture interest due to new debt for North St Albert Trail, Range Road 260, Fire Hall #4 and Ray Gibbon Drive.							
\$255 thousand increase in other expenditures for corporate contingency.							
\$1,465 thousand increase in transfer to/from reserves due to approved 1.5% increase for Infrastructure Funding Strategy.							
\$2,244 thousand increase debenture principle repayments due to new debt for North St Albert Trail, Range Road 260, Fire Hall #4 Land and Ray Gibbon Drive.							



UTILITY SERVICES

Functional Overview

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

The following departments are funded through the Utility Services Function:

- Water
- Wastewater
- Stormwater
- Solid Waste Management

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

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

#	COUNCIL STRATEGIC PRIORITY	UTILITY SERVICES
1	Growth Policy Framework: Develop a robust policy framework to guide growth	
2	Economic Development: Enhance business/commercial growth	
3	Building a Transportation Network: Integrated transportation systems	
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	Housing and Social Wellbeing: Enhance housing options and social supports	
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities	
7	Community Recovery Post Covid-19	

Additional Administrative Priorities

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

Resource Requests

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

Utilities Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Proposed Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	38,059	38,620	40,552	43,256	44,479	45,819	2,704
Penalties & Costs On Taxes	217	205	275	275	275	275	-
Conditional Grants	16	-	-	-	-	-	-
Other Revenue	67	49	40	40	40	40	-
Transfers To/From Reserves	799	1,382	1,373	1,373	682	682	-
TOTAL	\$39,158	\$40,255	\$42,240	\$44,944	\$45,476	\$46,816	\$2,704
EXPENDITURES							
Salaries, Wages & Benefits	\$5,621	\$5,993	\$5,607	\$5,977	\$5,961	\$5,971	\$(371)
Contracted & General Services	\$8,716	\$8,900	\$9,044	\$9,407	\$9,483	\$9,493	\$(363)
Purchases From Other Governments	\$11,105	\$11,798	\$12,915	\$13,836	\$14,782	\$15,794	\$(921)
Materials, Goods, Supplies & Utilities	\$932	\$1,022	\$1,095	\$1,141	\$1,144	\$1,153	\$(46)
Transfers To Organizations & Individuals	-	-	-	\$24	\$24	\$24	\$(24)
Bank Charges & Short Term Interest	\$1	\$	\$1	\$1	\$1	\$1	-
Debenture Interest	\$309	\$340	\$313	\$286	\$263	\$263	\$27
Other Expenditures	\$959	\$1,177	\$1,343	\$1,386	\$1,535	\$1,686	\$(43)
Transfers To/From Reserves	\$10,533	\$9,308	\$10,181	\$11,119	\$11,183	\$11,332	\$(937)
Transfers To/From Operations/Capital	\$545	\$574	\$681	\$681	\$682	\$682	\$(1)
Principal Repayments	\$369	\$1,034	\$1,060	\$1,086	\$419	\$419	\$(27)
Funds Acquired Closeout	\$49	\$109	-	-	-	-	-
TOTAL	\$39,140	\$40,255	\$42,240	\$44,944	\$45,476	\$46,816	\$(2,704)
NET	\$18	-	-	-	-	-	-
SIGNIFICANT CHANGES							
Revenues							
\$2,704 thousand increase in sales and user fees due to increase in the Supplemental Capital Contribution (SCC) Fee and an increase in flat rates for water and wastewater							
Expenses							
\$371 thousand increase in Salaries, wages & benefits due to a reallocation of an FTE and two new approved positions.							
\$363 thousand increase in contracted & general services for utility administration fee based on projected corporate assumptions and new rates for landfill and dryfill.							
\$921 thousand increase in purchases from other governments, due to an increase in rates from Epcor and Alberta Capital Waste Water Commission							
\$937 thousand increase in transfers to reserves to balance department totals							

APPENDICES

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2022
RECOMMENDED)

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2022
UNFUNDED)

ACRONYMS

GLOSSARY

CAPITAL PROJECT CHARTERS (2022 RECOMMENDED)

RECR-050 RWP West - Meadowview Construction

RECR-065 Community Amenities Site - Planning

ENGS-058 Neighbourhood Traffic Calming Strategies

RECR 049 New Neighbourhood Park Development

ITSV-014 Enterprise Maintenance & Asset Management

ITSV-009 Municipal Area Network Expansion

PLAN-010 Mature Neighbourhood Revitalization Strategies

ENGS-054 Transportation Network Improvements

ENGS-075 Villeneuve Road Rebuild

PLAN-006 Lakeview/Badger Lands Area Structure Plan

ENGS-068 Active Transportation Plan

DARP-016 DARP Project Prioritization

POLI-006 Policing Services Building Accommodations



CAPITAL PROJECT CHARTER

YEAR:	2022-2027
CHARTER NUMBER:	RECR-050
CHARTER NAME:	RWP West – Meadowview Construction
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This charter involves construction of a new key trail connection in the Meadowview area which connects the area between the Grey Nuns White Spruce Park multi-use trail to the existing trail east of the CN trestle bridge.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	The project involves the remaining phases of the Red Willow Park West – Meadowview project. It includes Phase 2 construction of a key trail connection from the new Grey Nuns White Spruce Park to the existing trail east of the CN Trestle Bridge including seating and viewing nodes and Phase 3 design and construction of a new parking area and potential washrooms, aligned to future development of roadway access from Riverside.	

PROJECT CHARTER JUSTIFICATION:

Current State:



Phase One Grey Nuns White Spruce Park (GNWSP) construction is to be completed in 2022 (funded in 2020). Phase Two is the trail connection from the GNWSP under the CN trestle bridge to connect to existing trails at Lions Park. Phase Three involves the completion of parking and potential washrooms at the entrance of GNWSP, timed to align to future development of roadway access from Riverside

The 2018 Red Willow Park West Master Plan and public engagement conducted in October 2019 contributed to the final design of the GNWSP and the trail connection to the trestle bridge.

Increased need for this trail connection has occurred due to the Riverside neighbourhood build out continuing with over 10,000 residents expected at completion. This trail will connect the GNWSP to the existing downtown trail system.

Development of this trail connection aligns to current administration and resident priorities. Parks, green spaces, and trails were the top factor contributing to a high quality of life in the City, ranking substantially higher than any other factor (City of St. Albert 2019 Community Satisfaction Survey). This project also aligns to the following Flourish, policies:

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

Completing the trail along the north side of the river between Riverside and downtown St. Albert provides connectivity on both sides of the river and is consistent with the level of service provided in most neighborhoods along the Sturgeon River. Completion of this project also supports meeting the vision of the Active Transportation Strategy for St. Albert as this area has been identified as a key trail gap for the City. It brings pedestrian and cycling traffic away from street traffic into a highly scenic area, increasing comfort and attractiveness for all trail users.

There is strong support for the construction of this project, identified through public engagement carried out as part of the Red Willow Park West Master Plan

	<p>update in 2018. Public engagement during detailed design resulted in over 140 surveys were completed, and 77 people attending the open house. Stakeholders representing eight organizations were also consulted through separate meetings and communications.</p> <p>Project History:</p> <p>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.</p> <p>Out of the 1991 Red Willow Park Master Plan, major park development such as Kingswood, Lions Park and Woodlands occurred.</p> <p>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.</p> <p>2011: Grey Nuns White Spruce Forest Bylaw 31/2011 designated the forest as a Municipal Historic Resource. This has provided valuable protection to the forest.</p> <p>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.</p> <p>2018: The City updates the Red Willow Park West Master Plan to ensure alignment with key City and Provincial initiatives such as 2014 Riverside Area Structure Plan, Grey Nuns White Spruce Park Management Plan, Heritage Sites Functional Study and Lois Hole Provincial Park Management Plan. This plan also included expansion into Carrot Creek greenway.</p> <p>2019/2020: Detailed design was initiated in 2019 and has continued through to 2021. This step includes completion of public engagement and stakeholder engagement, completion of design processes and permitting from multiple agencies including ATCO gas, CN Rail, Alberta Culture – <i>Historic Resources Act</i> and Albert Environment – <i>Water Act</i> approvals.</p> <p>2021/2022 Phase One (GNWSP) park construction is anticipated to be completed by fall 2022.</p> <p>Project Phases:</p> <p>In consideration of the numerous environmental assessments and permits required, ATCO and CN right of ways and the complexity of adjacent land ownership, the project has been broken into 3 phases. Due to these complexities, costs are significantly higher than previously anticipated. As detailed design is near completion, costs included in this charter are confidently reflective of the true costs of construction in such a complex and sensitive environment.</p> <p>2021/2022 - Phase One: GNWSP</p> <p>Park design can be found at this link. Construction has been previously approved for funding (2020) and is anticipated to be complete by fall of 2022.</p> <p>2022-2023 - Phase Two: Red Willow Park West Trail Connection (Ray Gibbon Drive to Trestle Bridge)</p> <p>Detailed design completion for Phase 2</p>
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	<p>Safety requirements for crossing under the CN bridge have changed substantially since the south trail crossing was put in place. Detailed design was originally funded in 2019 however additional time and funding are needed due to:</p> <ul style="list-style-type: none"> • Complexity of CN pedestrian crossing structure requirements • Complexity of crossing the Riverside stormwater management facility • Impacts to the rivers bed and shore • Area of high-water level • Grading challenges to tie into existing trails • Required approvals for construction: <i>Water Act, Public Lands Act, Fisheries Act</i> <p>Construction of:</p> <ul style="list-style-type: none"> • Multi-use trail (1.4km) from the GNWSP along the Sturgeon River, connecting to the existing trail on the east side of the trestle bridge. • Raised connections at the Riverside Storm Water Facility and under the CN trestle bridge • Boardwalks through environmentally sensitive areas. • Viewpoint at Meadowview Lane to give opportunity for nature viewing and educational opportunities. • Seating areas <p>2025-2027 - Phase Three: Grey Nuns White Spruce Park Riverside Entrance</p> <p>Future parking lot and completion of trail connections to Phase One and Two. Construction of this phase is dependent on stages of Riverside development and the reconfiguration of Hogan Road and is not anticipated for at least 5 years. This phase may also include any additional interpretive or programming infrastructure needs that come to light in the first few years of public use. Timing of this phase will be reviewed annually.</p> <p>Design (2025) and construction (2027) of:</p> <ul style="list-style-type: none"> • Permanent bus and resident parking lot to replace temporary Hogan Road parking, • Remaining trail connections from Riverside to Phase One and Two trails. • Potential year-round washrooms • Interpretive or other programming needs. <p>Opportunities</p> <p>Construction of this trail connection addresses the trail gap within the existing Red Willow trail system. It provides a key connection for Riverside as well as for all residents wanting to travel downtown to the GNWSP and to the Ray Gibbon Drive bridge.</p> <p>Risks</p> <p>Risks of not completing this project:</p> <ul style="list-style-type: none"> - Trail connectivity is not completed, and this creates safety and liability concerns when people create their own routes.
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	<ul style="list-style-type: none"> - Riverside residents continue to require detours to access the Red Willow Trail System and cannot effectively use the trail system for active transportation. - Residents continue to create and use their own paths, leading to potential environmental concerns (soil issues, garbage, wildlife impacts) - Construction costs increase due to delays. - Environmental and other assessments need to be repeated due to project delays <p>Risks within completing this project:</p> <ul style="list-style-type: none"> - Environmental issues identified may require greater remediation than anticipated. - Construction delays due to weather and permitting requirements. - Lack of qualified candidates that have environmentally sensitive construction experience.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: 3.8 Integrate active transportation into the planning process for the Transportation</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>
STAKEHOLDER IDENTIFICATION:	<p>Internal Stakeholders: Extensive internal consultations have occurred during detailed design and will occur throughout construction as this project impacts many departments including:</p> <ul style="list-style-type: none"> • Utilities and Environment • Public Works • Planning • Emergency Services • Engineering incl. Transportation • Community Services incl. Culture • RCMP <p>External stakeholders: Extensive consultation with groups and the public occurred at the Master Plan stage and continued during detailed design. Major stakeholders are:</p> <ul style="list-style-type: none"> • Genstar Developments • Private landowners • Arts and Heritage Foundation • Canadian National Railway • St. Albert Men's Slowpitch • Big Lake Environmental Support Society • Grey Nuns White Spruce Park Working Group • Sturgeon River Watershed Alliance • Government of Alberta – Environment and Parks • General Public

TIMELINE:	2022- Detailed design of CN trestle bridge pedestrian crossing 2023- Phase 2- RWP West trail construction 2027- Phase 3- GNWSP Riverside Entrance construction	
FINANCIAL INFORMATION	Investment Year 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 Total	\$ 367,900 \$ 3,311,200 \$ - \$ 100,000 \$ - \$ 1,188,300 \$ - \$ - \$ - \$ - \$ 4,967,400
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	367,900	50,000		100,000						
Site Servicing						550,000				
Structure/Building Construction		2,361,000								
Landscaping		173,600				255,900				
Construction Management		200,600				84,300				
Commissioning and QA/QC						298,100				
Contingency		526,000								
Public Participation Activities										
Equipment										
TOTAL	367,900	3,311,200	-	100,000	-	1,188,300	-	-	-	-

300K provisional until is numbers

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

Comments:

20% contingency, 3% escalation for 2023 costs. Costs for Phase 2 costs for CN trestle bridge trail connection in Phase 2 is based on preliminary discussions with CN and will be refined through design.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	Operating impacts for Phase Two are anticipated to begin in 2025.
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OPERATING IMPACTS	2022	2023	2024
<i>Parks and Open Space</i>			
Trail Maintenance			
Boardwalk and viewpoint maintenance			
Park amenity maintenance			
Grass maintenance			
Hazard tree management			
<i>Facility Services</i>			
Interpretive play space			
Park building maintenance			
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	RECR-065
CHARTER NAME:	Community Amenities Site Planning
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This charter is to fund the master planning for the new community amenities site.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	To complete conceptual plan for a community amenities site including functional and technical studies and site concept planning and costing.	

PROJECT CHARTER JUSTIFICATION:	<p>This project charter is to fund next steps to advance the Community Amenities site planning project. This further work, identified below, will be completed in 2022/23. This work is required to stay ahead of future planning in the area, ensuring the site is aligned to developer plans for construction of the area. This work will also support ensuring all potential future amenities fit cohesively together, with roadways, stormwater management and pedestrian accesses that match the site.</p> <p>The work in 2022/23 would include:</p> <ul style="list-style-type: none"> • Functional study <ul style="list-style-type: none"> ○ Programming plan ○ Operating model and cost analysis
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	<ul style="list-style-type: none"> • Investigation of partnership opportunities • Technical studies including <ul style="list-style-type: none"> ○ Geotechnical ○ Environmental assessment ○ Traffic impact assessment • Refined concept plan, site schematics and costing • Community Amenities Project Management <p>Current State</p> <p>The City has identified the need for new public recreation facilities to support the delivery of service and has, for a number of years, been working on identifying land needs associated with the possible provision of community facilities. The required land has been identified and approved by Council within the Cherot Area Structure Plan (ASP). A servicing and grading plan for the area has been completed by the Developer, supported by Administration.</p> <p>The City has received multiple requests for land or facilities over the last number of years. In 2017, the City included three ballot questions during the municipal election. The ballot questions related to the planning of an additional branch library (7,802 for/13,346 against), a 6th sheet of ice (9,982 for/10,850 against), and additional aquatic space (12,050 for/8,922 against).</p> <p>In July 2018, Council voted to seek expressions of interest to help the City solve its various recreation needs, and in February 2019, Council directed Administration to recommend up to 35 acres of land for community amenities. In January 2020, Council selected the Cherot lands as the location for this future infrastructure.</p> <p>Currently underway is the phase one work funded in 2021 for this project, including</p> <ul style="list-style-type: none"> - Confirmation of community needs assessment - Stakeholder and public engagement - Site concept planning - High level project development costing <p>This work will be completed in Q3 2022. The work outlined in this charter will be required to advance the Community Amenities project in 2022/23.</p> <p>Issues</p> <ul style="list-style-type: none"> • With the identification of the location for the community amenities site, and servicing and land acquisition work progressing, there is a need for funding to carry out the next steps in facility planning.
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	<ul style="list-style-type: none"> Increased demand for facilities will continue to grow as the population increases. Many suggested needs for a various types of recreation infrastructure have been emerging since the site selection for the Community Amenities project. 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. <p>Opportunities</p> <ul style="list-style-type: none"> Providing funding for continued feasibility/impact assessments and further cost analysis will help to provide informed decision making and financial planning to move to the next phases in project such as preliminary design, detailed design and construction. Deeper analysis of partnership proposals will provide informed decision making on viable alternate funding or operating models for future recreation facilities. Funding approved in the 2022 budget will enable work to continue to move forward on the goal of new facility development. The site could have potential stimulus for surrounding development. <p>Risks</p> <ul style="list-style-type: none"> That the plan will not align with all other existing Corporate Business Plan initiatives, and/or long-term plans. Facilities will not be identified in a timely and appropriate manner. Residents needs will not be met. Phasing could have implications for the City debt limits. Cost estimates are based on existing and upcoming similar projects in the province and industry consultation. There are still high levels of uncertainty with this project that will be resolved as the scope of the project becomes refined. More specific costing will occur through decisions directed by this work.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.1 Identify opportunities for shared Recreation, Social and Culture activities and</p> <p>Activity: 4.2 Update Capital Plan on project prioritization, criteria, and weightings.</p> <p>Activity: 4.3 Explore non-traditional funding options including regional partnerships.</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets and</p>

	Activity: 4.6 Identify feasible strategies for near term development horizons for community facilities inclusive of land, financing and partnership opportunities. Administrative Priority: N / A																																													
STAKEHOLDER IDENTIFICATION:	Internal Stakeholders have been identified and include but not exclusive to Capital Projects Office, Engineering, Public Works, Community Recreation, Planning, Community Services External Stakeholders have been identified and include but not exclusive to Sport partners, Recreation groups, facility users and general public. The detailed public engagement plan will ensure that a robust listing of external stakeholders is confirmed.																																													
TIMELINE:	2022																																													
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2022</th><th>\$</th><th>1,000,000</th></tr> </thead> <tbody> <tr><td>2023</td><td>\$</td><td>-</td><td></td></tr> <tr><td>2024</td><td>\$</td><td>-</td><td></td></tr> <tr><td>2025</td><td>\$</td><td>-</td><td></td></tr> <tr><td>2026</td><td>\$</td><td>-</td><td></td></tr> <tr><td>2027</td><td>\$</td><td>-</td><td></td></tr> <tr><td>2028</td><td>\$</td><td>-</td><td></td></tr> <tr><td>2029</td><td>\$</td><td>-</td><td></td></tr> <tr><td>2030</td><td>\$</td><td>-</td><td></td></tr> <tr><td>2031</td><td>\$</td><td>-</td><td></td></tr> <tr> <td>Total</td><td>\$</td><td>1,000,000</td><td></td></tr> </tbody> </table>	Investment Year	2022	\$	1,000,000	2023	\$	-		2024	\$	-		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		2031	\$	-		Total	\$	1,000,000		See Capital Project Worksheet for details.
Investment Year	2022	\$	1,000,000																																											
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2031	\$	-																																												
Total	\$	1,000,000																																												
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		Operational impact can be assessed once a concept plan and functional study is developed.																																												

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning	1,000,000									
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	1,000,000	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-058
CHARTER NAME:	Neighbourhood Traffic Calming Strategies
LEAD DEPARTMENT:	Engineering

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

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>Table 1.0 below, identifies that from 2015 - 2019, between 30% to 35% of all public roadway collisions occurred within communities. This equals a total of approximately 1,595 collisions occurring in neighbourhoods within this time frame, that is inclusive of 171 incidents involving severe outcomes. Please note that at the time of charter development 2020 collision reporting was in process.</p> <p>Table 1.0: Annual Collision Occurrences in Neighbourhoods</p>
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Year	Total City-wide Collisions	Community Roadway Collisions	% Total of City-wide collisions	Injury & Fatal Collisions on Community Roads	PDO Collisions on Community Roads
2015	865	271	31%	12	259
2016	961	292	30%	38	254
2017	1,001	347	35%	30	317
2018	1,012	336	33%	40	296
2019	973	349	36%	51	298
Totals	4,812	1,595	33%	171	1,424

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

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

The communities of Erin Ridge and Erin Ridge North have been completed for delivery of the approved Traffic Calming Plan in 2021. In addition, the intersection of Grosvenor Blvd and Grenfell Avenue has been completed and work is now focused on the neighbourhood area of Lennox Drive, which has gone through public engagement and has received temporary measures that subject to resident support (as per the Traffic Calming Policy) may be converted to permanent.

Beginning in 2021, this charter also addresses completion of Safe Journey to School recommendations and traffic safety initiatives in vicinity to school sites or along known school travel paths.

Issues

- 1) Performing cost estimates for construction of unknown plans are subject to a high degree of change due to potential influences of resident feedback, additional requests, unknown site conditions and results of engineering evaluation.
- 2) Road right of way limitations may impact requested or optimal design changes to intersections, in terms of constraints for space.
- 3) Public Perception versus Priority Levels: There are instances to which residents may have an opinion on where the City should be investing and what improvements should be completed.

	<p>Although these may be aligned with areas for improvement completion, the schedule or priority may not align.</p> <ol style="list-style-type: none"> 4) Disruption: Due to the nature of the required construction, there may be substantial disruption generated to road users and residents that may also take a substantial time frame. Efforts must be made to mitigate disruption and ensure continuous services throughout construction. 5) Continued congestion. Mitigation measures and improvements are not ultimately amending or influencing actual parent pickup /drop off needs and resulting volumes of traffic at schools in peak periods. Overall congestion and limited availability to accommodate such high volume (on site at the school or in the vicinity of the school on these collector roadways) continue to be issues. 6) Road user behaviour: Despite engineered roadway improvements, behaviour that directly violates the Traffic Safety Act or St. Albert Traffic Bylaw can directly impact the safety to multiple road users. Miss-use of parking areas, stopping areas or pedestrian crossings, or lack of attention to surroundings will require attention through education and enforcement. <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1) Temporary measures: Use of temporary measures provides opportunity for “testing” potential design changes prior to full investment of permanent construction. This gives residents and Administration opportunity to formulate opinions and evaluate impacts. 2) Communication / Transparency: There is opportunity to proactively communicate background information on roadway safety improvements, such as how programs are planned and implemented. 3) Evaluation: Data collection associated with vehicle speeds and collision data analysis will be utilized as effective quantitative measures of effectiveness of implementing neighbourhood traffic safety improvements. Non-quantitative evaluation may also be utilized through resident engagement and feedback associated with comfort and confidence of neighbourhood traffic safety. 4) Funding: There may be opportunity to target a specific percentage of traffic enforcement violations for funding of Traffic Safety initiatives, such as the Neighbourhood Traffic Calming program. 5) Return on Investment: Beyond quality of life improvement and residential satisfaction and confidence in a safe transportation network; traffic safety improvements that reduce motor vehicle collisions have a direct return on investment to the community through reduced costs of collisions.
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	<p><u>Risks</u></p> <ol style="list-style-type: none"> 1) Quantity of neighbourhood requests and staff limitations / budget limitations to address multiple requests (solution is the identified prioritization) 2) Failure of “temporary” measures, resulting in extended timelines or necessary extension of the process 3) Adjustment of priority locations due to updated traffic data verification 4) Rising construction costs 5) Weather (Schedule); Weather impact on equipment operation 6) Safety of traffic and pedestrians 7) Traffic Delays / roadway efficiency 8) Priority of other construction projects (road overlays, road reconstructs) 9) Rise of scope of work and associated costs during the creation and finalization of traffic calming plans.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: 3.11 Implement the prioritized inventory of approved Transportation Safety Plan programs and projects.</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> • Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network. • Council – Timelines and strategies of the project to communicate effectively and efficiently with residents. • Businesses (in vicinity of projects) – Impacts to their area, collaboration on land use • Capital Projects team – alignment to completion with all network improvements. • Public Works / Transit / Fire / EMS – as network users and stakeholders providing services that may be impacted by traffic design changes; allowing for input in planning and updates of schedules.
TIMELINE:	<p><u>Year 1</u></p> <ul style="list-style-type: none"> • Q1: RFP for consulting services • Q2 /Q3: Resident engagement / data collection / Plan Creation • Q3 / Q4: Temporary measure installation • 1 Year Evaluation of measures <p>Year 2 or 3 (pending evaluation results and construction season schedule):</p> <ul style="list-style-type: none"> • Q2: Construction tendering • Q3 / Q4: Construction <p>Ongoing monitoring</p>

FINANCIAL INFORMATION:	Investment Year	2022	\$	326,600
		2023	\$	392,200
		2024	\$	402,500
		2025	\$	367,000
		2026	\$	367,000
		2027	\$	367,000
		2028	\$	367,000
		2029	\$	367,000
		2030	\$	367,000
		2031	\$	367,000
	Total		\$	3,690,300
				See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:			N/A	

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design		110,000		70,000	70,000	70,000	70,000	70,000	70,000	70,000
Site Servicing										
Structure/Building Construction	230,000	195,000	350,000	195,000	195,000	195,000	195,000	195,000	195,000	195,000
Landscaping										
Construction Management	28,400	34,100	35,000	32,000	32,000	32,000	32,000	32,000	32,000	32,000
Commissioning and QA/QC										
Contingency	14,200	17,100	17,500	16,000	16,000	16,000	16,000	16,000	16,000	16,000
Public Participation Activities										
Equipment	54,000	36,000		54,000	54,000	54,000	54,000	54,000	54,000	54,000
TOTAL	326,600	392,200	402,500	367,000	367,000	367,000	367,000	367,000	367,000	367,000

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

Comments:

Comments:

- 1) Scope of work addresses prioritized work from previous Neighbourhood Traffic Calming projects in process with Safe Journeys to School recommendations. Final program planning delivered on projects 3+ years out, may be subject to change to address network safety priorities or resident requests.
- 2) Current program delivery plans are provided as an attachment to this Charter.
- 3) The current program planning aligns to scope of work up to and including 2024, with 2025 and forward program funding recommended to be held at \$367,000 and finalized as further design or site investigations are performed to which the charter will be updated.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-

Attachment: ENGS-058 Neighbourhood Traffic Calming - 2022 to 2025

Note - This charter has been updated (2021 and forward) to be inclusive of scope of Safe Journeys projects.

2022	2022-1a	Lacombe Park East	Lennox Dr @ Liberton Dr	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	90,000.00
	2022-1b	Lacombe Park East	Lennox Dr @ Langholm Dr	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	70,000.00
	2022-1c	Lacombe Park East	Lennox Dr @ Lucien Dr	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	70,000.00
	2022-1d	To Be Finalized for locations		Driver Feedback Signs	Purchase and installation	\$	54,000.00
SUB-TOTAL OF 2022 PROGRAM =						\$	284,000.00
CONTRUCTION MANAGEMENT (10%) =						\$	28,400.00
CONTINGENCY (5%) =						\$	14,200.00
TOTAL OF 2022 PROGRAM						\$	326,600.00
2023	2023-1	Richard Fowler School	Sir Winston Churchill Ave frontage Bus Bay		Preliminary Engineering / Design for accommodaiton of bus bay	\$	110,000.00
	2023-2a	Sturgeon School	North Ridge Dr @ Northstar Cl	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	65,000.00
	2023-2b	North Ridge	North Ridge Dr @ Niagra	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	65,000.00
	2023-2c	Lorne Akins	Forest Dr @ Fairview Ave	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	65,000.00
2023-3a	To Be Finalized for locations		Driver Feedback Signs	Purchase and installation	\$	36,000.00	
SUB-TOTAL OF 2023 PROGRAM =						\$	341,000.00
CONTRUCTION MANAGEMENT (10%) =						\$	34,100.00
CONTINGENCY (5%) =						\$	17,050.00
TOTAL OF 2023 PROGRAM						\$	392,150.00
2024	2024-1	Richard Fowler School	Sir Winston Churchill Ave frontage Bus Bay		Construction of bus bay	\$	350,000.00
SUB-TOTAL OF 2024 PROGRAM =						\$	350,000.00
CONTRUCTION MANAGEMENT (10%) =						\$	35,000.00
CONTINGENCY (5%) =						\$	17,500.00
TOTAL OF 2024 PROGRAM						\$	402,500.00
2025	2025-1a	Design of next priorities		Anticipated 3 sites /year		\$	70,000.00
	2025-1a	TBD	Place Holder	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	65,000.00
	2025-1b	TBD	Place Holder	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	65,000.00
	2025-1c	TBD	Place Holder	Pedestrian Curb Extension	Construciton of permanent pedestrian improvements	\$	65,000.00
2025-2a	To Be Finalized for locations		Driver Feedback Signs	Purchase and installation	\$	54,000.00	
SUB-TOTAL OF 2025 PROGRAM =						\$	319,000.00
CONTRUCTION MANAGEMENT (10%) =						\$	32,000.00
CONTINGENCY (5%) =						\$	16,000.00
TOTAL OF 2025 PROGRAM						\$	367,000.00



CAPITAL PROJECT CHARTER

YEAR:	2022-2031
CHARTER NUMBER:	RECR-049
CHARTER NAME:	New Neighbourhood Park Development
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	Development of new outdoor recreation amenities on municipal reserve lands within developing neighborhoods.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	To provide recreation opportunities on municipal reserve lands for new neighborhoods as they are built. Work includes provision of trails, park and open space recreation amenities, and landscaping.	

PROJECT CHARTER JUSTIFICATION:	<p>This charter is to provide park and open space recreation amenities and trails within new neighbourhoods. The charter encompasses costs for concept planning, public participation, detailed design and construction of all growth areas. Progress is tied to the developer-led growth of new areas.</p> <p>Through the Municipal Development Plan (MDP) and Engineering Standards, developers provide basic park amenities including trash receptacles, benches, trails and basic landscaping (grading, grass, some plantings 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, seating areas, landscaping etc. in alignment with the Parks and Open Spaces Standards and Guidelines (updated 2018).</p> <p>Per the <i>Municipal Government Act</i> 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</p>
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	<p>providing parks, open spaces (including buffers between developments) and school sites within each neighborhood.</p> <p>Current State</p> <p>There are several approved or in progress ASPs that have identified MR lands that will require development over the timeframe of this charter including:</p> <ul style="list-style-type: none"> - Cherot - Erin Ridge North Phase 2 - Jensen Lakes - Jensen Lakes Phase 2 - North Ridge Phase 2 - South Riel - Riverside - Ville Giroux <p>Parks master plans will be completed over 2022-2023 for each of these neighborhoods, where not already completed. The information from these master plans will support refinement of this charter and provide the basis of detailed design for each park.</p> <p>Badger Lands and Lakeview District may have MR dedicated within this timeframe. Concept plans will be required when the ASPs are approved and timing is tentatively anticipated in the chart below. New development areas included in the Annexation lands will be included in this charter as more information becomes available.</p> <p>Work in 2022 will focus on a partnership with Averton for the first park site in South Riel, design for the first park site in Erin Ridge North Phase 2 and completion of the Parks Master Plan for the Cherot East neighbourhood.</p> <p>Issue</p> <p>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 2019 Community Satisfaction Survey). The City needs to ensure new neighborhoods have access to developed parks and open spaces, as provided in existing neighborhoods, to ensure equitable access and to continue meeting current service levels and resident expectations.</p> <p>Timing of park construction is challenging to anticipate as it must align with the adjacent development and overall neighborhood build out. Administration works cooperatively with developers to assess neighborhood park needs and anticipate appropriate park construction timelines throughout the year to forecast as accurately as possible.</p> <p>Urban Squares are a new, unique type of park. Proposed for Riverside, South Riel, and Jensen Lakes Phase 2, these parks are near high density and commercial developments, have high traffic and visibility in the community and are intended as attractive features for development. Urban Squares carry development and operating costs much higher than other neighborhood parks of comparable size. Further discussions between developers and Administration around responsibilities and</p>
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	<p>resourcing of these parks needs to occur. Costing for the proposed urban square in Riverside is included below however further exploration of costs and roles/responsibilities is required for other sites.</p> <p>Opportunities</p> <p>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.</p> <p>Neighborhood park construction funds will provide recreation opportunities depending on the target market for the ASP and unique needs of the neighborhood, as well as identified City recreation needs. Well thought out parks with compatible amenities and uses increase the overall attractiveness of the neighborhood, directly increase property values and enhance the quality of life of all residents in the City.</p> <p>By incorporating the principles of Complete Streets and the Active Transportation Strategy, work under this charter will support active modes of transportation and off-street mobility choices within new neighborhoods.</p> <p>Alternate funding sources will be explored wherever possible for work undertaken in this charter, including through grants and partnerships. Through this charter, Administration is seeking to leverage funding to partner on park sites, with a focus on South Riel for 2022. If successful, this will reduce the long-term taxpayer capital cost and enable homebuyers access to park sites sooner than in fully City-funded park enhancement projects.</p> <p>Risks</p> <p>Risks of not completing this work include:</p> <ul style="list-style-type: none"> - The City's standard level of service is the provision of developed parks and open spaces within neighborhoods. If funding is not provided for parks in new neighborhoods, inequity between existing and new neighborhood residents would occur. - Decreased quality of life for residents in new areas without developed park spaces and amenities. - Delays in planning and construction of parks may cause residents to become accustomed to existing use, regardless of future site intention. <ul style="list-style-type: none"> o E.g., lack of awareness of school sites causing resident concern when developed for school board use - Communities are less attractive to homebuyers without access to developed parks. - Under-developed lands may pose safety hazards and are an attractant for unwanted uses. - Missed opportunities for partnerships with Averton and/or other community partners.
STRATEGIC PLAN & CORPORATE	Council Priority: 4. Infrastructure Investment

BUSINESS PLAN ALIGNMENT:	Activity: N / A Administrative Priority: N / A Activity: N / A																																																																																																																									
STAKEHOLDER IDENTIFICATION:	Internal: <ul style="list-style-type: none">- Recreation and Parks- Public Works & Transit- Planning- Engineering- Utilities & Environment External: <ul style="list-style-type: none">- Land Developers- Community Recreation Groups- Neighborhood Residents- General Public																																																																																																																									
TIMELINE:	<p>The chart below indicates anticipated timelines for park development within each approved or proposed ASP. These timelines are approximate only and timing is dependent on build out of the neighborhoods.</p> <p>Park Master Plans will be completed to identify potential amenities of each park and refine costing estimates. Master Plans are expected to be completed for all growth areas (new and amended ASPs) by the end of 2023.</p> <p>General timing for concept planning (CP), design (D) and construction (C) for parks and open spaces in each neighborhood is indicated below. Plans under this charter are reviewed with Planning and developers at minimum annually, and more frequently as needed to align park development with neighbourhood build out and developer timing.</p> <table><tr><th>Neighbourhood</th><th>2022</th><th>2023</th><th>2024</th><th>2025</th><th>2026</th><th>2027</th><th>2028</th><th>2029</th><th>2030</th><th>2031</th></tr><tr><td>Badger Lands</td><td></td><td>CP</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Cherot</td><td>CP</td><td>D</td><td></td><td>D C</td><td></td><td>D C</td><td>D</td><td></td><td>D C</td><td>C</td></tr><tr><td>Erin Ridge North Phase 2</td><td>D</td><td></td><td>D C</td><td></td><td>C</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Jensen Lakes</td><td></td><td>D</td><td>D</td><td>D C</td><td>D C</td><td>D C</td><td>C</td><td>C</td><td></td><td></td></tr><tr><td>Jensen Lakes Phase 2</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>D</td><td>C</td></tr><tr><td>Lakeview District</td><td></td><td>CP</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>North Ridge Phase 2</td><td></td><td></td><td>D</td><td></td><td>C</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>Riverside</td><td></td><td>D</td><td>D</td><td>D C</td><td>C</td><td>C</td><td></td><td>D</td><td></td><td>C</td></tr><tr><td>South Riel</td><td>C</td><td></td><td></td><td>D</td><td></td><td>C</td><td></td><td></td><td></td><td></td></tr><tr><td>Ville Giroux</td><td></td><td></td><td>D</td><td>D</td><td>C</td><td>C</td><td></td><td></td><td></td><td></td></tr></table>	Neighbourhood	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Badger Lands		CP									Cherot	CP	D		D C		D C	D		D C	C	Erin Ridge North Phase 2	D		D C		C						Jensen Lakes		D	D	D C	D C	D C	C	C			Jensen Lakes Phase 2									D	C	Lakeview District		CP									North Ridge Phase 2			D		C						Riverside		D	D	D C	C	C		D		C	South Riel	C			D		C					Ville Giroux			D	D	C	C				
Neighbourhood	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031																																																																																																																
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Ville Giroux			D	D	C	C																																																																																																																				

FINANCIAL INFORMATION:	Investment Year	2022	\$	702,500
		2023	\$	261,600
		2024	\$	2,158,300
		2025	\$	1,537,100
		2026	\$	3,969,300
		2027	\$	3,346,200
		2028	\$	268,300
		2029	\$	432,600
		2030	\$	1,416,200
		2031	\$	2,459,700
	Total		\$	16,551,800
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.		
ASSOCIATED OPERATING BUSINESS CASE:		N/A		

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning	40,000	80,000								
Detailed Planning and Design	194,200	84,300	325,700	233,500	8,500	26,800	82,700	12,300	160,600	
Site Servicing										
Structure/Building Construction										
Landscaping	306,000		1,294,600	842,600	2,859,800	2,335,300	84,900	267,600	826,700	1,728,300
Construction Management										
Commissioning and QA/QC										
Contingency	120,300	49,300	486,000	407,000	1,059,000	942,100	58,700	110,700	378,900	691,400
Public Participation Activities	42,000	48,000	52,000	54,000	42,000	42,000	42,000	42,000	50,000	40,000
Equipment										
TOTAL	702,500	261,600	2,158,300	1,537,100	3,969,300	3,346,200	268,300	432,600	1,416,200	2,459,700

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

Comments:

Where Park Master Plans are completed, costs are derived from those, using master plan contingency amounts. Where not available, base assumptions are used. Detailed design is 10% of construction estimates, 15% for sites with more complex amenities as per concept plans. Escalated at 2% for 2022 as per budget instructions.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	Operating impacts are anticipated for all sites including trail maintenance, landscaping, playground maintenance, outdoor rink operations, social ice surface operations, utilities, and other recreation amenity maintenance.
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OPERATING IMPACTS	2022	2023	2024
South Riel			
Public Works (Facility Services): Playground		3,000	3,000
TOTAL	-	3,000	3,000



CAPITAL PROJECT CHARTER

YEAR:	2022-2024
CHARTER NUMBER:	ITSV-014
CHARTER NAME:	Enterprise Maintenance & Asset Management
LEAD DEPARTMENT:	Finance & IT

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	Replacement of current maintenance management system with an integrated enterprise maintenance management system and asset management system.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	1. To replace the City's current computerized maintenance management system (IPS) with an integrated enterprise maintenance management (CMMS) and asset management system (EAM) that will be tightly integrated with the existing enterprise geographical information system (GIS). 2. To provide our asset stewards with the tools necessary to practice AM. 3. To reduce the number of software currently being leveraged	

PROJECT CHARTER JUSTIFICATION:	<p>The Asset Management System Replacement project was initiated because of dissatisfaction with the capabilities and high support costs of the current system, Infor Public Sector (IPS). Various other asset management software is used for specific asset classes, resulting in a somewhat fragmented approach overall. A complete replacement was envisaged, one that would combine at least two separate existing systems and would enable better integration with the City's existing GIS and ERP systems.</p> <p>Additional project goals were, improved usability by mobile (field) users, reduced support costs, and the ability to better report on the</p>
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	<p>total cost of ownership of major City assets. Improved Client Relationship Management (CRM) capabilities are also in scope.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Current State</p> <p>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 temporary work order and asset management system for Recreation and Parks, as well as numerous manual processes and spreadsheets.</p> <p>IPS has limited support for mobile workers, hindering efforts to improve customer service, and requiring costly new licensing.</p> <p>The net effect is a lack of a single “system of record” for City assets, their lifecycle attributes and service histories.</p> <p>Issue</p> <p>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.</p> <p>Opportunities</p> <p>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 integration 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.</p> <p>Risks</p> <p>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.</p> <p>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.</p>
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	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 Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new Administrative Priority: N / A Activity: N / A																																													
STAKEHOLDER IDENTIFICATION:	Engineering, Public Works, Recreation and Parks, Utilities, Information and Technology Services																																													
TIMELINE:	2022 Q1 – RFI/RFP process 2022 Q2 – Contracting, legal, installation 2022 Q3-2024 Q3 – Configuration, training, data import 2022-2024 Q4 – Go live, discrepancy fixes, close-out (phased approach for multiple asset groupings)																																													
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2022</td><td>\$</td><td>1,101,000</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>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>1,101,000</td></tr> </table>	Investment Year	2022	\$	1,101,000		2023	\$	-		2024	\$	-		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		2031	\$	-		Total	\$	1,101,000	See Capital Project Worksheet for details.
Investment Year	2022	\$	1,101,000																																											
	2023	\$	-																																											
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	Total	\$	1,101,000																																											
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		N/A																																												

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	1,101,000									
TOTAL	1,101,000	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2023	2024	2025
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022
ITSV-009	ITSV-009
CHARTER NAME:	Municipal Area Network Expansion
LEAD DEPARTMENT:	Information Technology Services with Engineering Services

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

PROJECT CHARTER JUSTIFICATION:	<p>This project will extend the Municipal Area Network (MAN), to the north and west, enabling the monitoring and control of traffic signals on Ray Gibbon Drive, new intersections, and other locations not yet connected. The project will also create some ring-shaped paths to provide redundancy in the event of damage to the primary network. Connections to water reservoirs will improve the safety and security of the City's water supply.</p> <p>The Municipal Area Network has enabled improved capacity and reliability for IT systems, fire dispatch, telephone system, building security and access systems, as well as central monitoring and control of traffic signals per the Transportation Master Plan and Intelligent Transportation Systems Strategy.</p> <p>Since 2018, the MAN has been producing substantial cost savings by eliminating the use of leased telecommunication networks. The MAN also produces cost avoidance on lifecycle costs for unreliable wireless devices previously used for the traffic signal radio network.</p> <p>Current State – The City has been investing in this network incrementally since 2015, resulting in approximately 30km of fibre</p>
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	<p>optic infrastructure. As of early 2021, all major City facilities and approximately three quarters of the City's traffic signals have been connected. The MAN enabled regional collaboration via a direct connection to the Alberta First Responders Radio Communication System (AFRRCS), resulting in a highly secure connection and substantial operating cost savings.</p> <p>Issue – The MAN provides secure and unlimited communications between all City facilities and every line of business. Without the MAN, initiatives such as Intelligent Transportation, Smart City and many others would not be possible. As the City expands into newly annexed lands to the north and west, these new areas need to be connected. To build resiliency, multiple, redundant paths or rings are created. If one side of the ring is broken, network traffic can continue uninterrupted on the other side. When new facilities and roadways are constructed, funds are allocated within these projects to ensure branch connection to the nearest point within the network; this project charter will help ensure the backbone of the network reaches into the new areas.</p> <p>Opportunities - The MAN saves operating funds that would otherwise be expended for leased telecommunication services and enables cost avoidance as new facilities are added and the volume of data increases. The MAN will address the telecommunication needs of all departments and will result in cost avoidance as existing systems are replaced or upgraded – for example, some traffic signals and utility control systems (SCADA) communicate using radios that must be regularly upgraded or replaced. Current radio systems do not have sufficient capacity to support higher bandwidth applications such as video surveillance.</p> <p>Impacts:</p> <ul style="list-style-type: none"> • This project integrates with the Smart City elements of numerous City departmental plans and master plans, and provides the essential underpinning network required for most of the initiatives within these plans. • The project provides the foundation for the Intelligent Transportation Systems Strategy, particularly the ability to centralize monitoring, report on corridor level of performance and integrate adaptive control of intersections. Elements of the Intelligent Transportation Systems Strategy and real-time Driver Information Technology will not be possible without the MAN. • Utilities currently use leased copper telecommunication circuits to monitor the City's water reservoirs. The supplier of the leased circuits has advised the City that the technology is obsolete and will be phased out within a few years. The current leased circuits are very old and do not allow high bandwidth applications such as computer networks or video surveillance of these mission critical facilities. The MAN would enable physically isolated and highly secure networks for active control and monitoring of the City's water supply. • The MAN enables the monitoring and control of the City's existing solar arrays and will be essential to any new arrays
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	<p>that are planned. Monitoring and control is essential to the safe and effective operation of these renewable energy projects.</p> <ul style="list-style-type: none"> The MAN will have maintenance costs, but the fibre optic cable and conduit is expected to last at least 25 years and routine maintenance costs are low (mainly inspection). <p>Risks - This capital charter will reduce risks in many areas, including the monitoring and control of public safety systems such as Fire, Traffic Signals, and Utilities. Future connection of new City facilities will not be possible unless this core network is in place, for example: Fire Station 4, Utilities (SCADA) to the west, and signals on Ray Gibbon Drive and other new arterial and collector roadways.</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>The Municipal Area Network supports nearly all plan elements, including:</p> <p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: N / A</p> <p>Administrative Priority: A.6. Smart City</p> <p>Activity: N / A</p>
STAKEHOLDER IDENTIFICATION:	<p>Internal Stakeholders:</p> <ul style="list-style-type: none"> Engineering – Project management and tendering Utilities – monitoring and control of water reservoirs, SCADA and security systems Transportation – connectivity to traffic signals along major transportation corridors. Support to video cameras, data collection, travel time studies, and road condition reporting Fire Services – critical networks to Fire Stations, inter-agency communications (AHS, AFRRCS). Support to traffic signal pre-emption, station alerting, radio system, dispatch. Transit – improved network bandwidth and redundancy to Dez Leggit Facility and depots. Support to Smart Fare, digital signage, Naki park and ride, conversion to AFRRCS radio system. Public Works and Transit - improved network bandwidth and redundancy to major facilities, secure corporate Wi-Fi at satellite facilities in support of field work. Building HVAC and access controls. Recreation and Parks – connection to major recreational facilities in support of telephones, security, computer networks, point-of-sale, building controls, public Wi-Fi, etc. <p>External Stakeholders:</p> <ul style="list-style-type: none"> Regional Transit Authority partners Alberta First Responders Radio Communication System Alberta Health Services Fire mutual aid (Edmonton, Sturgeon, Parkland, etc.) Regional transportation corridors (St. Albert Trail, Ray Gibbon Drive)

TIMELINE:	<p>This is a multi-year project. Typical activities within a given year:</p> <p>Q1 – Invitation to Tender, contract award</p> <p>Q2, Q3 – Installation of conduit during frost free months</p> <p>Q4 – Installation of fibre optic cable, splicing, documentation</p>																									
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th></th></tr> </thead> <tbody> <tr><td>2022</td><td>\$ 100,000</td></tr> <tr><td>2023</td><td>\$ 200,000</td></tr> <tr><td>2024</td><td>\$ 200,000</td></tr> <tr><td>2025</td><td>\$ -</td></tr> <tr><td>2026</td><td>\$ -</td></tr> <tr><td>2027</td><td>\$ -</td></tr> <tr><td>2028</td><td>\$ -</td></tr> <tr><td>2029</td><td>\$ -</td></tr> <tr><td>2030</td><td>\$ -</td></tr> <tr><td>2031</td><td>\$ -</td></tr> <tr> <td>Total</td><td>\$ 500,000</td></tr> </tbody> </table>	Investment Year		2022	\$ 100,000	2023	\$ 200,000	2024	\$ 200,000	2025	\$ -	2026	\$ -	2027	\$ -	2028	\$ -	2029	\$ -	2030	\$ -	2031	\$ -	Total	\$ 500,000	<p>See Capital Project Worksheet for details.</p>
Investment Year																										
2022	\$ 100,000																									
2023	\$ 200,000																									
2024	\$ 200,000																									
2025	\$ -																									
2026	\$ -																									
2027	\$ -																									
2028	\$ -																									
2029	\$ -																									
2030	\$ -																									
2031	\$ -																									
Total	\$ 500,000																									
OPERATIONAL IMPACTS:		<p><input type="radio"/> Yes <input type="radio"/> No</p> <p>If yes, refer to Operating Impacts Worksheet for details.</p>																								
ASSOCIATED OPERATING BUSINESS CASE:																										

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	100,000	200,000	200,000							
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	100,000	200,000	200,000	-	-	-	-	-	-	-

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

Comments:

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

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2023	2024	2025
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022-23
CHARTER NUMBER:	PLAN-010
CHARTER NAME:	Mature Neighbourhood Revitalization Strategies
LEAD DEPARTMENT:	Planning & Development

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

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u> – Flourish, the City's new Municipal Development Plan encourages the reuse of infrastructure through infill, but does not strategically identify where it will occur. Limited infill has occurred in the City, generally within the mature neighbourhoods, 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.</p> <p><u>Issue</u> – The Established Neighborhood Overlay District speaks specifically to single-detached houses, duplexes, or semi-detached houses, infill development. Currently there is limited policy direction</p>
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	<p>and development guidelines for rezoning that result in an intensification of land uses (e.g. going from an R1 to R3A district).</p> <p><u>Opportunities</u> – The Corporate Business Plan identifies development of revitalization strategies for mature neighborhoods. This policy direction will enable the Planning and Development Branch to explore where intensification should be located, what intensification development will look like, how the community can be included within the decision making, and what policies/ guidelines are required.</p> <p><u>Risks</u> – 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.</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 5. Housing</p> <p>Activity: 5.2 Develop revitalization strategies for mature neighbourhoods.</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> • Council (Secondary – funding, engagement) • Planning & Development (Primary – conduct research, engagement, document drafting) • Engineering (Secondary – provide input on potential linkages and impacts) • Public Works (Secondary – provide input on potential linkages and impacts) • Utilities (Secondary – provide input on potential linkages and impacts) • Economic Development - (Secondary – provide input on potential linkages and impacts) • Businesses & Development industry (secondary – engagement, input) • Residents (secondary – engagement, input)
TIMELINE:	<ol style="list-style-type: none"> 1. Research, Concept Plan Development (2022) 2. Engagement, document drafting (2022-23)

FINANCIAL INFORMATION:	Investment Year	2022	\$	208,100
		2023	\$	-
		2024	\$	-
		2025	\$	-
		2026	\$	-
		2027	\$	-
		2028	\$	-
		2029	\$	-
		2030	\$	-
		2031	\$	-
	Total		\$	208,100
	See Capital Project Worksheet for details.			
OPERATIONAL IMPACTS:	<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.			
ASSOCIATED OPERATING BUSINESS CASE:	See all DARP associated projects.			

Universal Accessibility: No costing at this time. UA to be a consideration of any resulting design work.

Sustainable Buildings Policy: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning	208,100									
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	208,100	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2023	2024	2025
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-054
CHARTER NAME:	Transportation Network Improvements
LEAD DEPARTMENT:	Engineering

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This project targets the completion of redesign of existing intersections for safety or capacity (level of service) improvements.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	This project shall perform network improvements to intersections that result in enhanced safety or improved levels of service to reduce congestion, delay or better accommodate all modes.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>Intersections are integral components of the transportation network, representing corridor connection points where potentially high volumes of road users interact. Due to the conflict of directions of movement and the various types of road users (vehicle, pedestrian, cyclist, transit), these locations also represent key areas of safety concern and may also act as network “pinch points” to which delay, or congestion may be generated.</p> <p>Intersection locations identified as operational concerns (as related by levels of service and delay) or captured as trending locations of safety concerns (as identified by multi-year motor vehicle collision data) have been prioritized and are proposed candidates to be redesigned to improve movement of people both safety and efficiently. Current priority locations are:</p>
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	<ol style="list-style-type: none"> 1) South St. Albert Trail at Hebert / Gervais Road – conceptual work has been completed; next steps involve stakeholder engagement. 2) Boudreau Road at Campbell Road – Preliminary improvements have been completed to the intersection to address priority northbound left turn movements and safety. <p>Additionally, to maximize capital investments and coordinate capital programming, intersection improvements from full redesign of the intersection to smaller improvements such as change to right turn islands or left turn bays for safety or improved storage of vehicles or better pedestrian accommodation have been considered at locations where substantial RMR road investment is occurring due to roadway conditions and where investment of repair would offset costs work. Programming / coordinating these sites are in process and have not been scheduled for construction.</p> <p><u>Issues</u></p> <ol style="list-style-type: none"> 1) Road right of way limitations: There are constraints to what improvements can be made within the existing road right of way (minimal space available to add lanes or separate movements). There may be areas to which easements will be required. 2) Transportation Utility Corridor (TUC) limitations: Some locations may be restricted to what improvements can be completed due to proximity to, or being within, the transportation utility corridor of the Anthony Henday. 3) Strategic improvements: Continuous data collection and analysis of roadway operations and collision occurrences are critical to ensure this project is evidence based and appropriately prioritizing improvements. Priorities may be influenced and changed due to updated data. <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1) Communication / Transparency: Proactively communicate background information on roadway improvement projects, such as how programs are planned and implemented. 2) Project Alignment: Consideration and collaboration between this charter and planned RMR work will result in cost savings and minimize network disruption. 3) During intersection improvements, close existing gaps in the active transportation network through construction of sidewalk. 4) Operational improvements using Intelligent Transportation System strategies may maximize efficiency and safety. 5) Performance of preliminary engineering / design work strengthens cost estimate accuracy and minimize “unknowns” of the project in advance of construction. <p><u>Risks</u></p> <ol style="list-style-type: none"> 1) Construction costs may vary from estimated values used to create this project charter 2) Poor weather conditions to allow for construction completion.
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	<div>3) Missed collaborative efforts between departments for construction activity</div> <div>4) Disruption to road users and services (transit) during construction activity.</div> <div>5) Collaboration with landowners adjacent to intersections to acquire necessary easements for any required asset construction that impacts current private land.</div>		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<div>Council Priority: 3. Building a Transportation Network</div> <div>Activity: 3.10 Implement the prioritized inventory of approved arterial network improvements.</div> <div>Administrative Priority: N / A</div> <div>Activity: N / A</div>		
STAKEHOLDER IDENTIFICATION:	<div>- City Council</div> <div>- Residents / Businesses</div> <div>- City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Smart City, Capital Projects Office, Corporate Communications,</div> <div>- Businesses (in vicinity of projects) – Impacts to their area, collaboration on land use</div>		
TIMELINE:	<div>Q1 – Q3 Year 1: Stakeholder engagement and design of corridor or intersection improvement(s)</div> <div>Q1 Year 2: tendering for construction</div> <div>Q2 – Q4 Year 2: Construction</div>		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 500,000
		2023	\$ -
		2024	\$ 3,870,000
		2025	\$ 325,000
		2026	\$ -
		2027	\$ 2,145,000
		2028	\$ -
		2029	\$ 325,000
		2030	\$ -
		2031	\$ 2,145,000
	Total		\$ 9,310,000
OPERATIONAL IMPACTS:		<div><input checked="" type="radio"/> Yes <input type="radio"/> No</div> <div>If yes, refer to Operating Impacts Worksheet for details.</div>	
ASSOCIATED OPERATING BUSINESS CASE:			

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	\$ 400,000			\$300,000				\$300,000		
Site Servicing			\$ 70,000							
Structure/Building Construction			\$3,000,000			\$2,000,000				\$2,000,000
Landscaping			\$ 150,000							
Construction / Project Management	\$ 50,000		\$ 300,000			\$ 70,000				\$ 70,000
Commissioning and QA/QC			\$ 50,000			\$ 25,000				\$ 25,000
Contingency	\$ 50,000		\$ 300,000	\$ 25,000		\$ 50,000		\$ 25,000		\$ 50,000
Public Participation Activities										
Equipment										
TOTAL	\$ 500,000	\$ -	\$3,870,000	\$325,000	\$ -	\$2,145,000	\$ -	\$325,000	\$ -	\$2,145,000

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

Comments:

- 2022: Design of South St Albert Trail improvements
- 2024: Construction of South St Albert Trail Improvements
- 2025 / 2029: Preliminary Design of next level priorities.
- 2027 / 2031: Construction of next level priorities

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2023	2024	2025
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-075
CHARTER NAME:	Villeneuve Road Rebuild
LEAD DEPARTMENT:	Engineering

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This project targets the upgrading of Villeneuve Road to an urbanized Connector roadway (following Complete Streets) and represents the City's equitable share of the project based on the traffic modelling output.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	Construct improvements to Villeneuve Road to accommodate active transportation, urbanize the roadway cross-section, and accommodate new accesses or intersection improvements from communities to the roadway.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>Villeneuve Road currently acts as the east-west arterial road segment connecting Ray Gibbon Drive to St Albert Trail. It is a secondary Hwy west of the City and the roadway has not been redesigned from its cross-section from its original rural cross-section. This results in the roadway not accommodating any active modes (no sidewalk or trails) and using ditches for drainage.</p> <p>A new east-west arterial roadway was identified as a requirement to accommodate development and support growth within the 2008 Transportation Master Plan. Upon completion of review of opportunities for the arterial corridor alignment, it was</p>
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	<p>recommended that the roadway incorporate a realignment of Villeneuve Road, with the new roadway being called “Fowler Way”.</p> <p>A Functional Study for Fowler Way was completed in 2018 that provided the approved alignment for the roadway, with conceptual design and construction costs. It is currently anticipated that Fowler Way will be constructed in 2025 / 2026.</p> <p>Development has advanced for the communities of Jensen Lakes (Developer is Melcor) and North Ridge Phase 2 (Developer is Strata), with both developments having a direct impact on the need to accommodate connectivity with sidewalk / trails, and require intersection / access improvements to accommodate vehicle access. This development has advanced the priority for completion of Villeneuve Road, as the Jensen Lakes community has created a demand to have the intersection at Dennison Dr improved to accommodate traffic access and provide active mode connectivity to the St Albert Trail; and the North Ridge Phase 2 development has a direct need to be informed by roadway design to enable connections of active modes and accommodate intersection improvements of Villeneuve Road at Hogan Road.</p> <p>A conceptual design of Villeneuve Road, applying the City’s Complete Streets Guidelines, was completed in 2019 / 2020, along with a break down of scope of work that would be deemed improvements to existing infrastructure and support to existing development (City portion) to that of network improvements of people carrying or capacity or service to new development (Developer portion).</p> <p>The separation of scope of work shall assist and inform on a possible Cost Share Agreement between the City and development partners benefiting from the Villeneuve Road link (Melcor and Strata). At the time of development of this charter, communication was occurring between the stakeholders to establish cost shares and timings of work with an expected split of approximately 70% City / 30% Developer contributions.</p> <p>The estimated total costs of construction (inclusive of 10% estimated for engineering, 15% contingency, 10% Construction Management costs) is \$8,120,000. Currently, only a small portion of Villeneuve Road is captured as an OSL project (approximately \$2 million). At the estimated costs, the portions of funds shared between the City and split between the Development partners would be:</p> <ol style="list-style-type: none"> 1) City of St Albert = \$5,675,000 2) Developers (Melcor and Strata together) = \$2,445,000 <p>Previously, this project was a two-year funding request, with Engineering / Design in 2024 (\$800,000 funding requested) and construction in 2026 (\$7,125,000 requested). As noted, the priority to complete portions of Villeneuve Road to accommodate completed development, as well as planned development, has increased and in response to this Administration and Development stakeholders have looked at opportunity of staging improvements</p>
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	<p>which requests smaller amounts of funding over multiple years but in an expedited time frame – with earlier requested funds to target completion of the priority segment.</p> <p><u>Issues</u></p> <ol style="list-style-type: none"> 4) City growth and development: Villeneuve Road changes were anticipated to be dependent upon Fowler Way being constructed to accommodate large loads and higher volumes of traffic. The completion of development and need to service Jensen Lakes, as well as consideration of timing for planned development of North Ridge Phase 2, has resulted in a more immediate need to improve Villeneuve Road. 5) Emergency services is currently impacted by Jensen Lakes having only one access (off of St Albert Trail). EMS response times and service levels will be improved with the access to Jensen Lakes from Villeneuve Road. 6) Villeneuve Road is currently not within the City's OSL model, although discussion is occurring between members of the development community (who would desire portions if not all of the work to be captured within OSL consideration). <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1) Project Alignment: A strong opportunity exists to coordinate Phase 1 work of Villeneuve Road with the improvements being completed on Villeneuve Road with the North St Albert Trail improvements (access improvements to the commercial site). This work will require a closure of Villeneuve Road, and coordinating improvements of the Dennison Dr intersection and segment of Villeneuve from Dennison to St Albert Trail will minimize disruption and deliver the priority improvements. 2) Consideration and collaboration between this charter and other planned capital work will ensure stronger strategic planning. Examples include consideration of applying ENGS-068 (Active Transportation) funds to accommodate trail / sidewalk of this program – asking for \$0 in 2022 for ENGS-068 to apply funds to complete this priority segment. 3) Cost share between the City and development partners reduces municipal costs and provides a shared investment to benefiting partners of the corridor improvements. Administration is working with Developer partners in 2021 to complete a cost share agreement. Should an agreement be reached; design work may begin in 2021, subject to funding be aligned. Note – this charter assumes no work is completed in 2021.
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	<p><u>Risks</u></p> <ol style="list-style-type: none"> 1) Construction costs may vary from estimated values used to create this project charter; being that design is not completed. 2) Development timeframes may require work to be expedited or potentially expand beyond acceptable timeframes for the City; to which the City may need to update timeframes or possibly front-end costs associated with Villeneuve Road. 3) Poor weather conditions to allow for construction completion. 4) Disruption to road users and services during construction activity.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: 3.10 Implement the prioritized inventory of approved arterial network improvements.</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> • Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network. • Council – Timelines and strategies of the project to communicate effectively and efficiently with residents. • Capital Projects team – alignment to completion with all network improvements. • Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. • Development Community – cost sharing, timelines, design outcomes
TIMELINE:	<p>2022: Engineering / Design for the full corridor (west of Hogan Rd to commercial accesses (Walmart)), with detailed design completed for Phase 1 and preliminary design completed for other phases. Note – This may be adjusted subject to a funding agreement between parties and opportunity to advance a portion of design in 2021.</p> <p>2022: Construction Phase 1: approximately 150 m west of Dennison Drive to the commercial accesses (Walmart)</p> <p>2024: Detailed design Phase 2: approximately 150 m west of Normand Drive to approximately 150 m west of Dennison Drive / Jensen Gate.</p> <p>2025: Construction of Phase 2: approximately 150 m west of Normand Drive to approximately 150 m west of Dennison Drive / Jensen Gate.</p> <p>2028: Detailed design Phase 3: approximately 100 m west of Normand Drive to a new west boundary of Villeneuve Road. Work to be aligned to detailed design of Phase 4 Ray Gibbon Drive.</p> <p>2029: Construction Phase 3: approximately 100 m west of Normand Drive to a new west boundary of Villeneuve Road. Work to be aligned to construction of Phase 4 Ray Gibbon Drive.</p>

FINANCIAL INFORMATION:	Investment Year	2022	\$	4,097,000
		2023	\$	-
		2024	\$	400,000
		2025	\$	3,840,000
		2026	\$	-
		2027	\$	-
		2028	\$	250,000
		2029	\$	1,527,500
		2030	\$	-
		2031	\$	-
	Total	\$	10,114,500	
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.		
ASSOCIATED OPERATING BUSINESS CASE:				

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs	55,000			120,500						
Concept Planning										
Detailed Planning and Design	600,000		350,000				200,000			
Site Servicing	130,000			200,000				100,000		
Structure/Building Construction	2,787,000			2,869,500				1,127,500		
Landscaping										
Construction Management	225,000			350,000				150,000		
Commissioning and QA/QC										
Contingency	300,000		50,000	300,000			50,000	150,000		
Public Participation Activities										
Equipment										
TOTAL	4,097,000	-	400,000	3,840,000		-	250,000	1,527,500	-	-

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

Comments:

- It is anticipated that the City will be responsible for 70% of costs, with 30% cost share to Developer partners (Melcor and Strata). The values above represent full funding for the completion of work and are not reflective of the cost share, as it is anticipated the City will front initial costs and manage the overall project delivery and be reimbursed for cost share values from partners.
- 70% of the costs represent:
 - 2022 = \$2,867,900
 - 2024 = \$280,000
 - 2025 = \$2,688,000
 - 2028 = \$175,000
 - 2029 = \$1,069,250
 - Total of 70% of City Funds = \$7,080,150
- Cost estimates are conceptual with +/- 35% accuracy. Greater accuracy and costing of segments are expected with completion of detailed and preliminary engineering.
- To offset overall City Capital Growth Investment; Administration has requested \$0 funds in ENGS-068 Active Transportation for 2022 - recommending that the previously anticipated funds for completion of new sidewalk or trail be considered in this project delivery of Villeneuve Road for new sidewalk and trail. A similar funding request of \$0 in 2025 is attributed to ENGS-068, with the forecasted 2025 work of Villeneuve anticipated on addressing sidewalk and trail connections.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time	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. Phase 1 (construction in 2022) is estimated at 1.3 km – with only additional sidewalk and trail constructed, as the roadway exists.
<input type="radio"/> Ongoing	

OPERATING IMPACTS (amounts rounded to nearest \$100)	2022	2023	2024
Sidewalk maintenance: 1.3 km @ \$1,382/km		1,800	1,800
Trail maintenance: 1.3 km @ \$2,013.76 / km		2,600	2,600
Trees (estimated at 40 trees / landscaping for the north side)		5,900	5,900
TOTAL	-	10,300	10,300

CAPITAL PROJECT CHARTER

YEAR:	2022-23
CHARTER NUMBER:	PLAN-006
CHARTER NAME:	Lakeview/Badger Lands Area Structure Plan
LEAD DEPARTMENT:	Planning & Development

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services. This Area Structure Plan is intended to enable future growth on the west boundary of St. Albert.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	<p>The Area Structure Plan will encompass both the 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.</p> <p>For the 2022 Project Charter, additional costing has been added to more closely study the lands south of Meadowview Drive</p>	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> – Currently the lands west of Ray Gibbon Drive remain undeveloped. The only approved ASP within the study area is Cherot (formerly Range Road 260) ASP. ASPs are a required step to enable development of lands.
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	<p><u>Issue</u> – 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.</p> <p><u>Opportunities</u> – Past Corporate Business Plans have included the development of an Area Structure Plan for both Lakeview and Badger Lands as an opportunity to facilitate development of the Lakeview Business Park, and lands west of Ray Gibbon Drive (the 20-21 business plan has this work identified as removed and/or rescoped). While development of individual ASPs provides clarity for a portion of this area (e.g., Cherot), expanding the study area to include the lands west of Ray Gibbon Drive between ~Big Lake and the City-Owned Badger Lands will enable a new planning process that is more in line with the new Edmonton 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.</p> <p><u>Risks</u> – Should this charter not be approved, area structure plan development of these lands will be dependent on individual landowners and developers. This will delay the development of these lands, and stand in the way of creating shovel-ready employment lands.</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 2. Economic Development</p> <p>Activity: 2.1 Enable an approved Area Structure Plan (ASP) for the Lakeview and Badger</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> • Council (Secondary – funding, engagement) • Planning & Development (Primary – conduct research, engagement, document drafting) • Engineering (Secondary – provide input on potential linkages and impacts) • Public Works (Secondary – provide input on potential linkages and impacts) • Utilities (Secondary – provide input on potential linkages and impacts) • Economic Development - (Secondary – provide input on potential linkages and impacts) • Businesses & Development industry (secondary – engagement, input) • Residents (secondary – engagement, input)

TIMELINE:	3. Research, Concept Plan Development (2021) 4. Engagement, document drafting (2021-22)																		
FINANCIAL INFORMATION:	Investment Year <table border="1"> <tr><td>2022</td></tr> <tr><td>2023</td></tr> <tr><td>2024</td></tr> <tr><td>2025</td></tr> <tr><td>2026</td></tr> <tr><td>2027</td></tr> <tr><td>2028</td></tr> <tr><td>2029</td></tr> <tr><td>2030</td></tr> <tr><td>2031</td></tr> <tr><td>Total</td></tr> </table>	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	<table border="1"> <tr> <td>\$</td> <td>415,000</td> </tr> <tr> <td>\$</td> <td>415,000</td> </tr> <tr> <td colspan="2">See Capital Project Worksheet for details.</td> </tr> </table>	\$	415,000	\$	415,000	See Capital Project Worksheet for details.	
2022																			
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2031																			
Total																			
\$	415,000																		
\$	415,000																		
See Capital Project Worksheet for details.																			
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																	
ASSOCIATED OPERATING BUSINESS CASE:		N/A.																	

Universal Accessibility: No costing at this time. UA to be a consideration of any resulting design work.

Sustainable Buildings Policy: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning	415,000									
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	415,000	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-068
CHARTER NAME:	Active Transportation Plan
LEAD DEPARTMENT:	Engineering

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This project targets completion of engineering / design and construction of new sidewalk and trail structures to eliminate gaps within the existing active transportation network.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	This project will ensure Active Transportation is strategically addressed for appropriate planning, design and accommodation, with infrastructure in place to increase accessibility and connectivity throughout the network.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>In 2018, an Active Transportation Development Strategy and Gaps Assessment Report was completed, that documented a strategy on how the City may develop an Active Transportation Plan and delivered a prioritized listing of gaps of sidewalk and trail locations.</p> <p>To close existing gaps within the transportation network that limit or create barriers for active modes, the report identified:</p> <ul style="list-style-type: none"> • 99 km of recommended sidewalk placement • 67.5 km of recommended trail placement <p>An overview of current gaps of sidewalk connectivity is as follows:</p>
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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 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

In review of capital projects and efforts to align priority investment of programs while minimizing funding requests; Administration is recommending that Active Transportation (ENG-068) be requesting only design funds in 2022 (\$150,000) which will complete design work for next level priorities. With Villeneuve Road (ENG-075) requesting funds to complete corridor improvements that will deliver on new sidewalk and trail and provide connectivity along Villeneuve which is a substantial network gap, the design work completed in 2022 will help to address next priority locations for 2023 construction. Funding of this charter reflects recommended reduced funding during the years of Villeneuve Road improvements (2022 and 2025). Please see ENG-075 for Villeneuve Road project details.

Active mode priorities of the Riel Business Park and Campbell Business Park will continue in 2023 subject to funding approval.

	<p><u>Issues</u></p> <ol style="list-style-type: none"> 1) Site inspections must be performed to confirm constructability of actual sidewalk or trail; no confirmation or further prioritization has been completed beyond the Report. 2) Road right of way restrictions: Some locations may be restricted in existing right of way space to accommodate the placement of sidewalk or trail. Such sites require engagement with private landowners to seek easement or land purchase, or adjustments to design to accommodate movement. 3) Accessibility: Infrastructure must be designed and constructed for accessibility for various levels of mobility capabilities. 4) Although through the development process it is identified that new development address active mode infrastructure immediately adjacent to the site, infrastructure may not be in place to accommodate full active mode travel to the location(s) from various areas of the city. This can create safety issues as the public attempt to use roadways in place for access which do not truly accommodate the active mode. 5) Program alignment delay: Infrastructure that may be aligned for completion with alternative capital programs or investment is best suited for efficiency and economical reasons to be completed with these programs; however, this may cause delay from the infrastructure being completed and result in further time frames of reduced connectivity of the network. 6) Limited active mode data: There limited data surrounding volumes or use of the trail network. The result is reduced capability of quantifying priority areas and monitoring the network for growth, demands, or impacts of capital investment. <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1) Communication / Transparency: The completion of a strategic document to identify, prioritize and schedule work surrounding construction of new sidewalk and trails results in proactive communicate for background information and scheduling that may be available for public to view throughout the program. 2) Network evaluation: Data is a critical component of performing evaluations of network operations, efficiency and safety. Through collection of data around active modes (pedestrian / cyclist volumes), an on-going analysis may be performed to evaluate results of completing network connection pieces, monitor any mode shift, identify priority areas of use and capture growth or demand changes to the network. 3) Project alignment: Complete sidewalk or trail connection components within alternative capital projects. When doing so, it may create efficiency for completion and economic benefit through efficiencies of construction, as well it reduces disruption and negative impacts of construction to road users.
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	<p><u>Risks</u></p> <ol style="list-style-type: none"> 1) Reduced safety: If not appropriately accommodated, road users may opt to attempt to use infrastructure that currently exists (roadway, boulevards) that can result in immediate and high-risk conflicts between road users. 2) Reduced quality of life: For some road users that are dealing with limited or restricted mobility capability, areas of the city to which appropriate infrastructure is not installed to accommodate movement reduce or completely inhibit accessibility and thus creates a barrier. 3) Construction costs: Construction costs may vary annually based simply on the industry, or be impacted directly by the actual scope of work required to accommodate infrastructure within an area due to scope increase related to addressing grading, utility conflicts, land requirements, tree conflicts, etc. 4) Public Perception versus Priority Levels: There are instances to which residents may have an opinion on where the City should be investing and what improvements need to be completed. Although these may often be inline for areas of improvement, scheduling may vary, and communication is required to share the evidence of “why” and “how” improvements are made. 5) Poor weather conditions to allow for construction completion. 6) Missed collaborative efforts between departments for construction activity 7) Disruption to road users and services (transit / Fire and EMS / PW/ Waste Management) during construction activity. 8) Collaboration with landowners adjacent to intersections to acquire necessary easements for any required asset construction that impacts current private land.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: 3.11 Implement the prioritized inventory of approved Transportation Safety Plan programs and projects.</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> - City Council - Residents / Businesses - City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Smart City, Capital Projects Office, Corporate Communications
TIMELINE:	<ul style="list-style-type: none"> • Design work for next level priorities occurring in years 2022 and 2025. <ul style="list-style-type: none"> ○ Design will inform for construction over the next two years (2023 & 2024 / 2026 & 2027) ○ Then design will begin with portions of design the year prior to construction

	<ul style="list-style-type: none"> ○ The 2022 and 2025 work will perform design of next priorities while construction of Villeneuve Road segments are performed in those years (2022 / 2025). • Q1: tender and award • Q2/Q3: Construction 																																																
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2022</td><td>\$</td><td>150,000</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>415,000</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>415,000</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>150,000</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>415,000</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>440,000</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>440,000</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>440,000</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>440,000</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>440,000</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>3,745,000</td></tr> <tr> <td colspan="4">See Capital Project Worksheet for details.</td></tr> </table>	Investment Year	2022	\$	150,000		2023	\$	415,000		2024	\$	415,000		2025	\$	150,000		2026	\$	415,000		2027	\$	440,000		2028	\$	440,000		2029	\$	440,000		2030	\$	440,000		2031	\$	440,000		Total	\$	3,745,000	See Capital Project Worksheet for details.			
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OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																																															
ASSOCIATED OPERATING BUSINESS CASE:																																																	

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	150,000			150,000		50,000	50,000	50,000	50,000	50,000
Site Servicing										
Structure/Building Construction		300,000	300,000		300,000	275,000	275,000	275,000	275,000	275,000
Landscaping		30,000	30,000		30,000	30,000	30,000	30,000	30,000	30,000
Construction Management		50,000	50,000		50,000	50,000	50,000	50,000	50,000	50,000
Commissioning and QA/QC		5,000	5,000		5,000	5,000	5,000	5,000	5,000	5,000
Contingency		30,000	30,000		30,000	30,000	30,000	30,000	30,000	30,000
Public Participation Activities										
Equipment										
TOTAL	150,000	415,000	415,000	150,000	415,000	440,000	440,000	440,000	440,000	440,000

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

Comments:

1) Reduced funding is requested in this charter (ENGs-068) to allow funding consideration of ENGs-075 (Villeneuve Road) that will address a substantial network gap of sidewalk / trail in the forecasted construction years of 2022 and 2025 (construction planned to deliver Villeneuve Road improvements).

2) Next priority locations for planned sidewalk placement are the following; that would be targeted for detailed design in 2022 and construction in 2023 / 2024:

- Corriveau Avenue: from Campbell Road to Veness Road
- Carnegie Drive from Corriveau Avenue to Boudreau Road
- Riel Drive from the Transit stop (where we end with the construction) to Levasseur Road
- Sir Winston Churchill Avenue – from Poirier Avenue to Woodlands Road
- Hebert Road from Amber Crescent to Cunningham

3) 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 programmed off of a "cap" funding value – with prioritized sites completed within a budget value of \$275,000 for construction.

Additional program funding would be allocated to:

- Design of sites for the next year's program delivery
- Construction project management
- Landscaping would be required for completion with any sidewalk / trail construction.
- Contingency is valued at approximately 10% of estimated construction value.

4) Based from the \$275,000 construction value; it is estimated that approximately 1,840 square meters of sidewalk could be placed per year; or approximately 1 km of linear sidewalk, based from the "high" cost estimates from construction.

5) 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

<input type="radio"/> One Time <input type="radio"/> 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 an estimated 1 km of sidewalk placement per year for the first 3 years And under an assumption that trees exist in the current boulevard location.
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OPERATING IMPACTS	2022	2023	2024
1 km of sidewalk snow maintenance		1,400	1,400
Estimated two (2) trees		300	300
TOTAL	-	1,700	1,700



CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	DARP-016
CHARTER NAME:	DARP Project Prioritization
LEAD DEPARTMENT:	Planning & Development

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	DARP-016 – DARP Project Prioritization is a growth project, as it relates to new capital spending for implementation of the Downtown Area Redevelopment Plan (Bylaw 5/2020, consolidated by Bylaw 7/2016). It is considered as a growth project as it is tied to an increasing population and increased need for facilities & services.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	The project is intended to review and evaluate all recommended capital projects within the DARP implementation strategy and perform necessary technical studies to confirm or re-assess servicing and transportation network capacity. The outcome will be to prioritize the potential public expenditures to maximize benefits versus costs.	

PROJECT CHARTER JUSTIFICATION:	<p>The Economic Pillar of Sustainability for the City includes a dynamic downtown core as a part of a strong and diverse economy. The Council-approved statutory Downtown Area Redevelopment Plan (DARP) identifies a number of capital projects that are intended to strengthen the downtown, and foster redevelopment and reinvestment. The following addresses the current state, issue, opportunities, and risks for the proposed project charter.</p> <p><u>Current State</u> – The DARP was adopted in 2010 and identified a number of capital projects intended to improve the downtown built</p>
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	<p>environment, fostering revitalization and investment within Downtown St. Albert. The plan, however, did not offer a true prioritization of the proposed projects.</p> <p><u>Issue</u> – The DARP includes a number of capital projects, with estimated costs in the tens of millions of dollars. In recognition of limited dollars and capacity, the projects need to be prioritized to ensure that limited resources are being applied in the most efficient way possible, and to reflect current corporate strategic direction.</p> <p><u>Opportunities</u> – Re-evaluation and prioritization of the proposed DARP projects will enable future public investment to maximize benefits to costs, and to reflect the changing needs and strategic priorities of the City. It also creates an opportunity to investigate shared or leveraged investments (e.g. P3 relationships, etc.).</p> <p><u>Risks</u> – If not approved, the proposed implementation projects will continue to appear within the 10 Year Growth Municipal Capital Plan absent any prioritization or technical evaluation of merit. The resulting implementation of these identified projects may not be the most efficient or effective to support the needs of the downtown.</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 1. Growth Policy Framework</p> <p>Activity: 1.4 Develop a value proposition (inclusive of all the City offerings) to attract businesses, residents and other institutions to St. Albert.</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> • Council (Secondary – funding, communication) • Planning & Development (Secondary - Assist with design & public participation opportunities) • Engineering (Primary - Project manager for design and construction, infrastructure – strategic level planning, transportation network impacts) • Public Works (Primary – provide operational & maintenance input & support) • Utilities (secondary – coordinate on utilities projects) • Downtown Businesses (secondary – communications, access & closures, potential impacts) • Residents (secondary – communications, access & closures, potential impacts)
TIMELINE:	<p>5. DARP project review & prioritization (2022)</p>

FINANCIAL INFORMATION:	Investment Year	2022	\$	165,000
		2023	\$	-
		2024	\$	-
		2025	\$	-
		2026	\$	-
		2027	\$	-
		2028	\$	-
		2029	\$	-
		2030	\$	-
		2031	\$	-
	Total		\$	165,000
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:	<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.			
ASSOCIATED OPERATING BUSINESS CASE:	See all DARP associated projects.			

Universal Accessibility: No costing at this time. UA to be incorporated as part of design.

Sustainable Buildings Policy: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning	165,000									
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	165,000	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022-23
CHARTER NUMBER:	POLI-006 (Consolidated POLI-006 and 005)
CHARTER NAME:	Policing Services Building Accommodations
LEAD DEPARTMENT:	Emergency Services

TYPE:	Choose one: <input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This is a growth project as its main purpose is to keep up with community growth/service demands.	
ASSET CATEGORY:	Choose one: <input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	The scope of this project includes a large renovation and parking lot expansion at the main RCMP Detachment as well as a renovation on the 1 st floor of Beaudry Place. This new space is required to house policing services staff (RCMP and Municipal Employees) and estimated to accommodate needs up to 2034.	

PROJECT CHARTER JUSTIFICATION:	<p>This project is required to ensure appropriate accommodation for human resource and policing program growth within Policing Services and to ensure compliance with the Municipal Police Service Agreement with Public Safety Canada.</p> <p>In 2021 the City hired Stephens Kozak ACI to conduct a Policing Services Building Accommodations needs and feasibility study.</p> <p>This study:</p> <ul style="list-style-type: none"> - Identified several design short comings that exist within the current spaces at Maloney and Beaudry including but not limited to safety/security deficiencies, significant parking
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	<p>and storage limitations as well as total square footage shortfalls.</p> <ul style="list-style-type: none"> - Identified that 8250 sq ft of new space is required to meet the estimated space needs to 2029. - Recommends to address the short comings and allow for moderate growth, a combination of renovations and expansion of the main detachment (Maloney Place) as well as the police take over and renovation of the 1st floor of Beaudry Place commences for a total addition of 11,200 sq ft. It is estimated that this would provide adequate accommodations up to 2034. <p>The estimated and anticipated costs to complete the above noted expansions and renovations including a contingency, office furnishings and moving costs is \$5 million dollars.</p> <p>The above plan is a balance between addressing the very real need for police accommodations with the fiscal restraint that is expected in these times.</p> <p><u>Phase 1</u> The 1st phase of this project will be to complete the detailed planning and design as well as Tender and Award of the contract. Anticipated to be completed in 2022.</p> <p><u>Phase 2</u> Phase 2 will include the construction and development of the spaces. Anticipated to be completed in 2023.</p> <p><u>Phase 3</u> The third phase of this project will include the furnishing and physical staff move as required. Anticipated to be completed in 2023.</p> <p>This project and the anticipated timeline may be affected by the following factors:</p> <ul style="list-style-type: none"> • RCMP Security Clearance requirement delays • RCMP Facility Security review/approval delays • Greater than anticipated Construction costs • Availability of qualified contractor
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>

STAKEHOLDER IDENTIFICATION:	Public Works Infrastructure & Development Services – Capital Projects Office RCMP St. Albert Victim Services																																													
TIMELINE:	2022: Detailed design work and preparation/award of tender 2022/23: Construction 2023: Construction Completion and Move																																													
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2022</td><td>\$</td><td>5,000,000</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>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>5,000,000</td></tr> </table>	Investment Year	2022	\$	5,000,000		2023	\$	-		2024	\$	-		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		2031	\$	-		Total	\$	5,000,000	See Capital Project Worksheet for details.
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	2030	\$	-																																											
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	Total	\$	5,000,000																																											
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		N/A																																												

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	500,000									
Site Servicing										
Structure/Building Construction	3,750,000									
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	750,000									
Public Participation Activities										
Equipment										
TOTAL	5,000,000	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-

CAPITAL PROJECT CHARTERS (2022 UNFUNDED)

POLI-005 Maloney Place Front Counter Security Renovations

RECR-040 Dog Friendly Park Development

DARP-005 Millennium Park Design Phase 2 & Construction

ENGS-077 Neil Ross Road Extension

ENGS-069 Intelligent Transportation Systems (ITS) Strategy Implementation

CSD-001 Youth Transitional Housing

SERV-008 Servus Place Fitness Expansion

RECR-073 Kingswood Boat Dock

FIRE-023 Fire Station 2 Security Upgrade

CULTR-009 Heritage Park Phase 1A, B & C - Agricultural Pavilion & Visitors Reception

TRAN-003 Transit Waiting Shelters

FIRE-033 Fire Training Facility



CAPITAL PROJECT CHARTER

YEAR:	2022-23
CHARTER NUMBER:	POLI-005
CHARTER NAME:	Maloney Place Front Counter Security Renovations
LEAD DEPARTMENT:	Emergency Services

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This is a growth project as its main purpose is to keep up with community growth/service demands.	
ASSET CATEGORY:	<input checked="" type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> 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:	<p>This project is required to ensure compliance with the Municipal Police Service Agreement (MPSA) with Public Safety Canada (RCMP).</p> <p>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 workspace more effective for multiple staff.</p> <p>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.</p> <p>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</p>
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	<p>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.</p> <p>This project and the anticipated timeline may be affected by the following factors:</p> <ul style="list-style-type: none"> • In house resource availability including staff resources to project manage the renovation • RCMP Security Clearance requirement delays • RCMP Facility Security review/approval delays • Greater than anticipated Construction costs • Availability of qualified contractor 																																												
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>																																												
STAKEHOLDER IDENTIFICATION:	<p>Public Works</p> <p>Infrastructure & Development Services – Capital Projects Office</p> <p>RCMP</p>																																												
TIMELINE:	<p>2022: Detailed design work and preparation/award of tender</p> <p>2023: Construction</p>																																												
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2022</td><td>\$</td><td>18,000</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>200,000</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>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>218,000</td></tr> </table> <p>See Capital Project Worksheet for details.</p>	Investment Year	2022	\$	18,000		2023	\$	200,000		2024	\$	-		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		2031	\$	-		Total	\$	218,000
Investment Year	2022	\$	18,000																																										
	2023	\$	200,000																																										
	2024	\$	-																																										
	2025	\$	-																																										
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	2030	\$	-																																										
	2031	\$	-																																										
	Total	\$	218,000																																										
OPERATIONAL IMPACTS:	<p><input type="radio"/> Yes <input checked="" type="radio"/> No</p> <p>If yes, refer to Operating Impacts Worksheet for details.</p>																																												
ASSOCIATED OPERATING BUSINESS CASE:	N/A																																												

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	18,000									
Site Servicing										
Structure/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:

OPERATING IMPACTS WORKSHEET

<input checked="" type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022-24
CHARTER NUMBER:	RECR-040
CHARTER NAME:	Dog Friendly Park Development
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This project is growth because it involves the design and construction of a new dog friendly park.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	To design and build a new dog friendly park within the City to meet growing demand. This project includes assessment of an identified area in the North Carrot Creek area of the Red Willow Park West Master Plan, consideration of alternatives, detailed design and construction.	

PROJECT CHARTER JUSTIFICATION:	<p>Current State</p> <p>The City currently has two categories of Dog Designated Areas: Dog Friendly Parks (2 parks) and Off Leash Areas (29 areas)</p> <ul style="list-style-type: none"> - Dog Friendly Parks are those sites which provide a dedicated location for dogs and dog owners to gather and are developed in alignment with Dog Friendly Park Design Guidelines. The Dog Friendly Parks are Lacombe Lake Park (west) and Dodger Dog Park (east). - Off Leash Areas are those sites where dog owners can take their dogs off leash but share use with other recreational activities. They are located throughout the city. <p>In response to identified community need, the goal is to provide a new Dog Friendly Park in St. Albert. In the 2012 Recreation Master Plan, additional dog parks were ranked in the top eight outdoor priorities. The City is also experiencing high levels of use within the existing dog</p>
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friendly parks, especially Lacombe Lake Park, and anticipates more demand as new neighborhoods are built.

Issue

Dog Friendly Parks must meet several criteria as per the Dog Friendly Park Design Guidelines. A potential site is identified in the [Red Willow Park West Master Plan \(2018\)](#) for a Dog Friendly Park (Figure 2). This site is City owned, just outside the Range Road 260 lands and adjacent to the proposed new Community Amenities Site. Conceptual design for the Dog Friendly Park and the Community Amenities site must be aligned to ensure compatibility between uses and to manage access.

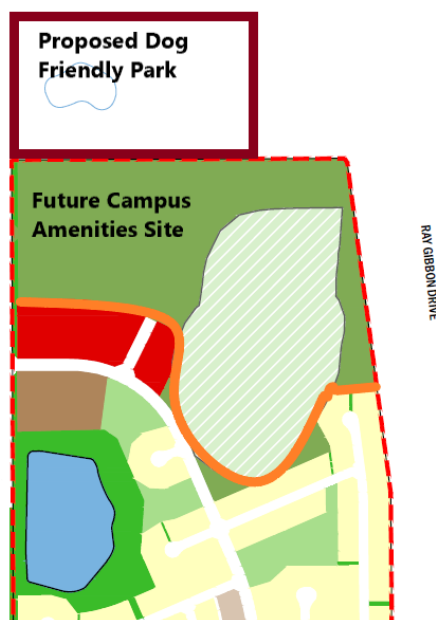


Figure 1: North Carrot Creek and Campus Site

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

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

Internal work would commence in 2021 to discuss project alignments (public works yard, Ray Gibbon expansion, Campus Site), site history and any needed further investigation.

Funding in 2022 would support site assessments (geotechnical, environmental) and detailed design if the site is feasible, with construction occurring in 2024. Construction would include provision of an approximately 2400 square meter gravel parking area, trails, signage, fencing and other base park amenities. Timing of stages may

need to be adjusted to minimize construction impacts to and from the project as a result of the Campus Amenities Site and/or Ray Gibbon Drive projects.



**Figure 2: Red Willow Park West Master Plan –
North Carrot Creek Concept**

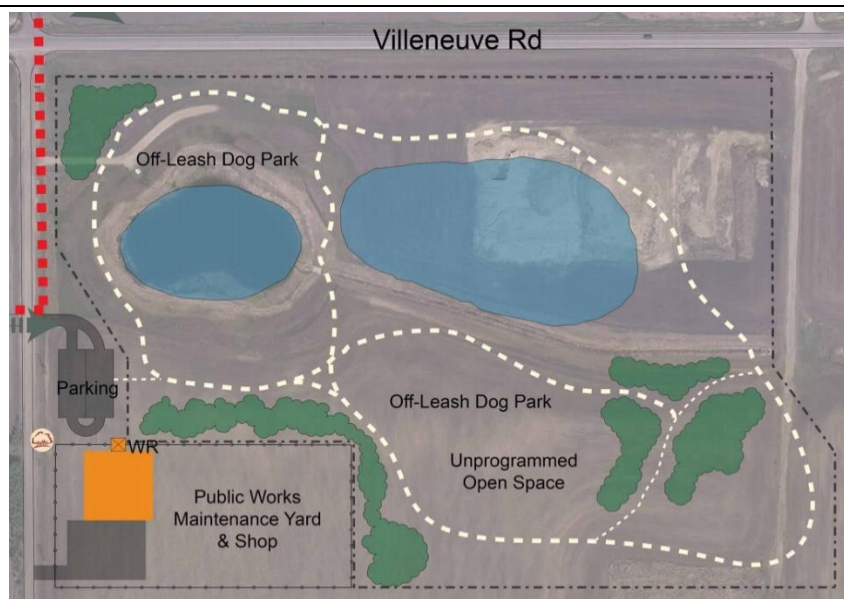
While assessment and potential construction of the North Carrot Creek site is the next logical step in addressing the current pressures, Administration will continue to assess additional options for dog friendly parks as St. Albert continues to grow. This could include regional partnerships and opportunities with other land use planning.

Opportunities

Appropriately locating and constructing an additional dog friendly park will alleviate pressures at the two existing dog friendly parks and shift use away from existing off leash dog areas that share space with other uses.

With the confirmation of the Community Amenities Site location, the potential North Carrot Creek Dog Friendly Park should not cause concern with residential landowners. The site is located along major roadways allowing for good access, appropriate for a park intended for city wide use. There are likely strong synergies between the users of the new Community Amenities Site and the intended audience for this project.

The site also has opportunity for shared use with a proposed new Public Works building and yard (see Figure 2, Charter PW-018) or the Community Amenities Site. Collocating different Administration and recreational facilities will enable efficiencies including potential shared use washrooms and parking areas. Being close to other City facilities will also increase operational efficiencies.



**Figure 3: Red Willow Park West Master Plan –
Dog Friendly Park Conceptual Design**

Risks

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

Public engagement will be key. There is a large amount of interest and differing perspectives on how best to designate and manage this type of park. Proactive communication during detailed design (2022), construction (2024) and long-term maintenance, as well as integration of public involvement into park design will help alleviate potential concern.

Risks of not completing the project:

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

Risks within the project

- Appropriate site not available to be acquired, or cost prohibitive
- Inflation of construction costs
- Site constraints

	<div><div>- In house resources not available</div><div>Lack of qualified contractor(s)</div></div>																																					
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<div>Council Priority: 4. Infrastructure Investment</div> <div>Activity: N / A</div> <div>Administrative Priority: N / A</div> <div>Activity: N / A</div>																																					
STAKEHOLDER IDENTIFICATION:	<div>Internal:</div> <div><div>- Recreation & Parks</div><div>- Capital Project Office</div><div>- Public Works</div><div>- Legal Services</div><div>- Risk & Insurance and Purchasing</div><div>- Engineering - Transportation</div></div> <div>External</div> <div><div>- General Public</div><div>- Adjacent landowners</div></div> <div>Area developer (Rohit Communities)</div>																																					
TIMELINE:	<div>2022/2023 – Detailed design and public engagement</div> <div>2024 – Park construction</div>																																					
FINANCIAL INFORMATION:	<table><tr><td rowspan="12">Investment Year</td><td>2022</td><td>\$</td><td>206,000</td></tr><tr><td>2023</td><td>\$</td><td>-</td></tr><tr><td>2024</td><td>\$</td><td>974,100</td></tr><tr><td>2025</td><td>\$</td><td>-</td></tr><tr><td>2026</td><td>\$</td><td>-</td></tr><tr><td>2027</td><td>\$</td><td>-</td></tr><tr><td>2028</td><td>\$</td><td>-</td></tr><tr><td>2029</td><td>\$</td><td>-</td></tr><tr><td>2030</td><td>\$</td><td>-</td></tr><tr><td>2031</td><td>\$</td><td>-</td></tr><tr><td>Total</td><td>\$</td><td>1,180,100</td></tr><tr><td colspan="3">See Capital Project Worksheet for details.</td></tr></table>	Investment Year	2022	\$	206,000	2023	\$	-	2024	\$	974,100	2025	\$	-	2026	\$	-	2027	\$	-	2028	\$	-	2029	\$	-	2030	\$	-	2031	\$	-	Total	\$	1,180,100	See Capital Project Worksheet for details.		
Investment Year	2022		\$	206,000																																		
	2023		\$	-																																		
	2024		\$	974,100																																		
	2025		\$	-																																		
	2026		\$	-																																		
	2027		\$	-																																		
	2028		\$	-																																		
	2029		\$	-																																		
	2030		\$	-																																		
	2031		\$	-																																		
	Total		\$	1,180,100																																		
	See Capital Project Worksheet for details.																																					
OPERATIONAL IMPACTS:	<div><div><div><div><input checked="" type="radio"/> Yes</div><div><input type="radio"/> No</div></div><div>If yes, refer to Operating Impacts Worksheet for details.</div></div></div>																																					
ASSOCIATED OPERATING BUSINESS CASE:	N/A																																					

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	137,300									
Site Servicing										
Structure/Building Construction										
Landscaping			749,300							
Construction Management										
Commissioning and QA/QC										
Contingency	47,500		224,800							
Public Participation Activities	21,200									
Equipment										
TOTAL	206,000	-	974,100	-	-	-	-	-	-	-

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

Comments:

Costing extrapolated from Dodger Dog Park costs and escalation as per budget instructions. Contingency @ 30% as per budget instructions. Escalation at 2% for 2022.
2% for 2023 as per budget instructions.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	Additional park maintenance activities and associated resources will be required once construction is completed (projected for 2026).
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022-29
CHARTER NUMBER:	DARP-005
CHARTER NAME:	Millennium Park Design Phase 2 & Construction - DARP
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	The investment is considered growth as it is construction of new recreational amenities and facilities.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	This stage of the Millennium Park project will build on the conceptual design completed in 2019. The stage includes detailed design and construction of the community building, park amenities and trails and a four-season water feature/ice surface. Detailed design for the servicing and landscaping of the park is proposed for 2022.	

PROJECT CHARTER JUSTIFICATION:	<p>Extensive public engagement for the site was completed in 2018 and the concept finalized in early 2019. This stage moves the project from concept to detailed design and construction.</p> <p>Background</p> <p>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.</p> <p>Lively public spaces that infuse areas with a sense of vibrancy are an essential component to the successful revitalization of downtowns. Millennium Park will play a critical placemaking role in downtown by establishing a multi-use, programmed and spontaneous use public space linking the existing Lions Park, St.</p>
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	<p>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.</p> <p>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.</p> <p>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.</p> <p>Current State</p> <p>Millennium Park is currently fronted by the St. Anne Street Promenade, with a trail running parallel the river, large native tree stands and no further amenities. The site was identified in DARP as an "active, multi-use park; a center-piece of downtown...". To support implementation of this project, the Millennium Park Concept Plan (DARP-016) was initiated in 2017 and finalized in 2019. . In addition, the design concept assumed the charter funding with RECR-038 (Water Play Park) to be included within the Millennium Park project. This concept plan was informed by robust public and internal consultation and will be further refined through detailed design.</p> <p>This project enables the detailed design and construction of Millennium Park, building from the concept plan across 5 phases, starting in 2021 and completed in 2029. The project is phased to distribute the financial impact.</p> <p>Phase 1-2: Increase functionality of the site for spontaneous and event use. Prepare site for building in later phases. These phases include:</p> <ul style="list-style-type: none"> • Detailed design for servicing and landscaping • Site servicing (power, water, sanitary, storm) • Construction: <ul style="list-style-type: none"> ○ Site Grading ○ Landscaping improvements ○ Trail connections to St. Albert Place, Red Willow trails ○ Benches, waste receptacles, picnic tables <p>Phase 3-5: Program the site with the pavilion and water/ice feature, complete landscaping enhancements.</p> <ul style="list-style-type: none"> • Detailed design for building, water/ice feature and landscaping • Construction of: <ul style="list-style-type: none"> ○ Pavilion ○ Water and ice four season play feature ○ Final landscaping and site furnishings
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Figure 1: Millennium Park Concept Layout



Issues

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

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

Opportunities

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

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

	<p>outdoor space is designed to support future performances and community gatherings.</p> <p>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.</p> <p>Risks</p> <p>The project costing included with the original concept was reviewed in 2020 by Capital Projects Office to assess more current cost comparable and known risks, resulting in a decrease by several million to the charter total cost. Costs of the project will be refined during the detailed design stage, prior to construction.</p> <p>Based upon past experiences when building within the downtown and along the Sturgeon River, there are likely to be complexities. It is assumed that the costing and contingency are sufficient, however until detailed design is complete, construction costs are estimates only.</p> <p>The project is a substantial investment and there may not be significant resources (financial and staff) to complete.</p> <p>The project is currently split into five independent phases to reduce financial impacts in any one year, as follows:</p> <ul style="list-style-type: none"> Phase 1: Detailed design (servicing and landscaping) Phase 2: Servicing and base landscaping Phase 3: Detailed design (Pavilion and water/ice feature) Phase 4: Building development Phase 5: Water/ice feature & final site landscaping <p>There are cost efficiencies if the construction of park and building are done at the same time, along with reducing the time the park space is inaccessible to the public. Should funding become available, the project can be combined and completed over approximately 3 years including design and construction.</p> <p>Phasing or funding delays will likely elevate the overall cost of the project due to cost escalation and increased mobilization costs.</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>

STAKEHOLDER IDENTIFICATION:	<p>Internal Stakeholders:</p> <ul style="list-style-type: none"> • Planning & Engineering • Economic Development • Culture • Environment <p>External Stakeholders:</p> <ul style="list-style-type: none"> • St. Albert Chamber of Commerce – Downtown Subcommittee • General public 																																												
TIMELINE:	<p>2022 – Phase 1: Detailed Design – Servicing and Landscaping</p> <p>2023 – Phase 2: Construction (Servicing and Landscaping)</p> <p>2026 – Phase 3: Detailed Design (Pavilion/Water & Ice Feature)</p> <p>2028 – Phase 4: Pavilion Construction</p> <p>2029 – Phase 5: Water/Ice Feature Construction</p>																																												
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2022</th><th>\$</th><th>285,400</th></tr> </thead> <tbody> <tr> <td></td><td>2023</td><td>\$</td><td>1,817,700</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>1,171,700</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>7,290,100</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>1,041,400</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>11,606,300</td></tr> </tbody> </table> <p>See Capital Project Worksheet for details.</p>	Investment Year	2022	\$	285,400		2023	\$	1,817,700		2024	\$	-		2025	\$	-		2026	\$	1,171,700		2027	\$	-		2028	\$	7,290,100		2029	\$	1,041,400		2030	\$	-		2031	\$	-		Total	\$	11,606,300
Investment Year	2022	\$	285,400																																										
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	2029	\$	1,041,400																																										
	2030	\$	-																																										
	2031	\$	-																																										
	Total	\$	11,606,300																																										
OPERATIONAL IMPACTS:	<p><input type="radio"/> Yes <input type="radio"/> No</p> <p>Operational impacts expected to begin in 2025.</p>																																												
ASSOCIATED OPERATING BUSINESS CASE:	<p>N/A</p>																																												

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	188,100				869,300					
Site Servicing		520,200								
Structure/Building Construction							5,607,800			
Landscaping		878,000						801,100		
Construction Management										
Commissioning and QA/QC										
Contingency	56,500	419,500			260,800		1,682,300	240,300		
Public Participation Activities	40,800				41,600					
Equipment										
TOTAL	285,400	1,817,700	-	-	1,171,700	-	7,290,100	1,041,400	-	-

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

Comments:

Contingency and escalation (2022 - 2%, 2023 - 2%) as per budget instructions.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	Operational impacts expected to begin in 2025.
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-077
CHARTER NAME:	Neil Ross Road Extension
LEAD DEPARTMENT:	Engineering

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This project targets the completion of engineering design and construction of Neil Ross Road.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	This project shall perform preliminary geotechnical and environmental investigation and design of the roadway that will enable construction of Neil Ross Road to the east.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>A Functional Study for Neil Ross Road has been completed in 2020, that provides the preferred alignment for the roadway, with conceptual design and construction costs.</p> <p>This project is anticipated to be 100% Off-Site Leivable, 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:</p> <ol style="list-style-type: none"> 1) Sustain growth and development in the north-east of the City 2) Improve network level of service through connectivity and provision of an alternate arterial route 3) Improve transportation safety by rerouting traffic away from community short-cutting (through Erin Ridge / Erin Ridge North)
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	<p>will allow for necessary land acquisition for the road right of way and provide conceptual alignment to enable optimal design and construction and allow for appropriate connections to be associated with future development.</p> <p>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.</p> <p>In 2021, the City collaborate on an Interjurisdictional Transportation Network Improvement Strategy, with the objective to report on prioritized road improvements or projects that would benefit the City and Sturgeon County. This report was not completed or drafted at the time of this charter update.</p> <p><u>Issues</u></p> <ol style="list-style-type: none"> 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. 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. 3) Network needs: Neil Ross Road will be a future key corridor for the City and potentially region, connecting 127 Street to St Albert Trail and Ray Gibbon Drive (via Fowler Way); however, capital investments must represent the maximum benefit to the City which may be aligned to improvements to alternative corridors. A network evaluation was completed in 2018 which identified priority levels and a substantial demand of investment for the City's Transportation network. The prioritization of the City's 2018 needs did not highlight Neil Ross as a priority; however, the joint interjurisdictional study (2021) may identify it as a "shared" priority. 4) Annexation: A portion of Neil Ross Road, for final connection to 127 Street, is in existing Sturgeon County and is currently within the area of proposed annexation. 5) Land acquisition: The City has identified a preferred alignment with the functional study and communicated with land owners. There is potential contention between the City's preferred alignment and land owner's desired alignment which may influence project delivery and timelines.
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	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> 4) Strategic improvements: Staged investment towards Neil Ross Road may be investigated to maximize resource allocation. 5) Project Alignment: Consideration and collaboration between this charter and other planned capital work or development will ensure stronger strategic planning. 6) Utilization of Intelligent Transportation Systems (ITS) in any new roadway designs or operations. 7) Timely actions of engineering / design towards construction to maintain continual progress towards delivery of the roadway to support growth and development and maintain levels of service. 8) 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. <p><u>Risks</u></p> <ul style="list-style-type: none"> 5) Construction costs may vary from estimated values used to create this project charter; being that design is not completed. 6) Development timeframes expand beyond acceptable timeframes for the City, to which the City may need to front end costs associated with Neil Ross Road. 7) Poor weather conditions to allow for construction completion. 8) Disruption to road users and services during construction activity. 9) Diversion of road network issues to alternative locations <p>Environmental protection during construction activity, particularly adjacent to the river and park system.</p>
<p>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</p>	<p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: 3.10 Implement the prioritized inventory of approved arterial network improvements.</p>

STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network. Council – Timelines and strategies of the project to communicate effectively and efficiently with residents. Capital Projects team – alignment to completion with all network improvements. Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. Development Community – timelines, design outcomes Alberta Transportation – design, timelines, funding partnership opportunities Sturgeon County – design, timelines, annexation and joint boundary collaboration 																																												
TIMELINE:	<p><u>2022:</u></p> <ul style="list-style-type: none"> - Wetland Delineation study - Environmental Investigation - Geotechnical Investigation <p><u>2024</u></p> <ul style="list-style-type: none"> - Land acquisition - Preliminary Design <p><u>2026</u></p> <ul style="list-style-type: none"> - Detailed Design - Wetland compensation / environmental permitting <p><u>2028</u></p> <ul style="list-style-type: none"> - Construction 																																												
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2022</th><th>\$</th><th>70,000</th></tr> </thead> <tbody> <tr> <td></td><td>2023</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>1,380,000</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>1,050,000</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>10,249,500</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>12,749,500</td></tr> </tbody> </table> <p>See Capital Project Worksheet for details.</p>	Investment Year	2022	\$	70,000		2023	\$	-		2024	\$	1,380,000		2025	\$	-		2026	\$	1,050,000		2027	\$	-		2028	\$	10,249,500		2029	\$	-		2030	\$	-		2031	\$	-		Total	\$	12,749,500
Investment Year	2022	\$	70,000																																										
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	2030	\$	-																																										
	2031	\$	-																																										
	Total	\$	12,749,500																																										
OPERATIONAL IMPACTS:	<p><input type="radio"/> Yes <input type="radio"/> No</p> <p>Not within the timelines of this draft of the charter – future (following construction – 2029).</p>																																												
ASSOCIATED OPERATING BUSINESS CASE:																																													

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs			900,000							
Concept Planning	50,000									
Detailed Planning and Design			400,000		600,000					
Site Servicing										
Structure/Building Construction							8,545,000			
Landscaping										
Construction Management (10%)	5,000		40,000		60,000		850,000			
Commissioning and QA/QC	5,000				300,000					
Contingency	10,000		40,000		90,000		854,500			
Public Participation Activities										
Equipment										
TOTAL	70,000	-	1,380,000	-	1,050,000	-	10,249,500	-	-	-

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

Comments:

- 1) Within the 2031 forecasted horizon it is expected that Neil Ross may be delivered as a 2-lane arterial roadway, with further additional funding required to expand to the long term 4-lane arterial cross section beyond the horizon.
 - a. Triggers such as vehicle volumes and corridor / intersection levels of service will be used to identify needed corridor expansion.
- 2) Cost Estimate is based on a 2-Lane Cross-Town cross-section, +/- 35%, estimated at \$3,250,000 / km, with an estimated distance of 1.86 km for Neil Ross Road and one arterial intersection delivered within the segment at a unit estimated cost of \$2,500,000 for the intersection.
- 3) Greater cost estimate accuracy will occur as further engineering and design work occurs.
- 4) Land costs are estimated at \$90,000 / Acre
- 5) It is estimated that the total cost to deliver Neil Ross Road in a staged approach – meaning build the first two (2) lanes and subject to triggers or identified need, expand to the four (4) lane cross section will be \$25,090,000 (excluding the costs of preliminary engineering and land acquisition which are applicable to either scenario of immediate construction of a 4-lane or staged construction of a 2-lane to 4-lane).

- a. This value then estimates that a future funding cost of \$11,945,000 for construction with additional costs of engineering / design and contingency (approximately 10% of construction value each). Total cost of conversion to a 4-lane arterial is estimated at \$14,334,000.
- b. Note – land acquisition would be completed to accommodate future roadway widening.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	Not within the timelines of this draft of the charter – future (following construction – 2029)
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-069
CHARTER NAME:	Intelligent Transportation Systems (ITS) Strategy Implementation
LEAD DEPARTMENT:	Engineering

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> 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:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	This project will enact recommendations identified within the Intelligent Transportation Systems (ITS) Strategic Plan (2018) to improve upon efficiency, safety, and information sharing from the city's road network.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City developed an Intelligent Transportation System (ITS) Strategy, which formalizes and documents the community's vision, objectives, principles and priorities for integrating ITS. With the Strategy, an Implementation Plan was developed to strategically deliver on the priorities of the ITS Strategy. The priority of actions for short-term delivery of the ITS Strategy and this project are:</p> <ul style="list-style-type: none"> - Data collection and management – this is the information that will be used to monitor and report on the network. - 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
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	<p>that function off single location data to a system using increased sensing to respond better to real time demand.</p> <ul style="list-style-type: none"> - System capabilities that will result in improved monitoring and response to network issues that will minimize disruption to the network and will improve service delivery with existing resources. - Preparing for and implementing equipment that shall provide real time information to road users, assisting with condition warnings, allow for improved pre-trip planning <p>From 2018 – 2021, two different technologies of adaptive signal controls were applied to the network: one along the Boudreau corridor and one along the St Albert Trail corridor. At the time of development of this charter, final evaluations were not complete; however, it anticipated that at the end of 2021 there will be a final recommendation on the technology to advance.</p> <p><u>Issues</u></p> <ul style="list-style-type: none"> - Expansive network needs and priorities: The transportation network must meet the needs of varying, and sometimes conflicting, priorities of road users. The objective is to optimize movement for the overall network (versus individual sites) and prioritize safety. - Project alignment: With ITS solutions there are numerous stakeholders, components and areas to focus on. Implementing “one off” improvements may result in disjointed planning and loss of effective / efficient management. <p><u>Opportunities</u></p> <ul style="list-style-type: none"> - Communication / Transparency: The completion of a strategic document to identify, prioritize and schedule work surrounding construction of new sidewalk and trails results in proactive communicate for background information and scheduling that may be available for public to view throughout the program. - Enhancing data collection and information captured will improve on evidence-based decision making for network operations, and capital investment. - Project alignment: There is opportunity to complete ITS integration within alternative transportation network improvement capital projects (Ray Gibbon Drive / North St Albert Trail, Fowler Way). This can create efficiency for completion and economic benefit through efficiencies of construction, as well it reduces disruption and negative impacts of construction to road users. <p><u>Risks</u></p> <ul style="list-style-type: none"> - Technology: Technology is fast to change and difficult to stay fully ahead of. Improving infrastructure to one degree may restrict other improvements or result in lost costs as further upgrades are necessary. Ensuring projects and programs integrate known technology as well as account for “upcoming” and relevant impacts within industry will be critical to a sustainable system. - Public Perception versus Priority Levels: There are instances to which residents may have an opinion on where the City
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	<p>should be investing and what improvements need to be completed. Continued communication and “evidence-based” approaches to project completion will allow for information sharing.</p> <ul style="list-style-type: none"> - Unscheduled disruption, damage due to construction activities or malfunctioning equipment associated with the communications network which impacts levels of service road users. - 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. 		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: 3.2.b Optimize and evaluate the Intelligent Transportation System (ITS) technology deployed to date on Boudreau Road and St. Albert Trail</p>		
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> - City Council - Residents (public) / Businesses - City Departments: Corporate Communications, Transit, Innovation and Technology Services, Economic Development, Public Works, Fire / EMS - Smart City Alliance partners - Capital Region jurisdictions 		
TIMELINE:	<p>Annually:</p> <p>Q1: Tendering / RFP for equipment or technology</p> <p>Q2 / Q3: Installations of field equipment</p> <p>Q4: Integration of technology and network monitoring</p>		
FINANCIAL INFORMATION:	<p>Investment Year</p> <p>2022</p> <p>2023</p> <p>2024</p> <p>2025</p> <p>2026</p> <p>2027</p> <p>2028</p> <p>2029</p> <p>2030</p> <p>2031</p> <p>Total</p>	<p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p>	<p>328,700</p> <p>339,200</p> <p>354,900</p> <p>378,000</p> <p>349,700</p> <p>396,900</p> <p>340,000</p> <p>340,000</p> <p>340,000</p> <p>340,000</p> <p>340,000</p> <p>3,507,400</p>
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:		<p><input type="radio"/> Yes <input type="radio"/> No</p> <p>If yes, refer to Operating Impacts Worksheet for details.</p>	

**ASSOCIATED OPERATING
BUSINESS CASE:**
CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	130,000	120,000	85,000	180,000	130,000	135,000	90,000	90,000	90,000	90,000
Site Servicing										
Structure/Building Construction	61,000	56,000	71,000	60,000	66,000	61,000	65,000	65,000	65,000	65,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	15,700	16,200	16,900	18,000	16,700	18,900	25,000	25,000	25,000	25,000
Public Participation Activities										
Equipment	122,000	147,000	182,000	120,000	137,000	182,000	160,000	160,000	160,000	160,000
TOTAL	328,700	339,200	354,900	378,000	349,700	396,900	340,000	340,000	340,000	340,000

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

Comments:

- 1) 2021 – 2027 ITS Program Delivery Plans are provided as an attachment to this document.
- 2) Years 2028 – 2031 are place holder budgets held for future programming and priorities, estimated to be aligned to previous years with increased contingency.
- 3) Price estimates are based on 2019 received pricing for Adaptive signal operations; and are subject to change based on technology chosen.
- 4) Locations have been determined to align with capital programs of network improvements (North St Albert Trail, Ray Gibbon Drive). Future programs may be influenced by adjustments to network improvements or in response so network demands.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-

Attachment: ENGS-069 Intelligent Transportation Systems (ITS) Implementation Strategy

Year	Task ID	Action	Description	Location / Area	Estimated Costs	
2022	2022-1a	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Bellerose @ Mall Access	\$	60,000.00
	2022-1b	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Bellerose @ Inglewood	\$	60,000.00
	2022-1c	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	McKenney @ Liberton	\$	60,000.00
	2022-1d	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	McKenney @ Dawson	\$	60,000.00
	2022-2	Digital Message Sign				
	2022-3	Permanent Count Station	Supply and installation of a permanent count station	Gervais Rd / 170 St at entrance SWCA South End	\$ \$	30,000.00 30,000.00
	2022-4	Pre-Emption	Pre-emption expansion for Transit and PW	N/A		
	2022-5	Point, Tilt, Zoom Camera	Supply and installation of a PTZ Camera			
	2022-6	Trail Counters	Supply and installation of active mode counters	TBD - Red Willow Trail segments	\$	13,000.00
					SUB-TOTAL OF 2022 PROGRAM =	\$ 313,000.00
					CONTINGENCY (5%) =	\$ 15,650.00
					TOTAL OF 2022 PROGRAM	\$ 328,650.00
2023	2023-1a	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Hebert @ Sunset	\$	60,000.00
	2023-1b	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Hebert @ Mall Access	\$	60,000.00
	2023-1c	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Hebert @ Arlington	\$	60,000.00
	2023-1d	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Hebert @ Cunningham	\$	60,000.00
	2023-2	Digital Message Sign	Design, Supply and installation of an Advanced Digital Message Sign			
	2023-3	Permanent Count Station	Supply and installation of a permanent count station	McKenney Ave - east of Ray Gibbon	\$	30,000.00
	2023-4	Pre-Emption	Pre-emption expansion for Transit and PW	TBD	\$	20,000.00
	2023-5	Point, Tilt, Zoom Camera	Supply and installation of a PTZ Camera	Ray Gibbon @ McKenziey	\$	20,000.00
	2023-6	Trail Counters	Supply and installation of active mode counters	TBD - Red Willow Trail segments	\$	13,000.00
					SUB-TOTAL OF 2023 PROGRAM =	\$ 323,000.00
					CONTINGENCY (5%) =	\$ 16,150.00
					TOTAL OF 2023 PROGRAM	\$ 339,150.00
2024	2024-1a	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Gervais @ Grange	\$	60,000.00
	2024-1b	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Gervais @ Galarneau	\$	60,000.00
	2024-2	Digital Message Sign	Design, Supply and installation of an Advanced Digital Message Sign	North St Albert Trail	\$	125,000.00
	2024-3	Permanent Count Station	Supply and installation of a permanent count station	SWCA North End Bellerose Dr North End	\$ \$	30,000.00 30,000.00
	2024-4	Pre-Emption	Pre-emption expansion for Transit and PW			
	2024-5	Point, Tilt, Zoom Camera	Supply and installation of a PTZ Camera	North St Albert Trail	\$	20,000.00
	2024-6	Trail Counters	Supply and installation of active mode counters	TBD - Red Willow Trail segments	\$	13,000.00
					SUB-TOTAL OF 2024 PROGRAM =	\$ 338,000.00
					CONTINGENCY (5%) =	\$ 16,900.00
					TOTAL OF 2024 PROGRAM	\$ 354,900.00

Attachment: ENGS-069 Intelligent Transportation Systems (ITS) Implementation Strategy (Cont'd)

Year	Task ID	Action	Description	Location / Area	Estimated Costs	
2025	2025-1a	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Giroux @ Liberton	\$	60,000.00
	2025-1b	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Giroux @ Dawson	\$	60,000.00
	2025-1c	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Giroux @ Lockhart	\$	60,000.00
	2025-1d	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Giroux @ Larson	\$	60,000.00
	2025-1e	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Giroux @ Hogan	\$	60,000.00
	2025-1f	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Giroux @ Nevada	\$	60,000.00
	2025-2	Digital Message Sign	Design, Supply and installation of an Advanced Digital Message Sign			
	2025-3	Permanent Count Station	Supply and installation of a permanent count station			
	2025-4	Pre-Emption	Pre-emption expansion for Transit and PW			
	2025-6	Trail Counters	Supply and installation of active mode counters			
					SUB-TOTAL OF 2025 PROGRAM =	\$ 360,000.00
					CONTINGENCY (5%) =	\$ 18,000.00
					TOTAL OF 2025 PROGRAM	\$ 378,000.00
2026	2026-1a	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	St Anne at Perron	\$	60,000.00
	2026-1b	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Sir Winston Churchill Ave @ St Anne	\$	60,000.00
	2026-1c	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Sir Winston Churchill Ave @ Perron	\$	60,000.00
	2026-1d	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Sir Winston Churchill Ave at Tache	\$	60,000.00
	2026-2	Digital Message Sign	Design, Supply and installation of an Advanced Digital Message Sign			
	2026-3	Permanent Count Station	Supply and installation of a permanent count station	Fowler east end	\$	30,000.00
				Giroux Rd east of Ray Gibbon	\$	30,000.00
	2026-4	Pre-Emption	Pre-emption expansion for Transit and PW	TBD	\$	20,000.00
	2026-5	Trail Counters	Supply and installation of active mode counters	TBD	\$	13,000.00
					SUB-TOTAL OF 2026 PROGRAM =	\$ 333,000.00
					CONTINGENCY (5%) =	\$ 16,650.00
					TOTAL OF 2026 PROGRAM	\$ 349,650.00
2027	2027-1a	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	LeClair Way at Sir Winston Churchill Ave	\$	60,000.00
	2027-1b	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Sir Winston Churchill Ave at Levasseur	\$	60,000.00
	2027-1c	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Levasseur at Grandin Rd	\$	60,000.00
	2027-1d	Adaptive Signal Install	Supply and Installation of Adaptive Signal Infrastructure	Gervais at Levasseur	\$	60,000.00
	2027-2	Digital Message Sign	Design, Supply and installation of an Advanced Digital Message Sign	Gervais at Levasseur	\$	125,000.00
	2027-3	Permanent Count Station				
	2027-4	Pre-Emption				
	2027-5	Trail Counters	Supply and installation of active mode counters	TBD	\$	13,000.00
					SUB-TOTAL OF 2027 PROGRAM =	\$ 378,000.00
					CONTINGENCY (5%) =	\$ 18,900.00
					TOTAL OF 2027 PROGRAM	\$ 396,900.00



CAPITAL PROJECT CHARTER

YEAR:	2022-2024
CHARTER NUMBER:	CSD-001
CHARTER NAME:	Youth Transitional Housing
LEAD DEPARTMENT:	Community Services

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

PROJECT CHARTER JUSTIFICATION:	<p>Justification</p> <p>The Mayor's Task Force to End Homelessness was formed in January 2018 to formulate a response to the increasing numbers of homeless people living in St. Albert. The intention of The Mayor's Task Force to End Homelessness was to bring to light the issue in St. Albert and to elevate the collective effort we as a city are taking to address homelessness.</p> <p>The Task Force Final report and recommendations were approved by Council on August 17, 2020 through motion CB-20-053 stating:</p> <ol style="list-style-type: none"> 1. That a Capital Project Charter, along with future operating impacts, be developed and added to the 2021-2030 Growth
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- Capital Plan to be considered as part of the 2021 budget process for the construction and operation of a new youth transitional home, using an advocacy model;
2. That an **Operating Business Case** be developed to be considered as part of the 2021 budget process for a *Social Housing Specialist* to advance and support the housing needs of all vulnerable groups in St. Albert, and
 3. That the Mayor's Task Force continue to support and advocate the coordination of homelessness prevention strategies among local, regional, provincial, and national organizations, as well as the public and private sectors.

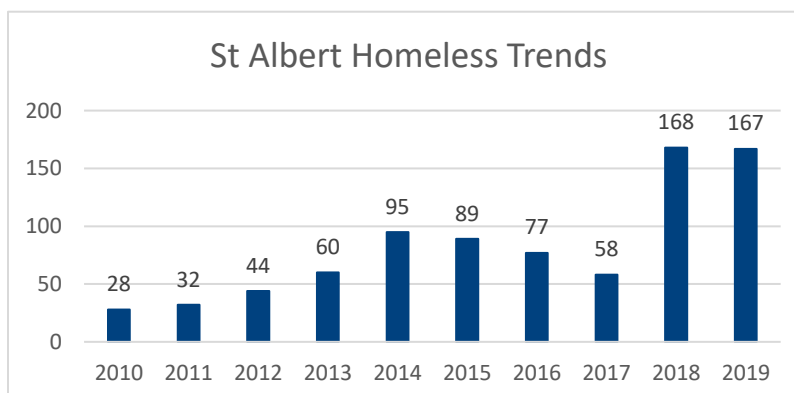
Current State

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

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

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

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



	<p>Issue</p> <p>Homelessness is a complex issue that impacts our whole community requiring diverse solutions. Without active interventions, incidences of homelessness in St. Albert are predicted to rise, particularly considering impacts of COVID.</p> <p>The Task Force confirmed that a significant gap in services and resources in St. Albert exists for youth and has recommended that the City implement actions to meet the needs of homeless youth as the first step in addressing homelessness in St. Albert. Currently, there are no housing options for homeless and at-risk youth in St. Albert.</p> <p>When faced with eviction or conflict in their family home, youth may find temporary shelter with other family members or friends. When these options end or don't exist, youth must leave the community to access supportive services in Edmonton. Youth in St. Albert are not well equipped to respond to the Edmonton street culture. Connections to friends, family, and schooling in St. Albert are lost, and youth may become entrenched into street life involving prostitution and drugs.</p> <p>Further, youth experience a range of challenges when trying to find a safe, affordable home for themselves, particularly if they are under 18 as they are not legally bound by lease conditions, making landlords reluctant to provide rental accommodations to them.</p> <p>Structural, systemic, and interpersonal factors all contribute to youth homelessness. Local data indicates that many St. Albert youth are 'unstably disconnected' from their families. Transitional housing programs are recommended strategies for unstably connected youth.</p> <p>St. Albert is well known to be a caring and inclusive community but every night there are individuals who are sleeping outside, in their car, on a friend's couch, or on the verge of losing their home. This issue is often hidden from view but does exist.</p> <p>Opportunities</p> <p>The Task Force recommends that a youth transitional home is the most appropriate prevention strategy for homeless youth in St. Albert and should be complemented by upstream prevention strategies. Further development of the youth transitional home model is being proposed through this business case, seeking funding and partnerships with others to facilitate its development.</p> <p>The Mayor's Task Force will continue to support and advocate for the coordination of homelessness prevention strategies among local, regional, provincial, and national organizations, as well as the public and private sectors. The City, while not intended to operate the youth transition home, will work with community partners to secure capital and operational funding and rely on those who have the expertise and experience in supporting youth in a transitional home setting.</p>
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	<p>The feasibility study will determine whether partnerships and capital and operating funding sources are available that would reduce or eliminate the need for funding contributions from the City to implement a youth transitional home model. The feasibility study will provide Council with this information prior to committing further funding in future budget years.</p> <p>Alternative housing models may be identified within the feasibility study that would provide an alternative option to a 10-bed facility that could be more cost effective and simpler to implement. The investment in a youth transitional home and accompanying supports will provide opportunity for a new service delivery approach, including new and expanded community collaborations.</p> <p>Youth will receive services and supports in their own community as opposed to accessing supports in Edmonton. Approval of this project will help bridge the gaps identified including building assets that contribute to individual independence, self-esteem and a sense of community well-being.</p> <p>Risks</p> <p>Stable housing is a key determinant of health for individuals, family, and community.¹ Moreover, the costs to the community and the economy of not preventing and addressing homelessness are significant.</p> <p>If this project is not approved, homeless and at-risk youth will continue to be underserved in our community. By not investing in this project, the number of homeless youths will continue to rise with the risk of this being carried into their adult life. This will perpetuate the hidden issue of homelessness to become more visible.</p> <p>Building community capacity will be compromised and at risk. The Task Force and community efforts and prevention strategies identified will not be fully understood and in turn, resourced adequately to move initiatives forward.</p> <p>There is a risk that the City will not be able to access enough funding from other sources to cover the estimated capital and operating costs of the youth transitional home. Financing opportunities may be limited, as the model is not anticipated to create a revenue source. Should this occur, the project may be delayed until suitable funding sources are found, or until funds could be raised within the community. Alternatively, capital and operating funding commitments could be provided through municipal budgets.</p> <p>A 10-bed youth transitional home may require changes to the Land Use District for the preferred site requiring Council's consideration at a public hearing.</p>
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¹ "Housing and Health: An Overview of The Literature," Health Affairs Health Policy Brief, June 7, 2018. DOI: 10.1377/hpb20180313.396577

	<p>There is a risk that the community will not support a youth transitional home in their neighbourhood, or in other areas of St. Albert. Public opposition to a development is most apparent if land use changes are required.</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 5. Housing</p> <p>Activity: 5.3 Work with regional partners to explore the creation of additional housing options to</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>
STAKEHOLDER IDENTIFICATION:	<p><i>Mayor's Task Force to End Homelessness Members:</i></p> <ul style="list-style-type: none"> • Mayor Cathy Heron – City of St Albert • Dean Kurpjuweit- Chairperson Mustard Seed Edmonton • Christina Davis – Albert Health Services • Florence Gaucher – Metis Child & Family Services Society • Kathi Campbell – Children's Services, Government of Alberta • Ken MacKay – City of St Albert Councillor • Lorette Garrick – George Spady Centre • Marie Renaud – MLA St Albert • Pamela Robinson - RCMP • Sharon Morin – Michif Cultural Connections • Suzan Krecsy – St Albert Food Bank & Community Village <p><i>City of St. Albert</i></p> <ul style="list-style-type: none"> • Community Services - Catriona Gunn-Graham and Debi Skoye • Mayors Office - Rayann Laforce • Planning and Engineering - Lory Scott ▪ Finance / Procurement - Stan Chan <p><i>Other Stakeholder involvement</i></p> <ul style="list-style-type: none"> • Private sector • Not for Profit agencies <p>Business</p>
TIMELINE:	<p>Phase 1 Conduct Feasibility Study (4-6 months)</p> <ul style="list-style-type: none"> - Procure Contract / hire Consultant - Hire part-time Project Manager - (refer to Social Housing Specialist business operating case). <p>Work with project consultant to determine:</p> <ul style="list-style-type: none"> - Location options including the use of City owned land, preferred infill locations if a land purchase is required, or greenfield purchase opportunities, and the costs of each. - Determine cost effective methods to build or purchase a dwelling(s), for use as the youth transitional home, including alternative building forms or model approaches that would meet the intent of the Mayor's Task Force recommendations, but at a reduced cost.

	<ul style="list-style-type: none"> - Evaluate opportunities for partnerships for capital and ongoing operating costs, including recommended fundraising models with the goal to reduce or eliminate financial impacts of this initiative on municipal budgets - Evaluate and recommend operating partnership models with existing or new housing operators. - Determine the recommended organizational structure for the youth transitional home operations and the structure's ability to solicit partnerships and funding within the community, the region, and other levels of government. <p>Phase 2 (Land / Building) Estimates for 2023/2024 - Land and building cost estimates are based on the recommended 10 bed youth transitional home model assuming that a 3,500 sq. ft. building would be required to accommodate the number of bedrooms and associated services within the facility, including the land costs for a site suitable for this use. Costs and alternative model options will be confirmed through the feasibility study proposed in Phase 1 of this project.</p>																																												
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2022</td><td>\$</td><td>115,000</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>753,700</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>1,101,500</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>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>1,970,200</td></tr> </table> <p>See Capital Project Worksheet for details.</p>	Investment Year	2022	\$	115,000		2023	\$	753,700		2024	\$	1,101,500		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		2031	\$	-		Total	\$	1,970,200
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OPERATIONAL IMPACTS:	<div> <input type="radio"/> Yes <input type="radio"/> No </div> <p>If yes, refer to Operating Impacts Worksheet for details.</p>																																												
ASSOCIATED OPERATING BUSINESS CASE:	<p>This project is directly linked to the Operating Business Case for a Social Housing Specialist position part of the 2021 budget.</p>																																												

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs		423,000								
Concept Planning	115,000									
Detailed Planning and Design		92,000								
Site Servicing		20,000								
Structure/Building Construction			944,000							
Landscaping			97,500							
Construction Management		20,000								
Commissioning and QA/QC										
Contingency		193,700								
Public Participation Activities		5,000								
Equipment			60,000							
TOTAL	115,000	753,700	1,101,500	-	-	-	-	-	-	-

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

Comments:

This Capital Project Charter is only for 2022 - Phase 1 Feasibility Study (\$115,000)

A Separate CPC will be submitted for 2023 and 2024 (Phase 2 and 3) based on recommendations from Feasibility Study

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	SERV-008
CHARTER NAME:	Servus Place Fitness Expansion
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	Project is an expansion to the existing Servus Place facility therefore is growth.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> 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:	<p>Based on approved Council motion (10-2016), Administration was directed to perform an analysis involving a re-scope of the original Charter "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.</p> <p>The Charter is based on the 2016 September 19, 2016 conceptual drawing and costing, with escalation increases factored in. If the charter is approved, there would need to be updated re-scoping complete with revised costing as part of the detailed design phase to establish a true reflection of project costs.</p>
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	<p>Current State – Prior to the COVID 19 Pandemic, Servus Place was the City of St. Albert’s most heavily used recreation facility with approximately 920,000 visits annually, 280,000/year of which use the fitness facilities. There have been no modernization enhancements to the Fitness Centre to improve customer experience since opening in 2006.</p> <p>Issue -The community has articulated a demand for an expansion of the Fitness Centre, specifically as it relates to quality change rooms, selection of fitness equipment, and other related amenities. City Council identified the Fitness Expansion charter to be included in the 2022 list of Capital Growth projects despite Administration recommending that it be removed.</p> <p>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.</p> <p>Risks</p> <ul style="list-style-type: none"> - Consultant availability - Increased construction costs - Existing site constraints - In house resources availability - Availability of qualified contractor(s) - impact on stakeholders/ user groups - impacts to New Community Amenities Facility Plans 						
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>						
STAKEHOLDER IDENTIFICATION:	<table border="1"> <thead> <tr> <th data-bbox="634 1472 883 1545">Name & Role</th><th data-bbox="883 1472 1398 1545">Responsibility or Contribution</th></tr> </thead> <tbody> <tr> <td data-bbox="634 1545 883 1640">Recreation & Parks</td><td data-bbox="883 1545 1398 1640">Project sponsor, public engagement, design review, stakeholder liaison.</td></tr> <tr> <td data-bbox="634 1640 883 1787">Capital Project Office</td><td data-bbox="883 1640 1398 1787">Review and/or development of Engineering tender documents, Construction execution, Project Management.</td></tr> </tbody> </table>	Name & Role	Responsibility or Contribution	Recreation & Parks	Project sponsor, public engagement, design review, stakeholder liaison.	Capital Project Office	Review and/or development of Engineering tender documents, Construction execution, Project Management.
Name & Role	Responsibility or Contribution						
Recreation & Parks	Project sponsor, public engagement, design review, stakeholder liaison.						
Capital Project Office	Review and/or development of Engineering tender documents, Construction execution, Project Management.						

	Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support.																																												
TIMELINE:	Detailed design and planning - 2022 Construction - 2023																																													
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2022</td><td>\$</td><td>506,000</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>5,952,000</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>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>6,458,000</td></tr> </table>	Investment Year	2022	\$	506,000		2023	\$	5,952,000		2024	\$	-		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		2031	\$	-		Total	\$	6,458,000	See Capital Project Worksheet for details.
Investment Year	2022	\$	506,000																																											
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	2031	\$	-																																											
	Total	\$	6,458,000																																											
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		N/A																																												

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	506,000									
Site Servicing										
Structure/Building Construction		4,900,000								
Landscaping										
Construction Management		379,000								
Commissioning and QA/QC		35,000								
Contingency		478,000								
Public Participation Activities										
Equipment		160,000								
TOTAL	506,000	5,952,000	-	-	-	-	-	-	-	-

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

Comments:

1. Detailed Planning and Design – 10% of preliminary construction estimate
2. Construction Contingency estimate is at 10% of preliminary Construction estimate
3. Equipment estimated at 5% of preliminary Construction cost estimate
4. Additional expenses including Consultant fees, Project Management Fees, additional project soft costs built into preliminary constructions costs.
5. Public consultation occurred through the initial “Plan for the Future” project in 2011, further public consultation built into overall costs.
6. Conceptual design completed in 2016
7. Escalation added from 2019 project charter compounded, 2% to 2020, 2% to 2021, 2% to 2022, 2% to 2023.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> 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.
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OPERATING IMPACTS	2022	2023	2024
Staffing Maintenance, Programming, RMR, Equipment, utilities			300,000
TOTAL	-	-	300,000



CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	RECR-073
CHARTER NAME:	Kingswood Boat Dock
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This project is for the construction of a new boat dock to address increasing demand and is therefore a growth project.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	This charter is for a non-motorized boat dock site within Kingswood Park. The work will include environmental assessment, review of site access, determination of amenities, approvals and construction	

PROJECT CHARTER JUSTIFICATION:	<p>Current State:</p> <p>The City has seen a surge in the popularity along the Sturgeon River and at Big Lake for paddling activities including kayaking, canoeing and stand up paddle boarding. This increased demand has resulted in increased pressure on the two existing boat launches/docks, located at Rotary Park and McMillan Park, as well as increased use at various informal accesses to the river including at Kingwood Park.</p> <p>Work under this charter would include environmental assessment, provincial permits if required, development of trail access to the boat dock, boat dock purchase and potential on-site storage area.</p>
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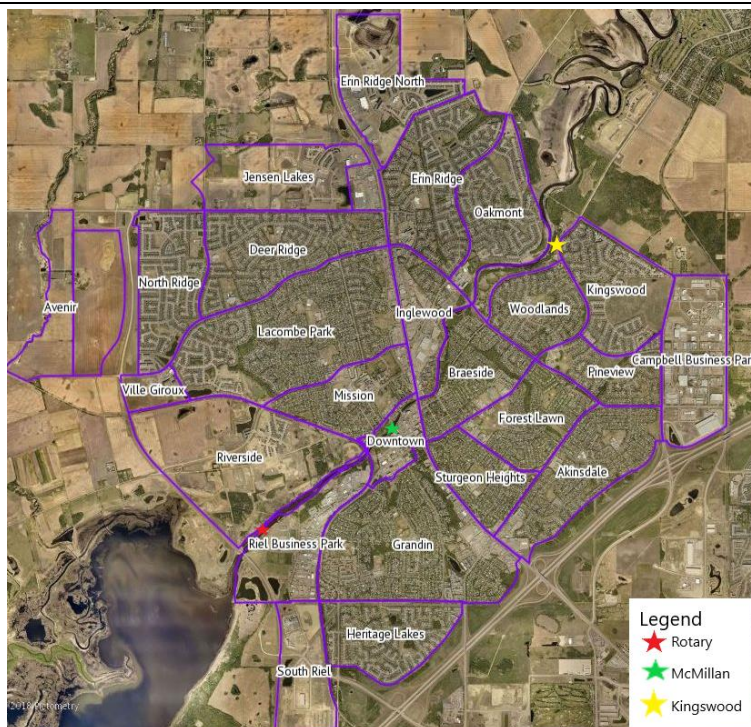


Figure 1: Existing and Proposed Boat Dock/Launch Sites

Issues:

The public is currently using an access near the outfall located in Kingswood Park (shown as yellow in Figure 1). This site shows evidence of high use, with resulting environmental concerns such as erosion and invasive species spread (flowering rush). The site also poses some safety concerns due to the slick mud at the rivers entrance and proximity to the outfall.

Opportunities:

The Kingswood site however was selected as it is a demonstrated good access site for users, has a readily accessible parking area and washrooms at Kingswood Park. Pending assessment results, this boat dock could likely be made sustainable through appropriate site design and management.

Risks:

Not approving this charter will not address rising community demands for paddling access. Random access and potential damage to riparian areas is likely to continue and worsen over time.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority: 4. Infrastructure Investment

Activity: N / A

Administrative Priority: N / A

Activity: N / A

STAKEHOLDER IDENTIFICATION:	Internal: <ul style="list-style-type: none"> Public Works Utilities and Environment Recreation and Parks External: <ul style="list-style-type: none"> Paddling recreation groups General Public 																																															
TIMELINE:	Spring 2022 – Site assessment and recommendations Summer 2022 – Trail access construction and permanent infrastructure installation Spring 2022 – Dock opened to public																																															
FINANCIAL INFORMATION:	<table border="1"> <tr><td>Investment Year</td><td>2022</td></tr> <tr><td></td><td>2023</td></tr> <tr><td></td><td>2024</td></tr> <tr><td></td><td>2025</td></tr> <tr><td></td><td>2026</td></tr> <tr><td></td><td>2027</td></tr> <tr><td></td><td>2028</td></tr> <tr><td></td><td>2029</td></tr> <tr><td></td><td>2030</td></tr> <tr><td></td><td>2031</td></tr> <tr><td></td><td>Total</td></tr> </table>	Investment Year	2022		2023		2024		2025		2026		2027		2028		2029		2030		2031		Total	<table border="1"> <tr><td>\$</td><td>182,100</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>-</td></tr> <tr><td>\$</td><td>182,100</td></tr> </table>	\$	182,100	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	182,100
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OPERATIONAL IMPACTS:	<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																																															
ASSOCIATED OPERATING BUSINESS CASE:	N/A																																															

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	45,900									
Site Servicing										
Structure/Building Construction										
Landscaping	102,000									
Construction Management										
Commissioning and QA/QC										
Contingency	34,200									
Public Participation Activities										
Equipment										
TOTAL	182,100	-	-	-	-	-	-	-	-	-

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

Comments:

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	Operating costs including seasonal boat dock installation and removal, site monitoring and trail maintenance (summer only).
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OPERATING IMPACTS.	2022	2023	2024
PW (Parks and Open Space): Boat dock installation and trail maintenance		4,000	4,100
TOTAL	-	4,000	4,100



CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	FIRE-023
CHARTER NAME:	Fire Station 2 Security Upgrade
LEAD DEPARTMENT:	Emergency Services

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	This is a new project and something the facility does not currently have a security system.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> 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:	<p>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.</p> <p>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.</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: N / A</p> <p>Activity: N / A</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>

STAKEHOLDER IDENTIFICATION:	Risk Management Public Works Purchasing AHS RCMP Innovation & Technology (IT)																																													
TIMELINE:	2022 (Q1) – RFP for equipment and installation 2022 (Q2) – Installation and testing																																													
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2022</td><td>\$</td><td>45,000</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>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2031</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>45,000</td></tr> </table>	Investment Year	2022	\$	45,000		2023				2024	\$	-		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		2031	\$	-		Total	\$	45,000	See Capital Project Worksheet for details.
Investment Year	2022	\$	45,000																																											
	2023																																													
	2024	\$	-																																											
	2025	\$	-																																											
	2026	\$	-																																											
	2027	\$	-																																											
	2028	\$	-																																											
	2029	\$	-																																											
	2030	\$	-																																											
	2031	\$	-																																											
	Total	\$	45,000																																											
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		N/A																																												

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/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

<input type="radio"/> One Time <input type="radio"/> Ongoing	N/A
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022-2024
CHARTER NUMBER:	CULTR-009
CHARTER NAME:	Heritage Park Phase 1A, B & C (previously Phase 3) – Agricultural Pavilion and Visitors Reception
LEAD DEPARTMENT:	Community Services/Arts and Heritage Foundation

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	Capital initiative required to further develop cultural and historical infrastructure for community use.	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	Part of the overall Heritage Park Development on Meadowview Drive. Development of the Agricultural Pavilion and Visitor Reception building.	

PROJECT CHARTER JUSTIFICATION:	<p>Current State - The Agricultural Pavilion and Visitor Reception building is required to ensure the long-term sustainability of the St. Albert Heritage Site, as well as the security of assets on site and the safety of visitors and staff.</p> <p>Restoration work on the historic buildings at the St. Albert Heritage Site is now complete. The site includes sections of historic River Lots 23 and 24, three historic houses, a historic granary, a train station and two historic grain elevators.</p> <p>Issue - A new entrance to the St. Albert Heritage Site is required because of planned changes to the CN-rail crossing to accommodate area structure plan changes to Riverside. Currently visitors are greeted by staff at the train station. With the relocation of the CN-rail crossing the site will no longer have a visitor reception area with a sightline to the entrance or a point for staff to check in</p>
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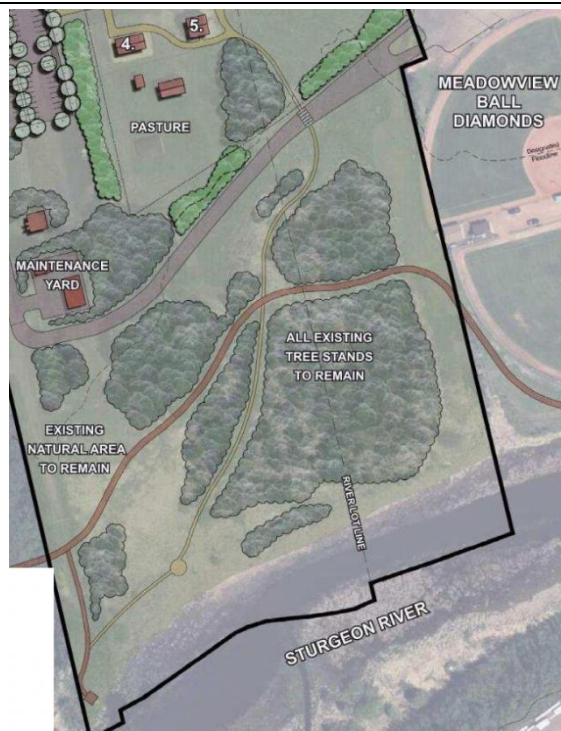
following a tour or program. The Agricultural Pavilion and Visitor Reception building will alleviate these safety and security concerns.

The Agricultural Pavilion and Visitor Reception building will also allow the museum to properly care for its agricultural collections while providing public access and a more comprehensive experience for visitors. Currently the artifacts that support and enhance the agricultural history of the area are displayed outside on a seasonal basis or remain in storage. In offering a combination of enclosed and covered storage as well as programming space, the building will protect these artifacts from the elements and provide visitors and school groups with improved interpretation.

The Agricultural Pavilion and Visitor Reception building will also extend the museum's ability to program year-round ensuring the long-term sustainability of the site.

Work includes the building, required services, two parking lots (for visitors and staff) and a new entry plaza. To facilitate the Agricultural Pavilion and Visitor Reception building at the new entrance to the site the current storage and maintenance shop will need to be relocated to the lower portion of Meadowview Lane.





Opportunities –In addition to securing the assets contained on St. Albert Heritage Site, ensuring the safety of staff and visitors, and the long-term sustainability of the site, the Agricultural Pavilion and Visitor Reception building and accompanying parking lots provide an opportunity to enhance the Red Willow Park Trail System. The construction of new parking lots will position the St. Albert Heritage Sites as an additional access point to the trail system, with the Agricultural Pavilion and Visitor Reception building containing servicing that will be available to trail users. The building will house public washrooms that could be accessible both internally as well as from outside the building.

The additional servicing provided by the Agricultural Pavilion and Visitor Reception building also allows for new and expanded event and rental opportunities, which will further ensure the long-term sustainability of the site.

This project is eligible for provincial and federal funding. Grants and partnerships will need to be actively pursued throughout all phases of the project. A strong relationship with the Arts and Heritage Foundation of St. Albert (AHF) will assist in accessing additional funding sources. As a non-profit charitable organization AHF is eligible to apply for grants that are unavailable to municipalities.

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

Risks - Grant funding is volatile, but trends suggest tourism, culture and community spaces may see additional funds available to support recovery work.

	Public Works has not had an opportunity to review changes to plan and landscaping, so further refinement may be required. Design and landscaping selection would be completed to provide operational efficiency, including total cost of ownership, in consultation with public works.																				
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: N / A</p> <p>Activity: N / A</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>																				
STAKEHOLDER IDENTIFICATION:	<table> <tr> <th>Name & Role</th><th>Responsibility or Contribution</th></tr> <tr> <td>Community Services</td><td>Project sponsor, public engagement, design review, stakeholder liaison.</td></tr> <tr> <td>Arts and Heritage Foundation</td><td>Public engagement, design review, and facility management and operation</td></tr> <tr> <td>Capital Project Office</td><td>Project management and construction execution</td></tr> <tr> <td>Public Works</td><td>Planning, advisory, construction support and maintenance</td></tr> <tr> <td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment, agreement support and procurement process support.</td></tr> <tr> <td>Planning and Development</td><td>Planning, advisory, construction support, permits and inspections</td></tr> <tr> <td>Engineering</td><td>Planning, advisory, construction support</td></tr> <tr> <td>Recreation and Parks</td><td>Planning, advisory</td></tr> <tr> <td>Stakeholders: Includes community, and BLESS (internal and external)</td><td>Advisory, notification of construction, disruption of service and issue resolution</td></tr> </table>	Name & Role	Responsibility or Contribution	Community Services	Project sponsor, public engagement, design review, stakeholder liaison.	Arts and Heritage Foundation	Public engagement, design review, and facility management and operation	Capital Project Office	Project management and construction execution	Public Works	Planning, advisory, construction support and maintenance	Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support.	Planning and Development	Planning, advisory, construction support, permits and inspections	Engineering	Planning, advisory, construction support	Recreation and Parks	Planning, advisory	Stakeholders: Includes community, and BLESS (internal and external)	Advisory, notification of construction, disruption of service and issue resolution
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Planning and Development	Planning, advisory, construction support, permits and inspections																				
Engineering	Planning, advisory, construction support																				
Recreation and Parks	Planning, advisory																				
Stakeholders: Includes community, and BLESS (internal and external)	Advisory, notification of construction, disruption of service and issue resolution																				
TIMELINE:	<p>2022 – RFP for engineering services for Phase 1 required work.</p> <p>2023/2024 – Construction of Agricultural Pavilion and Visitor Reception. Open Space, Amenities, and Landscaping</p>																				

FINANCIAL INFORMATION:	Investment Year	2022	\$	979,958
		2023	\$	5,027,968
		2024	\$	180,753
		2025	\$	-
		2026	\$	-
		2027	\$	-
		2028	\$	-
		2029	\$	-
		2030	\$	-
		2031	\$	-
	Total	\$	6,188,679	
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.			
ASSOCIATED OPERATING BUSINESS CASE:	N/A			

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	136,201	362,569	14,755							
Site Servicing	21,675	100,980								
Structure/Building Construction	603,330	3,506,928								
Landscaping			122,961							
Construction Management										
Commissioning and QA/QC										
Contingency	218,752	1,057,490	43,037							
Public Participation Activities										
Equipment										
TOTAL	979,958	5,027,967	180,753	-	-	-	-	-	-	-

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

Comments:

For 2020's submission (for 2021-2023)

The screenshot on page 228 does not have, whereas the Financial Information and the Project Worksheet does is:

\$60,000 for remediation costs.

And

\$575,000 to address LEED certification (~2% on the design, ~20% on the construction) AND to address these assumptions on the Function Plan (from 2020):

Phase 1B Assumptions:

- Includes clearing, grubbing and fence removals.

- Includes asphalt pavements, gravel structure and subgrade preparation.
- Includes gravel trails and paths.
- Includes paving of north-south road connection.
- Storm drainage consists of rural cross section and surface drainage.
- Sanitary services will extend from the lift station to the south.
- No environmental site remediation is required.
- Site and parking lot lighting is excluded.
- Parking lot does not have any concrete curbing – rural section only.
- shallow utility servicing is included in the building cost.
- Includes landscaping cost.
- Includes building demolition.
- Paving of east-west road is excluded.

For the latest submission (for 2022-2024)

2% increase from 2020's submission (Sustainability Policy)

1A - Maintenance Yard	
1. Grading & Earthworks	\$20,000
2. Removals	\$3,000
3. Gravel Yard	\$51,000
4. Deep Utility Servicing	\$21,250
5. Maintenance Yard	\$17,500
6. Remove and Relocate Buildings	\$125,000
7. New Maintenance Garage	\$375,000
Subtotal Phase 1B	\$612,750
1B - Agricultural Pavilion & Visitor Reception	
1. Grading & Earthworks	\$75,875
2. Miscellaneous Removals	\$7,500
3. Parking Lot (27 Stalls)	\$243,740
4. Parking Lot (67 Stalls)	\$361,800
5. Bus Drop-Off Road Widening	\$25,000
6. Hard Surfaced Walks, Trails, & Plaza	\$133,875
7. Deep Utility Servicing	\$99,000
8. Agricultural Pavilion + Visitor Centre	\$1,866,725
9. Entrance Plaza	\$98,650
10. Security Lighting and Surveillance	\$50,000
Subtotal Phase 1B	\$2,962,165
1C - Open Space, Amenities, Landscape	
1. Tree Planting	\$4,550
2. Native Planting Beds	\$116,000
Subtotal Phase 1B	\$120,550
Phase 1 Subtotal	\$3,695,465
Engineering & Approvals (12%)	\$443,456
Contingency (35%)	\$1,293,413
Phase 1 Total	\$5,432,334

OPERATING IMPACTS WORKSHEET

<input checked="" type="radio"/> One Time <input type="radio"/> Ongoing	<p>Operational impacts affect Culture in regards to contract management of the maintenance provider, estimated cost of:</p> <p>Asphalt Parking lot \$3.00/sqm per year for winter maintenance. Asphalt and curb stop Maintenance \$0.75/sqm per year per year. If the lot is gravel we do not normally maintain those in the winter. Summer maintenance \$.20/sqm for grading and adding gravel as required.</p> <p>For any buildings, budget estimate \$25/sq ft per annum</p>
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-



CAPITAL PROJECT CHARTER

YEAR:	2022-2030
CHARTER NUMBER:	TRAN-003
CHARTER NAME:	Transit Waiting Shelters
LEAD DEPARTMENT:	Public Works and Transit

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> 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:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	This project is intended to provide sheltered waiting areas for transit patrons in St. Albert.	

PROJECT CHARTER JUSTIFICATION:	<p>Transit Service Standards provide guidelines that Bus shelters will be provided at:</p> <ul style="list-style-type: none"> · All transit exchanges · All major transfer locations · High usage transit zones · Locations open to the elements <p>As transit service is 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.</p> <p>Aligns with Council priorities to “continue to explore and implement leading practices to manage the safe and efficient movement of goods and people.”</p> <p>Current State – Current program includes new shelters every four years to improve the system and match growth.</p>
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	<p>Issue – Our advertising contractor adds shelters in high vehicle traffic areas for the main purpose of advertising, not particularly where the shelter may be required.</p> <p>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.</p> <p>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 may impact StAT's ability to maximize ridership.</p>		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: N / A</p> <p>Administrative Priority: A.5. Service Enhancement Opportunities</p> <p>Activity: N / A</p>		
STAKEHOLDER IDENTIFICATION:	<p>Internal</p> <ul style="list-style-type: none"> • St Albert Transit • Planning and Engineering (for shelter pad construction within the sidewalk program) • City of St. Albert Risk & Insurance Department (adding more City owned structures) • Public Works (for snow clearing) • Purchasing department (for shelter purchasing process) <p>Secondary</p> <p>Public</p>		
TIMELINE:	<p>2022 - Specs and Tender, installation of shelters.</p> <p>2026 - Specs and Tender, installation of shelters.</p> <p>2030 - Specs and Tender, installation of shelters.</p>		
FINANCIAL INFORMATION:	<p>Investment Year</p> <p>2022</p> <p>2023</p> <p>2024</p> <p>2025</p> <p>2026</p> <p>2027</p> <p>2028</p> <p>2029</p> <p>2030</p> <p>2031</p> <p>Total</p>	<p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p>	<p>61,200</p> <p>-</p> <p>-</p> <p>-</p> <p>63,000</p> <p>-</p> <p>-</p> <p>-</p> <p>65,000</p> <p>-</p> <p>189,200</p>
			See Capital Project Worksheet for details.

OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input type="radio"/> No Refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	61,200				63,000				65,000	
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	61,200	-	-	-	63,000	-	-	-	65,000	-

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 will include shelter purchase and concrete pad placement / landscaping.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	To cover the cost of cleaning and maintenance / year / shelter
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OPERATING IMPACTS	2022	2023	2024
	1,000	2,000	2,000
TOTAL	1,000	2,000	2,000



CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	FIRE-033
CHARTER NAME:	Fire Training Facility
LEAD DEPARTMENT:	Emergency Services

TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH	
	<p>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).</p>	
ASSET CATEGORY:	<input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> 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
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	<p>city growth, increased staff numbers, NFPA industry best practices), a proper training facility is necessary.</p> <p>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.</p> <p>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).</p> <p>Looking at the opening of Station 4 this number increases to approximately \$360,000 (30 ESP's / approx. \$45,000 per shift).</p> <p>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).</p> <p>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.</p> <p>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.</p> <p>Presented is a high-level estimate (+/- 35% variance) and is based on the following assumptions:</p> <ol style="list-style-type: none"> 1) Land does not need to be purchased as it is already available; 2) This project will be co-located with other municipal facilities in the 10-year plan; 3) Because of co-location with other municipal facilities, servicing costs are not included in this charter. <p>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).</p> <p>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</p>
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	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 Activity: N / A Administrative Priority: N / A Activity: N / A	
STAKEHOLDER IDENTIFICATION:	Capital Projects – Planning and Engineering Asset Management – Infrastructure Services	
TIMELINE:	2022 Feasibility Study / Preliminary Design: \$100,000 2023 Detailed Design: \$430,000 2024 Build: \$4,300,000 2025 Project Complete / Ready for Use	
FINANCIAL INFORMATION:	<div>Investment Year</div> <div>2022</div> <div>2023</div> <div>2024</div> <div>2025</div> <div>2026</div> <div>2027</div> <div>2028</div> <div>2029</div> <div>2030</div> <div>2031</div> <div>Total</div>	<div>\$ 100,000</div> <div>\$ 430,000</div> <div>\$ 4,300,000</div> <div>\$ -</div> <div>\$ -</div> <div>\$ -</div> <div>\$ -</div> <div>\$ -</div> <div>\$ -</div> <div>\$ -</div> <div>\$ -</div> <div>\$ 4,830,000</div> <div>See Capital Project Worksheet for details.</div>
OPERATIONAL IMPACTS:		<input checked="" type="radio"/> Yes <input type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning	100,000									
Detailed Planning and Design		430,000								
Site Servicing										
Structure/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

Choose one:

<input type="radio"/> One Time <input type="radio"/> Ongoing	Operational impacts will begin in the year 2025. Estimated at \$15/sq ft (5020) the operating impacts would be approx. \$75,000/yr
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OPERATING IMPACTS	2022	2023	2024
TOTAL	-	-	-

ACRONYMS

AFRRCS	Alberta First Responders Radio Communication System
AHF	Arts and Heritage Foundation
AHS	Alberta Health Services
AM	Asset Management
ASIST	Applied Suicide Intervention Skills Training
ASP	Area Structure Plan
BLESS	Big Lake Environment Support Society
BMX	Bicycle Motocross
CAO	Chief Administrative Officer
CC	Capital Charter
CHP	Cogeneration-Heat and Power
CMMS	Computerized Maintenance Management System
CN	Canadian National
COMS	Community Services
COSA	City of St. Albert
CRM	Client Relationship Management
CSS	Corporate Strategic Services
CULTR	Cultural Services
CUPE	Canadian Union of Public Employees
DARP	Downtown Area Redevelopment Plan
DCAO	Deputy Chief Administrative Officer
EAM	Enterprise Resource Planning
EL	Executive Leadership
EMRB	Edmonton Metropolitan Region Board
EMS	Emergency Medical Services
ENGs	Engineering Services
ENV	Environment
EPCOR	The City of Edmonton
ESP	Emergency Services Personnel
FCSS	Family Community Support Services
FGTF	Federal Gas Tax Fund
FIRE	Fire Services

FOIP	Freedom of Information and Protection of Privacy
FTE	Full-time Equivalent
GFOA	Government Finance Officer's Association
GIS	Geographical Information System
GNWSP	Grey Nuns White Spruce Park
GOA	Government of Alberta
HR	Human Resources
HVAC	Heating Ventilation and Air Conditioning
IPS	Information Public Sector
ITS	Intelligent Transportation System
ITSV	Innovation & Technology Services
LEED	Leadership in Energy and Environmental Design
LOS	Level of Service
LUB	Land Use Bylaw
MAN	Municipal Area Network
MDP	Municipal Development Plan
MEO	Municipal Enforcement Officer
MFHA	Mental Health First Aid
MFR	Medical First Response
MGA	Municipal Government Act
MR	Municipal Reserve
MSI	Municipal Sustainability Initiative
NFPA	National Fire Protection Agency
OBC	Operating Business Case
OSL	Offsite Levy
PAYG	Pay-As-You-Go
PLAN	Planning and Development
POLI	Policing Services
PSAB	Public Sector Accounting Board
PTIF	Public Transit Infrastructure Fund
PV	Photovoltaics
PW	Public Works

RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RFI	Request for Information
RFP	Request for Proposal
RMR	Repair, Maintain, Replace
RTSC	Regional Transit Services Commission
RWP	Red Willow Park
SAFS	St. Albert Fire Services
SAM	Strategy and Mobilization
SAP	St. Albert Place (City Hall)
SCADA	Supervisory Control and Data Acquisition
SERV	Servus Place (Recreation Facility)
SOLWA	Solid Waste
StAT	St. Albert Transit
TBD	To Be Determined
TMP	Transport Master Plan
TOD	Transit Oriented Development
TRAN	Transit
TUC	Transportation Utility Corridor
UTIL	Utility Services
WASTW	Wastewater

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Functions/Departments - Part of the City's organization structure. Functions are the highest level of grouping and departments are sections under the function. (i.e. Function – General Government, Department – Finance & Assessment)

Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific activity.

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

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

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

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

Liabilities - The financial obligations the City has to others.

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

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

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

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

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

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

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

Province - The Province of Alberta.

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

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

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

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

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

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

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

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

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

PROPOSED FINANCIAL PLAN + 2022 BUDGET

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