

MUNICIPAL
RMR
CAPITAL
CHARTERS
2019



YEAR:	2019
CHARTER NUMBER:	COMS-001
CHARTER NAME:	Community Capital Grant Program
LEAD DEPARTMENT:	CPS Admin

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	Provides capital grant funding for not-for-profit community groups. The projects are mainly renovation and/or refurbishment projects.	
ASSET CATEGORY:	Choose one: <input type="checkbox"/> Civic Facilities <input checked="" type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	To provide a source of funds for eligible capital projects to be undertaken by eligible not-for-profit community groups those provide broad and inclusive recreational, cultural or social services with the City of St. Albert.	

PROJECT CHARTER JUSTIFICATION:	<p>On March 3, 2009, Council approved Policy C-CS-06 Community Capital Program Grant.</p> <p>Current State - \$250,000 per year is allocated in the budget.</p> <p>Opportunities – This grant program provides the community with the opportunity to utilize City grant funds to leverage other provincial and federal grant programs. Assists the community in ensuring facilities are able adapt to changing needs and allow for renovations and enhancements.</p> <p>Risks - With increased restrictions with provincial funding, groups are looking to other sources including the municipality for assistance. They may run into challenges securing the remaining 2/3 funding requirement for the program.</p> <ul style="list-style-type: none">• There is a need in the community for this type of granting program.• Not-for-profit groups will utilize this program for their funding needs rather than approaching Council on one-offs.• Budget allocated is sufficient to meet the needs of the community.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	This project aligns with and supports the “Culture” Pillar of Sustainability. We live, complete, full and active lives that are supported by our exceptional recreation amenities and parks.

STAKEHOLDER IDENTIFICATION:	Stakeholder list varies dependent on the community group and project but may include Recreation & Parks, Public Works, Engineering, Cultural Services, and Community & Social Development Department	
TIMELINE:	As per Policy C-CS-06 \$250,000 per year or as amended by resolution of Council Potential funding source is PAYG	
FINANCIAL INFORMATION:	Year 2019 Investment \$ 250,000 Year 2020 Investment \$ 250,000 Year 2021 Investment \$ 250,000 Year 2022 - 2028 \$ 250,000 / year Total \$2,500,000 See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:	Anna Royer	January 16, 2018
	Project Charter Developer	Date
Director:	N/A	
	Director	Date
GM:		February 1, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Equipment										
TOTAL	\$250,000									

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments: This is a community investment project budgeted for \$250,000 per year to be allocated through a policy driven grant program.

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	Grant program for community not-for-profits.

OPERATING IMPACTS	2019	2020	2021
N/A			
TOTAL	N/A	N/A	N/A

YEAR:	2019
CHARTER NUMBER:	CULTR-001
CHARTER NAME:	Arden Theatre Maintenance and Lifecycle Plan
LEAD DEPARTMENT:	Culture Services

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH This project is listed as an RMR project because it is a Lifecycle and Maintenance plan of currently owned equipment at the Arden Theatre.			
	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural <table border="0" data-bbox="1052 813 1432 950"> <tr> <td><input type="checkbox"/> Parks & Trails</td> </tr> <tr> <td><input type="checkbox"/> Mobile & Other Equipment</td> </tr> <tr> <td><input type="checkbox"/> Land & Land Improvements</td> </tr> </table>		<input type="checkbox"/> Parks & Trails	<input type="checkbox"/> Mobile & Other Equipment
<input type="checkbox"/> Parks & Trails				
<input type="checkbox"/> Mobile & Other Equipment				
<input type="checkbox"/> Land & Land Improvements				
ASSET CATEGORY:	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements		
SCOPE STATEMENT:	<p>The Arden Theatre Maintenance and Lifecycle plan is a 10 year lifecycle and maintenance plan created to guide the maintenance and replacement of equipment associated with the operation of The Arden Theatre and associated auxiliary spaces (Green Room, Wardrobe, Dressing Rooms, Progress Hall, Lobby, Box Office and Concession).</p> <p>Information including location, age and condition of all equipment is documented and analyzed in a program that allows accurate forecasting of costs of service, maintenance and replacement of equipment.</p>			

PROJECT CHARTER JUSTIFICATION:	<p>Current State – This charter is developed to have a lifecycle plan that ensures that The Arden Theatre is fully operational, that equipment and infrastructure are maintained in a state of good condition and replacement is prioritized.</p> <p>The plan is reviewed annually to confirm accuracy. Equipment scheduled for replacement in the given year is inspected to confirm replacement is necessary, or alternatively to determine a revised replacement date. All costs are reviewed for accuracy and adjustments are made based on current market values and budget constraints.</p> <p>Funded primarily by The Arden Theatre refurbishment fee (see below) and also supported through grant funding, fundraising and the City Capital Budget. Details of spending for each year can be found in the attached Arden Theatre Reserve Plan.</p>
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The Arden Theatre refurbishment fee is comprised of revenues derived from a ticket surcharge added to every Arden Theatre patron ticket sold or group rental surcharge for rental events.

2019-2029 – Please see attached 10-yr Plan for Arden Theatre.

2019 –

Electric Components (Audio Components)	\$10,000
Stage Drapes Scrim Replacement	\$3,600

2020 --

Wall/Wood Treatment Lobby	\$15,000
Auditorium Equipment (Lighting) Control	\$55,000
Panasonic 5K Projector	\$7,000

2021 –

Audio Consoles and Power Supplies Replace	\$110,000
Stage Drapes Cyclorama Replace	\$5,000
Green Room Kitchen Equipment	\$2,000

Opportunities – The Arden Theatre Lifecycle and Maintenance Program will allow us to provide consistent, high quality service to all Arden Theatre clients and patrons through the provision of well maintained and up to date equipment and infrastructure, minimizing any down time due to repairs or replacement. This plan will also ensure that we are conforming to the most up to date health and safety regulations, and energy efficiencies.

Risks The Arden Theatre experiences high volumes of use hosting 306 Performances in 2016 and seeing year over year increases in days of use every year since 2012.

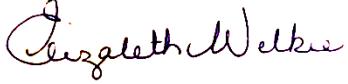
Associated risks to the project include:

- Equipment breakdown could result in shutdown of one or more facility operations affecting internal and external programs and other services.
- Facilities deteriorate resulting in frequent malfunctions, breakdowns which leads to even higher costs to address.
- Loss of rentals and ability to deliver performance programming due to shutdown.
- Increased risk to staff and patron safety.
- Increased cost due to less efficient older equipment.
- Community and user groups would be dissatisfied with quality of city facilities.
- Costs are based on estimates and may change once each project is tendered.
- Estimated life cycle and replacement date of equipment may change from the original plan.
- Constraints or limitations created due to market cost of equipment or services related to the replacement of individual items.

COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Economic:</p> <p>1. We want people to live all parts of their lives in St. Albert, fostering opportunities to work, shop and play here. Strategies include:</p> <p>1.1 Cooperate in the promotion, development, and enhancement of tourist attractions and infrastructure in order to increase tourism visitations and expenditures.</p> <p>The Arden Theatre brings a wide variety of visitors to St. Albert to enjoy its many performances. The Arden Theatre lifecycle continues to enhance this tourist attraction which lends to increasing tourism visitations and expenditures.</p> <p>Built Environment:</p> <p>3. We plan and manage the growth of our city so future generations can inherit the same strong, vibrant community we've enjoyed. Strategies include:</p> <p>3.2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement.</p> <p>The Arden Theatre lifecycle and maintenance plan ensures that there are adequate resources in place for this significant facility to support community growth and enhancement.</p> <p>Culture:</p> <p>4. We are known for our progressive architecture, art and community design, which expresses our distinct identity and strong sense of place and home. Strategies include:</p> <p>4.1. Ensure infrastructural strength through maintaining existing cultural assets, identifying capital improvements to build on the strengths of existing assets, and identifying facilities that respond to cultural participation trends and population growth.</p> <p>The Arden Theatre lifecycle and maintenance plan ensures infrastructure strength by identifying capital improvements to build on the strengths of existing assets.</p>						
STAKEHOLDER IDENTIFICATION:	<table border="1" data-bbox="628 1524 1400 1822"> <thead> <tr> <th data-bbox="628 1524 882 1600">Name & Role</th><th data-bbox="882 1524 1400 1600">Responsibility or Contribution</th></tr> </thead> <tbody> <tr> <td data-bbox="628 1600 882 1698">Cultural Services</td><td data-bbox="882 1600 1400 1698">Project sponsor, public engagement, design review, stakeholder liaison.</td></tr> <tr> <td data-bbox="628 1698 882 1822">Capital Project Office</td><td data-bbox="882 1698 1400 1822">Review and/or development of Engineering tender documents, Construction execution as applicable</td></tr> </tbody> </table>	Name & Role	Responsibility or Contribution	Cultural Services	Project sponsor, public engagement, design review, stakeholder liaison.	Capital Project Office	Review and/or development of Engineering tender documents, Construction execution as applicable
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Cultural 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 Works Planning (manage assessment tool), advisory, construction support and maintenance	Planning (manage assessment tool), advisory, construction support and maintenance
	Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support.
	Stakeholders (internal and external)	Advisory, Notification of Construction, Disruption of Service and issue resolution, Funding and Fundraising
TIMELINE:	Spring: Design and costing Late Spring: Tender Summer: Construction / Installation Fall/Winter: Final commissioning, and project closing	
FINANCIAL INFORMATION:	Year 2019 Investment \$13,600 Year 2020 Investment \$77,000 Year 2021 Investment \$117,000 Year 2022 Investment \$51,500 Year 2023 Investment \$100,000 Year 2024 Investment \$40,500 Year 2025 Investment \$137,500 Year 2026 Investment \$85,000 Year 2027 Investment \$187,000 Year 2028 Investment \$20,000 Total for 2019 \$13,600	
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:		

APPROVAL

Author:		February 22, 2018
	Project Charter Developer	Date
Director:		February 26, 2018
	Director	Date
GM:		February 26, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency 20%										
Public Participation Activities										
Equipment	\$13,600	\$77,000	\$117,000	\$51,500	\$100,000	\$40,500	\$137,500	\$85,000	\$187,000	\$20,000
TOTAL	\$13,600	\$77,000	\$117,000	\$51,500	\$100,000	\$40,500	\$137,500	\$85,000	\$187,000	\$20,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

Choose one:

One Time

N/A

Ongoing

OPERATING IMPACTS (Specify applicable year)	20XX	20XX	20XX
N/A			
TOTAL			

CAPITAL PROJECT CHARTER

YEAR:	2019
CHARTER NUMBER:	CULTR-023
CHARTER NAME:	Visual Arts Studio Lifecycle Replacement Plan
LEAD DEPARTMENT:	Cultural Services

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is for the repair, maintenance and replacement of City of St Albert Visual Art Studio facilities.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input checked="" type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	<p>This 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.</p> <p>Information including age and condition of all tangible assets is documented and analyzed to establish the current health of an asset, assist in restoring usable life to an asset and predicting how the health of the asset will change in the future.</p>	

PROJECT CHARTER JUSTIFICATION:	<p>Current State – The Visual Arts Studio Lifecycle Replacement Plan is an integrated approach to optimizing the life cycle of studio asset from procurement to decommissioning. Through planning, analysis and timely execution the maintenance plan allows for data-driven decision making to occur.</p> <p>The Visual Arts Studio Lifecycle Replacement Plan allows for the optimization of operating and maintenance strategies, reliability in service delivery, equipment criticality and hierarchy, and purchasing processes.</p> <p>It is expected that Public Works will continue to budget and plan for building infrastructure, including, but not limited to, walls, floors, plumbing, standard electrical, and HVAC.</p> <p>This plan will be reviewed and updated annually. All costs will be reviewed in terms of current market values, and any replacements planned in that year will be confirmed, through equipment</p>
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	<p>inspection. Should replacement not be warranted, revision to the replacement date will be made.</p> <p>The Visual Arts Studio Lifecycle Replacement Plan measures the long-term economic sustainability of the City of St Albert's Visual Arts Studio assets. The maintenance program makes the most of available budget, ensures full compliance to applicable regulations, and ensures defined service levels are met.</p> <p>2019-2029 – Please see attached 10-yr Plan for Visual Arts Studios</p> <p>2019 –</p> <table> <tbody> <tr> <td>Storage – Update Cupboards in Multicraft</td><td>\$10,000</td></tr> <tr> <td>Clay Trap Maintenance</td><td>\$1,000</td></tr> <tr> <td>Gas Kiln Maintenance – Rebuild bag walls</td><td>\$4,000</td></tr> <tr> <td>Displays - Covered Plinth</td><td>\$1,500</td></tr> </tbody> </table> <p>2020 --</p> <table> <tbody> <tr> <td>Clay Trap Maintenance</td><td>\$1,000</td></tr> <tr> <td>Carts/Ladders/Bins</td><td>\$10,000</td></tr> <tr> <td>Kiln Equipment/HVAC – Filters</td><td>\$12,000</td></tr> </tbody> </table> <p>2021 –</p> <table> <tbody> <tr> <td>Studio Tools and Machines</td><td>\$9,000</td></tr> <tr> <td>Electric Kiln maintenance</td><td>\$4,000</td></tr> </tbody> </table> <p>Opportunities – The Visual Arts Replacement Lifecycle Plan will allow us to provide consistent, high quality service to all studio users through the provision of well maintained and up to date visual arts equipment, minimizing any down time due to repairs or replacement. This plan will also ensure that we are conforming to the most up to date health and safety regulations, and energy efficiencies.</p> <p>Risks – A facility use agreement exists between the City of St Albert and each of the Visual Arts Guilds that outlines the use of the Visual Arts studios available to these groups. This group includes the Flora Arts Society of St. Albert, St. Albert Painters' Guild, St. Albert Paper Arts Guild St. Albert Potters' Guild and St. Albert Quilters' Guild. The City of St Albert maintains a partnership agreement with Arts and Heritage St. Albert for visual arts program delivery in the St. Albert Place Visual Arts Studios. In 2016 the Visual Arts Studios recorded 10,657 hours of use. Usage continues to increase.</p> <ul style="list-style-type: none"> • Equipment breakdown could result in a shutdown of operations affecting multiple user groups • Facilities deteriorates resulting in frequent malfunctions with increasingly higher costs to address • Inability to fulfill contractual obligations to lease holders and partner organizations • Increased risk to staff and patron safety. • Increased operational cost due to low efficiency equipment • User group dissatisfaction with facility 	Storage – Update Cupboards in Multicraft	\$10,000	Clay Trap Maintenance	\$1,000	Gas Kiln Maintenance – Rebuild bag walls	\$4,000	Displays - Covered Plinth	\$1,500	Clay Trap Maintenance	\$1,000	Carts/Ladders/Bins	\$10,000	Kiln Equipment/HVAC – Filters	\$12,000	Studio Tools and Machines	\$9,000	Electric Kiln maintenance	\$4,000
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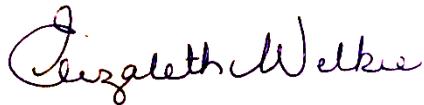
	<ul style="list-style-type: none"> • Costs are estimated and may change once each project is tendered. • Estimated life cycle and replacement date of equipment may change • Market cost of equipment or services related to replacement may cause constraints 						
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment:</p> <p>3. We plan and manage the growth of our city so future generations can inherit the same strong, vibrant community we've enjoyed. Strategies include:</p> <p>3.2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement.</p> <p>The Visual Arts maintenance plan ensures that there are adequate resources in place for this significant facility to support community growth and enhancement.</p> <p>Culture:</p> <p>4. We are known for our progressive architecture, art and community design, which expresses our distinct identity and strong sense of place and home. Strategies include:</p> <p>4.1. Ensure infrastructural strength through maintaining existing cultural assets, identifying capital improvements to build on the strengths of existing assets, and identifying facilities that respond to cultural participation trends and population growth.</p> <p>The Visual Arts maintenance plan ensures infrastructure strength by identifying capital improvements to build on the strengths of existing assets.</p>						
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Name & Role	Responsibility or Contribution						
Cultural Services	Project sponsor, public engagement, design review, stakeholder liaison.						
Capital Project Office	Review and/or development of Engineering tender documents, Construction execution as applicable						

	<p>Public Works Planning (manage assessment tool), advisory, construction support and maintenance</p> <p>Legal Services, Risk & Insurance and Purchasing</p> <p>Stakeholders (internal and external) Arts and Heritage Foundation (Art Gallery of St. Albert) St. Albert Potters Guild St. Albert Floral Arts Guild St. Albert Painters Guild St. Albert Quilters Guild St. Albert Paper Arts Guild St. Albert Place Visual Arts Council Residents</p>	<p>Planning (manage assessment tool), advisory, construction support and maintenance</p> <p>Risk Assessment, agreement support and procurement process support.</p> <p>Advisory, Notification of Construction, Disruption of Service and issue resolution</p>												
TIMELINE:	<p>Spring: Design and Costing</p> <p>Late Spring: Tender</p> <p>Summer: Construction / Installation</p> <p>Fall / Winter: Final Commissioning, and project closing</p>													
FINANCIAL INFORMATION:	<table> <tr> <td>Year 2019 Investment</td><td>\$11,500</td></tr> <tr> <td>Year 2020 Investment</td><td>\$23,000</td></tr> <tr> <td>Year 2021 Investment</td><td>\$13,000</td></tr> <tr> <td>Year 2022 Investment</td><td>\$20,700</td></tr> <tr> <td>Year 2023 Investment</td><td>\$0</td></tr> <tr> <td>Year 2024 Investment</td><td>\$110,600</td></tr> </table>		Year 2019 Investment	\$11,500	Year 2020 Investment	\$23,000	Year 2021 Investment	\$13,000	Year 2022 Investment	\$20,700	Year 2023 Investment	\$0	Year 2024 Investment	\$110,600
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Year 2021 Investment	\$13,000													
Year 2022 Investment	\$20,700													
Year 2023 Investment	\$0													
Year 2024 Investment	\$110,600													

	Year 2025 Investment	\$26,000
	Year 2026 Investment	\$19,400
	Year 2027 Investment	\$67,200
	Year 2028 Investment	\$5,000
	Total	\$296,400
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:		

APPROVAL

Author:

	February 15, 2018
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Project Charter Developer

Date

Director:

	February 26, 2018
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Director

Date

GM:

	February 26, 2018
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General Manager

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency 20%										
Public Participation Activities										
Equipment	\$11,500	\$23,000	\$13,000	\$20,700	\$0	\$110,600	\$26,000	\$19,400	\$67,200	\$5,000
TOTAL	\$11,500	\$23,000	\$13,000	\$20,700	\$0	\$110,600	\$26,000	\$19,400	\$67,200	\$5,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

YEAR:	2019
CHARTER NUMBER:	ENGS-001
CHARTER NAME:	Arterial Roadway Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the treatment of existing arterial roadway surfaces by means of preservation and restoration techniques.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project targets surface work of arterial roadway segments to extend life expectancy through implementation of varying preservation and restoration treatments and processes.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u>
	<p>The City of St. Albert currently maintains approximately 240 lane kms of arterial and highway road. The current replacement value based on 2017 construction rates of the arterial roadway network is approximately \$258,000,000.</p> <p>Condition level assessments of the arterial road network are performed annually; with results of the testing providing a figure called Pavement Quality Index (PQI). PQI is a value that represents the overall condition of an asphalt surface and is an output of multiple measurements taken, such as:</p> <ol style="list-style-type: none"> 1) Structural adequacy (how strong the roads are) 2) Ride condition (how bumpy the roads are) 3) Surface Distress (the surface texture of the road) <p>The historical and updated Arterial Road and Highway Road PQI values are identified in Figure 1:</p>

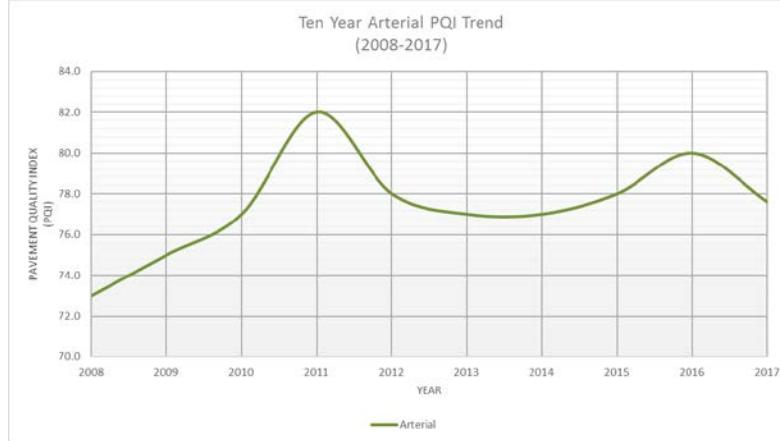


Figure 1 - Overall Arterial Road Network PQI

From output of assessments performed in 2017, the Arterial Roads PQI was recorded as **78** out of 100. This value represents indicates, that on average, the arterial road network is in “good” condition.

As roadway structures progress in age, they undergo deterioration and lower their remaining service lives. Depending on how far that deterioration has progressed, updating the roadway will fall into one of three main categories: Preservation, Restoration, Rehabilitation (see figure 2 below).

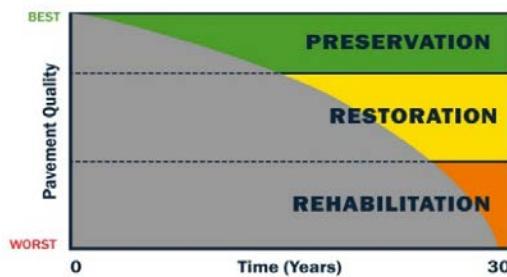


Figure 2: Life Cycle Representation

Figure 2 indicates the asset's life cycle from initial construction to end of life. Treatments and materials are chosen that will both maximize life of the roadway (i.e. long-term performance) and minimize costs over the long term (i.e. cost effectiveness).

Treatment actions within this program represent effective and economic responses to the asphalt condition, with additional consideration of characteristics such as traffic volumes, vehicle loading, pavement age, risk, and any additional capital work occurring along in the area. Current treatments for this program are found in Table 1 below:

Table 1 - Pavement Treatment Table

<u>Preservation</u>	<u>Restoration</u>
Micro-surfacing	Conventional Asphalt Resurfacing
Thin overlay	Stone Mastic Asphalt Resurfacing
Crack sealing	

Opportunities and Challenges

- 1) Treating a roadway throughout its life cycle will preserve the initial investment and have the life of the roadway result in lower life cycle costs compared to just rebuilding at end of life.
- 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.
 - a. As a component of evaluating our road network and effects of traffic on asphalt condition levels, data sensors are required to capture operational impacts (traffic volumes, vehicle classifications, noise, vibration, road conditions).
 - b. To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing, equipment, contracted services) must be appropriately designated.
 - c. Public opinion on network priorities, or results of treatments, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations.
 - d. Consideration and collaboration between this charter and planned capital work (intersection improvements, road network widening, utility capital work) ensures stronger strategic planning.
- 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.

	<p>a. Although mitigated by network and site-specific investigations, construction activity may be impacted by unforeseen circumstances.</p> <p>7) Traffic disruption.</p> <p>a. Construction activity impacting pedestrian or vehicle movements will influence congestion and cause delay; however, mitigation measures taken are associated with scheduling of work and effective traffic plans.</p> <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>A variance may be recognized in the updated (2019) Project Charter for the Arterial Roadway Program due to:</p> <ol style="list-style-type: none"> 1) Work scheduled for completion in 2018 at the intersection of St. Albert Trail and Giroux / Boudreau Road deferred to 2019 to align with intersection improvements (Growth Charter ENGS-054). 2) The utilization of varying preservation methods (such as micro-surfacing and thin overlays) that will maintain the road network at reduced costs. 3) Updated condition level assessments. 4) Charter ENGS-050 (Crack Sealing Program) has been eliminated as a separate charter and incorporated into this charter; as the program is a component of preservation actions. 5) For delivery of an asset-based approach to service delivery, scope of work within this charter has been changed to eliminate sidewalk associated work. If required for the program, all sidewalk replacement (not new installation) will be funded through project charter (ENGS-007). <p>Variances from the 2018 to 2019 Project Charter are inclusive of:</p> <ul style="list-style-type: none"> • 2019 = -\$ 905,000 (increase from previous) • 2020 = +\$ 146,000 (reduced from previous) • 2021 = -\$ 520,000 • 2022 = -\$1,950,000 • 2023 = -\$ 250,000 • 2024 – 2028 = No Change <p>Note: 2019 budget has been increased due to moving a major capital project from 2020 to 2019.</p>
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <p>1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p>

	<p>1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.</p> <p>1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.</p> <p>4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p> <p>4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.</p> <p>4.3. Assess infrastructure to ensure it is meeting the standards of the community.</p>						
STAKEHOLDER IDENTIFICATION:	<p>Public Works – Ensuring that all work reflects and complements maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>						
TIMELINE:	<p>This is an on-going, annual program.</p> <p>Network analysis and data evaluation for program finalization occurs in Q3 of the previous year, which feeds project charter creation for the following year (Q1).</p> <p>Tendering for the annual program completion occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.</p>						
FINANCIAL INFORMATION:	<table border="1" data-bbox="605 1560 1428 1858"> <tr> <td data-bbox="605 1560 1122 1755"> Year 2019 Investment Year 2020 Investment Year 2021 Investment Year 2022 Investment Year 2023 Investment Year 2024-2029 Investment </td><td data-bbox="1122 1560 1428 1755"> \$ 2,375,000 \$ 2,046,000 \$ 1,900,000 \$ 2,600,000 \$ 4,550,000 \$ 4,800,000 / year </td></tr> <tr> <td data-bbox="605 1755 1122 1818">Total</td><td data-bbox="1122 1755 1428 1818">\$ 37,471,000</td></tr> <tr> <td colspan="2" data-bbox="605 1818 1122 1858">See Capital Project Worksheet for details.</td></tr> </table>	Year 2019 Investment Year 2020 Investment Year 2021 Investment Year 2022 Investment Year 2023 Investment Year 2024-2029 Investment	\$ 2,375,000 \$ 2,046,000 \$ 1,900,000 \$ 2,600,000 \$ 4,550,000 \$ 4,800,000 / year	Total	\$ 37,471,000	See Capital Project Worksheet for details.	
Year 2019 Investment Year 2020 Investment Year 2021 Investment Year 2022 Investment Year 2023 Investment Year 2024-2029 Investment	\$ 2,375,000 \$ 2,046,000 \$ 1,900,000 \$ 2,600,000 \$ 4,550,000 \$ 4,800,000 / year						
Total	\$ 37,471,000						
See Capital Project Worksheet for details.							

OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	None

APPROVAL

Author:	Dean Schick, Transportation Manager Project Charter Developer	February 28, 2018
Director:	Colin Prang Colin Prang, Director	March 2, 2018
GM:	 Ian McKay, General Manager	March 2, 2018
		Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$2,000,000	\$1,730,000	\$1,596,000	\$2,217,000	\$3,961,000	\$4,187,000	\$4,187,000	\$4,187,000	\$4,187,000	\$4,187,000
Landscaping										
Construction Management	\$120,000	\$120,000	\$120,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000
Commissioning and QA/QC	\$55,000	\$26,000	\$24,000	\$33,000	\$59,000	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000
Contingency	\$200,000	\$170,000	\$160,000	\$220,000	\$400,000	\$420,000	\$420,000	\$420,000	\$420,000	\$420,000
Public Participation Activities										
Equipment										
TOTAL	\$2,375,000	\$2,046,000	\$1,900,000	\$2,600,000	\$4,550,000	\$4,800,000	\$4,800,000	\$4,800,000	\$4,800,000	\$4,800,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Construction Management is inclusive of Project Management and data analysis staffing
- Estimates assume an average cost of \$25/m²
- QA/QC increases in 2019 due to SMA installation on Boudreau/Giroux - St. Albert Trail Intersection
- QA/QC is set to 1.5% of construction costs in years where SMA is not being applied
- Contingency is 10% of construction cost

OPERATING IMPACTS WORKSHEET

Choose one:

One Time

N/A

Ongoing

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-002
CHARTER NAME:	Collector Roadway Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the treatment of existing collector roadway surfaces by means of preservation and restoration techniques.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project targets surface work of collector roadway segments to extend life expectancy through implementation of varying preservation and restoration treatments.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u>
	<p>The City of St. Albert currently maintains approximately 130 lane kms of collector roads. The current replacement value of the collector roadway network is approximately \$215,000,000 million.</p> <p>Condition assessments of the collector road network are performed once every three years ($1/3$ of the City's network is inspected annually); with results of the testing providing the Pavement Quality Index (PQI). PQI is a value that represents the overall condition of an asphalt surface and is an output of multiple measurements taken, such as:</p> <ol style="list-style-type: none"> 1) Structural adequacy (how strong the roads are) 2) Ride condition (how bumpy the roads are) 3) Surface Distress (the surface texture of the road) <p>The historical and updated Collector Road PQI values are identified in Figure 1:</p>

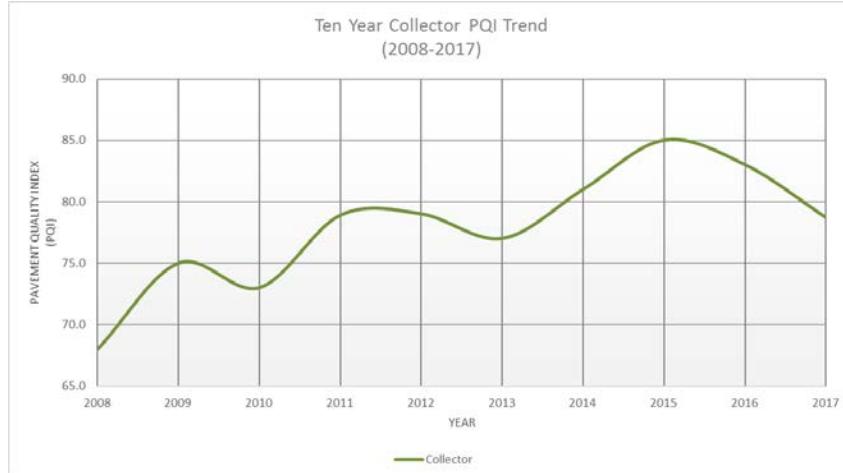


Figure 1 - Overall Collector Road Network PQI

From output of assessments performed in 2017, the Collector Roads PQI was recorded as **78** out of 100. This value represents indicates that on average, the collector road network is in “good” condition.

As roadway structures progress in age, they undergo deterioration and lower their remaining service lives. Depending on how far that deterioration has progressed, updating the roadway will fall into one of three main categories: Preservation, Restoration, Rehabilitation (see figure 2 below).

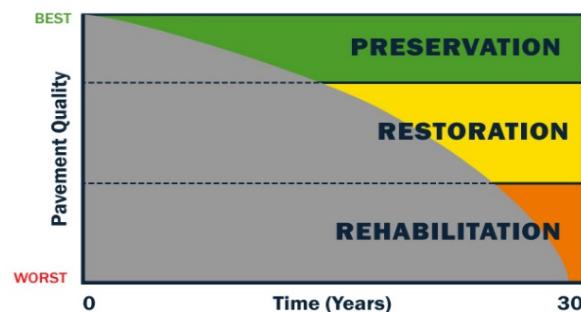


Figure 2: Life Cycle Representation

The figure describes the asset's life cycle from initial construction to end of life. Transportation selects treatments and materials that will both maximize life of the roadway (i.e. long-term performance), minimize costs over the long term (i.e. cost effectiveness). As part of this cost effectiveness, curb and gutter repairs are avoided as much as possible in preservation activities.

Treatment actions within this program represent effective and economic responses to the asphalt condition, with additional consideration of characteristics such as traffic volumes, vehicle loading, pavement age, risk, and any additional capital work occurring along in the area. Current treatments for this program are found in Table 1 below:

Table 1 - Pavement Treatment Table

<u>Preservation</u>	<u>Restoration</u>
Micro-surfacing	Conventional Asphalt Resurfacing
Thin overlay	Stone Mastic Asphalt Resurfacing
Crack sealing	

Opportunities and Challenges

- 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), incorporates influences such as roadway operations (vehicle volumes, large loads), and encompasses a collaborative effort to align itself with other capital programs.
 - a. As a component of evaluating our road network and effects of traffic on asphalt condition levels, data sensors are required to capture operational impacts (traffic volumes, vehicle classifications, noise, vibration, road conditions).
 - b. To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing, equipment, contracted services) must be appropriately designated.
 - c. Public opinion on network priorities, or results of treatments, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations.
 - d. Consideration and collaboration between this charter and planned capital work (intersection improvements, road network widening, utility capital work) ensures stronger strategic planning.
- 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.
 - a. Although mitigated by network and site-specific investigations, construction activity may be impacted by unforeseen circumstances.
- 7) Traffic disruption.
 - a. Construction activity impacting pedestrian or vehicle movements will influence congestion and cause delay; however, mitigation measures taken are associated with scheduling of work and effective traffic plans.

	<p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>A variance may be recognized in the updated (2019) Project Charter for the Collector Roadway Program due to:</p> <ol style="list-style-type: none"> 1) Charter ENGS-002 previously combined both Collector roads and Local roads and targeted a scope of work to rehabilitate the roadways. The new charter targets only Collector roadways, with the local roadways moved to Charter ENGS-003 and the scope of work to include only preservation and restoration activities. <ol style="list-style-type: none"> a. Rehabilitation has been reallocated to a separate charter for that specific scope of work to the entire network in Charter ENGS-047. 2) The utilization of varying preservation methods (such as micro-surfacing and thin overlays) that will maintain the road network at reduced costs. 3) Updated condition level assessments. 4) Charter ENGS-050 (Crack Sealing Program) has been eliminated as a separate charter and incorporated into this charter; as the program is a component of preservation actions. 5) For delivery of an asset-based approach to service delivery, scope of work within this charter has been changed to eliminate sidewalk associated work. If required for the program, all sidewalk replacement (not new installation) will be funded through project charter (ENGS-007).
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <ol style="list-style-type: none"> 1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement. <ol style="list-style-type: none"> 1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home. 1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region. 4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. <ol style="list-style-type: none"> 4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. 4.3. Assess infrastructure to ensure it is meeting the standards of the community.
STAKEHOLDER IDENTIFICATION:	<p>Public Works – Ensuring that all work reflects and complements maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p>

	<p>Capital Projects team – alignment to completion with all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>																				
TIMELINE:	<p>This is an annual program.</p> <p>Network analysis and data evaluation for program finalization occurs in Q3 of the previous year, which feeds project charter creation for the following year (Q1).</p> <p>Tendering for the program occurs during Q1 of each year, with construction occurring through Q2-Q3.</p>																				
FINANCIAL INFORMATION:	<table> <tr> <td>Year 2019 Investment</td><td>\$ 1,440,000</td></tr> <tr> <td>Year 2020 Investment</td><td>\$ 1,440,000</td></tr> <tr> <td>Year 2021 Investment</td><td>\$ 1,220,000</td></tr> <tr> <td>Year 2022 Investment</td><td>\$ 1,660,000</td></tr> <tr> <td>Year 2023 Investment</td><td>\$ 1,220,000</td></tr> <tr> <td>Year 2024 Investment</td><td>\$ 1,770,000</td></tr> <tr> <td>Year 2025 Investment</td><td>\$ 2,220,000</td></tr> <tr> <td>Year 2026 Investment</td><td>\$ 2,000,000</td></tr> <tr> <td>Year 2027-2028 Est. Investment</td><td>\$ 1,770,000/yr</td></tr> <tr> <td>Total</td><td>\$ 16,510,000</td></tr> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$ 1,440,000	Year 2020 Investment	\$ 1,440,000	Year 2021 Investment	\$ 1,220,000	Year 2022 Investment	\$ 1,660,000	Year 2023 Investment	\$ 1,220,000	Year 2024 Investment	\$ 1,770,000	Year 2025 Investment	\$ 2,220,000	Year 2026 Investment	\$ 2,000,000	Year 2027-2028 Est. Investment	\$ 1,770,000/yr	Total	\$ 16,510,000
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Year 2027-2028 Est. Investment	\$ 1,770,000/yr																				
Total	\$ 16,510,000																				
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>																				
ASSOCIATED OPERATING BUSINESS CASE:	None.																				

APPROVAL

Author:	Dean Schick, Transportation Manager	February 28, 2018
	Project Charter Developer	Date
Director:	Colin Prang	March 8, 2018
	Colin Prang, Director	Date
GM:		March 8, 2018
	Ian McKay, General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Construction	\$1,200,000	\$1,200,000	\$1,000,000	\$1,400,000	\$1,000,000	\$1,500,000	\$1,900,000	\$1,700,000	\$1,500,000	\$1,500,000
Landscaping										
Construction Management	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
QA/QC	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$30,000	\$30,000	\$20,000	\$20,000
Contingency	\$120,000	\$120,000	\$100,000	\$140,000	\$100,000	\$150,000	\$190,000	\$170,000	\$150,000	\$150,000
Public Participation										
Equipment										
TOTAL	\$1,440,000	\$1,440,000	\$1,220,000	\$1,660,000	\$1,220,000	\$1,770,000	\$2,220,000	\$2,000,000	\$1,770,000	\$1,770,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Construction Management includes costs for Project Managers, Engineering Designers, Engineering Co-op students, and coordinators that assist with this program.
- QA/QC is set at 1.5% of the construction cost
- Contingency is set at 10% of the construction cost

OPERATING IMPACTS WORKSHEET

Choose one:

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-003
CHARTER NAME:	Local Roadway Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the treatment of existing local roadway surfaces by means of preservation and restoration techniques.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project targets surface work of local roadway segments to extend life expectancy through implementation of varying preservation and restoration treatments.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u>
	<p>The City of St. Albert currently maintains approximately 320 lane kms of local roads. The current replacement value of the local road network is approximately \$378,500,000.</p> <p>Condition assessments of the local road network are performed once every three years ($\frac{1}{3}$ of the City's network is inspected annually); with results of the testing providing the Pavement Quality Index (PQI). PQI is a value that represents the overall condition of an asphalt surface and is an output of multiple measurements taken, such as:</p> <ol style="list-style-type: none"> 1) Structural adequacy (how strong the roads are) 2) Ride condition (how bumpy the roads are) 3) Surface Distress (the surface texture of the road) <p>The historical and updated Local Road PQI values are identified in Figure 1:</p>

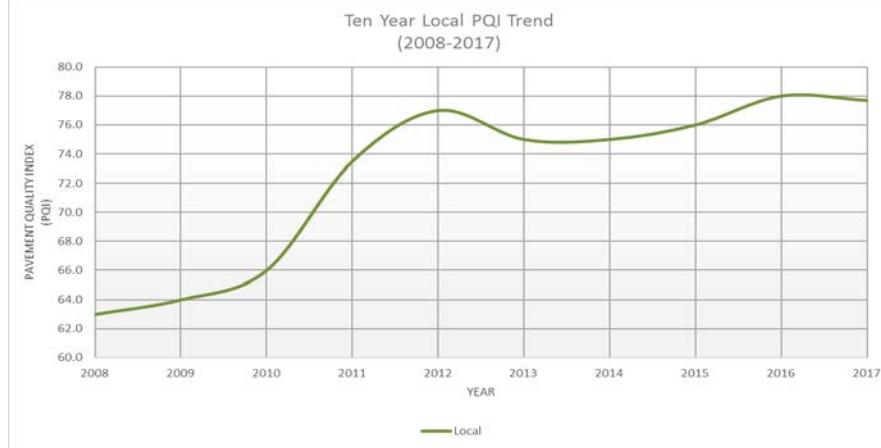


Figure 1 - Overall Local Road Network PQI

From output of assessments performed in 2017, the Local Roads PQI was recorded as **78** out of 100. This value represents indicates, that on average, the local road network is in “good” condition.

As roadway structures progress in age, they undergo deterioration and lower their remaining service lives. Depending on how far that deterioration has progressed, updating the roadway will fall into one of three main categories: Preservation, Restoration, Rehabilitation (see figure 2 below).

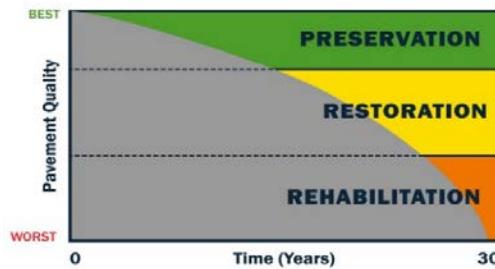


Figure 2: Life Cycle Representation

Figure 2 indicates the asset’s life cycle from initial construction to end of life. Treatments and materials are chosen that will both maximize life of the roadway (i.e. long-term performance) and minimize costs over the long term (i.e. cost effectiveness).

Treatment actions within this program represent effective and economic responses to the actual asphalt condition, with additional consideration of characteristics such as traffic volumes, classes of vehicles, pavement age, risk and any aligned capital work occurring along arterial roadway sections. Current treatments include:

Table 1 - Pavement Treatment Table

<u>Preservation</u>	<u>Restoration</u>
Micro-surfacing	Conventional Asphalt Resurfacing
Thin overlay	Stone Mastic Asphalt Resurfacing
Crack sealing	

Opportunities and Challenges

- 1) Treating a roadway throughout its life cycle will preserve the initial investment and have the life of the roadway result in lower life cycle costs compared to just rebuilding at end of life.
- 2) This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions), incorporates influences such as roadway operations (vehicle volumes), and encompasses a collaborative effort to align itself with other capital programs.
 - a. As a component of evaluating our road network and effects of traffic on asphalt condition levels, data sensors are required to capture operational impacts (traffic volumes, vehicle classifications, noise, vibration, road conditions).
 - b. To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing, equipment, contracted services) must be appropriately designated.
 - c. Public opinion on network priorities, or results of treatments, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations.
 - d. Consideration and collaboration between this charter and planned capital work (intersection improvements, road network widening, utility capital work) ensures stronger strategic planning.
- 3) Deterioration levels may be impacted by seasonal; resulting in changes to prioritization or treatment.
- 4) Construction costs may vary from estimated values
- 5) Poor weather conditions can delay construction completion.
- 6) Increased scope of work due to unexpected site conditions.
 - a. Although mitigated by network and site-specific investigations, construction activity may be impacted by unforeseen circumstances.
- 7) Traffic disruption.
 - a. Construction activity impacting pedestrian or vehicle movements will influence congestion and cause delay;

	<p>however, mitigation measures taken are associated with scheduling of work and effective traffic plans.</p> <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>A variance may be recognized in the updated (2019) Project Charter for the Local Roadway Program due to:</p> <ol style="list-style-type: none"> 1) Charter ENGS-003 previously combined both Local and Collector roadway restoration. The new charter targets only Local roadways, with the Collector roadway moved to Charter ENGS-002. This charter continues to focus on a scope of work (but only for the local roadway network) inclusive of preservation and restoration activities. Rehabilitation (reconstruction) is found within ENGS-004. 2) The utilization of varying preservation methods (such as micro-surfacing and thin overlays) that will maintain the road network at reduced costs. 3) Updated condition level assessments. 4) Charter ENGS-050 (Crack Sealing Program) has been eliminated as a separate charter and incorporated into this charter; as the program is a component of preservation actions. 5) For delivery of an asset-based approach to service delivery, scope of work within this charter has been changed to eliminate sidewalk associated work. If required for the program, all sidewalk replacement (not new installation) will be funded through project charter (ENGS-007).
COMMUNITY VISION - PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <ol style="list-style-type: none"> 1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement. <ol style="list-style-type: none"> 1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home. 1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region. 4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. <ol style="list-style-type: none"> 4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. 4.3. Assess infrastructure to ensure it is meeting the standards of the community.
STAKEHOLDER IDENTIFICATION:	<p>Public Works – Ensuring that all work reflects and complements maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p>

	<p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>																		
TIMELINE:	<p>This is an annual program.</p> <p>Network analysis and data evaluation for program finalization occurs in Q3 of the previous year, which feeds project charter creation for the following year (Q1).</p> <p>Tendering for the program occurs during Q1 of each year, with construction occurring through Q2-Q3.</p>																		
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Year 2019 Investment</td><td>\$ 1,440,000</td></tr> <tr> <td>Year 2020 Investment</td><td>\$ 1,220,000</td></tr> <tr> <td>Year 2021 Investment</td><td>\$ 1,660,000</td></tr> <tr> <td>Year 2022 Investment</td><td>\$ 1,440,000</td></tr> <tr> <td>Year 2023 Investment</td><td>\$ 2,780,000</td></tr> <tr> <td>Year 2024 Investment</td><td>\$ 3,220,000</td></tr> <tr> <td>Year 2025 Investment</td><td>\$ 2,440,000</td></tr> <tr> <td>Year 2026-2028 Est. Investment</td><td>\$ 2,890,000/yr</td></tr> <tr> <td>Total</td><td>\$ 22,870,000</td></tr> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$ 1,440,000	Year 2020 Investment	\$ 1,220,000	Year 2021 Investment	\$ 1,660,000	Year 2022 Investment	\$ 1,440,000	Year 2023 Investment	\$ 2,780,000	Year 2024 Investment	\$ 3,220,000	Year 2025 Investment	\$ 2,440,000	Year 2026-2028 Est. Investment	\$ 2,890,000/yr	Total	\$ 22,870,000
Year 2019 Investment	\$ 1,440,000																		
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Year 2024 Investment	\$ 3,220,000																		
Year 2025 Investment	\$ 2,440,000																		
Year 2026-2028 Est. Investment	\$ 2,890,000/yr																		
Total	\$ 22,870,000																		
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>																		
ASSOCIATED OPERATING BUSINESS CASE:	None.																		

APPROVAL

Author:	Dean Schick, Transportation Manager	February 28, 2018
	Project Charter Developer	Date
Director:	Colin Prang	March 8, 2018
	Colin Prang, Director	Date
GM:		March 8, 2018
	Ian McKay, General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Construction	\$1,200,000	\$1,000,000	\$1,400,000	\$1,200,000	\$2,400,000	\$2,800,000	\$2,100,000	\$2,500,000	\$2,500,000	\$2,500,000
Landscaping										
Construction Management	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
QA/QC	\$20,000	\$20,000	\$20,000	\$20,000	\$40,000	\$40,000	\$30,000	\$40,000	\$40,000	\$40,000
Contingency	\$120,000	\$100,000	\$140,000	\$120,000	\$240,000	\$280,000	\$210,000	\$250,000	\$250,000	\$250,000
Public Participation										
Equipment										
TOTAL	\$1,440,000	\$1,220,000	\$1,660,000	\$1,440,000	\$2,780,000	\$3,220,000	\$2,440,000	\$2,890,000	\$2,890,000	\$2,890,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Construction Management includes costs for Project Managers, Engineering Designers, Engineering Co-op students, and coordinators that assist with this program.
- QA/QC is set at 1.5% of the construction cost
- Contingency is set at 10% of the construction cost

OPERATING IMPACTS WORKSHEET

Choose one:

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-004
CHARTER NAME:	Roadway Rehabilitation Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the treatment of all classes of roadway (arterial, collector and local) by means of rehabilitation treatments.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project targets rehabilitation of roadway segments, as they are structurally deficient and have reached their minimum serviceability. Auxiliary work on curb and gutter may also be included.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u>		
	The City of St. Albert currently maintains the following lane kilometers approximate asset values of different road class structures identified in the following table:		
Table 1: Roadway Structure Network Quantity and Value			
	Road Class	Lane Kms	Network Replacement Value
	Arterial Road	256.5	\$278,300,000
	Collector Road	161	\$215,500,000
	Local Road	337.3	\$378,500,000
Condition level assessments are performed annually for the arterial roadway segments of the network and are performed once every three years for the collector and local roadway segments. Results of the testing providing a Pavement Quality Index (PQI). PQI is a value that			

represents the overall condition of an asphalt surface and is an output of multiple measurements taken, such as:

1. Structural adequacy (how strong the roads are)
2. Ride condition (how bumpy the roads are)
3. Surface Distress (the surface texture of the road)

The historical and updated 2017 full road network PQI values are identified in Figure 1:

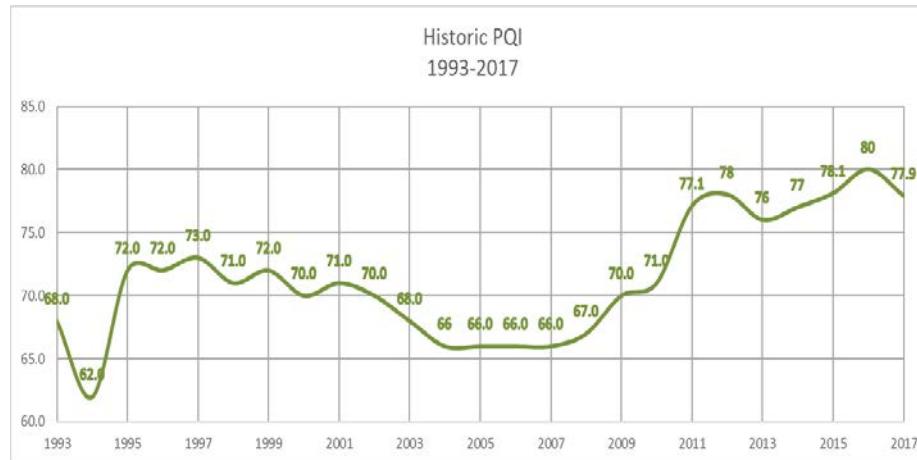


Figure 1: Overall Road Network PQI (All Classes of Road)

From output of assessments performed in 2017, the network PQI was recorded as **78** out of 100. This value indicates that on average, the local and collector networks are in “good” condition.

As roadway structures progress in age, they undergo deterioration and lower their remaining service lives. Depending on how far that deterioration has progressed, updating the roadway will fall into one of three main categories: Preservation, Restoration, Rehabilitation (see figure 2 below).

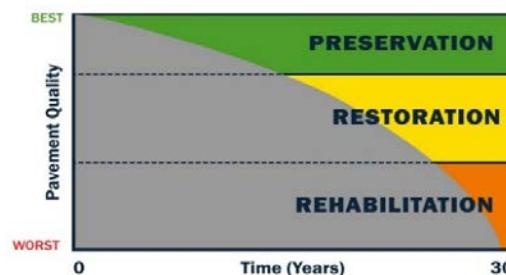


Figure 2: Life Cycle Representation

The figure describes the asset’s life cycle from initial construction to end of life. Transportation selects treatments and materials that will both maximize life of the roadway (i.e. long-term performance) and minimize costs over the long term (i.e. cost effectiveness).

Treatment actions within this program represent effective and economic responses to the asphalt condition, with additional consideration of characteristics such as traffic volumes, vehicle loading, pavement age, risk, and any additional capital work occurring along in the area. Current treatments for this program are found in Table 1 below:

Table 1 - Pavement Treatment Table

<u>Restoration</u>	<u>Rehabilitation</u>
Conventional Asphalt Resurfacing	Full Depth Reclamation
Stone Mastic Asphalt Resurfacing	Cold in Place Recycling

Opportunities and Challenges

1. Treating a roadway throughout its life cycle will preserve the initial investment and have the life of the roadway result in lower life cycle costs compared to just rebuilding at end of life.
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.
 - o As a component of evaluating our road network and effects of traffic on asphalt condition levels, data sensors are required to capture operational impacts (traffic volumes, vehicle classifications, noise, vibration, road conditions).
 - o To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing, equipment, contracted services) must be appropriately designated.
 - o Public opinion on network priorities, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations.
 - o Consideration and collaboration between this charter and planned capital work (intersection improvements, road network widening, utility capital work) ensures stronger strategic planning.
3. Deterioration levels may be impacted by season; resulting in changes to prioritization or treatment.
4. For the rehabilitation program, Engineering evaluates roadways continuously and waits to schedule them for full replacement until as late as necessary.
5. Construction costs may vary from estimated values
6. Poor weather conditions can delay construction completion.

	<p>7. Increased scope of work due to unexpected site conditions.</p> <ul style="list-style-type: none"> o Although mitigated by network and site-specific investigations, construction activity may be impacted by unforeseen circumstances. <p>8. Traffic disruption.</p> <ul style="list-style-type: none"> o Construction activity impacting pedestrian or vehicle movements will influence congestion and cause delay; however, mitigation measures taken are associated with scheduling of work and effective traffic plans. <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>This charter (ENGS-004) has not been utilized since 2014, when it was called the “Local Road Reconstruction” Program. The 2019 updated charter encompasses work that was formally included in charter (ENGS-002) Local and Collector Reconstruction; however, performs further scope aligned to rehabilitation associated with the full transportation network - inclusive of arterial , collector and local roadways. This charter accounts for:</p> <ol style="list-style-type: none"> 1. Up to date analysis of our current network conditions for all roadways (with the exception of lane ways). 2. Reallocation of funds from previous charter ENGS-047 (Road Repairs) which has been eliminated from the budget process. 3. Work deferred to align with other capital projects. 4. Delivery of an asset-based approach to service delivery, scope of work within this charter has been changed to eliminate sidewalk associated work. <ul style="list-style-type: none"> o If required for the program, all sidewalk replacement (not new installation) will be funded through project charter (ENGS-007). o Curb / gutter work of the roadway, may be included in the scope of work of this project charter.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <p>1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p> <ol style="list-style-type: none"> 1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home. 1.2. Establish sustainable priorities for the City’s investment in transportation and infrastructure for the future and within the region. <p>4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p> <ol style="list-style-type: none"> 4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth

	<p>needs of the city and in accordance with approved guiding principles.</p> <p>4.3. Asses infrastructure to ensure it is meeting the standards of the community.</p>														
STAKEHOLDER IDENTIFICATION:	<p>Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>														
TIMELINE:	<p>This is an annual program.</p> <p>Network analysis and data evaluation for program finalization occurs in Q3 of the previous year, which feeds project charter creation for the following year (Q1).</p> <p>Tendering for the program occurs during Q1 of each year, with construction occurring through Q2-Q3.</p>														
FINANCIAL INFORMATION:	<table> <tbody> <tr> <td>Year 2019 Investment</td> <td>\$ 2,000,000</td> </tr> <tr> <td>Year 2020 Investment</td> <td>\$ 1,860,000</td> </tr> <tr> <td>Year 2021 Investment</td> <td>\$ 1,990,000</td> </tr> <tr> <td>Year 2022 Investment</td> <td>\$ 2,540,000</td> </tr> <tr> <td>Year 2023 Investment</td> <td>\$ 2,840,000</td> </tr> <tr> <td>Year 2024-2028 Est. Investment</td> <td>\$ 2,840,000/yr</td> </tr> <tr> <td>Total</td> <td>\$ 25,430,000</td> </tr> </tbody> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$ 2,000,000	Year 2020 Investment	\$ 1,860,000	Year 2021 Investment	\$ 1,990,000	Year 2022 Investment	\$ 2,540,000	Year 2023 Investment	\$ 2,840,000	Year 2024-2028 Est. Investment	\$ 2,840,000/yr	Total	\$ 25,430,000
Year 2019 Investment	\$ 2,000,000														
Year 2020 Investment	\$ 1,860,000														
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Year 2022 Investment	\$ 2,540,000														
Year 2023 Investment	\$ 2,840,000														
Year 2024-2028 Est. Investment	\$ 2,840,000/yr														
Total	\$ 25,430,000														
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>														
ASSOCIATED OPERATING BUSINESS CASE:	None.														

APPROVAL

Author:

Dean Schick, Transportation Manager

Project Charter Developer

February 28, 2018

Date

Director:	Colin Prang	March 8, 2018
	Colin Prang, Director	Date
GM:		March 8, 2018

Ian McKay, General Manager

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Concept Planning										
Detailed Planning and Design	\$150,000	\$140,000	\$150,000	\$195,455	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000
Site Servicing										
Construction	\$1,510,000	\$1,400,000.00	\$1,500,000.00	\$1,954,545	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000	\$2,200,000
Landscaping										
Construction Management	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
QA/QC	\$20,000	\$20,000	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Contingency	\$170,000	\$150,000	\$170,000	\$210,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000	\$240,000
Public Participation										
Equipment										
TOTAL	\$2,000,000	\$1,860,000	\$1,990,000	\$2,540,000	\$2,840,000	\$2,840,000	\$2,840,000	\$2,840,000	\$2,840,000	\$2,840,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Construction Management includes costs for Project Managers, Engineering Designers, Engineering Co-op students, and coordinators that assist with this program.
- Contingency based on 10% of both planning and construction budgets
- QA/QC is 1.5% of construction costs

OPERATING IMPACTS WORKSHEET

Choose one:

One Time

N/A

Ongoing

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-005
CHARTER NAME:	Permanent Line Marking Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the replacement of existing road-markings and also installation of new road-markings.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project performs replacement of faded road-markings, as well as new installations (pedestrian crossings, intersection markings, lane lines) based on network need or updates to standards.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u>
	<p>The City of St. Albert currently maintains approximately:</p> <ul style="list-style-type: none"> • 215 pedestrian crosswalks on local or collector roadways • 330 crosswalks / road-marking locations on arterial roadways • 16 public parking lots • 240 lane km of arterial roadways delineated with markings • Special road-markings such as "SCHOOL" badges, traffic arrows, and rail crossing markings. <p>The condition level of the existing road marking inventory is reasonable with the annual program completing:</p> <ul style="list-style-type: none"> • Approximately 5% - 10% of the overall pedestrian crossing inventory. • Repainting of all public parking lots • 3% - 5% of overall lane line or directional road markings

	<p>Traffic safety is a priority for the city. Ensuring intersections and pedestrian crossings are well marked and highly visible, brings greater attention to these conflict points.</p> <p><u>Opportunities and Challenges</u></p> <ol style="list-style-type: none"> 1) The Transportation Association of Canada (TAC) has updated standards associated with road markings, that result in increased costs. 2) This is an evidence-based program that prioritizes locations from data such as infrastructure conditions, collision information, road operations such as speed and volumes of vehicles and pedestrians; and incorporates public reports of concern. <ol style="list-style-type: none"> a. Type of treatment of the road-marking (paint, plastic, surface or inlaid), will be influenced by factors such as the condition of the roadway, schedule for any future capital work that may impact the marking(s), and resulting objective life expectancy of the road marking. b. To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning); resource allocation (staffing, equipment, contracted services) must be appropriately designated. c. Public opinion on network priorities does not always align with condition level assessments or objectives of treatments. d. Consideration and collaboration between this charter and planned capital work (intersection improvements, Safe Journeys to School, Road Preservation or Rehabilitation programs) ensures stronger strategic planning. 3) Poor weather conditions can delay construction. 4) Traffic disruption. <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>No variance exists between the updated 2019 project charter for ENGS-005 and the previous 2018 version.</p>
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <p>We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p> <p>Strategies include:</p>

	<p>1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.</p> <p>1.1. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.</p>														
STAKEHOLDER IDENTIFICATION:	<p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>														
TIMELINE:	<p>2019 is part of an existing multi-year contract, which reduces timelines associated with tendering and award of the program.</p> <p>Q1 – order material / equipment and schedule for city parking lot painting.</p> <p>Q2 – Evaluation of road marking conditions and Commencement of project construction.</p> <p>Q4 – Completion of project.</p>														
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Year 2019 Investment</td><td>\$ 301,000</td></tr> <tr> <td>Year 2020 Investment</td><td>\$ 301,000</td></tr> <tr> <td>Year 2021 Investment</td><td>\$ 301,000</td></tr> <tr> <td>Year 2022 Investment</td><td>\$ 293,000</td></tr> <tr> <td>Year 2023 Investment</td><td>\$ 293,000</td></tr> <tr> <td>Year 2024 - 2028 Investment</td><td>\$ 242,000 per year</td></tr> <tr> <td>Total</td><td>\$ 2,699,000</td></tr> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$ 301,000	Year 2020 Investment	\$ 301,000	Year 2021 Investment	\$ 301,000	Year 2022 Investment	\$ 293,000	Year 2023 Investment	\$ 293,000	Year 2024 - 2028 Investment	\$ 242,000 per year	Total	\$ 2,699,000
Year 2019 Investment	\$ 301,000														
Year 2020 Investment	\$ 301,000														
Year 2021 Investment	\$ 301,000														
Year 2022 Investment	\$ 293,000														
Year 2023 Investment	\$ 293,000														
Year 2024 - 2028 Investment	\$ 242,000 per year														
Total	\$ 2,699,000														
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>														
ASSOCIATED OPERATING BUSINESS CASE:	Not applicable														

APPROVAL

Author:	Dean Schick, Transportation Manager	February 28, 2018
	Project Charter Developer	Date
Director:	Colin Prang	March 8, 2018
	Colin Prang, Director	Date

GM:



Ian McKay, General Manager

March 8, 2018

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$282,000	\$282,000	\$273,000	\$273,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000
Landscaping										
Construction Management	\$5,000	\$5,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Commissioning and QA/QC										
Contingency (5%)	\$14,000	\$14,000	\$14,000	\$14,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
Public Participation Activities										
Equipment										
TOTAL	\$301,000	\$301,000	\$293,000	\$293,000	\$242,000	\$242,000	\$242,000	\$242,000	\$242,000	\$242,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Construction Management includes costs for project managers and data coordinators that assist with this program.
- Contingency is based on 5% of expected construction costs

OPERATING IMPACTS WORKSHEET

Choose one:

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-006
CHARTER NAME:	Multi-use Trail Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets treatment of existing asphalt trails.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input checked="" type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project focuses on varying treatments of asphalt trails.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City owns and maintains approximately 85 km's of trail. As of the end of 2017, an assessment of approximately $\frac{2}{3}$ of the trail network has been performed (with the $\frac{1}{3}$ of the trail network inspected in 2016 and $\frac{1}{3}$ inspected in 2017). The condition assessments use a condition rating system from "1" to "5":</p> <ul style="list-style-type: none"> • "1" being new and uniform; no action taken • "3" – "3.5": candidate for preservation treatments • "3.5" – "5": candidate for treatments to preserve, restore or rehabilitate (as applicable). • "5" being rehabilitation <p>Trail system priorities are usability, maintainability (i.e. level of service provided), and cost effectiveness. This charter targets a scope of work to preserve, restore, and replace existing trail prioritized areas to maintain the trails at the lowest long-term cost. Scope of work within this charter does not include installation of new trail structures.</p> <p><u>Opportunities and Challenges</u></p> <ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none"> • This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions) and incorporates influences such as public reports of concern and encompasses a collaborative effort to align itself with other capital programs. <ul style="list-style-type: none"> ◦ To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing, equipment, contracted services) must be appropriately designated. ◦ Public opinion on network priorities, or results of treatments, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations. ◦ Consideration and collaboration between this charter and planned capital work (Active Transportation Plan, Parks programs) ensures stronger strategic planning. • Deterioration levels may be impacted by seasonal or operational impacts; resulting in changes to prioritization or treatment. • Construction costs may vary from estimated values • Poor weather conditions can delay construction completion. • Trail use disruption / impacts to special events • System Gaps / Connectivity: Project Charter ENGS-066 (Active Transportation Implementation Strategy) will look to identify gaps in active mode connectivity (sidewalks / trails), prioritize the need for completion and identify cost estimates for construction of appropriate internal and regional connection pieces. • Enhanced user data collection could improve identification of usage and splits of usage (pedestrians, cyclists, etc.) and allow for improved reporting used towards levels of service for maintenance, network expansion, or travel patterns. <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>There are no variances within the overall budget requirements from 2018 to 2019.</p>
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <p>We build our community towards the future to sustain balanced development, with a reverent eye to the past, honoring our unique settlement history and distinct identity.</p>

	<p>1.0 We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p> <p><u>Strategies include:</u></p> <ul style="list-style-type: none"> 1.1 Provide for the safe and efficient movement of goods and people within the community to work, school and home. 1.2 Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region. <p>4.0 We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p> <p><u>Strategies include:</u></p> <ul style="list-style-type: none"> 4.1 Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. 								
STAKEHOLDER IDENTIFICATION:	<p>Public Works – Ensuring that all work reflects and complements maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>								
TIMELINE:	<p>This is an ongoing, yearly program.</p> <p>Tendering for project work occurs during Q1 of each year, while construction begins and continues through Q2-Q3 of each calendar year.</p>								
FINANCIAL INFORMATION:	<table border="1" data-bbox="589 1564 1434 1769"> <tr> <td>Year 2019 Investment</td><td>\$ 385,000</td></tr> <tr> <td>Year 2020 Investment</td><td>\$ 385,000</td></tr> <tr> <td>Year 2021-2028 Investment</td><td>\$ 272,500 / year</td></tr> <tr> <td>Total</td><td>\$ 2,950,000</td></tr> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$ 385,000	Year 2020 Investment	\$ 385,000	Year 2021-2028 Investment	\$ 272,500 / year	Total	\$ 2,950,000
Year 2019 Investment	\$ 385,000								
Year 2020 Investment	\$ 385,000								
Year 2021-2028 Investment	\$ 272,500 / year								
Total	\$ 2,950,000								
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>								

	If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	None

APPROVAL

Author:	Dean Schick, Transportation Manager Project Charter Developer	February 28, 2018 Date
Director:	Colin Prang Colin Prang, Director	March 8, 2018 Date
GM:	 Ian McKay, General Manager	March 8, 2018 Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$313,000	\$313,000	\$211,500	\$211,500	\$211,500	\$211,500	\$211,500	\$211,500	\$211,500	\$211,500
Landscaping										
Construction Management	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Commissioning and QA/QC	\$5,000	\$5,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Contingency	\$32,000	\$32,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Public Participation Activities										
Equipment										
TOTAL	\$385,000	\$385,000	\$272,500							

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Construction Management is inclusive of Project Management and data analysis staffing
- Construction costs are based on 2017 prices for \$80/m² for trail rehab.
- Contingency is based on 10% of construction costs
- QA/QC is based on 1.5% of construction costs

OPERATING IMPACTS WORKSHEET

Choose one:

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-007
CHARTER NAME:	Sidewalk Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets treatment of existing concrete sidewalks.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project focuses on the treatment of concrete sidewalks; typically involving replacement, however, using alternative treatments as applicable.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u>
	<p>The City of St. Albert owns and maintains approximately 455 Km of sidewalk.</p> <p>As of the end of 2017, an assessment of approximately $\frac{2}{3}$ of the sidewalk network has been performed (with $\frac{1}{3}$ of the network inspected in 2016, and $\frac{1}{3}$ inspected in 2017). The sidewalk is assessed using a condition rating system from “1” to “5”:</p> <ul style="list-style-type: none"> • “1” being new and uniform; no action taken • “3” – “3.5”: candidate for preservation treatments • “3.5” – “5”: candidate for treatments to preserve, restore or rehabilitate (as applicable). • “5” being rehabilitation <p>The sidewalk system priorities are safety, usability, maintainability (i.e. level of service provided), and cost effectiveness. This charter targets a scope of work to repair and replace existing sidewalk sections, as prioritized to maintain the overall network at a condition level of 3.5 or lower.</p> <p>Core areas of action within this program are:</p> <ul style="list-style-type: none"> • Trip hazard removal/mitigation • Existing sidewalk rehabilitation

	<ul style="list-style-type: none"> • Transit bus pad construction / replacement <p>This project charter also performs a scope of work to align with an asset-based form of service delivery; meaning that project charters ENGS-001, ENGS-002, ENGS-003, ENGS-004, (which target roadway preservation, restoration and rehabilitation) will have any necessary sidewalk / pedestrian ramp maintenance paid for through this charter (ENGS-007). The scope of work within this charter shall not include any new installation of sidewalk, nor any network changes such as construction of new pedestrian curb extensions.</p> <p><u>Opportunities and Challenges</u></p> <ol style="list-style-type: none"> 1. Different treatments will maintain levels of service to the community and preserve the initial investment (extend life expectancy) versus immediate replacement actions. 2. This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions) and incorporates influences such as public reports of concern and encompasses a collaborative effort to align itself with other capital programs. <ul style="list-style-type: none"> ○ To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing, equipment, contracted services) must be appropriately designated. ○ Public opinion on network priorities, or results of treatments, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations. ○ Consideration and collaboration between this charter and planned capital work (Active Transportation Plan, Road Preservation and Rehabilitation programs) ensures stronger strategic planning. 3. Alignment to further capital work occurring involving sidewalk, may impact priority levels. 4. Construction costs may vary from estimated values 5. Poor weather conditions can delay construction. 6. Sidewalk / roadway disruption / impacts to special events 7. System Gaps / Connectivity: Project Charter ENGS-066 (Active Transportation Implementation Strategy) will look to identify gaps in active mode connectivity (sidewalks / trails), prioritize the need for completion and identify cost estimates for construction of appropriate internal and regional connection pieces.
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	<p>8. Enhanced pedestrian data collection could improve identification of usage and splits of usage (pedestrians, cyclists) and allow for improved reporting used towards levels of service for maintenance, network expansion, or travel patterns.</p> <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>There are no variances within the overall budget requirements from 2018 to 2019; however the following will influence work completed:</p> <ol style="list-style-type: none"> 1) Up to date analysis of the sidewalk network conditions that may influence prioritization. 2) Updated construction costs of 2019 3) Asset based charter scope and funding sources; meaning this charter will address required sidewalk work associated with roadway preservation, restoration and rehabilitation (no new construction) in Charters ENGS-001, 002, 003, and 004.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <p>We build our community towards the future to sustain balanced development, with a reverent eye to the past, honoring our unique settlement history and distinct identity.</p> <p>1.0 We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement. Strategies include:</p> <ul style="list-style-type: none"> 1.1 Provide for the safe and efficient movement of goods and people within the community to work, school and home. 1.2 Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region. <p>4.0 We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. Page 10 of 22 City Council Policy C-CG-02 Strategies include:</p> <ul style="list-style-type: none"> 4.1 Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.
STAKEHOLDER IDENTIFICATION:	<p>Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p>

	<p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>	
TIMELINE:	<p>This is an ongoing, yearly program. Tendering for project work occurs during Q1 of each year while construction begins and continues through Q2-Q3 of each calendar year.</p>	
FINANCIAL INFORMATION:	Year 2019 Investment	\$ 742,500
	Year 2020 Investment	\$ 705,000
	Year 2021 - 2028 Investment	\$ 555,000 / year
	Total	\$ 5,887,500
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>	
ASSOCIATED OPERATING BUSINESS CASE:	<p>None</p>	

APPROVAL

Author:	Dean Schick, Transportation Manager	February 28, 2018
	Project Charter Developer	Date
Director:	Colin Prang	March 8, 2018
	Colin Prang, Director	Date
GM:		March 8, 2018
	Ian McKay, General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$607,500	\$574,000	\$440,000	\$440,000	\$440,000	\$440,000	\$440,000	\$440,000	\$440,000	\$440,000
Landscaping										
Construction Management	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000
Commissioning and QA/QC	\$10,000	\$9,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Contingency	\$60,000	\$57,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000
Public Participation Activities										
Equipment										
TOTAL	\$742,500	\$705,000	\$555,000							

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Construction Management is inclusive of Project Management and data analysis staffing
- Construction costs are based on 2017 Capital Costs of \$150/m2 for removal and replacement of sidewalk
- QA/QC based on 1.5% of Construction Cost
- Contingency is based on 10% of construction cost
- Costs are based on 2017 Survey needs.

OPERATING IMPACTS WORKSHEET

Choose one:

One Time

N/A

Ongoing

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-008
CHARTER NAME:	Transportation Systems Management
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets traffic management through actions of network assessment, engineering / design, and installation of new signal traffic controls or auxiliary infrastructure.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project performs data collection used to assess network demands and completes safety and operational improvements to the transportation network by means of new installation of signal controls or infrastructure.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State (2018)</u>
	<p>The City of St. Albert currently maintains the following:</p> <ol style="list-style-type: none"> 1) Full Traffic Signals: 63 2) Signalized Pedestrian Crossings: 21 3) Overhead Pedestrian Warning Flasher Crossings: 12 4) Rectangular Rapid Beacon Flashers (RRFB): 44 crossings / 5) School Zone Warning Flashers: 23 Zones / 57 flashers 6) Fire Hall Warning Flashers: 3 7) Driver Feedback Signs: 25 8) Streetlights: 125 9) Permanent Count Stations: 2 <p>Approximately fifty (50) intersection counts are performed through this program to capture vehicle and pedestrian volume data. This information is used to assess the network for need to upgrade controls or provide evidence to adjust current operational settings to improve on efficiency or mobility through the network.</p>

	<p>There are an estimated four (4) intersections that are approaching requirements to upgrade to full signal control. An estimated time frame for the first to be upgraded is in 2020, with a time lapse of one site installation every third year; however, actual installation will be dependent upon results of continued assessment.</p> <p>There are approximately 260 pedestrian crossings within the network, out of approximately 450 total, that are recommended to have improved treatments, such as Rectangular Rapid Flashing Beacon (RRFB) infrastructure placed. Installation of improvements is prioritized by ranking sites based upon various criteria.</p> <p>Installation of measures such as school zone warning flashers and driver feedback signs (speed display signs) have shown positive impacts to driver behavior and improved adherence to speed limits in multiple zones when installed. This project continues to target placement of such infrastructure.</p> <p>Further scope within this project is inclusive of installation of auxiliary infrastructure to monitor and manage traffic (such as tie-ins of intersections with fiber communication to the City's Municipal Area Network (MAN) lines or installation of uninterrupted power supply), any actions aligned to operational changes in accommodation of movement, or actions associated with supporting the City's central management software.</p> <p><u>Opportunities and Challenges</u></p> <ol style="list-style-type: none"> 1) Pedestrian and cyclist safety is a priority for the city, as motor vehicle collisions involving vulnerable road users such as cyclists and pedestrians often result in more severe outcomes. Ensuring intersections and pedestrian crossings are highly visible and operating to minimize conflict or improve safety is a key consideration. 2) Volumes and demand have grown due to municipal and regional growth. Levels of service are improved through capital investment towards road widening or redesign; however, roadways and intersections may ultimately experience capacity issues resulting in congestion / delay. Implementing Intelligent Transportation Systems (ITS), provides opportunity to maximize the existing road network. 3) The Transportation Association of Canada (TAC) continues to evaluate and update standards; for example, in 2018 an updated version of the Pedestrian Crossing Control Guideline will be revealed. These national
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	<p>standard updates influence requirements and can impact costs of installation of improvements.</p> <p>4) This is an evidence-based program that prioritizes locations from data such as road operations (vehicle and pedestrian volumes), collision data, infrastructure conditions; and incorporates public reports of concern.</p> <ul style="list-style-type: none"> a. To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning); resource allocation (staffing, equipment, contracted services) must be appropriately designated. b. Public opinion on network priorities or operations does not always align with actual data, network level considerations, condition level assessments or requirements to meet standards. c. Consideration and collaboration between this charter and planned capital work (intersection improvements, Safe Journeys to School, Intelligent Transportation Systems) ensures stronger strategic planning. <p>5) Poor weather conditions can delay construction.</p> <p>6) Traffic disruption.</p> <ul style="list-style-type: none"> a. Construction activity impacting pedestrian or vehicle movements will influence congestion and cause delay; however, mitigation measures taken are associated with scheduling of work and effective traffic plans. <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>No variance exists between the updated 2019 project charter for ENGS-005 and the previous 2018 version.</p>
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment</p> <p>1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p> <p><u>Strategies include:</u></p> <p>1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.</p> <p>1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.</p>

	<p>3. We plan and manage the growth of our city so future generations can inherit the same strong, vibrant community we've enjoyed.</p> <p><u>Strategies include:</u></p> <p>3.3 Plan for and implement roadway enhancements to address the transportation needs of St. Albert as its population grows.</p> <p>3.4 Ensure that the municipal utilities and services are provided in an efficient, economic, coordinated and timely manner relative to the desired development of the city.</p> <p>4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p> <p><u>Strategies include:</u></p> <p>4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.</p> <p>4.3. Assess infrastructure on St. Albert Trail to ensure it is meeting the standards of the community.</p>																				
STAKEHOLDER IDENTIFICATION:	<p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>																				
TIMELINE:	<p>2019 is part of an existing multi-year contract, which reduces timelines associated with tendering and award of the program.</p> <p>Q1 – order material / equipment and schedule for city parking lot painting.</p> <p>Q2 – Evaluation of road marking conditions and Commencement of project construction.</p> <p>Q4 – Completion of project.</p>																				
FINANCIAL INFORMATION:	<table> <tbody> <tr> <td>Year 2019 Investment</td><td>\$ 817,500</td></tr> <tr> <td>Year 2020 Investment</td><td>\$ 913,500</td></tr> <tr> <td>Year 2021 Investment</td><td>\$ 821,500</td></tr> <tr> <td>Year 2022 Investment</td><td>\$ 821,500</td></tr> <tr> <td>Year 2023 Investment</td><td>\$ 913,500</td></tr> <tr> <td>Year 2024 Investment</td><td>\$ 821,500</td></tr> <tr> <td>Year 2025 Investment</td><td>\$ 821,500</td></tr> <tr> <td>Year 2026 Investment</td><td>\$ 913,500</td></tr> <tr> <td>Year 2027 Investment</td><td>\$ 821,500</td></tr> <tr> <td>Year 2028 Investment</td><td>\$821,500</td></tr> </tbody> </table>	Year 2019 Investment	\$ 817,500	Year 2020 Investment	\$ 913,500	Year 2021 Investment	\$ 821,500	Year 2022 Investment	\$ 821,500	Year 2023 Investment	\$ 913,500	Year 2024 Investment	\$ 821,500	Year 2025 Investment	\$ 821,500	Year 2026 Investment	\$ 913,500	Year 2027 Investment	\$ 821,500	Year 2028 Investment	\$821,500
Year 2019 Investment	\$ 817,500																				
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Year 2025 Investment	\$ 821,500																				
Year 2026 Investment	\$ 913,500																				
Year 2027 Investment	\$ 821,500																				
Year 2028 Investment	\$821,500																				

	Total	\$8,473,500
See Capital Project Worksheet for details.		
OPERATIONAL IMPACTS:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	Traffic Signal Maintenance	Note – the operating impacts are to a Capital Charter (ENGS-060)

APPROVAL

Author:	Dean Schick, Transportation Manager	February 28, 2018
	Project Charter Developer	Date
Director:	Colin Prang	March 8, 2018
	Colin Prang, Director	Date
GM:		March 8, 2018
	Ian McKay, General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Engineering and Design	\$95,000	\$125,000	\$95,000	\$95,000	\$125,000	\$95,000	\$95,000	\$125,000	\$95,000	\$95,000
Site Servicing										
Structure/Building Construction	\$405,500	\$523,000	\$405,500	405,500	\$523,000	\$405,500	405,500	\$523,000	405,500	405,500
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency (5%)	\$35,000	\$43,500	\$39,000	\$39,000	\$43,500	\$39,000	\$39,000	\$43,500	\$39,000	\$39,000
Public Participation Activities										
Equipment	\$282,000	\$222,000	\$282,000	\$282,000	\$222,000	\$282,000	\$282,000	\$222,000	\$282,000	\$282,000
TOTAL	\$817,500	\$913,500	\$821,500	\$821,500	\$913,500	\$821,500	\$821,500	\$913,500	\$821,500	\$821,500

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Timelines of required traffic control (new signal) construction are estimated from traffic data collected. The current network identified four (4) candidates approaching the level to warrant new signal installation. Actual construction of a new signal will be dependent upon confirmation of vehicle demands and the required warrant criteria being achieved.

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time <input checked="" type="checkbox"/> Ongoing	<p>Impacts of this capital work are to Traffic Signal Maintenance (Project Charter ENGS-060)</p> <p>Construction of new traffic signal controls result in future annual maintenance, both scheduled and unplanned maintenance actions. Operating costs to maintain the infrastructure will vary depending on the type of equipment or infrastructure placed.</p> <p>Typically, there is a one-year warranty period to which expected operating impacts would not come into effect.</p>
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OPERATING IMPACTS	2020	2021	2022
Annual required maintenance / testing / cleaning	\$3,000	\$3,000	\$6,000
Emergent / unscheduled maintenance to potential malfunction or vandalism	\$1,500	\$1,500	\$3,000
TOTAL	\$4,500	\$4,500	\$9,000

YEAR:	2019
CHARTER NUMBER:	ENG-014
CHARTER NAME:	Paved Parking Lot Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the treatment of existing City owned paved parking lots.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project performs preservation, restoration, or rehabilitation of asphalt parking lots; inclusive of data collection and analysis.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u>
	<p>The City of St. Albert currently owns and maintains 52 parking lots, of which:</p> <ul style="list-style-type: none"> • 42 are asphalt paved structures = an area of 173,955 m² asphalt • 10 are gravel structures = an area of 26,821m² gravel. <p>This project includes the analysis and management of paved parking lot structures. Condition assessments of the parking lots are performed once every three years; with results of the testing providing a figure called Pavement Condition Index (PCI). PCI is measurable condition rating of asphalt parking lots that is based on a visual survey of the number and types of distresses in the pavement.</p> <p>From output of assessments performed in 2016, the City's parking lots recorded an average PCI of 62.6, which represents the overall rating of the infrastructure as "fair" condition.</p> <p>In 2017, engineering / design work was initiated on the priority (based on deterioration) locations:</p> <ul style="list-style-type: none"> • Garden Crescent (3 Parking Lots in one location) • Old Tourist Information location • Seven Hills • Fowler Track

- Willoughby Park
- Alpine Park
- Attwood Park

As structures progress in age, they undergo deterioration. A critical aspect to maximizing life expectancy, maintaining service levels and minimizing required capital investment is to target and emphasize preservation and restoration activities; with appropriate treatments implemented at appropriate times. This is related to costs increasing over time to maintain the deteriorating structure and increasing substantially following milestones of a change from preservation to restoration and finally restoration treatments; as identified in Figure 2 below:

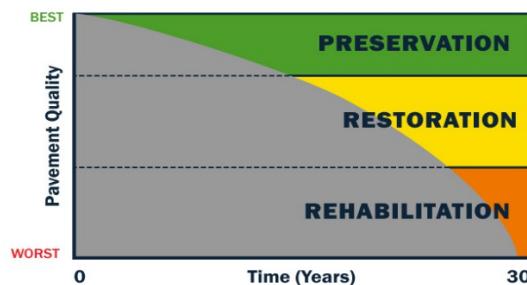


Figure 2: Life Cycle Representation

Treatment actions within this program represent effective and economic responses to the actual asphalt condition. Current treatments are found in Table 1 below:

Table 1 - Parking Lot Treatment Table

Preservation	Restoration	Rehabilitation
Microsurfacing	Conventional Asphalt Resurfacing	Reconstruction
Slurry Seals	Thin Overlays	Full Depth Recycling
Rejuvenators		Cold in Place Recycling
Crack Sealing		

Opportunities and Challenges

- 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),
 - a. To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing,

	<p>equipment, contracted services) must be appropriately designated.</p> <p>b. Public opinion on network priorities, or results of treatments, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations.</p> <p>c. Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning.</p> <p>3) Deterioration levels may be impacted by seasonal or operational impacts; resulting in changes to prioritization or treatment.</p> <p>4) Construction costs may vary from estimated values</p> <p>5) Poor weather conditions can delay construction completion.</p> <p>6) Changes in scope of work due to unexpected site conditions.</p> <p>7) Traffic disruption / facility user disruption.</p> <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>Variances from previous charter are found below:</p> <ul style="list-style-type: none"> • 2019: - \$110,000 (Reduced) • 2020: - \$1,040,750 (Reduced) • 2021: +\$413,250 (Increase) • 2022: - \$779,750 (Reduced) • 2023-2028: + \$243,000 (New/increased) <p>The reductions above are aligned to reduced funding towards consulting, QA/QC and projected construction costs are maintained. This charter has also had the funds more distributed across the ten year plan and will be designing and constructing the same year starting in 2020.</p> <p>The increase from 2023 to 2028, represents an extension of the program to include preservation treatments.</p>
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment</p> <p>1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p> <p>1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.</p> <p>1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.</p> <p>4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p>

	4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.														
STAKEHOLDER IDENTIFICATION:	<p>Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – Alignment to completion with all network improvements.</p> <p>Utilities Branch – Ensure all work coincides with any underground replacements</p> <p>Recreation Services – Alignment of construction activity to ensure no conflicts of construction with special event occurrences.</p>														
TIMELINE:	Odd years are design years while even years are construction years. Tendering for construction occurs Q1/Q2 with construction Q2 & Q3.														
FINANCIAL INFORMATION:	<table> <tbody> <tr> <td>Year 2019 Investment</td> <td>\$ 165,000</td> </tr> <tr> <td>Year 2020 Investment</td> <td>\$ 609,250</td> </tr> <tr> <td>Year 2021 Investment</td> <td>\$ 715,750</td> </tr> <tr> <td>Year 2022 Investment</td> <td>\$ 1,035,250</td> </tr> <tr> <td>Year 2023-2028 investment</td> <td>\$ 988,500</td> </tr> <tr> <td></td> <td>\$243,000/year</td> </tr> <tr> <td>Total</td> <td>\$4,728,750</td> </tr> </tbody> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$ 165,000	Year 2020 Investment	\$ 609,250	Year 2021 Investment	\$ 715,750	Year 2022 Investment	\$ 1,035,250	Year 2023-2028 investment	\$ 988,500		\$243,000/year	Total	\$4,728,750
Year 2019 Investment	\$ 165,000														
Year 2020 Investment	\$ 609,250														
Year 2021 Investment	\$ 715,750														
Year 2022 Investment	\$ 1,035,250														
Year 2023-2028 investment	\$ 988,500														
	\$243,000/year														
Total	\$4,728,750														
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>														
ASSOCIATED OPERATING BUSINESS CASE:	None														

APPROVAL

Author:

Dean Schick, Transportation Manager

February 28, 2018

	Project Charter Developer	Date
Director:	Colin Prang	March 8, 2018
	Colin Prang, Director	Date
GM:		March 8, 2018
	Ian McKay, General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Concept Planning										
Engineering and Design	\$125,000	\$100,000	\$100,000	\$100,000						
Site Servicing										
Structure/Building Construction		\$450,000.00	\$550,000	850000	\$900,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Landscaping										
Construction Management	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Commissioning and QA/QC		\$6,750	\$8,250	\$12,750	\$13,500	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Contingency (5%)	\$10,000	\$22,500	\$27,500	\$42,500	\$45,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Public Participation Activities										
Equipment										
TOTAL	\$165,000	\$609,250	\$715,750	\$1,035,250	\$988,500	\$243,000	\$243,000	\$243,000	\$243,000	\$243,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Engineering and detailed design work is performed the year prior to construction occurring and occurs in odd years; construction occurs a year following design completion and is in even years. Costs may be impacted by detail design work and will be updated to reflect results of detailed design.
- QA/QC Costs are 1.5% of construction costs (When applicable)

- Contingency is based on 5% of construction costs (When applicable)
- Construction costs are based upon an estimated value of \$251/m²
- Construction management costs are associated with project management and data analysis staffing.

OPERATING IMPACTS WORKSHEET

Choose one:

One Time

N/A

Ongoing

OPERATING IMPACTS (Specify applicable year)	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-017
CHARTER NAME:	Back Lanes Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the treatment of existing laneways.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project targets preservation/restoration/rehabilitation treatments of back lane segments.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> <p>The City of St. Albert currently maintains approximately 7 km of laneways. This project performs engineering / design and treatment of laneway structures. Condition assessments were performed on all laneways in 2016, with results of the testing providing a figure called Pavement Condition Index (PCI). PCI is measurable condition rating of asphalt parking lots that is based on a visual survey of the number and types of distresses in the pavement. The figure below details a summarized condition rating of all lanes within the City.</p>															
	<p style="text-align: center;">2016 St. Albert Lanes - 2016 PCI Condition Distribution</p> <table border="1"> <caption>2016 St. Albert Lanes - 2016 PCI Condition Distribution</caption> <thead> <tr> <th>Condition</th> <th>Lane % Area</th> </tr> </thead> <tbody> <tr> <td>Failed</td> <td>0%</td> </tr> <tr> <td>Serious</td> <td>1%</td> </tr> <tr> <td>Very Poor</td> <td>48%</td> </tr> <tr> <td>Poor</td> <td>29%</td> </tr> <tr> <td>Fair</td> <td>2%</td> </tr> <tr> <td>Satisfactory</td> <td>13%</td> </tr> <tr> <td>Good</td> <td>7%</td> </tr> </tbody> </table>	Condition	Lane % Area	Failed	0%	Serious	1%	Very Poor	48%	Poor	29%	Fair	2%	Satisfactory	13%	Good
Condition	Lane % Area															
Failed	0%															
Serious	1%															
Very Poor	48%															
Poor	29%															
Fair	2%															
Satisfactory	13%															
Good	7%															

The average PCI of all lanes is 48.6 out of a possible 100 which is indicates the network overall is in “Poor” condition.

Lanes in the communities of Mission and Braeside are the highest priority of the network to address.

As structures progress in age, they undergo deterioration. As roadway structures progress in age, they undergo deterioration and lower their remaining service lives. Depending on how far that deterioration has progressed, updating the roadway will fall into one of 3 main categories: Preservation, Restoration, Rehabilitation (see figure 2 below).

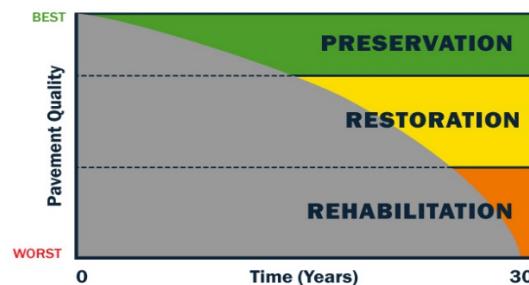


Figure 2: Life Cycle Representation

The figure describes the asset’s life cycle from initial construction to end of life. Transportation selects treatments and materials that will both maximize life of the roadway (i.e. long-term performance), minimize costs over the long term (i.e. cost effectiveness). As part of this cost effectiveness, curb and gutter repairs are avoided as much as possible in preservation activities.

Treatment actions within this program represent effective and economic responses to the asphalt condition, with additional consideration of characteristics such as traffic volumes, vehicle loading, pavement age, risk, and any additional capital work occurring along the area.

Treatment actions within this program represent effective and economic responses to the actual asphalt condition. Current treatments include:

Table 1 - Lanes Treatment Table

<u>Preservation</u>	<u>Restoration</u>	<u>Rehabilitation</u>
Micro-surfacing	Conventional Asphalt Resurfacing	Reconstruction
Slurry Seals	Thin Overlays	Full Depth Recycling
Rejuvenators		Cold in Place Recycling
Crack Sealing		

	<p><u>Opportunities and Challenges</u></p> <ol style="list-style-type: none"> 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), <ol style="list-style-type: none"> a. To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing, equipment, contracted services) must be appropriately designated. b. Public opinion on network priorities, or results of treatments, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations. c. Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning. 3) Deterioration levels may be impacted by seasonal or operational impacts; resulting in changes to prioritization or treatment. <ol style="list-style-type: none"> a. As per Figure 2, treatment costs are highest when an asset reaches rehabilitation. The deterioration level leaves very few options for treatment beyond reconstruction. b. While treatments for other areas such as preservation and restoration can vary, the risks can as well. And unforeseen issues can arise that may affect the final cost to preserve or restore the asset. 4) Construction costs may vary from estimated values 5) Conflict with shallow utilities in lanes (such as gas lines) are common and may result in delay of completion of the project or increased costs. 6) Poor weather conditions can delay construction completion. 7) Increased scope of work due to unexpected site conditions. 8) Traffic disruption / service disruption / noise from construction. <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>No variance exists between the updated 2019 project charter for ENGS-014 and the previous 2018 version.</p>
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment</p> <ol style="list-style-type: none"> 1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement. <ol style="list-style-type: none"> 1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home. 1.2. Establish sustainable priorities for the City’s investment in transportation and infrastructure for the future and within the region.

	<p>4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p> <p>4.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.</p>								
STAKEHOLDER IDENTIFICATION:	<p>Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p>								
TIMELINE:	<p>Network analysis and data evaluation for program finalization occurs once every 3 years with the next assessment of lanes being completed in 2019.</p> <p>Tendering for the annual program completion occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.</p>								
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Year 2019 Investment</td> <td>\$ 1,350,000</td> </tr> <tr> <td>Year 2020 Investment</td> <td>\$ 1,250,000</td> </tr> <tr> <td>Year 2021 - 2028 Investment</td> <td>\$ 700,000 / year</td> </tr> <tr> <td>Total</td> <td>\$ 8,200,000</td> </tr> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$ 1,350,000	Year 2020 Investment	\$ 1,250,000	Year 2021 - 2028 Investment	\$ 700,000 / year	Total	\$ 8,200,000
Year 2019 Investment	\$ 1,350,000								
Year 2020 Investment	\$ 1,250,000								
Year 2021 - 2028 Investment	\$ 700,000 / year								
Total	\$ 8,200,000								
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>								
ASSOCIATED OPERATING BUSINESS CASE:	None								

APPROVAL

Author:

Dean Schick, Transportation Manager

February 28, 2018

Project Charter Developer

Date

Director:

Colin Prang

March 8, 2018

Colin Prang, Director

Date

GM:



Ian McKay, General Manager

March 8, 2018

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	\$150,000	\$139,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000
Site Servicing										
Structure/Building Construction	\$1,000,000	\$924,000	\$505,000	\$505,000	\$505,000	\$505,000	\$505,000	\$505,000	\$505,000	\$505,000
Landscaping										
Construction Management	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
QA/QC	\$15,000	\$14,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Contingency	\$150,000	\$138,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000
Public Participation Activities										
Equipment										
TOTAL	\$1,350,000	\$1,250,000	\$700,000							

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.5

Comments:

- Construction costs are based on local reconstruction equivalents of \$251/m²
- QA/QC is based on 1.5% of construction budget
- Contingency is based on 15% of construction budget
- Planning and Design is based on 15% of construction budget
- Construction Management considers project management and data analysis staffing requirements

OPERATING IMPACTS WORKSHEET

Choose one:

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	Barrier Wall Study & Replacement
CHARTER NAME:	ENGS-022
LEAD DEPARTMENT:	Engineering

TYPE:	Choose one: <input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the engineering / design and rehabilitation of the full barrier wall on St Albert Trail.	
ASSET CATEGORY:	Choose one: <input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project targets rehabilitation / reconstruction of the St Albert Trail barrier wall and is also inclusive of engineering / design and construction of sidewalk in alignment with the wall where required.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> <p>The St Albert Trail barrier wall, is a precast concrete post and plank system wall structure, that is aligned to noise mitigation and acts as a visual barrier from resident homes and the key arterial roadway. The wall is broken down into four sections:</p> <ol style="list-style-type: none"> 1) West side of St. Albert Trail from Villeneuve Road to Giroux Road. This section is believed to have been constructed between 1985 and 1992. 2) East side of St Albert Trail, from Hebert Road to Sterling Street. Constructed in 1983. 3) East side of St Albert Trail, from Sterling Street to Sir Winston Churchill Avenue. Constructed in 1983. 4) East side of St Albert Trail, from Sir Winston Churchill Avenue to Sturgeon Road. Constructed in 1983. <p>In 2010, a short section of the wall collapsed (in vicinity of the St Albert Trail and Sturgeon Road intersection). This incident brought forward concern on the condition and stability of the wall and resulted in an engineering assessment. The results of the 2010 assessment concluded that the foundations of</p>
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	<p>the wall did not have sufficient capacity and recommended that the wall be replaced within the next few years.</p> <p>To address immediate concerns, actions were taken to reduce the wall height in specific sections, and specific planks were also removed. Further scheduling of a capital investment to replace the wall was scheduled in the capital plan.</p> <p>An updated condition assessment was performed on the St Albert Trail barrier wall in 2016, which resulted in identification of the wall reaching the end of its expectant life and a recommendation to begin replacement / reconstruction prior to 2019.</p> <p>Work began in 2017 with preliminary engineering work for the full lengths of the wall; inclusive of geotechnical investigation, sound monitoring, and site survey work. Also, public engagement occurred with residents of the Deer Ridge section of the wall.</p> <p>In 2018, scope of work will be inclusive of the removal and replacement of the section of wall adjacent to the Deer Ridge community, with further engineering / design and public engagement occurring on the sections adjacent to the Sturgeon Heights and Braeside communities.</p> <p>Further scope of work will be aligned to the detailed engineering and design and removal of the old wall and replacement with new, along the Sturgeon Heights and Braeside sections.</p> <p>A portion of scope of work within this charter is inclusive of the engineering / design and construction of sidewalk along the south portions of the wall (from approximately Gate Avenue to Sterling/Sterling) on the east side of St Albert Trail. Funding has been reallocated from ENGS-055 (St Albert Trail Revitalization) in the amount of</p> <ul style="list-style-type: none"> • \$170,000 from 2016 • \$350,000 from 2017 <p>These funds are to be used within this program towards sidewalk design and placement.</p>
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <p>1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p> <p>1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.</p>

	<p>1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.</p> <p>4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p> <p>4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.</p> <p>Asses infrastructure to ensure it is meeting the standards of the community.</p>
STAKEHOLDER IDENTIFICATION:	<p>Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p>
TIMELINE:	<p>2017 – Design</p> <p>It is recommended to do the design a full year prior to any construction to allow for community consultation.</p> <p>This project includes the connectivity for the SAT revitalization along the extents of the Barrier Wall.</p> <p>2018-2020 – Construction:</p> <p>Construction will be phased over 3 years to minimize disruption and impacts to residents. The construction process will incorporate substantial engagement with residents to ensure that stakeholders remain informed and aware of progress.</p> <ul style="list-style-type: none"> • 2018 = construction of wall from Villeneuve Road to Giroux Road • 2019 = construction of wall from Sturgeon Road to Sterling Street • 2020 = construction of wall from Sterling Street to Hebert Road
FINANCIAL INFORMATION:	<p>Year 2019 Investment \$ 1,750,000</p> <p>Year 2020 Investment \$ 2,000,000</p>

	Total	\$ 3,750,000
See Capital Project Worksheet for details.		
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:	Dean Schick, Transportation Manager	February 28, 2018
	Project Charter Developer	
Director:	Colin Prang	March 8, 2018
	Colin Prang, Director	Date
GM:		March 8, 2018
	Ian McKay, General Manager	

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020					
Land Determined Costs							
Concept Planning							
Detailed Planning and Design							
Site Servicing							
Structure/Building Construction	\$955,000	\$1,210,000					
Landscaping	\$257,500	\$272,500					
Construction Management	\$352,500	\$352,500					
Commissioning and QA/QC	\$30,000	\$30,000					
Contingency	\$115,000	\$95,000					
Public Participation Activities	\$40,000	\$40,000					
Equipment							
TOTAL	\$1,750,000	\$2,000,000					

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Funding has changed to reflect a delivery of construction completion by end of 2020 (3-year construction) versus the previous 2021 (4-year construction).

OPERATING IMPACTS WORKSHEET

Choose one:

One Time

Ongoing

N/A

OPERATING IMPACTS			
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENGS-042
CHARTER NAME:	Bridge Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets work on existing bridge structures.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project performs preservation, restoration, or rehabilitation of bridge structures; inclusive of data collection and analysis and associated auxiliary work.	

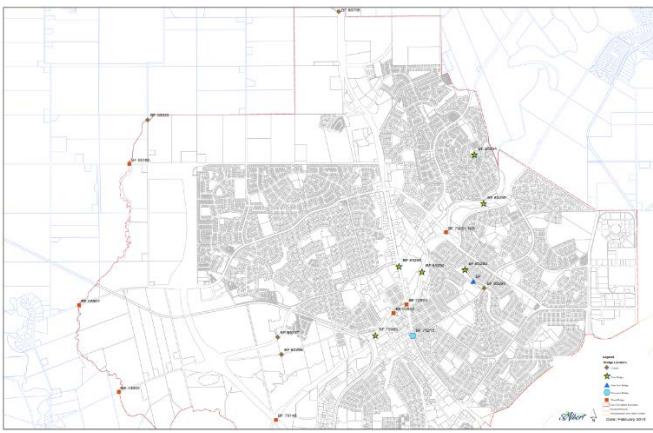
PROJECT CHARTER JUSTIFICATION:	Current State
	<p>The City currently owns and maintains 21 bridge structures located at 20 sites (Boudreau Road bridges are two bridges on one site).</p> <p>City bridge locations are found in Figure 1 below:</p> 

Figure 1 - Bridge Structure Locations

The City follows a provincial standard Bridge Inspection Maintenance (BIM) Program and condition assessments are either annually or every two years, dependent on type of structure being evaluated. Results of assessments may result

in non-emergent scheduled work or emergent response to conditions.

Examples of non-emergent or auxiliary actions may be aligned to:

- Structural cleaning
- Drainage improvements
- Signage
- Erosion control/mitigation
- Deck sealing

Examples of emergent work would be aligned to:

- Guardrails
- Concrete repair
- Deck Patching/Sealing/ expansion joint Cleaning?
- Trip hazard removals on sidewalks (aligned to structure)
- Structural repair

Inspections have identified three candidate structures requiring attention:

1. Giroux Road structure crossing Carrot Creek
2. Meadowview Drive structure crossing Carrot Creek
3. Villeneuve Road structure crossing Carrot Creek

The priority is the first two locations, which are nearing the end of their life expectancy and will require rehabilitation actions.

As bridge structures progress in age, they undergo deterioration and lower their remaining service lives. Depending on how far that deterioration has progressed, updating the structure will fall into one of three main categories: Preservation, Restoration, Rehabilitation (see figure 2 below).

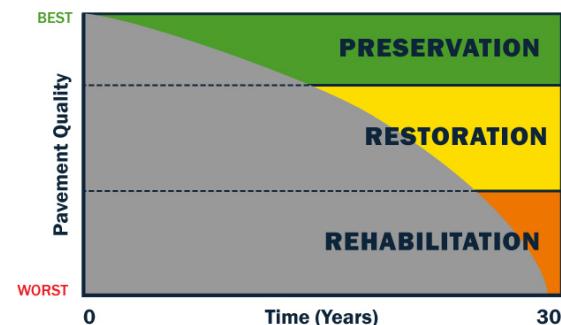


Figure 2: Life Cycle Representation

The figure describes the asset's life cycle from initial construction to end of life. Transportation selects treatments and materials that will both maximize life of the structure (i.e.

	<p>long-term performance) and minimize costs over the long term (i.e. cost effectiveness).</p> <p><u>Opportunities and Challenges</u></p> <ol style="list-style-type: none"> 1. Targeted network use of preservation and restoration treatments to extend life expectancy of bridge structures prior to necessary rehabilitation activity. <ol style="list-style-type: none"> a. Bridges are critical infrastructure, and prolonging major maintenance has a significant impact on users and overall capital budgets. b. When bridges are approaching the end of their service life, a higher frequency of monitoring and inspection occurs to mitigate risks to users and the City. 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. <ol style="list-style-type: none"> a. As a component of evaluating our road network and effects of traffic on structure condition levels, data sensors would assist in capturing operational impacts (traffic volumes, vehicle classifications, noise, vibration, road conditions). b. To ensure a full scope of asset management processes (data collection, data / network analysis, report preparation and strategic planning), resource allocation (staffing, equipment, contracted services) must be appropriately designated. c. Public opinion on network priorities, does not always align with condition level assessments or objectives of treatments. Educational communication to the public may provide opportunity to inform on project objectives, outcomes and expectations. d. Consideration and collaboration between this charter and planned capital work (road network widening, roadway preservation / rehabilitation projects) ensures stronger strategic planning. 3. Deterioration levels may be impacted by seasonal or operational impacts; resulting in changes to prioritization or treatment. 4. Construction costs may vary from estimated values 5. Poor weather conditions can delay construction completion. 6. Traffic disruption, service disruption or negative noise influence during construction activities.
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	<p>a. Loss of these bridges create extensive detour lengths for commuters.</p> <p><u>Variance from Previous Year Charter (2018 Charter)</u></p> <p>This charter (ENGS-042) has been renamed from the previous Rural Bridge Reconstruction to the new title of Bridge Program and has been combined with scope of work captured within the 2018 charter ENGS-048 (Bridge Maintenance). The results of these changes are:</p> <ol style="list-style-type: none"> 1) Project Charter ENGS-048 (Bridge Maintenance) is eliminated from the Capital Plan. 2) The funding of the annual work from charter ENGS-048 (Rural Bridge Reconstruction) is reallocated to this charter; resulting in an annual increase of \$65,300 to this charter. <ol style="list-style-type: none"> a. Note – the \$65,300 is not representative of an increase within the overall Capital Plan; it is simply a reallocation of funds from one charter to this one.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p><u>Built Environment</u></p> <ol style="list-style-type: none"> 1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement. <ol style="list-style-type: none"> 1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home. 1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region. 4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. <ol style="list-style-type: none"> 4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.
STAKEHOLDER IDENTIFICATION:	<p>Public Works – ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. Gaining input on candidates from PW team.</p> <p>Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>Capital Projects team – alignment to completion with all network improvements.</p>

TIMELINE:	Q3 and Q4 of previous year design and permits. Q2 and Q3 of construction year construction.	
FINANCIAL INFORMATION:	Year 2019 Investment Year 2020 Investment Year 2021 Investment Year 2022 Investment Year 2023 Investment	\$ 65,300 \$ 252,800 \$ 690,300 \$ 502,800 \$ 1,877,800
	Total	\$ 3,389,000
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	None	

APPROVAL

Author:	Brett Newstead, Infrastructure Engineer Project Charter Developer	February 28, 2018 Date
Director:	Colin Prang Colin Prang, Director	March 8, 2018 Date
GM:	 Ian Mackay - General Manager	March 8, 2018 Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023
Land Determined Costs					
Concept Planning					
Detailed Planning and Design	\$15,000	\$175,000.00	\$15,000	\$412,500	\$15,000
Site Servicing					
Structure/Building Construction	\$47,900	\$47,900	\$602,900	\$47,900	\$1,680,400
Landscaping					
Construction Management		\$20,000	\$20,000	\$20,000	\$20,000
Commissioning and QA/QC					
Contingency	\$2,400	\$9,900	\$52,400	\$22,400	\$162,400
Public Participation Activities					
Equipment					
TOTAL	\$65,300	\$252,800	\$690,300	\$502,800	\$1,877,800

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Estimated construction costs are based upon the Alberta Government Unit Price Report.
- Construction Management is inclusive of Project Management and data analysis staffing needs.
- Contingency is based on 5% of planning or construction cost
- Results of further assessment will determine scope of work to address individual bridge structures.
 - o Currently no funds are allocated within this charter towards construction actions on the Villeneuve Road structure

OPERATING IMPACTS WORKSHEET

Choose one:

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	Buildings Life Cycle Assessments
CHARTER NAME:	ENGS-049
LEAD DEPARTMENT:	ENG

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH In-depth assessment of Existing building components to update building life cycle needs.	
	<input checked="" type="checkbox"/> Civic Facilities <input checked="" type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	
ASSET CATEGORY:	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements	
SCOPE STATEMENT:	The City of St. Albert is currently responsible for a number of buildings, each in different states of their life cycles. As the buildings age, so do the components that make up the structural, mechanical, architectural and electrical systems. Without appropriate investment, these critical systems will eventually begin to breakdown and lose serviceability. This will result in higher operational costs and increased service times.	

PROJECT CHARTER JUSTIFICATION:	As per council's strategic plan, one of the City's outcomes is to cultivate sustainable infrastructure and services. This means "a growing community that has balanced development and strong management of civic facilities, transportation networks and related services." Regular capital investment over standard operational repairs is key to maintain building infrastructure at acceptable condition. Preliminary studies have recommended investment required in City buildings based on inspections to the facilities. These investments will allow maintenance costs to be maintained within our current capacity. The current buildings needs are funded through three different sources: <ul style="list-style-type: none"> • Public Works Maintenance funds (i.e. painting a building). • Public Works Refurbishment funds (i.e. replacing building mechanical components). • Engineering Capital Projects (i.e. roof replacement). This charter addresses the Engineering capital projects, which also includes the identification of the needs through in-depth technical studies in the buildings. Engineering capital projects are projects exceeding the current Public Works
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	<p>refurbishment fund and requiring engineering design and project management expertise to be carried out (i.e. replacing structural components requiring engineering design and supervision).</p> <p>Similar studies have been performed for some City buildings (Public Works) providing a detailed assessment of the condition and work requirements of the buildings.</p> <p>Risks Include: Not performing work can lead to higher operational and maintenance costs and lower level of service to building users.</p> <p>Life Cycle Costing: According to Tangible Capital Asset reporting the permanent structures of a building lasts 50 years, with the mechanical and electrical systems lasting 25 years.</p> <table border="1"> <tr> <td data-bbox="633 762 915 973"> <p>Assumption: <i>Provide a list of all assumptions (factors assumed to be true for purpose of planning purposes)</i></p> </td><td data-bbox="915 762 1416 973"> <p>Any inspection and consulting work will be done by an experienced consultant.</p> </td></tr> <tr> <td data-bbox="633 973 915 1115"> <p>Impact if assumption is incorrect:</p> </td><td data-bbox="915 973 1416 1115"> <p>Additional cost to the overall project could increase. Re-work or missed issues with structures</p> </td></tr> </table> <p><u>Variance from Previous Year Charter (2017 Charter)</u></p> <p>A variance will be seen in the updated (2018) Project Charter for the Building Life Cycle Assessments Program due to the following:</p> <ul style="list-style-type: none"> At the April 3, 2017 Council meeting a Long Range Financial Capital Plan - High Level Workplan was approved which recommended that: <ul style="list-style-type: none"> Building condition assessments be completed on an accelerate schedule to development lifecycle plans for civic facilities. Two buildings assessments are planned to be completed each year starting in 2017 <p>These building assessments will enhance Administration's ability to gather accurate condition information which will be used to identify future RMR requirements.</p> <p>No variances from the 2018 Project Charter.</p>	<p>Assumption: <i>Provide a list of all assumptions (factors assumed to be true for purpose of planning purposes)</i></p>	<p>Any inspection and consulting work will be done by an experienced consultant.</p>	<p>Impact if assumption is incorrect:</p>	<p>Additional cost to the overall project could increase. Re-work or missed issues with structures</p>
<p>Assumption: <i>Provide a list of all assumptions (factors assumed to be true for purpose of planning purposes)</i></p>	<p>Any inspection and consulting work will be done by an experienced consultant.</p>				
<p>Impact if assumption is incorrect:</p>	<p>Additional cost to the overall project could increase. Re-work or missed issues with structures</p>				

	<p>This includes the work required for Administration to complete the assessment of major facilities to enhance the existing lifecycle plan. The City delivers many services that rely on well-planned, well-built and well-maintained infrastructure. This work will endeavour to complete our lifecycle plan helping to ensure that investments are made at the right time to minimize future repair and rehabilitation costs and maintain municipal assets.</p>
<p>COMMUNITY VISION – PILLAR / STRATEGY & RESULT:</p>	<p><u>Built Environment</u></p> <p>We build our community towards the future to sustain balanced development, with a reverent eye to the past, honouring our unique settlement history and distinct identity.</p> <p>3.2 Ensure that adequate resources are in place for significant facilities that support community growth and enhancement.</p> <p>4.0 We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p> <p>4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.</p> <p><u>Culture</u></p> <p>We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.</p> <p>4.0 We are known for our progressive architecture, art and community design, which expresses our distinct identity and strong sense of place and home.</p> <p>4.1. Ensure infrastructural strength through maintaining existing cultural assets, identifying capital improvements to build on the strengths of existing assets, and identifying facilities that respond to cultural participation trends and population growth.</p> <p>5.0 We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world-class trails.</p> <p>5.1. Maintain existing recreation facilities, parks and open spaces to meet provincial and national standards.</p> <p><u>Governance Strategy</u></p> <p>Council is committed to ensuring that the City of St. Albert is a responsive, accountable government that delivers value to the community.</p> <p>We will pursue this commitment by focusing on the following results:</p> <p>1. Strive to become a leader in analytics to enhance decision making.</p>

	<p>1.1. Utilize analytics in support of evidence-based decision making to enhance service delivery to residents.</p> <p>1.2. Support the development of key measurable goals for each City department and division to monitor the health of the organization and progress towards achieving the community's vision.</p> <p>1.3. Support open government to increase the transparency and accessibility of municipal information, promote economic opportunity and empower the community to become more involved in municipal government.</p> <p>3.0 Maintain fiscal responsibility and transparency.</p> <p>3.3 Provide short- and long-term forecasting and budgeting principles that guide the City's decision making and link financial resources to the City of St. Albert's strategic plan.</p> <p>Supporting Council Policy C- P&E-07 Asset Management Policy by:</p> <ol style="list-style-type: none"> 1. Ensuring the City's long-term management of assets is done in a sustainable manner that meets the Council-defined acceptable condition of the assets to be used by the residents, visitors, the environment, and the corporation. 2. Meeting Federal and Provincial legislative requirements for asset management. 3. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice. 4. Ensuring an integrated approach across all Business Units in Asset Management service delivery. 5. Establishing a consistent approach for the rehabilitation, repair and replacement of the City's assets. 												
STAKEHOLDER IDENTIFICATION:	<table border="1" data-bbox="629 1210 1416 1486"> <thead> <tr> <th data-bbox="638 1210 833 1248">Name & Role</th><th data-bbox="833 1210 1416 1248">Responsibility or Contribution</th></tr> </thead> <tbody> <tr> <td data-bbox="638 1248 833 1360">ICP/CPO Branch & Public Works Primary</td><td data-bbox="833 1248 1416 1360">Project Management/Consultation</td></tr> <tr> <td data-bbox="638 1360 833 1431">Public Secondary</td><td data-bbox="833 1360 1416 1431">Information</td></tr> <tr> <td data-bbox="638 1431 833 1486">Council Secondary</td><td data-bbox="833 1431 1416 1486">Approval</td></tr> </tbody> </table>	Name & Role	Responsibility or Contribution	ICP/CPO Branch & Public Works Primary	Project Management/Consultation	Public Secondary	Information	Council Secondary	Approval				
Name & Role	Responsibility or Contribution												
ICP/CPO Branch & Public Works Primary	Project Management/Consultation												
Public Secondary	Information												
Council Secondary	Approval												
TIMELINE:	<p>Building studies will take place during the construction season of every year.</p>												
FINANCIAL INFORMATION:	<table border="1" data-bbox="629 1569 1416 1864"> <tbody> <tr> <td data-bbox="629 1569 1122 1607">Year 2019 Investment</td><td data-bbox="1122 1569 1416 1607">\$ 235,000</td></tr> <tr> <td data-bbox="629 1607 1122 1645">Year 2020 Investment</td><td data-bbox="1122 1607 1416 1645">\$ 245,000</td></tr> <tr> <td data-bbox="629 1645 1122 1683">Year 2021 Investment</td><td data-bbox="1122 1645 1416 1683">\$ 250,000</td></tr> <tr> <td data-bbox="629 1683 1122 1721">Year 2022 Investment</td><td data-bbox="1122 1683 1416 1721">\$ 260,000</td></tr> <tr> <td data-bbox="629 1721 1122 1759">Year 2023-2028 Investment</td><td data-bbox="1122 1721 1416 1759">\$ 1,698,000</td></tr> <tr> <td data-bbox="629 1759 1122 1864" style="text-align: right;">Total</td><td data-bbox="1122 1759 1416 1864" style="text-align: right;">\$ 2,690,000</td></tr> </tbody> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$ 235,000	Year 2020 Investment	\$ 245,000	Year 2021 Investment	\$ 250,000	Year 2022 Investment	\$ 260,000	Year 2023-2028 Investment	\$ 1,698,000	Total	\$ 2,690,000
Year 2019 Investment	\$ 235,000												
Year 2020 Investment	\$ 245,000												
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Year 2022 Investment	\$ 260,000												
Year 2023-2028 Investment	\$ 1,698,000												
Total	\$ 2,690,000												

OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	N/A

APPROVAL

Author:	Colin Prang	March 1, 2018
	Project Charter Developer	Date
Director:	Colin Prang	March 1, 2018
	Colin Prang, Director	Date
GM:		March 8, 2018
	Ian McKay, General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT (Specify appropriate year)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	\$235,000	\$245,000	\$250,000	\$260,000	\$270,000	\$275,000	\$280,000	\$285,000	\$290,000	\$300,000
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	\$225,000	\$235,000	\$245,000	\$252,000	\$260,000	\$286,000	\$276,000	\$284,000	\$292,000	\$300,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

Choose one:

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ENG-S-060
CHARTER NAME:	Traffic Signal Maintenance
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the performance of both scheduled (life expectancy replacement or regulated actions) and responsive (damage or malfunctioning) maintenance of existing traffic signal controls.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project performs maintenance to existing traffic signal controls, as required from 24-hour emergent response, replacement of aging infrastructure, and industry required system testing.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State (2018)</u>
	<p>The City of St. Albert currently maintains the following:</p> <ol style="list-style-type: none"> 1) Full Traffic Signals: 63 2) Signalized Pedestrian Crossings: 21 3) Overhead Pedestrian Warning Flasher Crossings: 12 4) Rectangular Rapid Beacon Flashers (RRFB): 44 crossings / 5) School Zone Warning Flashers: 23 Zones / 57 flashers 6) Fire Hall Warning Flashers: 3 7) Driver Feedback Signs: 25 8) Streetlights: 125 9) Permanent Count Stations: 2 10) Fiber network (communications) to traffic signals on the road corridors of St Albert Trail, Boudreau / Giroux Rd <p>In addition to the field level infrastructure, the city also operates with a Central Monitoring System (CMS) - software that acts as a backbone to monitor and evaluate traffic operations as related to signals. This project funds licensing and module costs for the CMS.</p>

	<p>Updated condition assessments are scheduled for completion for signal infrastructure in 2018; which will then be used to influence the “planned” scope of work in future programs. In general, the infrastructure is in “good” condition, as primary signal equipment such as signal cabinets and operating hardware have been upgraded and replaced due to meeting life expectancy or demand to meet new standards.</p> <p>Scope of work towards the “responsive” nature of this project (to respond to damage, vandalism or malfunctioning equipment) is estimated based upon past years and expectations of impact of new infrastructure installed through programs such as the Transportation Systems Management Program (ENGS-008) or Intelligent Transportation Systems Program (ENGS-069).</p> <p><u>Opportunities and Challenges</u></p> <ol style="list-style-type: none"> 1) Network monitoring, evaluation and response to issues is improved through the implementation of the fiber communication network and “linking” intersections to the system. Locations not connected to the system, require site investigation and onsite monitoring which may impact response delivery. 2) Volumes and demand have grown due to municipal and regional growth. Levels of service are improved through capital investment towards road widening or redesign; however, roadways and intersections may experience capacity and congestion / delay which impact levels of service. <ol style="list-style-type: none"> a. Implementing Intelligent Transportation Systems (ITS) provides opportunity to maximize the existing road network. b. An ITS Strategy is expected for completion in 2018. c. Results of implementation of ITS solutions result in increased maintenance costs to operate and maintain new equipment or technology. 3) The responsive nature to maintaining equipment that may be impacted by vandalism, vehicle damage or unscheduled malfunction creates “unknowns” with regards to annual budget demand and the program involves estimates and assumptions. Emergent maintenance requirements may impact annual budget or planned actions. 4) Updates to Canadian traffic control standards / guidelines that influence this program
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	<p>5) Construction costs may vary from estimated values used to create this project charter</p> <p>6) Poor weather conditions to allow for construction completion.</p> <p>7) Traffic disruption, service disruption, or negative noise influence during construction activities.</p> <p><u>Variances from Previous Year Charter (2018 Charter)</u></p> <p>No variances occurred from the previous 2018 charter to the 2019 charter.</p>
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment</p> <p>1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p> <p>1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.</p> <p>1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.</p> <p>3. We plan and manage the growth of our city so future generations can inherit the same strong, vibrant community we've enjoyed.</p> <p>3.3 Plan for implement roadway enhancements to address the transportation needs of St. Albert as its population grows.</p> <p>3.4 Ensure that the municipal utilities and services are provided in an efficient, economic, coordinated and timely manner relative to the desired development of the city.</p> <p>4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.</p> <p>4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.</p> <p>4.3. Assess infrastructure on St. Albert Trail to ensure it is meeting the standards of the community.</p>
STAKEHOLDER IDENTIFICATION:	<p>Residents – Quality of life and confidence of a safe transportation network.</p> <p>Council – Delivery of services aligned with level and priority of Council Strategies.</p> <p>RCMP / EMS / Transit / Public Works – key user stakeholders</p> <p>IT Department – communications stakeholders</p>

TIMELINE:	2019 is part of an existing multi-year contract, which reduces timelines associated with tendering and award of the program. Q1 – order material / equipment Q2 / Q3 – scheduled maintenance actions completed. All year – unscheduled / responsive maintenance performed.	
FINANCIAL INFORMATION:	Year 2019 Investment	\$ 555,000
	Year 2020 Investment	\$ 565,000
	Year 2021 - 2028 Investment	\$590,500/year
	Total	\$5,844,500
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	No	

APPROVAL

Author:	Dean Schick, Transportation Manager Project Charter Developer	February 28, 2018 Date
Director:	Colin Prang Colin Prang, Director	March 8, 2018 Date
GM:	 Ian McKay, General Manager	March 8, 2018 Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Engineering and Design	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Site Servicing										
Structure/Building Construction	\$355,000	\$365,000	\$383,000	\$383,000	\$383,000	\$383,000	\$383,000	\$383,000	\$383,000	\$383,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Public Participation Activities										
Equipment	\$150,000	\$150,000	\$157,500	\$157,500	\$157,500	\$157,500	\$157,500	\$157,500	\$157,500	\$157,500
TOTAL	\$555,000	\$565,000	\$590,500							

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Timelines of required traffic control (new signal) construction are estimated from traffic data collected. The current network identified four (4) candidates approaching the level to warrant new signal installation. Actual construction of a new signal will be dependent upon confirmation of vehicle demands and the required warrant criteria being achieved.

- Maintenance programs will be dependent upon infrastructure in place and being maintained.

Estimated Costs of the 2019 Program:

- Scheduled annual infrastructure testing / cleaning = \$175,000
- Aged infrastructure replacement = \$200,000
- Central monitoring maintenance agreement = \$25,000
- Unscheduled / response maintenance = \$155,000
- Total Estimated Program Value = \$555,000

Estimated Costs of the 2020 Program:

- Scheduled annual infrastructure testing / cleaning = \$180,000
- Aged infrastructure replacement = \$200,000
- Central monitoring maintenance agreement = \$25,000
- Unscheduled / response maintenance = \$160,000
- Total Estimated Program Value = \$565,000
- For years 2021 to 2027, an approximate 5% overall increase has been applied towards construction and equipment costs to address potential new infrastructure and increased construction costs.

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time <input type="checkbox"/> Ongoing	<p>Impacts of this capital work are to Traffic Signal Maintenance (Project Charter ENGS-060)</p> <p>Construction of new traffic signal controls result in future annual maintenance, both scheduled and unplanned maintenance actions. Operating costs to maintain the infrastructure will vary depending on the type of equipment or infrastructure placed.</p> <p>Typically, there is a one-year warranty period to which expected operating impacts would not come into effect.</p>
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OPERATING IMPACTS	2020	2021	2022
TOTAL			

YEAR:	2019
CHARTER NUMBER:	FIRE-001
CHARTER NAME:	Emergency Services Equipment Replacement Plan
LEAD DEPARTMENT:	Fire Services

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH The life cycle of this equipment has expired and will be replaced as per the schedule.	
	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	
ASSET CATEGORY:	<input type="checkbox"/> Parks & Trails <input checked="" type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements	
SCOPE STATEMENT:	Replacement of existing fire equipment based on useful life. The Replacement Plan is for a wide range of emergency response equipment that is replaced at the end of their life cycle. Equipment includes but not limited to, breathing apparatus, gas monitors, extrication tools, AED's, thermal imaging cameras, and generators, only to name a few.	

PROJECT CHARTER JUSTIFICATION:	This replacement plan contains essential fire and medical equipment that enables staff to undertake their responsibilities at emergency scenes in a safe and efficient manner. Most equipment has regulated lifecycle periods and must be replaced either for safety or non-compliance concerns.
	Equipment that has reached the end of its useful life will be replaced as identified within the emergency equipment lifecycle plan. If this equipment is not replaced when needed there is a potential for injury or even death.
	This project aligns with Council's Goals and Priorities of Cultivate Excellence in Government, Cultivate Sustainability Infrastructure and Services and Cultivate a safe, Healthy and Inclusive Community.
	Risks <ol style="list-style-type: none"> 1. Loss of funding would put otherwise safe Fire and EMS operations, the public and staff at risk. 2. Emergency Services equipment costs do not exceed budget fund.

	3. Significant risk would occur if a major recall/failure or a major shift in OHS requirements could impact timing for equipment replacement and thus impact the budget.	
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Social</p> <p>2.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.</p>	
STAKEHOLDER IDENTIFICATION:	None	
TIMELINE:	<p>Q1 – Equipment identified for replacement</p> <p>Q2 – Equipment purchased</p> <p>Q4 – Annual Review of Replacement List</p>	
FINANCIAL INFORMATION:	<p>Year 2019 Investment</p> <p>Year 2020 Investment</p> <p>Year 2021 Investment</p> <p>Year 2022 Investment</p> <p>Year 2023 Investment</p> <p>Year 2024 Investment</p> <p>Year 2025 Investment</p> <p>Year 2026 Investment</p> <p>Year 2027 Investment</p> <p>Year 2028 Investment</p>	<p>\$214,200</p> <p>\$104,100</p> <p>\$205,200</p> <p>\$104,400</p> <p>\$259,900</p> <p>\$109,200</p> <p>\$238,800</p> <p>\$215,000</p> <p>\$85,400</p> <p>\$163,200</p>
	Total	\$1,699,400
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>	
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:	Bernd Gretzinger	February 7, 2018
	Project Charter Developer	Date
Acting Director:	Bernd Gretzinger	February 7, 2018
GM:	 General Manager	February 8, 2018
		Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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	214,200	104,100	205,200	104,400	259,900	109,200	238,800	215,000	85,400	163,200
TOTAL	214,200	104,100	205,200	104,400	259,900	109,200	238,800	215,000	85,400	163,200

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS			
N/A			
TOTAL			

YEAR:	2020
CHARTER NUMBER:	FIRE-002
CHARTER NAME:	Fire Station #1 – Construction
LEAD DEPARTMENT:	Fire Services

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH
	This is replacement for Fire Hall #1 at 18 Sir Winston Churchill
ASSET CATEGORY:	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural
SCOPE STATEMENT:	Construct new Firehall #1 at 20 Gate av, as per Council accepted Feasibility study option 3, allowing for future Fire Services needs into 2050

PROJECT CHARTER JUSTIFICATION:	<p>Operations for Fire Station #1 are to be relocated to 20 Gate Av effective Q3 2021. The requirements of a modern hardened building with capacity into 2050 have all been considered in the accepted feasibility study. With taller and wider construction as well as densification ongoing, St Albert has opportunity to build the new Fire Hall at the recommended Gate avenue Site which will become available Q2 2020. The new Stn #1 will accommodate a Pumper Truck and an Aerial Ladder Truck, as well as Ambulance and potentially other support vehicles as required.</p> <p>Risks</p> <ol style="list-style-type: none"> 1. If the relocation of the Transit site to the South is delayed past a spring 2020 opening, this could delay ground breaking of Stn 1 construction. (potential minor impact). 2. If the relocation of the Transit site is cancelled, the site will not be available for Fire Service Station construction. (potential major impact) 3. Any major delays up to or including finding an alternate site would have major budgetary implications. Major time delays past what is within this charter would create extreme difficulty for Operations to continue from the current Sir Winston Churchill site.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	Social

	2.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.						
STAKEHOLDER IDENTIFICATION:	Capital Projects - Planning & Engineering Asset Management – Infrastructure Services						
TIMELINE:	<p>Preliminary Design 2017: (\$50,000 Funded, completed and findings presented to council April 16/2018) Option 3 was to build on the upcoming 20 Gate Av site.</p> <p>Detail Design 2018-2019: – (\$1.0517M Council approved April 16/2018), Public consultation as part of the re-Zoning application is expected to be done in May 2018, rezoning final approvals will take 6 months. Detail design expected to be complete Q4 2019.</p> <p>Construction approval & budget required beginning Q1 2020: Tender Q1 2020, Ground breaking Q2 2020 with occupancy Q3 2021.</p>						
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Year 2020 Investment</td><td>\$12,400,000</td></tr> <tr> <td>Total</td><td>\$12,400,000</td></tr> <tr> <td colspan="2">See Capital Project Worksheet for details. This estimate is considered a Class V based on the existing scope definition. Refer to the SMA “Capital Project Cost and Process Review” 2016 report for details.</td></tr> </table>	Year 2020 Investment	\$12,400,000	Total	\$12,400,000	See Capital Project Worksheet for details. This estimate is considered a Class V based on the existing scope definition. Refer to the SMA “Capital Project Cost and Process Review” 2016 report for details.	
Year 2020 Investment	\$12,400,000						
Total	\$12,400,000						
See Capital Project Worksheet for details. This estimate is considered a Class V based on the existing scope definition. Refer to the SMA “Capital Project Cost and Process Review” 2016 report for details.							
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>						
ASSOCIATED OPERATING BUSINESS CASE:	N/A						

APPROVAL

Author:	Keven Lefebvre	May 1, 2018
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Director:	Keven Lefebvre	May 1, 2018
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GM:		May 8, 2018
	Acting General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2020									
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing (incl Landscaping)	\$528,000									
Structure/Building Construction	\$8,969,905									
Construction Management	\$1,424,686									
Contingency	\$1,092,259									
LEED compliance	\$240,297									
FF&E	\$144,853									
Equipment										
TOTAL	\$12,400,000									

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	Existing Fire hall has operating expenses allocated and these will be transferred to the new facility.
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS			
N/A			
TOTAL			

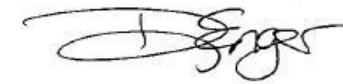
YEAR:	2022
CHARTER NUMBER:	FIRE-026 (New)
CHARTER NAME:	Old Firehall #1 Decommissioning
LEAD DEPARTMENT:	FIRE

TYPE:	Choose one: <input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH Due to replacement of Fire Hall 1 to Gate Ave in Q3 2021, this 1962 era building will need to be demolished in 2022	
	Choose one: <input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	
ASSET CATEGORY:	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements	
SCOPE STATEMENT:	Due to relocation of Firehall #1, the old site will need services cut and asbestos abatement, as well as demolition and removal of existing building	

PROJECT CHARTER JUSTIFICATION:	Decommissioning of an outdated building due to move to new site. Current State – The Firehall at 18 Sir Winston Churchill was built in 1962 and is well past its serviceable life. Fire Operations from this location will be relocated to 20 gate av effective Q3 2021 Issue – Need for site remediation & demolition of the current structure at 18 Sir Winston Churchill, in 2022. Opportunities- additional green space near downtown could result or a fresh site for a new installation. Risks If an alternative solution is sought, potentially selling the building “as is” could be investigated as a viable alternate option. Leaving the abandoned building empty will not result in any efficiency and will likely result in higher demolition costs into the future.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and Administrative Priority: N / A Activity: N / A

STAKEHOLDER IDENTIFICATION:	Public Works, Capital Projects Office, Parks & Rec, & Planning will likely be involved	
TIMELINE:	Move out of building Q3 2021 Building available for demolition Q2 2022	
FINANCIAL INFORMATION:	Year 2022 Investment	\$ 775,000
	Total	\$ 775,000
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	Fire-002	

APPROVAL

Author:	Keven Lefebvre	May 01/2018
	Project Charter Developer	Date
Director:	Keven Lefebvre	May 01/2018
	Director	Date
GM:		May 8, 2018
	Acting General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	20XX							
Land Determined Costs									
Concept Planning									
Detailed Planning and Design	\$100,000								
Site Servicing									
Structure/Building Construction	\$350,000								
Landscaping	\$50,000								
Construction Management									
Commissioning and QA/QC									
Contingency	\$275,000								
Public Participation Activities									
Equipment									
TOTAL	\$775,000								

Please note Public Art will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Detailed Planning and Design costs include any consulting fees related to demolition and hazardous material abatement
- Structure/Building Construction costs include hazardous material abatement and demolition costs (incl. utilities/site services work, backfill, minor site restoration, general conditions, etc.)
- Contingency is estimated @ 50% of design, construction, and landscaping costs + escalation (2022 demo)

OPERATING IMPACTS WORKSHEET

:

<input type="checkbox"/> One Time	This is a demolition project only. The bare land will eventually be returned to inventory as parkland or for future sale.
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
No impact noted, any current operational budget will transfer to the new Fire Hall at 20 Gate Ave.			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ITSV-001
CHARTER NAME:	IT Office Automation
LEAD DEPARTMENT:	Innovation and Technology Services

TYPE:	Choose one: <input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	Enables the ITS Department to fulfill minor hardware and software requirements through a controlled, annual process per administrative policy A-ITS-405 IT Request Fulfillment.	
ASSET CATEGORY:	Choose one: <input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input checked="" type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project will permit the Innovation and Technology Services Department to purchase minor, emergent office automation hardware and software on behalf of all City departments throughout the year. For example: tablet computers, desktop software (flowchart, pdf editors, graphic art software, project management), and additional monitors or scanners.	

PROJECT CHARTER JUSTIFICATION:	Current State - The OA fund provides a centralized process and the means to fulfill minor (normally under \$2500 each) technology improvement requests, while controlling the growth of lifecycle-supported IT assets to a level manageable by the IT Services Department. Administrative policy <i>A-ITS-405 IT Request Fulfillment</i> regulates the expenditure of funds under this project charter. Issue - Using the OA process, the ITS Department is able to prioritize client requests, perform bulk purchases, pool software licenses, and ensure optimal value and efficiency gains for clients. Each year, a significant portion of OA funds are used to provide larger monitors or dual monitors to staff members working on large and complex spreadsheets or multiple applications at once, resulting in improved efficiency for a very low unit cost. Other examples include additional software licenses for products such as Microsoft Visio for creating charts and diagrams and programs for the creation and manipulation of pdf files. Without the OA fund, the ITS Department would not have the means to fund these incremental technology improvements that directly affect individual staff members within partner departments.
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	<p>Opportunities - The small-scale projects funded by the OA program directly affect individual staff members, resulting in improved efficiency, job satisfaction, and employee retention.</p> <p>Risks - Without the OA fund and supporting approval policy and procedures, client departments would revert to the expenditure of funds without involving IT Services, resulting in the haphazard acquisition of possibly incompatible IT systems and peripherals.</p>										
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Pillar – Governance Strategy</p> <p>Results:</p> <ol style="list-style-type: none"> 1. Strive to become a leader in analytics to enhance decision making. 2. Maintain the City of St. Albert as an employer of choice. 3. Maintain fiscal responsibility and transparency. 										
STAKEHOLDER IDENTIFICATION:	<p>Innovation and Technology Services – Project sponsor and implementer (Service Desk, Applications, Technical Services, Project Management)</p> <p>All Departments – Project beneficiaries</p>										
TIMELINE:	Activities occur throughout the fiscal year as IT service requests are received, assessed, approved, and fulfilled.										
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Year 2019 Investment</td> <td>\$50,000</td> </tr> <tr> <td>Year 2020 Investment</td> <td>\$50,000</td> </tr> <tr> <td>Year 2021 Investment</td> <td>\$50,000</td> </tr> <tr> <td>Year 2022-2028 Investment</td> <td>\$50,000/year</td> </tr> <tr> <td>Total (2019-2021 only)</td> <td>\$150,000</td> </tr> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$50,000	Year 2020 Investment	\$50,000	Year 2021 Investment	\$50,000	Year 2022-2028 Investment	\$50,000/year	Total (2019-2021 only)	\$150,000
Year 2019 Investment	\$50,000										
Year 2020 Investment	\$50,000										
Year 2021 Investment	\$50,000										
Year 2022-2028 Investment	\$50,000/year										
Total (2019-2021 only)	\$150,000										
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>										
ASSOCIATED OPERATING BUSINESS CASE:	N/A										

APPROVAL

Author:

Project Charter Developer	Date
Gordon Coulman, Innovation and Technology Services	28 Feb, 2018

Director:

GM:

Director	Date
Michelle Bonnici, Corporate Services	
 General Manager	March 7/18

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT (Specify appropriate year)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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
TOTAL	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

The scope of this project in a given year is limited by the approved funding; when the approved funds have been expended the project ends for that year.

OPERATING IMPACTS WORKSHEET

Choose one:

One Time

N/A

Ongoing

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

CAPITAL PROJECT CHARTER

YEAR:	2019
CHARTER NUMBER:	ITSV-002
CHARTER NAME:	IT Lifecycle Replacement Plan
LEAD DEPARTMENT:	Innovation and Technology Services

TYPE:	Choose one: <input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	Provides Administration with the funding necessary to plan for the replacement and upgrade of information technologies in order to maintain the availability, capacity, and security of the systems used by all departments.	
ASSET CATEGORY:	Choose one: <input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input checked="" type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	The annual IT Lifecycle Replacement Plan provides Administration with the funding necessary to plan for the replacement and upgrade of information technologies in order to maintain the availability, capacity, and security of the systems used by all departments. The plan covers computer hardware, digital copiers, networks, and other equipment, including scheduled replacements per the approved replacement plan and condition assessment.	

PROJECT CHARTER JUSTIFICATION:	Current State – IT Services perform 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.”
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	<p>And:</p> <p>“A lifecycle plan for each of these reserves has been established and is a 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.”</p> <p>Issue - To meet the requirements of this policy, Innovation and Technology Services prepares an annual plan to replace specific IT hardware.</p> <p>Opportunities – To administer this lifecycle process, IT Services observe the procedures and standards contained within City Manager Directive A-ITS-302 <i>IT Service Asset and Configuration Management</i>.</p> <p>Risks - Without the lifecycle replacement plan the following risks would be realized:</p> <ol style="list-style-type: none"> 1. The ITS Department would not have the means to replace hardware and software at end of life, risking capacity (ex: speed, storage space) and availability (ex: system failures). The replacement plan affects all departments. 2. Replacement liabilities would accumulate, resulting in larger replacement burdens in future years. 3. IT system failures would affect mission critical City operations and services to residents. 								
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Pillar – Governance Strategy</p> <p>Results:</p> <ol style="list-style-type: none"> 1. Strive to become a leader in analytics to enhance decision making. 2. Maintain the City of St. Albert as an employer of choice. 3. Maintain fiscal responsibility and transparency. 								
STAKEHOLDER IDENTIFICATION:	<p>Innovation and Technology Services – Project sponsor and implementer (Service Desk, Applications, Technical Services, Project Management)</p> <p>All Departments – Project beneficiaries</p>								
TIMELINE:	<p>Activities occur throughout the fiscal year as IT assets are assessed, prioritized, acquired, configured, deployed, and retired.</p>								
FINANCIAL INFORMATION:	<table border="1"> <tr> <td data-bbox="605 1712 1111 1755">Year 2019 Investment</td><td data-bbox="1111 1712 1428 1755">\$687,845</td></tr> <tr> <td data-bbox="605 1755 1111 1797">Year 2020 Investment</td><td data-bbox="1111 1755 1428 1797">\$709,014</td></tr> <tr> <td data-bbox="605 1797 1111 1839">Year 2021 Investment</td><td data-bbox="1111 1797 1428 1839">\$661,828</td></tr> <tr> <td colspan="2" data-bbox="605 1839 1111 1898">Continued, see worksheet below</td></tr> </table>	Year 2019 Investment	\$687,845	Year 2020 Investment	\$709,014	Year 2021 Investment	\$661,828	Continued, see worksheet below	
Year 2019 Investment	\$687,845								
Year 2020 Investment	\$709,014								
Year 2021 Investment	\$661,828								
Continued, see worksheet below									

	Total (2019-2021 only)	\$2,058,687
See Capital Project Worksheet for details.		
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:

Project Charter Developer	Date
Gordon Coulman, Innovation and Technology Services	Feb 28, 2018

Director:

Director	Date
Michelle Bonnici, Corporate Services	

GM:

General Manager	Date
	March 7/18

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT (Specify appropriate year)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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	687,845	709,014	661,828	723,772	798,098	517,995	825,961	867,579	703,583	629,788
TOTAL	687,845	709,014	661,828	723,772	798,098	517,995	825,961	867,579	703,583	629,788

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Annual replacement costs are derived from the IT asset database, which calculates the total for each year based upon purchase date, predicted service life, and replacement cost per asset class.

OPERATING IMPACTS WORKSHEET

Choose one:

One Time

N/A

Ongoing

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	ITSV-013
CHARTER NAME:	Non-Emergency Radio System Replacement
LEAD DEPARTMENT:	Innovation and Technology Services and Fire Services

TYPE:	<p>Choose one:</p> <p><input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH</p>	
	<p>Provides Administration with the funding necessary to replace the City's non-emergency radio system, which is experiencing system failures, poor coverage, and rising support costs.</p>	
ASSET CATEGORY:	<p>Choose one:</p> <p><input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural</p>	<p><input type="checkbox"/> Parks & Trails <input checked="" type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements</p>
SCOPE STATEMENT:	<p>This project will replace the radios used by Public Works and Transit, including fixed, mobile (vehicle mounted), and portable systems. The project will build upon the emergency radio system replacement program already underway for Fire Services and Municipal Enforcement. The Alberta First Responders Radio Communication System (AFRRCS) will be used for all City radios.</p>	

PROJECT CHARTER JUSTIFICATION:	<p>Current State – Procured in 2009, the City's radio system is used by Fire Services, Municipal Enforcement, Transit, and Public Works. Fire Services and Municipal Enforcement are being converted to the new AFRRCS system during 2018.</p>
	<p>Issue – Beginning in 2015, the system has started to experience significant failures and in 2016 the manufacturer announced that support and the manufacture of spare parts would cease. The existing radio system is progressively becoming less reliable. Now that the emergency radio system replacement is underway, the next phase is the replacement of radios for the non-emergency users.</p>
	<p>Opportunities – The new radio system is based upon the Alberta First Responders Radio Communication System (AFRRCS), which reached full operational status during July of 2016. AFRRCS enables full integration of all participating agencies into one system with Province-wide access and full lifecycle and engineering support for the 20-year expected life of the system.</p> <p>The office of the Director, AFRRCS Operations, Maintenance, and Sustainability is located in St. Albert, within the Provincial Building on Sir Winston Churchill Avenue. AFRRCS had a key role during</p>

	<p>the Fort McMurray wildfire, as the Municipality's radio system was destroyed and a mobile radio system (one of two available) was deployed very successfully for the duration of the crisis.</p> <p>Using AFRRCS for the City's non-emergency users will enable improved communications during routine operations and during civic emergencies requiring the transportation of displaced residents, use of busses as warm emergency shelters, and road closures or other emergency operations involving Public Works.</p> <p>Risks – If the emergency radio system is not replaced, the following risks will be realized:</p> <ol style="list-style-type: none"> 1. The existing radio system may not remain serviceable for much longer, leaving Transit and Public Works without a useable system, affecting operations and safety. 2. The manufacturer of the current radio system can no longer supply replacement parts for several key components. Fire Services has some spares, but if these are exhausted a wider system failure is inevitable. 3. The cost of maintaining and troubleshooting the current radio system continues to rise. Given the inevitability of replacement, significant cost avoidance may be realized by replacing the current system as soon as possible. Long term engineering support for the AFRRCS network will be provided by the Province. 4. As other agencies such as Alberta Health Services, the RCMP, and regional mutual-aid partners switch to AFRRCS, it will become more difficult for those agencies who remain on legacy systems to communicate.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Pillar – Social</p> <p>Results:</p> <ol style="list-style-type: none"> 1.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner. <p>Pillar – Governance Strategy</p> <p>Results:</p> <ol style="list-style-type: none"> 2. Maintain the City of St. Albert as an employer of choice. 3. Maintain fiscal responsibility and transparency. 4. Develop strong working relationships with regional, provincial and federal partners. 4.3. Pursue joint service delivery models with regional partners.
STAKEHOLDER IDENTIFICATION:	<p>Innovation and Technology Services - Project sponsor and implementer</p> <p>Fire Services – Primary stakeholder and co-implementer</p> <p>Municipal Enforcement Services – Primary stakeholder</p> <p>Public Works, Utilities, Transit - stakeholders</p>

TIMELINE:	During 2019 and 2020.	
FINANCIAL INFORMATION:	Year 2019 Investment – Transit	\$352,744
	Year 2020 Investment – Public Works	\$574,806
	Year 2021 Investment	\$0
	Continued, see worksheet below	
	Total (2019-2021)	\$927,550
OPERATIONAL IMPACTS:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	A draft 2019 operating business case will be developed to establish a lifecycle reserve for future non-emergency services radio replacements.	

APPROVAL

Author:

Project Charter Developer	Date
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Director:

Gordon Coulman, Innovation and Technology Services	Date
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GM:

Michelle Bonnici, Corporate Services  General Manager	Date <i>March 7/18</i>
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CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT (Specify appropriate year)	2019	2020							
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	352,744	574,806							
TOTAL	352,744	574,806							

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time <input checked="" type="checkbox"/> Ongoing	AFRRCS charges non-emergency participants an annual fee of \$275 per radio to recoup some of the maintenance and capacity costs of the system. A separate business case will be created to start a lifecycle reserve so that future radio system replacements are funded without requiring an RMR project.
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OPERATING IMPACTS (Specify applicable year)	2019	2020	2021
AFRRCS annual non-emergency maintenance fees	26,125	72,050	72,050
TOTAL	26,125	72,050	72,050

CAPITAL PROJECT CHARTER

JYEAR:	2019
CHARTER NUMBER:	Public Works Mobile Equipment Replacement Plan
CHARTER NAME:	PW-001
LEAD DEPARTMENT:	Public Works

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter deals with the replacement of existing City vehicles and equipment that have reached end of life expectancy.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input checked="" type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	Replacement of mobile equipment and attachments identified as having exceeded their economic life.	

PROJECT CHARTER JUSTIFICATION:	This program is for the replacement of all City departments' (except Transit) equipment and vehicles which have reached the end of their expected life span and is conducted under the guidelines of the Mobile Vehicle & Equipment Replacement policy. This plan supports the replacement of over 200 vehicles and pieces of equipment valued at over \$18,000,000 including: fire trucks and ambulances (Fire Services); cars (Enforcement Services and Engineering); plow trucks, graders, loaders mowers (Public Works). The replacement plan is reviewed annually and life cycle adjustments are made using a number of different criteria within the City's policy. Units replaced are evaluated annually based on cost per unit, reliability, technological change and operational enhancement. Not replacing vehicles and equipment in a timely fashion will impact the requirement to meet service levels as established by Council
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	Built Environment Cultivate Sustainable Infrastructure and Services
STAKEHOLDER IDENTIFICATION:	Public Works, Manager Asset Management City of St Albert Finance All City Departments utilizing City owned vehicles and equipment City of St Albert , Manager Purchasing City of St Albert , Manager Risk and Insurance

TIMELINE:	2019 1st Quarter Tender development and tendering 2019 2nd Quarter Tender Award 2019 3rd & 4th Quarter Delivery of vehicles and equipment.	
FINANCIAL INFORMATION:	Year 2019 Investment Year 2020 Investment Year 2021 Investment Year 2022 Investment Year 2023 Investment Year 2024 Investment Year 2025 Investment Year 2026 Investment Year 2027 Investment Year 2028 Investment	\$2,410,800 \$2,743,000 \$1,335,000 \$2,695,000 \$2,667,270 \$2,132,600 \$2,851,700 \$2,782,250 \$2,628,350 \$3,526,350
	Total	\$25,772,320
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:	Doug Moore	March 14 th , 2018
	Project Charter Developer	Date
Director:	Jay Mason, Acting Director	March 14 th , 2018
	Director	Date
GM:		March 15, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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	2,410,800	2,743,000	1,335,000	2,695,000	2,667,270	2,132,600	2,851,700	2,782,250	2,628,350	3,526,350
TOTAL	2,410,800	2,743,000	1,335,000	2,695,000	2,667,270	2,132,600	2,851,700	2,782,250	2,628,350	3,526,350

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	2019	2020	2021
N/A			
TOTAL			

CAPITAL PROJECT CHARTER

YEAR:	2019
CHARTER NUMBER:	Building Envelope Replacement Program
CHARTER NAME:	PW-003
LEAD DEPARTMENT:	Public Works

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH Replacement of various assets (major components) of St. Albert Place which have reached the end of their life cycle.	
	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	
ASSET CATEGORY:	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements	
SCOPE STATEMENT:	Timely replacement of building components within St Albert Place, that have reached end of life cycle, will extend the life of the facility and minimize risk to service levels and public safety	

PROJECT CHARTER JUSTIFICATION:	St Albert Place was built in 1985 and certain facility components (mechanical/electrical/structural) are approaching the end of their usable life. This charter is driven by a program of annual in-house inspection reports and third party Facility Condition Audits. Through a focused Asset Management program Public Works will repair and replace capital assets, in an efficient and sustainable manner, in order to continue the provision of services in St Albert Place that contribute to the present and future growth needs of the City. Failure to carry out repairs in a timely fashion may result in safety issues arising, and major deterioration of structural components. Timely repairs are essential to minimizing long term operating costs.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	Built Environment Cultivate Sustainable Infrastructure and Services
STAKEHOLDER IDENTIFICATION:	Public Works, Manager Asset Management City of St Albert Finance

	All City Departments and other corporate entities within St Albert Place City of St Albert , Manager Purchasing City of St Albert , Environment Branch	
TIMELINE:	2018 3rd Quarter. Development of detailed project scope 2019 1st Quarter. Tender posting, closing and award 2019 3rd Quarter. Construction and completion	
FINANCIAL INFORMATION: NB: Specific equipment and fixture replacements to be confirmed at time of commissioning based on most recent condition assessment reports.	Year 2019 Investment – Skylights / AHUs Year 2020 Investment – AHU continuation Year 2021 Investment – Glazing Year 2022 Investment - Glazing	\$310,000 \$210,000 \$220,000 \$250,000
	Total	\$990,000
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:	Doug Moore	February 23, 2018
	Project Charter Developer	Date
Director:	Jay Mason – Acting Director	February 26, 2018
	Director	Date
GM:		March 2, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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										
TOTAL	310,000	210,000	220,000	250,000						

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	2019	2020	2021
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	Energy Efficiency Replacement Program
CHARTER NAME:	PW-004
LEAD DEPARTMENT:	Public Works

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project is intended to fund energy retrofits to existing City facilities	
ASSET CATEGORY:	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	An ongoing program of selective reduction of energy costs across the portfolio of buildings and structures maintained by Public Works. The program timeline extends to 2023	

PROJECT CHARTER JUSTIFICATION:	Corporately there is a desire to continue to improve the City's facilities, condition and comfort, and to manage energy usage proactively, while maintaining a focus on fiscal stewardship and budget 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.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	Built Environment Cultivate Sustainable Infrastructure and Services
STAKEHOLDER IDENTIFICATION:	Public Works, Manager Asset Management City of St Albert Finance Municipal Climate Change Action Center (MCCAC) City of St Albert , Manager Purchasing City departments within City facilities

	City of St Albert Environmental Services	
TIMELINE:	<p>2018 3rd Quarter. Review of facility energy consumption data and identification of initiatives</p> <p>2019 1st Quarter. Tender and Award</p> <p>2019 3rd Quarter. Construction and completion.</p> <p>2020 2nd Quarter. Review of energy impacts from initiatives.</p>	
FINANCIAL INFORMATION: NB: Specific equipment and fixtures determined by most recent condition assessment and energy audit recommendations.	Year 2019 Investment – Lighting as per audit Year 2021 Investment – Boilers FPRC / Glazing Year 2023 Investment – Boilers Beaudry Total	\$131,000 \$131,000 \$131,000 \$393,000
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No - no increases anticipated If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:	Doug Moore	February 23, 2018
Director:	Project Charter Developer	Date
	Jay Mason – Acting Director	February 26, 2018
GM:	Director	Date
		March 13, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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										
TOTAL	131,000		131,000		131,000					

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	Intention is reduce consumption in associated area of utilities but specifics are not available.
<input checked="" type="checkbox"/> Ongoing	

OPERATING IMPACTS			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	Shop & Yard Equipment Replacements
CHARTER NAME:	PW-006
LEAD DEPARTMENT:	Public Works

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH This charter is designed to fund the purchase and replacement of tools and specialized repair equipment for the City fleet			
	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural <table border="0" data-bbox="1052 781 1428 918"> <tr> <td><input type="checkbox"/> Parks & Trails</td> </tr> <tr> <td><input checked="" type="checkbox"/> Mobile & Other Equipment</td> </tr> <tr> <td><input type="checkbox"/> Land & Land Improvements</td> </tr> </table>		<input type="checkbox"/> Parks & Trails	<input checked="" type="checkbox"/> Mobile & Other Equipment
<input type="checkbox"/> Parks & Trails				
<input checked="" type="checkbox"/> Mobile & Other Equipment				
<input type="checkbox"/> Land & Land Improvements				
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input checked="" type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements		
SCOPE STATEMENT:	This project identifies the purchase and replacement of shop equipment that is required to diagnose and properly maintain the City's fleet.			

PROJECT CHARTER JUSTIFICATION:	Newly replaced equipment and vehicles require specialized diagnostic and repair tools and equipment. Without these tools/equipment vehicles cannot be properly maintained to meet warranty requirements and manufacturers recommended preventive maintenance requirements. Existing equipment within Fleet Services such as compressors, hoists, cranes, etc. requires timely replacement when it becomes obsolete or beyond usable economic life. As the size of the fleet and equipment grows and technology changes, there is a need to make adjustments to City maintenance facilities to accommodate these changes. This includes improvements to existing storage facilities to better manage storage of equipment, to enhance security and protect stored assets
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	Built Environment Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.
STAKEHOLDER IDENTIFICATION:	Public Works, Manager Asset Management

	City of St Albert Finance City of St Albert , Manager Purchasing City of St Albert , Manager Risk and Insurance	
TIMELINE:	2018 1st Quarter. Identification of annual needs 2018 2nd Quarter. Tender, award, purchase	
FINANCIAL INFORMATION:	Year 2019 Investment	\$40,000
	Year 2020 Investment	\$40,000
	Total	\$80,000
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	N/A.	

APPROVAL

Author:	Doug Moore	February 23, 2018
Director:	Project Charter Developer	Date
	Jay Mason – Acting Director	February 26, 2018
Director:	Director	Date
GM:		March 8, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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	40,000	40,000								
TOTAL	40,000	40,000								

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	2019	2020	
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	PW-030
CHARTER NAME:	Akinsdale/Kinex Repairs and Lifecycle
LEAD DEPARTMENT:	Public Works

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is to implement plans as per a consultant report to repair and complete lifecycle work at Akinsdale/Kinex Arena. This will ensure the longevity of the facility and all supporting infrastructure, equipment and amenities.	
ASSET CATEGORY:	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	Repair and replacement work of the Akinsdale/Kinex Arena infrastructure and supporting amenities.	

PROJECT CHARTER JUSTIFICATION:	Current State
	<p>Akinsdale/Kinex arena is 40 years old and has a replacement value of approximately \$15 million. This facility is aging and its components and operational systems require assessment and necessary repairs and refurbishments to ensure continuous, safe service provision to the community.</p> <p>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 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 the City's assets.</p> <p>In 2017/18 a facility condition assessment was completed on Akinsdale/Kinex Arena. The resulting assessment details: all facility assets, age and condition of assets, recommended life cycle years, recommended replacement dates and financial data to support this charter. The work identified in the assessment is necessary to ensure the facility operation for another 20+ years.</p>

	<p>The report identified approximately \$5 million in repairs to be completed over the next 5-7 years,</p> <p>The report received also recommends additional detailed assessments to be completed on facility components to better plan future RMR needs and will affirm some of the 2019 planned projects. The remaining assessments will be complete in 2018 and aligned to a 2020 charter with required work planned in alignment with assessment results for the following 5 – 7 years.</p> <p>Priority for 2019 is for repair and refurbishment at Akinsdale Arena. Based on the consultant's assessment the work will include:</p> <ul style="list-style-type: none"> - Roofing Repairs, including bitumous membrane, and roof panels - Repair and replacement of mechanical components, including furnaces, exhaust fans and de-humidifiers. - Facility electrical repairs and replacement, including lighting, electrical panels, - Concrete slab replacement and dasher board installation on the Akinsdale surface, including the supporting infrastructure to make ice, including brine system installation. - Completion of additional repairs related to the facility operation as identified in the facility assessment. <p>Opportunities</p> <p>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 to service to the community. A Lifecycle Replacement plan ensures that City facilities follow health and safety legislation, promote energy efficiency, and ensure quality experiences for facility users.</p> <p>As a priority to care for existing infrastructure before building new, Akinsdale/Kinex Arena is a mainstay in the community and serves the ice needs of the community in support of sport and athletics in St. Albert.</p> <p>Risks</p> <ul style="list-style-type: none"> - Disruption of service/access to the facility - Continued facility deterioration could result in additional emergent repair costs - Increased risk to staff and patron safety. - Outdated infrastructure is less efficient to operate - Dissatisfaction of facility users - Inflation of construction costs - Lack of availability of qualified contractor(s)
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment</p> <p>We build our community towards the future to sustain balanced development, with a reverent eye to the past honoring our unique settlement history and distinct identity.</p>

	<ol style="list-style-type: none"> 1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective service trends 2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement. 3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. <p>Recreation & Parks Master Plan (2012) Priority # 3 – Invest in Recreation Infrastructure “Looking after the City’s existing recreation infrastructure is key to sustaining existing services levels and ensuring that recreation can continue to contribute to local quality of life.”</p> <p>Results</p> <ol style="list-style-type: none"> 1. We plan and manage the growth of our city, so future generations can inherit the same strong, vibrant community we’ve enjoyed. 2. We build innovation, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. 3. We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world class trails. 												
STAKEHOLDER IDENTIFICATION:	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center; padding: 5px;">Name & Role</th><th style="text-align: center; padding: 5px;">Responsibility or Contribution</th></tr> </thead> <tbody> <tr> <td style="padding: 5px;">Public Works,</td><td style="padding: 5px;">Project Sponsor, project planning, advisory, construction support and maintenance.</td></tr> <tr> <td style="padding: 5px;">Capital Project Office</td><td style="padding: 5px;">Construction execution.</td></tr> <tr> <td style="padding: 5px;">Recreation & Parks</td><td style="padding: 5px;">Public engagement, design review, stakeholder liaison.</td></tr> <tr> <td style="padding: 5px;">Legal Services, Risk & Insurance and Purchasing</td><td style="padding: 5px;">Risk assessment and procurement process support.</td></tr> <tr> <td style="padding: 5px;">Stakeholders (internal and external)</td><td style="padding: 5px;">Advisory, notification of construction, disruption of service and issue resolution.</td></tr> </tbody> </table>	Name & Role	Responsibility or Contribution	Public Works,	Project Sponsor, project planning, advisory, construction support and maintenance.	Capital Project Office	Construction execution.	Recreation & Parks	Public engagement, design review, stakeholder liaison.	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.
Name & Role	Responsibility or Contribution												
Public Works,	Project Sponsor, project planning, advisory, construction support and maintenance.												
Capital Project Office	Construction execution.												
Recreation & Parks	Public engagement, design review, stakeholder liaison.												
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:	<p>RFP's will be completed from March to October for applicable projects.</p> <p>Project schedule includes:</p>												

	<ol style="list-style-type: none"> 1. Equipment replacement schedule 2. Confirm schedule and budget, scheduling impacts 3. Implement removal/installation process, including tender, contract award and construction. 4. Continued monitoring of project 5. Ongoing communication with stakeholders 6. Review and assessment.
FINANCIAL INFORMATION:	Year 2019 Investment \$2,943,100 Total \$2,943,100 See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	N/A

APPROVAL

Author:	Doug Moore	March 5 th , 2018
	Project Charter Developer	Date
Director:	Jay Mason, Acting	March 5, 2018
	Director	Date
GM:		March 8, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	226,500									
Site Servicing										
Structure/Building Construction	2,265,000									
Landscaping										
Construction Management	67,900									
Commissioning and QA/QC	10,000									
Contingency	373,700									
Public Participation Activities										
Equipment										
TOTAL	2,943,100									

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Based on content of consultant's report for structural and landscaping needs
 Asbestos abatement – Includes 50,000 added to construction cost
 Construction management – 3%
 Contingency on design and construction – 15%
 Detailed design costs – 10%

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	Provide a high-level description of the operating impacts.
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	2019	2020	2021
N/A			
TOTAL			

YEAR:	2019
CHARTER NUMBER:	RECR-001
CHARTER NAME:	Aquatics Lifecycle Replacement Plan
LEAD DEPARTMENT:	Recreation and Parks

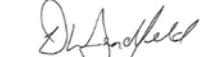
TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is for the repair, maintenance, and replacement of City of St. Albert Aquatics facilities.	
ASSET CATEGORY:	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This Aquatics Lifecycle Plan will guide all repairs, maintenance, and the replacement of equipment over the next 10 years for Fountain Park Recreation Centre, Grosvenor Outdoor Pool and the Woodlands Water Play Park.	

PROJECT CHARTER JUSTIFICATION:	Current State - The Aquatics Lifecycle Replacement Plan is intended to ensure the infrastructure and equipment at Fountain Park Recreation Centre, Grosvenor Outdoor Pool and the Woodlands Water Play Park is maintained in a state of good condition and replaced when its useful life is reached. The plan was based on the average lifecycle for each building element and installation date. Information including location, age, and condition of all equipment is documented and analyzed in a program that allows the accurate forecast of costs of service, maintenance, and replacement of equipment.
	The plan is reviewed once a year to confirm its accuracy. Equipment scheduled for replacement in the given year is inspected to confirm if replacement is necessary, or alternatively to determine a revised replacement date. At the time of review, the cost is evaluated for accuracy and adjustments based on market value and adjusted accordingly within budget constraints.
	Opportunities - The lifecycle plan ensures that equipment and related systems are repaired, maintained, or replaced to ensure that programs and facilities are delivered with little or no pre-emption's to service. Lifecycle plan ensures facilities follow health and safety legislation, promote energy efficiency, and maintain services.

	<p>Risks - Aquatic facilities experience high volumes of use (FPRC 318,500 visits/year), Grosvenor Outdoor Pool (30,500 visits per summer), Woodlands Water Play Park (101,800 visits per summer).</p> <p>Risks for not approving this plan:</p> <ul style="list-style-type: none"> • Equipment breakdown could result in shutdown of pool operations affecting internal and external programs and other services. • Facilities deteriorate resulting in frequent malfunctions, breakdowns which leads to even higher costs to address. • Loss of programs, rentals and admission revenues due to shutdown. • Increased risk to staff and patron safety. • Increased cost due to less efficient older equipment. • Community and user groups would be dissatisfied with quality of city aquatic facilities. • Costs are based on estimates and may change once each project is tendered. • Estimated life cycle and replacement date of equipment may change from the original plan.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment We build our community towards the future to sustain balanced development, with a reverent eye to the past honoring our unique settlement history and distinct identity.</p> <ol style="list-style-type: none"> 1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective service trends 2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement. 3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. <p>Recreation & Parks Master Plan (2012) Priority # 3 – Invest in Recreation Infrastructure “Looking after the City's existing recreation infrastructure is key to sustaining existing services levels and ensuring that recreation can continue to contribute to local quality of life.”</p> <p>Results</p> <ol style="list-style-type: none"> 1. We plan and manage the growth of our city, so future generations can inherit the same strong, vibrant community we've enjoyed. 2. We build innovation, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. 3. We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world class trails.

STAKEHOLDER IDENTIFICATION:	Name & Role	Responsibility or Contribution
	Recreation & Parks	Project sponsor, plan and design review, stakeholder liaison, secure contractor, supervise work or complete work
	Capital Project Office	Review and/or development of engineering tender documents when required, construction execution as applicable
	Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support
TIMELINE:	<p>RFP's will be completed for applicable projects as required.</p> <p>Annual project schedule includes:</p> <ol style="list-style-type: none"> 1. Equipment replacement schedule 2. Confirm schedule and budget, scheduling impacts 3. Implement removal/installation process, including tender, contract award and construction 4. Continued monitoring of project 5. Ongoing communication with stakeholders 6. Review and assessment 	
FINANCIAL INFORMATION:	<p>Year 2019 Investment Year 2020 Investment Year 2021 Investment Year 2022 Investment Year 2023 Investment Year 2024 Investment Year 2025 Investment Year 2026 Investment Year 2027 Investment Year 2028 Investment</p>	<p>\$55,000 \$257,100 \$85,500 \$434,800 \$123,900 \$444,600 \$129,500 \$205,000 \$234,200 \$264,000</p>
	Total	\$2,223,600
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>	
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:		February 14, 2018
	Project Charter Developer	Date
Director:		February 14, 2018
	Director	Date
GM:		March 1, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

In Thousands of Dollars

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
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	\$257,100	\$85,500	\$434,800	123,900	\$444,600	\$129,500	\$205,000	\$234,200	\$264,000
TOTAL	\$55,000	\$257,100	\$85,500	\$434,800	123,900	\$144,600	\$129,500	\$205,000	\$234,200	\$264,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Equipment is for the repair, maintenance, replacement of mechanical, electrical components, plumbing, motors, water filtration system components, play structures, tank membranes, surface tiling, operational chattels including meeting room accessories and motorized cleaning equipment.
- RMR of building structure items are currently the responsibility of Public Works Asset Management.

YEAR:	2019
CHARTER NUMBER:	RECR-003
CHARTER NAME:	City Sportsfield Rehabilitation Program
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is for the repair and maintenance of city owned existing outdoor sportsfields.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input checked="" type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This program is to address the sportsfield conditions above and beyond annual maintenance levels for long term management of this infrastructure.	

PROJECT CHARTER JUSTIFICATION:	Current State The program supports the refurbishment of the City's inventory of sportsfields, which includes 27 ball diamonds, 25 rectangular soccer fields, and 7 multi-use rectangular fields (soccer and football). In 2016, a sportsfield assessment tool was developed to align program criteria with ranking of priority for sportsfield rehabilitation. The assessment tool criteria include: field condition, usability, soil sampling, and feedback from public and stakeholders. The user groups that book City sportsfields are heavily reliant, over 6,300 hours per season, on the provision of the service from the City. The assessment tool is used to prioritize the fields requiring work and aligning them to work required. There will be two levels of sportsfield work that will occur through this program: <u>Sportsfield Refresh</u> – Field refresh involves aeration, top dressing, fertilizing, overseeding, shale work, and replacement of incorporated site amenities on fields that have no major structural/drainage issues identified. These projects are able to be completed in 6-12 months with lesser cost impact than a full refurbishment and the work will be completed by PW. <u>Sportsfield Refurbishment</u> – Field refurbishment includes regrading of the field site, correction of site drainage issues, addition of top

	<p>soil, laying of sod/seed, shale work, and replacement of incorporated site amenities. These projects are completed over 1-2 years, requiring extensive work and significant funds to complete. This refurbishment program projects are tendered and will be managed in partnership between Recreation and Parks and the Capital Projects Office. There will be capital costs associated with the ongoing implementation of this project.</p> <p>Since 2015, four sportsfields have been refreshed and three have been refurbished. So far, work has focused on rectangular fields, and in 2018, work will be completed on both diamonds and rectangular fields.</p> <p>Opportunities</p> <p>The implementation of the two programs identified in this charter will garner cost efficiencies, as it is more cost effective to refresh fields, than refurbish them. Multiple fields can be refreshed in one year with less impact to user groups.</p> <p>The assessment tool that was created will also ensure that the top priority fields are allocated the resources and attention required. This will ensure the longevity of the fields to the community and the user groups.</p> <p>Risks</p> <p>Risks of not completing this work can include the following:</p> <ul style="list-style-type: none"> • Sportsfields would deteriorate and lose function. • Community and user groups would be dissatisfied with quality of sportsfields. • Safety issues could become prominent on sportsfields through lack of proper maintenance and planning. • Loss of revenue from field bookings.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment</p> <p>We build our community towards the future to sustain balanced development, with a reverent eye to the past honoring our unique settlement history and distinct identity.</p> <ol style="list-style-type: none"> 1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective service trends 2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement. 3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. <p>Recreation & Parks Master Plan (2012)</p> <p>Priority # 3 – Invest in Recreation Infrastructure</p> <p>“Looking after the City's existing recreation infrastructure is key to sustaining existing services levels and ensuring that recreation can continue to contribute to local quality of life.”</p> <p>Results</p>

	<ol style="list-style-type: none"> 1. We plan and manage the growth of our city, so future generations can inherit the same strong, vibrant community we've enjoyed. 2. We build innovation, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. 3. We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world class trails. 												
STAKEHOLDER IDENTIFICATION:	<table border="1"> <thead> <tr> <th>Name & Role</th><th>Responsibility or Contribution</th></tr> </thead> <tbody> <tr> <td>Recreation & Parks</td><td>Project sponsor, public engagement, design review, stakeholder liaison</td></tr> <tr> <td>Capital Project Office</td><td>Construction execution if needed</td></tr> <tr> <td>Public Works</td><td>Planning, advisory, construction support and maintenance, refurbishment work if needed</td></tr> <tr> <td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk assessment and procurement process support</td></tr> <tr> <td>Stakeholders (internal and external)</td><td>Advisory, notification of construction, disruption of service and issue resolution</td></tr> </tbody> </table>	Name & Role	Responsibility or Contribution	Recreation & Parks	Project sponsor, public engagement, design review, stakeholder liaison	Capital Project Office	Construction execution if needed	Public Works	Planning, advisory, construction support and maintenance, refurbishment work if needed	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
Name & Role	Responsibility or Contribution												
Recreation & Parks	Project sponsor, public engagement, design review, stakeholder liaison												
Capital Project Office	Construction execution if needed												
Public Works	Planning, advisory, construction support and maintenance, refurbishment work if needed												
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:	<p>Annual project schedule includes:</p> <ol style="list-style-type: none"> 1. Update inventory and rehabilitation prioritization schedule 2. Confirm rehabilitation program scope, schedule and budget 3. Implement construction process, including tender, contract award and construction 4. Continued monitoring of project 5. Ongoing communication with stakeholders 6. Review and assessment 												
FINANCIAL INFORMATION:	<p>Year 2019 Investment \$316,700</p> <p>Year 2020 Investment \$316,700</p> <p>Year 2021 Investment \$316,700</p> <p>Total \$950,100</p> <p>See Capital Project Worksheet for details.</p>												
OPERATIONAL IMPACTS:	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>												

ASSOCIATED OPERATING BUSINESS CASE:	N/A
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APPROVAL

Author:



February 14, 2018

Project Charter Developer

Date

Director:



February 14, 2018

Director

Date

GM:



March 1, 2018

General Manager

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping	316,000	316,000	316,000							
Commissioning and QA/QC										
Contingency										
Public Participation Activities	700	700	700							
Equipment										
TOTAL	316,700	316,700	316,700							

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Based on content of consultant's report for structural and landscaping needs

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	Operating impacts include shale, chain-link, field supplies, and casual labor.
<input checked="" type="checkbox"/> Ongoing	

OPERATING IMPACTS	2019	2020	2021
Shale purchase	5,000	5,000	5,000
Chain-link supplies/repairs	3,000	3,000	3,000
Field supplies (marking paint, home plates)	1,000	1,000	1,000
Casual laborer (20 weeks)	15,000	15,000	15,000
TOTAL	24,000	24,000	24,000

YEAR:	2019
CHARTER NUMBER:	RECR-025
CHARTER NAME:	City Playground Lifecycle Program
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is for the repair, maintenance and replacement of city owned, existing outdoor playgrounds.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input checked="" type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This plan addresses the future replacement of city owned playgrounds and adjacent site amenities through a lifecycle program over the next 10 years.	

PROJECT CHARTER JUSTIFICATION:	Current State This lifecycle plan ensures that city playgrounds are safe, routinely assessed and replaced in priority sequence at the end of their lifespan. Currently there are 57 playgrounds in place that have an approximate lifespan of 15 – 20 years. A playground assessment tool, created in 2016, ranks existing playgrounds and assists in creating a priority order of replacement. This ensures that the City is being fiscally responsible in the replacement program, while keeping community need front of mind. The assessment tool criteria includes the equipment structure condition assessment, age of structure, ranking of the equipment usability, surfacing conditions assessment, CSA compliance, and community feedback. The playground assessment tool is reviewed annually to confirm priorities for site selection. Administration plans to replace 3-4 playgrounds annually to ensure that all sites are replaced within the 15-20-year lifespan of a playground. Playground replacements will include playground structures, site surfacing, curbing, adjacent site amenities (benches and garbage cans and any landscaping required resulting from site construction disruption).

	<p>When selecting sites for replacement, administration is mindful to not replace multiple playgrounds in one community at the same time, negatively impacting residents.</p> <p>Opportunities</p> <p>Currently the listing of top ranked sites for playground replacement (based on the assessments that have been completed to date) include the following parks: Flagstone, Harwood, Balmoral, Ellesmere, Greer, Havenwood, Amherst, Westwood and Liberton. These sites are in no particular order, and this priority list may change upon current year assessment.</p> <p>Risks</p> <p>Risks of not completing this work can include the following:</p> <ul style="list-style-type: none"> • Playgrounds would deteriorate and lose function. • Community and user groups would be dissatisfied with quality of city playgrounds. • Safety issues could become prominent in playgrounds in alignment with the CSA standards in place for play structures without proper planning. • Costs are based on estimates and may change once each project is tendered. • Estimated lifecycle and replacement date of equipment may change from the original plan.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment</p> <p>We build our community towards the future to sustain balanced development, with a reverent eye to the past honoring our unique settlement history and distinct identity.</p> <ol style="list-style-type: none"> 1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective service trends 2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement. 3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. <p>Recreation & Parks Master Plan (2012)</p> <p>Priority # 3 – Invest in Recreation Infrastructure</p> <p>“Looking after the City’s existing recreation infrastructure is key to sustaining existing services levels and ensuring that recreation can continue to contribute to local quality of life.”</p> <p>Results</p> <ol style="list-style-type: none"> 1. We plan and manage the growth of our city, so future generations can inherit the same strong, vibrant community we’ve enjoyed. 2. We build innovation, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.

	3. We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world class trails.	
STAKEHOLDER IDENTIFICATION:	Name & Role	Responsibility or Contribution
	Recreation & Parks	Project sponsor, public engagement, design review, stakeholder liaison
	Capital Project Office	Construction execution
	Public Works,	Planning, advisory, construction support and maintenance
	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:	<p>Annual project schedule includes:</p> <ol style="list-style-type: none"> 1. Update inventory and rehabilitation prioritization schedule 2. Confirm rehabilitation program scope, schedule and budget 3. Public participation 4. Implement construction process, including tender, contract award and construction 5. Continued monitoring of project 6. Ongoing communication with stakeholders 7. Review and assessment 	
FINANCIAL INFORMATION:	Year 2019 Investment	\$342,000
	Year 2020 Investment	\$378,900
	Year 2021 Investment	\$378,900
	Year 2022 Investment	\$378,900
	Year 2023 Investment	\$378,900
	Year 2024 Investment	\$378,900
	Year 2025 Investment	\$378,900
	Year 2026 Investment	\$378,900
	Year 2027 Investment	\$378,900
	Year 2028 Investment	\$378,900
	Total	\$3,752,100
	See Capital Project Worksheet for details.	

OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	N/A

APPROVAL

Author:		February 14, 2018
	Project Charter Developer	Date
Director:		February 14, 2018
	Director	Date
GM:		March 1, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	16,900	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Site Servicing										
Structure/Building Construction	306,700	339,400	339,400	339,400	339,400	339,400	339,400	339,400	339,400	339,400
Landscaping	16,900	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Commissioning and QA/QC										
Contingency										
Public Participation Activities	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Equipment										
TOTAL	342,000	378,900								

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Based on content of consultant's report for structural and landscaping needs
 75% Structure/Building Construction
 5% Design
 5% Landscaping
 0.5% Public Participation

YEAR:	2019
CHARTER NUMBER:	RECR-062
CHARTER NAME:	Fowler Athletic Park Facility Assessment
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH Fowler Athletic Park was constructed in 1979 and has been noted to have surface, drainage and configuration issues.	
	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
ASSET CATEGORY:		
SCOPE STATEMENT:	The project will allow for assessment, planning, and costing for refurbishment of Fowler Athletic Park.	

PROJECT CHARTER JUSTIFICATION:	Current State Fowler Athletic Park was built approximately 40 years old and contains a track, a throwing circle, a long jump pit, a high jump area, bleachers, and amenities building. Since that original development, the facility has had a number of enhancements and minor refurbishments utilizing city funds and community investment through the Track Foundation. Facility needs, and safety issues have been identified by stakeholders and staff. The following work is required:
	<ul style="list-style-type: none"> • Track condition assessment and rehabilitation plan. • Plan to address identified drainage issues on site. • Plan to address the failing retaining wall on site, as identified in the orphaned infrastructure assessment. • Plan to address current site design issues to meet program requirements. • Amenity building assessment (concession, storage, and public washrooms). Opportunities

	<p>Ensuring site amenities are in good condition and appropriately configured at Fowler Track will ensure long terms usage of the site and safe conditions for users.</p> <p>This is the only track facility in the City which is heavily used by schools, clubs, and residents. Any failure of the infrastructure leading to closure would have a significant impact to the community.</p> <p>This track is revered in the region and this assessment and planning exercise will ensure the life span of the facility in the future.</p> <p>Risks</p> <ul style="list-style-type: none"> • Loss of programs, rentals and admission revenues due to shutdown. • Increased risk to staff and patron safety. • Increased cost due to less efficient older equipment. • Community and user groups would be dissatisfied with quality of city aquatic facilities.
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment We build our community towards the future to sustain balanced development, with a reverent eye to the past honoring our unique settlement history and distinct identity.</p> <ol style="list-style-type: none"> 1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective service trends 2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement. 3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. <p>Recreation & Parks Master Plan (2012) Priority # 3 – Invest in Recreation Infrastructure “Looking after the City’s existing recreation infrastructure is key to sustaining existing services levels and ensuring that recreation can continue to contribute to local quality of life.”</p> <p>Results</p> <ol style="list-style-type: none"> 1. We plan and manage the growth of our city, so future generations can inherit the same strong, vibrant community we’ve enjoyed. 2. We build innovation, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. 3. We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world class trails.

STAKEHOLDER IDENTIFICATION:	Name & Role	Responsibility or Contribution
	Recreation & Parks	Project sponsor, public engagement, design review, stakeholder liaison
	Capital Project Office	Construction execution, consultants on condition assessment
	Public Works,	Planning, advisory, construction support and maintenance
	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:	2019 project schedule includes:	
	<ol style="list-style-type: none"> 1. Confirm program scope, schedule and budget 2. Implement construction process, including tender, contract award and construction 3. Facility Assessment 4. Ongoing engagement with stakeholders 	
FINANCIAL INFORMATION:	Year 2019 Investment	\$159,000
	Total	\$159,000
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, refer to Operating Impacts Worksheets for details.	
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:		February 14, 2018
	Project Charter Developer	Date
Director:		February 14, 2018
	Director	Date
GM:		March 1, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	157,500									
Site Servicing										
Structure/Building Construction										
Landscaping										
Commissioning and QA/QC										
Contingency										
Public Participation Activities	1,500									
Equipment										
TOTAL	159,000									

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Based on content of consultant's report for structural and landscaping needs
1% Public Participation

YEAR:	2019
CHARTER NUMBER:	RECR-063
CHARTER NAME:	Lacombe Park Building and Walkway
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is to implement plans as per a consultant report and design to ensure the longevity of Lacombe Park Building and surrounding amenities and to address site accessibility.	
ASSET CATEGORY:	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project will allow for refurbishment of Lacombe Park building and surrounding amenities as per the 2017 consultant report.	

PROJECT CHARTER JUSTIFICATION:	Current State
	<p>Lacombe Lake Park is a heavily utilized site that serves the public for walking, cycling, skating, fishing, and dog off-leash users. The building on site serves as a washroom facility, skate change area, and warming area in inclement weather. This infrastructure ensures that park users have a positive park experience.</p> <p>In 2017, a consultant assessed the Lacombe Lake Park building and developed detailed design plans to address issues identified by internal stakeholders, including the following:</p> <ul style="list-style-type: none"> • Ground around the facility and the lake significantly heaving/sinking • Heaving of the ground at the boardwalk • Outdated building code components (rails, washroom amenities, etc.) • Failing retaining wall near the building • Aging facility components, including benches, windows, doors, green roof, etc. • Limited accessibility for people with physical disabilities on the site. <p>Based on the consultant's assessment the work will include:</p>

- Facility renovation and amenity improvements (windows, doors, washrooms, railings, flooring, green roof)
- Cove walkway area and site amenity replacements (site seating, stairs and boardwalk)
- Improved accessibility to the parking lot and to the lake
- Installation of park site signage



*Drawing is 30% conceptual

Opportunities

Ensuring site amenities are sound at Lacombe Lake Park will ensure long term usage of the site and safe conditions for park users in future. Fire and Ice festival and the Pond Hockey tournament are larger site events that take place at Lacombe Lake Park, attract many community members and utilize this facility and park area, in addition to the many public parks users that visit the park daily.

The completion of the trail work on site will also ensure accessibility to the park, the building and the lake for those with mobility issues.

As a priority to care for existing infrastructure before building new, Lacombe Park is a mainstay and one of the busiest city park sites that serves general public, dog park users, school children and event participants.

Risks

- Site complications such as ground conditions
- Inflation of construction costs
- Site constraints – Gas lines, existing infrastructure, etc.
- In house resources, not available
- Lack of availability of qualified contractor(s)
- Disruption of service/access to park

										
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment We build our community towards the future to sustain balanced development, with a reverent eye to the past honoring our unique settlement history and distinct identity.</p> <ol style="list-style-type: none"> 1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective service trends 2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement. 3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. <p>Recreation & Parks Master Plan (2012) Priority # 3 – Invest in Recreation Infrastructure “Looking after the City’s existing recreation infrastructure is key to sustaining existing services levels and ensuring that recreation can continue to contribute to local quality of life.”</p> <p>Results</p> <ol style="list-style-type: none"> 1. We plan and manage the growth of our city, so future generations can inherit the same strong, vibrant community we’ve enjoyed. 2. We build innovation, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. 3. We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world class trails. 									
STAKEHOLDER IDENTIFICATION:	<table border="1" data-bbox="541 1552 1325 1909"> <thead> <tr> <th data-bbox="541 1552 812 1622">Name & Role</th> <th data-bbox="812 1552 1325 1622">Responsibility or Contribution</th> </tr> </thead> <tbody> <tr> <td data-bbox="541 1622 812 1727">Recreation & Parks</td> <td data-bbox="812 1622 1325 1727">Project sponsor, public engagement, design review, stakeholder liaison.</td> </tr> <tr> <td data-bbox="541 1727 812 1833">Capital Project Office</td> <td data-bbox="812 1727 1325 1833">Construction execution</td> </tr> <tr> <td data-bbox="541 1833 812 1909">Public Works,</td> <td data-bbox="812 1833 1325 1909">Planning, advisory, construction support and maintenance</td> </tr> </tbody> </table>	Name & Role	Responsibility or Contribution	Recreation & Parks	Project sponsor, public engagement, design review, stakeholder liaison.	Capital Project Office	Construction execution	Public Works,	Planning, advisory, construction support and maintenance	
Name & Role	Responsibility or Contribution									
Recreation & Parks	Project sponsor, public engagement, design review, stakeholder liaison.									
Capital Project Office	Construction execution									
Public Works,	Planning, advisory, construction support and maintenance									

	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:	<p>2019 project schedule includes:</p> <ol style="list-style-type: none"> 1. Confirm program scope, schedule and budget 2. Implement construction process, including tender, contract award and construction. 3. Continued monitoring of project. 4. Ongoing communication with stakeholders. 				
FINANCIAL INFORMATION:	Year 2019 Investment	\$1,755,400			
	Total	\$1,755,400			
	See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>				
ASSOCIATED OPERATING BUSINESS CASE:	N/A				

APPROVAL

Author:



February 14, 2018

Project Charter Developer

Date

Director:



February 14, 2018

Director

Date

GM:



March 2, 2018

General Manager

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	1,288,100									
Landscaping	18,600									
Construction Management	55,000									
Commissioning and QA/QC										
Contingency	392,000									
Public Participation Activities	1,700									
Equipment										
TOTAL	1,755,400									

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Based on content of consultant's report for structural, grading, and landscape work.

Contingency – 30%

1% Public Participation

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	Operating impacts include casual labor, tree/shrub replacement, mulch, and asphalt/sidewalk repair.
<input checked="" type="checkbox"/> Ongoing	

OPERATING IMPACTS	2019	2020	2021
Casual laborer (20 weeks)	15,000	15,000	15,000
Tree/shrub replacement, mulch	1,000	1,000	1,000
Asphalt/sidewalk repair	1,000	1,000	1,000
TOTAL	17,000	17,000	17,000

YEAR:	2019
CHARTER NUMBER:	RECR-064
CHARTER NAME:	Park Signage Program
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	To remove old signs and install updated park signage in parks within St. Albert.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input checked="" type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This ongoing program includes removal of old signs and installation of new park signage to ensure there is a cohesive and informative signage program through the St. Albert park system.	

PROJECT CHARTER JUSTIFICATION:	Many parks received new or replacement park signage in 2017 and 2018; however, there are still outstanding parks that need to be completed. The following parks are planned for 2019: <ul style="list-style-type: none"> • Fowler Athletic Park • Woodlands Water Play Park • Lions Park Background This project began in 2015 with the design of the park signs to incorporate our city brand, provide better communication of park information, and creation of specifications for the parks signs for our city, community, and neighbourhood parks.
	Park signs have not been reviewed or replaced since their original installation in the 70's and 80's. In some instances, signs are posing a liability to the City and in many parks, signage has never existed. A park sign audit conducted in 2015 by Bondcreative consultants identified an overall lack of signs within St. Albert parks; including park name and key information to users on park amenities and rules. Current State The following phases of the park signage program have been completed through previous capital project charters:

	<p>2015/2016: Approval of park sign design, manufacturing, and installation standards.</p> <p>2017: Installation of park signage at Kingswood Park, Kensington Park, and 23 community park signs.</p> <p>2018: Installation of park signs at Riel Recreation Park and 45 neighbourhood parks.</p>  <p>Future State</p> <p>In addition to this charter, the following additional strategies are being applied to ensure all parks receive new signs:</p> <ol style="list-style-type: none"> 1. Park signage costs are being incorporated into existing capital charters that involve park construction. For instance, RECR-010 Lacombe Park West Construction and RECR-051 Grey Nuns Trail and Boardwalk. 2. A trail signage plan will be required but will be discussed within the Transportation Master Plan - Active Transportation Implementation Plan. This alignment will ensure synergies and cost effectiveness for all active transportation modes. Future funding request to be determined. 3. For future undeveloped parks, the park sign design and manufacturing specifications will be integrated into the Engineering Standards to enable developers to install park signs when development occurs. <p>Risks</p> <ul style="list-style-type: none"> • Availability of contractors for the project • Weather • Unknown issues exposed during construction phase • Prioritization and cost estimating subject to change, pending condition assessments
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Strategic Connections</p> <p>Outcome: Cultivate Economic Prosperity</p> <ol style="list-style-type: none"> 1. Promote the St. Albert brand to strengthen community identity and promote local businesses and industry <p>Outcome: Cultivate a Historic, Creative and Active Community</p> <ol style="list-style-type: none"> 1. Respond to the needs of a growing community

	<p>2. Ensure that all residents are able to access a broad spectrum of recreational activities</p> <p>Outcome: Cultivate Sustainable Infrastructure and Services</p> <p>1. Improve existing community assets and services</p> <p>Outcome: Cultivate a Safe, Healthy and Inclusive Community</p> <p>1. Foster a sense of community and connectedness</p>														
STAKEHOLDER IDENTIFICATION:	<table border="1"> <thead> <tr> <th>Name & Role</th><th>Responsibility or Contribution</th></tr> </thead> <tbody> <tr> <td>Capital Project Branch</td><td>Project management, liaison with contractors, consultant and internal stakeholders</td></tr> <tr> <td>Recreation & Parks Services</td><td>Project management of sign design, public engagement, design review and advice, user groups liaison</td></tr> <tr> <td>Public Works, Asset Management, Secondary</td><td>Advisory on installation and maintenance</td></tr> <tr> <td>Legal Services, Risk & Insurance and Purchasing</td><td>RFP advice, purchasing and contract procurement advice</td></tr> <tr> <td>Field User Groups</td><td>Advisory, notification of construction and disruption of service</td></tr> <tr> <td>School Boards</td><td>Advisory, notification of construction and disruption of service</td></tr> </tbody> </table>	Name & Role	Responsibility or Contribution	Capital Project Branch	Project management, liaison with contractors, consultant and internal stakeholders	Recreation & Parks Services	Project management of sign design, public engagement, design review and advice, user groups liaison	Public Works, Asset Management, Secondary	Advisory on installation and maintenance	Legal Services, Risk & Insurance and Purchasing	RFP advice, purchasing and contract procurement advice	Field User Groups	Advisory, notification of construction and disruption of service	School Boards	Advisory, notification of construction and disruption of service
Name & Role	Responsibility or Contribution														
Capital Project Branch	Project management, liaison with contractors, consultant and internal stakeholders														
Recreation & Parks Services	Project management of sign design, public engagement, design review and advice, user groups liaison														
Public Works, Asset Management, Secondary	Advisory on installation and maintenance														
Legal Services, Risk & Insurance and Purchasing	RFP advice, purchasing and contract procurement advice														
Field User Groups	Advisory, notification of construction and disruption of service														
School Boards	Advisory, notification of construction and disruption of service														
TIMELINE:	<p>Q1 Tender submission to Alberta Purchasing Connection</p> <p>Q2/Q3 Installation</p> <p>Q4 Inspection and deficiency completion</p>														
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Year 2019 Investment</td><td>\$297,100</td></tr> <tr> <td>Total</td><td>\$297,100</td></tr> </table> <p>See Capital Project Worksheet for details.</p>	Year 2019 Investment	\$297,100	Total	\$297,100										
Year 2019 Investment	\$297,100														
Total	\$297,100														
OPERATIONAL IMPACTS:	<p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>														
ASSOCIATED OPERATING BUSINESS CASE:	N/A														

APPROVAL

Author:		February 14, 2018
	Project Charter Developer	Date
Director:		February 14, 2018
	Director	Date
GM:		March 1, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping-Signage	198,700									
Project Coordination	30,000									
Commissioning and QA/QC										
Contingency	49,700									
Public Participation Activities										
Equipment- Mobilization and Demobilization	10,000									
Subtotal	288,400									
Inflation- 3% of Total	8,700									
TOTAL	297,100									

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Signage costs- based on 2017 contract

Project Coordination- based on 12 hours/week for 48 weeks

Contingency- based on 25% of signage costs

Mobilization/Demobilization- based on 2017 contract

Inflation-3% of total costs

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	All signs need to have a yearly thorough inspection in addition to any ongoing maintenance, vandalism, graffiti removal.
<input checked="" type="checkbox"/> Ongoing	

OPERATING IMPACTS	2019	2020	2021
2019- \$35.00 x 21 signs \$35.00 per sign yearly *The \$35.00 maintenance costs will cover inspections, procurement of new bolts/angles/concrete repair if required and install of those replacement attachments.	700	700	700
2019- \$400.00 x 3 signs Parks maintenance cost for those features that may have flower beds – 5 visits per year at \$2.00/square meter of bed area.	1,200	1,200	1,200
Contingency for a sign replacement cost. 1 replacement per year for vandalism, accidents, etc. \$13,000/year	13,000	13,000	13,000
TOTAL	14,900	14,900	14,900



YEAR:	2019
CHARTER NUMBER:	SERV-001
CHARTER NAME:	Servus Place Lifecycle Replacement Plan
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is for the repair, maintenance, and replacement of Servus Credit Union Place building and equipment.	
ASSET CATEGORY:	<input checked="" type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This Servus Place Lifecycle Plan will guide all repairs, maintenance, and the replacement of equipment over the next 10 years for Servus Place.	

PROJECT CHARTER JUSTIFICATION:	Current State - The Servus Place Lifecycle Replacement Plan is intended to ensure the infrastructure and equipment at Servus Place is maintained in a state of good condition and replaced when its useful life is reached. The plan was based on the average lifecycle for each building element and installation date. Information including location, age, and condition of all equipment is documented and analyzed in a program that allows the accurate forecast of costs of service, maintenance, and replacement of equipment.
	The plan is reviewed once a year to confirm its accuracy. Equipment scheduled for replacement in the given year is inspected to confirm if replacement is necessary, or alternatively to determine a revised replacement date. At the time of review, the cost is evaluated for accuracy and adjustments based on market value and adjusted accordingly within budget constraints.
	Opportunities - The lifecycle plan ensures that equipment and related systems are repaired, maintained, or replaced to ensure that programs and facilities are delivered with little or no pre-emption's to service. Lifecycle plan ensures facilities follow health and safety legislation, promote energy efficiency, and maintain services.
	Risks - Servus Place experiences very high volumes of use. The facility is open 363 days per year, on average 16 hrs/day. A total of over 933,000 visitors per year utilize a multitude of amenities. There are

	<p>59,000 hours of formal programmed or rental space booked throughout the year.</p> <p>Associated risks to the project include:</p> <ul style="list-style-type: none"> • Equipment breakdown could result in shutdown of one or more facility operations affecting internal and external programs and other services. • Facilities deteriorate resulting in frequent malfunctions, breakdowns which leads to even higher costs to address. • Loss of programs, rentals, and admission revenues due to shutdown. • Increased risk to staff and patron safety. • Increased cost due to less efficient older equipment. • Community and user groups would be dissatisfied with quality of city facilities. • Costs are based on estimates and may change once each project is tendered. • Estimated lifecycle and replacement date of equipment may change from the original plan. 		
COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>Built Environment We build our community towards the future to sustain balanced development, with a reverent eye to the past honoring our unique settlement history and distinct identity.</p> <ol style="list-style-type: none"> 1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective service trends 2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement. 3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. <p>Recreation & Parks Master Plan (2012) Priority # 3 – Invest in Recreation Infrastructure “Looking after the City’s existing recreation infrastructure is key to sustaining existing services levels and ensuring that recreation can continue to contribute to local quality of life.”</p> <p>Results</p> <ol style="list-style-type: none"> 1. We plan and manage the growth of our city, so future generations can inherit the same strong, vibrant community we’ve enjoyed. 2. We build innovation, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment. <p>We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world class trails.</p>		
STAKEHOLDER IDENTIFICATION:	<table border="1" data-bbox="567 1839 1339 1907"> <thead> <tr> <th data-bbox="616 1839 829 1907">Name & Role</th> <th data-bbox="829 1839 1339 1907">Responsibility or Contribution</th> </tr> </thead> </table>	Name & Role	Responsibility or Contribution
Name & Role	Responsibility or Contribution		

	Recreation & Parks	Project sponsor, plan and design review, stakeholder liaison, secure contractor, supervise work or complete work.																							
	Capital Project Office	Review and/or development of Engineering tender documents when required, Construction execution as applicable																							
	Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support.																							
TIMELINE:	<p>RFP's will be completed for applicable projects as required.</p> <p>Annual project schedule includes:</p> <ol style="list-style-type: none"> 1. Equipment replacement schedule 2. Confirm schedule and budget, scheduling impacts 3. Implement removal/installation process, including tender, contract award and construction 4. Continued monitoring of project 5. Ongoing communication with stakeholders 6. Review and assessment. 																								
FINANCIAL INFORMATION:	<table> <tbody> <tr> <td>Year 2019 Investment</td> <td>\$301,300</td> </tr> <tr> <td>Year 2020 Investment</td> <td>\$456,500</td> </tr> <tr> <td>Year 2021 Investment</td> <td>\$1,570,700</td> </tr> <tr> <td>Year 2022 Investment</td> <td>\$765,800</td> </tr> <tr> <td>Year 2023 Investment</td> <td>\$849,200</td> </tr> <tr> <td>Year 2024 Investment</td> <td>\$501,300</td> </tr> <tr> <td>Year 2025 Investment</td> <td>\$518,100</td> </tr> <tr> <td>Year 2026 Investment</td> <td>\$2,129,200</td> </tr> <tr> <td>Year 2027 Investment</td> <td>\$628,000</td> </tr> <tr> <td>Year 2028 Investment</td> <td>\$594,800</td> </tr> <tr> <td>Total</td> <td>\$8,314,900</td> </tr> </tbody> </table> <p>See Capital Project Worksheet for details.</p>			Year 2019 Investment	\$301,300	Year 2020 Investment	\$456,500	Year 2021 Investment	\$1,570,700	Year 2022 Investment	\$765,800	Year 2023 Investment	\$849,200	Year 2024 Investment	\$501,300	Year 2025 Investment	\$518,100	Year 2026 Investment	\$2,129,200	Year 2027 Investment	\$628,000	Year 2028 Investment	\$594,800	Total	\$8,314,900
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OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheets for details.</p>																								
ASSOCIATED OPERATING BUSINESS CASE:	N/A																								

APPROVAL

Author:		February 14, 2018
	Project Charter Developer	Date
Director:		February 14, 2018
	Director	Date
GM:		March 1, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	67,500	83,000	157,500	457,000	222,000	162,500	135,000	1,512,200	226,000	272,500
Landscaping	10,000			10,000			10,000			10,000
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	223,800	373,500	1,413,200	298,800	627,200	338,800	373,100	617,000	402,000	312,300
TOTAL	301,300	456,500	1,570,700	765,800	849,200	501,300	518,100	2,129,200	628,000	594,800

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Structure/Building Construction includes but not limited to repair, maintenance, replacement of internal/external fixed building physical structure, such as painting, roof, exterior siding, flooring, sidewalk, parking lot, walls, etc.
- Landscaping is for cosmetic maintenance/improvements to adjacent building grounds.
- Equipment includes but not limited to the repair, maintenance, replacement of Fitness Centre cardio, weight machines and other accessory equipment, various building mechanical/electrical components, HVAC, plumbing fixtures/systems, motors, water filtration system components, arena refrigeration system and other components, aquatic/indoor playground play apparatus, and motorized cleaning equipment.

YEAR:	2019
CHARTER NUMBER:	TRAN-001
CHARTER NAME:	Transit Bus Lifecycle Replacement (RMR)
LEAD DEPARTMENT:	TRANSIT

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This investment is considered RMR as it is tied to replacement of existing aging vehicles and equipment for Transit.	
ASSET CATEGORY:	<input type="checkbox"/> Civic Facilities <input type="checkbox"/> Master Plan, Studies, & Other <input type="checkbox"/> Roads & Other Engineered Structures <input type="checkbox"/> Historical/Cultural	<input type="checkbox"/> Parks & Trails <input checked="" type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	The Transit Replacement Plan requires the replacement of Transit buses, major bus components, shop and support equipment and facility component replacement after reaching the end of their individual prescribed economic and useful life. This charter allows Transit to develop a reserve to fund these replacements on this schedule.	

PROJECT CHARTER JUSTIFICATION:	<p>Current State - All Transit replacements and major repairs have an industry standard optimized life cycle. Striking a balance between capital expenditures and ongoing, ever increasing maintenance and repair costs.</p> <p>Issue - Transit is more than buses. There is a continual review of shop and support equipment, component parts replacement plans and facility component lifecycles, all with the aim of minimizing downtime and maximizing efficiency. Each asset is evaluated and analyzed to ensure an accurate representation of when replacement, repair, and maintenance will occur.</p> <p>Opportunities - The planned replacement schedule for transit buses was extended a number of years ago, but the overall replacement plan is reviewed annually looking at age, repair history, replacement costs, parts availability, uptime, operational challenges and changes, and technological changes / upgrades.</p> <p>Risks - If transit buses, component parts or support equipment are not replaced in a timely manner, unscheduled breakdowns and additional maintenance costs are expected. Cancellation of transit service would be the ultimate result of not following the replacement schedule.</p>
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COMMUNITY VISION – PILLAR / STRATEGY & RESULT:	<p>SOCIAL</p> <p>3. We believe in the strength of our neighbourhoods, ensuring that there is a diverse range of housing and transportation options available to all.</p> <p>3.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.</p> <p>ECONOMIC</p> <p>2. We have a diverse and robust business community, which enables economic prosperity to support community building and provide valuable jobs to our residents.</p> <p>2.3. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure, and services.</p> <p>BUILT ENVIRONMENT</p> <p>1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement.</p> <p>1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.</p> <p>1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.</p> <p>2. We believe community is about people and we design our neighbourhoods to make it easy for people to connect to one another through parks, trails, and public transportation and community spaces.</p> <p>2.1. Promote sustainable neighbourhoods and transportation choices through progressive urban and transportation planning initiatives.</p> <p>NATURAL ENVIRONMENT</p> <p>5. We are an environmentally caring community, mindful of the nature that surrounds us, that puts the Earth first, which is reflected in our green living lifestyle and conservation of natural resources.</p> <p>5.3. Reduce energy consumption and greenhouse gas emissions through involvement with the Federation of Canadian Municipalities Partners for Climate Protection program, implementation of the Local Action Plan and educating the community through various programs and incentives.</p>
STAKEHOLDER IDENTIFICATION:	Fleet and Asset Manager, Transit - Primary Operations Manager, Transit - Primary Planning & Customer Service Manager, Transit - Primary Manager, Risk & Insurance - Secondary Manager, Purchasing - Purchasing process
TIMELINE:	<ul style="list-style-type: none"> • Develop specifications and tender or direct purchase (as per purchasing policy) • Receive and commission equipment in budget year

	<ul style="list-style-type: none"> • Repeat process in 2019- 2028. 	
FINANCIAL INFORMATION:	2019 Investment Bus replacements, software replacement, engine and transmission rebuilds	\$4,040,000
	2020 Investment Shop support equipment, engine & transmission rebuilds	\$815,000
	2021 Investment Bus replacements, shop support equipment, engine & transmission rebuilds	\$1,060,000
	2022 Investment Bus replacements, shop support equipment, engine & transmission rebuilds	\$3,880,000
	2023 Investment Bus replacements, shop support equipment, engine & transmission rebuilds	\$7,625,000
	2024 Investment Bus replacements, shop support equipment, engine & transmission rebuilds	\$9,080,000
	2025 Investment Bus replacements, shop support equipment, engine & transmission rebuilds	\$6,770,000
	2026 Investment Bus replacements, shop support equipment, engine & transmission rebuilds	\$3,535,000
	2027 Investment Bus replacements, shop support equipment, engine & transmission rebuilds	\$9,370,000
	2028 Investment Bus replacements, shop support equipment, engine & transmission rebuilds	\$8,540,000

	Total	\$54,715,000
See Capital Project Worksheet for details.		
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, refer to Operating Impacts Worksheets for details.
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

APPROVAL

Author:	Kevin Bamber	Feb 23 / 18
	Project Charter Developer	Date
Director:	Kevin Bamber	Feb 23 / 18
	Director	Date
GM:		February 26, 2018
	General Manager	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
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	\$425,000	\$4,040,000	\$815,000	\$1,060,000	\$545,000	\$6,105,000	\$9,620,000	\$8,390,000	\$3,890,000	\$13,220,000
TOTAL	\$425,000	\$4,040,000	\$815,000	\$1,060,000	\$545,000	\$6,105,000	\$9,620,000	\$8,390,000	\$3,890,000	\$13,220,000

Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

Assumptions

Assume 18-year lifecycle for 12m and 18m buses, 12 year for 10m buses and 8 year lifecycle for current Handibuses.

Assume transit demand is the same or greater than current and that LRT is not extended to the Campbell Rd. Park & Ride/ Transit Centre during this planning period.

Assume the budget is adequate for the purchases identified. If budgeted amounts are not sufficient StAT would seek additional funds from the reserve to make the purchases in the year identified and adjust future year contributions.

Final assumption is that all bus purchases are battery powered electric buses (except Handibus).

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time	N/A
<input type="checkbox"/> Ongoing	

OPERATING IMPACTS	20XX	20XX	20XX
N/A			
TOTAL			