

CAPITAL PROJECT CHARTER

Year: 2027-2036

Charter Number: COMS-001

Charter Name: Community Capital Grant Program

Lead Department: Recreation & Parks

Type: RMR

Explanation (RMR or Growth): The Community Capital Grant Program provides capital grant funding for not-for-profit community groups to support the growth and repair, maintenance, and replacement of their capital assets

Asset Category: Master Plan, Studies & Other

Scope Statement: To establish a funding source for eligible capital projects, accessible to qualified not-for-profit community organizations that offer comprehensive and inclusive recreational, cultural, or social services within the City of St. Albert.

PROJECT CHARTER JUSTIFICATION

Current State – Policy C-CC-23 Civic Granting provides the direction to increase the overall civic funding envelope based on population increase. As this grant program falls within the overall civic grant funding envelope, a slight increase to reflect population growth projection of 1.3 % has been included for this program for 2027, 2028 and 2029. Population growth will determine additional adjustments to this grant program budget in alignment with other civic grant programs managed within the municipal operating budget. Since the initiation of the program in 2009, Council has approved over \$4.3 Million in grant funding in support of 115 community capital projects with a total project value exceeding \$21.3 Million.

Issue – St. Albert relies on community organizations to enhance the availability of recreational, cultural, and social support opportunities within the community. Without external assistance, many of these organizations would struggle to maintain their capital assets and deliver accessible programs and services.

Opportunities - This program enables the community to utilize city grant funds to leverage additional provincial and federal grant programs. It also supports the community in ensuring that facilities meet the evolving needs of users through renovations, enhancements, and new construction. There is a recognized need for this type of grant program, as it allows not-for-profit groups to secure necessary funding without resorting to individual requests to the council. Currently, the allocated budget is sufficient to meet the community's needs. Should there be a surplus, Policy C-CC-23 Civic Granting permits the carry forward of unallocated funds.

Risks - The current funding envelope is not well positioned to address large requests from eligible community groups, which could result in increased direct asks to council for capital funding.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 3. Community Well Being

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

| Name & Role | Responsibility or Contribution |
|--------------------|---|
| Recreation & Parks | Program lead and management of on-going program, reporting, and funding disbursements. Liaison with CSAC for review. Circulate to department staff if required, inform, and provide updates as to grant status. Provision of expertise related to specific facility development when requested. |
| Community Services | Circulate to department staff if required, inform, and provide updates as to grant status. Provision of expertise related to specific facility development when requested. |

Timeline: Community Capital Grant Program applications are accepted annually in the Spring for the first intake. If funding remains unallocated after first intake, applications will be accepted on a first come first serve basis until October 31 annually. The timing of distribution of funds follows approvals of Committee and Council.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 268,400 |
| | 2028 | | 271,900 |
| | 2029 | | 275,400 |
| | 2030 | | 275,400 |
| | 2031 | | 275,400 |
| | 2032 | | 275,400 |
| | 2033 | | 275,400 |
| | 2034 | | 275,400 |
| | 2035 | | 275,400 |
| | 2036 | | 275,400 |
| | Total | \$ | 2,743,500 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT CHARTER

Year: 2027

Charter Number: CULTR-001

Charter Name: Arden Theatre Maintenance and Lifecycle

Lead Department: Community Services

Type: RMR

Explanation (RMR or Growth): This program targets both planned (asset management) and responsive (damaged or malfunctioning) maintenance of existing mobile equipment used to provide service at Arden Theatre.

Asset Category: Mobile & Other Equipment

Scope Statement: This program funds maintenance and replacement of existing equipment associated with the operations of The Arden Theatre and ancillary spaces (Green Room, Dressing Rooms, Progress Hall, Lobby, Box Office, Arden Admin Office, Volunteer Room, Wardrobe and Laundry Room, Storage, and Concession).

Asset conditions are assessed using attributes including asset age, material or type, knowledge of past failure and repairs, and physical inspections. Further condition assessments are performed on upcoming planned maintenance for increased confidence in the asset data and to identify the assets most in need of maintenance or replacement.

PROJECT CHARTER JUSTIFICATION

Current State - The plan and assets are reviewed annually, and maintenance is planned and coordinated to be cost-effective and reduce operational impacts.

Plan review includes ensuring maintenance and replacement is delivered in an economically optimal way, while balancing resident and user service expectations. The lifecycle program was developed to ensure The Arden Theatre remains operational; that equipment and infrastructure are maintained in a state of good and safe condition, and replacement is prioritized relative to service level expectations.

Funding is supplemented by The Arden Theatre Capital Enhancement fee (facility/refurbishment fee), grant funding, and fundraising. The Capital Enhancement Fee is included in the Policy C-FS-16 Municipal Fees and Charges and is approved by the CAO.

Issue - The charter is intended to address ongoing maintenance to ensure community access to facility and service levels are not impacted.

Opportunities - The Arden Theatre Lifecycle and Maintenance Plan include facility maintenance not included in existing Public Operations RMR plans. It supports consistent

service for Arden Theatre users through maintained equipment and infrastructure, minimizing down time due to repairs or replacement. This plan also ensures that The Arden Theatre conforms to current technology, including network protocols and security, health and safety legislation, and environmental sustainability philosophies including prioritizing optimal asset performance, energy efficiency, and reducing waste or recycling of materials.

Risks - The Arden Theatre experiences high volumes of use hosting 338 events over 234 days and attended by over 85,000 people in 2025.

Equipment in The Arden Theatre is used to support local community groups, non-profits, commercial, and City hosted programming and events, including Cultural programming, open houses, educational opportunities, and events.

- Risk to revenue if:
 - Facility may bookings if equipment becomes outdated and the venue does not remain competitive in the region
 - Facility is partially or fully inoperable due to failed assets
- Risk to safety:
 - Safety to the public, contractors, clients, and employees may be comprised if ongoing maintenance is not conducted.
 - Assets are frequently used in high-risk locations, (e.g. overhead rigging, lifts, catwalk, lighting grid), increasing the consequence of failure
 - Equipment malfunction could create fire hazards, electrical hazards, or trip/fall risks during performances or load-ins/outs
- Risk of increased expenses:
 - assets may operate less efficiently, leading to increased power consumption and higher operating costs
 - Deferred maintenance increases the likelihood of larger, more expensive repairs or emergency callouts
 - Sudden equipment failures may require last-minute rentals at a premium cost to meet event requirements.
- Service/User Experience risks
 - User dissatisfaction, with quality of production support and venue experience
 - Poor performance of assets (e.g. inconsistent lighting, failing sound equipment) may impact the artistic integrity of shows and events
 - Dissatisfied users may choose alternative venues in the region
- Operational/Continuity Risks
 - Limited staff capacity or technical expertise to manage aging equipment can lead to longer downtimes and operational disruption

- Lack of redundancy in key equipment (e.g. projectors, sound boards, lighting boards) increases vulnerability to single-point failures.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 2. Downtown Vibrancy

Initiatives: N / A

Operational Excellence Priority Area: 5. Customers / Residents

Initiatives: N / A

Stakeholder Identification: Community Services: Program sponsor, public engagement, design review, and stakeholder liaison.

Capital Project Office - Review and/or development of Engineering tender documents, Construction execution as applicable

Public Operations - advisory, construction support and maintenance

Legal Services - Risk Assessment and agreement support

Purchasing - procurement process support

Additional funding: Friends of Arden Theatre Society, where possible, the Friends of Arden Theatre Society applies for grants or fundraises to support the asset needs of the plan when suitable.

Timeline: Q1/Q2: R&D, Design, Costing. Q3: Tender/Purchase. Q4: Installation, Close.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 73,500 |
| | 2028 | | 96,500 |
| | 2029 | | 79,500 |
| | 2030 | | 84,500 |
| | 2031 | | 279,000 |
| | 2032 | | 374,000 |
| | 2033 | | 22,000 |
| | 2034 | | 168,600 |
| | 2035 | | 273,500 |
| | 2036 | | 200,000 |
| | Total | \$ | 1,651,100 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|---------------|---------------|---------------|---------------|----------------|----------------|---------------|----------------|----------------|----------------|
| 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 | 73,500 | 96,500 | 69,500 | 84,500 | 279,000 | 374,000 | 22,000 | 168,600 | 273,500 | 200,000 |
| TOTAL | 73,500 | 96,500 | 69,500 | 84,500 | 279,000 | 374,000 | 22,000 | 168,600 | 273,500 | 200,000 |

Comments: N/A

CAPITAL PROJECT CHARTER

Year: 2027

Charter Number: CULTR-023

Charter Name: Visual Arts Studio Replacement Lifecycle

Lead Department: Community Services

Type: RMR

Explanation (RMR or Growth): This program targets both planned (asset management) and responsive (damaged and malfunctioning) maintenance of existing specialized equipment and infrastructure within the four Visual Arts Studios located in St. Albert Place.

Asset Category: Mobile & Other Equipment

Scope Statement: The Visual Art Studio Lifecycle Replacement Plan guides the repair, maintenance and replacement of City owned equipment associated with the operation of the Visual Art Studios in St Albert Place. The Visual Art Studios include the operation of the Quilting Studio, Multi-craft Studio, Painters Studio, and Pottery Studio. Studios are primarily used by Arts and Heritage Foundation to deliver education and community classes and St. Albert Place Visual Arts Council member guilds (Floral, Painters, Paper, Pottery, and Quilting)

Asset conditions are assessed using attributes including asset age, material or type, knowledge of past failures and repairs, and physical inspections. Further condition assessments are performed on upcoming planned projects for increased confidence in the asset data and to identify the assets most in need of maintenance or replacement.

Current State - The maintenance program is reviewed annually, and maintenance is planned and coordinated to be cost-effective and reduce operational impacts.

Public Operations maintains the RMR program outside of this plan to address civic facility assets including HVAC, floors, windows, etc.

Plan review includes ensuring maintenance and replacement is delivered in economically optimal ways, while balancing resident and user expectations.

Issue - The charter is intended to address ongoing maintenance to ensure community access to facility and service levels are not impacted.

Opportunities - The Visual Arts Replacement Lifecycle Plan allows the City to provide consistent service to all studio users through the provision of maintained and up to date visual arts equipment, minimizing any down time due to repairs or replacement. This plan also

ensures that we are conforming to current technology, health and safety regulations, and energy efficiencies.

Risks -

- Contractual/Partnership Risks
 - Disruption of access to studios or unsafe equipment may compromise existing Facility Use Agreements exists with the St. Albert Place Visual Arts Guilds (Floral Arts Society of St. Albert, St. Albert Painters' Guild, St. Albert Paper Arts Guild, St. Albert Potters' Guild and St. Albert Quilters' Guild).
 - Inability to meet obligations of the partnership agreement with the Arts and Heritage Foundation for visual arts program delivery in the St. Albert Place Visual Arts Studios.
 - Failure to uphold access commitments may impact City's credibility with partner organizations.
- Operational Risks
 - Equipment breakdown could result in a shutdown of operations affecting multiple user groups
 - Facilities deteriorate resulting in frequent malfunctions with increasingly higher costs to address
 - Lack of reliable equipment may limit the ability to support the 11,653 recorded hours of use (2025).
- Safety Risks
 - Aging or malfunctioning equipment increases risk of injury to staff, instructors, contractors and studio users
 - Unsafe workspace conditions may require temporary closures or restrict certain utilization
- Service Expectations
 - Decreased quality of studio equipment may lead to user dissatisfaction and reduced participation
 - Interrupted access to studios may impact program delivery, and
 - Disruption of access to the facilities and unsafe working equipment could compromise existing agreements.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification: Community Services - Project sponsor, public engagement, design review, stakeholder liaison.

Capital Project Office - Review and/or development of Engineering tender documents, Construction execution as applicable

Public Operations - advisory, construction support and maintenance

Legal Services - Risk Assessment and agreement support

Purchasing - procurement process support

External stakeholders – St. Albert Place Visual Arts Committee, Art Gallery of St. Albert, Quilters Guild, Paper Arts Guild, Floral Arts Guild, Painters Guild, Pottery Guild.

Timeline: Q1/Q2: R&D, Design, Costing. Q3: Tender/Purchase. Q4: Installation, Project Close.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|----------------|
| Investment Year | 2027 | \$ | 20,700 |
| | 2028 | | 35,000 |
| | 2029 | | 14,500 |
| | 2030 | | 19,200 |
| | 2031 | | 9,000 |
| | 2032 | | 45,000 |
| | 2033 | | 1,000 |
| | 2034 | | 1,000 |
| | 2035 | | 30,000 |
| | 2036 | | 1,000 |
| | Total | \$ | 176,400 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|---------------|---------------|---------------|---------------|--------------|---------------|--------------|--------------|---------------|--------------|
| 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 | 20,700 | 35,000 | 14,500 | 19,200 | 9,000 | 45,000 | 1,000 | 1,000 | 30,000 | 1,000 |
| TOTAL | 20,700 | 35,000 | 14,500 | 19,200 | 9,000 | 45,000 | 1,000 | 1,000 | 30,000 | 1,000 |

Comments: N/A

Supplementary detail/maps of chart focus areas: N/A

CAPITAL PROJECT CHARTER

Year: 2027

Charter Number: CULTR-036

Charter Name: Heritage Facilities and Cultural Assets Lifecycle Replacement Program

Lead Department: Community Services

Type: RMR

Explanation (RMR or Growth): This program targets both planned (asset management) and responsive (damaged or malfunctioning) maintenance of existing Heritage Facilities.

Asset Category: Historical / Cultural

Scope Statement: This program funds maintenance and replacement of existing cultural assets within the City of St. Albert's Heritage Facilities and Cultural Assets groups. Includes Banque d'Hochelaga (current location for the Art Gallery of St. Albert), Juneau House (current home to Thelma's Community Cultural Centre/Michif Cultural Connections), and the existing buildings at the Historic River Lots and Grain Elevator Park. Also includes Kâkesimokamik (Healing Garden), the Cenotaph, cultural interpretation (i.e. Founders' Walk), and recognition programs.

Asset conditions are assessed using attributes including asset age, material or type, knowledge of past failures and repairs, and physical inspections. Further condition assessments are performed on upcoming planned maintenance for increased confidence in the asset data and to identify the assets most in need of maintenance or replacement.

PROJECT CHARTER JUSTIFICATION

Current State - The City of St. Albert and Arts and Heritage Foundation of St. Albert (AHF) have a partnership agreement. *"The City shall pay for the replacement of structural, mechanical and electrical assets, within the buildings located on the Heritage Sites and within the Museum, due to the asset exceeding life expectancy. The AHF acknowledges that the timing and extent of structural, mechanical and electrical replacements will be determined solely by the City and is subject to City Council approving funds for the asset replacement in the City's budget. AHF may make recommendations to the City regarding the need for, timing of and nature of asset replacement."*

The following heritage facilities: Little White School, Alberta Grain Company Grain Elevator, Alberta Wheat Pool Grain Elevator, Banque d'Hochelaga (Art Gallery), Chevigny House, Cunningham House, Hogan Farmhouse, Brosseau Granary, and the Train Station have undergone a lifecycle condition assessment.

The lifecycle condition, inspection and assessments identified; facility assets, age and condition, with recommended life cycle years, replacement dates and associated financial data to support

this charter. The work identified in the assessments is required to be completed to ensure continuous and efficient operation of these facilities throughout their life expectancy.

The City of St. Albert strives to maintain and renew its existing facility assets and associated operations over a 10-year planning horizon in accordance with asset management industry best management practices as well as current codes, guidelines, service levels and standards. This process is in alignment with Council Policy Asset Management C-P&E-07 which directs Administration to establish a consistent approach for the rehabilitation, repair and replacement of City assets.

Issue - This charter will ensure that our Civic facilities and cultural assets are funded for safe, efficient operation and serve the community, as designed.

Opportunities - A plan for regular capital refurbishment ensures that building components and operational systems are repaired, maintained or replaced to ensure that programs and facilities are delivered with little or no disruption in service to the community. A Lifecycle Replacement plan ensures that City facilities follow health and safety legislation, promote energy efficiency and ensure Program priority may be adjusted dependent on emergent need.

Risks -

- Cost increases due to inflation and supply chain issues
- Disruption of service/access to the facilities
- Continued facility deterioration could result in additional emergent repair costs
- Reduced asset values
- Increased risk to staff and patron safety
- Outdated infrastructure is less efficient to operate
- Dissatisfaction of facility staff / users
- Lack of availability of qualified contractor(s)
- Reducing the ability of AHF to provide agreed-upon services – operations, management, stewardship.
- Failure to complete repairs and maintenance may be considered a breach of the Agreement.
- The Province of Alberta has designated the grain elevators a Provincial Historic Resource. In such a case the AHF and the City recognize that the management and operation of the Heritage Site may require consultation with and/or approval of the Minister responsible for the Historical Resources Act, R.S.A. 2000, c. H-9, as amended (the "Act").
- Some of the stories with the City's cultural interpretation (ie. Founder's Walk) provide only one perspective to the history of the city

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

- Community Services
- Capital Projects
- Public Operations
- Arts and Heritage Foundation

Timeline: Q1: R&D, Design, Costing. Q2-Q3: Tender/Purchase, Installation. Q4: Project Close.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|---------------|
| Investment Year | 2027 | \$ | 11,000 |
| | 2028 | | 32,000 |
| | 2029 | | 11,000 |
| | 2030 | | 7,000 |
| | 2031 | | 3,000 |
| | 2032 | | 3,000 |
| | 2033 | | 3,000 |
| | 2034 | | 3,000 |
| | 2035 | | 3,000 |
| | 2036 | | 3,000 |
| | Total | \$ | 79,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 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 | 11,000 | 32,000 | 11,000 | 7,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| TOTAL | 11,000 | 32,000 | 11,000 | 7,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |

Comments: N/A

CAPITAL PROJECT CHARTER

Year: 2027-2036

Charter Number: RECR-001

Charter Name: Aquatics Lifecycle Replacement Plan

Lead Department: Recreation & Parks

Type: RMR

Explanation (RMR or Growth): This charter outlines the program management for the annual repair, maintenance, and replacement of aquatics equipment and infrastructure in the City of St. Albert for the year 2027.

Asset Category: Mobile & Other Equipment

Scope Statement: This Aquatics Lifecycle Plan will guide all repairs, maintenance, and the replacement of equipment over the next 10 years for Versailles Splash Pad, Fountain Park Recreation Centre, Grosvenor Outdoor Pool, and the Woodlands Water Play Park. The intent is to sustain safe, reliable operations and support consistent service delivery throughout the planning horizon.

PROJECT CHARTER JUSTIFICATION

Current State - The 2027 Aquatics Lifecycle Replacement Program is critical to ensuring safe, operational, and efficient aquatics facilities. The justification for the program includes:

- **Needs Assessment:** Several key assets have reached or are approaching the end of their useful life. Timely replacement and maintenance are necessary to prevent unplanned downtime and maintain service quality.
- **Council Direction:** The program aligns with City Council priorities to maintain municipal assets in a state of good repair and provide high-quality recreational facilities to the community.
- **Regulatory Requirements:** Planned upgrades and replacements ensure compliance with provincial health and safety regulations, life safety standards, and operational requirements for public aquatic facilities.
- **Safety:** Aging or faulty equipment may pose risks to both staff and patrons. This program prioritizes the replacement or refurbishment of critical equipment to minimize safety hazards.
- **Efficiency and Cost Savings:** Upgrading aging equipment and control systems improve energy efficiency, reduce long-term maintenance costs, and extends asset lifecycles.
- **Revenue Protection:** Maintaining operational continuity and facility quality ensures consistent participation in aquatics programs, membership retention, and revenue generation.

The Aquatics Lifecycle Replacement Program is designed for specific aquatics equipment and infrastructure under the responsibility of Recreation & Parks at the Fountain Park Recreation Center, Grosvenor Outdoor Pool, Woodlands Water Play Park, and Versailles Water Spray Park. Other structural, mechanical, electrical, and building envelope components fall under the management of Public Operations Facility Services. This program ensures that aquatics equipment is maintained in good condition and replaced when necessary or before the end of its useful life.

The program is managed considering various asset factors, such as installation date, current condition, equipment hierarchy, environmental conditions, utilization, safety, and priority risks. These factors help create a more accurate forecast for future program details. Annually, the program is reviewed and adjusted as needed, with updated costs applied to ensure that repairs and replacements remain within budget.

The estimated lifecycle and replacement dates for equipment and infrastructure may be adjusted from the original program plan to accommodate evolving needs.

Issue - The 2027 Aquatics Lifecycle Replacement Program identifies the major equipment and infrastructure work required to maintain consistent service delivery and safe operation at the City's aquatics facilities. Planned work includes the following:

- **Fountain Park Recreation Centre (FPRC):**
Major items include replacement of interior signs and floor cleaning equipment; upgrades to salt booster cells for the competitive pool and whirlpool; structural work on the sauna; replacement of swimsuit water extractor machines; updates to water fountains and water softening systems; and refurbishment of waterslide elements and tot pool docks.
- **Grosvenor Outdoor Pool (GP):**
Key planned work includes installation of a new carbon dioxide feed system, upgrades to primary control systems, replacement of filter tank equipment, and enhancements to site infrastructure, including the chain-link fence, water fountain, and deck furniture.
- **Woodlands Water Play Park (WPP):**
Planned lifecycle updates include automatic water level controller, a new carbon dioxide feed system, upgraded splash pad control panels, improvements to hot water heating systems, and replacement of site infrastructural elements such as hand dryers and hand crane equipment.

Opportunities - The 2027 Aquatics Lifecycle Replacement Program aims to leverage several opportunities to enhance the efficiency, safety, and sustainability of the City's aquatics facilities. By proactively repairing, maintaining, and replacing key equipment and infrastructure, the program seeks to minimize unplanned service disruptions and maintain high standards of service across all facilities.

This program supports cost-saving measures by addressing potential issues before they escalate into costly emergency repairs or extended downtime. It also reinforces the City's commitment to continuous improvement by ensuring that aquatics facilities remain compliant with current safety standards, regulatory requirements, and energy-efficient practices. Through upgrades such as carbon dioxide feed systems, control panels, water treatment equipment, and structural improvements, the program enhances the overall user experience while improving safety, accessibility, and operational reliability.

The implementation of this program provides an opportunity for more coordinated and streamlined service delivery. By scheduling maintenance and replacements during planned shutdowns, non-peak hours, or off-season periods, the program reduces disruptions to operational hours while optimizing resources across multiple departments, including Recreation & Parks and Public Operations Facility Services.

Furthermore, the program supports sustainability and future revenue generation by maintaining facilities in optimal condition. Well-maintained and modernized aquatics assets attract more users, encourage program participation, and help increase revenue from memberships, rentals, and admissions. Cross-departmental collaboration ensures that the program remains cost-effective, efficient, and minimally disruptive to daily operations.

Risks - Failure to approve the 2027 Aquatics Lifecycle Replacement Program poses significant risks to the continued safe and efficient operation of the city's aquatics facilities. The items listed in the Aquatics capital lifecycle program represent components that are essential for maintaining the facilities over the next 10 years.

Without these necessary updates and replacements, aging infrastructure, such as pool coatings, pumps, and safety equipment, may lead to increased downtime, unexpected repairs, and higher long-term maintenance costs. Additionally, non-compliance with safety regulations, health standards, or energy efficiency requirements could expose the city to potential legal and financial liabilities.

Failure to approve the 2027 Aquatics Lifecycle Replacement Program may result in:

- **Unplanned Equipment Failure:** Operational shutdowns affecting programs and access.
- **Increased Maintenance and Replacement Costs:** Deferred work may require more extensive and expensive repairs later.
- **Loss of Revenue:** Service interruptions could reduce program, rental, and admission revenues.
- **Safety Risks:** Aging or faulty equipment increases injury risk for staff and patrons.
- **Higher Operating Costs:** Older equipment is less efficient, raising energy and maintenance expenses.
- **Negative Public Perception:** Declining facility quality may reduce community satisfaction and trust.
- **Cost Variability:** Estimates may change after RFQs or tenders, impacting budget accuracy.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 3. Community Well Being

Initiatives: N / A

Operational Excellence Priority Area: 5. Customers / Residents

Initiatives: N / A

Stakeholder Identification:

| Name | Role | Responsibility |
|--|-----------------|---|
| Recreation & Parks | Project Sponsor | Plan and design review, develop scope, stakeholder liaison, secure contractor, supervise the execution of work or complete work. If required, a key liaison with the capital project to identify scope, approve design review and mitigate operational impacts. Asset management of infrastructure elements |
| Public Operations | Need basis | Collaboration of work scope execution |
| Capital Projects Office | Need basis | Review and/ or development of Engineering tender documents for identified projects, secure project contractor, supervise work, OH & S, construction execution as applicable |
| Legal Services, Risk, Insurance & Purchasing | Need basis | Risk Assessment, agreement support and procurement process support |

Timeline: The Aquatics Lifecycle Replacement Program is generally carried out during planned shutdowns, pre/post-season scheduling, non-peak times, or outside of operational hours when possible. The annual project schedule typically includes:

- Ongoing condition assessments
- Equipment replacement planning
- Confirmation of budget and completion of RFQs or RFPs as necessary
- Coordination of schedule and potential scheduling impacts
- Continuous communication with stakeholders
- Implementation of maintenance, rehabilitation, or replacement of identified assets
- Reintroduction of assets into service, followed by monitoring, review, and assessment
- Adjustment of lifecycle plans for future needs

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 373,700 |
| | 2028 | | 208,400 |
| | 2029 | | 122,800 |
| | 2030 | | 272,900 |
| | 2031 | | 95,100 |
| | 2032 | | 571,400 |
| | 2033 | | 778,200 |
| | 2034 | | 149,800 |
| | 2035 | | 100,500 |
| | 2036 | | 283,200 |
| | Total | \$ | 2,956,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|----------------|
| 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 | 373,700 | 208,400 | 122,800 | 272,900 | 95,100 | 571,400 | 778,200 | 149,800 | 100,500 | 283,200 |
| TOTAL | 373,700 | 208,400 | 122,800 | 272,900 | 95,100 | 571,400 | 778,200 | 149,800 | 100,500 | 283,200 |

Comments:

CAPITAL PROJECT CHARTER

Year: 2027-2036

Charter Number: RECR-025

Charter Name: Parks and Outdoor Recreation Amenities

Lead Department: Recreation & Parks

Type: RMR

Explanation (RMR or Growth): The Charter addresses the repair, maintenance and replacement of outdoor municipal recreation infrastructure and amenities.

Asset Category: Parks & Trails

Scope Statement: The charter encompasses planning, design, and construction for the repair, maintenance, and replacement of municipal outdoor recreation infrastructure and amenities. This includes, but is not limited to, park amenities, trails, playgrounds, sports fields, sport courts, tarmacs, and other outdoor infrastructure.

This program is to address outdoor assets where asset conditions dictate repair or replacement beyond annual maintenance levels in support of the long-term management of this infrastructure.

PROJECT CHARTER JUSTIFICATION

Current State: St. Albert residents highly value and utilize municipal parks and outdoor recreation amenities. In the 2025 Customer Satisfaction survey, citizens rated our parks, green spaces, and trails as the top factor contributing to a high quality of life in St. Albert.

The municipal park and outdoor recreation amenities asset inventory encompass a wide range of infrastructure, such as playgrounds, sports fields, and courts, as well as supportive infrastructure, including benches, picnic tables, and signage. These assets collectively offer a diverse array of year-round recreational opportunities for both residents and visitors.

In maturing our approach to park management, Administration is moving towards a systems approach to park planning. This includes adjusting how we plan for and deliver repair, maintenance, and replacement (RMR) of park assets, to ensure that parks provide a range of experiences and opportunities that meet the needs of a growing community, align to City of St. Albert services levels, and continue to offer safe and enjoyable spaces for recreation.

Issue – Parks and open spaces are utilized and serviced by various departments. There is a need to ensure capital issues are identified, prioritized, and addressed in a timely and coordinated manner to provide consistent, cost-effective, and equitable services across all areas of St. Albert.

Opportunities - This charter promotes cross-departmental coordination in the prioritization of repair, maintenance, and replacement (RMR) in parks and open spaces. It enables consistent, cost-effective, and equitable investments in existing outdoor recreation infrastructure, allowing

administration to prioritize projects to mitigate reduced service or quality of experience regarding parks and outdoor recreation amenities.

Risks - Not completing this work may result in citizen dissatisfaction with the quality of city outdoor recreation amenities and infrastructure. Amenities could experience reduced functionality, public safety issues, removals or closures, and the likelihood of significant unplanned expenditures may increase.

Costs are based on estimates and may change as projects are confirmed and tendered. Projects are confirmed annually and may be adjusted due to emergent needs.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 3. Community Well Being

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

- **Internal:** Public Operations (including Parks and Open Spaces, Facility Services, Transportation), Engineering, Communications
- **External:** Neighborhood residents, with engagement needs assessed on a site-by-site basis.

Timeline: Projects typically follow a plan, design, and build workflow. Timing for this work is project dependent, with smaller projects completing this cycle within the calendar year and larger projects taking multiple budget cycles.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|-------------------|
| Investment Year | 2027 | \$ | 641,700 |
| | 2028 | | 5,639,400 |
| | 2029 | | 1,092,200 |
| | 2030 | | 1,364,500 |
| | 2031 | | 734,600 |
| | 2032 | | 811,300 |
| | 2033 | | 712,600 |
| | 2034 | | 712,600 |
| | 2035 | | 712,600 |
| | 2036 | | 712,600 |
| | Total | \$ | 13,134,100 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A. RMR will generally replace like with like and with similar operating requirements.

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|------------------|------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 200,000 | | | | | | | | | |
| Detailed Planning and Design | 100,000 | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | | | | | | | | | | |
| Landscaping | 256,000 | 4,029,900 | 838,200 | 1,005,800 | 561,200 | 620,200 | 544,300 | 544,300 | 544,300 | 544,300 |
| Construction Management | 4,900 | 398,000 | | 40,000 | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 78,300 | 1,209,000 | 251,500 | 313,700 | 168,400 | 186,100 | 163,300 | 163,300 | 163,300 | 163,300 |
| Public Participation Activities | 2,500 | 2,500 | 2,500 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Equipment | | | | | | | | | | |
| TOTAL | 641,700 | 5,639,400 | 1,092,200 | 1,364,500 | 734,600 | 811,300 | 712,600 | 712,600 | 712,600 | 712,600 |

Comments: Contingency at 30%, construction management at 8%, escalation per budget instructions.
Lions park construction included in 2028

CAPITAL PROJECT CHARTER

Year: 2027-2036

Charter Number: SERV-001

Charter Name: Servus Place Lifecycle Replacement Program

Lead Department: Recreation & Parks

Type: RMR

Explanation (RMR or Growth): This charter manages the annual repair, maintenance, and replacement of Servus Credit Union Place facility, infrastructure, and equipment.

Asset Category: Civic Facilities

Scope Statement: This Servus Place Lifecycle Plan will guide all repairs, maintenance, and equipment replacements over the next 10 years for Servus Place, ensuring continued safety, reliability, and service quality.

PROJECT CHARTER JUSTIFICATION

Current State - The 2027 Servus Place Lifecycle Program is necessary to maintain safe, reliable, and efficient operations at Servus Credit Union Place. The justification for the program includes:

- **Needs Assessment:** Several key assets have reached or are approaching the end of their useful life. Timely replacement and maintenance are necessary to prevent unplanned downtime and maintain service quality.
- **Council Direction:** The program aligns with City Council priorities to maintain municipal assets in a state of good repair and provide high-quality recreational facilities to the community.
- **Regulatory Requirements:** Planned upgrades and replacements ensure compliance with provincial health and safety regulations, life safety standards, and operational requirements for public aquatic facilities.
- **Safety:** Aging or faulty equipment may pose risks to both staff and patrons. This program prioritizes the replacement or refurbishment of critical equipment to minimize safety hazards.
- **Efficiency and Cost Savings:** Upgrading aging equipment and control systems improve energy efficiency, reduce long-term maintenance costs, and extends asset lifecycles.
- **Revenue Protection:** Maintaining operational continuity and facility quality ensures consistent participation in aquatics programs, membership retention, and revenue generation.

The Servus Place Lifecycle Replacement Plan ensures infrastructure and equipment are maintained and replaced proactively at or before the end of their useful life. It covers arenas, pools, fitness areas, and ancillary systems. The program incorporates asset condition, usage, safety, operational priority, and environmental factors to forecast replacements, timelines, and costs. Annual reviews adjust priorities based on evolving conditions, emerging needs, and operational requirements, ensuring financial accountability and uninterrupted service.

Annually, the plan undergoes a detailed review to address any changes in asset conditions, evolving usage patterns, or external factors that may impact maintenance and replacement priorities. Updated cost estimates are applied to ensure that all scheduled repairs and replacements remain within budgetary constraints and align with operational goals. This dynamic approach ensures financial accountability and operational continuity.

The program also recognizes that the estimated lifecycle and replacement schedules for infrastructure and equipment may need to be adjusted. These adjustments are made to respond to changing conditions, emerging needs, and to prioritize safety and functionality. This flexibility allows the program to effectively manage resources while addressing unexpected developments or shifts in usage and demand.

Issue:

For 2027, the focus remains on repairs, maintenance, and equipment replacement to ensure safe, efficient, and uninterrupted service for users.

The 2027 Servus Place Lifecycle Program includes the following items:

- Safety & Compliance Upgrades – Maintenance and upgrades to critical life-safety and security systems to ensure the facility continues to meet regulatory requirements and provide a safe environment for patrons and staff.
- Critical Infrastructure & Mechanical Systems – Roofing materials and maintenance work, Assessment and maintenance of various facility infrastructure components that supports arena operations, ice plant systems, pools, HVAC equipment, and other mechanical assets required for reliable facility operation.
- Energy Efficiency & Sustainability Upgrades – Improvements to lighting and HVAC equipment to enhance operational efficiency, reduce energy consumption, and support sustainability objectives.
- Facility Maintenance & Service Upgrades – Ongoing maintenance and replacement of building components and amenities, including interior finishes, flooring, equipment, exterior elements, and site infrastructure to maintain service quality and user experience.

Opportunities:

The 2027 program leverages opportunities for cost savings, service reliability, and continuous improvement. Coordinating planned work with other departments minimizes operational disruption. Impacts include:

- Facilities & Maintenance: Supporting upgrades and coordinating downtime.

- Safety & Security: Enhanced monitoring and emergency systems.
- Energy & Sustainability: Alignment with energy reduction and efficiency goals.

Risks:

Not approving the 2027 lifecycle program poses financial and operational risks:

- Infrastructure Breakdown: Unplanned shutdowns affect operations, programs, and service delivery.
- Higher Repair Costs: Deferred maintenance increases repair costs and downtime.
- Revenue Loss: Service interruptions reduce program, rental, and admission income.
- Safety Risks: Unaddressed safety systems increase hazards for staff and patrons.
- Increased Operating Costs: Older equipment drives higher energy and maintenance expenses.
- Negative Public Perception: Poor facility conditions may reduce community satisfaction.
- Cost Escalation: Estimated costs may rise after quotes or tenders.
- Failure to Meet User Demand: Aging infrastructure may limit the facility’s ability to meet growing service requirements.

Overall, not approving the RMR program for this facility could lead to operational disruptions, higher long-term costs, and safety hazards, negatively impacting both service delivery and the facility’s reputation.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 3. Community Well Being

Initiatives: N / A

Operational Excellence Priority Area: 5. Customers / Residents

Initiatives: N / A

Stakeholder Identification:

| Name | Role | Responsibility |
|-------------------------------------|-----------------|---|
| Recreation & Parks | Project Sponsor | Plan and design review, develop scope, stakeholder liaison, secure contractor, supervise the execution of work or complete work. If required, key liaison with the capital project to identify scope, approve design review and mitigate operational impacts. Asset management of infrastructure elements |
| Public Operations, Arena Operations | Need basis | Collaboration of work scope execution |

| | | |
|--|------------|---|
| Capital Projects Office | Need basis | Review and/ or development of Engineering tender documents for identified projects, secure project contractor, supervise work, OH&S, construction execution as applicable |
| Legal Services, Risk, Insurance & Purchasing | Need basis | Risk Assessment, agreement support and procurement process support |

Timeline: Servus Place Lifecycle Program work is typically completed within planned shutdowns, non-peak time coordination with other branches or departments, or outside of operational hours when feasible. Annual project schedule typically includes:

- Ongoing condition assessments
- Equipment replacement schedule.
- Confirm budget; proper procurement processes will be completed as required.
- Confirm schedule and/or plan scheduling impacts.
- Ongoing communication with all stakeholders.
- Implement maintenance, rehabilitation, or replacement of identified asset elements.
- Put back into service, monitor, review, and assess.
- Adjust lifecycle future plans.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|-------------------|
| Investment Year | 2027 | \$ | 1,683,400 |
| | 2028 | \$ | 1,421,300 |
| | 2029 | \$ | 1,181,600 |
| | 2030 | \$ | 897,500 |
| | 2031 | \$ | 2,357,900 |
| | 2032 | \$ | 1,375,000 |
| | 2033 | \$ | 768,800 |
| | 2034 | \$ | 930,500 |
| | 2035 | \$ | 1,015,200 |
| | 2036 | \$ | 3,751,000 |
| | Total | \$ | 15,382,200 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|------------------|------------------|------------------|----------------|------------------|------------------|----------------|----------------|------------------|------------------|
| 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 | 1,683,400 | 1,421,300 | 1,181,600 | 897,500 | 2,357,900 | 1,375,000 | 768,800 | 930,500 | 1,015,200 | 3,751,000 |
| Other | | | | | | | | | | |
| TOTAL | 1,683,400 | 1,421,300 | 1,181,600 | 897,500 | 2,357,900 | 1,375,000 | 768,800 | 930,500 | 1,015,200 | 3,751,000 |

Comments: n/a

CAPITAL PROJECT CHARTER

Year: 2027

Charter Number: FIRE-001

Charter Name: Emergency Equipment Lifecycle Plan

Lead Department: Emergency Services

Type: RMR

Explanation (RMR or Growth): This project is classified as RMR as it focuses on the planned repair, maintenance, and replacement of existing St. Albert Fire Services assets to ensure continued operational readiness, safety, and service reliability. The initiative does not introduce new service capacity but sustains current service levels through proactive lifecycle management.

Asset Category: Mobile & Other Equipment

Scope Statement: This project establishes a 10-year framework to systematically repair, maintain, and replace St. Albert Fire Services operational assets. The scope focuses on lifecycle planning to sustain operational readiness, reliability, and safety while supporting informed capital planning and budget decisions.

PROJECT CHARTER JUSTIFICATION

This project charter supports the planned, long-term replacement of critical St. Albert Fire Services operational equipment to maintain safe, reliable, and effective emergency response capabilities. A review of existing equipment indicates that many assets are nearing or exceeding their expected service life, increasing the risk of failure, safety concerns, and unplanned replacement costs.

Establishing a structured Repair, Maintain, and Replace (RMR) framework aligns with Council's direction for responsible asset management, improves budget predictability, supports regulatory and occupational safety requirements, and reduces costs associated with reactive and emergency procurement. While the project does not generate direct revenue, it delivers significant value through enhanced responder safety, sustained service levels, and efficient stewardship of public funds.

Current State - St. Albert Fire Services (SAFS) maintains an extensive inventory of critical operational, medical, communications, PPE, and rescue equipment required to support emergency response and responder safety. A significant portion of this equipment is approaching or has exceeded its recommended service life, resulting in increased maintenance demands, higher failure risk, and growing replacement costs.

At present, equipment replacement is primarily managed through reactive or short-term funding decisions, often driven by equipment failure, safety concerns, or urgent

compliance requirements. The consolidated inventory identifies more than \$5.6 million in equipment repair, maintenance, and replacement needs over the planning horizon, demonstrating the increasing financial and operational pressure associated with aging equipment.

Issue - Without a structured, long-term Repair, Maintain, and Replace (RMR) framework for equipment, SAFS is exposed to service reliability risks, escalating lifecycle costs, and reduced operational readiness. Critical equipment such as breathing apparatus, personal protective equipment, medical monitors, communications tools, and specialized rescue systems must remain functional, serviceable, and compliant to ensure safe and effective emergency response.

The absence of a 10-year equipment replacement strategy also limits SAFS' ability to present predictable, defensible capital requests, increasing the likelihood of unplanned expenditure and budget volatility.

Opportunities - This project charter establishes a proactive, lifecycle-based equipment replacement strategy that supports financial sustainability and operational resilience.

Key opportunities include:

- Improved cost control and predictability through planned replacement schedules rather than emergency purchases
- Reduced total cost of ownership by replacing equipment before excessive repair or failure occurs
- Enhanced firefighter and public safety by ensuring equipment meets manufacturer specifications, regulatory standards, and operational requirements
- Improved coordination with internal City departments, including Finance, Purchasing, Information Systems, and Occupational Health & Safety, through aligned capital planning

This approach supports continuous improvement while sustaining current service levels, aligning the project appropriately with RMR capital objectives.

Risks - Failure to approve this project charter presents several financial and non-financial risks, including:

- Increased operational risk due to equipment failure during emergency incidents
- Elevated safety risk to responders and the public from aging or unreliable equipment
- Higher long-term costs driven by reactive purchases, expedited procurement, and excess maintenance
- Reduced budget transparency and predictability, leading to ad hoc capital funding requests

- Potential service level erosion, where equipment availability or functionality limits response effectiveness

Over time, the lack of a formal equipment replacement framework is likely to result in higher cumulative costs and reduced organizational resilience.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 3. Community Well Being

Initiatives: 5.21 Advance Integrated Risk Management Framework and Practice

Operational Excellence Priority Area: 2. Planning and Prioritizing

Initiatives: 1.3 Psychological Health and Safety

Stakeholder Identification:

Internal Stakeholders

St. Albert Fire Services (SAFS):

- Fire Chief and Executive Leadership
- Operations Division (Suppression, EMS, Training)
- Planning & Logistics / Logistics & Supply
- Fire Prevention

Corporate Services:

- Finance Department (capital planning, budgeting, forecasting)
- Procurement and Purchasing
- Information Systems (for technology-based equipment and software)
- Occupational Health & Safety / Risk Management

City of St. Albert:

- Corporate Leadership Team
- Council (capital approval and oversight)

External Stakeholders

- Residents and businesses of St. Albert, who rely on consistent, safe, and effective emergency response
- Equipment manufacturers and vendors, including suppliers of PPE, medical devices, communications, and rescue equipment
- Regulatory and standards bodies governing emergency services, equipment compliance and safety

- Regional and provincial partners, where shared standards, interoperability

Timeline:

Major Milestones

Project Charter Approval:

Q1–Q2 (Year 1)

Asset Inventory Validation & Prioritization:

Q2–Q3 (Year 1)

Review, confirm, and prioritize equipment based on age, condition, safety, regulatory requirements, and operational risk.

Preliminary Planning & Budget Alignment:

Q3–Q4 (Year 1)

Align replacement schedules with the City's multi-year capital budget and financial planning cycles.

Procurement & Acquisition (Ongoing):

Years 2–10

Planned acquisition of equipment in accordance with approved capital funding schedules and procurement timelines.

Implementation & Commissioning:

- Ongoing, concurrent with acquisitions
- Equipment testing, commissioning, training (as required), and deployment into service.

Review and Program Assessment:

Every 2–3 years

Review lifecycle assumptions, costs, and replacement priorities to ensure continued alignment with operational needs, standards, and budget capacity.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 1,589,460 |
| | 2028 | | 613,820 |
| | 2029 | | 422,800 |
| | 2030 | | 437,760 |
| | 2031 | | 432,990 |
| | 2032 | | 876,860 |
| | 2033 | | 1,311,010 |
| | 2034 | | 751,160 |
| | 2035 | | 462,660 |
| | 2036 | | 686,500 |
| | Total | \$ | 7,585,020 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|
| 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 | 1,589,460 | 613,820 | 422,800 | 437,760 | 432,990 | 876,860 | 1,311,010 | 751,160 | 462,660 | 686,500 |
| TOTAL | 1,589,460 | 613,820 | 422,800 | 437,760 | 432,990 | 876,860 | 1,311,010 | 751,160 | 462,660 | 686,500 |

Comments:

The 2027 plan includes replacement of breathing apparatuses, firefighter turnout gear (two sets per employee for approximately 140 personnel), annual fire hose, and wildland firefighting equipment and associated costs.

These items are essential to firefighter safety, regulatory compliance, and frontline response capability, yet were historically funded on an ad hoc or reactive basis outside of the formal RMR framework. Incorporating these costs into the RMR plan improves transparency, aligns with best practices in asset

management, supports predictable capital and operating budgeting, and ensures sustained service levels as operational demands and risk profiles continue to evolve.

OPERATING IMPACTS WORKSHEET

Timeframe: N/A

Approval of this project will result in manageable and predictable operating impacts associated with the inspection, testing, certification, maintenance, and minor consumable costs required to support new and replacement equipment. These impacts are largely offset by reductions in reactive repairs, equipment downtime, and emergency procurement costs. No additional staffing resources are anticipated as a result of this project.

Operating impacts are expected to remain stable over time and align with existing operational budgets and lifecycle assumptions.

CAPITAL PROJECT CHARTER

Year: 2027-2036

Charter Number: ITSV-001

Charter Name: IT Office Automation

Lead Department: Information Technology

Type: RMR

Explanation (RMR or Growth): Maintains effectiveness of information technology used by City departments.

Asset Category: Mobile & Other Equipment

Scope Statement: This program is managed by Information Technology (IT) Department to enable the acquisition of emergent information technology for City departments throughout the year as determined by the IT Governance framework.

Project Charter Justification

Current State – As part of IT Governance, the Office Automation (OA) fund provides the funding to fulfill standard and non-standard requests for technology (\$5,000 over 4 years), while managing the growth of lifecycle-supported IT assets. The IT Governance framework and Administrative policy A-ITS-405 IT Request Fulfillment regulate the expenditure of funds under this program charter.

Issue - Using IT Governance processes, the IT Department classifies requests, performs bulk purchases, pools software licenses, and ensures optimal value and efficiency gains through technology for City departments. Without the OA fund, the City would not have the means to oversee and fund emergent technology improvements that directly affect staff.

Opportunities - Small-scale acquisitions funded by the OA program directly affect individual staff and City departments, resulting in improved efficiency, effectiveness, and job satisfaction.

Risks - Without the OA fund and the IT Governance framework, City departments would revert to expending funds in isolation, resulting in the more fragmented acquisition of possibly incompatible IT systems, software and peripherals.

Strategic Plan & Corporate Business Plan Alignment

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: 4. Operational Performance

Initiatives: 4.3 IT Governance & Portfolio Management

Stakeholder Identification:

Information Technology – Project sponsor and implementer
 All Departments – Program beneficiaries

Timeline:

| | | | | |
|-------------------------------|--|--------------|----|-------------------|
| FINANCIAL INFORMATION: | Investment Year | 2027 | \$ | 50,000 |
| | | 2028 | | 50,000 |
| | | 2029 | | 50,000 |
| | | 2030 | | 50,000 |
| | | 2031 | | 50,000 |
| | | 2032 | | 50,000 |
| | | 2033 | | 50,000 |
| | | 2034 | | 50,000 |
| | | 2035 | | 50,000 |
| | | 2036 | | 50,000 |
| | | Total | | \$ 500,000 |
| | See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 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 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Other | | | | | | | | | | |
| TOTAL | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

The operating impact depends upon the technology that is acquired. Net new hardware such as laptops or tablets will add to the lifecycle requirement funded by the RMR program. Net new software will require an increase in the software license/maintenance operating budget managed by the Information Technology department. The actual amounts are not known at this time and are driven by the acquisitions.

CAPITAL PROJECT CHARTER

Year: 2027-2036

Charter Number: ITSV-002

Charter Name: IT Lifecycle Replacement Plan

Lead Department: Information Technology

Type: RMR

Explanation (RMR or Growth): Maintains the availability, capacity, and security of information technology (IT) systems used by all City departments by replacing or repairing IT assets as per schedules set out in administrative directives or asset conditions based on asset class.

Asset Category: Mobile & Other Equipment

Scope Statement: The annual IT Lifecycle Replacement Plan provides Administration with the funding necessary to plan for the replacement and upgrade of information technologies to maintain the availability, capacity, and security of the systems used by all departments. The charter scope includes replacement of information technology asset classes such as computer workstations, laptops, tablets, multi-function printers, servers and network cable plant and hardware as determined by the replacement plan and/or condition assessment as well as professional services required for configuration and deployment. Replacement of mobile phones are not included in the scope of this charter as they are currently funded through the operating budget for monthly mobile charges.

Project Charter Justification

Current State – The IT Department performs lifecycle replacement of IT assets per Council policy C-FS-01 which established the IT lifecycle reserve:

“To provide funds for the scheduled replacement of the existing mobile equipment, office equipment and emergency services equipment and the refurbishment of City facilities. This reserve will permit the City to remain current with required facilities, equipment, and services. Proper maintenance and or asset replacement are required to sustain the assets in a condition necessary to provide expected service levels. Deferring maintenance could result in increasing repair costs and decreasing service potential as the condition of the asset deteriorates.”

and:

“A lifecycle plan for each of these reserves has been established and is carefully reviewed, detailed and scheduled by the respective department. It outlines specifically which items are required for replacement, potential ones that may exceed its useful life, and any potential updates. This ensures that meticulous planning is in place and utilization of capital reserve funds is maximized.”

Issue - To meet the requirements of this policy, the IT Department prepares an annual plan to replace specific assets.

Opportunities - To administer this lifecycle process, the IT Department observes the procedures and standards contained within Administrative Directive A-ITS-302 IT Service Asset and Configuration Management.

Risks - Without the lifecycle replacement plan the following risks would be realized:

1. The IT Department would not have the means to replace hardware and software at end of life, risking productivity (e.g., speed, storage space), availability (e.g., unplanned system outages), and security (e.g., cyber attack or data breach). The replacement plan affects all City departments.
2. Replacement liabilities would accumulate, resulting in larger replacement burdens in future years.
3. IT system failures or cyber incidents would affect mission and business critical City operations and services to residents.

Strategic Plan & Corporate Business Plan Alignment

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: 4. Operational Performance

Initiatives: 4.3 IT Governance & Portfolio Management

Stakeholder Identification:

- Information Technology – Program sponsor and implementer
- All Departments – Program beneficiaries

Timeline: Activities occur throughout the fiscal year as IT assets are assessed, prioritized, acquired, configured, deployed, and retired.

| | | | | |
|--|------------------------|--------------|----|-----------|
| FINANCIAL INFORMATION: | Investment Year | 2027 | \$ | 750,000 |
| | | 2028 | | 750,000 |
| | | 2029 | | 850,000 |
| | | 2030 | | 850,000 |
| | | 2031 | | 850,000 |
| | | 2032 | | 850,000 |
| | | 2033 | | 850,000 |
| | | 2034 | | 850,000 |
| | | 2035 | | 850,000 |
| | | 2036 | | 850,000 |
| | | Total | | \$ |
| See Capital Project Worksheet for details. | | | | |

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 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 | 750,000 | 750,000 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 |
| Other | | | | | | | | | | |
| TOTAL | 750,000 | 750,000 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 |

CAPITAL PROJECT CHARTER

Year: 2027-2036

Charter Number: PW-004

Charter Name: Energy Efficiency Replacement Program

Lead Department: Gov't/ Indigenous Relations & Enviro

Type: RMR

Explanation (RMR or Growth): This project is intended to fund energy retrofits at existing City facilities.

Asset Category: Civic Facilities

Scope Statement: An ongoing program of selective reduction of energy costs across the portfolio of buildings and structures maintained by Public Operations. The program timeline extends to 2037.

PROJECT CHARTER JUSTIFICATION

Corporately there is a desire to continue to improve the City's facilities, condition, comfort, and to manage energy usage proactively, while maintaining a focus on fiscal stewardship and financial accountability to the citizens of St Albert.

Energy costs historically escalate and can only be offset by finding innovative ways to reduce consumption. Innovation is typically found in the identification and utilization of improved technologies within facilities.

All projects considered for implementation are evaluated against the Pillars of Sustainability to address all stakeholder needs. Facility energy consumption is tracked and reviewed annually to provide essential feedback on energy performance

Current State - Canada has a goal to reach net-zero emissions by 2050. To reach this goal, the infrastructure and facilities that we currently utilize will need significant energy efficiency and sustainability upgrades.

Issue - The infrastructure and facilities that the City utilizes have a high energy consumption, high utility costs, and high carbon footprints. This Charter will fund energy efficiency retrofits to reduce the City's corporate energy consumption, energy costs, and carbon footprint.

Opportunities - The energy efficiency retrofits and upgrades that will be installed will reduce the City's energy consumption, energy costs, and carbon footprint.

In 2025, the City implemented the following projects using funding from this budget:

- A solar PV system at Garden Clubhouse
- Heating additives at Riel Amenities Building and Nâki Transit Centre
- A REALice system at Jarome Iginla and Kinex Arenas

These projects reduced the City’s electricity consumption by approximately 94,057 kWh, natural gas consumption by approximately 907 GJ, and utility costs by approximately \$17,632 annually. The City also received approximately \$50,000 in external funding for these projects.

Risks - Historically, energy costs have been on the rise. If energy efficiency projects are not carried out, the City’s utility bills will continue to increase.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 4. Adapting to a Changing Environment

Initiatives: 4.4 Green Environment Strategy

Operational Excellence Priority Area: 4. Operational Performance

Initiatives: N / A

Stakeholder Identification:

Government/Indigenous Relations & Environment

Public Operations

Finance and Strategic Services

City departments within City facilities

Timeline: Ongoing – Facility monitoring and identification of energy efficiency savings. Tender, award, and construction (as needed). Evaluation and reporting of energy efficiency improvements.

| | | | |
|-------------------------------|------------------------|--------------|--|
| FINANCIAL INFORMATION: | Investment Year | 2027 | 131,000 |
| | | 2028 | - |
| | | 2029 | 131,000 |
| | | 2030 | - |
| | | 2031 | 131,000 |
| | | 2032 | - |
| | | 2033 | 131,000 |
| | | 2034 | - |
| | | 2035 | 131,000 |
| | | 2036 | |
| | | Total | \$ 655,000 |
| | | | See Capital Project Worksheet for details. |

Operational Impacts: No

Operational impacts vary on a case-by-case basis, which are confirmed with facility owners prior to purchase and installation. This could include training requirements for innovative technologies like REALice systems, a reduced need to replace lighting after LED retrofits, different ice building procedures for building ice surfaces when using arena ice likers, reduced maintenance requirements after older systems have been replaced, etc. This also includes reduced utility bills.

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|------|----------------|------|----------------|------|----------------|------|----------------|------|
| 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 | 131,000 | | 131,000 | | 131,000 | | 131,000 | | 131,000 | |
| Other | | | | | | | | | | |
| TOTAL | 131,000 | - | 131,000 | - | 131,000 | - | 131,000 | - | 131,000 | - |

Comments:

CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 001

Charter Name: Arterial Roadway program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets the treatment of existing Arterial roadway surfaces by means of preservation and restoration techniques.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails engineering, design, testing, construction and resource compensation to deliver preservation and restoration of pavement and curb / gutter structures on Boulevard, Crosstown and Connector (Arterial) roadway segments.

PROJECT CHARTER JUSTIFICATION

Current State

The City currently maintains approximately **269** lane kms of Arterial roadways which hold an estimated full network replacement value of **\$416,000,000**.

From traditional pavement condition assessments performed in 2021 & 2022, arterial road's Pavement Quality Index (PQI) was recorded as "81" out of 100. This value indicates, on average, the arterial network is in "good" condition. As of 2024 The City shifted to piloting new methods for network condition data collection which is currently being analyzed with reporting projected to be completed in 2026. This network assessment will inform on a priority maintenance work plan from 2027-2029.

Scope of this project encompasses effective and economic responses to conditions that will maximize life expectancy of the roadway (long-term performance) and minimize costs over the long-term (cost effectiveness). Treatments for this program include:

Table 1 - Pavement Treatment Table

| Preservation | Restoration |
|-----------------|----------------------------------|
| Micro-surfacing | Conventional Mill & Inlay (thin) |
| Thin overlay | Stone Mastic Deep Mill & Inlay |
| Crack sealing | Mill & Inlay (thick) |

Remedial work (response and materials applied) is based upon priority criteriums:

1. Condition levels
2. Roadway functional / operational information

3. Alignment to alternative Capital programming
4. Stakeholder reporting; Public Operations --- maintenance resources or concerns.

Issue(s)

1. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.
2. Disruption of construction and costs associated with reconstruction are substantially higher than costs associated with preventative maintenance, preservation and restoration; thus, increasing the priority to invest in cost effective measures performed at appropriate life stages of the roadway.
3. Public opinion on network priorities, or results of evaluations, do not always align with network improvement strategies.

Opportunities

1. Through research on materials, treatments and development of strategic program planning, a variety of preservation activities are applied to address current condition levels while maximizing work completed under minimal budget requirements.
2. This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions), incorporates influences such as roadway operations (vehicle volumes, large loads), and encompasses a collaborative effort to align itself with other capital programs.
3. Consideration and collaboration between this charter and alternative planned capital work (particularly ENGS-054 Transportation Network Improvements) ensures stronger strategic planning.
 - a. Specific consideration of coordination with projects planned in the short-term (3 year) in the downtown may influence programming, as work plans and timing are being finalized with other capital projects.
4. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Program scheduling and locations are subject to change due to priority criteriums noted above (see “Current State”).
2. Deterioration levels may be impacted by season, resulting in changes to prioritization or treatment.
3. Construction costs may vary from estimated values
4. Poor weather conditions can delay construction.
5. Increased scope of work due to unexpected site conditions.
6. Traffic / access disruption, construction noise, city service disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Operations – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects Office – alignment of all network improvements.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.
Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|-------------------|
| Investment Year | 2027 | \$ | 1,681,000 |
| | 2028 | | 2,435,000 |
| | 2029 | | 1,706,000 |
| | 2030 | | 1,706,000 |
| | 2031 | | 1,706,000 |
| | 2032 | | 2,510,000 |
| | 2033 | | 1,706,000 |
| | 2034 | | 1,706,000 |
| | 2035 | | 1,946,000 |
| | 2036 | | 1,946,000 |
| | Total | \$ | 19,048,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: ENGS-054

CAPITAL PROJECT WORKSHEET

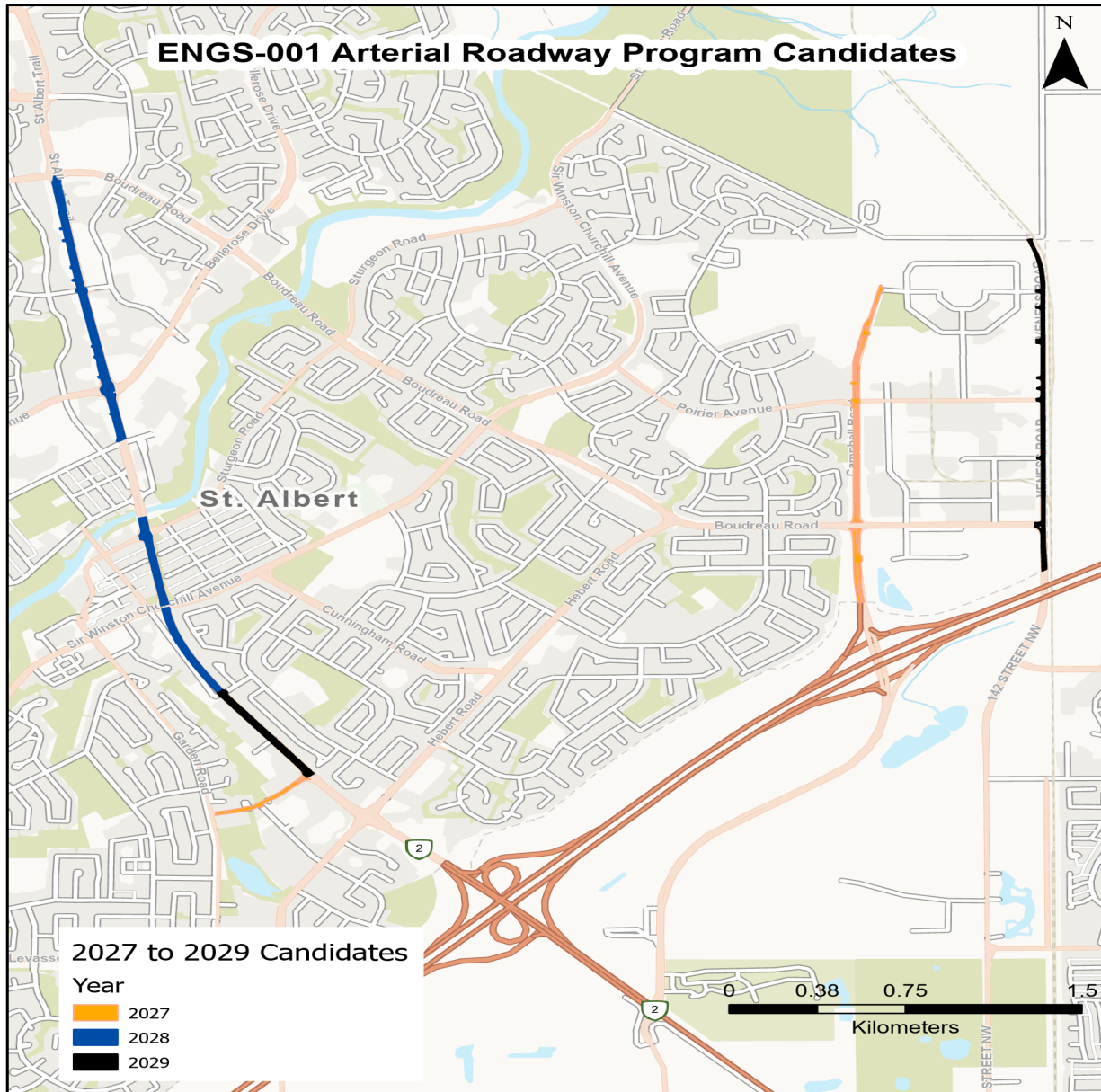
| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 75,000 | 140,000 | 100,000 | 100,000 | 100,000 | 140,000 | 100,000 | 100,000 | 109,000 | 109,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 1,360,000 | 1,950,000 | 1,360,000 | 1,360,000 | 1,360,000 | 2,000,000 | 1,360,000 | 1,360,000 | 1,550,000 | 1,550,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 90,000 | 120,000 | 90,000 | 90,000 | 90,000 | 140,000 | 90,000 | 90,000 | 109,000 | 109,000 |
| Commissioning and QA/QC | 20,000 | 30,000 | 20,000 | 20,000 | 20,000 | 30,000 | 20,000 | 20,000 | 23,000 | 23,000 |
| Contingency | 136,000 | 195,000 | 136,000 | 136,000 | 136,000 | 200,000 | 136,000 | 136,000 | 155,000 | 155,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 1,681,000 | 2,435,000 | 1,706,000 | 1,706,000 | 1,706,000 | 2,510,000 | 1,706,000 | 1,706,000 | 1,946,000 | 1,946,000 |

Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City's internal pavement management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.
 - Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost
- Survey and design requirements are procured on an as-needed basis.
 - Approximately 3% of construction costs are estimated for these services

Supplementary detail/ maps of charter focus areas:

2027-29 Arterial Road Candidates



CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 002

Charter Name: Collector Roadway Program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project delivers treatments of existing Neighbourhood (Collector) roadway surfaces by means of preservation and restoration techniques.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails engineering, design, testing, construction and resource compensation to deliver preservation and restoration of pavement and curb / gutter structures on Neighbourhood (Collector) roadway segments.

PROJECT CHARTER JUSTIFICATION

Current State

The City currently maintains approximately **167 lane kms** of Neighborhood (Collector) roadway, which carries an estimated full network replacement value of **\$319,000,000**.

From the condition assessments performed up to 2022, Collector Pavement Quality Index (PQI) was recorded as “**85**” out of 100. This value indicates, on average, the collector road network is in “**good**” condition. As of 2024 The City shifted to piloting new methods for network condition data collection which is currently being analyzed with reporting projected to be completed in 2026. This network assessment will inform on a priority maintenance work plan from 2027-2029.

Scope of this project encompasses effective and economic responses to conditions that will maximize life expectancy of the roadway (long-term performance) and minimize costs over the long-term (cost effectiveness). Treatments for this program include:

Table 1 - Pavement Treatment Table

| Preservation | Restoration |
|-----------------|--------------------------------|
| Micro-surfacing | Conventional Mill & Inlay |
| Thin overlay | Stone Mastic Deep Mill & Inlay |
| Crack sealing | |

Remedial work (response and materials applied) is based upon priority criteriums informed by:

1. Condition levels

2. Roadway functional / operational information
3. Alignment to alternative Capital programming
4. Stakeholder reporting; Public Operations - maintenance resources or concerns.

Issue(s)

1. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.
2. Disruption of construction and costs associated with reconstruction are substantially higher than costs associated with preventative maintenance, preservation and restoration; thus, increasing the priority to invest in cost effective measures performed at appropriate life stages of the roadway.
3. Public opinion on network priorities, or results of evaluations, do not always align with network improvement strategies.

Opportunities

1. Through research on materials, treatments and development of strategic program planning, a variety of preservation activities are applied to address current condition levels while maximizing work completed under minimal budget requirements.
2. This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions), incorporates influences such as roadway operations (vehicle volumes, large loads), and encompasses a collaborative effort to align itself with other capital programs.
3. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Program scheduling and locations are subject to change due to priority criteriums (see "Current State").
2. Deterioration levels may be impacted by season, resulting in changes to prioritization or treatment.
3. Construction costs may vary from estimated values
4. Poor weather conditions can delay construction.
5. Increased scope of work due to unexpected site conditions.
6. Traffic / access disruption, construction noise, city service disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Operations – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects Office – alignment of all network improvements.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.

Timeline:

Network analysis and data evaluation for program finalization occurs in Q3-Q4 of the previous year. Tendering occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|-------------------|
| Investment Year | 2027 | \$ | 1,235,000 |
| | 2028 | | 2,194,000 |
| | 2029 | | 1,235,000 |
| | 2030 | | 1,235,000 |
| | 2031 | | 1,482,000 |
| | 2032 | | 1,482,000 |
| | 2033 | | 1,482,000 |
| | 2034 | | 1,611,000 |
| | 2035 | | 1,611,000 |
| | 2036 | | 1,611,000 |
| | Total | \$ | 15,178,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 30,000 | 90,000 | 30,000 | 30,000 | 60,000 | 60,000 | 60,000 | 70,000 | 70,000 | 70,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 1,000,000 | 1,775,000 | 1,000,000 | 1,000,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 90,000 | 124,000 | 90,000 | 90,000 | 84,000 | 84,000 | 84,000 | 91,000 | 91,000 | 91,000 |
| Commissioning and QA/QC | 15,000 | 27,000 | 15,000 | 15,000 | 18,000 | 18,000 | 18,000 | 20,000 | 20,000 | 20,000 |
| Contingency | 100,000 | 178,000 | 100,000 | 100,000 | 120,000 | 120,000 | 120,000 | 130,000 | 130,000 | 130,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 1,235,000 | 2,194,000 | 1,235,000 | 1,235,000 | 1,482,000 | 1,482,000 | 1,482,000 | 1,611,000 | 1,611,000 | 1,611,000 |

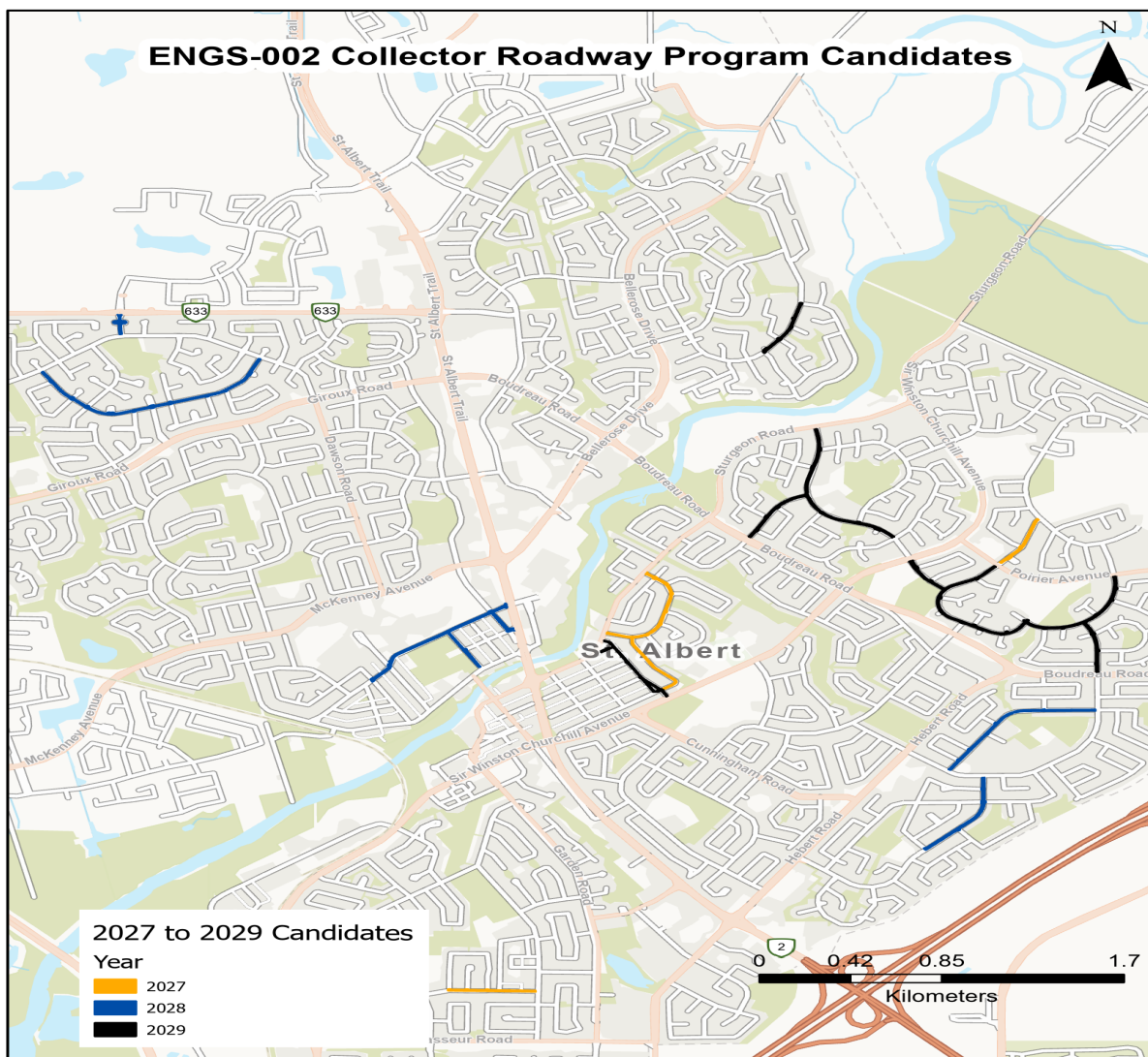
Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City’s internal pavement management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.

- Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost
- Survey and design requirements are procured on an as-needed basis.
 - Approximately 3% of construction costs are estimated for these services

Supplementary detail/ maps of charter focus areas:

2027-29 Collector Road Candidates



CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 003

Charter Name: Local Roadway Program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets the treatment of existing Local roadway surfaces by means of preservation and restoration techniques.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails engineering, design, testing, construction and resource compensation to deliver preservation and restoration of pavement and curb / gutter structures on Local roadway segments.

PROJECT CHARTER JUSTIFICATION

Current State

The City of St. Albert currently maintains approximately **382 lane kms** of Local road, which carries an estimated full network replacement value of **\$586,000,000**.

From assessments performed up to 2022, the Local road’s Pavement Quality Index (PQI) was recorded as “**82**” out of 100. This value indicates, on average, the Local road network is in “**good**” condition. As of 2024 The City shifted to piloting new methods for network condition data collection which is currently being analyzed with reporting projected to be completed in 2026. This network assessment will inform on a priority maintenance work plan from 2027-2029.

Scope of this project encompasses effective and economic responses to conditions that will maximize life expectancy of the roadway (long-term performance) and minimize costs over the long-term (cost effectiveness). Treatments for this program include:

Table 1 - Pavement Treatment Table

| Preservation | Restoration |
|-----------------|--------------------------------|
| Micro-surfacing | Conventional Mill & Inlay |
| Thin overlay | Stone Mastic Deep Mill & Inlay |
| Crack sealing | |

Remedial work (response and materials applied) are based upon priority criteriums:

1. Condition levels
2. Roadway functional / operational information

3. Alignment to alternative Capital programming
4. Stakeholder reporting; Public Operations - maintenance resources or concerns.

Issue

1. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.
2. Disruption of construction and costs associated with reconstruction are substantially higher than costs associated with preventative maintenance, preservation and restoration; thus, increasing the priority to invest in cost effective measures performed at appropriate life stages of the roadway.
3. Public opinion on network priorities, or results of evaluations, do not always align with network improvement strategies.

Opportunities

1. Through research on materials, treatments and development of strategic program planning, a variety of preservation activities are applied to address current condition levels while maximizing work completed under minimal budget requirements.
2. This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions), incorporates influences such as roadway operations (vehicle volumes, large loads), and encompasses a collaborative effort to align itself with other capital programs.
3. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Program scheduling and locations are subject to change due to priority criteriums (see "Current State").
2. Deterioration levels may be impacted by season, resulting in changes to prioritization or treatment.
3. Construction costs may vary from estimated values
4. Poor weather conditions can delay construction.
5. Increased scope of work due to unexpected site conditions.
6. Traffic / access disruption, construction noise, city service disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Operations – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects Office – alignment of all network improvements.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.
Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|-------------------|
| Investment Year | 2027 | \$ | 1,680,000 |
| | 2028 | | 1,865,000 |
| | 2029 | | 1,818,000 |
| | 2030 | | 1,818,000 |
| | 2031 | | 1,818,000 |
| | 2032 | | 1,936,000 |
| | 2033 | | 1,936,000 |
| | 2034 | | 1,936,000 |
| | 2035 | | 1,936,000 |
| | 2036 | | 2,118,000 |
| | Total | \$ | 18,861,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters:N/A

CAPITAL PROJECT WORKSHEET

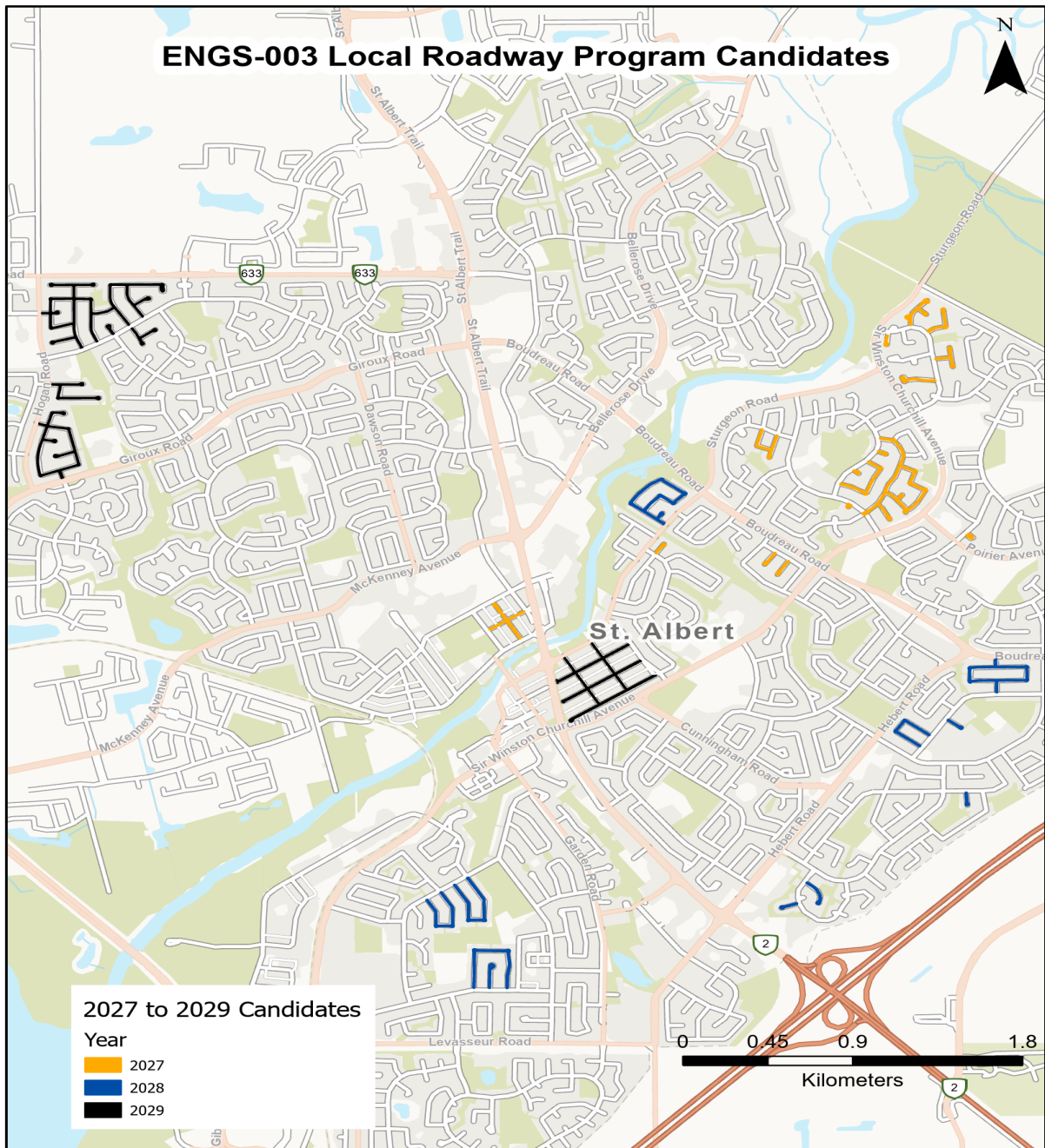
| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 30,000 | 33,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 44,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 1,400,000 | 1,555,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,750,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 90,000 | 100,000 | 105,000 | 105,000 | 105,000 | 112,000 | 112,000 | 112,000 | 112,000 | 123,000 |
| Commissioning and QA/QC | 20,000 | 22,000 | 23,000 | 23,000 | 23,000 | 24,000 | 24,000 | 24,000 | 24,000 | 26,000 |
| Contingency | 140,000 | 155,000 | 150,000 | 150,000 | 150,000 | 160,000 | 160,000 | 160,000 | 160,000 | 175,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 1,680,000 | 1,865,000 | 1,818,000 | 1,818,000 | 1,818,000 | 1,936,000 | 1,936,000 | 1,936,000 | 1,936,000 | 2,118,000 |

Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City’s internal pavement management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.
 - Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost
- Survey and design requirements are procured on an as-needed basis.
 - Approximately 3% of construction costs are estimated for these services

Supplementary detail/ maps of charter focus areas:

2027-29 Local Road Candidates



CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 004

Charter Name: Roadway Rehabilitation Program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets rehabilitation (reconstruction) treatment of all classes of roadway – arterial, collector and local.

Asset Category: Roads & Other Engineered Structures

Scope Statement: This Work entails engineering, design, testing, construction and resource compensation to deliver both planned and responsive (emergent) rehabilitation of all classes of roadway to address structural deficiencies and is inclusive of auxiliary work on curb and gutter and sidewalk.

PROJECT CHARTER JUSTIFICATION

Current State

The City currently maintains approximately **817 lane kms** of roadway (all classifications), with an estimated full network replacement value of **\$1.322 billion**.

Each class of roadway is maintained through RMR funding within dedicated charters (ENGS-001 to ENGS-003), to perform preventative, preservation and restoration.

From assessments performed up to 2022, the networks Pavement Quality Index (PQI) was recorded as “82” out of 100. This value indicates, on average, that each class of roadway is in relatively “good” condition; however, each class has segments that have reached the end of their life expectancy and are beyond the threshold of preventative or restoration and full replacement (sub-base + structure) is required. As of 2024 The City shifted to piloting new methods for network condition data collection which is currently being analyzed with reporting projected to be completed in 2026. This network assessment will inform on a priority maintenance work plan from 2027-2029. Rehabilitation work may involve treatments shared in Table 1:

Table 1 - Pavement Rehabilitation Treatment

| Rehabilitation |
|---|
| Full / Partial Reconstruction |
| Full Depth Reclamation |
| Cold in Place Recycling |
| Base Repair (inclusive of emergency repair) |

Candidate roadway prioritization for rehabilitation is based upon priority criteriums:

1. Condition levels
2. Roadway functional / operational information
3. Alignment to alternative Capital programming
4. Stakeholder reporting; Public Operations - maintenance resources or concerns.

Issue(s)

1. Emergent rehabilitation work to respond to issues such as road base failures, frost boils, or sink holes will influence annual budget demands and programming.
2. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.
3. Disruption of construction and costs associated with reconstruction are substantially higher than costs associated with preventative maintenance, preservation and restoration; thus, increasing the priority to invest in cost effective measures performed at appropriate life stages of the roadway.
4. Public opinion on network priorities, or results of evaluations, do not always align with network improvement strategies.

Opportunities

1. This project is intended to deliver a holistic repair to the roadway and may involve addressing supplemental infrastructure – such as sidewalk, curb & gutter. This program delivery aligns life cycles of infrastructure, minimizes disruption and capitalizes on mobilization to site.
2. This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions), incorporates influences such as roadway operations (vehicle volumes, large loads), and encompasses a collaborative effort to align itself with other capital programs.
3. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Program scheduling and locations are subject to change due to priority criteriums (see “Current State”).
2. Deterioration levels may be impacted by season, resulting in changes to prioritization or treatment.
3. Construction costs may vary from estimated values
4. Poor weather conditions can delay construction.
5. Increased scope of work due to unexpected site conditions.
6. Traffic / access disruption, construction noise, city service disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Operations – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects Office – alignment of all network improvements.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.

Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|-------------------|
| Investment Year | 2027 | \$ | 2,941,000 |
| | 2028 | | 3,343,000 |
| | 2029 | | 2,670,000 |
| | 2030 | | 3,343,000 |
| | 2031 | | 3,402,000 |
| | 2032 | | 3,402,000 |
| | 2033 | | 3,343,000 |
| | 2034 | | 3,076,000 |
| | 2035 | | 3,076,000 |
| | 2036 | | 4,453,000 |
| | Total | \$ | 33,049,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

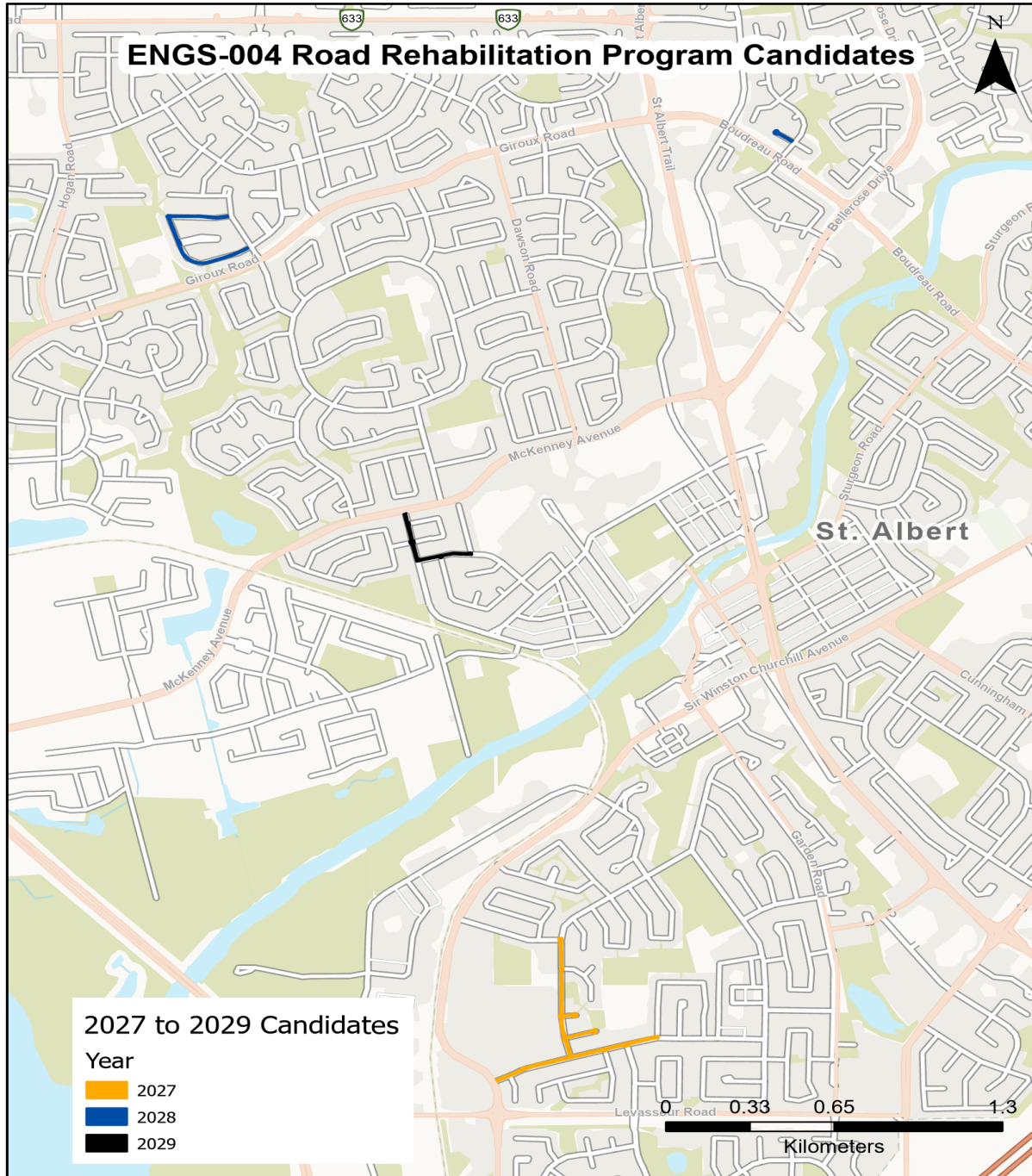
| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 334,000 | 380,000 | 300,000 | 380,000 | 380,000 | 380,000 | 380,000 | 350,000 | 350,000 | 350,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 2,200,000 | 2,500,000 | 2,000,000 | 2,500,000 | 2,550,000 | 2,550,000 | 2,500,000 | 2,300,000 | 2,300,000 | 3,500,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 154,000 | 175,000 | 140,000 | 175,000 | 179,000 | 179,000 | 175,000 | 161,000 | 161,000 | 200,000 |
| Commissioning and QA/QC | 33,000 | 38,000 | 30,000 | 38,000 | 38,000 | 38,000 | 38,000 | 35,000 | 35,000 | 53,000 |
| Contingency | 220,000 | 250,000 | 200,000 | 250,000 | 255,000 | 255,000 | 250,000 | 230,000 | 230,000 | 350,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 2,941,000 | 3,343,000 | 2,670,000 | 3,343,000 | 3,402,000 | 3,402,000 | 3,343,000 | 3,076,000 | 3,076,000 | 4,453,000 |

Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City's internal pavement management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.
 - Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost

Supplementary detail/ maps of charter focus areas:

2027-29 Road Rehabilitation Candidates



CAPITAL PROJECT CHARTER

Year: 2027 - 2036

Charter Number: ENGS-005

Charter Name: Permanent Line Marking

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets the maintenance of existing road markings or actions to deliver network changes due to operational demands.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails assessments, maintenance and replacement of existing road-markings, as well as new installations (pedestrian crossings, intersection markings, lane lines) based on network need or updates to standards.

PROJECT CHARTER JUSTIFICATION

Current State

Traffic safety is a priority for the city. Ensuring roadways, intersections and pedestrian crossings are well marked and highly visible results in increased road user awareness and safety.

The City currently maintains approximately:

- 260 pedestrian crosswalks on neighborhood or local roadways
- 350 crosswalks on arterial roadways
- 25 public parking lots
- 300 lane km of arterial roadways delineated with markings
- “Special” markings such as the pride crossing and every child matters crossing.
- Symbols such as traffic arrows, rail crossing markings.

Road markings are evaluated annually, and remedial work is based upon priority criteriums associated with, but not limited to:

- Type of road marking, where crosswalks are priorities due to level of influence for safety
- Condition level, priority to address low visibility markings
- Type of roadway, vehicle volumes or conflict probability
- Adjacent land use (schools, playgrounds, senior centers, commercial (high volume))
- Alignment to alternative capital project work

The condition level of the existing road marking inventory is in relatively “good” condition, and this program completes:

- Approximately 5%-10% of the pedestrian crossings
- Scheduled repainting of public parking lots
- 3% - 5% of overall lane line or directional road markings

New pedestrian crossings are considered proactively at key pedestrian routes (ie: trail to trail crossings) or may be based upon public requests that are investigated through a “warrant” process and subject to results of analysis of performed pedestrian crossing warrants.

Issue(s)

- 1) Public opinion on network priorities may vary from condition assessments or priority objectives of the program.
- 2) Updates to Canadian standards/guidelines.
- 3) Custom or special branded markings may require non-standard treatments and increased maintenance actions which require larger resource and funding considerations.

Opportunities

- 1) Prioritization of work may incorporate collision information, road operations and public reports of concern.
- 2) Treatment of the road-marking (paint, plastic, surface or inlaid), is influenced by factors such as the condition of the roadway and scheduled capital work that may impact the needed life expectancy of the road marking(s).

Risks

- 1) Program scheduling and locations are subject to change based upon priority criterium (see “Current State”).
- 2) Seasonal / road structure deterioration levels result in changes to prioritization or treatment.
- 3) Construction costs may vary from estimated values.
- 4) Poor weather conditions can delay construction.
- 5) Traffic disruption, noise and city service level disruption during construction.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

- Residents: Quality of life and confidence of traffic management and safety
- Council: Delivery of services aligned strategy/ priorities
- Indigenous Partners – Every Child Matters Crosswalk
- Rotary Club St Albert – Pride / Progress Crosswalk

Timeline:

- Q2 annually: Updated condition assessments.
- Q2 / Q3 (annually) – scheduled maintenance actions completed, warrant review of new requested sites and installation (if within budget)

FINANCIAL INFORMATION

| | | | | |
|-------------------------------|------------------------|--------------|----|--|
| FINANCIAL INFORMATION: | Investment Year | 2027 | \$ | 230,000 |
| | | 2028 | | 230,000 |
| | | 2029 | | 230,000 |
| | | 2030 | | 240,000 |
| | | 2031 | | 240,000 |
| | | 2032 | | 240,000 |
| | | 2033 | | 240,000 |
| | | 2034 | | 250,000 |
| | | 2035 | | 250,000 |
| | | 2036 | | 250,000 |
| | | Total | | \$ |
| | | | | See Capital Project Worksheet for details. |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: NA

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 240,000 | 240,000 | 240,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 5,000 | 5,000 | 5,000 | 15,000 | 15,000 | 15,000 | 15,000 | 10,000 | 10,000 | 10,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 230,000 | 230,000 | 230,000 | 240,000 | 240,000 | 240,000 | 240,000 | 250,000 | 250,000 | 250,000 |

Comments:

- 1) Funding for this charter is estimated based upon the following:
 - a. Parking lot painting = \$25,000 annually
 - b. Roadway paint markings = \$20,000 annually
 - c. New pedestrian crossing requests \$25,000 annually
 - d. Maintenance of existing markings \$160,000 annually.
- 2) Contingency values have been added to years 2027 and forward to address potential inflation costs.
- 3) Base values increase slightly on years of anticipated tendering of the permanent road marking contract.
 - a. Existing contracts extend for a 3-year term and is going out for tender in spring 2026.

Supplementary detail/ maps of charter focus areas: N/A

CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 006

Charter Name: Multi-use Trail Program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets the treatment of existing asphalt trails.

Asset Category: Parks & Trails

Scope Statement: Work entails engineering, design, testing, construction and resource compensation to deliver preservation or replacement treatments of existing asphalt trails.

PROJECT CHARTER JUSTIFICATION

Current State

The City of St. Albert currently maintains approximately **114 kms** of asphalt trail, which carries an estimated full network replacement value of **\$88 million**.

The City's trail network has been inspected and condition rated (2023), with an overall resulting **"Very Good"** condition rating. The trail network is evaluated on a 4-year cycle, that reports condition levels based upon a "1" to "5" scale representing:

| Rating Value | Rating Description | Rating Detail |
|--------------|--------------------|--|
| 1 | Very Good | Excellent Condition. No maintenance work required |
| 2 | Good | Slightly used, weathered, but uniform. To be monitored for future maintenance need. |
| 3 | Fair | Issues present, aged, weathered, but safety / functional concerns are minimal. Require monitoring, but low priority level for remove and replace programming. Preventative action may be valid. |
| 4 | Poor | Safety / functional concerns are present and require investigation. Medium priority for remove and replace programming. Scheduled maintenance or rehabilitation can address distress, there may be required interim repairs. |
| 5 | Very Poor | Safety / functional concerns will need immediate prioritization and attention. High priority to remove and replace. |

Remedial work (response and materials applied) is based upon priority criteriums:

1. Condition levels.
2. Functional / operational information and consideration of adjacent land use.
3. Alignment to alternative Capital programming.
4. Stakeholder reporting; Public Operations - maintenance resources or concerns.

Issue(s)

1. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.
2. Public opinion on network priorities or results of evaluations do not always align with network improvement strategies.
3. Gaps exist in the City's active transportation network (missing sidewalks and trails). This program does not address construction of new trail and only address RMR. Funding towards new trail/sidewalk infrastructure is requested within Charter ENGS-068.

Opportunities

1. This is an evidence-based program that prioritizes actions from data (infrastructure conditions), incorporates influences such as public reports of concern, and encompasses a collaborative effort to align itself with other capital programs.
2. Consideration and collaboration between this charter and planned capital work (Active Transportation Plan, Road Preservation and Rehabilitation programs).
 - a. Specific consideration of coordination with projects planned in the short-term (3 year) in the downtown may influence programming, as work plans and timing are being finalized with other capital projects.
3. Investigation of additional network evaluation parameters of existing trails that may not meet current standards (trails with excess grade, identification of trails without modern railing, trails with insufficient signage).
4. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Program scheduling / locations may change due to priority criterium (see "Current State").
2. Deterioration levels may be impacted by season, resulting in changes to prioritization or treatment.
3. Construction costs may vary from estimated values
4. Poor weather conditions can delay construction.
5. Increased scope of work due to unexpected site conditions.
6. Traffic / trail disruption – inclusive of impact to special events

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Operations – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects Office – alignment of all network improvements.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.
Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 275,000 |
| | 2028 | | 305,000 |
| | 2029 | | 600,000 |
| | 2030 | | 275,000 |
| | 2031 | | 900,000 |
| | 2032 | | 365,000 |
| | 2033 | | 300,000 |
| | 2034 | | 365,000 |
| | 2035 | | 365,000 |
| | 2036 | | 365,000 |
| | Total | \$ | 4,115,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

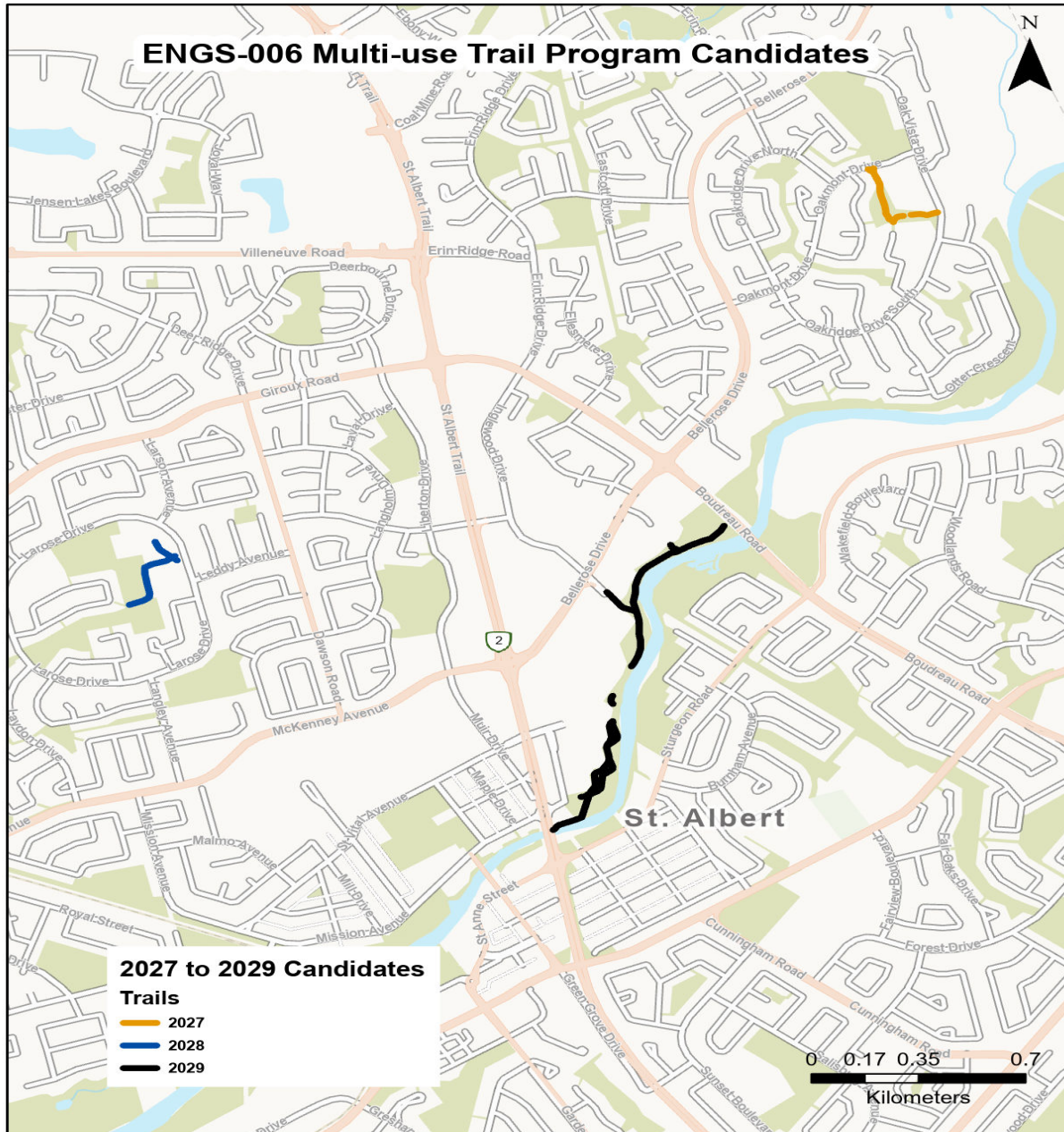
| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 14,000 | 15,000 | 30,000 | 14,000 | 45,000 | 17,000 | 15,000 | 17,000 | 17,000 | 17,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 205,000 | 230,000 | 450,000 | 205,000 | 675,000 | 275,000 | 225,000 | 275,000 | 275,000 | 275,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 31,000 | 35,000 | 68,000 | 31,000 | 100,000 | 41,000 | 34,000 | 41,000 | 41,000 | 41,000 |
| Commissioning and QA/QC | 4,000 | 3,000 | 7,000 | 4,000 | 10,000 | 4,000 | 3,000 | 4,000 | 4,000 | 4,000 |
| Contingency | 21,000 | 22,000 | 45,000 | 21,000 | 70,000 | 28,000 | 23,000 | 28,000 | 28,000 | 28,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 275,000 | 305,000 | 600,000 | 275,000 | 900,000 | 365,000 | 300,000 | 365,000 | 365,000 | 365,000 |

Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City's internal pavement management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.
 - Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost
- Survey and design requirements are procured on an as-needed basis.
 - Approximately 3% of construction costs are estimated for these services.

Supplementary detail/ maps of charter focus areas:

2027-29 Trail Candidates



CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 007

Charter Name: Sidewalk Program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets the treatment of existing sidewalks.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails engineering, design, testing, construction and resource compensation to deliver preservation or replacement treatments of existing sidewalk.

PROJECT CHARTER JUSTIFICATION

Current State

The City of St. Albert currently maintains approximately **534 kms** of concrete sidewalk, which carries an estimated full network replacement value of **\$181 million**.

As of 2023, the entire City has been assessed, which resulted in a sidewalk condition rating of “**good**” approaching “**fair**”. The next “network wide evaluation cycle” has begun in 2026; and will involve a 1-year full network assessment. This network assessment will inform on priority maintenance from 2027-2029. In 2030 a new network wide assessment will be performed again. The assessments report condition levels based upon a “1” to “5” scale represented with the following:

| Rating Value | Rating Description | Rating Detail |
|--------------|--------------------|--|
| 1 | Very Good | Excellent Condition. No maintenance work required |
| 2 | Good | Slightly used, weathered, but uniform. To be monitored for future maintenance need. |
| 3 | Fair | Issues present, aged, weathered, but safety / functional concerns are minimal. Require monitoring, but low priority level for remove and replace programming. Preventative action may be valid. |
| 4 | Poor | Safety / functional concerns are present and require investigation. Medium priority for remove and replace programming. Scheduled maintenance or rehabilitation can address distress, there may be required interim repairs. |
| 5 | Very Poor | Safety / functional concerns will need immediate prioritization and attention. High priority to remove and replace. |

The typical annual program of this charter delivers:

1. Remove and Replace ~2,000-3,500m² of sidewalk

- a. prioritize response to address condition ratings of “4” or “5”, with emphasis of removal of safety related concerns.
 - b. In 2027 \$552,000 has been identified for sidewalk remove and replacement in conjunction with the Local, Collector, Arterial, and roadway reconstruction RMR programs.
2. Network Trip Hazard Remediation (2024 – 2026) ~ 700-900 trip sites per year
 - a. trip hazard precision cutting program identifies and removes trip hazards greater than 12.5mm.

Remedial work (response and materials applied) are based upon priority criteriums:

- Condition levels
- Functional / operational information, inclusive of consideration of adjacent land use
- Alignment to alternative Capital programming
- Stakeholder reporting; Public Operations for maintenance resources or concerns

Issue(s)

1. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.
2. Public opinion on network priorities or results of evaluations do not always align with network improvement strategies.
3. Gaps exist in the City’s active transportation network (missing sidewalks and trails). This program does not address construction of new trail and only address RMR. Funding towards new trail/sidewalk infrastructure is requested within Charter ENGS-068.

Opportunities

1. This is an evidence-based program that prioritizes actions from data (infrastructure conditions), incorporates influences such as public reports of concern, and encompasses a collaborative effort to align itself with other capital programs.
2. Consideration and collaboration between this charter and planned capital work (Active Transportation Plan, Road Preservation and Rehabilitation programs).
3. Opportunity with shared software may allow CSR and maintenance work order optimization.
4. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Program scheduling / locations may change in response to updated assessments, unforeseen needs and alignment with other capital programs.
2. Updated Data (condition ratings) and impact on unforeseen issues or prioritization
3. Deterioration levels may be impacted by season, resulting in changes to prioritization or treatment.
4. Construction costs may vary from estimated values
5. Poor weather conditions can delay construction.
6. Increased scope of work due to unexpected site conditions.
7. Traffic / sidewalk disruption – inclusive of impact to special events
8. Updated standards and applications of wider sidewalks are not a component of this program.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Operations – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects Office – alignment of all network improvements.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.

Timeline:

Network analysis and data evaluation for program finalization occurs in Q3-Q4 of the previous year. Tendering occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 552,000 |
| | 2028 | | 800,000 |
| | 2029 | | 853,000 |
| | 2030 | | 900,000 |
| | 2031 | | 900,000 |
| | 2032 | | 900,000 |
| | 2033 | | 900,000 |
| | 2034 | | 900,000 |
| | 2035 | | 1,000,000 |
| | 2036 | | 1,000,000 |
| | Total | \$ | 8,705,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

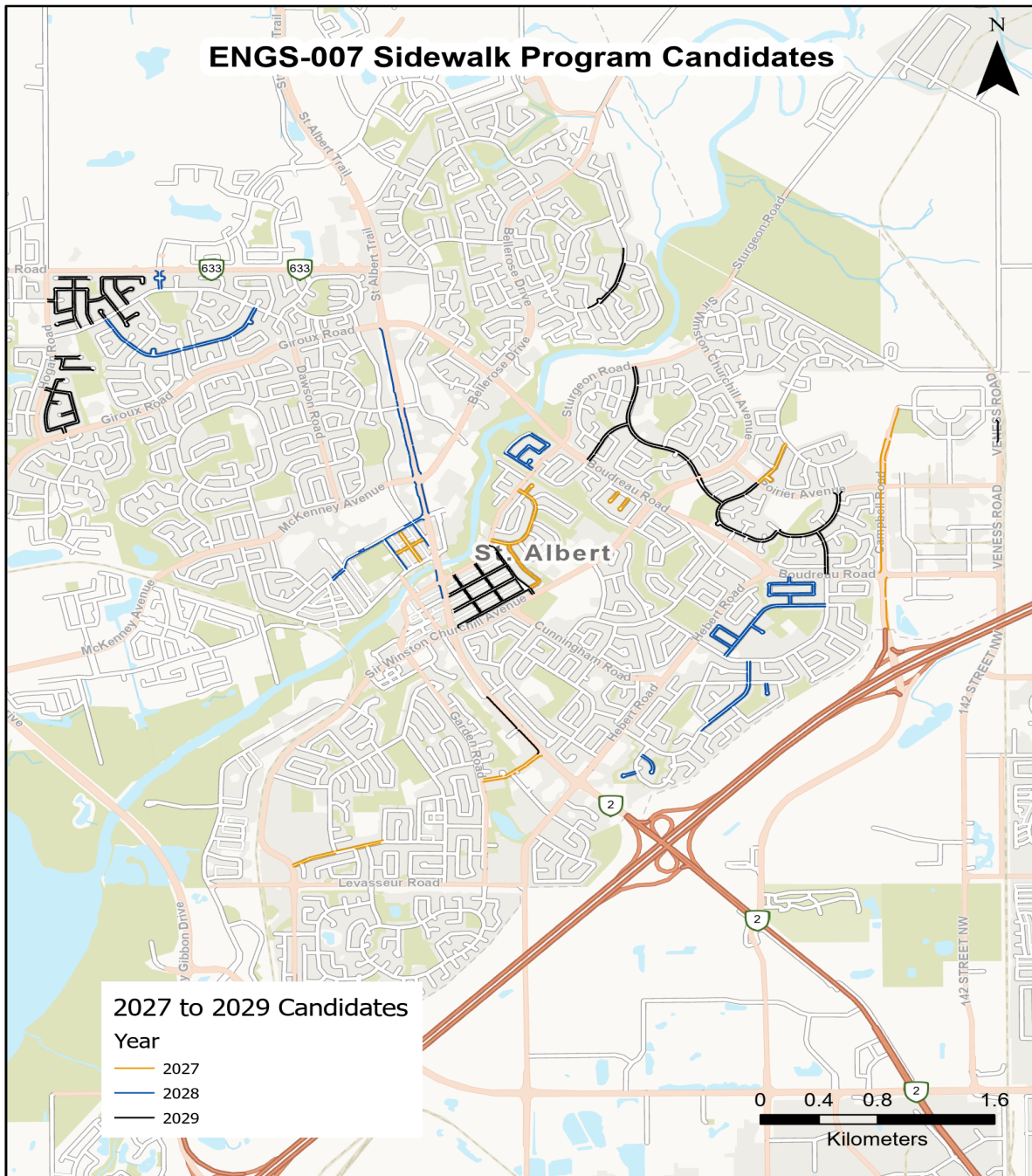
| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 465,000 | 675,000 | 720,000 | 760,000 | 760,000 | 760,000 | 760,000 | 760,000 | 850,000 | 850,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 33,000 | 47,000 | 50,000 | 53,000 | 53,000 | 53,000 | 53,000 | 53,000 | 57,000 | 57,000 |
| Commissioning and QA/QC | 7,000 | 10,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 13,000 | 13,000 |
| Contingency | 47,000 | 68,000 | 72,000 | 76,000 | 76,000 | 76,000 | 76,000 | 76,000 | 80,000 | 80,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 552,000 | 800,000 | 853,000 | 900,000 | 900,000 | 900,000 | 900,000 | 900,000 | 1,000,000 | 1,000,000 |

Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City's internal asset management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.
 - Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost
- Survey and design requirements are procured on an as-needed basis.
 - Approximately 3% of construction costs are estimated for these services.

Supplementary detail/ maps of charter focus areas:

2027-29 Sidewalk Candidates



CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 008

Charter Name: Transportation Systems Management

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project supports traffic management and involves changes or improvements to existing traffic controls or intersections within the built environment.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails data collection, analysis, engineering / design and construction for safety and operational improvements of existing traffic controls or road design. Outputs may deliver upgrades of traffic controls or be aligned with alternative capital projects.

PROJECT CHARTER JUSTIFICATION

Current State

The City's transportation network is a multi-modal supportive network that integrates a variety of traffic management controls. Locations are assessed for need and priority to upgrade intersection controls, perform corridor improvements or integrate changes to operations or designs for safety and efficiency. Scope of work includes:

- 1) Intersection design / controls: Scope includes data capture and analysis for review of intersection levels of service and safety that may warrant upgrades or changes to intersections such as new signalized controls or alternative intersection designs.
- 2) Pedestrian crossing improvements: Scope includes data capture, analysis and any resulting design, supply and installation of new pedestrian crossing infrastructure.
- 3) Warning /Driver Information Systems: Scope includes supply and installation of warning systems such as school / playground / animal warning flashers or driver feedback signs.
- 4) Network monitoring / operating systems: Scope of work includes supply and installation of auxiliary infrastructure to monitor, manage, and report on traffic operations.

Program scheduling and locations are subject to change based upon updated data, unforeseen safety / operational conditions and alignment to other Capital Projects

Issue(s)

- 1) Continued growth within the St Albert and Edmonton Region places demand on the network and influences levels of service, whereas roadways are constrained for available right of way to accommodate additional capacity or improvements.
- 2) Counterinfluence of road user priorities and accommodation of a multi-modal network – for example, accommodation of pedestrians may impact vehicle movement and service level.
- 3) Prioritization of safety may influence efficiency or vice versa.
- 4) Public opinion on network priorities or results of evaluations, do not always align with network improvement strategies.
- 5) Level of accuracy of estimates is relevant to the scope of work completed. Concept design estimates are low accuracy costs to which more detailed site investigation and design confirmation may influence cost expectations.

Opportunities

- 1) Integration of Intelligent Transportation Systems (ITS) to maximize efficiencies for monitoring and help mitigate congestion and reduce travel times.
- 2) Applying alternative intersection designs and ensuring accommodation for all modes aligns to the MDP and Mobility Choices objectives.
- 3) This is an evidence-based program that prioritizes actions from data collected, incorporates influences such as roadway operations (vehicle volumes, large loads), and encompasses a collaborative effort to align itself with other capital programs.
- 4) Consideration and collaboration between this charter and alternative planned capital work (particularly ENGS-054 Transportation Network Improvements) ensures stronger strategic planning.
 - a. Specific consideration of coordination with projects planned in the short-term (3 year) in the downtown may influence programming, as work plans and timing are being finalized with other capital projects.

Risks

- 1) Updates to engineering standards or guidelines influence requirements and costs.
- 2) Construction costs may vary from estimated values.
- 3) Poor weather conditions can delay construction.
- 4) Increased scope of work due to unexpected site conditions.
- 5) Traffic disruption, noise and service delivery impacts from construction.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Residents – Quality of life and confidence of a safe transportation network
2. Council – Delivery of services aligned strategy/ priorities
3. RCMP / EMS / Transit / Public Operations – key user stakeholders
4. IT Department – communications stakeholders

Timeline:

- This project completes annual network data collection and analysis for sites of Administrative review or in response to public requests.
- Subject to necessary scope of work, final delivery may involve a multi-year process to address conceptual review, detailed design and then construction.
- Outputs of this project may be applied to inform on alternative growth capital programs (separate and dedicated project charters).

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 547,000 |
| | 2028 | | 669,000 |
| | 2029 | | 542,000 |
| | 2030 | | 669,000 |
| | 2031 | | 542,000 |
| | 2032 | | 669,000 |
| | 2033 | | 542,000 |
| | 2034 | | 669,000 |
| | 2035 | | 542,000 |
| | 2036 | | 669,000 |
| | Total | \$ | 6,060,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters:N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | 108,000 | 108,000 | 103,000 | 108,000 | 103,000 | 108,000 | 103,000 | 108,000 | 103,000 | 108,000 |
| Detailed Planning and Design | 275,000 | 125,000 | 275,000 | 125,000 | 275,000 | 125,000 | 275,000 | 125,000 | 275,000 | 125,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 30,000 | 205,000 | 30,000 | 205,000 | 30,000 | 205,000 | 30,000 | 205,000 | 30,000 | 205,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | | 45,000 | | 45,000 | | 45,000 | | 45,000 | | 45,000 |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 104,000 | 156,000 | 104,000 | 156,000 | 104,000 | 156,000 | 104,000 | 156,000 | 104,000 | 156,000 |
| TOTAL | 547,000 | 669,000 | 542,000 | 669,000 | 542,000 | 669,000 | 542,000 | 669,000 | 542,000 | 669,000 |

Comments:

- 1) Funding of this charter is subject to results of intersection warrant reviews, where candidate sites have been identified and estimated for “need” of improvement. Timing may change, additional sites may be added or sites changed in priority for program delivery which may influence funding change requests in future charter drafts
 - a. Forecasted programming anticipates possible intersection improvements (new signal installations) in years 2028, 2030, 2032, and beyond 2032 values are being held at this time. Further updated network / intersection assessments may result in amendments to the proposed time frames and ultimately require changes to the forecasted annual costs.
- 2) Conceptual or design work performed for network or intersection improvements through this project may be used to inform on future project charters, or alternative project charters such as ENGS-054: Intersection Improvements.

Supplementary detail/maps of charter focus areas: N/A

CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 014

Charter Name: Paved Parking Lot Program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets preservation efforts and necessary rehabilitation of existing City owned asphalt parking lots.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails data collection, analysis, engineering / design, testing, construction, and resource compensation to deliver preservation or rehabilitation of asphalt parking lots.

PROJECT CHARTER JUSTIFICATION

Current State

The City of St. Albert currently owns and maintains a total of **66** parking lots, of which **49** are asphalt paved structures applicable to this program.

- 17 parking lots exist that are gravel structures, not applicable to this project charter.
 - In 2025, Council approved funding to perform network assessments on gravel structure conditions that will be applied to develop a maintenance strategy. A dedicated RMR charter for gravel structures is anticipated for 2028 budget consideration.

Planning, budgeting and scheduling of preservation, restoration and rehabilitation activities of asphalt (paved) parking structures (response and materials applied) are based upon priority criteriums informed by:

- Condition levels
- Functional / operational information
- Alignment to alternative Capital programming
- Stakeholder reporting (Public Operations - maintenance resources or concerns)

Issue(s)

1. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.
2. Disruption to facility users and facility services during parking lot construction.

3. Costs associated with reconstruction are substantially higher than costs associated with preventative maintenance, preservation and restoration.
4. Public opinion on network priorities or results of evaluations, do not always align with network improvement strategies.
5. Gravel parking structures that are perceived as “needed” to transition to paved structures. These structures typically would be rebuilt to an asphalt standard only in the event redevelopment were to occur and the costs to rebuild the parking lot would be incorporated into project costs associated with the redevelopment.

Opportunities

1. Varying treatments and processes allow for maximum return on investment, recognizing a “needs based” asset management process and is a critical component for effective and economic maintenance planning. To address this, budget and scheduling of work ensures data collection, review and design prior to construction.
2. Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning.
 - a. Specific consideration of coordination with projects planned in the short-term (3 year) in the downtown may influence programming of parking lots, as work plans and timing are being finalized with other capital projects.
3. A 3-year work plan supports utility coordination (ahead of construction) and will mitigate future utility coordination delays.
4. Aligning parking lot construction with larger Facility projects results in minimized disruption; however, may result in delayed response (meaning deteriorated parking lots) or expedited project delivery (funding required sooner than anticipated).
5. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Program scheduling / locations may change due to priority criterium (see “Current State”).
2. Deterioration levels may be impacted by seasonal or operational impacts, resulting in changes to prioritization or treatment.
3. Construction costs may vary from estimated values
4. Poor weather conditions can delay construction.
5. Increased scope of work due to unexpected site conditions.
6. Traffic / access disruption, construction noise, city service disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents/Businesses – Quality of life and facility accessibility.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects team – alignment of all network improvements.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events / facility services.

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.
Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 575,000 |
| | 2028 | | 730,000 |
| | 2029 | | 750,000 |
| | 2030 | | 550,000 |
| | 2031 | | 676,000 |
| | 2032 | | 150,000 |
| | 2033 | | 200,000 |
| | 2034 | | 1,582,000 |
| | 2035 | | 2,500,000 |
| | 2036 | | 676,000 |
| | Total | \$ | 8,389,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters:N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|------------------|----------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 23,000 | 29,000 | 30,000 | 20,000 | 27,000 | | 40,000 | 63,000 | 100,000 | 27,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 455,000 | 575,000 | 590,000 | 435,000 | 530,000 | 125,000 | 135,000 | 1,250,000 | 1,975,000 | 530,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 45,000 | 58,000 | 60,000 | 44,000 | 55,000 | 11,000 | 11,000 | 125,000 | 178,000 | 55,000 |
| Commissioning and QA/QC | 7,000 | 10,000 | 10,000 | 7,000 | 9,000 | 2,000 | 2,000 | 19,000 | 49,000 | 9,000 |
| Contingency | 45,000 | 58,000 | 60,000 | 44,000 | 55,000 | 12,000 | 12,000 | 125,000 | 198,000 | 55,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 575,000 | 730,000 | 750,000 | 550,000 | 676,000 | 150,000 | 200,000 | 1,582,000 | 2,500,000 | 676,000 |

Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City's internal pavement management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.
 - Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost

CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 017

Charter Name: Back Lanes Program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets preventative and rehabilitation treatment of existing laneways.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails engineering, design, construction and resource compensation to deliver preservation / restoration / rehabilitation for back lane segments. Additional scope considers relocation or replacement of municipal and/or 3rd party utilities.

PROJECT CHARTER JUSTIFICATION

Current State

The City currently maintains approximately **7.1 km** of back laneways with an estimated replacement cost of **\$13,267,000**.

Condition assessments were performed on all laneways in 2022 with results of the testing indicating the lane network is overall in **“Fair”** condition.

Scope of this project largely involves laneway reconstruction, which may also require relocation or replacement of utility infrastructure (3rd party utility). Remedial work (response and materials applied) are based upon priority criteriums:

1. Condition levels
2. Roadway functional / operational information
3. Alignment to alternative Capital programming
4. Stakeholder reporting; Public Operations - maintenance resources or concerns.

Issue(s)

1. This program is influenced in schedule and scope by required 3rd party shallow utilities and work associated to address them prior to the lane reconstruction.
2. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.

3. Disruption of construction and costs associated with reconstruction are substantially higher than that of preventative maintenance, preservation and restoration. This increases priority to invest in cost effective measures performed at appropriate life stages of the roadway.
4. Public opinion on network priorities, or results of evaluations, do not always align with network improvement strategies.

Opportunities

1. Varying treatments and processes allow for maximum return on investment, recognizing a “needs based” asset management process and is a critical component for effective and economic maintenance planning.
2. This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions).
3. Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning.
 - a. Specific consideration of coordination with projects planned in the short-term (3 year) in the downtown may influence programming, as work plans and timing are being finalized with other capital projects.
4. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Program delay / rescheduling due to updated data, unforeseen needs and alignment with other capital projects.
2. Deterioration levels are influenced by season and may result in changes to prioritization or treatment.
3. Construction costs may vary from estimated values
4. Poor weather conditions can delay construction.
5. Increased scope of work due to unexpected site conditions.
6. Traffic / access disruption, construction noise, city service disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects team – alignment of all network improvements.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.
6. Utility Providers – Project coordination and capital planning for delivery

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.
Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|------------------------|--------------|-----------|--|
| Investment Year | 2027 | \$ | 210,000 |
| | 2028 | | 395,000 |
| | 2029 | | 425,000 |
| | 2030 | | 665,000 |
| | 2031 | | 375,000 |
| | 2032 | | 125,000 |
| | 2033 | | 250,000 |
| | 2034 | | 125,000 |
| | 2035 | | 125,000 |
| | 2036 | | 125,000 |
| | Total | \$ | 2,820,000 |
| | | | See Capital Project Worksheet for details. |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters:N/A

CAPITAL PROJECT WORKSHEET

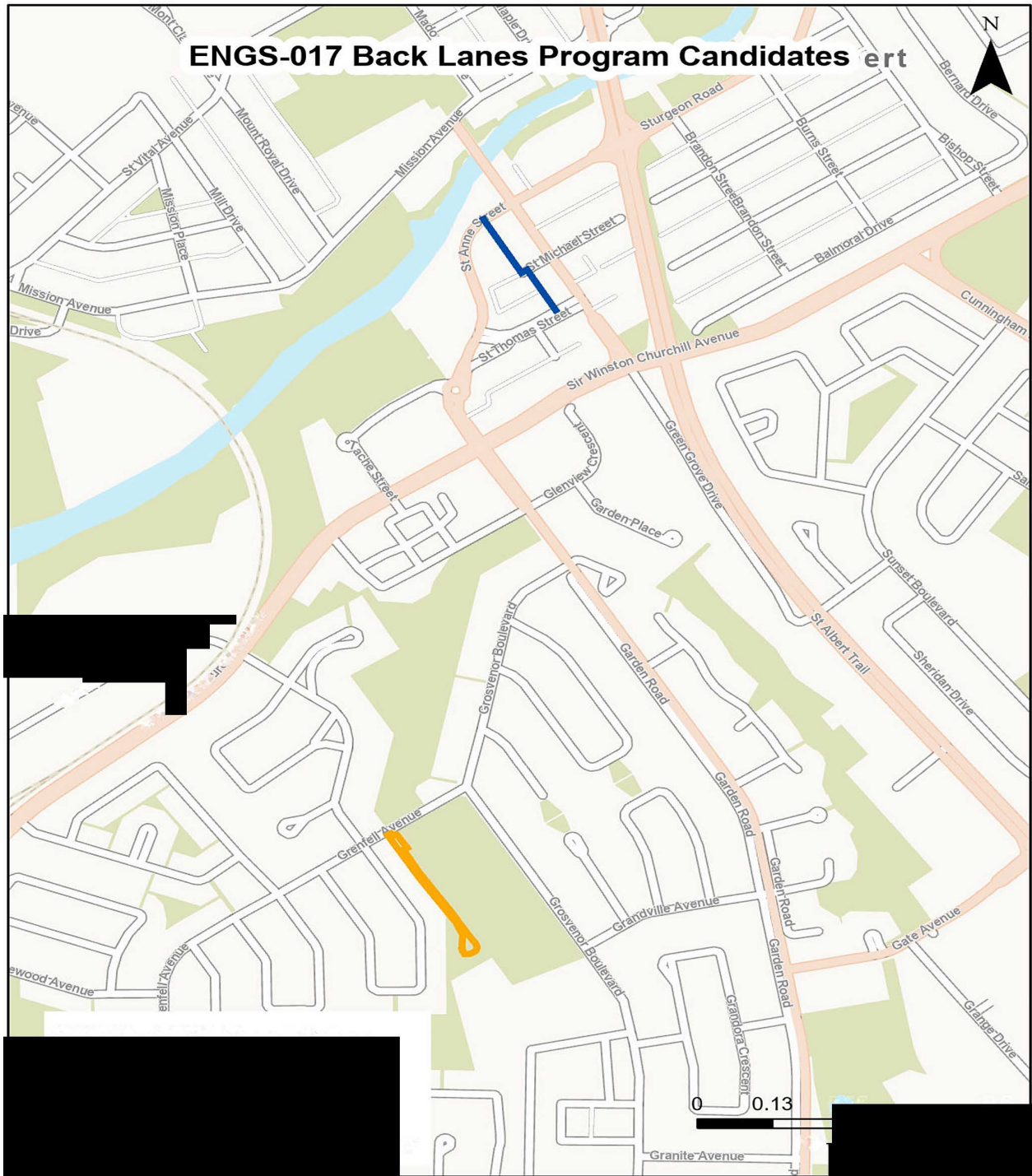
| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 8,000 | 15,000 | 16,000 | 50,000 | 14,000 | 5,000 | 10,000 | 5,000 | 5,000 | 5,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 160,000 | 300,000 | 325,000 | 515,000 | 285,000 | 95,000 | 190,000 | 95,000 | 95,000 | 95,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 24,000 | 45,000 | 49,000 | 36,000 | 43,000 | 14,000 | 28,000 | 14,000 | 14,000 | 14,000 |
| Commissioning and QA/QC | 2,000 | 5,000 | 5,000 | 8,000 | 4,000 | 1,000 | 3,000 | 1,000 | 1,000 | 1,000 |
| Contingency | 16,000 | 30,000 | 30,000 | 56,000 | 29,000 | 10,000 | 19,000 | 10,000 | 10,000 | 10,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 210,000 | 395,000 | 425,000 | 665,000 | 375,000 | 125,000 | 250,000 | 125,000 | 125,000 | 125,000 |

Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City’s internal pavement management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.
 - Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost

Supplementary detail/ maps of charter focus areas:

2027-29 Back Lane Candidates



CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 042

Charter Name: Bridge Program

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets engineering, maintenance and management of existing bridge structures.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails data collection, analysis, engineering, design, and construction to deliver preservation, restoration, or rehabilitation of bridge structures.

PROJECT CHARTER JUSTIFICATION

Current State

The City currently maintains 37 bridge structures:

- 11 road bridges
- 6 pedestrian bridges
- 12 wooden foot bridges
- 8 bridge sized culverts

A Bridge Network Evaluation was conducted in 2024 and assessed the network value at approximately \$77,500,000.

Major bridge structures are evaluated annually, and minor bridge structures are evaluated every 2 years. The City follows a Provincial standard Bridge Inspection Maintenance (BIM) program. Remedial work is reflective of reported condition levels of the bridge structure and examples of response and severity include:

Table 1 - Bridge Structure Responses with Severity

| Non-Emergent Responses | Emergent Responses |
|------------------------------|-------------------------|
| Structural cleaning | Guardrail maintenance |
| Drainage improvements | Concrete repair |
| Signage | Deck patching / sealing |
| Erosion control / mitigation | Trip hazard removals |
| Deck sealing | Structural repair |

Remedial work (response and materials applied) is based upon priority criteriums:

- Condition levels
- Bridge functional / operational information
- Alignment to alternative Capital programming

Issue(s)

1. Bridges are critical infrastructure, and prolonging maintenance has a significant impact on users and overall capital budgets.
2. Funding restrictions against aging infrastructure and a growing community (new assets to manage) will require ongoing and increasing resources to manage, maintain and respond to network needs and sustainable asset management.
3. Disruption of construction and costs associated with reconstruction are substantially higher than costs associated with preventative maintenance, preservation and restoration; thus, increasing the priority to invest in cost effective measures performed at appropriate life stages of the roadway.
4. Public opinion on network priorities, or results of evaluations, do not always align with network improvement strategies.

Opportunities

1. Treating a bridge throughout its life cycle will preserve the initial investment and lower life cycle costs compared to just rebuilding at end of life.
2. This project's delivery performs effective and economic responses to the bridge conditions that will maximize protection of public safety, life expectancy of the bridge (long-term performance) and minimize costs over the long-term.
3. Consideration and collaboration between this charter and alternative planned capital work (utility improvements, parks improvements, additional transportation improvements) ensures stronger strategic planning.
 - a. Specific consideration of coordination with projects planned in the short-term (3 year) in the downtown may influence programming, as work plans and timing are being finalized with other capital projects.
4. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. When bridges are approaching the end of their service life, a higher frequency of monitoring and inspection occurs to mitigate risk and liability.
2. Program scheduling and locations are subject to change based upon priority criterium (see "Current State").
3. Construction costs may vary from estimated values
4. Poor weather conditions can delay construction.
5. Increased scope of work due to unexpected site conditions.
6. Traffic disruption, service disruption or negative noise influence during construction activities. Loss of these bridges creates extensive detour lengths for commuters.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing
2. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.
5. Utilities (3rd party and City owned) - alignment of work to minimize conflicts

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.
Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 375,000 |
| | 2028 | | 2,577,000 |
| | 2029 | | 256,500 |
| | 2030 | | 627,500 |
| | 2031 | | 375,000 |
| | 2032 | | 2,530,000 |
| | 2033 | | 256,500 |
| | 2034 | | 627,500 |
| | 2035 | | 375,000 |
| | 2036 | | 1,469,000 |
| | Total | \$ | 9,469,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters:N/A

CAPITAL PROJECT WORKSHEET

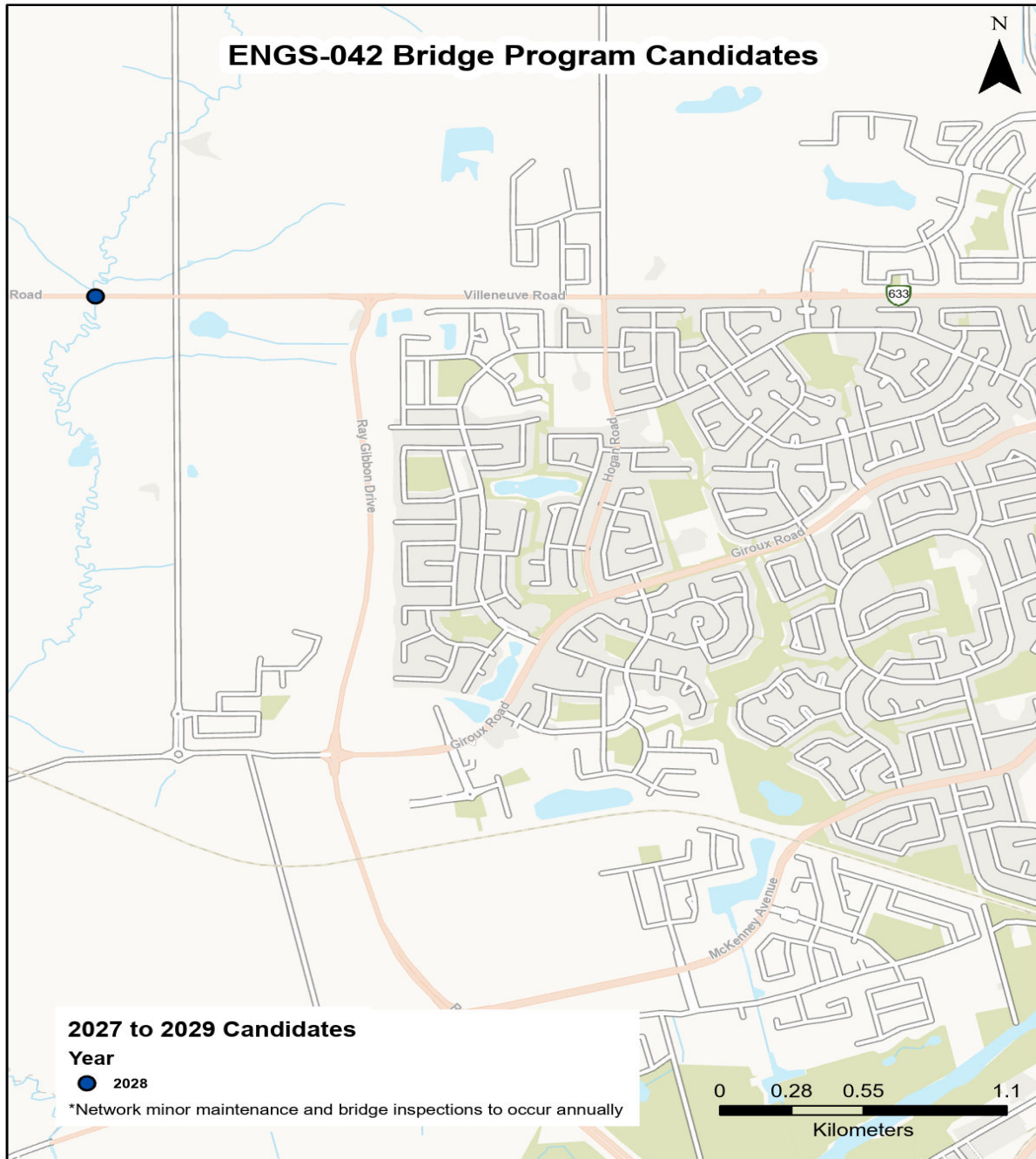
| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|------------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 25,000 | 290,000 | 120,000 | 225,000 | 20,000 | 280,000 | 120,000 | 225,000 | 20,000 | 77,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 290,000 | 1,930,000 | 100,000 | 335,000 | 280,000 | 1,850,000 | 100,000 | 335,000 | 280,000 | 1,100,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | 25,000 | 135,000 | 25,000 | 25,000 | 40,000 | 185,000 | 25,000 | 25,000 | 40,000 | 165,000 |
| Commissioning and QA/QC | 5,000 | 29,000 | 1,500 | 7,500 | 5,000 | 30,000 | 1,500 | 7,500 | 5,000 | 17,000 |
| Contingency | 30,000 | 193,000 | 10,000 | 35,000 | 30,000 | 185,000 | 10,000 | 35,000 | 30,000 | 110,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 375,000 | 2,577,000 | 256,500 | 627,500 | 375,000 | 2,530,000 | 256,500 | 627,500 | 375,000 | 1,469,000 |

Comments:

- Construction Management is inclusive of project management, data analysis and staffing
- Construction Estimates use City's internal bridge management software and historical costs
- 2027 – 2029 program candidates are established and anticipated for completion, subject to funding.
 - Administration is reviewing current programming processes (inputs and service levels) which may influence estimated costs beyond 2029. Future charter funding requests may deviate from this charter and the future annual values
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost
- Survey and design requirements are procured on an as-needed basis.
 - Approximately 3% of construction costs are estimated for these services
- From 2031 to 2036, current project asset conditions anticipate substantial required work to structures. The current 2032 and 2036 values are placeholders for conceptual improvement requirements for a priority structure.
- Program planning and further assessments will lead to more detailed design that will inform on final costs.

Supplementary detail/ maps of charter focus areas:

2027-29 Bridge Candidates



CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 060

Charter Name: Traffic Signal Maintenance

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets both planned (asset management) and responsive (damaged or malfunctioning) maintenance of existing traffic signal controls.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails planned and responsive maintenance or replacement of existing traffic signal controls, as required for 24-hour emergent response, asset management, industry required system testing and system support services.

PROJECT CHARTER JUSTIFICATION

Current State

Traffic signal controls undergo two planned annual equipment inspections and cleaning. Additional inspections and maintenance are performed on a “response to concern” basis. Remedial work is based upon priority criteriums which may be associated with:

1. Risk associated with public safety or site operations
2. Condition assessments and infrastructure life expectancy
3. Alignment to up-to-date standards / specifications
4. Opportunity of coordination with other capital projects

The City currently maintains the following signal control field inventory:

- Full Traffic Signals: 69 intersections
- Signalized Pedestrian Crossings: 23 sites
- Overhead Pedestrian Warning Flasher Crossings: 22 sites
- Rectangular Rapid Flashing Beacons (RRFBs): 251 sites (559 units)
- School Warning Flashers: 27 Zones (56 units)
- Fire Hall Warning Flashers: 3 sites (8 units)
- Driver Feedback Signs: 99 units
- Streetlights: 30 (aligned to streetlights mounted to signal structures)
- Permanent Count Stations: 5 units
- Point, Tilt, Zoom (PTZ) Cameras: 4 units
- Digital Message Sign: 1 site
- Animal flashers: 2 units

In addition to the field level infrastructure noted above, the city has also integrated various Intelligent Transportation System (ITS) components to the network such as:

- Fiber network (communications) – approximately 85% of signal locations connected

- Emergency Vehicle Pre-emption – 39 intersection sites
- Adaptive Signal Control Systems – St Albert Trail corridor and Boudreau Road corridor.
- Central Monitoring Systems – applied to all intersections connected via communications.

Issues

1. Budgetary requirements for response to “unplanned” call outs / emergent response are informed through past trending and network demands; however, may be influenced by seasons, collisions, vandalism, public reports of concern or technology limitations.
2. Public opinion or expectations on network priorities or operations vary from condition assessments or priority objectives of the program or may not be feasible due to operational considerations, constraints or broader network needs.
3. Some technologies and infrastructure “compete” regarding optimal traffic management; as an example, Pre-Emption for emergency services is a critical ITS service that benefits public health and safety; however, causes traffic disruption and results in loss of coordination.

Opportunities

1. The City’s fiber communication network and central monitoring system enable effective and efficient network monitoring capabilities that assist in minimizing response and repair times and reduce disruption due to signal malfunctions or operational issues.
2. Review of intersection design changes at times of signal infrastructure life expectancy may result in long-term cost savings and improved efficiency.

Risks

1. Some technologies are relatively “new” to industry and “life expectancy” or proven sustainability in the field to support stronger proactive maintenance planning are unknown.
2. Updates to Canadian standards/guidelines may require new equipment or field changes.
3. Planned programming is subject to change based upon priority criterium (see “Current State”).
4. Construction costs may vary from estimated values.
5. Poor weather conditions can delay construction.
6. Traffic disruption, service disruption and construction noise.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

- 1. Residents – Quality of life and confidence of a safe transportation network
- 2. Council – Delivery of services aligned strategy/ priorities
- 3. RCMP / EMS / Transit / Public Operations – key user stakeholders
- 4. IT Department – communications stakeholders

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.
Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 575,000 |
| | 2028 | | 575,000 |
| | 2029 | | 585,000 |
| | 2030 | | 585,000 |
| | 2031 | | 585,000 |
| | 2032 | | 585,000 |
| | 2033 | | 585,000 |
| | 2034 | | 585,000 |
| | 2035 | | 585,000 |
| | 2036 | | 585,000 |
| | Total | \$ | 5,830,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters:N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | | | | | | | | | | |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 | 375,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Contingency | 40,000 | 40,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| TOTAL | 575,000 | 575,000 | 585,000 | 585,000 | 585,000 | 585,000 | 585,000 | 585,000 | 585,000 | 585,000 |

Comments:

- Estimated costs of annual programs are based upon the following estimates:
 - Scheduled annual infrastructure testing and cleaning = \$100,000 (Shown in QA/QC)
 - Planned infrastructure replacement = \$195,000 (aged infrastructure – shown in Construction)
 - Unscheduled responsive maintenance = \$180,000 (call outs – shown in Construction)
 - Equipment costs are estimated at \$60,000 to address planned replacement(s)
 - Contingency of \$40,000; reflective of approximately 10% construction
- Costs beyond 2029 are held and are subject to future adjustments to reflect updated trending of asset maintenance requirements - increased volume of assets through new installations, changes in asset condition levels, contract pricing or programming impacts.

Supplementary detail / maps of charter focus areas: N/A

CAPITAL PROJECT CHARTER

Year: 2027 – 2036

Charter Number: ENGS - 081

Charter Name: Transportation Secondary Infrastructure Management

Lead Department: Engineering Services

Type: RMR

Explanation (RMR): This project targets treatment of existing supplemental transportation infrastructure located within city land or public road right of way.

Asset Category: Roads & Other Engineered Structures

Scope Statement: Work entails data collection, analysis, engineering, design, testing, construction and resource compensation to deliver preservation, restoration or removal of existing supplemental transportation infrastructure.

PROJECT CHARTER JUSTIFICATION

Current State

Dedicated charters have been developed for critical municipal infrastructure in a variety of asset classifications such as roads, trails, sidewalks, traffic controls, bridges, and parking lots. Each of those apply asset management practices to capture inventory, perform condition assessments, prioritize and perform capital investment as necessary to maintain the network within public safety and functionality standards. A gap exists with regards to secondary infrastructure that also requires appropriate management and dedicated funding to address repairs, replacement or elimination.

A high-level inventory and condition rating was completed in 2017 on a variety of assets that recognized the following results and summary of findings:

| Asset Type | Quantity | Overall Asset Rating | Typical Maintenance Response | Estimated Current Maintenance Costs |
|----------------|----------|----------------------|---|-------------------------------------|
| Retaining Wall | 51 | Good-Poor | Redesign/Rebuild (requires technical studies and engineering), replacement of sections, landscaping/regrading for drainage, crack filling, securing of material | \$4,495,500 |
| Bollards | 238 | Fair-Good | Remove/replace, painting, straightening | \$180,000 |
| Swing Gates | 6 | Fair-Good | Remove/replace, painting, straightening | \$50,000 |
| Fencing | 70 | Fair-Good | Remove/replace, painting, straightening, chain link repair, board replacement | \$132,500 |

*Estimate is a Class 5 Cost Estimate (+/-50%), based upon 2017 pricing.

The priorities for short-term actions (2027 – 2029) within this project are to:

1. Address emergent needs and known priority needs from condition assessments.
2. Obtain updated field inventory and updated condition assessments.
3. Develop prioritized maintenance plans for each asset class.

Issue(s)

1. New asset management plans are required for these asset types and they are in the early stages of development. Updates and advancement of more detailed strategies can result in programming or funding changes.
2. Short-term priority is to develop stronger awareness of the state of these assets; however, funding will be required to address necessary repairs within this time frame. Initial funding requests may be estimates, or place holders, that are better defined as information on design or work plans are developed.
3. Public opinion or expectations on network priorities or operations vary from condition assessments or priority objectives of the program.
4. Some infrastructure presents higher risk and liability to the City and subject to the results of condition assessments, the scope to address needs may be substantial.

Opportunities

1. This charter delivers funding dedicated to supplemental infrastructure that will improve awareness of the state of infrastructure and will reduce risk and liability to the City through maintenance strategies.
2. The inventory review may identify certain infrastructure as “City Owned” or potentially “Private Infrastructure” which will help address inquiries on responsibility. Maintenance costs of specific infrastructure may be borne by private development.
3. Consideration and collaboration between this charter and alternative planned capital work ensures stronger strategic planning.
 - a. Specific consideration of coordination with projects planned in the short-term (3 year) in the downtown may influence programming of parking lots, as work plans and timing are being finalized with other capital projects.
4. Certain infrastructure may be identified as not functionally required and may be recommended for removal, which reduces long-term costs.
5. The city is introducing Enterprise Maintenance Management and Asset Management software which may influence future programs and priorities for 2029 and beyond as capital investment is optimized across departments.

Risks

1. Infrastructure without asset management strategies or practice puts the City at risk.
2. Updates to standards/guidelines may require redesigning or replacement of assets.
3. Planned programming is subject to change based upon:
 - a. Updated condition ratings
 - b. Unforeseen maintenance priorities
 - c. Alignment with other Capital Projects.
4. Construction costs may vary from estimated values.
5. Poor weather conditions can delay construction.
6. Traffic / access disruption, service disruption and construction noise.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

1. Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing.
2. Residents/Businesses – Potential ownership of infrastructure on private land; Quality of life and confidence of a safe transportation network.
3. Council – Delivery of services aligned with Council Strategies.
4. RCMP / EMS / Transit / Public Works / Recreation and Parks – key user stakeholders or partners of areas of infrastructure.

Timeline:

Network analysis for program finalization occurs in Q3-Q4 of the previous year.

Tendering occurs during Q1 and construction occurs through Q2-Q3 of each year.

FINANCIAL INFORMATION

| | | | |
|--|--------------|-----------|------------------|
| Investment Year | 2027 | \$ | 141,000 |
| | 2028 | | 141,000 |
| | 2029 | | 141,000 |
| | 2030 | | 141,000 |
| | 2031 | | 141,000 |
| | 2032 | | 141,000 |
| | 2033 | | 141,000 |
| | 2034 | | 141,000 |
| | 2035 | | 141,000 |
| | 2036 | | 141,000 |
| | Total | \$ | 1,410,000 |
| See Capital Project Worksheet for details. | | | |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | | | | | | | | | | |
| TOTAL | 141,000 | 141,000 | 141,000 | 141,000 | 141,000 | 141,000 | 141,000 | 141,000 | 141,000 | 141,000 |

Comments:

- Annual funding has been estimated based on trending of annual costs associated with responsive maintenance performed on fencing, guardrails and bollards
- Future program costs will be impacted by results of condition assessments, with higher cost impacts anticipated from results of retaining wall assessments and potential necessary response to address required maintenance. Future Charters will reflect costs associated with details reported; until information is obtained, the programming holds the annual costs.
- Contingency is 10% of construction cost.

Supplementary detail/ maps of charter focus areas: N/A

CAPITAL PROJECT CHARTER

Year: 2027

Charter Number: PW-001

Charter Name: Public Works Mobile Equipment Replacement Plan

Lead Department: Public Operations

Type: RMR

Explanation (RMR or Growth): This charter deals with the replacement of existing City vehicles and equipment that have reached end of life expectancy.

Asset Category: Mobile & Other Equipment

Scope Statement: Replacement of mobile equipment and attachments identified as having exceeded their economic lifecycles.

PROJECT CHARTER JUSTIFICATION

Current State - This program is for the replacement of City departments equipment and vehicles (except Transit), which have reached the end of their expected life span and is conducted under the guidelines of the Mobile Vehicle & Equipment Replacement policy.

Issue - This plan supports the replacement of over 300 vehicles and pieces of equipment valued at over \$30,000,000 including: fire trucks, ambulances (Emergency Services); cars (Enforcement Services and Engineering); plow trucks, trucks, refuse vehicles, graders, loaders, vac trucks and mowers (Public Operations).

Opportunities - The replacement plan is reviewed annually, and life cycle adjustments are made using several different criteria within the City's policy. Units replaced are evaluated based on cost per unit, reliability, technological change and operational enhancement. Our external short term rentals have assisted us in reducing vehicle purchases, capital and maintenance costs.

Risks - Not replacing vehicles and equipment in a timely fashion will impact the requirement to meet service levels as established by Council.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

If the project supports a Council and/or Admin Focus Area, select an appropriate response from the drop-down lists below. If the charter does not align with one or more of the drop-down lists select "N / A" from that list.

Council Strategic Priority: 5. Financial Sustainability

Initiatives: Choose an item.

Operational Excellence Priority Area: 4. Operational Performance

Initiatives: Choose an item.

Stakeholder Identification:

Fleet Manager, Public Operations

City of St Albert Finance

City Departments utilizing City owned vehicles and equipment

City of St Albert, Manager Purchasing

City of St Albert, Manager Risk and Insurance

Timeline:

2026 – Q3 & Q4 Tender development and tendering

2027 – Q1 to Q4 Tender Award

Delivery of vehicles and equipment, no earlier than January 1st, 2027.

| FINANCIAL INFORMATION: | Investment | | |
|-------------------------------|-------------------|-----------|--|
| | Year | | |
| | 2027 | | 4,419,000 |
| | 2028 | | 4,506,000 |
| | 2029 | | 4,075,000 |
| | 2030 | | 2,243,000 |
| | 2031 | | 5,953,000 |
| | 2032 | | 2,521,000 |
| | 2033 | | 5,423,000 |
| | 2034 | | 7,057,000 |
| | 2035 | | 4,089,000 |
| | 2036 | | 5,807,000 |
| | Total | | |
| | | \$ | 46,093,000 |
| | | | See Capital Project Worksheet for details. |

Operational Impacts: No

Associated Operating Business Case: NA

CAPITAL PROJECT WORKSHEET

| PROJECT COMPONENT | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| 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 | | | | | | | | | | |
| Vehicles & Equipment | 4,419,000 | 4,506,000 | 4,075,000 | 2,243,000 | 5,953,000 | 2,521,000 | 5,423,000 | 7,057,000 | 4,089,000 | 5,807,000 |
| TOTAL | 4,419,000 | 4,506,000 | 4,075,000 | 2,243,000 | 5,953,000 | 2,521,000 | 5,423,000 | 7,057,000 | 4,089,000 | 5,807,000 |

Comments:

CAPITAL PROJECT CHARTER

Year: 2027

Charter Number: PW-006

Charter Name: Shop & Yard Equipment Replacement

Lead Department: Public Operations

Type: RMR

Explanation (RMR or Growth): This charter is designed to fund the purchase and replacement of tools and specialized repair equipment for the City fleet.

Asset Category: Mobile & Other Equipment

Scope Statement: This project identifies the purchase and replacement of shop equipment and specialized tooling that is required to diagnose and maintain the City's fleet.

PROJECT CHARTER JUSTIFICATION

Current State - The size of the City fleet, equipment and the advancement of technology's continues to expand and require additional support. There is an increasing requirement to make adjustments to City maintenance facilities and shop equipment to accommodate. This includes improvements to existing storage facilities to better manage storage of equipment, for the replacement of aging equipment and for the replacement of equipment/tooling that has premature failure.

Issue – Fleet Services work on a variety of City owned vehicles and equipment that require specialized diagnostic equipment, repair tools and support equipment to maintain. Without these tools/equipment, the vehicles and equipment will not be efficiently maintained to meet the manufacturers maintenance requirements and safety standards. Maintenance delays result in decreasing availability of dedicated resources to support Emergency Services, Public Operations and Municipal Enforcement.

Opportunities – Sending the units and equipment out for maintenance results in an increasing contracted services budget. Lifecycle adjustments are ongoing and have proven beneficial, unfortunately premature failure or the increased support requirements are not easy to define.

Risks - Existing equipment within Fleet Services such as compressors, hoists, cranes, specialized tooling and diagnostic equipment, etc. requires timely replacement when it becomes obsolete, has premature failure or is beyond usable economic life. Not replacing this support requirement in an expedited fashion, results in maintenance delays and increasing vehicle and equipment downtime.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 4. Adapting to a Changing Environment

Initiatives: 1.3 Regional and Sub-regional Economic Development

Operational Excellence Priority Area: 5. Customers / Residents

Initiatives: Choose an item.

Stakeholder Identification: Public Operations, Fleet Manager

City of St Albert Finance Manager

City of St Albert, Manager of Procurement

City of St Albert, Manager Risk and Insurance

Timeline: 2027 1st and 2nd Quarter. Identification of annual needs

2027 3rd & 4th Quarter. Tender, award and purchase.

| | | | | |
|-------------------------------|------------------------|--------------|----|--|
| FINANCIAL INFORMATION: | Investment Year | 2027 | \$ | 55,000 |
| | | 2028 | | 55,000 |
| | | 2029 | | 55,000 |
| | | 2030 | | 55,000 |
| | | 2031 | | 55,000 |
| | | 2032 | | 55,000 |
| | | 2033 | | 55,000 |
| | | 2034 | | 55,000 |
| | | 2035 | | 55,000 |
| | | 2036 | | 55,000 |
| | | Total | | \$ 550,000 |
| | | | | See Capital Project Worksheet for details. |

Operational Impacts: No

Associated Operating Business Case: NA

CAPITAL PROJECT WORKSHEET

| COMPONENT | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 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 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| Other | | | | | | | | | | |
| TOTAL | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |

Comments:

CAPITAL PROJECT CHARTER

Year: 2027-2036

Charter Number: PW-031

Charter Name: Municipal Facilities – Repairs and Renewal

Lead Department: Public Operations

Type: RMR

Explanation (RMR or Growth): Continued renewal / lifecycle work at Civic facilities

Asset Category: Civic Facilities

Scope Statement: Repair and renewal work at numerous Civic facilities as per the 2017-2020 facility lifecycle condition assessment reviews.

PROJECT CHARTER JUSTIFICATION

Current State - Seventy-Two Civic facilities have undergone a lifecycle condition assessment since 2017. The intent of this project charter is to provide refurbishment funding for these facilities that will ensure they receive the necessary repairs and refurbishments to secure continuous and safe service provision to the community.

The lifecycle condition assessments identified facility assets, their age and condition, recommended lifecycle years, replacement dates, and associated financial data to support this charter. The work outlined in these assessments is necessary to ensure continuous and efficient operation of these facilities throughout their expected lifespan.

The City of St. Albert strives to maintain and renew its existing facility assets and associated operations over a 10-year planning horizon, following industry best practices in asset management, as well as adhering to current codes, guidelines, service levels, and standards. This process aligns with Council Policy Asset Management C-P&E-07, which directs Administration to establish a consistent approach for the rehabilitation, repair, and replacement of City assets.

Since 2020, this ongoing charter has reinvested approximately **\$42,300,000** into refurbishing major civic facilities, including:

- Jarome Iginla Arena (2020)
- Fountain Park Recreation Centre (2021-2023)
- St. Albert Place (2023-2026)
- Liggett Place (2025-2026)

The next three-year priorities, in no particular order, include planning and refurbishment work at:

- Kinex Arena
- Synergy Centre
- Jack Kraft Facility
- Maloney Place
- Beaudry Place

Issue - Many of the City's civic facilities are approaching or have exceeded key lifecycle thresholds for major building systems and infrastructure components. Without continued investment in planned refurbishment and replacement, these assets will deteriorate, increasing the risk of unplanned failures, higher emergency repair costs, and disruptions to community services.

The Facility Lifecycle Refurbishment Charter provides a structured and data-driven approach to addressing these needs through planned capital reinvestment, ensuring facilities remain safe, functional, and capable of delivering services to the community.

Opportunities - A plan for regular capital refurbishment ensures that building components and operational systems are repaired, maintained, or replaced in a structured manner, minimizing disruption to community services. A robust Lifecycle Replacement Plan supports:

- Compliance with health and safety legislation
- Improved energy efficiency
- Reduced emergency maintenance costs
- Optimized facility operations
- Flexibility in prioritizing emergent needs based on assessment data

Public Operations maintains a 10-year outlook of required facility refurbishment, repair, and modernization (RMR) work. The program is continually optimized through ongoing condition assessments and prioritization efforts.

Risks –

Without sufficient funding, the following risks increase:

- Cost increases due to inflation, tariffs, and supply chain issues
- Disruption of service and reduced facility access
- Accelerated facility deterioration, leading to additional emergent repair costs
- Reduced asset values, impacting financial sustainability
- Increased risks to staff and patron safety
- Outdated infrastructure that is less energy-efficient and costly to operate
- Dissatisfaction from facility staff and community users
- Limited availability of qualified contractors, potentially delaying projects

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: 2. Planning and Prioritizing

Initiatives: N / A

Stakeholder Identification:

| Name & Role | Responsibility or Contribution |
|---------------------------------------|--|
| Facility Services & Public Operations | Project Sponsor, assist with project planning. Continue with ongoing operational and maintenance requirements. |
| Capital Project Office | Project planning, work coordination, construction procurement, project management. |

| | |
|---|---|
| Legal Services, Risk & Insurance and Purchasing | Risk assessment and procurement process support. |
| Stakeholders (internal and external) | Advisory, notification of construction, disruption of service and issue resolution. |

Timeline:

FINANCIAL INFORMATION

| | | | |
|------------------------|--------------|-----------|--|
| Investment Year | 2027 | \$ | 8,745,600 |
| | 2028 | | 8,745,600 |
| | 2029 | | 6,559,200 |
| | 2030 | | 6,559,200 |
| | 2031 | | 6,559,200 |
| | 2032 | | 6,559,200 |
| | 2033 | | 6,559,200 |
| | 2034 | | 6,559,200 |
| | 2035 | | 6,559,200 |
| | 2036 | | 6,559,200 |
| | Total | \$ | 69,964,800 |
| | | | See Capital Project Worksheet for details. |

Operational Impacts: No

Associated Operating Business Case &/or Capital Project Charters: N/A

CAPITAL PROJECT WORKSHEET

| Project Component | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Land Determined Costs | | | | | | | | | | |
| Concept Planning | | | | | | | | | | |
| Detailed Planning and Design | 750,000 | 750,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Site Servicing | | | | | | | | | | |
| Structure/Building Construction | 4,000,000 | 4,000,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 |
| Landscaping | | | | | | | | | | |
| Construction Management | | | | | | | | | | |
| Commissioning and QA/QC | | | | | | | | | | |
| Contingency | 995,600 | 995,600 | 559,200 | 559,200 | 559,200 | 559,200 | 559,200 | 559,200 | 559,200 | 559,200 |
| Public Participation Activities | | | | | | | | | | |
| Equipment | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 |
| TOTAL | 8,745,600 | 8,745,600 | 6,559,200 | 6,559,200 | 6,559,200 | 6,559,200 | 6,559,200 | 6,559,200 | 6,559,200 | 6,559,200 |

Comments: