

**MUNICIPAL
RMR
CAPITAL
CHARTERS
2021**

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	COMS-001
CHARTER NAME:	Community Capital Grant Program
LEAD DEPARTMENT:	Recreation & Parks

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:	<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 that 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 to adapt to changing needs and allow for renovations and enhancements.</p> <p>Risks - With increased restrictions on 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 an identified 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 current needs of the community. • This policy was amended in 2019 to allow for carry forward to future year of unallocated funding.
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STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: N / A Administrative Priority: N / A Activity: N / A																											
STAKEHOLDER IDENTIFICATION:	<table border="1"> <thead> <tr> <th data-bbox="634 390 883 459">Name & Role</th> <th data-bbox="883 390 1398 459">Responsibility or Contribution</th> </tr> </thead> <tbody> <tr> <td data-bbox="634 459 883 737">Recreation & Parks</td> <td data-bbox="883 459 1398 737">Program lead and management of on-going program, reporting, and funding disbursements. Liaison with CSAC for review. Circulate to department staff if required, inform, and provide updates as to grant status. Provision of expertise related to specific facility development when requested.</td> </tr> <tr> <td data-bbox="634 737 883 831">Public Works</td> <td data-bbox="883 737 1398 831">Circulate to staff, inform, and seek advice if required.</td> </tr> <tr> <td data-bbox="634 831 883 894">Engineering</td> <td data-bbox="883 831 1398 894">N/A</td> </tr> <tr> <td data-bbox="634 894 883 1073">Community Services</td> <td data-bbox="883 894 1398 1073">Circulate to department staff if required, inform, and provide updates as to grant status. Provision of expertise related to specific facility development when requested.</td> </tr> </tbody> </table>		Name & Role	Responsibility or Contribution	Recreation & Parks	Program lead and management of on-going program, reporting, and funding disbursements. Liaison with CSAC for review. Circulate to department staff if required, inform, and provide updates as to grant status. Provision of expertise related to specific facility development when requested.	Public Works	Circulate to staff, inform, and seek advice if required.	Engineering	N/A	Community Services	Circulate to department staff if required, inform, and provide updates as to grant status. Provision of expertise related to specific facility development when requested.																
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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:	<table border="1"> <thead> <tr> <th data-bbox="610 1230 902 1262">Investment Year</th> <th data-bbox="902 1230 1422 1262"></th> </tr> </thead> <tbody> <tr><td data-bbox="610 1262 902 1293">2021</td><td data-bbox="902 1262 1422 1293">\$ 250,000</td></tr> <tr><td data-bbox="610 1293 902 1325">2022</td><td data-bbox="902 1293 1422 1325">\$ 250,000</td></tr> <tr><td data-bbox="610 1325 902 1356">2023</td><td data-bbox="902 1325 1422 1356">\$ 250,000</td></tr> <tr><td data-bbox="610 1356 902 1388">2024</td><td data-bbox="902 1356 1422 1388">\$ 250,000</td></tr> <tr><td data-bbox="610 1388 902 1419">2025</td><td data-bbox="902 1388 1422 1419">\$ 250,000</td></tr> <tr><td data-bbox="610 1419 902 1451">2026</td><td data-bbox="902 1419 1422 1451">\$ 250,000</td></tr> <tr><td data-bbox="610 1451 902 1482">2027</td><td data-bbox="902 1451 1422 1482">\$ 250,000</td></tr> <tr><td data-bbox="610 1482 902 1514">2028</td><td data-bbox="902 1482 1422 1514">\$ 250,000</td></tr> <tr><td data-bbox="610 1514 902 1545">2029</td><td data-bbox="902 1514 1422 1545">\$ 250,000</td></tr> <tr><td data-bbox="610 1545 902 1577">2030</td><td data-bbox="902 1545 1422 1577">\$ 250,000</td></tr> <tr> <td data-bbox="610 1577 902 1640">Total</td> <td data-bbox="902 1577 1422 1640">\$ 2,500,000</td> </tr> <tr> <td colspan="2" data-bbox="610 1640 1422 1703">See Capital Project Worksheet for details.</td></tr> </tbody> </table>		Investment Year		2021	\$ 250,000	2022	\$ 250,000	2023	\$ 250,000	2024	\$ 250,000	2025	\$ 250,000	2026	\$ 250,000	2027	\$ 250,000	2028	\$ 250,000	2029	\$ 250,000	2030	\$ 250,000	Total	\$ 2,500,000	See Capital Project Worksheet for details.	
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OPERATIONAL IMPACTS:	<div data-bbox="927 1724 1122 1755"> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No </div> <div data-bbox="927 1776 1317 1839"> If yes, refer to Operating Impacts Worksheet for details. </div>																											

ASSOCIATED OPERATING BUSINESS CASE:		
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APPROVAL

Author:



February 24, 2020

Project Charter Developer

Date

Director:



February 24, 2020

Director

Date

DCAO/CPO:

Deputy Chief Administrative Officer/Chief People
Officer

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000

Please note Public Art is budgeted 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.

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	CULTR-001
CHARTER NAME:	Arden Theatre Maintenance and Lifecycle Plan
LEAD DEPARTMENT:	Community Services

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project is identified as a RMR project because it is a Lifecycle and Maintenance plan of currently owned equipment used in operations at The Arden Theatre.	
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 asset management plan created to guide the maintenance and replacement of equipment associated with the operations of The Arden Theatre and ancillary spaces (Green Room, Wardrobe, Dressing Rooms, Progress Hall, Lobby, Box Office, Volunteer Room, and Concession).</p> <p>Asset conditions are assessed using attributes including asset age, material or type, knowledge of past failure and repairs, and physical inspections. Further condition assessments are performed on upcoming planned projects for increased confidence in the asset data and to identify the assets most in need of maintenance or replacement.</p>	

PROJECT CHARTER JUSTIFICATION:	<p>Current State –The Arden Theatre Lifecycle and Maintenance Plan strives toward best practices for the financial stewardship of municipal assets. The plan is reviewed and maintained to be coordinated, cost effective and organizationally sustainable.</p> <p>Planned maintenance is reviewed to ensure maintenance and replacement is delivered in an economically optimal way, while balancing the community's expectations for services. The lifecycle plan was developed to ensure The Arden Theatre is fully operational, that equipment and infrastructure are maintained in a state of good and safe condition and replacement is prioritized relative to community service expectations.</p> <p>Funding is supplemented by The Arden Theatre Capital Enhancement fee (facility/refurbishment fee), grant funding, and fundraising.</p>
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The Arden Theatre Capital Enhancement Fee is comprised of a service charge added to each ticket sold for an event at The Arden Theatre. The Capital Enhancement Fee is included in the 2020 CPS Fees under Policy C-FS-16 Municipal Fees and Charges and is approved by the CAO.

Ticket Price	Per Ticket Fee Charged (10% of ticket price)
\$9.99 or less	\$1.00
\$10.00 to \$19.99	\$1.00 - \$1.99
\$20.00 to \$29.99	\$2.00 – \$2.99
\$30 or more	\$3.15
Non-Ticketed Events	\$175 FLAT RATE
Festivals	\$300 FLAT RATE PER DAY

2021 – 2030 - Please see attached 10-yr plan for The Arden Theatre

2021	
Audio Speakers, Power, Processing- P.A	\$115,000
Stage Drapery – Cyclorama Replace	\$5,000
Audio Speakers, Power, Processing - Monitors	\$85,000
Green Room Kitchen Equipment	\$2,400
<i>Contingency</i>	10%
Total	\$228,140

2022	
Audio Dance Rack Components	\$10,000
Upright Piano Refurbishment	\$6,000
Lighting (scrollers/technology integration)	\$50,000
Control Room/Office	\$6,500
<i>Contingency</i>	10%
Total	\$79,750

	2023	
	Audio Console, Power (Main) Replacement	\$145,000
	Carpet (Stairs, Ramp, Theatre) Replacement	\$76,000
	<i>Contingency</i>	10%
	Total	\$243,100
	<p>Issue – The charter is intended to address ongoing maintenance to ensure community access to facility and service levels are not impacted. The Arden Theatre Lifecycle and Maintenance Plan was updated to include facility maintenance not included in Public Works budgets.</p> <p>It is expected that Public Works will continue to budget and plan to maintain non-specialized building infrastructure, including, but not limited to, walls, floors, plumbing, standard electrical and HVAC.</p> <p>Opportunities - The Arden Theatre Lifecycle and Maintenance Plan has been updated to include facility maintenance not previously included in Public Works budgets. It allows Community Services to provide consistent, quality, service to all Arden Theatre clients and patrons through the provision of well maintained and up-to-date equipment and infrastructure, minimizing down time due to repairs or replacement. This plan also ensures that we are conforming to current technology, health and safety legislation, and energy efficiencies.</p> <p>Risks – The Arden Theatre experiences high volumes of use hosting 280 performances in 2019 and continues to see increased use.</p> <p>Equipment in The Arden Theatre is used to support school, non-profit, professional and performing arts programming, including St Albert Children's Theatre.</p> <ul style="list-style-type: none"> • Risk to revenue generation if facilities are not maintained to reflect the need of the user groups • Equipment breakdown could result in shutdown of one or more facility operations affecting internal and external programs and services. Monitors as indicated above are an imperative purchase for the immediate future • Facilities deteriorate resulting in frequent malfunctions and breakdowns which may lead to higher operating costs • Loss of rentals and ability to deliver performance programming due to shutdown • Increased risk to staff and patron safety • Increase cost due to less efficient older equipment 	

	<ul style="list-style-type: none">Community and user groups dissatisfaction with quality of city facilitiesCosts are based on estimates available at the time of charter development, but may change once each projected is tenderedEstimated lifecycle and replacement date of equipment may change from the original planConstraints or limitations created due to market cost of equipment or services replaced to the replacement of individual items															
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: Choose an item.														
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TIMELINE:		Spring: Design and costing Late Spring: Tender Summer: Construction / Installation Fall/Winter: Final commissioning, and project closing														
FINANCIAL INFORMATION:	Investment Year	2021	\$228,140													
		2022	\$79,750													
		2023	\$243,100													
		2024	\$41,690													

	2025	\$169,510
	2026	\$8,250
	2027	\$117,700
	2028	\$229,900
	2029	\$18,150
	2030	\$112,200
	Total	\$1,248,390
	See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Gin May	April 28/2020
	Project Charter Developer	Date
Director:	Kelly Jerrott	April 28./2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	20,740	7,250	22,100	3,790	15,410	750	10,700	20,900	1,650	10,200
Public Participation Activities										
Equipment	207,400	72,500	221,000	37,900	154,100	7,500	107,000	209,000	16,500	102,000
TOTAL	228,140	79,750	243,100	41,690	169,510	8,250	117,700	229,900	18,150	112,200

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

Comments:

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	CULTR-023
CHARTER NAME:	Visual Arts Studio Replacement Lifecycle
LEAD DEPARTMENT:	Community Services

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is for the repair, maintenance, and replacement of the City of St Albert Visual Art Studio facilities in St Albert Place.	
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 Visual Art Studio Lifecycle Replacement Plan guides the repair, maintenance and replacement of City owned equipment associated with the operation of the Visual Art Studios in St Albert Place. The Visual Art Studios include the operation of the Quilting Studio, Multicraft Studio, Painters Studio, and Pottery Studio.</p> <p>Asset conditions are assessed using attributes including asset age, material or type, knowledge of past failure and repairs, and physical inspections. Further condition assessments are performed on upcoming planned projects for increased confidence in the asset data and to identify the assets most in need of maintenance or replacement.</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 informed decision making to happen.</p> <p>Planned maintenance is reviewed to ensure maintenance and replacement is delivered in economically optimal way, while balancing the community's expectations for services.</p> <p>It is expected that Public Works will continue to budget and plan for building infrastructure without specialization unique to Community Services operation of the Visual Arts Studios, including, but not limited to, walls, floors, plumbing, standard electrical, and HVAC. 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</p>
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	<p>equipment 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 service levels are met.</p> <p>2021-2030 – Please see attached 10-yr Replacement Lifecycle Plan for Visual Arts Studio</p> <table border="1" data-bbox="618 562 1414 753"> <tr> <td colspan="2">2021</td></tr> <tr> <td>Pottery Studio: Equipment and Tools</td><td>\$35,000</td></tr> <tr> <td>Contingency</td><td>10%</td></tr> <tr> <td>Total</td><td>\$38,500</td></tr> </table> <table border="1" data-bbox="618 787 1414 961"> <tr> <td colspan="2">2022</td></tr> <tr> <td>Multicraft Studio – Equipment and Tools</td><td>\$4,500</td></tr> <tr> <td>Pottery Studio- Storage, Millwork and Tools</td><td>\$22,000</td></tr> <tr> <td>Contingency</td><td>10%</td></tr> <tr> <td>Total</td><td>\$29,150</td></tr> </table> <table border="1" data-bbox="618 995 1414 1123"> <tr> <td colspan="2">2023</td></tr> <tr> <td>Multicraft Studio: Equipment and Tools</td><td>\$7,000</td></tr> <tr> <td>Contingency</td><td>10%</td></tr> <tr> <td>Total</td><td>\$7,700</td></tr> </table> <p>Opportunities - The Visual Arts Replacement Lifecycle Plan allows Community Services 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 also ensures that we are conforming to the most up to date health and safety regulations, and energy efficiencies.</p> <p>Risks – A Facility Use Agreements 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 Floral 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 2019 the Visual Arts Studios recorded 10,997 hours of use. The Art Gallery of St. Albert recorded 12,653 students participated in arts programming, much of which was held in the St Albert Place Visual Arts Studios.</p> <ul style="list-style-type: none"> • Equipment breakdown could result in a shutdown of operations affecting multiple user groups and lease holders • Facilities deteriorates resulting in frequent malfunctions with increasingly higher costs to address 	2021		Pottery Studio: Equipment and Tools	\$35,000	Contingency	10%	Total	\$38,500	2022		Multicraft Studio – Equipment and Tools	\$4,500	Pottery Studio- Storage, Millwork and Tools	\$22,000	Contingency	10%	Total	\$29,150	2023		Multicraft Studio: Equipment and Tools	\$7,000	Contingency	10%	Total	\$7,700
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	<ul style="list-style-type: none"> • Inability to fulfill contractual obligations to lease holders and partner organizations • Increased risk to staff and user safety • Increased operational cost due to low efficiency equipment • User group dissatisfaction with facility • 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 												
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and</p> <p>Administrative Priority: N / A</p> <p>Activity: Choose an item.</p>												
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Stakeholders (internal and external)	Advisory, Notification of Construction, Disruption of Service and issue resolution, Funding and Fundraising												
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:	Investment Year	2021	\$38,500
		2022	\$29,150
		2023	\$7,700
		2024	\$46,200
		2025	\$53,680
		2026	\$13,970
		2027	\$93,720
		2028	\$5,500
		2029	\$12,650

	2030	\$7,920
	Total	\$308,990
		See Capital Project Worksheet for details.

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

APPROVAL

Author:	Gin May	April 28/2020
	Project Charter Developer	Date
Director:	Kelly Jerrott	April 28/2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	3,500	2,650	700	4,200	4,880	1,270	8,520	500	1,150	720
Public Participation Activities										
Equipment	35,000	26,500	7,000	42,000	48,800	12,700	85,200	5,000	11,500	7,200
TOTAL	38,500	29,150	7,700	46,200	53,680	13,970	93,720	5,500	12,650	7,920

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

Comments:

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	CULTR-034
CHARTER NAME:	EMERGENT: Pottery Studio Gas Kiln Upgrade/Replacement Plan
LEAD DEPARTMENT:	Community Services

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is for the Emergent repair, upgrade or replacement of the City of St Albert Pottery Studio Gas Kiln facilities in St Albert Place.	
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 Visual Art Studio Gas Kiln is in immediate need of Upgrade or Replacement. This City owned piece of equipment is key to the operation and delivery of services within the Visual Arts Pottery Studios in St Albert Place.</p> <p>Condition assessment of this equipment in 2019 was performed in response to upgraded HAVC in this area and has identified the need of maintenance or replacement. Unit was removed from service in 2019.</p>	

PROJECT CHARTER JUSTIFICATION:	<p>Current State – The Gas Kiln Located in the Pottery Studio is a key part of the Visual Arts Studios in St. Albert Place, and has been assessed as not meeting current safety code regarding the current intake and exhaust air balance within the Pottery Studio. Carbon Monoxide levels were noted in excess of acceptable current standards and the Kiln was tagged out of service at the time of inspection in 2019.</p> <p>Consultation with engineering familiar with the kiln air intake and exhaust features has been undertaken at the time of this Charter and options for replacement or repair are being explored.</p> <p>This plan will be reviewed and updated as costs and further scope analysis is examined. All costs will be reviewed in terms of current market values and any planned upgrades or replacement will be confirmed.</p>
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	<p>This Upgrade/Replacement plan will assess the immediate steps and financial requirements of return to previous service levels, but will also provide long-term economic sustainability of this City of St Albert's Pottery Studio asset and make the most of available budget, ensuring full compliance to applicable regulations, and return service levels to the community in a timely manner.</p> <p>2020-2021</p> <table border="1" data-bbox="620 470 1412 825"> <tr> <td colspan="2">2021</td></tr> <tr> <td>Gas Kiln Assessment for Upgrade/Replacement</td><td>\$7,500</td></tr> <tr> <td>Gas Kiln Replacement or Upgrades</td><td>\$120,000</td></tr> <tr> <td><i>Contingency</i></td><td>10%</td></tr> <tr> <td>Total</td><td>\$140,250</td></tr> </table> <p>Opportunities - The Pottery Studio Upgrade/Replacement Plan allows Community Services to return to a level of consistent, high quality service to all studio users through the provision of safe, well maintained and up to date equipment, minimizing any future down time due to future repairs or replacement. This plan also ensures 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 Pottery studios available to these groups. These groups include 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.</p> <p>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.</p> <p>The loss of the Gas Kiln has affected service levels to these user groups and is currently incurring:</p> <ul style="list-style-type: none"> • The inability to fulfill contractual obligations to lease holders and partner organizations • Potential revenue loss due to equipment unavailability • User group dissatisfaction with facility • Costs are estimated only currently and will change once each project is fully assessed • Estimated life cycle and replacement date of equipment may change in Visual Arts RMR • Market cost of equipment or services related to replacement may cause constraints 	2021		Gas Kiln Assessment for Upgrade/Replacement	\$7,500	Gas Kiln Replacement or Upgrades	\$120,000	<i>Contingency</i>	10%	Total	\$140,250
2021											
Gas Kiln Assessment for Upgrade/Replacement	\$7,500										
Gas Kiln Replacement or Upgrades	\$120,000										
<i>Contingency</i>	10%										
Total	\$140,250										

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and</p> <p>Administrative Priority: N / A</p> <p>Activity: Choose an item.</p>												
STAKEHOLDER IDENTIFICATION:	<table border="1"> <thead> <tr> <th>Name & Role</th> <th>Responsibility or Contribution</th> </tr> </thead> <tbody> <tr> <td>Community Services</td> <td>Project sponsor, public engagement, design review, stakeholder liaison.</td> </tr> <tr> <td>Capital Project Office</td> <td>Review and/or development of Engineering tender documents, Construction execution as applicable</td> </tr> <tr> <td>Public Works Planning advisory, construction support and maintenance</td> <td>Planning, advisory, construction support and maintenance</td> </tr> <tr> <td>Legal Services, Risk & Insurance and Procurement</td> <td>Risk Assessment, agreement support and procurement process support.</td> </tr> <tr> <td>Stakeholders (internal and external)</td> <td>Advisory, Notification of Construction, Disruption of Service and issue resolution, Funding and Fundraising</td> </tr> </tbody> </table>	Name & Role	Responsibility or Contribution	Community Services	Project sponsor, public engagement, design review, stakeholder liaison.	Capital Project Office	Review and/or development of Engineering tender documents, Construction execution as applicable	Public Works Planning advisory, construction support and maintenance	Planning, advisory, construction support and maintenance	Legal Services, Risk & Insurance and Procurement	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
Name & Role	Responsibility or Contribution												
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Legal Services, Risk & Insurance and Procurement	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:	<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:	Investment Year	2021	\$140,250
		2022	\$000.000
		Total	\$140,250
			See Capital Project Worksheet for details.

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

APPROVAL

Author:	Gin May	April 28, 2020
	Project Charter Developer	Date

Director:	Kelly Jerrott	April 28, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT
WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	7,500									
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	12,750									
Public Participation Activities										
Equipment	120,000									
TOTAL	140,250									

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

Comments:

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
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 (Crosstowns, Connectors, Boulevards) 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 completes surface work on Boulevards, Crosstowns, Connectors (arterial) roadway segments, associated with preservation, and restoration of pavement and curb / gutter.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City currently maintains approximately 280 lane kms of Boulevard, Crosstown and Connector roadways (arterial roadways), with an estimated replacement value of \$300,000,000.</p> <p>From condition assessments performed in 2019, arterial road's PQI was recorded as “80.6” out of 100. This value indicates, that on average, the arterial road network is in “good” condition.</p> <p><i>Please refer to the attached document, <u>City of St Albert 2020 Road Conditions</u>, for the historical condition ratings and overall road management philosophy.</i></p> <p>Scope of this project encompasses effective and economic responses to conditions that will maximize life expectancy of the roadway (long-term performance) and minimize costs over the long-term (cost effectiveness). Current treatments for this program are found below in Table 1.</p> <p style="text-align: center;"><i>Table 1 - Pavement Treatment Table</i></p> <table border="1"> <thead> <tr> <th>Preservation</th><th>Restoration</th></tr> </thead> <tbody> <tr> <td>Micro-surfacing</td><td>Conventional Mill & Inlay</td></tr> </tbody> </table>	Preservation	Restoration	Micro-surfacing	Conventional Mill & Inlay
Preservation	Restoration				
Micro-surfacing	Conventional Mill & Inlay				

	Thin overlay	Stone Mastic Deep Mill & Inlay		
	Crack sealing			
	<u>Opportunities</u>			
	1) Through research on materials, treatments and development of strategic program planning, a variety of preservation activities are applied to address current condition levels while maximizing work completed under minimal budget requirements.			
	This program planning results in projected budget fluctuations from year to year, as different treatment types may change in quantity over the years. To exemplify this, Table 2 identifies levels of anticipated lane km per year for each treatment.			
	<i>Table 2 – Approximate lane km's of treatment by year</i>			
	Year/Treatment	Crack Sealing	Microsurfacing	Mill & Inlay
	2021	7.31	3.92	13.11
	2022	12.81	17.94	5.11
	2023	13.11	5.70	16.61
	<i>Maps of each location can be found in the attached 2021-2023 Road Construction Maps section.</i>			
	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.			
	<u>Risks</u>			
	1) Program scheduling and locations are subject to change based upon: a. Updated Data (condition ratings) b. Unforeseen Maintenance Priorities/Investigations c. Alignment with other Capital Projects d. Stakeholder / Event Coordination			
	2) Public opinion on network priorities and program delivery, does not always align with condition level assessments or project objectives.			
	3) Deterioration levels may be impacted by season; resulting in changes to prioritization or treatment.			
	4) Construction costs may vary from estimated values			
	5) Poor weather conditions can delay construction.			
	6) Increased scope of work due to unexpected site conditions.			
	7) Traffic disruption.			
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new			

STAKEHOLDER IDENTIFICATION:	Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network. Council – Delivery of services aligned with Council Strategies. Capital Projects Office – alignment of all network improvements. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.																																													
TIMELINE:	Network analysis and data evaluation for program finalization occurs in Q3 of the previous year. Tendering occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.																																													
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td> <td>2021</td> <td>\$</td> <td>1,735,000</td> </tr> <tr> <td></td> <td>2022</td> <td>\$</td> <td>1,680,000</td> </tr> <tr> <td></td> <td>2023</td> <td>\$</td> <td>1,636,000</td> </tr> <tr> <td></td> <td>2024</td> <td>\$</td> <td>1,636,000</td> </tr> <tr> <td></td> <td>2025</td> <td>\$</td> <td>1,636,000</td> </tr> <tr> <td></td> <td>2026</td> <td>\$</td> <td>1,636,000</td> </tr> <tr> <td></td> <td>2027</td> <td>\$</td> <td>1,636,000</td> </tr> <tr> <td></td> <td>2028</td> <td>\$</td> <td>1,636,000</td> </tr> <tr> <td></td> <td>2029</td> <td>\$</td> <td>1,636,000</td> </tr> <tr> <td></td> <td>2030</td> <td>\$</td> <td>1,636,000</td> </tr> <tr> <td></td> <td>Total</td> <td>\$</td> <td>16,503,000</td> </tr> </table>	Investment Year	2021	\$	1,735,000		2022	\$	1,680,000		2023	\$	1,636,000		2024	\$	1,636,000		2025	\$	1,636,000		2026	\$	1,636,000		2027	\$	1,636,000		2028	\$	1,636,000		2029	\$	1,636,000		2030	\$	1,636,000		Total	\$	16,503,000	See Capital Project Worksheet for details.
Investment Year	2021	\$	1,735,000																																											
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	Total	\$	16,503,000																																											
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.																																													

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2020
	Project Charter Author	Date
Director:	Dawny George, Director of Engineering	March 6, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

Capital Project Worksheet

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$1,450,000	\$1,400,000	\$1,360,000	\$1,360,000	\$1,360,000	\$1,360,000	\$1,360,000	\$1,360,000	\$1,360,000	\$1,360,000
Landscaping										
Construction Management	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Commissioning and QA/QC	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Contingency	\$145,000	\$140,000	\$136,000	\$136,000	\$136,000	\$136,000	\$136,000	\$136,000	\$136,000	\$136,000
Public Participation Activities										
Equipment										
TOTAL	\$1,735,000	\$1,680,000	\$1,636,000	\$1,636,000	\$1,636,000	\$1,636,000	\$1,636,000	\$1,636,000	\$1,636,000	\$1,636,000

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, data analysis and, staffing
- Construction Estimates use City's internal pavement management software for total cost estimates. Assume historical costs of each treatment
- QA/QC is set to 1.5% of construction costs in years were SMA is not being applied
- Contingency is 10% of construction cost

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
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 (Neighborhood roadways) 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 Neighborhood roadways (collectors) associated with preservation, and restoration of pavement and curb / gutter.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u>							
	The City of St. Albert currently maintains approximately 166 lane kms of Neighbourhood (Collector) roadway, which carries an estimated replacement value of \$230,000,000. From the condition assessments performed in 2019, the Collector network's PQI was recorded as "83" out of 100. This value represents indicates, that on average, the collector road network is in "good" condition.							
	<i>Please refer to the attached document, <u>City of St Albert 2020 Road Conditions</u>, for the historical condition ratings and overall road management philosophy.</i>							
	Scope of this project encompasses effective and economic responses to conditions that will maximize life expectancy of the roadway (long-term performance) and minimize costs over the long-term (cost effectiveness). Current treatments for this program are found in Table 1.							
	<p><i>Table 1 - Pavement Treatment Table</i></p> <table> <tr> <th>Preservation</th><th>Restoration</th></tr> <tr> <td>Micro-surfacing</td><td>Conventional Mill & Inlay</td></tr> <tr> <td>Thin overlay</td><td>Stone Mastic Deep Mill & Inlay</td></tr> <tr> <td>Crack sealing</td><td></td></tr> </table>	Preservation	Restoration	Micro-surfacing	Conventional Mill & Inlay	Thin overlay	Stone Mastic Deep Mill & Inlay	Crack sealing
Preservation	Restoration							
Micro-surfacing	Conventional Mill & Inlay							
Thin overlay	Stone Mastic Deep Mill & Inlay							
Crack sealing								

	<p><u>Opportunities</u></p> <p>1) Through research on materials, treatments and development of strategic program planning, a variety of preservation activities are applied to address current condition levels while maximizing work completed under minimal budget requirements.</p> <p>This program planning results in projected budget fluctuations from year to year, as different treatment types may change in quantity over the years. To exemplify this, Table 2 identifies levels of anticipated lane km per year for each treatment.</p> <p><i>Table 2 – Approximate collector lane km's of treatment by year</i></p> <table><tr><th>Year/Treatment</th><th>Crack Sealing</th><th>Microsurfacing</th><th>Mill & Inlay</th></tr><tr><td>2021</td><td>5.29</td><td>2.85</td><td>8.25</td></tr><tr><td>2022</td><td>5.89</td><td>6.80</td><td>0.70</td></tr><tr><td>2023</td><td>9.68</td><td>15.15</td><td>1.86</td></tr></table> <p>Maps of each location can be found in the attached 2021-2023 Road Construction Maps section.</p> <p>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.</p> <p><u>Risks</u></p> <p>1) Program scheduling and locations are subject to change based upon:</p> <ul style="list-style-type: none">a. Updated Data (condition ratings)b. Unforeseen Maintenance Priorities/Investigationsc. Alignment with other Capital Projectsd. Stakeholder / Event Coordination <p>2) Public opinion on network priorities and program delivery, does not always align with condition level assessments or project objectives.</p> <p>3) Deterioration levels may be impacted by season; 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.</p> <p>6) Increased scope of work due to unexpected site conditions.</p> <p>7) Traffic Disruption</p>	Year/Treatment	Crack Sealing	Microsurfacing	Mill & Inlay	2021	5.29	2.85	8.25	2022	5.89	6.80	0.70	2023	9.68	15.15	1.86
Year/Treatment	Crack Sealing	Microsurfacing	Mill & Inlay														
2021	5.29	2.85	8.25														
2022	5.89	6.80	0.70														
2023	9.68	15.15	1.86														
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</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 Council Strategies.</p> <p>Capital Projects Office – alignment of all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>																

TIMELINE:	<p>Network analysis and data evaluation for program finalization occurs in Q3 of the previous year.</p> <p>Tendering occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.</p>
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FINANCIAL INFORMATION:	Investment Year	2021	\$	957,000
		2022	\$	957,000
		2023	\$	1,235,000
		2024	\$	1,235,000
		2025	\$	1,235,000
		2026	\$	1,235,000
		2027	\$	1,235,000
		2028	\$	1,235,000
		2029	\$	1,235,000
		2030	\$	1,235,000
	Total		\$	11,794,000
	See Capital Project Worksheet for details.			

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

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2020
	Project Charter Author	Date
Director:	Dawny George, Director of Engineering	March 6, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

Capital Project Worksheet

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$750,000	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Landscaping										
Construction Management	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Commissioning and QA/QC	\$12,000	\$12,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Contingency	\$75,000	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Public Participation Activities										
Equipment										
TOTAL	\$957,000	\$957,000	\$1,235,000	\$1,235,000	\$1,235,000	\$1,235,000	\$1,235,000	\$1,235,000	\$1,235,000	\$1,235,000

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, data analysis and, staffing
- Construction Estimates use City's internal pavement management software for total cost estimates. Assume historical costs of each treatment
- QA/QC is set to 1.5% of construction costs in years were SMA is not being applied
- Contingency is 10% of construction cost

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
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 associated with preservation, and restoration of pavement curb/gutter.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City of St. Albert currently maintains approximately 340 lane kms of local road, which carries an estimated replacement value of \$300,000,000. From output of assessments performed in 2019, the local road's PQI was recorded as "81" out of 100. This value indicates, that on average, the local road network is in "good" condition.</p> <p><i>Please refer to the attached document, <u>City of St Albert 2020 Road Conditions</u>, for the historical condition ratings and overall road management philosophy.</i></p> <p>Scope of this project encompasses effective and economic responses to conditions that will maximize life expectancy of the roadway (long-term performance) and minimize costs over the long-term (cost effectiveness). Current treatments for this program are found in Table 1.</p> <p style="text-align: center;"><i>Table 1 - Pavement Treatment Table</i></p> <table border="1"> <thead> <tr> <th>Preservation</th><th>Restoration</th></tr> </thead> <tbody> <tr> <td>Micro-surfacing</td><td>Conventional Mill & Inlay</td></tr> <tr> <td>Thin overlay</td><td></td></tr> <tr> <td>Crack sealing</td><td></td></tr> </tbody> </table>	Preservation	Restoration	Micro-surfacing	Conventional Mill & Inlay	Thin overlay		Crack sealing	
Preservation	Restoration								
Micro-surfacing	Conventional Mill & Inlay								
Thin overlay									
Crack sealing									

In response to the financial implications of the City's COVID-19 incident response and recovery efforts, a review conducted recommends this project may be reduced in the short-term (2 years). The overall impact will be a slight reduction of overall network condition levels and additional funding may be required in future years.

Opportunities

- 1) Through research on materials, treatments and development of strategic program planning, a variety of preservation activities are applied to address current condition levels while maximizing work completed under minimal budget requirements.

This program planning results in projected budget fluctuations from year to year, as different treatment types may change in quantity over the years. To exemplify this, Table 2 identifies levels of anticipated lane km per year for each treatment.

Table 2 – Approximate local lane km's of treatment by year

Year/Treatment	Crack Sealing	Microsurfacing	Mill & Inlay
2021	5.96	5.8	12.3
2022	7.49	10.23	3.52
2023	13.44	21.7	1.72

Maps of each location can be found in the attached 2021-2023 Road Construction Maps section.

- 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.

Risks

- 1) Program scheduling and locations are subject to change based upon:
 - a. Updated Data (condition ratings)
 - b. Unforeseen Maintenance Priorities/Investigations
 - c. Alignment with other Capital Projects
 - d. Stakeholder / Event Coordination
- 2) Public opinion on network priorities and program delivery, does not always align with condition level assessments or project objectives.
- 3) Deterioration levels may be impacted by season; resulting in changes to prioritization or treatment.
- 4) Construction costs may vary from estimated values
- 5) Poor weather conditions can delay construction.
- 6) Increased scope of work due to unexpected site conditions.
- 7) Traffic Disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new																																													
STAKEHOLDER IDENTIFICATION:	Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network. Council – Delivery of services aligned with Council Strategies. Capital Projects Office – alignment of all network improvements. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.																																													
TIMELINE:	Network analysis and data evaluation for program finalization occurs in Q3 of the previous year. Tendering occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.																																													
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td> <td>2021</td> <td>\$</td> <td>1,313,000</td> </tr> <tr> <td></td> <td>2022</td> <td>\$</td> <td>1,515,000</td> </tr> <tr> <td></td> <td>2023</td> <td>\$</td> <td>1,680,000</td> </tr> <tr> <td></td> <td>2024</td> <td>\$</td> <td>1,680,000</td> </tr> <tr> <td></td> <td>2025</td> <td>\$</td> <td>1,515,000</td> </tr> <tr> <td></td> <td>2026</td> <td>\$</td> <td>1,515,000</td> </tr> <tr> <td></td> <td>2027</td> <td>\$</td> <td>1,515,000</td> </tr> <tr> <td></td> <td>2028</td> <td>\$</td> <td>1,515,000</td> </tr> <tr> <td></td> <td>2029</td> <td>\$</td> <td>1,515,000</td> </tr> <tr> <td></td> <td>2030</td> <td>\$</td> <td>1,515,000</td> </tr> <tr> <td>Total</td> <td></td> <td>\$</td> <td>15,278,000</td> </tr> </table>	Investment Year	2021	\$	1,313,000		2022	\$	1,515,000		2023	\$	1,680,000		2024	\$	1,680,000		2025	\$	1,515,000		2026	\$	1,515,000		2027	\$	1,515,000		2028	\$	1,515,000		2029	\$	1,515,000		2030	\$	1,515,000	Total		\$	15,278,000	See Capital Project Worksheet for details.
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Total		\$	15,278,000																																											
OPERATIONAL IMPACTS:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.																																													

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer Project Charter Developer	April 30, 2020 Date
Director:	Dawny George, Director of Engineering Director	 Date
DCAO/CPO:	 Deputy Chief Administrative Officer/Chief People Officer	 Date

Capital Project Worksheet

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$1,066,000	\$1,250,000	\$1,400,000	\$1,400,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000
Landscaping										
Construction Management	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Commissioning and QA/QC	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Contingency	\$107,000	\$125,000	\$140,000	\$140,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Public Participation Activities										
Equipment										
TOTAL	\$1,313,000	\$1,515,000	\$1,680,000	\$1,680,000	\$1,515,000	\$1,515,000	\$1,515,000	\$1,515,000	\$1,515,000	\$1,515,000

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, data analysis and, staffing
- Construction Estimates use City's internal pavement management software for total cost estimates. Assume historical costs of each treatment
- QA/QC is set to 1.5% of construction costs in years were SMA is not being applied
- Contingency is 10% of construction cost

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
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 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 of roadways is also included.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current Status</u></p> <p>The City currently maintains approximately 795 lane kms of various classes of roadways (Boulevards, Cross-towns, Connectors, Neighbourhoods and Locals), with an estimated replacement value of \$950 million.</p> <p>Each class of roadway is condition rated and addressed through funding within charters (ENGS-001 to ENGS-003) to perform preventative, preservation and restoration actions. This project charter represents effective and economic responses to the asphalt condition of roadways that are beyond the threshold and benefit of traditional treatments of preservation and / or restoration and require replacement. Current treatments for this program are found in Table 1:</p> <p style="text-align: center;"><i>Table 1 - Pavement Treatment Table</i></p> <table border="1"> <thead> <tr> <th>Restoration</th><th>Rehabilitation</th></tr> </thead> <tbody> <tr> <td>Conventional Mill & Inlay</td><td>Full Depth Reclamation</td></tr> <tr> <td>Stone Mastic Asphalt Deep Mill & Inlay</td><td>Cold in Place Recycling</td></tr> <tr> <td></td><td>Base Repairs / Emergency Repairs</td></tr> <tr> <td></td><td>Full / Partial Reconstruction</td></tr> </tbody> </table>	Restoration	Rehabilitation	Conventional Mill & Inlay	Full Depth Reclamation	Stone Mastic Asphalt Deep Mill & Inlay	Cold in Place Recycling		Base Repairs / Emergency Repairs		Full / Partial Reconstruction
Restoration	Rehabilitation										
Conventional Mill & Inlay	Full Depth Reclamation										
Stone Mastic Asphalt Deep Mill & Inlay	Cold in Place Recycling										
	Base Repairs / Emergency Repairs										
	Full / Partial Reconstruction										

Please refer to the attached document, City of St Albert 2020 Road Conditions, for the historical condition ratings and overall road management philosophy.

In response to the financial implications of the City's COVID-19 incident response and recovery efforts, a review conducted recommends this project may be reduced in the short-term (2 years). The overall impact will be a slight reduction of overall network condition levels and additional funding may be required in future years.

Opportunities

- 1) Treatments may require additional infrastructure renewal such as curbs, sidewalks and curb ramps to ensure long-term performance.
- 2) This program also funds actions to address unplanned / emergency issues - such as a base failure, frost boils, or sink holes.
- 3) 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. The following candidates of roadways are anticipated to be completed:

Table 2 - Tentative Rehab Candidates (2021-2022)

Year	Location	Treatment	Lane km's
2021	Elise Place	Spot Reconstruct	TBD
2021	Harmony Place	Full Reconstruction	0.12
2021	Harwood Drive	Full Reconstruction	0.12
2022	Deane Crescent	Full Reconstruction	0.70
2022	Dunsmuir Court	Full Reconstruction	0.64
2022	Delisle Court	Full Reconstruction	0.46
2022	Duncan Court	Full Reconstruction	0.41

These candidate locations and schedule are subject to change based on updated data and conditions; with the program ultimately targeting improvements to maximize capital investment in the network.

Maps of each location can be found in the attached 2021-2023 Road Construction Maps section.

- 4) This program also funds data collection for the City's Pavement Management System and investigations for candidates for the following years (for example: coring, survey quantities, project planning, etc.). Valued at approximately \$130,000.

Risks

- 1) Program scheduling and locations are subject to change based upon:
 - a. Updated Data (condition ratings)
 - b. Unforeseen Maintenance Priorities/Investigations
 - c. Alignment with other Capital Projects
 - d. Stakeholder / Event Coordination
- 2) Public opinion on network priorities and program delivery, does not always align with condition level assessments or project objectives.

	<p>3) This project shall only address private driveway access in the event that the driveway must be changed to allow for drainage / operations of the roadway, the work cannot occur without the driveway improvement, or work performed causes damage to the driveway that must be repaired. Private driveways not meeting these requirements or impact of the construction project are the home owner's responsibility.</p> <p>4) Deterioration levels may be impacted by season; resulting in changes to prioritization or treatment.</p> <p>5) Construction costs may vary from estimated values</p> <p>6) Poor weather conditions can delay construction.</p> <p>7) Increased scope of work due to unexpected site conditions.</p> <p>8) Traffic Disruption</p>																																												
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</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 Council Strategies.</p> <p>Capital Projects Office – alignment of all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>																																												
TIMELINE:	<p>Network analysis and data evaluation for program finalization occurs in Q3 of the previous year.</p> <p>Tendering occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.</p>																																												
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2021</th><th>\$</th><th>2,099,500</th></tr> </thead> <tbody> <tr> <td></td><td>2022</td><td>\$</td><td>2,457,000</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>2,477,000</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>2,457,000</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>2,301,000</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>1,987,000</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>1,967,000</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>1,967,000</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>1,987,000</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>1,987,000</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>21,686,500</td></tr> </tbody> </table> <p>See Capital Project Worksheet for details.</p>	Investment Year	2021	\$	2,099,500		2022	\$	2,457,000		2023	\$	2,477,000		2024	\$	2,457,000		2025	\$	2,301,000		2026	\$	1,987,000		2027	\$	1,967,000		2028	\$	1,967,000		2029	\$	1,987,000		2030	\$	1,987,000		Total	\$	21,686,500
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	Total	\$	21,686,500																																										
OPERATIONAL IMPACTS:	<div> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No </div> <p>If yes, refer to Operating Impacts Worksheet for details.</p>																																												
ASSOCIATED OPERATING BUSINESS CASE:																																													

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer Project Charter Author	May 6, 2020 Date
Director:	Dawny George Director	May 6, 2020 Date
DCAO/CPO:	 Deputy Chief Administrative Officer/Chief People Officer	 Date

Capital Project Worksheet

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Concept Planning										
Detailed Planning and Design	\$330,000	\$330,000	\$350,000	\$330,000	\$330,000	\$350,000	\$330,000	\$330,000	\$350,000	\$350,000
Site Servicing										
Structure/Building Construction	\$1,534,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,660,000	\$1,360,000	\$1,360,000	\$1,360,000	\$1,360,000	\$1,360,000
Landscaping										
Construction Management	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
Commissioning and QA/QC	\$15,500	\$27,000	\$27,000	\$27,000	\$25,000	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000
Contingency	\$100,000	\$180,000	\$180,000	\$180,000	\$166,000	\$136,000	\$136,000	\$136,000	\$136,000	\$136,000
Public Participation Activities										
Equipment										
TOTAL	\$2,099,500	\$2,457,000	\$2,477,000	\$2,457,000	\$2,301,000	\$1,987,000	\$1,967,000	\$1,967,000	\$1,987,000	\$1,987,000

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

Comments:

- Detailed Planning Costs are cost of Pavement Data collection, Engineering design costs, survey, GPR, vibration monitoring, and investigation costs
- Note that pavement data collection costs were reallocated from an operating account to this account in 2020 (approx. \$130,000/ year)
- Approximately \$400,000 of each construction budget is attributed to emergency repairs
- Construction Management is inclusive of project management, consultant and, staffing
- Construction Estimates use City's internal pavement management software for total cost estimates. Assume historical costs of each treatment
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ENG-0005
CHARTER NAME:	Permanent Line Marking
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the replacement of existing road-markings and 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 maintenance of road-markings, as well as new installations (pedestrian crossings, intersection markings, lane lines) based on network need or updates to standards.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City of St. Albert currently maintains approximately:</p> <ul style="list-style-type: none"> • 225 pedestrian crosswalks on local or collector roadways • 330 crosswalks / road-marking locations on arterial roadways • 16 public parking lots • 280 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 in relatively “good” condition, with the annual permanent road marking program completing:</p> <ul style="list-style-type: none"> • Approximately 5% - 10% of the overall pedestrian crossing inventory. • Scheduled repainting of public parking lots • 3% - 5% of overall lane line or directional road markings
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	<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 and improves safety.</p> <p><u>Issue(s)</u></p> <ol style="list-style-type: none"> 1. Public opinion on network priorities does not always align with condition level assessments or objectives of the program. 2. Updates or changes to the Canadian standards or guidelines also influence this program; however, maintaining working knowledge and awareness of best practices improves proactive program changes versus network wide responsive changes. <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. 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. 2. 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. <p><u>Risks</u></p> <ol style="list-style-type: none"> 1. Program scheduling and locations are subject to change based upon: <ol style="list-style-type: none"> a. Updated condition ratings b. Unforeseen maintenance priorities c. Alignment with other Capital Projects 2. Public opinion on network priorities, or delivery does not always align with condition level assessments. 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. Traffic disruption.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> • Residents: Quality of life and confidence of a safe transportation network. • Council – Delivery of services aligned strategy and priorities • RCMP / EMS / Transit / Public Works – key user stakeholders
TIMELINE:	<ul style="list-style-type: none"> - Q2 annually: Updated condition assessments. - Q2 / Q3 (annually) – scheduled maintenance actions completed, warrant review of new requested sites and installation

	- All year: communication for public requests			
FINANCIAL INFORMATION:	Investment Year	2021	\$	250,000
		2022	\$	250,000
		2023	\$	250,000
		2024	\$	265,000
		2025	\$	265,000
		2026	\$	265,000
		2027	\$	275,000
		2028	\$	275,000
		2029	\$	275,000
		2030	\$	275,000
		Total	\$	2,645,000
	See Capital Project Worksheet for details.			
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.		
ASSOCIATED OPERATING BUSINESS CASE:				

APPROVAL

Author:	Dean Schick, Transportation Manager	March 5, 2020
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 6, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	230,000	230,000	230,000	240,000	240,000	240,000	250,000	250,000	250,000	250,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	20,000	20,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Public Participation Activities										
Equipment										
TOTAL	250,000	250,000	250,000	265,000	265,000	265,000	275,000	275,000	275,000	275,000

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

Comments:

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ENG-006
CHARTER NAME:	Multi-use Trail Program
LEAD DEPARTMENT:	Engineering

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

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City of St. Albert owns and maintains approximately 85 Km of asphalt trails. They are assessed using a condition rating system from “1” to “5”:</p> <ul style="list-style-type: none"> • 1 = Excellent: New and uniform; no action taken • 3-3.5 = Good: Candidate for preservation treatments • 3.5–5 = Fair: Candidate for treatments to preserve, restore or rehabilitate (as applicable). • 5 = Poor: Candidate for rehabilitation <p>The City’s trail network has been inspected and condition rated (data collected from 2016 – 2018 inclusive), with an overall “good” condition rating. <i>A map of ratings is provided as an attachment to this charter.</i></p> <p>The next 3 years of programming (2021 – 2023) will prioritize actions addressing locations with condition ratings greater than 3.5, with emphasis of removal of safety related concerns, and locations that may be aligned with alternative capital projects or programs.</p>
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	<p>On average, the annual program delivers 1.5 – 2.0 km of asphalt trail rehabilitation.</p> <p>The following candidates are anticipated to be completed in 2021:</p> <ul style="list-style-type: none"> • Hogan Rd: Giroux Rd – Villeneuve Rd • Levasseur Rd: Sir Winston Churchill Ave – Heritage Way • Oakridge Park trail: Oakmont Dr – Oakridge Dr. North <p><u>Issues</u></p> <ol style="list-style-type: none"> 1) Gaps exist in the City’s active transportation network (sidewalks and trails); however, this program does <u>not</u> address construction of new sidewalk or trail and only address maintaining and preserving existing infrastructure. New infrastructure installation is within charter ENGS-068. 2) Public opinion on priorities or project expectations may differ from data collected and program planning or delivery; the “evidence based” and data driven service delivery assists in communication and education on trail management. <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1) This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions), incorporates influences such as public reports of concern, and encompasses a collaborative effort to align itself with other capital programs. As such Intelligent Transportation System (ITS) data sensors could result in 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. 1) Consideration and collaboration between this charter and planned capital work (Active Transportation Plan, Road Preservation and Rehabilitation programs) ensures stronger strategic planning. <p><u>Risks</u></p> <ol style="list-style-type: none"> 1) Construction costs may vary from estimated values 2) Poor weather conditions can delay construction. 3) Sidewalk / roadway disruption / impacts to special events
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</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 Council Strategies.</p> <p>Capital Projects team – alignment of all network improvements.</p>

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$313,000	\$211,500	\$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	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Contingency	\$32,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000	\$22,000
Public Participation Activities										
Equipment										
TOTAL	385,000	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500

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

Comments:

- Costs after 2023 are placeholders to continue work aligned to anticipated trail maintenance.
- Costs for construction management are associated with PM for trail program delivery, equipment and expenses
- QA / QC is set to approximately 15% of construction costs
- Contingency is approximately 10% of construction costs.

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
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 grinding or replacement, however, using alternative treatments as applicable.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City of St. Albert owns and maintains approximately 455 Km of sidewalk. They are assessed using a condition rating system from “1” to “5”:</p> <ol style="list-style-type: none"> 1) 1 = Excellent: New and uniform; no action taken 2) 3-3.5 = Good: Candidate for preservation treatments 3) 3.5–5 = Fair: Candidate for treatments to preserve, restore or rehabilitate (as applicable). 4) 5 = Poor: Candidate for rehabilitation <p>The City’s sidewalk network has been inspected and condition rated (data collected from 2016 – 2018 inclusive), with an overall “good” condition rating; a summary of ratings is provided as an attachment to this charter.</p> <p>The next 3 years of programming (2021 – 2023) will prioritize actions addressing locations with safety concerns surrounding trip hazards and areas of condition ratings greater than 3.5, transit bus pads and locations that may be aligned with alternative capital projects or programs.</p> <p>On average, the annual program delivers the following:</p>
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	<p>5) Remove and Replace ~2500-3000m² of sidewalk 6) Remove and Replace ~50-75m² of transit bus pads</p> <p>However, in response to the financial implications of the City's COVID-19 incident response and recovery efforts, a review conducted recommends this project may be reduced in the short-term (3 years). The overall impact will be a slight reduction of overall network condition levels and additional funding may be required in future years.</p> <p><u>Issues</u></p> <ol style="list-style-type: none"> 1) Gaps exist in the City's active transportation network (sidewalks and trails); however, this program does <u>not</u> address construction of new sidewalk and only address maintaining and preserving existing infrastructure. New infrastructure installation is within charter ENGS-068. 2) Public opinion on priorities or project expectations may differ from data collected and program planning or delivery; the "evidence based" and data driven service delivery assists in communication and education on trail management. 3) The City's Complete Streets Guidelines (2018) capture an improved mobility design of wider sidewalks; 1.8m wide minimum versus 1.5m. Integrating and retrofitting the wider accommodation sidewalks will be performed when viable. 4) COVID financial recovery is a concern over the short-term and prioritized capital investments and revisions to asset programs may provide a certain level of immediate relief. Overall network impacts are not anticipated to be substantial for this program delivery. <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1) This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions), incorporates influences such as public reports of concern, and encompasses a collaborative effort to align itself with other capital programs. As such Intelligent Transportation System (ITS) data sensors could result in 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. 2) Consideration and collaboration between this charter and planned capital work (Active Transportation Plan, Road Preservation and Rehabilitation programs) ensures stronger strategic planning. <ol style="list-style-type: none"> a. This project charter 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,
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	<p>restoration and rehabilitation) will have any necessary sidewalk / pedestrian ramp maintenance paid for through this charter (ENGs-007).</p> <p>i. The scope of work within this charter shall <u>not</u> include any new installation of sidewalk, nor any network changes such as construction of new pedestrian curb extensions.</p> <p><u>Risks</u></p> <p>3) Construction costs may vary from estimated values</p> <p>4) Poor weather conditions can delay construction.</p> <p>5) Sidewalk / roadway disruption / impacts to special events</p>																																																
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</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 Council Strategies.</p> <p>Capital Projects team – alignment of all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>																																																
TIMELINE:	Q2 & Q3 of Year: Construction																																																
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2021</td><td>\$</td><td>500,000</td></tr> <tr> <td></td><td>2022</td><td>\$</td><td>500,000</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>620,000</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>620,000</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>620,000</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>620,000</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>620,000</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>620,000</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>620,000</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>620,000</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>5,960,000</td></tr> <tr> <td colspan="4">See Capital Project Worksheet for details.</td></tr> </table>	Investment Year	2021	\$	500,000		2022	\$	500,000		2023	\$	620,000		2024	\$	620,000		2025	\$	620,000		2026	\$	620,000		2027	\$	620,000		2028	\$	620,000		2029	\$	620,000		2030	\$	620,000		Total	\$	5,960,000	See Capital Project Worksheet for details.			
Investment Year	2021	\$	500,000																																														
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OPERATIONAL IMPACTS:	<p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>If yes, refer to Operating Impacts Worksheet for details.</p>																																																
ASSOCIATED OPERATING BUSINESS CASE:																																																	

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	May 6, 2020
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	May 6, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	\$400,000	\$400,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Landscaping										
Construction Management	\$50,000	\$50,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Commissioning and QA/QC	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Contingency	\$40,000	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Public Participation Activities										
Equipment										
TOTAL	500,000	500,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000

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

Comments:
<ul style="list-style-type: none"> - Reductions have been made to the 2021 and 2022 funding requests to support the City's COVID-19 Recovery - Costs after 2023 are placeholders to continue work aligned to anticipated sidewalk maintenance. - Costs for construction management are associated with PM for sidewalk program delivery, equipment and expenses - QA / QC is set to approximately 1.5% of construction costs - Contingency is approximately 10% of construction costs.

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
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 controls to move people and goods safely and efficiently.	
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, analysis, engineering / design and construction for safety and operational improvements of existing traffic controls or intersections and new construction associated with network demands.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The transportation network is assessed annually, through data collection, for need and prioritization to upgrade intersection controls, perform changes to operations, or report on operational levels of service that may inform on opportunities to improve safety, efficiency and mobility.</p> <p>Areas of focus for review and response through this program include:</p> <ol style="list-style-type: none"> 1) Intersection controls: scope of work includes data capture and analysis for review of intersection levels of service and possible warrant to transition from existing traffic controls to signalized intersections or alternative intersection designs (roundabouts). <ol style="list-style-type: none"> a. Scope also includes review and analysis of existing signalized intersections approaching infrastructure life expectancy, which may benefit from transition from signal control to alternative design.
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	<p>2) Pedestrian crossing improvements: scope of work includes supply and installation of new pedestrian crossing warning flasher systems to improve visibility and awareness at crossings, or accessible pedestrian infrastructure (audible infrastructure).</p> <p>a. An objective of this program is to complete upgrades to existing pedestrian crossings by end of 2027.</p> <p>3) Warning Systems: scope of work includes supply and installation of traffic warning systems such as school / playground warning flashers or driver feedback signs.</p> <p>4) Network monitoring / operating systems: Scope of work includes supply and 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).</p> <p>a. Actions aligned to operational changes in accommodation of movement, or actions associated with supporting the City's central management software.</p> <p>Program scheduling and locations are subject to change based upon:</p> <p>a. Updated Data (condition ratings) b. Unforeseen safety / operational conditions c. Alignment with other Capital Projects</p> <p>Candidate intersections under review of traffic controls include:</p> <ol style="list-style-type: none"> 1. Giroux Road at North Ridge Drive – new control 2. Hogan Road at Villeneuve Road – new control 3. McKenney Avenue at Dawson Road – infrastructure life expectancy <p>Pedestrian crossing warning flashers anticipate completion of 15 – 20 locations per year; pending the style of crossings being placed (overhead crossings or side mount). Crossings have been prioritized based upon various criteria involving roadway operational and safety data and public communications. <i>The anticipated 3-year plan of pedestrian crossing improvements is provided as an attachment to this Charter.</i></p> <p><u>Issues</u></p> <ol style="list-style-type: none"> 1) Continued growth and development within the City and Edmonton Metropolitan Region placed demand on the transportation network and influences levels of service. Funds need to be maximized effectively in delivery of network improvements with sustainable infrastructure invested for long-term benefit. 2) Pedestrian and cyclist safety are a priority for the City, as motor vehicle collisions involving vulnerable road users often result in more severe outcomes. Ensuring intersections and pedestrian
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	<p>crossings are highly visible and operating to minimize conflict or improve safety is a key consideration.</p> <p>3) The Transportation Association of Canada (TAC) continues to evaluate and update standards. These national standard updates influence requirements and can impact costs of installation of improvements.</p> <p><u>Opportunities</u></p> <p>1) Integration of Intelligent Transportation Systems (ITS) to generate efficiencies of network monitoring and provide improved levels of service to reduce congestion and travel times.</p> <p>2) Applying alternative intersection designs, roundabouts, versus signal controls to maximize efficiency and safety. Long-term maintenance costs and operational costs could also be reduced.</p> <p>3) 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; as such ITS and data sensors can support reporting of operational impacts (traffic volumes, vehicle classifications, noise, vibration, road conditions).</p> <p><u>Risks</u></p> <p>1) Public opinion on network priorities, or results of evaluations, do not always align with network improvement strategies.</p> <p>2) Construction costs may vary from estimated values</p> <p>3) Poor weather conditions can delay construction.</p> <p>4) Increased scope of work due to unexpected site conditions.</p> <p style="padding-left: 40px;">a. Although mitigated by network and site-specific investigations, construction activity may be impacted by unforeseen circumstances.</p> <p>5) Traffic disruption</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 3. Building a Transportation Network</p> <p>Activity: 3.10 Implement the prioritized inventory of approved arterial network improvements.</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> - Residents – Quality of life and confidence of a safe transportation network. - Council – Delivery of services aligned strategy and priorities - RCMP / EMS / Transit / Public Works – key user stakeholders - IT Department – communications stakeholders - Recreational Services – alignment of construction activity to minimize conflicts with special events.
TIMELINE:	<ul style="list-style-type: none"> - Previous Year - updated Network data collection / analysis - Q1 Order materials and equipment. - Q2 – Q4 annually – scheduled construction actions completed

FINANCIAL INFORMATION:	Investment Year	2021	\$	732,000
		2022	\$	715,000
		2023	\$	630,000
		2024	\$	780,000
		2025	\$	595,000
		2026	\$	595,000
		2027	\$	815,000
		2028	\$	540,000
		2029	\$	540,000
		2030	\$	815,000
	Total		\$	6,757,000
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:				

APPROVAL

Author:

Dean Schick, Transportation Manager

February 28, 2020

Project Charter Developer

Date

Director:

Dawny George, Director of Engineering

March 6, 2020

Director

Date

DCAO/CPO:

Deputy Chief Administrative Officer/Chief People Officer

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Detailed Planning and Design	50,000	75,000	60,000	70,000	80,000	80,000	80,000	80,000	80,000	80,000
Site Servicing										
Structure/Building Construction	\$337,000	\$340,000	\$225,000	\$400,000	\$250,000	\$250,000	\$450,000	\$200,000	\$200,000	\$450,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	\$35,000	\$35,000	\$25,000	\$40,000	\$25,000	\$25,000	\$45,000	\$20,000	\$20,000	\$45,000
Public Participation Activities										
Equipment	270,000	225,000	280,000	230,000	200,000	200,000	200,000	200,000	200,000	200,000
TOTAL	732,000	715,000	630,000	780,000	595,000	595,000	815,000	540,000	540,000	815,000

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

Comments:

Timelines of required traffic control or intersection redesign are estimated from most up to date data analysis and warrant assessments. The current network has identified three (3) intersections as candidates for improved traffic control. Actual construction costs will be subject to costs associated with final design and the project charter will be updated annually to identify up to date information and estimates.

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ENGS-014
CHARTER NAME:	Paved Parking Lot Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets the rehabilitation and preservation 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 data collection, analysis, engineering / design, and preservation or rehabilitation of asphalt parking lots.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City of St. Albert currently owns and maintains a total of 52 parking lots, of which:</p> <ol style="list-style-type: none"> 1) 42 are asphalt paved structures = an area of 173,955 m² asphalt 2) 10 are gravel structures = an area of 26,821m² gravel. <p>This project is intended to perform data collection and analysis to inform on needs and priorities and provide maintenance treatments to existing paved parking lot structures to extend their life cycles through cost-effective treatments or perform rehabilitation (reconstruction) when the parking lot is beyond preservation opportunity.</p> <p>Condition assessments of the parking lots are performed once every three years. From condition assessments performed in 2016, the City's paved parking lots are in overall "fair" condition and data was used to inform on the current priority locations.</p> <p>Updated condition assessments were performed in 2019; however, data is being analyzed to inform on future prioritization (beyond 2021).</p>
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	<p>In 2021, the following locations are scheduled to be completed.</p> <ol style="list-style-type: none"> 3) Alpine Park 4) Garden Crescent (total of 3 Parking Lots in this area) 5) Old Tourist Information location <p>With the completion of these sites, this program will have caught up with the planned work from the 2016 data set. Administration has not requested funds for 2020 and 2021 to allow the program to catch up.</p> <p><u>Issues</u></p> <ol style="list-style-type: none"> 1) Program delay: This program has been influenced in delivery by alignment to other capital improvements involving utility work, as well as efforts to align specific location design and improvements to Safe Journeys to School recommendations. Due to these delays and the resulting “carry forward” of both project scope and funds; Administration will not request funds for 2021 to allow the program to get caught up and then continue as planned with an adjusted schedule beginning 2022. <p><u>Opportunities</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) Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning. 3) A 3-year committed work plan to allow utility coordination to commence well ahead construction is currently being developed. This should mitigate future utility coordination delays. <p><u>Risks</u></p> <ol style="list-style-type: none"> 1) Public opinion on priorities, or treatments, does not always align with condition level assessments or program objectives 2) Deterioration levels are impacted by seasonal or operational impacts; resulting in changes to prioritization or treatment. 3) Construction costs may vary from estimated values 4) Poor weather conditions can delay construction completion. 5) Changes in scope of work due to unexpected site conditions. 6) Traffic disruption / facility user disruption.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> • Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. • Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network. • Council – Delivery of services aligned with Council Strategies.

	<ul style="list-style-type: none"> Capital Projects team – alignment of all network improvements. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events. 																																												
TIMELINE:	<p>Network analysis and data evaluation for program finalization occurs in Q3 of the previous year.</p> <p>Tendering for the annual program occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.</p>																																												
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2021</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2022</td><td>\$</td><td>609,250</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>715,750</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>1,035,250</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>988,500</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>213,000</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>213,000</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>213,000</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>213,000</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>213,000</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>4,413,750</td></tr> </table> <p>See Capital Project Worksheet for details.</p>	Investment Year	2021	\$	-		2022	\$	609,250		2023	\$	715,750		2024	\$	1,035,250		2025	\$	988,500		2026	\$	213,000		2027	\$	213,000		2028	\$	213,000		2029	\$	213,000		2030	\$	213,000		Total	\$	4,413,750
Investment Year	2021	\$	-																																										
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	Total	\$	4,413,750																																										
OPERATIONAL IMPACTS:	<div> <input type="checkbox"/> Yes <input type="checkbox"/> No </div> <p>If yes, refer to Operating Impacts Worksheet for details.</p>																																												
ASSOCIATED OPERATING BUSINESS CASE:																																													

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2020
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 6, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET										
PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design		\$130,000	\$130,000	\$130,000	\$30,000					
Site Servicing										
Structure/Building Construction		\$450,000	\$550,000	\$850,000	\$900,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Landscaping										
Construction Management										
Commissioning and QA/QC		\$6,750	\$8,250	\$12,750	\$13,500	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Contingency		\$22,500	\$27,500	\$42,500	\$45,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Public Participation Activities										
Equipment										
TOTAL	-	609,250	715,750	1,035,250	988,500	213,000	213,000	213,000	213,000	213,000

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

Comments:

- Engineering and detailed design work is performed the year prior to construction occurring and shall occur in off years; construction occurs a year following design completion and is in even years. Costs may be impacted by final detailed design and will be updated to reflect necessary changes.
- QA / QC costs are approximately 15% of construction costs (where applicable)

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ENG-017
CHARTER NAME:	Back Lanes Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets preventative and rehabilitation 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 engineering and design and treatment related to preservation / restoration / rehabilitation for back lane segments.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City of St. Albert currently maintains approximately 7 km of back laneways.</p> <p>Condition assessments were performed on all laneways in 2019, with results of the testing indicating the lane network is overall in “<u>Poor</u>” condition, and priority locations located in the communities of Mission and Braeside. <i>Maps of the following candidates are provided as an attachment to this charter.</i></p> <p>In 2021, the following locations are expected to be constructed:</p> <ol style="list-style-type: none"> 1) Balmoral Dr (#3 - #25) 2) Mill Dr (#1 - #37) 3) Marion Cr / Mill Dr (#1 - #7) 4) Balmoral Dr (#27 - #39) 5) Balmoral Dr (#41 - #59) 6) St Vital Ave (#12 - #13) - Tentative <p>In 2022, the following location are intended to be constructed:</p> <ol style="list-style-type: none"> 1) Belmont Dr (#3 - #13)
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	<p>2) Birch Dr (#33 - #51) 3) Belmont Dr (#29 - #47)</p> <p><u>Issue(s)</u></p> <p>1) Program delay: This program has been influenced in delivery by needs to address shallow 3rd party utilities. Due to these delays and the resulting “carry forward” of both project scope and funds; Administration is requesting a hold on 2021 projected work to allow the program to be caught up and then continue as planned with an adjusted schedule beginning 2022.</p> <p><u>Opportunities</u></p> <p>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.</p> <p>2) This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions),</p> <p>3) Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning.</p> <p><u>Risks</u></p> <p>1) Public opinion on network priorities, or treatments, does not always align with program delivery.</p> <p>2) Deterioration levels are influenced by seasonal or operational impacts; resulting in changes to prioritization or treatment.</p> <p>3) Construction costs may vary from estimated values</p> <p>4) Poor weather conditions can delay construction completion.</p> <p>5) Changes in scope of work due to unexpected site conditions.</p> <p>6) Traffic disruption</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</p>
STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> • Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling. • Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network. • Council – Delivery of services aligned with Council Strategies. • Capital Projects team – alignment of all network improvements. • Recreation Services – alignment of construction activity to minimize conflicts of construction with special events. • Utility Providers – Project coordination and capital planning for delivery of improvements.
TIMELINE:	<p>Network analysis and data evaluation for program finalization occurs in Q3 of the previous year.</p>

		Tendering for the annual program completion occurs during Q1 of each year, with construction occurring through Q2-Q3 of each calendar year.	
FINANCIAL INFORMATION:	Investment Year	2021	\$ -
		2022	\$ 1,215,000
		2023	\$ 1,215,000
		2024	\$ 665,000
		2025	\$ 665,000
		2026	\$ 665,000
		2027	\$ 665,000
		2028	\$ 665,000
		2029	\$ 665,000
		2030	\$ 665,000
	Total	\$ 7,085,000	
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2020
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 6, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design		\$139,000	\$139,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000
Site Servicing										
Structure/Building Construction		\$924,000	\$924,000	\$505,000	\$505,000	\$505,000	\$505,000	\$505,000	\$505,000	\$505,000
Landscaping										
Construction Management										
Commissioning and QA/QC		\$14,000	\$14,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Contingency		\$138,000	\$138,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000	\$76,000
Public Participation Activities										
Equipment										
TOTAL	-	1,215,000	1,215,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000

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

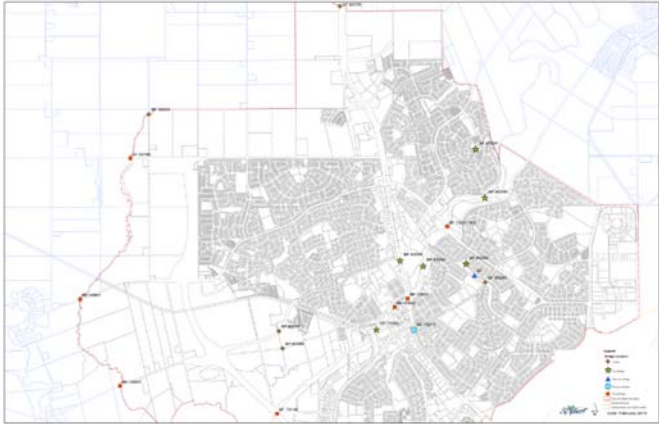
Comments:

- Due to utility relocation delays, there are no funding requests for the program in 2021
- Construction costs are based on local reconstruction equivalents of \$251/m² (\$___/km)
- QA/QC is based on 15% of construction budget
- Contingency is based on 15% of construction budget
- Planning and Design is based on 15% of construction budget

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ENGS-042
CHARTER NAME:	Bridge Program
LEAD DEPARTMENT:	Engineering

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project targets maintenance and management of 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 data collection and analysis as well as resulting preservation, restoration, or rehabilitation actions of bridge structures.	

PROJECT CHARTER JUSTIFICATION:	<p><u>Current State</u></p> <p>The City currently owns and maintains 21 bridge structures; 6 major, 3 standard, 7 pedestrian and 5 bridge size culverts. In 2019, a Bridge Network Evaluation was conducted and assessed the network value at \$53,473,000. City bridge locations are found in Figure 1 below:</p>  <p><i>Figure 1 - Bridge Structure Locations</i></p> <p>The City follows a provincial standard Bridge Inspection Maintenance (BIM) Program and condition assessments are</p>
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performed either annually or every two years, dependent on the type of structure being evaluated. Results of assessments may result in non-emergent scheduled work or emergent response to conditions. Examples of response include:

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

Table 1 - Bridge Structure Responses with Severity

Issue(s)

- 1) As bridge structures progress in age (from construction to end of life), they undergo deterioration and over time will lower their remaining service lives. Depending on how far that deterioration has progressed, addressing the bridge will fall into one of three main categories: Preservation, Restoration, Rehabilitation (see figure 2 below). Treating a bridge 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) Bridges are critical infrastructure, and prolonging maintenance has a significant impact on users and overall capital budgets.
- 3) 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.

Opportunities

- 1) This project's delivery performs effective and economic responses to the bridge condition that will maximize protection of safety, life expectancy of the bridge (long-term performance) and minimize costs over the long-term (cost effectiveness).
- 2) This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions) and incorporates influences such as life cycle expectancy and considers a collaborative effort to align itself with other capital programs and network expansion needs.
- 3) This charter also provides funding for certified class bridge inspectors to be hired by the City to inspect bridges with staff, as well as retain a bridge consultant who supports administration when technical specifications and consulting are required.
- 4) The following table outlines planned schedules and actions:

	<i>Table 2 - Tentative Bridge Program Projects</i>	
	Year	Action
	2021	Bridge Deck Resurfacing
	2021	Low Priority Repairs - Multiple Bridges
	2021	Bridge Inspections - All Bridges
	2022	Remove/Replace Decorative Bridge Near SAT
	2022	Bridge Major Repair Design (TBA)
	2023	Bridge Major Repair Construction (TBA)
	<p>*The schedule and candidate locations are subject to change based upon updated Data and alignment to other capital projects.</p> <p>5) 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.</p> <p><u>Risks</u></p> <ol style="list-style-type: none"> 1) Program scheduling and locations are subject to change based upon: <ol style="list-style-type: none"> a. Updated Data (condition ratings) b. Unforeseen Maintenance Priorities/Investigations c. Alignment with other Capital Projects d. Stakeholder / Event Coordination 2) Public opinion on network priorities, does not always align with condition level assessments or objectives of treatments. 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. <ol style="list-style-type: none"> a. Loss of these bridges create extensive detour lengths for commuters. 	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</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 Council Strategies.</p> <p>Capital Projects team – alignment of all network improvements.</p> <p>Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.</p>	
TIMELINE:	<p>Q3 and Q4 of previous year design and permits. Q2 and Q3 of construction year construction.</p>	

FINANCIAL INFORMATION:	Investment Year	2021	\$	275,000
		2022	\$	252,800
		2023	\$	690,300
		2024	\$	70,000
		2025	\$	70,000
		2026	\$	70,000
		2027	\$	70,000
		2028	\$	70,000
		2029	\$	70,000
		2030	\$	70,000
	Total		\$	1,708,100
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:				

APPROVAL

Author:

Faizal Kanji, Infrastructure Engineer

March 4, 2020

Project Charter Developer

Date

Director:

Dawny George, Director of Engineering

March 6, 2020

Director

Date

DCAO/CPO:

Deputy Chief Administrative Officer/Chief People Officer

Date

Capital Project Worksheet

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Concept Planning										
Detailed Planning and Design		\$175,000	\$15,000							
Site Servicing										
Structure/Building Construction	\$250,000	\$47,900	\$602,900	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Landscaping										
Construction Management		\$20,000	\$20,000							
Commissioning and QA/QC										
Contingency	\$25,000	\$9,900	\$52,400							
Public Participation Activities										
Equipment										
TOTAL	\$275,000	\$252,800	\$690,300	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000

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

Comments:

- Construction costs are based on bridge inspection estimates
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ENGS-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:	<p><u>Current State</u></p> <p>By end of 2020, the City will be maintaining:</p> <ul style="list-style-type: none"> • Full Traffic Signals: 65 • Signalized Pedestrian Crossings: 23 • Overhead Pedestrian Warning Flasher Crossings: 20 • Rectangular Rapid Beacon Flashers (RRFB): 79 crossings • School Zone Warning Flashers: 27 Zones / 57 flashers • Fire Hall Warning Flashers: 3 • Driver Feedback Signs: 43 • Streetlights: 148 • Permanent Count Stations: 3 • Point, Tilt, Zoom (PTZ) Cameras: 4 • Fiber network (communications) to traffic signals, with approximately 80% of signal locations connected via fibre. <p>In addition to the field level infrastructure, the city has also integrated various Intelligent Transportation System (ITS) components to the network such as:</p>
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	<ul style="list-style-type: none"> • Emergency Vehicle Pre-emption • Adaptive Signal Control Systems • Connected Vehicle (road side) equipment • Central Monitoring Systems (CMS) <p>This project funds licensing, agreements and module costs associated with operating these ITS systems.</p> <p><u>Issues</u></p> <ol style="list-style-type: none"> 1. Budgetary requirements for response to maintenance or “unplanned” call-outs / emergent response are informed through past trending and network demands; however, may be influenced by seasons, collisions, vandalism, public reports of concern or technology limitations. 2. New technologies applied may result in additional infrastructure and thus increased maintenance costs. Some technologies are relatively “new” to industry and “life expectancy” time frames or proven sustainability in the field to support stronger proactive maintenance planning are unknown. <p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Implementation of Intelligent Transportation System technologies may enable effective and efficient network monitoring capabilities that assist in minimizing response and repair times and reduce disruption due to signal malfunctions or operational issues. 2. Alternative intersection designs (roundabouts) provide potential improved capacity, safety and minimize long-term maintenance requirements. Review of possible intersection design changes at times of signal infrastructure life expectancy may result long-term cost savings and improved network efficiency. <p><u>Risks</u></p> <ol style="list-style-type: none"> 1. Updates or changes to the Canadian traffic control standards or guidelines also influence this program; however, maintaining working knowledge and awareness of best practices improves proactive program changes versus network wide responsive changes. 2. Construction costs and poor weather conditions may influence program delivery and project completion. 3. Traffic disruption, service disruption or negative noise impacts due to construction may result from this program; however, attempts to mitigate these issues occur through program planning and collaboration with contracted services.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</p>

STAKEHOLDER IDENTIFICATION:	<ul style="list-style-type: none"> Residents – Quality of life and confidence of a safe transportation network. Council – Delivery of services aligned strategy/ priorities RCMP / EMS / Transit / Public Works – key user stakeholders IT Department – communications stakeholders 	
TIMELINE:	<ul style="list-style-type: none"> Previous Year – condition assessments inform on maintenance strategy and prioritization. Spring and Fall – intersection testing and seasonal maintenance. All year – response to call-outs, and performance of maintenance strategy. 	
FINANCIAL INFORMATION:	Investment Year 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 Total	\$ 500,000 \$ 500,000 \$ 500,000 \$ 500,000 \$ 500,000 \$ 500,000 \$ 500,000 \$ 500,000 \$ 500,000 \$ 500,000 \$ 500,000 \$ 5,000,000 See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		

APPROVAL

Author:	Dean Schick, Transportation Manager	March 3, 2020
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	May 6, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Site Servicing										
Structure/Building Construction	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000
Landscaping										
Construction Management										
Commissioning and QA/QC	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Contingency	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Public Participation Activities										
Equipment										
TOTAL	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000

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

Comments:

- Timelines of required traffic control (new signal) construction are estimated from traffic data and warrant reviews conducted.

New signal controls are anticipated for construction in 2020 at one full intersection, and a transision of ownership of a set of signals from the Province to the City. In addition, the current network identifies three (3) candidate intersections approaching the level of warrant value to result in installation of signal controls,. Actual installation of the new signals will be dependent upon confirmation of vehicle demands and warrant results.

- Estimated costs of programs include the following:
 - a) Scheduled annual infrastructure testing and cleaning = \$130,000
 - b) Aged infrastructure replacement / streetlighting = \$170,000
 - c) Central monitoring and system management maintenance agreement = \$40,000
 - d) Unscheduled responsive maintenance = \$140,000
 - e) Contingency of \$20,000

Total Cost of Program = \$500,000

CAPITAL PROJECT CHARTER

YEAR:	2021-2022
CHARTER NUMBER:	ENV-003
CHARTER NAME:	Servus Place LED Lighting Retrofit
LEAD DEPARTMENT:	Environment / Recreation & Parks

TYPE:	<input checked="" type="radio"/> RMR <input type="radio"/> GROWTH	
	This charter proposed a replacement of existing lighting at Servus Place to highly efficient, energy saving LED lighting.	
ASSET CATEGORY:	<input checked="" type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	This project would undertake a complete retrofit of the existing lighting at Servus Credit Union Place to be replaced with high efficiency LED lights. LED lights require less energy consumption and reduced maintenance, with payback periods well within the LED lighting lifespan.	

PROJECT CHARTER JUSTIFICATION:	<p>Environment and Recreation Infrastructure staff completed an energy scan of Servus Place in early 2020. This scan produced several recommendations for cost/energy saving initiatives at Servus Place, including a complete retrofit of the existing lighting in favor of high efficiency LED lights.</p> <p>A lighting audit was completed post energy scan with an inventory of existing lighting and LED alternatives. This lighting inventory identified nearly 2,700 lights and fixtures that are eligible for LED upgrades for a total estimated cost of \$750,500.00. It is estimated that the if all lights identified in the inventory were upgraded to LEDs, there would be an electrical cost avoidance of approximately \$77,300.00 per year (payback / ROI estimated at 9.7 years with a LED light expectancy of 25 years).</p> <p>LED lighting has a longer lifespan and requires less maintenance than existing lighting. Based on current maintenance costs, the estimated savings on maintenance and material costs for current lighting will be \$30,000 per year, reducing the payback / ROI to 7 years.</p> <p>This project would also be eligible for a Municipal Climate Change Action Center (MCCAC) rebate from the Recreation Energy Conservation (REC) program of up to 75% of the eligible cost. Should this rebate be applied to the project, the City would receive</p>
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	<p>\$500,000.00 back on the completion of the project, lowering the estimated payback period / ROI of the LED lighting retrofit to 1.75 years (including electrical cost avoidance and maintenance/material costs).</p> <p>Incorporating the MCCAC rebate with the attributed 1.75 year payback, the cost avoidance over a 25 year lifespan of the LED lighting equates to \$2.495 million.</p> <p>A similar LED lighting retrofit was recently completed in 2019 at the Leduc Recreation Center.</p>		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>		
STAKEHOLDER IDENTIFICATION:	<p>Scheduling consideration to minimize impact to the user groups and patrons using the facility.</p>		
TIMELINE:	<p>Upgrading the lighting in Servus Place to LED would occur over the course of 3-6 months (Q3-2020 till Q1-2021)</p>		
FINANCIAL INFORMATION:	Investment Year	2021	\$ 750,500
		2022	\$ -
		2023	\$ -
		2024	\$ -
		2025	\$ -
		2026	\$ -
		2027	\$ -
		2028	\$ -
		2029	\$ -
		2030	\$ -
	Total		\$ 750,500
	See Capital Project Worksheet for details.		
OPERATIONAL IMPACTS:		<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p> <p>If yes, refer to Operating Impacts Worksheet for details.</p>	
ASSOCIATED OPERATING BUSINESS CASE:		NA	

APPROVAL

Author:	Christian Benson	March 26, 2020
	Manager, Environment	
Director:	Project Charter Developer	Date
DCAO/CPO:	Director	Date
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing	220,000									
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	530,500									
TOTAL	750,500	-	-	-	-	-	-	-	-	-

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

Comments:

This project is eligible for a 75% rebate grant from the Muncipal Climate Change Action Center. A non-binding expression of interest has already been submitted for this project.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input checked="" type="radio"/> Ongoing	LED lighting has a longer lifespan and requires less maintenance than existing lighting. Based on current maintenance costs, the estimated savings on maintenance and material costs for current lighting will be \$30,000 per year.
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OPERATING IMPACTS	2021	2022	2023
Recreation & Parks - Reducing in replacement / maintenance of existing lighting at Servus Place	-\$30,000	-\$30,000	-\$30,000
TOTAL	\$30,000	\$30,000	\$30,000

CAPITAL PROJECT CHARTER

YEAR:	2021
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.	
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>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, self contained breathing apparatus, gas monitors, extrication tools, AED's, thermal imaging cameras, and generators, only to name a few.</p>	

PROJECT CHARTER JUSTIFICATION:	<p>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.</p> <p>Equipment that has reached the end of its useful life will be replaced as identified with the emergency equipment lifecycle plan. If this equipment is not replaced when needed there is a potential for injury or even death.</p> <p>This project aligns with Council's Goals and Priorities of Cultivate Excellence in Government, Cultivate Sustainability in Infrastructure and Services, and Cultivate a Safe, Healthy and Inclusive Community.</p>
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	Risks: 1) Loss of funding would put safe Fire and EMS operations, as well as the public and staff, at risk. 2) The cost of Emergency Services equipment exceeding budget. Significant risk would occur if a major recall/failure develops, or if there is a major change in OHS requirements. This could impact the timing of equipment replacement and thus impact the budget.																																													
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: N / A Administrative Priority: A.3. Mandated Service Requirements Activity: A.4.1 Corporate Budget																																													
STAKEHOLDER IDENTIFICATION:	None																																													
TIMELINE:	Q1 – Equipment identified for replacement Q2 – Equipment purchased Q3 – Equipment purchased Q4 – Annual Review of Replacement list																																													
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2021</th><th>\$</th><th>272,200</th></tr> </thead> <tbody> <tr> <td></td><td>2022</td><td>\$</td><td>107,400</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>278,500</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>117,200</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>254,400</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>184,000</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>87,000</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>239,100</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>320,500</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>195,500</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>2,055,800</td></tr> </tbody> </table>	Investment Year	2021	\$	272,200		2022	\$	107,400		2023	\$	278,500		2024	\$	117,200		2025	\$	254,400		2026	\$	184,000		2027	\$	87,000		2028	\$	239,100		2029	\$	320,500		2030	\$	195,500		Total	\$	2,055,800	See Capital Project Worksheet for details.
Investment Year	2021	\$	272,200																																											
	2022	\$	107,400																																											
	2023	\$	278,500																																											
	2024	\$	117,200																																											
	2025	\$	254,400																																											
	2026	\$	184,000																																											
	2027	\$	87,000																																											
	2028	\$	239,100																																											
	2029	\$	320,500																																											
	2030	\$	195,500																																											
	Total	\$	2,055,800																																											
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		N/A																																												

APPROVAL

Author:	Bernd Gretzinger	February 10, 2020
	Project Charter Developer	Date
Director:	Bernd Gretzinger	February 10, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	272,200	107,400	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500
TOTAL	272,200	107,400	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500

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

Comments:

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	FIRE-026
CHARTER NAME:	Old Fire Hall #1 Decommissioning
LEAD DEPARTMENT:	Fire Services

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	Due to replacement of Fire Hall #1 to Gate Avenue in Q3 2021, this 1962 era building will need to be demolished in 2022.	
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:	Due to the relocation of Fire Hall #1, the old building on 18 Sir Winston Churchill Avenue will need services cut and asbestos abatement completed. The building will also need to be demolished and removed from the site.	

PROJECT CHARTER JUSTIFICATION:	<p>Decommissioning of an outdated building due to new site.</p> <p>Current State – The Fire Hall 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 Avenue effective Q3 2021.</p> <p>Issue – Need for site remediation and demolition of the current structure at 18 Sir Winston Churchill in 2022.</p> <p>Opportunities – Additional green space near downtown could occur as result of move, or a new site could be available for a new installation.</p> <p>Risks – If an alternative solution is sought, the potential of selling the building “as is” could be investigated as a viable alternative option. Leaving the abandoned building empty will be inefficient and will result in</p>
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	ongoing maintenance costs and higher demolition costs in 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, Parks and Rec, Planning – will all likely be involved.																																													
TIMELINE:	Move out of building Q3 2021 Building available for demolition Q2 2022																																													
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2021</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2022</td><td>\$</td><td>852,500</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>852,500</td></tr> </table>	Investment Year	2021	\$	-		2022	\$	852,500		2023	\$	-		2024	\$	-		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		Total	\$	852,500	See Capital Project Worksheet for details.
Investment Year	2021	\$	-																																											
	2022	\$	852,500																																											
	2023	\$	-																																											
	2024	\$	-																																											
	2025	\$	-																																											
	2026	\$	-																																											
	2027	\$	-																																											
	2028	\$	-																																											
	2029	\$	-																																											
	2030	\$	-																																											
	Total	\$	852,500																																											
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		FIRE-002																																												

APPROVAL

Author:	Bernd Gretzinger	February 10, 2020
	Project Charter Developer	Date
Director:	Bernd Gretzinger	February 10, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design		100,000								
Site Servicing										
Structure/Building Construction		350,000								
Landscaping		50,000								
Construction Management		77,500								
Commissioning and QA/QC										
Contingency		275,000								
Public Participation Activities										
Equipment										
TOTAL	-	852,500	-	-	-	-	-	-	-	-

Please note Public Art is budgeted 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 checked="" type="checkbox"/> One Time <input type="checkbox"/> Ongoing	This is a demolition project only. The bare land will eventually be returned to inventory as parkland or for future use.
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OPERATING IMPACTS	2021	2022	2023
No impact noted, any current operational budget will transfer to the new Fire Hall at 20 Gate Avenue.			
TOTAL	-	-	-

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2030
CHARTER NUMBER:	ITSV-001
CHARTER NAME:	IT Office Automation
LEAD DEPARTMENT:	Strategic Services and Information Technology

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	Enables minor emergent hardware and software requirements.	
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 type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project enables the SS&IT Department to purchase minor, emergent office automation hardware and software on behalf of all City departments throughout the year. For example: tablet computers, minor desktop software (flowchart, pdf editors, graphic arts, project management), and additional monitors or scanners.	

PROJECT CHARTER JUSTIFICATION:	<p>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.</p> <p>Issue - Using the OA process, the SS&IT Department is able to prioritize client requests, perform bulk purchases, pool software licenses, and ensure optimal value and efficiency gains for clients. Examples include the provision of tablet PCs for field workers, larger monitors or dual monitors to office staff 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, project management software, and programs for the creation and manipulation of pdf files. Desktop scanners have enabled paperless workflow and improved recordkeeping. Without the OA fund, the SS&IT Department would not have the means to fund these incremental technology improvements that directly affect individual staff members within partner departments.</p>
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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>		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: A.4. Business Process Improvements / Financial Sustainability</p> <p>Activity: A.4.3 Organizational productivity and capacity</p>		
STAKEHOLDER IDENTIFICATION:	<p>Strategic Services and Information Technology – 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 service requests are received, assessed, approved, and fulfilled.</p>		
FINANCIAL INFORMATION:	<p>Investment Year</p> <p>2021</p> <p>2022</p> <p>2023</p> <p>2024</p> <p>2025</p> <p>2026</p> <p>2027</p> <p>2028</p> <p>2029</p> <p>2030</p> <p>Total</p>	<p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p> <p>\$</p>	<p>50,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>50,000</p> <p>500,000</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 Worksheet for details.</p>		
ASSOCIATED OPERATING BUSINESS CASE:	<p>N/A</p>		

APPROVAL

Author:

Gordon Coulman, Senior Manager of IT

21 February 2020

Project Charter Developer

Date _____

Director:

Sharon Chapman, Strategic Services and IT



March 3, 2020

Director

Date

DCAO/CPO:

Deputy Chief Administrative Officer/Chief People
Officer

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	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 is budgeted separately on the Ten-Year Capital Plan.

Comments:

CAPITAL PROJECT CHARTER

YEAR:	2021-2030
CHARTER NUMBER:	ITSV-002
CHARTER NAME:	IT Lifecycle Replacement Plan
LEAD DEPARTMENT:	Strategic Services and Information Technology

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	Maintains the availability, capacity, and security of the IT systems used by all departments.	
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 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:	<p>Current State – IT Services perform lifecycle replacement of IT assets per Council policy C-FS-01 which established the IT lifecycle reserve:</p> <p>“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.”</p> <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,</p>
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	<p>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, Information & Technology Services prepares an annual plan to replace specific IT hardware.</p> <p>Opportunities – To administer this lifecycle process, SS&IT observe the procedures and standards contained within Administrative 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 SS&IT 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.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</p> <p>Administrative Priority: A.4. Business Process Improvements / Financial Sustainability</p> <p>Activity: A.4.3 Organizational productivity and capacity</p>
STAKEHOLDER IDENTIFICATION:	<p>Strategic Services and Information Technology – 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:	Investment Year	2021	\$	790,000
		2022	\$	745,000
		2023	\$	920,500
		2024	\$	512,000
		2025	\$	790,500
		2026	\$	922,500
		2027	\$	782,500
		2028	\$	784,500
		2029	\$	730,000
		2030	\$	999,999
	Total		\$	7,977,499
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input checked="" type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.		
ASSOCIATED OPERATING BUSINESS CASE:		N/A		

APPROVAL

Author:

Gordon Coulman, Senior Manager of IT

21 February 2020

Project Charter Developer

Date

Director:

Sharon Chapman, Strategic Services and IT

March 3, 2020



Director

Date

DCAO/CPO:

Deputy Chief Administrative Officer/Chief People Officer

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	790,000	745,000	920,500	512,000	790,500	922,500	782,500	784,500	730,000	999,999
TOTAL	790,000	745,000	920,500	512,000	790,500	922,500	782,500	784,500	730,000	999,999

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

Comments:


CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	PW-001
CHARTER NAME:	Public Works Mobile Equipment Replacement Plan
LEAD DEPARTMENT:	Public Works

TYPE:	Choose one: <input checked="" type="radio"/> RMR <input type="radio"/> GROWTH	
	This charter deals with the replacement of existing City vehicles and equipment that have reached end of life expectancy.	
ASSET CATEGORY:	Choose one: <input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input checked="" type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	Replacement of mobile equipment and attachments identified as having exceeded their economic life.	
PROJECT CHARTER JUSTIFICATION:	<p>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.</p> <p>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.</p> <p>Not replacing vehicles and equipment in a timely fashion will impact the requirement to meet service levels as established by Council</p>	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new</p> <p>Administrative Priority: A.3. Mandated Service Requirements</p> <p>Activity: A.2.2 Legislative Requirements</p>	

STAKEHOLDER IDENTIFICATION:	Public Works & Transit, Manager, Fleet Services 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:	2020 13rd & 4th Quarter Tender development and tendering 2021 1 st Quarter Tender Award 2021 3rd & 4th Quarter Delivery of vehicles and equipment.		
FINANCIAL INFORMATION:	Investment Year		
	2021	\$	1,847,000
	2022	\$	2,777,200
	2023	\$	3,195,000
	2024	\$	3,227,000
	2025	\$	3,406,250
	2026	\$	3,497,750
	2027	\$	2,884,450
	2028	\$	3,001,450
	2029	\$	1,438,700
	2030	\$	1,589,500
	Total	\$	26,864,300
	See Capital Project Worksheet for details.		
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:		N/A	

APPROVAL

Author:	Tom Kumka 	March 12, 2020
	Fleet Manager – PW & Transit	
Director:	Project Charter Developer	Date
	Tony Lake	March 31 st , 2020
DCAO/CPO:	Director	Date
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	1,847,000	2,777,200	3,195,000	3,227,000	3,406,250	3,497,750	2,884,450	3,001,450	1,438,700	1,589,500
TOTAL	1,847,000	2,777,200	3,195,000	3,227,000	3,406,250	3,497,750	2,884,450	3,001,450	1,438,700	1,589,500

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

Comments:

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	PW-004
CHARTER NAME:	Energy Efficiency Replacement Program
LEAD DEPARTMENT:	Utilities & Environment

TYPE:	<input checked="" type="radio"/> RMR <input type="radio"/> GROWTH	
	This project is intended to fund energy retrofits at existing City facilities	
ASSET CATEGORY:	<input checked="" type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural	<input type="radio"/> Parks & Trails <input type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements
SCOPE STATEMENT:	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 2025.	

PROJECT CHARTER JUSTIFICATION:	<p>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.</p> <p>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.</p> <p>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.</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: Choose a priority.</p> <p>Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>
STAKEHOLDER IDENTIFICATION:	<p>Utilities & Environment</p> <p>Public Works, Manager Asset Management</p>

	Finance Department Purchasing Branch Municipal Climate Change Action Center (MCCAC, external) City departments within City facilities																																													
TIMELINE:	2020 – 2021: complete review/assessment of City owned facilities, including energy consumption data and identification of initiatives 2021 1st Quarter: Tender and Award 2021 3rd Quarter: Construction and completion. 2022 2nd Quarter: Review of energy impacts from initiatives.																																													
FINANCIAL INFORMATION:	<table border="1"> <tr> <td>Investment Year</td><td>2021</td><td>\$</td><td>131,000</td></tr> <tr> <td></td><td>2022</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>131,000</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>131,000</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>393,000</td></tr> </table>	Investment Year	2021	\$	131,000		2022	\$	-		2023	\$	131,000		2024	\$	-		2025	\$	131,000		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		Total	\$	393,000	See Capital Project Worksheet for details.
Investment Year	2021	\$	131,000																																											
	2022	\$	-																																											
	2023	\$	131,000																																											
	2024	\$	-																																											
	2025	\$	131,000																																											
	2026	\$	-																																											
	2027	\$	-																																											
	2028	\$	-																																											
	2029	\$	-																																											
	2030	\$	-																																											
	Total	\$	393,000																																											
OPERATIONAL IMPACTS:		<input type="radio"/> Yes <input checked="" type="radio"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		NA																																												

APPROVAL

Author:	Christian Benson, Manager Environment	March 11, 2020
	Doug Moore, Manager Asset Management	
	Project Charter Developer	Date
Director:	Kate Polkovsky, Director Utilities & Environment	
	Director	Date
DCAO/CPO:		

Deputy Chief Administrative Officer/Chief People Officer	Date
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CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	131,000		131,000		131,000					
TOTAL	131,000	-	131,000	-	131,000	-	-	-	-	-

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

Comments:

CAPITAL PROJECT CHARTER


YEAR:	2021
CHARTER NUMBER:	PW-006
CHARTER NAME:	Shop & Yard Equipment Replacements
LEAD DEPARTMENT:	Public Works

TYPE:	Choose one: <input checked="" type="radio"/> RMR <input type="radio"/> GROWTH
	This charter is designed to fund the purchase and replacement of tools and specialized repair equipment for the City fleet
ASSET CATEGORY:	<div>Choose one:</div> <div> <input type="radio"/> Civic Facilities <input type="radio"/> Master Plan, Studies, & Other <input type="radio"/> Roads & Other Engineered Structures <input type="radio"/> Historical/ Cultural </div> <div> <input type="radio"/> Parks & Trails <input checked="" type="radio"/> Mobile & Other Equipment <input type="radio"/> Land & Land Improvements </div>
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:	<p>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 maintenances requirements.</p> <p>Existing equipment within Fleet Services such as compressors, hoists, cranes, etc. requires timely replacement when it becomes obsolete or beyond usable economic life.</p> <p>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</p>
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Built Environment</p> <p>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>Council Priority: 3. Building a Transportation Network</p> <p>Activity: 3.11 Implement the prioritized inventory of approved Transportation Safety Plan programs and projects.</p>

	Administrative Priority: A.3. Mandated Service Requirements Activity: A.2.2 Legislative Requirements																																													
STAKEHOLDER IDENTIFICATION:	Public Works and Transit, Fleet Manager City of St Albert Finance City of St Albert, Manager Purchasing City of St Albert, Manager Risk and Insurance																																													
TIMELINE:	2021 1st and 2nd Quarter. Identification of annual needs 2021 3rd & 4th Quarter. Tender, award, purchase																																													
FINANCIAL INFORMATION:	<table border="1"> <tr><td>Investment Year</td><td>2021</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2022</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2023</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2024</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2025</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2026</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2027</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2028</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2029</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>2030</td><td>\$</td><td>40,000</td></tr> <tr><td></td><td>Total</td><td>\$</td><td>400,000</td></tr> </table>	Investment Year	2021	\$	40,000		2022	\$	40,000		2023	\$	40,000		2024	\$	40,000		2025	\$	40,000		2026	\$	40,000		2027	\$	40,000		2028	\$	40,000		2029	\$	40,000		2030	\$	40,000		Total	\$	400,000	See Capital Project Worksheet for details.
Investment Year	2021	\$	40,000																																											
	2022	\$	40,000																																											
	2023	\$	40,000																																											
	2024	\$	40,000																																											
	2025	\$	40,000																																											
	2026	\$	40,000																																											
	2027	\$	40,000																																											
	2028	\$	40,000																																											
	2029	\$	40,000																																											
	2030	\$	40,000																																											
	Total	\$	400,000																																											
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:		N/A																																												

APPROVAL

Author:	Tom Kumka 	March 12, 2020
	Fleet Manager- PW & Transit	
Director:	Project Charter Developer	Date
	Tony Lake	March 31 st , 2020
DCAO/CPO:	Director	Date
DCAO/CPO:	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
TOTAL	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000

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

Comments:

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	PW-031
CHARTER NAME:	Municipal Facilities – Repairs and Renewal
LEAD DEPARTMENT:	Public Works

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This charter is to implement repair and renewal plans as identified through facility lifecycle condition assessment and subsequent detailed analysis for various municipal 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:	Repair and renewal work at numerous Civic facilities as per the 2017 - 2020 facility lifecycle condition assessment reviews.	

PROJECT CHARTER JUSTIFICATION:	<p>Current State – Thirty-two Civic facilities have undergone a lifecycle condition assessment since 2017 and a further thirty-nine will be completed in 2020. The intent of this project charter is to provide refurbishment funding for these facilities that will ensure they receive the necessary repairs and refurbishments to secure continuous and safe service provision to the community.</p> <p>The lifecycle condition, inspection and assessments identified; facility assets, age and condition, with recommended life cycle years, replacement dates and associated financial data to support this charter. The work identified in the assessments is required to be completed to ensure continuous and efficient operation of these facilities throughout their life expectancy.</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, service levels and standards. This process is in alignment with Council Policy Asset Management C-P&E-07 which directs Administration to establish a consistent approach for the rehabilitation, repair and replacement of City assets.</p> <p>Issue – This charter will ensure that our civic facilities are funded for safe, efficient operation and serve the community, as designed.</p>
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	<p>Opportunities - A plan for regular capital refurbishment ensures that building components and operational systems are repaired, maintained or replaced to ensure that programs and facilities are delivered with little or no disruption in service to the community. A Lifecycle Replacement plan ensures that City facilities follow health and safety legislation, promote energy efficiency and ensure quality experiences for facility users.</p> <p>As 2nd level assessments are completed, and specific details are confirmed, additional funding requests are illustrated within the plan.</p> <p>Risks</p> <ul style="list-style-type: none">- Disruption of service/access to the facilities- Continued facility deterioration could result in additional emergent repair costs- Reduced asset values- Increased risk to staff and patron safety- Outdated infrastructure is less efficient to operate- Dissatisfaction of facility staff / users- Inflation of construction costs- Lack of availability of qualified contractor (s)										
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>										
STAKEHOLDER IDENTIFICATION:	<table><tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr><tr><td>Asset Management & Public Works</td><td>Project Sponsor, project planning, work coordination, construction management and ongoing maintenance.</td></tr><tr><td>Capital Project Office</td><td>Pending value of items, construction procurement, project management.</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></table>	Name & Role	Responsibility or Contribution	Asset Management & Public Works	Project Sponsor, project planning, work coordination, construction management and ongoing maintenance.	Capital Project Office	Pending value of items, construction procurement, project management.	Legal Services, Risk & Insurance and Purchasing	Risk assessment and procurement process support.	Stakeholders (internal and external)	Advisory, notification of construction, disruption of service and issue resolution.
Name & Role	Responsibility or Contribution										
Asset Management & Public Works	Project Sponsor, project planning, work coordination, construction management and ongoing maintenance.										
Capital Project Office	Pending value of items, construction procurement, project management.										
Legal Services, Risk & Insurance and Purchasing	Risk assessment and procurement process support.										
Stakeholders (internal and external)	Advisory, notification of construction, disruption of service and issue resolution.										
TIMELINE:	Ongoing throughout operational year and as dictated by schedule impacts.										

FINANCIAL INFORMATION:	Investment Year	2021	\$	6,257,800
		2022	\$	4,775,000
		2023	\$	5,092,600
		2024	\$	4,770,000
		2025	\$	4,770,000
		2026	\$	4,770,000
		2027	\$	4,770,000
		2028	\$	4,770,000
		2029	\$	4,770,000
		2030	\$	4,770,000
		Total		\$
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:			N/A	

APPROVAL

Author:	Doug Moore	06 March 2020
	Project Charter Developer	Date
Director:	Anthony Lake	March 31 st , 2020
	Director	Date
CAO:		
	Chief Administrative Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	2,918,800	3,339,000	1,753,600	3,339,000	1,431,000	3,339,000	1,431,000	3,339,000	1,431,000	3,339,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	3,339,000	1,436,000	3,339,000	1,431,000	3,339,000	1,431,000	3,339,000	1,431,000	3,339,000	1,431,000
TOTAL	6,257,800	4,775,000	5,092,600	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000

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

Comments:

Breakdown between Building and Equipment is based on historical percentages and not specific to each facility or year.

After completion of the Facility Condition Index assessments and subsequent inspections, accurate separation of costing between categories and facilities would occur at the implementation stages.

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	RECR-001
CHARTER NAME:	Aquatics Lifecycle Replacement Plan
LEAD DEPARTMENT:	Recreation & 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 guides 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:	<p>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.</p> <p>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.</p> <p>Opportunities - The lifecycle plan ensures that equipment and related systems are repaired, maintained, or replaced so that programs and facilities are delivered with little or no pre-emption's to service. Lifecycle plan ensures facilities follow health and safety</p>
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	<p>legislation, promote energy efficiency, and maintain services. Major projects for 2021 include refurbishment of the:</p> <ul style="list-style-type: none"> - FPRC Sauna, - Salt Booster Cell replacement (FPRC Competition/Whirl Pools), - and select water filtration components. <p>Risks - Aquatic facilities experience high volumes of use (FPRC, over 420,000 visits/year), Grosvenor Outdoor Pool (over 20, 000 visits per summer), Woodlands Water Play Park (over 85,000 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. 								
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: A.3. Mandated Service Requirements</p> <p>Activity: N / A</p>								
STAKEHOLDER IDENTIFICATION:	<table> <tr> <th>Name & Role</th><th>Responsibility or Contribution</th></tr> <tr> <td>Recreation & Parks</td><td>Project sponsor, plan and design review, stakeholder liaison, secure contractor, supervise work or complete work.</td></tr> <tr> <td>Capital Project Office</td><td>Review and/or development of Engineering tender documents for identified projects, secure Project Contractor, supervise work, OH&S, and construction execution as applicable.</td></tr> <tr> <td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment, agreement support and procurement process support.</td></tr> </table>	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 for identified projects, secure Project Contractor, supervise work, OH&S, and construction execution as applicable.	Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support.
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 for identified projects, secure Project Contractor, supervise work, OH&S, and construction execution as applicable.								
Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support.								
TIMELINE:	RFP's will be completed for applicable projects as required.								

	Annual project schedule includes: <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:	Investment Year	2021	\$ 89,500
		2022	\$ 417,200
		2023	\$ 123,900
		2024	\$ 447,600
		2025	\$ 75,000
		2026	\$ 256,500
		2027	\$ 221,200
		2028	\$ 275,600
		2029	\$ 747,400
		2030	\$ 143,400
	Total	\$	2,797,300
See Capital Project Worksheet for details.			

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

APPROVAL

Author:



February 24, 2020

Kelly McConnell, Senior Manager, Recreation and Parks

Date

Director:



February 24, 2020

Diane Enger, Director, Recreation and Parks

Date

DCAO/CPO:

Deputy Chief Administrative Officer/Chief People Officer

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	89,500	417,200	123,900	447,600	75,000	256,500	221,200	275,600	747,400	143,400
TOTAL	89,500	417,200	123,900	447,600	75,000	256,500	221,200	275,600	747,400	143,400

Please note Public Art is budgeted 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 envelope structure items are currently the responsibility of Public Works Asset Management.

CAPITAL PROJECT CHARTER

YEAR:	2021
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 beyond annual maintenance levels for long term management of this infrastructure.	

PROJECT CHARTER JUSTIFICATION:	<p>Current State - The program supports the rehabilitation of the City's inventory of sportsfields, which includes 25 ball diamonds, and 46 rectangular fields (soccer and football).</p> <p>Sportsfield assessments are updated annually to determine ranking for sportsfield rehabilitation. The assessment criteria include measurements such as, but not exclusive to; field condition, soil sampling, and feedback from public and stakeholders.</p> <p>Refurbishment projects have been completed over the last five years through this charter to correct drainage issues and grading problems on varying sites. During that time maintenance programs coordinated by Public Works have been progressively improving the quality of outdoor natural turf sport fields through improved maintenance equipment, annual turf assessments and rotational maintenance programs.</p> <p>This charter is aligning work to complete the final stages of work in remediation of sport fields. These projects include the assessment of Larry Olexiuk Outdoor artificial turf and the final site work at Langley outdoor natural turf fields in 2021. Also plotted for work in 2021 is the assessment and design for redesign and engagement of the Oakmont sport fields to address the loss of sport fields at the Fountain Park site in alignment to the redevelopment of Paul Kane School. If confirmation of design feasibility and land responsibility can be confirmed Administration will make a future request of funding for the project development in future.</p>
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	<p>Issue - Sportsfields are heavily utilized by schools, sport partners (6300 bookable hours/annually) and spontaneous users. The refurbishment of Sportsfield infrastructure aligns to the City's commitment to maintain facilities and established services standards.</p> <p>Opportunities – Improved fields will provide the excellence in the provision of services standards that meet public and user needs and expectations.</p> <p>Risks - Risks of not completing this work can include the following:</p> <ul style="list-style-type: none"> • Sportsfields would deteriorate and lose function. • Public, sport partners and schools would be dissatisfied with quality of sportsfields. • Safety issues could become more difficult to address • Lost revenue from field bookings. <p>Future - Recreation and Parks will be completing assessments and planning on other outdoor facilities including, sport courts, tarmacs, picnic shelters and will be built into future charters for consideration of Council.</p> <p>2021 Proposed Projects include the following;</p> <ul style="list-style-type: none"> - Larry Olexiuk Assessment - Langley Sportsfield work - Assessment and design work for Oakmont Fields 												
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: 4.4 Identify an inventory of existing facilities including an assessment of condition and</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>												
STAKEHOLDER IDENTIFICATION:	<table> <tr> <th>Name & Role</th><th>Responsibility or Contribution</th></tr> <tr> <td>Recreation & Parks</td><td>Project sponsor, set scope requirements, public engagement, tender review, bid evaluation, stakeholder liaison</td></tr> <tr> <td>Capital Project Office</td><td>Contract management, procurement coordination and construction execution</td></tr> <tr> <td>Public Works,</td><td>Planning, inspection/equipment approvals and maintenance</td></tr> <tr> <td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment and procurement process support</td></tr> <tr> <td>External stakeholders</td><td>Schools and sport partners will be vetted through planning and design</td></tr> </table>	Name & Role	Responsibility or Contribution	Recreation & Parks	Project sponsor, set scope requirements, public engagement, tender review, bid evaluation, stakeholder liaison	Capital Project Office	Contract management, procurement coordination and construction execution	Public Works,	Planning, inspection/equipment approvals and maintenance	Legal Services, Risk & Insurance and Purchasing	Risk Assessment and procurement process support	External stakeholders	Schools and sport partners will be vetted through planning and design
Name & Role	Responsibility or Contribution												
Recreation & Parks	Project sponsor, set scope requirements, public engagement, tender review, bid evaluation, stakeholder liaison												
Capital Project Office	Contract management, procurement coordination and construction execution												
Public Works,	Planning, inspection/equipment approvals and maintenance												
Legal Services, Risk & Insurance and Purchasing	Risk Assessment and procurement process support												
External stakeholders	Schools and sport partners will be vetted through planning and design												

TIMELINE:	Annual project schedule includes:	
	<ol style="list-style-type: none"> 1. Update inventory and lifecycle prioritization 2. Confirm project scope, schedule and budget 3. Public participation activities, if required 4. Procurement and contract award 5. Construction execution 6. Monitoring of project through construction 7. Project inspection and close out 	
FINANCIAL INFORMATION:	Investment Year	2021 \$ 316,700
		2022 \$ -
		2023 \$ -
		2024 \$ -
		2025 \$ -
		2026 \$ -
		2027 \$ -
		2028 \$ -
		2029 \$ -
		2030 \$ -
	Total	\$ 316,700
	See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		n/a

APPROVAL

Author:



February 24, 2020

Project Charter Developer

Date

Director:



February 24, 2020

Director

Date

DCAO/CPO:

Deputy Chief Administrative Officer/Chief People Officer

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning	30,000									
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping	268,900									
Construction Management										
Commissioning and QA/QC										
Contingency	15,800									
Public Participation Activities	2,000									
Equipment										
TOTAL	316,700	-	-	-	-	-	-	-	-	-

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

Comments:

Based on content of consultant's report for structural and landscaping needs. \$30,000 for Oakmont planning.

OPERATING IMPACTS WORKSHEET

<input type="radio"/> One Time <input type="radio"/> Ongoing	Operating impacts include shale, chain-link, field supplies, and casual labor. Assume only 4 diamonds at Langley will be completed
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OPERATING IMPACTS	2021	2022	2023
List the Type of Operating Expense and Department impacted.			
Shale purchase	1,200	1,200	1,200
Chain link supplies/repairs	800	800	800
Field Supplies	1,000	1,000	1,000
Casual laborer (2 weeks)	2,000	2,000	2,000
TOTAL	5,000	5,000	5,000

CAPITAL PROJECT CHARTER

9YEAR:	2021
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 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 replacement of city owned playgrounds and adjacent site amenities through a lifecycle program.	

PROJECT CHARTER JUSTIFICATION:	<p>Current State - This City playgrounds lifecycle plan ensures that city playgrounds are safe, routinely assessed and replaced in priority sequence at the end of their lifespan. Currently there are 59 playground sites that have an approximate lifespan of 15 – 20 years each.</p> <p>Playground assessments are currently completed annually and include condition assessments (equipment, curbing and surface), age of structure, equipment usability, Canada Standards Association (CSA) compliance, and community feedback. Playground replacement are prioritized annually using the assessment criteria which ensures that the City is being fiscally responsible, while keeping community need front of mind.</p> <p>Administration plans to replace 2 – 3 playgrounds annually to ensure that all sites are replaced within the projected 15-20-year lifespan. Playground replacements will include playground equipment, site surfacing, curbing, adjacent site amenities (benches and garbage cans) and required landscaping.</p> <p>Issue – This charter will ensure that equipment is compliant to provide safe, valuable, free, outdoor play experiences for children in St. Albert.</p> <p>Opportunities - Currently the listing of top ranked sites (listed alphabetically) for playground replacement include the following parks: Amherst, Daulton, Deer Ridge, Dorchester, Fountain Park,</p>
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	<p>Greer, Harwood, Ironwood, Langholm, Lions and Windermere. This priority list may change upon completion of annual assessments.</p> <p>Public engagement for playground replacements will include information distributed to residents surrounding replacement sites, updates to the city webpage and signage on site.</p> <p>Risks - Risks of not completing this work can include the following:</p> <ul style="list-style-type: none">• Community and user groups would be dissatisfied with quality of city playgrounds.• Playgrounds could experience reduced function and playability.• Costs are based on estimates and may change once each project is tendered.										
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>										
STAKEHOLDER IDENTIFICATION:	<table><tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr><tr><td>Recreation & Parks</td><td>Project sponsor set scope requirements, public engagement, tender review, bid evaluation, stakeholder liaison</td></tr><tr><td>Capital Project Office</td><td>Contract management, procurement coordination and construction execution</td></tr><tr><td>Public Works,</td><td>Planning, inspection/equipment approvals and maintenance</td></tr><tr><td>Legal Services, Risk & Insurance and Purchasing</td><td>Risk Assessment and procurement process support</td></tr></table>	Name & Role	Responsibility or Contribution	Recreation & Parks	Project sponsor set scope requirements, public engagement, tender review, bid evaluation, stakeholder liaison	Capital Project Office	Contract management, procurement coordination and construction execution	Public Works,	Planning, inspection/equipment approvals and maintenance	Legal Services, Risk & Insurance and Purchasing	Risk Assessment and procurement process support
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Capital Project Office	Contract management, procurement coordination and construction execution										
Public Works,	Planning, inspection/equipment approvals and maintenance										
Legal Services, Risk & Insurance and Purchasing	Risk Assessment and procurement process support										
TIMELINE:	<p>Annual project schedule includes:</p> <ol style="list-style-type: none">1. Update inventory and lifecycle prioritization2. Confirm project scope, schedule and budget3. Public participation activities, if required4. Procurement and contract award5. Construction execution6. Monitoring of project through construction7. Project inspection and close out										

FINANCIAL INFORMATION:	Investment Year	2021	\$	160,000
		2022	\$	378,900
		2023	\$	378,900
		2024	\$	378,900
		2025	\$	378,900
		2026	\$	378,900
		2027	\$	378,900
		2028	\$	378,900
		2029	\$	378,900
		2030	\$	378,900
		Total	\$	3,570,100
See Capital Project Worksheet for details.				
OPERATIONAL IMPACTS:			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:			n/a	

APPROVAL

Author:



February 24, 2020

Project Charter Developer

Date

Director:



February 24, 2020

Director

Date

DCAO/CPO:

Deputy Chief Administrative Officer/Chief People Officer

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	6,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Site Servicing										
Structure/Building Construction	138,800	321,500	321,500	321,500	321,500	321,500	321,500	321,500	321,500	321,500
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	15,000	37,900	37,900	37,900	37,900	37,900	37,900	37,900	37,900	37,900
Public Participation Activities	200	500	500	500	500	500	500	500	500	500
Equipment										
TOTAL	160,000	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900

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

Comments:

Based on content of consultant's report for structural and landscaping needs
 85% Structure/Building Construction (includes equipment, surfacing and site amenities)
 5% Design
 10% Contingency
 \$500 Public Participation

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	RECR-070
CHARTER NAME:	Fowler Athletic Park Refurbishment
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	Refurbishment of existing athletic park amenities and features to maintain service delivery to the community.	
ASSET CATEGORY:	<input checked="" type="checkbox"/> Civic Facilities <input checked="" type="checkbox"/> Master Plan, Studies, & Other <input checked="" type="checkbox"/> Roads & Other Engineered Structures <input checked="" type="checkbox"/> Historical/ Cultural	<input type="checkbox"/> Parks & Trails <input type="checkbox"/> Mobile & Other Equipment <input type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	Refurbishment of Fowler Athletic Park facility in alignment with assessment report and recommendations completed in 2019. This will include a track surface and field amenities to accommodate track and field disciplines, retaining wall and refurbished buildings and other site amenities.	

PROJECT CHARTER JUSTIFICATION:	<p>Current State</p> <ul style="list-style-type: none"> Fowler Athletic Park was originally developed in 1979 for Alberta Summer Games Enhancements and improvement were completed in 2002 and 2011, and safety repairs were done in 2018. The facility is utilized by local schools, the St. Albert Track and Field Club, and the public. Components for the facility include; <ul style="list-style-type: none"> 400 m track, with steeple jump and speed track. Throwing enclosure, shot put pad, & 3 long jumps. D pad for high jump and javelin. Pole vault station. Bleachers, and amenities building. Retaining wall, site amenities and landscaping. St. Albert Track and Field Club, the St. Albert Track Foundation, as well as all school divisions have been involved in the assessment. This track is the only outdoor surfaced track directly servicing St. Albert residents and this refurbishment will ensure the life span of the facility in the future to maintain service delivery.
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	<p>Issues identified are;</p> <ul style="list-style-type: none"> • There have been noted site drainage issues identified by surface water accumulation in past years resulting in noted deterioration of the track surface (pilling). An in-depth facility assessment was completed in 2019/20 to outline a plan/design to remediate and refurbish this amenity to maintain service delivery and ensure safety of all users. • Site amenities are incorrectly configured to align with safety standards and best practices for track and field flow and optimal facility usage. • Outdated amenity standards. <p>Opportunities</p> <ul style="list-style-type: none"> • This project would refurbish the facility and amenities in place at the facility to City and IAAF standards to ensure safety standards, long term usage and continued sanctioning to be able to host track and field events <ul style="list-style-type: none"> ○ Address drainage issues on the site in order to establish longer life expectancies of the track surfacing in future. ○ Repair the failing retaining wall on the site. ○ Project will ensure site amenities are built with a good foundation, are appropriately configured on site to ensure user safety. <p>Risks</p> <ul style="list-style-type: none"> • Safety issues are continually being addressed, but without a refurbishment of the facility these issues will continue and become unfixable (not sanctionable) by 2023. A phased approach to construction is amenable to meet the required timelines but does reduce costs savings of completing all work in one project. • This is the only track facility in the City and is heavily used by schools, clubs, and residents. Infrastructure failure and facility closure would impact the track and field community. • Some of the infrastructure (retaining wall) can potentially fail to the point of impacting the service delivery at the site if not addressed in the very near future. 						
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>						
STAKEHOLDER IDENTIFICATION:	<table> <tr> <th>Name & Role</th><th>Responsibility or Contribution</th></tr> <tr> <td>Recreation & Parks</td><td>Project sponsor determine project scope, public engagement, tender and design review, stakeholder liaison.</td></tr> <tr> <td>Capital Project Office</td><td>Contract management, construction execution</td></tr> </table>	Name & Role	Responsibility or Contribution	Recreation & Parks	Project sponsor determine project scope, public engagement, tender and design review, stakeholder liaison.	Capital Project Office	Contract management, construction execution
Name & Role	Responsibility or Contribution						
Recreation & Parks	Project sponsor determine project scope, public engagement, tender and design review, stakeholder liaison.						
Capital Project Office	Contract management, construction execution						


	Public Works	Involvement in planning and construction support 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.																																												
TIMELINE:	<p>Project schedule is proposed to proceed in a three-phase approach as outlined;</p> <p>Phase one – 2021: Address amenity repair and replacement and site configuration issues and to repair track surface issues with a priority of ensuring participant safety.</p> <p>Phase two – 2022: Complete infrastructure work on the building and small scale site infrastructure (ex fencing), and to repair track surface issues.</p> <p>Phase three – 2023: To complete site ground work, infrastructure repairs (ex. retaining wall) track base refurbishment and track and d pad resurfacing.</p>																																													
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2021</th><th>\$</th><th>250,000</th></tr> </thead> <tbody> <tr> <td></td><td>2022</td><td>\$</td><td>160,000</td></tr> <tr> <td></td><td>2023</td><td>\$</td><td>2,460,000</td></tr> <tr> <td></td><td>2024</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2025</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2026</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2027</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2028</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2029</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>2030</td><td>\$</td><td>-</td></tr> <tr> <td></td><td>Total</td><td>\$</td><td>2,870,000</td></tr> </tbody> </table>	Investment Year	2021	\$	250,000		2022	\$	160,000		2023	\$	2,460,000		2024	\$	-		2025	\$	-		2026	\$	-		2027	\$	-		2028	\$	-		2029	\$	-		2030	\$	-		Total	\$	2,870,000	See Capital Project Worksheet for details.
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	Total	\$	2,870,000																																											
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.																																												
ASSOCIATED OPERATING BUSINESS CASE:																																														

APPROVAL

Author:



February 24, 2020

	Project Charter Developer	Date
Director:		February 24, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	209,000	133,600	2,050,500							
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	41,000	26,400	409,500							
Public Participation Activities										
Equipment										
TOTAL	250,000	160,000	2,460,000	-	-	-	-	-	-	-

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

Comments:
Detailed design is complete in 2020.
QA and QC will be managed through the planning charter to the consultant that completed design
Contingency is 20% based on detailed design.

CAPITAL PROJECT CHARTER

YEAR:	2021
CHARTER NUMBER:	RECR – 071 (New)
CHARTER NAME:	Larose Park Sport Court Refurbishment
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	This project will include the rehabilitation and the site works to rehabilitate two tennis courts and six pickleball courts at Larose park to the new court standards.	
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 type="checkbox"/> Mobile & Other Equipment <input checked="" type="checkbox"/> Land & Land Improvements
SCOPE STATEMENT:	This project charter will rehabilitate and make new two existing tennis courts and six pickleball courts at Larose Park with required site amenities.	

PROJECT CHARTER JUSTIFICATION:	<p>Pickleball is a growing and emerging sport in St. Albert and the Capital Region, particularly among the senior population. Since its inception in 2010, the local Pickleball association has grown to almost 600 members. In 2018, 12 pickleball courts were developed at Alpine Park and have seen high usage patterns. The court rehabilitation project that is proposed in this charter will improve the existing courts to the current standard and will provide opportunity to encourage play on the surfaces at Larose Park. This will ensure amenity development in alignment with sport growth to meet demand and relieve some of the density pressures now experienced at the Alpine park courts.</p> <p>Administration has worked with the pickleball club and the school divisions to better plan for the future of the sports. This redevelopment will simply ensure the longevity of the facility and that it is comparable experience to the facility now developed at Alpine Park.</p> <p>Current State</p> <ul style="list-style-type: none"> - Courts in mediocre condition, but surface material is not industry standard/best practice for pickleball. (asphalt, with concrete footings, heaving and cracking). - Perimeter fencing, nets and internal fencing in poor shape.
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	<ul style="list-style-type: none"> - Usage is lower because the facility is not up to standard of other community courts. <p>Issue</p> <ul style="list-style-type: none"> - This initial court development is not maintained to industry standard and compared to other courts is a substandard service level. - There is incredible growth in the sport of pickleball and identified need through this growth for additional facilities in the community. - Pickleball courts have been identified as a need in St. Albert, but no site has been secured currently to locate courts on in future. This project will provide an interim solution to the growth interim to a new site being identified in future. <p>The development of the courts will include:</p> <ul style="list-style-type: none"> - Asphalt work and ground base work. - Outdoor sport court surfacing and court lining. - Post and net installation and interior court fencing. - Perimeter fencing replacement. - Potential acoustic panel product on exterior fence panels or wind screening. - Bench installation. - All necessary site signage. <p>Opportunities</p> <ul style="list-style-type: none"> - Renewal of an existing facility. - Keep all ages, abilities and demographics active. - Offset extremely high usage and waiting times at Alpine. - Opportunity for spontaneous public use opportunities. - Industry standard surface especially for those with joint issues. <p>Risks</p> <ul style="list-style-type: none"> - Usage at the facility is low because of current condition which is increasing density at alternate sites. - Damaged fence is already being repaired but requires replacement in the next year . - Increased construction costs as project delays occur. 				
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: N / A</p> <p>Activity: N / A</p>				
STAKEHOLDER IDENTIFICATION:	<table> <tr> <th>Name & Role</th><th>Responsibility or Contribution</th></tr> <tr> <td>Recreation & Parks</td><td>Project sponsor determine project scope, public engagement, tender and design review, stakeholder liaison.</td></tr> </table>	Name & Role	Responsibility or Contribution	Recreation & Parks	Project sponsor determine project scope, public engagement, tender and design review, stakeholder liaison.
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Recreation & Parks	Project sponsor determine project scope, public engagement, tender and design review, stakeholder liaison.				


	Capital Project Office	Contract management, construction execution
	Public Works	Involvement in planning and construction support 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.
TIMELINE:	Project schedule includes and will be concluded by Q3 2021: 1. Procurement and contract award 2. Design (based on existing plans and engineering standards) 3. Construction execution 4. Monitoring of project through construction 5. Project inspection and close out	
FINANCIAL INFORMATION:	Investment Year 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 Total	\$ 470,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ 470,000 See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		

APPROVAL

Author:



February 24, 2020

	Project Charter Developer	Date
Director:		February 24, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	10,000									
Site Servicing										
Strucure/Building Construction	355,000									
Landscaping	25,000									
Construction Management										
Commissioning and QA/QC										
Contingency	78,000									
Public Participation Activities	2,000									
Equipment										
TOTAL	470,000	-	-	-	-	-	-	-	-	-

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

Comments:
Based on costing from Alpine development with addition of exterior fence replacement and partial acoustic panel addition. Contingency at 20% of project cost.

OPERATING IMPACTS WORKSHEET

<input type="checkbox"/> One Time <input type="checkbox"/> Ongoing	Lift truck and staff required for seasonal sound baffle mounting / takedown / storage Nets, surface repair, fence repair
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OPERATING IMPACTS	2021	2022	2023
List the Type of Operating Expense and Department impacted.			
Lift Truck @ 16 x \$40 for sound barrier installation/removal	640	640	640
4 X 40 X 16 for sound barrier installation/removal	2,560	2,560	2,560
Nets, general court and fence maintenance	2,000	2,000	2,000
TOTAL	5,200	5,200	5,200

CAPITAL PROJECT CHARTER

1YEAR:	2021
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:	The 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:	<p>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.</p> <p>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.</p> <p>2021 Major Shutdown</p> <p>Next year, 2021, will be Servus Place's 15th year of operation and will involve a series of RMR projects specific to the Landrex Water Play Centre. The major item due for replacement is the Landrex Water Play Centre's main water filtration system. As this scheduled replacement will involve a much lengthier shut down, 12 weeks vs. the typical 2-3 week period. , Administration has proposed to</p>
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	<p>perform other major projects in alignment with the shutdown period in order to limit one long shutdown period to a single year, vs. lengthy shutdowns over multiple years. This is the first shutdown of a facility amenity area beyond 3 weeks in the 15 years of operation. Shutdown to occur end of May through August to mitigate impacts, as well Grosvenor and FPRC can accommodate more traffic during this time frame.</p> <p>Other projects to be completed:</p> <ul style="list-style-type: none"> • Water Slide stairs - (stairs have deteriorated much faster than lifespan, and could pose a safety risk if not addressed). • Sauna Floor concrete reparation and rebuild- (concrete floor in sauna has deteriorated must be repaired, could pose a safety risk if not addressed). Will result in complete rebuild of sauna. <p>Other RMR projects for 2021 include lifecycle replacement of cardiovascular and strength machine fitness equipment, and security cameras. By compressing multiple projects to be completed in 2021, additional lengthy shutdowns will not be required in the short term thereafter.</p> <p>The extended shutdown is anticipated to have operational impacts to both revenue and expenses which have been included in the appropriate section below.</p> <p>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> <p>Risks - Servus Place experiences very high volumes of use. The facility is open 363 days per year, on average 17 hrs/day. A total of over 1,700,000 visitors per year utilize a multitude of amenities. There are over 666,000 spontaneous uses and over 50,000 hours of formal programmed and rental space booked throughout the facility.</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.
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	<ul style="list-style-type: none"> 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. 																																												
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: 4. Infrastructure Investment</p> <p>Activity: N / A</p> <p>Administrative Priority: A.3. Mandated Service Requirements</p> <p>Activity: N / A</p>																																												
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OPERATIONAL IMPACTS:	<div> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No </div> <p>If yes, refer to Operating Impacts Worksheet for details.</p>																																												
ASSOCIATED OPERATING BUSINESS CASE:	N/A																																												

APPROVAL

Author:



February 24, 2020

Kelly McConnell, Senior Manager, Recreation and Parks

Date

Director:



February 24, 2020

Diane Enger, Director, Recreation and Parks

Date

CAO:

Chief Administrative Officer

Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	1,776,500	786,500	777,500	496,600	682,200	1,956,700	659,600	455,300	450,600	543,700
TOTAL	1,776,500	786,500	777,500	496,600	682,200	1,956,700	659,600	455,300	450,600	543,700

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

<p>Comments:</p> <ul style="list-style-type: none"> •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

OPERATING IMPACTS WORKSHEET

<input checked="" type="checkbox"/> One Time <input type="checkbox"/> Ongoing	For multiple major RMR projects, Landrex Water Play Centre will be not available for use for extended period which will have operational impacts. The impacts will result in a decrease in admission/membership revenues, offset by savings in expenses, with an estimated net impact of - \$28,500 to the operating budget.
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OPERATING IMPACTS	2021	2022	2023
Servus Place Guest Services - 4101 Admission Fees	- 180,000		
Servus Place Guest Services - 4181 Recreation Passes Memberships	- 57,000		
Landrex Water Play Centre - 3130- 6013 Casual Wages	134,000		
Landrex Water Play Centre - 3130 - 6050 Benefits Allocation Expense	13,400		
Landrex Water Play Centre - 3130 - 6502 – Office and Operating Supplies	2,100		
Landrex Water Play Centre - 3130 - 6155 – Courier and Transportation	400		
Landrex Water Play Centre - 3130 - 6515 – Chemicals	33,000		
Servus Place Guest Services - 3191- 6013 Wages Temporary	22,000		
Servus Place Guest Services - 3191- 6050 - Benefits allocation	2,000		
Servus Place Guest Services - 3191- 6160 - Advertising & Promotions	1,600		
TOTAL	- 28,500	-	-

CAPITAL PROJECT CHARTER


YEAR:	2021
CHARTER NUMBER:	TRAN - 001
CHARTER NAME:	Transit Bus Lifecycle Replacement (RMR)
LEAD DEPARTMENT:	Public Works and Transit

TYPE:	<input checked="" type="checkbox"/> RMR <input type="checkbox"/> GROWTH	
	Maintenance of existing resources	
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>The Transit Replacement Plan requires the replacement of Transit buses, major bus components, shop and support equipment 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.</p> <p>Transit bus lifecycle replacement is currently based on costing for electric buses, which are twice the expense as compared to diesel buses.</p>	

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 - 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. Current lifecycle guideline for busses is 18 years.</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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STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: N / A Activity: N / A																																		
STAKEHOLDER IDENTIFICATION:	Fleet Services Manager, Public Works and Transit - Primary Manager, Risk & Insurance - Secondary Manager, Purchasing - Purchasing process																																		
TIMELINE:	Throughout operational year																																		
FINANCIAL INFORMATION:	<table border="1"> <tr><td>2021</td><td>\$</td><td>758,000</td></tr> <tr><td>2022</td><td>\$</td><td>995,100</td></tr> <tr><td>2023</td><td>\$</td><td>3,257,000</td></tr> <tr><td>2024</td><td>\$</td><td>10,280,000</td></tr> <tr><td>2025</td><td>\$</td><td>11,525,200</td></tr> <tr><td>2026</td><td>\$</td><td>9,159,000</td></tr> <tr><td>2027</td><td>\$</td><td>10,438,200</td></tr> <tr><td>2028</td><td>\$</td><td>8,120,000</td></tr> <tr><td>2029</td><td>\$</td><td>1,015,000</td></tr> <tr><td>2030</td><td></td><td>4,375,000</td></tr> <tr><td>Total</td><td>\$</td><td>59,922,500</td></tr> </table>	2021	\$	758,000	2022	\$	995,100	2023	\$	3,257,000	2024	\$	10,280,000	2025	\$	11,525,200	2026	\$	9,159,000	2027	\$	10,438,200	2028	\$	8,120,000	2029	\$	1,015,000	2030		4,375,000	Total	\$	59,922,500	See Capital Project Worksheet for details.
2021	\$	758,000																																	
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2030		4,375,000																																	
Total	\$	59,922,500																																	
OPERATIONAL IMPACTS:		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, refer to Operating Impacts Worksheet for details.																																	
ASSOCIATED OPERATING BUSINESS CASE:		N/A																																	

APPROVAL

Author:	Tom Kumka  Fleet Manager PW & Transit Project Charter Developer	March 12 th , 2020 Date
Director:	Anthony Lake Director	March 31 st , 2020 Date
DCAO/CPO:	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
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	758,000	995,100	3,257,000	10,280,000	11,525,200	9,159,000	10,438,200	8,120,000	1,015,000	4,375,000
TOTAL	758,000	995,100	3,257,000	10,280,000	11,525,200	9,159,000	10,438,200	8,120,000	1,015,000	4,375,000

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

Comments:
Routine operations and maintenance activities.