MUNICIPAL
RMR
CAPITAL
CHARTERS
2022

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	COMS-001
CHARTER NAME:	Community Capital Grant Program
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	Choose one: (●) RMR ( ) GROWTH	
	Provides capital grant funding for not-for-profit community groups. The projects are mainly renovation and/or refurbishment projects.	
ASSET CATEGORY:	Choose one: ( ) Civic Facilities (●) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	On March 3, 2009, Council approved Policy C-CS-06 Community Capital Program Grant. Current State - $250,000 per year is allocated in the capital budget. 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. 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. • 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.	

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N / A Activity: N / A Administrative Priority: N / A Activity: N / A
STAKEHOLDER IDENTIFICATION:	

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

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:

Investment Year		
	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
	2031	$ 250,000
	Total	**$ 2,500,000**

See Capital Project Worksheet for details.

OPERATIONAL IMPACTS:	○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.

ASSOCIATED OPERATING BUSINESS CASE:		N/A

APPROVAL

Author:		March 16, 2021
	Project Charter Developer	Date
Director:		March 16, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/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:
Include any relevant details related to the Capital Project Worksheet.

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

qqwYEAR:	2022-2031
CHARTER NUMBER:	CULTR-001
CHARTER NAME:	Arden Theatre Maintenance and Lifecycle Plan
LEAD DEPARTMENT:	Community Services

TYPE:	◉ RMR ○ 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:	○ Civic Facilities ○ Master Plan, Studies, & Other ○ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ◉ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	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). 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.	

PROJECT CHARTER JUSTIFICATION:	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. 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.

Funding is supplemented by The Arden Theatre Capital Enhancement fee (facility/refurbishment fee), grant funding, and fundraising.

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

2022	
Audio Console, Power (Main) Replacement	$145,000
Upright Piano Refurbishment	$6,000
Lighting (scrollers/technology integration)	$50,000
Contingency	10%
Total	$221,100

2023	
Carpet (Stairs, Ramp, Theatre) Replacement	$76,000
Contingency	10%
Total	$83,600

2024	
Audience Seating Re-upholster	$120,000

Concession Equipment	$10,000
Furniture, theatre support areas	$17,900
Audio Components	$20,000
Contingency	10%
Total	$184,690

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.

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.

Opportunities - The Arden Theatre Lifecycle and Maintenance Plan has been updated to included 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.

Risks - The Arden Theatre experiences high volumes of use hosting 280 performances in 2019 and continues to see increased use.

Equipment in The Arden Theatre is used to support school, non-profit, professional and performing arts programming, including St Albert Children's Theatre.

- 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 • Community and user groups dissatisfaction with quality of city facilities • Costs are based on estimates available at the time of charter development, but may change once each projected is tendered • Estimated lifecycle and replacement date of equipment may change from the original plan Constraints 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: N / A
STAKEHOLDER IDENTIFICATION:	Community Services - Project sponsor, public engagement, design review, stakeholder liaison. Capital Project Office - Review and/or development of Engineering tender documents, Construction execution as applicable Public Works - advisory, construction support and maintenance Legal Services, Risk & Insurance and Purchasing - Risk Assessment, agreement support and procurement process support. Stakeholders (internal and external) - Advisory, Notification of Construction, Disruption of Service and issue resolution, Funding and Fundraising
TIMELINE:	**Spring:** Design and costing **Late Spring:** Tender **Summer:** Construction / Installation **Fall/Winter:** Final commissioning, and project closing

FINANCIAL INFORMATION:	**Investment Year**			
		2022	$	221,100
		2023	$	83,600
		2024	$	184,690
		2025	$	168,410
		2026	$	69,850
		2027	$	85,250
		2028	$	207,900
		2029	$	65,450
		2030	$	74,250
		2031	$	319,000
		Total	**$**	**1,479,500**
			See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Adam Turnbull	March 12, 2021
	Project Charter Developer	Date
Director:	Catriona Gunn-Graham	March 12, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	20,100	7,600	16,790	15,310	6,350	7,750	18,900	5,950	6,750	29,000
Public Participation Activities										
Equipment	201,000	76,000	167,900	153,100	63,500	77,500	189,000	59,500	67,500	290,000
TOTAL	**221,100**	**83,600**	**184,690**	**168,410**	**69,850**	**85,250**	**207,900**	**65,450**	**74,250**	**319,000**

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

Comments:
Include any relevant details related to the Capital Project Worksheet.

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022-2031
CHARTER NUMBER:	CULTR-023
CHARTER NAME:	Visual Arts Studio Replacement Lifecycle
LEAD DEPARTMENT:	Community Services

TYPE:	(●) RMR ( ) 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:	( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails (●) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	The Visual Art Studio Lifecycle Replacement Plan guides the repair, maintenance and replacement of City owned equipment associated with the operation of the Visual Art Studios in St Albert Place. The Visual Art Studios include the operation of the Quilting Studio, Multicraft Studio, Painters Studio, and Pottery Studio. 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.	

PROJECT CHARTER JUSTIFICATION:	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. 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. Planned maintenance is reviewed to ensure maintenance and replacement is delivered in economically optimal way, while balancing the community's expectations for services.

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 equipment inspection. Should replacement not be warranted, revision to the replacement date will be made.

2022	
Multicraft Studio – Equipment and Tools	$3,000
Pottery Studio- Storage, Millwork and Tools	$22,200
Contingency	10%
Total	$27,720

2023	
Multicraft Studio: Equipment and Tools	$6,500
Contingency	10%
Total	$7,150

2024	
Painting Studio: Millwork and Tools	$25,000
Contingency	10%
Total	$27,500

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.

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.

- 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 • 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:	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:	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 - advisory, construction support and maintenance Legal Services, Risk & Insurance and Purchasing - Risk Assessment, agreement support and procurement process support. Stakeholders (internal and external) - Advisory, Notification of Construction, Disruption of Service and issue resolution, Funding and Fundraising
TIMELINE:	**Spring:** Design and costing **Late Spring:** Tender **Summer:** Construction / Installation **Fall/Winter:** Final commissioning, and project closing

FINANCIAL INFORMATION:	**Investment Year**	**2022**	$ 27,720
		2023	$ 7,150
		2024	$ 27,500
		2025	$ 53,680
		2026	$ 9,570
		2027	$ 75,350
		2028	$ 5,500
		2029	$ -
		2030	$ 7,920
		2031	$ -
		Total	**$ 214,390**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			

APPROVAL

Author:	Adam Turnbull	March 12, 2021
	Project Charter Developer	Date
Director:	Catriona Gunn-Graham	March 12, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	2,520	650	2,500	4,880	870	6,850	500	-	720	-
Public Participation Activities										
Equipment	25,200	6,500	25,000	48,800	8,700	68,500	5,000	-	7,200	-
TOTAL	**27,720**	**7,150**	**27,500**	**53,680**	**9,570**	**75,350**	**5,500**	**-**	**7,920**	**-**

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

Comments:
Include any relevant details related to the Capital Project Worksheet.

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-001
CHARTER NAME:	Arterial Roadway Program
LEAD DEPARTMENT:	Engineering

TYPE:	◉ RMR ○ GROWTH	
	This project targets the treatment of existing arterial roadway surfaces by means of preservation and restoration techniques.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ◉ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ 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:

Current State

The City currently maintains approximately 280 lane kms of Boulevard, Crosstown and Connector roadways (arterial roadways), which hold an estimated replacement value of $300,000,000.

From condition assessments performed in 2020, arterial road's PQI was recorded as "**81"** out of 100. This value indicates, that on average, the arterial road network is in **"good"** condition.

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

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

Table 1 - Pavement Treatment Table

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

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 may result 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 lane km's of treatment by year

Year/*Treatment*	*Crack Sealing*	*Microsurfacing*	*Mill & Inlay*
2022	8.81	-	16.61
2023	11.11	5.70	12.45

   Maps of each location can be found in the attached 2022-2023 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 due to:
   a. Updated Data (condition ratings)
   b. Unforeseen Maintenance Priorities/Investigations
   c. Alignment with other Capital Projects
   d. Stakeholder / Event Coordination
2) Public opinion on priorities and program delivery, does not always align with condition 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:	**Investment Year**	**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	**$**	**1,636,000**
		2031	**$**	**1,636,000**
		Total	**$**	**16,404,000**
			See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.	

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Author	Date
Director:	Dawny George, Director of Engineering	March 9, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

Capital Project Worksheet

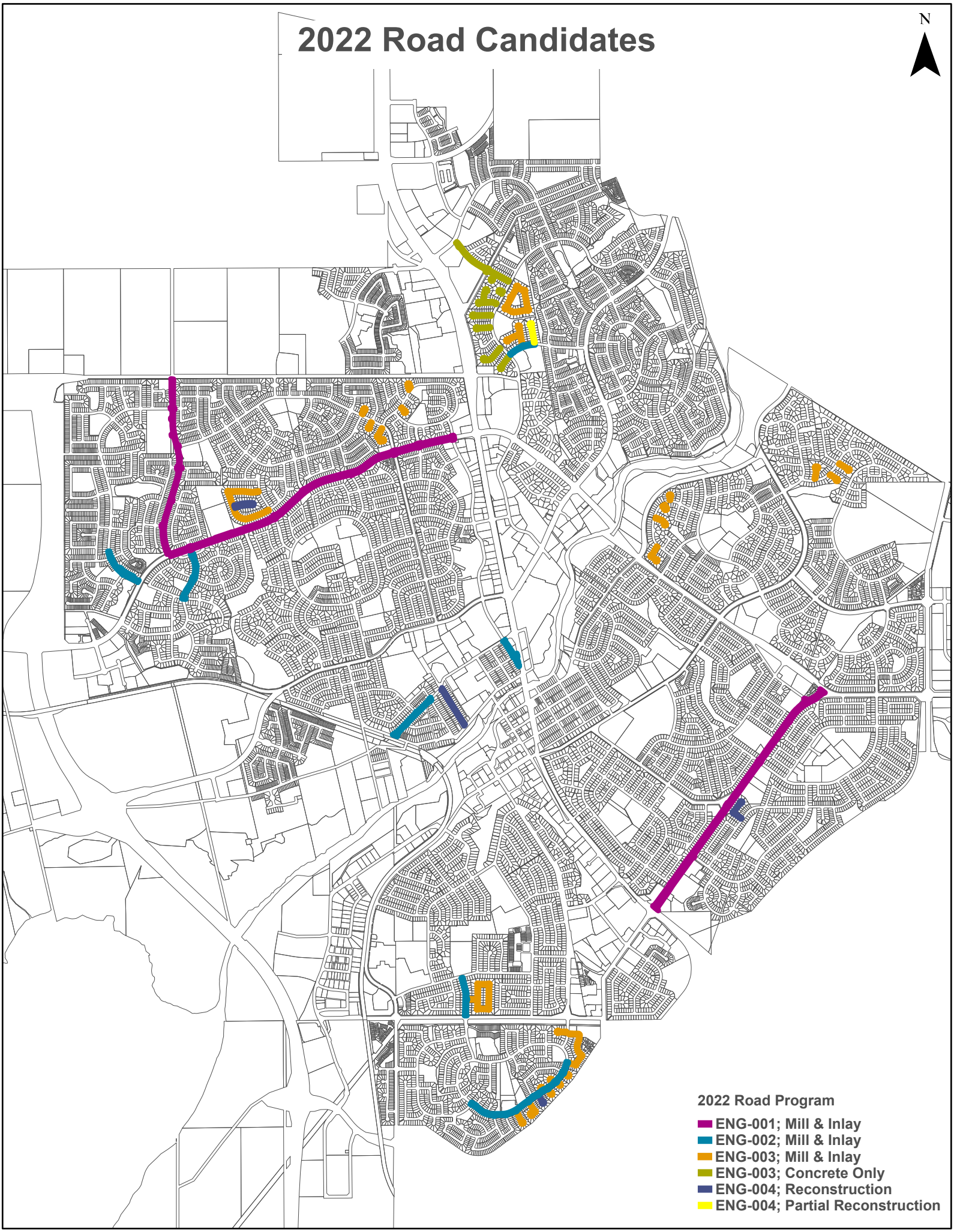
PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	$1,400,000	$1,360,000	$1,360,000	$1,360,000	$1,360,000	$1,360,000	$1,360,000	$1,360,000	$1,360,000	$1,360,000
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	$140,000	$136,000	$136,000	$136,000	$136,000	$136,000	$136,000	$136,000	$136,000	$136,000
Public Participation Activities										
Equipment										
TOTAL	$1,680,000	$1,636,000	$1,636,000	$1,636,000	$1,636,000	$1,636,000	$1,636,000	$1,636,000	$1,636,000	$1,636,000

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 and assume historical costs of each treatment
- 2022 – 2023 program candidates are established and anticipated for completion, subject to funding. Administration is reviewing the current program process, inputs and service levels which may influence anticipated costs beyond 2023 and capture a more year-year variation of costs which is different then highlighted with placeholders in this 10-year plan.
- QA/QC is set to 1.5% of construction costs in years were SMA is not being applied
- Contingency is 10% of construction cost

2022 Road Candidates



2023 Road Candidates

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-002
CHARTER NAME:	Collector Roadway Program
LEAD DEPARTMENT:	Engineering

TYPE:	◉ RMR ○ GROWTH	
	This project targets the treatment of existing collector roadway surfaces by means of preservation and restoration techniques.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ◉ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ 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:

Current State

The City of St. Albert currently maintains approximately 166 lane kms of Neighborhood (Collector) roadway, which carries an estimated replacement value of $230,000,000. From the condition assessments performed in 2020, the Collector network's PQI was recorded as "**84"** out of 100. This value represents indicates, that on average, the collector road network is in **"good"** condition.

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

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.

Table 1 - Pavement Treatment Table

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

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 collector lane km's of treatment by year

Year/*Treatment*	*Crack Sealing*	*Microsurfacing*	*Mill & Inlay*
2022	5.29	-	10.25
2023	9.68	2.80	7.20

   Maps of each location can be found in the attached 2022-2023 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:	**Investment Year**	**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	**$**	**1,235,000**
		2031	**$**	**1,235,000**
		Total	**$**	**12,072,000**
			See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Author	Date
Director:	Dawny George, Director of Engineering	March 9, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

Capital Project Worksheet

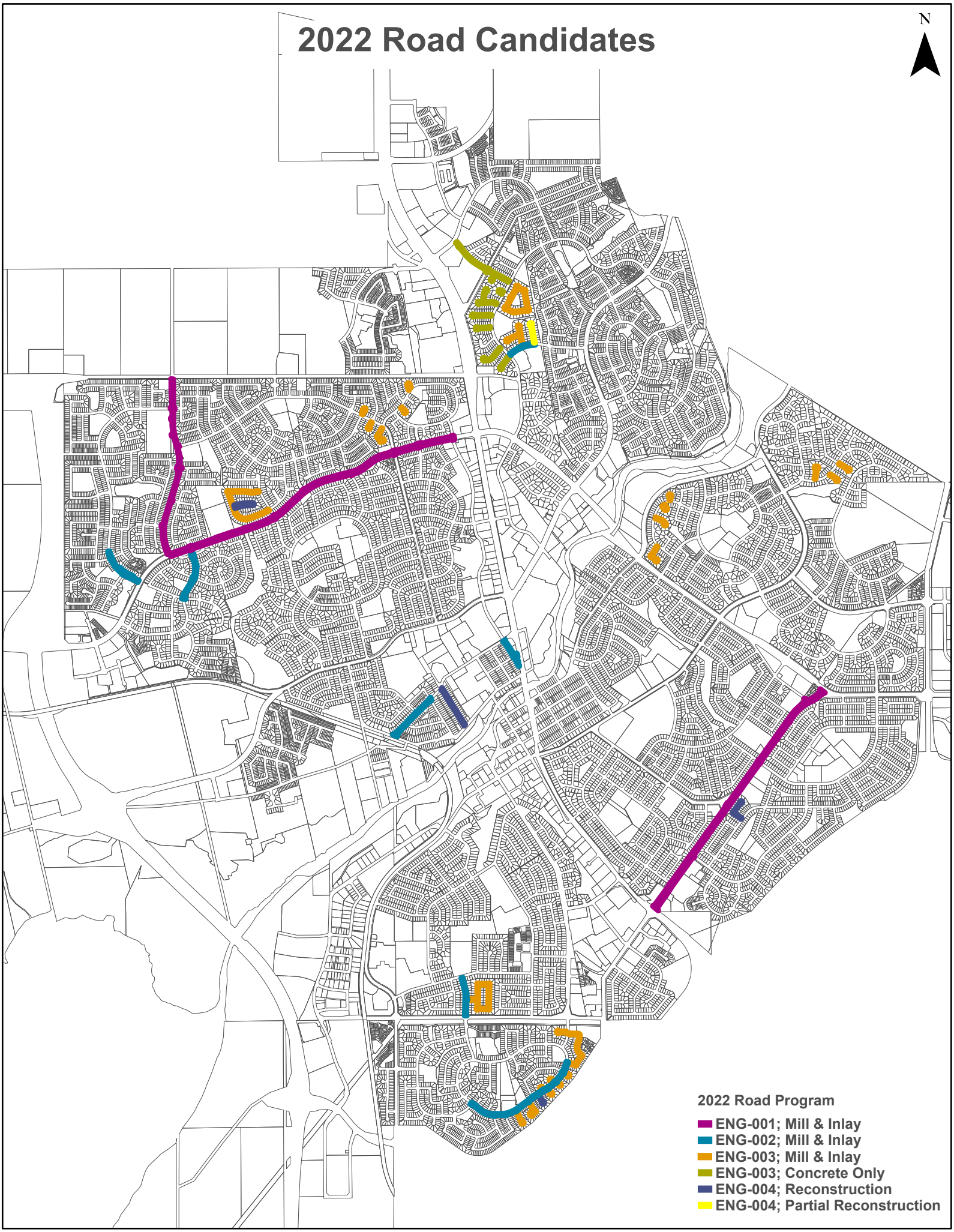
PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	$750,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Landscaping										
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	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
Contingency	$75,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Public Participation Activities										
Equipment										
TOTAL	$957,000	$1,235,000	$1,235,000	$1,235,000	$1,235,000	$1,235,000	$1,235,000	$1,235,000	$1,235,000	$1,235,000

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
- 2022 – 2023 program candidates are established and anticipated for completion, subject to funding. Administration is reviewing the current program process, inputs and service levels which may influence anticipated costs beyond 2023 and capture a more year-year variation of costs which is different then highlighted with placeholders in this 10-year plan.
- QA/QC is set to 1.5% of construction costs in years were SMA is not being applied
- Contingency is 10% of construction cost

2022 Road Candidates



2023 Road Candidates

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-003
CHARTER NAME:	Local Roadway Program
LEAD DEPARTMENT:	Engineering

TYPE:	◉ RMR ○ GROWTH	
	This project targets the treatment of existing Local roadway surfaces by means of preservation and restoration techniques.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ◉ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ Land & Land Improvements
SCOPE STATEMENT:	This project targets surface work of Local roadways associated with preservation, and restoration of pavement curb/gutter.	

PROJECT CHARTER JUSTIFICATION:

<u>Current State</u>

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 assessments performed in 2020, the local road's PQI was recorded as "**80"** out of 100. This value indicates, that on average, the local road network is in **"good"** condition.

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.

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.

Table 1 - Pavement Treatment Table

Preservation	Restoration
Micro-surfacing	Conventional Mill & Inlay
Thin overlay	
Crack sealing	

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*
2022	7.4	-	14.8
2023	9.4	2.7	11.7

   Maps of each location can be found in the attached 2022-2023 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:	**Investment Year**	**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	**$**	**1,515,000**
		2031	**$**	**1,515,000**
		Total	**$**	**15,480,000**
			See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 9, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

Capital Project Worksheet

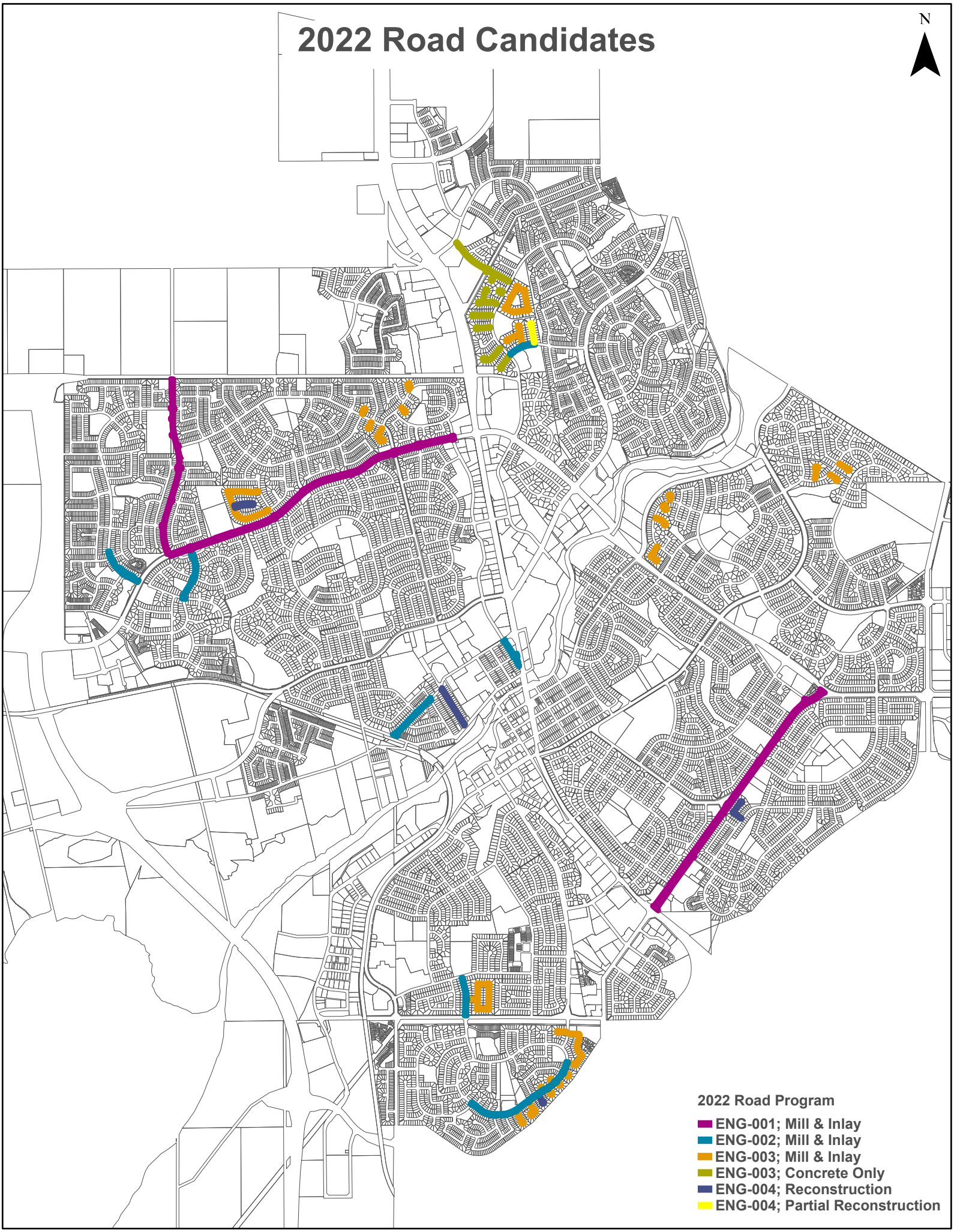
PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction	$1,250,000	$1,400,000	$1,400,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000
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	$125,000	$140,000	$140,000	$125,000	$125,000	$125,000	$125,000	$125,000	$125,000	$125,000
Public Participation Activities										
Equipment										
TOTAL	$1,515,000	$1,680,000	$1,680,000	$1,515,000	$1,515,000	$1,515,000	$1,515,000	$1,515,000	$1,515,000	$1,515,000

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 and assume historical costs of each treatment
- In response to COVID and possible financial implications, budgets of this program in 2021 and 2022 were reduced; however, the budgets anticipated for 2023 and 2024 have been adjusted to address project backlog.
- Administration is reviewing the current program process, inputs and service levels which may influence anticipated costs beyond 2024 and capture a more year-year variation of costs which is different then highlighted with placeholders in this 10-year plan.
- QA/QC is set to 1.5% of construction costs in years were SMA is not being applied
- Contingency is 10% of construction cost

2022 Road Candidates



2023 Road Candidates

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-004
CHARTER NAME:	Roadway Rehabilitation Program
LEAD DEPARTMENT:	Engineering

TYPE:	◉ RMR ○ GROWTH	
	This project targets the treatment of all classes of roadway by means of rehabilitation treatments.	
ASSET CATEGORY:	○ Civic Facilities ○ Master Plan, Studies, & Other ◉ Roads & Other Engineered Structures ○ Historical/ Cultural	○ Parks & Trails ○ Mobile & Other Equipment ○ 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:

Current Status

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.

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 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:

Table 1 - Pavement Treatment 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

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

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
2022	Dunsmuir Ct	Full Reconstruction	0.64
2022	Hayden Pl	Full Reconstruction	0.46
2022	Abel Pl	Full Reconstruction	0.41
2022	Mount Royal Dr.	Full Reconstruction	0.64
2023	Emery Ct	Full Reconstruction	0.46
2023	Dundas Ct	Full Reconstruction	0.41
2023	Granada Pl	Full Reconstruction	0.64
2023	Georgia Pl	Full Reconstruction	0.46
2023	Heath Pl	Full Reconstruction	0.41
2023	Harriott Ct	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 2022-2023 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.
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. 4) Deterioration levels may be impacted by season; resulting in changes to prioritization or treatment. 5) Construction costs may vary from estimated values 6) Poor weather conditions can delay construction. 7) Increased scope of work due to unexpected site conditions. 8) 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:	**Investment Year**	**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	**$**	**1,987,000**
		2031	**$**	**1,987,000**
		Total	**$**	**21,574,000**
			See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Author	Date
Director:	Dawny George	March 9, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

Capital Project Worksheet

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Concept Planning										
Detailed Planning and Design	$330,000	$350,000	$330,000	$330,000	$350,000	$330,000	$330,000	$350,000	$350,000	$350,000
Site Servicing										
Structure/Building Construction	$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	$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	$27,000	$27,000	$27,000	$25,000	$21,000	$21,000	$21,000	$21,000	$21,000	$21,000
Contingency	$180,000	$180,000	$180,000	$166,000	$136,000	$136,000	$136,000	$136,000	$136,000	$136,000
Public Participation Activities										
Equipment										
TOTAL	$2,457,000	$2,477,000	$2,457,000	$2,301,000	$1,987,000	$1,967,000	$1,967,000	$1,987,000	$1,987,000	$1,987,000

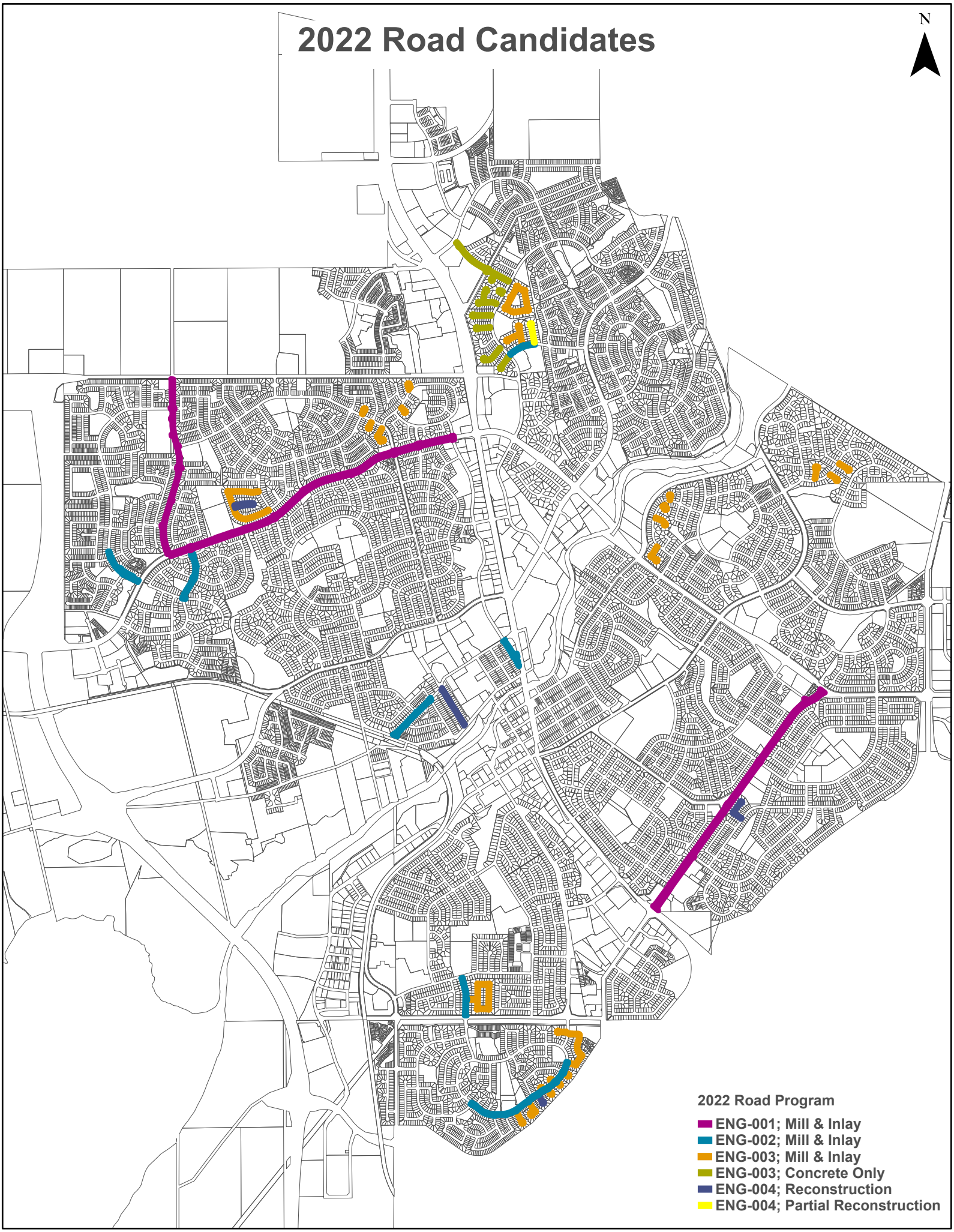
Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

Comments:

- Detailed Planning Costs are cost of Pavement Data collection, Engineering design costs, survey, GPR, vibration monitoring, and investigation costs
- Pavement data collection costs are approx. $130,000/ year.
- Approximately $400,000 of each construction budget is attributed towards addressing 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 and assume historical costs of each treatment
- In response to COVID and possible financial implications, the budget of this program in 2021 was reduced; however, the budgets anticipated for 2023 - 2025 have been adjusted to address project backlog.

- Administration is reviewing the current program process, inputs and service levels which may influence anticipated costs beyond 2025 and capture a more year-year variation of costs which is different then highlighted with placeholders in this 10-year plan.
- QA/QC is set to 1.5% of construction costs
- Contingency is 10% of construction cost

2022 Road Candidates



2023 Road Candidates

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-005
CHARTER NAME:	Permanent Line Marking
LEAD DEPARTMENT:	Engineering

TYPE:	(●) RMR ( ) GROWTH	
	This project targets the maintenance of existing road-markings and installation of required new road-markings.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other (●) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	<u>Current State</u> The City currently maintains approximately: • 225 pedestrian crosswalks on local or collector roadways • 330 crosswalks / road-marking locations on arterial roadways • 20 public parking lots • 280 lane km of arterial roadways delineated with markings • “Special” markings such as “SCHOOL” badges, traffic arrows, and rail crossing markings. The condition level of the existing road marking inventory is in relatively “good” condition, with the annual permanent road marking program completing: • 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 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. <u>Issue(s)</u>

	1. Public opinion on network priorities does not always align with condition assessments or objectives of the program. 2. Updates or changes to the Canadian standards or guidelines also influence this program; however, maintaining working knowledge of best practices improves proactive program changes versus network wide responsive changes. <u>Opportunities</u> 1. This is an evidence-based program that prioritizes locations from data such as infrastructure conditions, collision information, road operations 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. <u>Risks</u> 1. Program scheduling and locations are subject to change based upon: 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:	Council Priority: 4. Infrastructure Investment Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new
STAKEHOLDER IDENTIFICATION:	• 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:	• Q2 annually: Updated condition assessments. • Q2 / Q3 (annually) – scheduled maintenance actions completed, warrant review of new requested sites and installation (if within budget)

FINANCIAL INFORMATION:	Investment Year			
		2022	$	200,000
		2023	$	200,000
		2024	$	215,000
		2025	$	225,000
		2026	$	225,000
		2027	$	235,000
		2028	$	235,000
		2029	$	235,000
		2030	$	235,000
		2031	$	240,000
		Total	$	2,245,000
			See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Dean Schick, Transportation Manager	February 23, 2021
	Project Charter Developer	Date
Director:	Dawny George	March 9, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	200,000	200,000	215,000	215,000	215,000	225,000	225,000	225,000	225,000	230,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency				10,000	10,000	10,000	10,000	10,000	10,000	10,000
Public Participation Activities										
Equipment										
TOTAL	**200,000**	**200,000**	**215,000**	**225,000**	**225,000**	**235,000**	**235,000**	**235,000**	**235,000**	**240,000**

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

Comments:

Funding for this charter will be used for the follwing tasks;
- Parking lot painting $15,000.00 annually
- Paint markings = $15,000.00 annuallly
- New pedestrian crossing requests $20,000.00
- Maintenance of existing markings $150,000.00 annually. *Markings with a condition assessment of 3 or lower will be targeted with these funds.

Notes:

1) Maintenance costs for pedestrian crossings have been reduced from the removal of the flourescent material from the City's program delivery. These floursecent markings have been eliminated due to the consideration of priority to place warning flashers versus the road marking material for improved safety .

2) The City is currently in a Maintenance Contract until 2024, with anticipated costs to be consistent for materials to the end of the contract. Contingency has been added to the annual estimated costs beyond 2024, as there may be influence to contract value changes.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-006
CHARTER NAME:	Multi-use Trail Program
LEAD DEPARTMENT:	Engineering

TYPE:	(●) RMR ( ) GROWTH	
	This project targets treatment of existing asphalt trails.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other (●) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	This project completes treatment of asphalt trails; typically involving replacement, however, using alternative treatments as applicable.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> 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": • 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 The City's trail network has been inspected and condition rated (data collected in 2020), with an overall "good" condition rating. ***A map of ratings is provided as an attachment to this charter.*** The next 3 years of programming (2022 – 2024) 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. On average, the annual program delivers 1.5 – 2.0 km of asphalt trail rehabilitation.

	The following candidates are anticipated to be completed in 2022: • Deer Ridge Park: Selected trail segments • Embassy Pl: Selected trail segments • Hogan Rd: Giroux Rd – Villeneuve Rd (provisional) • Oakdale Pl: Selected trail segments • Red Willow Park Northeast (Kingswood Park): Selected trial segments • Riel Dr (East Side): Levasseur Rd – Renault Cres (North) <u>Issues</u> 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. <u>Opportunities</u> 1) This is an evidence-based program that prioritizes actions from data (infrastructure conditions), incorporates influences such as public reports of concern, and encompasses a collaborative effort to align itself with other capital programs. 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. <u>Risks</u> 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:	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. Gaining input on candidates from PW team. 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.		
TIMELINE:	Q2 & Q3 of Year: Construction		
FINANCIAL INFORMATION:	**Investment Year**	**2022**	$ 272,500
		2023	$ 272,500
		2024	$ 272,500
		2025	$ 272,500
		2026	$ 272,500
		2027	$ 272,500
		2028	$ 272,500
		2029	$ 272,500
		2030	$ 272,500
		2031	$ 272,500
		Total	**$ 2,725,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 9, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

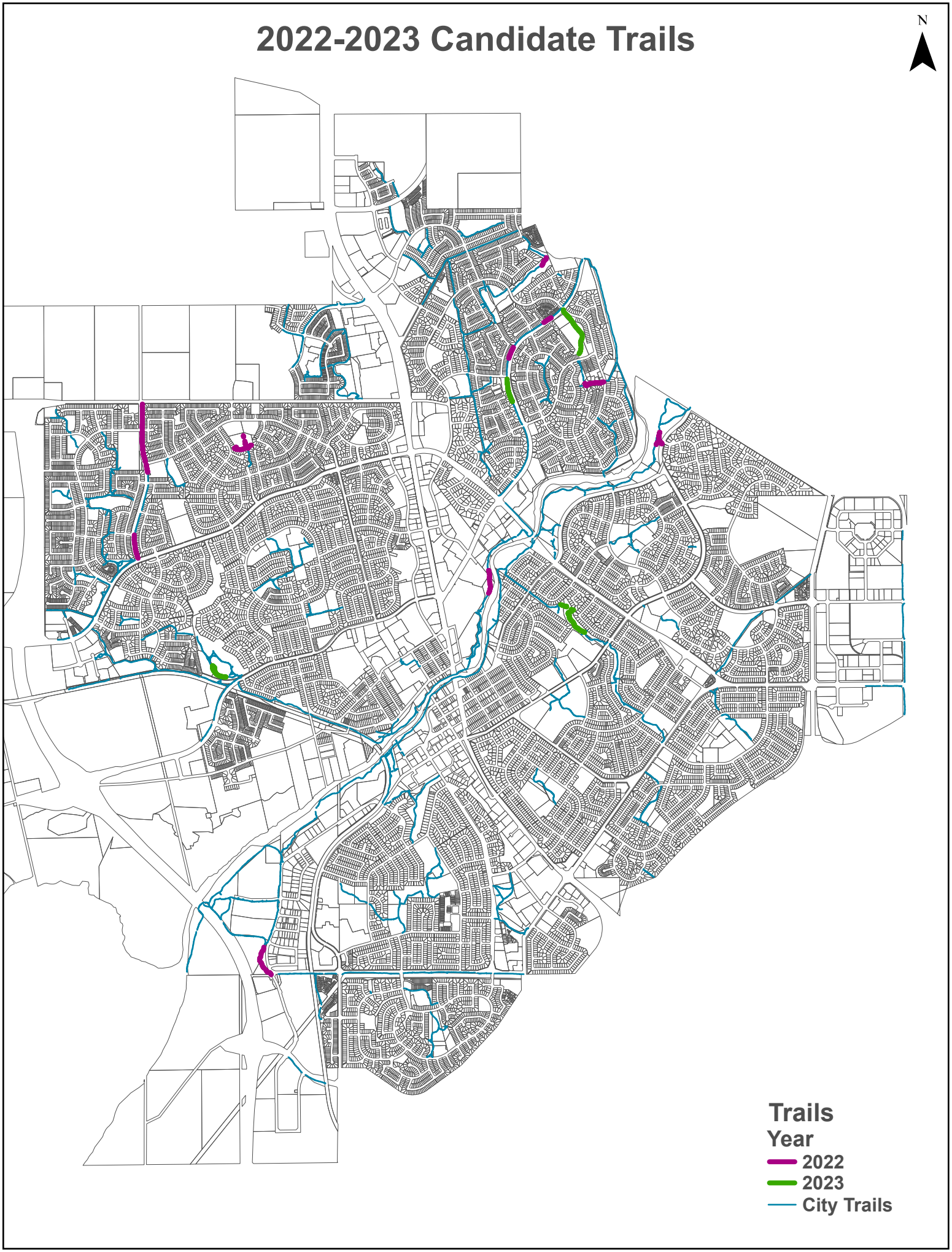
CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	$211,500	$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	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000
Contingency	$22,000	$22,000	$22,000	$22,000	$22,000	$22,000	$22,000	$22,000	$22,000	$22,000
Public Participation Activities										
Equipment										
TOTAL	**272,500**	**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:
- 2022 – 2023 program candidates are established and anticipated for completion, subject to funding. Administration is reviewing the current program process, inputs and service levels which may influence anticipated costs beyond 2023 and capture a more year-year variation of costs which is different then highlighted with placeholders in this 10-year plan.
- Costs for consstruction management are associated with PM for trail program delivery, equipment and expenses
- QA / QC is set to approximately 1.5% of construction costs
- Contingency is approximately 10% of construction costs.

2022-2023 Candidate Trails



CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-007
CHARTER NAME:	Sidewalk Program
LEAD DEPARTMENT:	Engineering

TYPE:	(●) RMR ( ) GROWTH	
	This project targets treatment of existing concrete sidewalks.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other (●) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	This project completes treatment of concrete sidewalks; typically involving grinding or replacement, however, using alternative treatments as applicable.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> 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": 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 The City's sidewalk network has been inspected and condition rated (data collected from 2016 – 2018 inclusive), with an overall "good" condition rating. A new 3-year cycle of network condition inspections is expected to occur from 2021- 2023. The next 3 years of programming (2022 – 2024) will prioritize actions addressing locations with safety concerns surrounding trip hazards and areas of condition ratings greater then 3.5, transit bus pads and locations that may be aligned with alternative capital projects or programs. On average, the annual program delivers the following:

	5) Remove and Replace ~2500-3000m^2 of sidewalk 6) Remove and Replace ~50-75m^2 of transit bus pads <u>Issues</u> 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. <u>Opportunities</u> 1) This is an evidence-based program that prioritizes actions from data (infrastructure conditions), incorporates influences such as public reports of concern, and encompasses a collaborative effort to align itself with other capital programs. 2) Consideration and collaboration between this charter and planned capital work (Active Transportation Plan, Road Preservation and Rehabilitation programs) ensures stronger strategic planning. 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, restoration and rehabilitation) will have any necessary sidewalk / pedestrian ramp maintenance paid for through this charter (ENGS-007). 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. <u>Risks</u> 3) Construction costs may vary from estimated values 4) Poor weather conditions can delay construction. 5) Sidewalk / roadway disruption / impacts to special events
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. Gaining input on candidates from PW team. 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.
TIMELINE:	Q2 & Q3 of Year: Construction

FINANCIAL INFORMATION:	**Investment Year**	**2022**	**$** 600,000
		2023	**$** 600,000
		2024	**$** 600,000
		2025	**$** 650,000
		2026	**$** 650,000
		2027	**$** 650,000
		2028	**$** 700,000
		2029	**$** 700,000
		2030	**$** 700,000
		2031	**$** 700,000
		Total	**$ 6,550,000**
			See Capital Project Worksheet for details.

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

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 9, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	$490,000	$490,000	$490,000	$530,000	$530,000	$530,000	$570,000	$570,000	$570,000	$570,000
Landscaping										
Construction Management	$60,000	$60,000	$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	$13,000	$13,000	$13,000	$13,000
Contingency	$40,000	$40,000	$40,000	$50,000	$50,000	$50,000	$57,000	$57,000	$57,000	$57,000
Public Participation Activities										
Equipment										
TOTAL	600,000	600,000	600,000	650,000	650,000	650,000	700,000	700,000	700,000	700,000

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

Comments:

- In response to COVID and possible financial implications, budgets of this program were reduced in the previous (2021) charter; however, the budgets from 2022 and beyond have been adjusted and updated to reflect continued network needs as were previously established prior to covid.
- Administration is reviewing the current program process, inputs and service levels which may influence anticipated costs and capture a more year-year variation of costs which is different then highlighted with placeholders in this 10-year plan.
- 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.
-In response to COVID, budgets in 2021 and 2022 were reduced. The budgets for 2022 and 2031 have been adjusted to address project backlog (2022 Trip Hazards).

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-008
CHARTER NAME:	Transportation Systems Management
LEAD DEPARTMENT:	Engineering

TYPE:	(●) RMR ( ) GROWTH	
	This project completes traffic management involving network assessment, engineering / design, and installation of controls to move people and goods safely and efficiently.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other (●) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	<u>Current State</u> The transportation network is assessed annually for need and prioritization to upgrade intersection controls or perform changes to operations, for safety, efficiency and mobility. Scope of work completed through this program include: 1) Intersection controls: scope of work includes data capture and analysis for review of intersection levels of service and possible warrant to result in upgrades to intersections from existing traffic controls to signalized intersections or alternative intersection designs (roundabouts). Scope also includes review and analysis of existing signalized intersections, which may benefit from transition from signal control to alternative design. 2) Pedestrian crossing improvements: scope of work incudes supply and installation of new pedestrian crossing warning flasher systems or accessible pedestrian infrastructure (audible infrastructure). a. By the end of 2021, this program will have addressed approximately 170 of the 250 pedestrian crossings in the City (68%).

	b. The current proposed program and funding requested will result in all applicable pedestrian crossings operating with warning systems by the end of 2023. 3) Warning Systems: scope of work includes supply and installation of traffic warning systems such as school / playground warning flashers or driver feedback signs. 4) Network monitoring / operating systems: Scope of work includes supply and installation of auxiliary infrastructure to monitor and manage traffic. Program scheduling and locations are subject to change based upon: a. Updated Data (condition ratings) b. Unforeseen safety / operational conditions c. Alignment with other Capital Projects <u>Issues</u> 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. 3) The Transportation Association of Canada (TAC) continues to evaluate and update standards. These updates can influence requirements and costs of installation of improvements. <u>Opportunities</u> 1) Integration of Intelligent Transportation Systems (ITS) to maximize efficiencies for monitoring and provide improved levels of service to reduce congestion and travel times. 2) Applying alternative intersection designs, roundabouts, versus signal controls to maximize efficiency and safety. Long-term maintenance and operational costs could also be reduced. 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 <u>Risks</u> 1) Public opinion on network priorities, or results of evaluations, do not always align with network improvement strategies. 2) Construction costs may vary from estimated values 3) Poor weather conditions can delay construction. 4) Increased scope of work due to unexpected site conditions. 5) Traffic disruption

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:	• 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:	This project completes analysis annually; however, attempts to complete conceptual review in year 1, followed by detailed design in year 2 and then two years of construction (delivering on prioritized improvements). Years of construction typically have reduced funding towards broader network equipment supply & installation, whereas years of design and analysis deliver broader network improvements with equipment supply and installation.

FINANCIAL INFORMATION:	**Investment Year**		
	2022	$	710,000
	2023	$	759,500
	2024	$	811,000
	2025	$	780,000
	2026	$	552,100
	2027	$	888,000
	2028	$	888,000
	2029	$	552,100
	2030	$	888,000
	2031	$	888,000
	Total	**$**	**7,716,700**
		See Capital Project Worksheet for details.	

OPERATIONAL IMPACTS:	○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.

APPROVAL

Author:	Dean Schick, Transportation Manager	March 6, 2021
	Project Charter Developer	Date
Director:	Dawny George	March 9, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Acquistion										
Concept Planning										
Detailed Planning and Design	143,000	344,500	93,000	33,000	331,000	33,000	33,000	331,000	33,000	33,000
Site Servicing										
Strucure/Building Construction	100,000	49,000	530,000	557,000	8,100	600,000	600,000	8,100	600,000	600,000
Landscaping										
Construction Management			53,000	53,000		60,000	60,000		60,000	60,000
Commissioning and QA/QC										
Contingency	20,000	39,000	55,000	59,000	34,000	61,000	61,000	34,000	61,000	61,000
Public Participation Activities										
Equipment	447,000	327,000	80,000	78,000	179,000	134,000	134,000	179,000	134,000	134,000
TOTAL	**710,000**	**759,500**	**811,000**	**780,000**	**552,100**	**888,000**	**888,000**	**552,100**	**888,000**	**888,000**

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

Comments:

- The 2022 and 2023 programs focus on completion of pedestrian crossing improvements, which represent the majority of funds towards equipment purchase.
- Additional scope within the 2022 program deliveres conceptual investigation of intersection designs that are currently nearing or at warranted improvement requirements, align to safety or operational concerns, align to capital investment of RMR projects (road work).
- the 2023 program targets detailed design work towards priorty intersection improvements and the future 2024 / 2025 programs have construction costs to deliver anticipated improvements that are conceptual and will be better defined and estimated following completion of the 2022 and 2023 programs.
- Beyond 2025 are placeholders anticiapted to deliver similar scope and timing; year of conceptual reviews, followed by detailed design and construciton completion of priority improvements.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-014
CHARTER NAME:	Paved Parking Lot Program
LEAD DEPARTMENT:	Engineering

TYPE:	(●) RMR ( ) GROWTH	
	This project targets the rehabilitation and preservation of existing City owned paved parking lots.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other (●) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	This project performs data collection, analysis, engineering / design, and preservation or rehabilitation of asphalt parking lots.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> The City of St. Albert currently owns and maintains a total of **52** parking lots, of which: 1) 42 are asphalt paved structures = an area of 173,955 m2 asphalt (applicable to this program) 2) 10 are gravel structures = an area of 26,821m^2 gravel. (Not applicable to this program) This project completes data collection and analysis to inform on needs and priorities and completes maintenance treatments to existing paved parking lot structures to extend their life cycles through cost-effective treatments or performs rehabilitation (reconstruction) when the structure is beyond preservation. Updated condition assessments were performed in 2020 and are being analyzed to confirm on future prioritization (beyond 2023). From previous assessments; the following 2022 / 2023 programs are planned: <u>2022,</u> the following candidates are being proposed: • 1) Grenfell Ave / Grosvenor Park • 2) Mission Ave (parking lot and lanes)

	2023, the following candidate is being proposed: • 1) Tache St. / Senior Center – Curling Rink Issues 1) Program delay: This program is influenced by other capital improvements and scheduling of work to minimize impact to areas adjacent to the parking lots. a. Past programming has been delayed (resulting in carry forward) due to impacts from planned utility work, Safe Journeys to School and the St Albert Tr Barrier Wall. Due to such delays, resulting "carry forward" of funds may occur; however, Administration will monitor and minimize future funding requests (as done from 2020 – 2021) to ensure project scope and funding is utilized prior to advancement of next priorities. Opportunities 1) Varying treatments and processes allow for maximum return on investment, recognizing a "needs based" asset management process and is a critical component for effective and economic maintenance planning. To address this, budget and scheduling of work ensures data collection, review and design prior to construction. 2) Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning. 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. Risks 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:	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 team – alignment of all network improvements. • Recreation Services – alignment of construction activity to minimize conflicts of construction with special events.		
TIMELINE:	Assessments and Design for multiple sites (typically 2 – 3 parking lots) performed every third year; delivers on construction for "next priority" sites in years 2 and 3.		
FINANCIAL INFORMATION:	**Investment Year**	**2022**	**$ 150,000**
		2023	**$ 611,000**
		2024	**$ 720,000**
		2025	**$ 150,000**
		2026	**$ 1,035,500**
		2027	**$ 988,500**
		2028	**$ 200,000**
		2029	**$ 815,000**
		2030	**$ 815,000**
		2031	**$ 200,000**
		Total	**$ 5,685,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			

APPROVAL

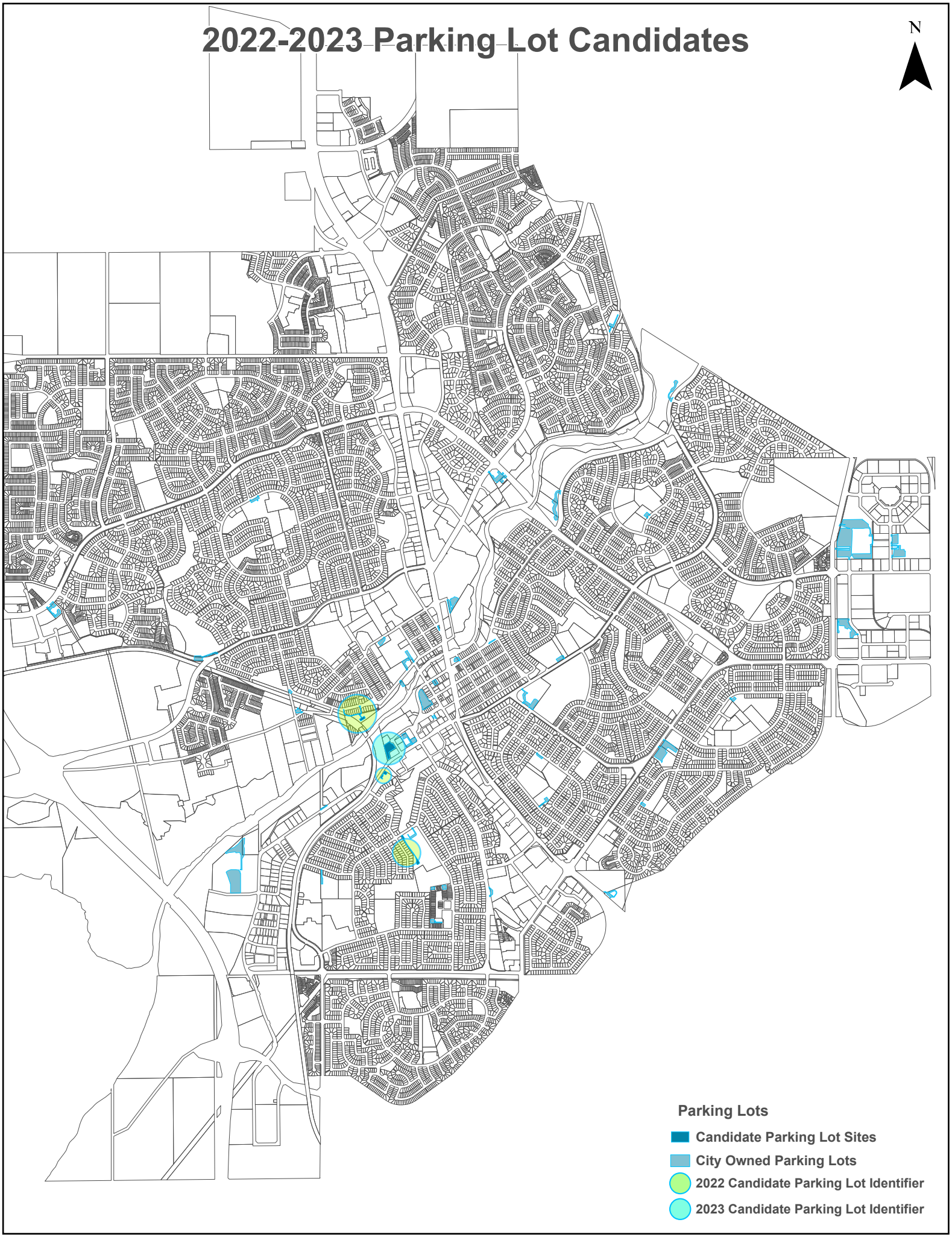
Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 9, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET										
PROJECT COMPONENT	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	$135,000			$135,000	$100,000	$66,500	$175,000			$175,000
Site Servicing										
Strucure/Building Construction		$525,000	$620,000		$850,000	$800,000		$750,000	$750,000	
Landscaping										
Construction Management		$25,000	$30,000		$30,000	$30,000		$30,000	$30,000	
Commissioning and QA/QC		$8,500	$10,000		$13,000	$12,000		$10,000	$10,000	
Contingency	$15,000	$52,500	$60,000	$15,000	$42,500	$80,000	$25,000	$25,000	$25,000	$25,000
Public Participation Activities										
Equipment										
TOTAL	**150,000**	**611,000**	**720,000**	**150,000**	**1,035,500**	**988,500**	**200,000**	**815,000**	**815,000**	**200,000**

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

Comments:
- Engineering and detailed design work is performed for multiple next priority sites, anticipated to be constructed over the following two (2) years. Costs may be impacted by final detailed design and will be updated to reflect necessary changes.
- Years 2028 to 2031 identify "place holders" of values that will be clarified and updated subject to further assessments and design. It is estimated design will be performed in years 2028 and 2031, with construction occuring from 2028 design in the years 2029 and 2030.
- QA / QC costs are approximately 1.5% of construction costs (where applicable)

2022-2023 Parking Lot Candidates



CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-017
CHARTER NAME:	Back Lanes Program
LEAD DEPARTMENT:	Engineering

TYPE:	(●) RMR ( ) GROWTH	
	This project targets preventative and rehabilitation treatment of existing laneways	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other (●) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	<u>Current State</u> The City of St. Albert currently maintains approximately **7 km** of back laneways. 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. ***Maps of the following candidates are provided as an attachment to this charter.*** In 2022, the following locations are expected to be constructed: 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 In 2023, the following location are intended to be constructed: 1) Belmont Dr (#3 - #13)

	2) Birch Dr (#33 - #51) 3) Belmont Dr (#29 - #47) <u>Issue(s)</u> 1) Program delay: This program is influenced by required 3rd party shallow utilities and work associated to address them prior to addressing the lane structure. ***a.*** Past programming has experienced delay and as a result required "carry forward" of both project scope and funds. It is anticipated the program will be back on track and schedule to address next priority sites for 2022. <u>Opportunities</u> 1) Varying treatments and processes allow for maximum return on investment, recognizing a "needs based" asset management process and is a critical component for effective and economic maintenance planning. 2) This is an evidence-based program that prioritizes actions from data collected (infrastructure conditions), 3) Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning. <u>Risks</u> 1) Public opinion on network priorities, or treatments, does not always align with program delivery. 2) Deterioration levels are influenced 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
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 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:	Network analysis and data evaluation for program finalization occurs in Q3 of the previous year.

	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**	**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
		2031	$	665,000
		Total	**$**	**7,750,000**
			See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:				

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 9, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
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	$76,000
Site Servicing										
Strucure/Building Construction	$924,000	$924,000	$505,000	$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	$8,000
Contingency	$138,000	$138,000	$76,000	$76,000	$76,000	$76,000	$76,000	$76,000	$76,000	$76,000
Public Participation Activities										
Equipment										
TOTAL	**1,215,000**	**1,215,000**	**665,000**	**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:

-Construction costs are based on local reconstruction equivalents of $251 / m2 (or $1,397,000 / km)
-QA/QC is based on 1.5% of construction budget
-Contingency is based on 15% of construction budget
-Planning and Design is based on 15% of construction budget

2022-2023 Back Lane Candidates

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-042
CHARTER NAME:	Bridge Program
LEAD DEPARTMENT:	Engineering

TYPE:	(●) RMR ( ) GROWTH	
	This project targets inspections, maintenance and management of existing bridge structures.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other (●) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:

Current State

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:

Figure 1 - Bridge Structure Locations

The City follows a provincial standard Bridge Inspection Maintenance (BIM) Program and condition assessments are 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:

Table 1 - Bridge Structure Responses with Severity

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

<u>Issue(s)</u>

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.

<u>Opportunities</u>

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) The following table outlines planned schedules and actions:

Table 2 - Tentative Bridge Program Projects

Year	Action
2022	Annual Bridge Inspections and Minor Maintenance
2022	Low Priority Repairs - Multiple Bridges
2022	Engineering Design for Major Bridge Repair (TBA)
2023	Bridge Major Repair Design (TBA)
2023	Bridge Major Repair Construction (TBA)
2023	Annual Bridge Inspections and Minor Maintenance

*The schedule and candidate locations are subject to change based upon updated Data and alignment to other capital projects.

4) 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.

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, 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.
    a. Loss of these bridges create extensive detour lengths for commuters.

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. Gaining input on candidates from PW team. 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.
TIMELINE:	Q3 and Q4 of previous year design and permits. Q2 and Q3 of construction year construction.

FINANCIAL INFORMATION:	**Investment Year**	**2022**	**$ 255,000**
		2023	**$ 692,500**
		2024	**$ 615,000**
		2025	**$ 250,000**
		2026	**$ 615,000**
		2027	**$ 250,000**
		2028	**$ 615,000**
		2029	**$ 250,000**
		2030	**$ 615,000**
		2031	**$ 2,500,000**
		Total	**$ 6,657,500**
		See Capital Project Worksheet for details.	
OPERATIONAL IMPACTS:		○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.	
ASSOCIATED OPERATING BUSINESS CASE:			

APPROVAL

Author:	Faizal Kanji, Infrastructure Engineer	March 5, 2021
	Project Charter Developer	Date
Director:	Dawny George, Director of Engineering	March 9, 021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

Capital Project Worksheet

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Concept Planning	$25,000									
Detailed Planning and Design	$150,000	$15,000	$45,000	$120,000	$45,000	$120,000	$45,000	$120,000	$45,000	$100,000
Site Servicing										
Structure/Building Construction	$50,000	$605,000	$500,000	$100,000	$500,000	$100,000	$500,000	$100,000	$500,000	$2,000,000
Landscaping										
Construction Management	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000	$200,000
Commissioning and QA/QC										
Contingency	$10,000	$52,500	$50,000	$10,000	$50,000	$10,000	$50,000	$10,000	$50,000	$200,000
Public Participation Activities										
Equipment										
TOTAL	$255,000	$692,500	$615,000	$250,000	$615,000	$250,000	$615,000	$250,000	$615,000	$2,500,000

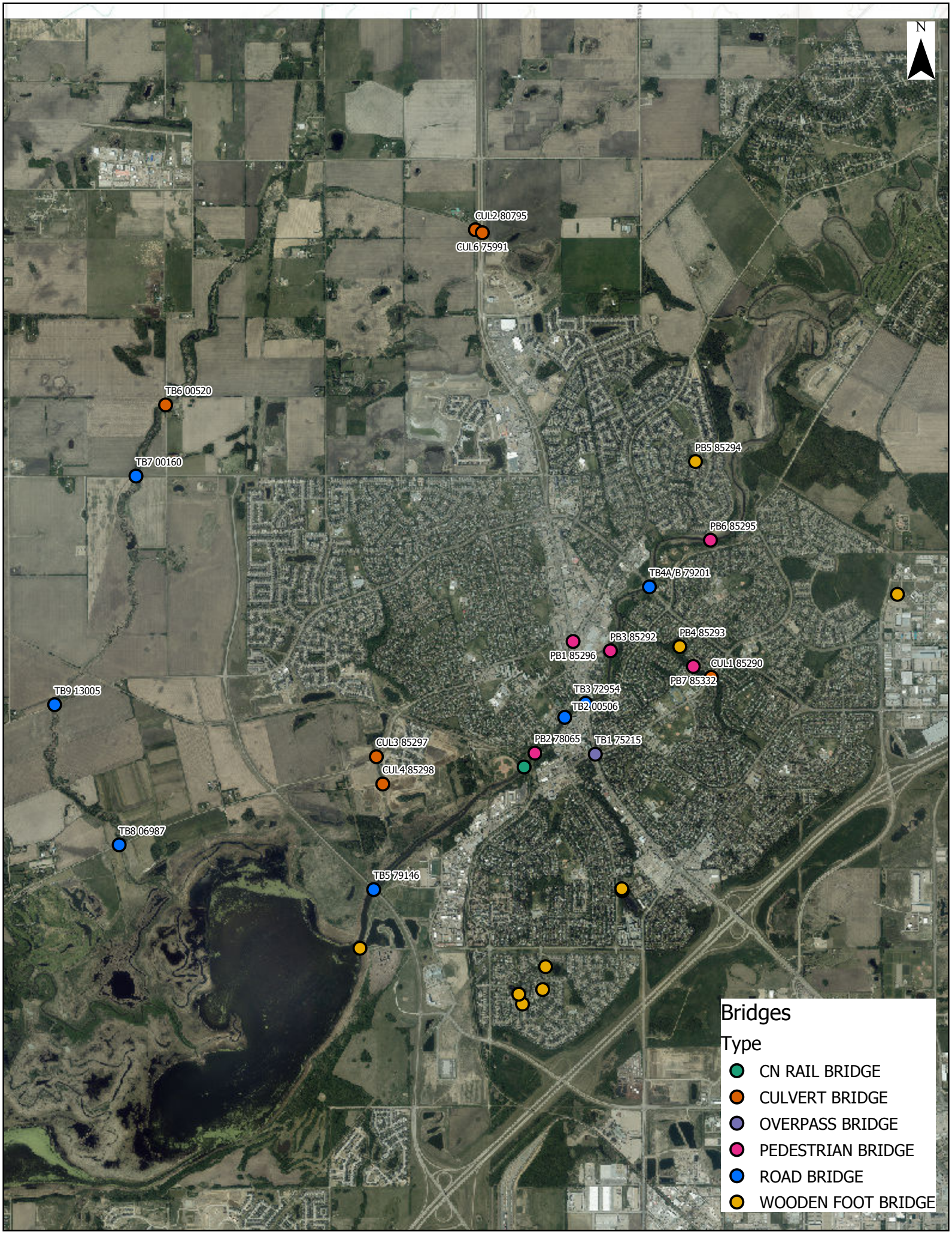
Please note Public Art and Branding will be reviewed and shown separately on the ten-year capital plan.

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
- Budget has been allocated in 2022 to complete detailed design work for the anticipated repairs of:
    - One (1) of three (3) candidate bridges that have been identified for major rehabilitation. The ID's of the candidates are the following and can be found on the attachment to this charter:
        - BF-00160: Villeneuve Road
        - BF-13005: TWP 540A
        - BF-06987: Meadowview Dr

- Perron Street bridge, identified for required repair work prior to end of 2024.
- Programming of the two, for completion in either 2023 or 2024 will be subject to updated assessments, confirmation of scope and required funding and may result in future revisions to currently estimated costs for 2023 and 2024.

- From 2031 to 2035, current projected asset conditions anticipated substantial required work to structures. The current 2031 value is a placeholder of conceptual required improvements for a priority structure. Program planning and further assessments will lead to more detailed design that will inform on final anticipated costs; however, such detail may not occur until beyond 2025.


N
CUL2 80795
CUL6 75991
TB6 00520
TB7 00160
PB5 85294
PB6 85295
TB4A/B 79201
PB3 85292
PB4 85293
PB1 85296
CUL1 85290
PB7 85332
TB9 13005
TB3 72954
TB2 00506
PB2 78065
TB1 75215
CUL3 85297
CUL4 85298
TB8 06987
TB5 79146
Bridges
Type
CN RAIL BRIDGE
CULVERT BRIDGE
OVERPASS BRIDGE
PEDESTRIAN BRIDGE
ROAD BRIDGE
WOODEN FOOT BRIDGE

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	ENG-053
CHARTER NAME:	Fleet Unit 4534 Replacement Upgrade
LEAD DEPARTMENT:	Engineering

TYPE:	(●) RMR ( ) GROWTH	
	This project targets the replacement of an existing truck unit with additional considerations for service delivery.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails (●) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	This funding requests addresses the variance of costs for replacement of an existing truck unit to add the functionality of a man-lift.	

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> The existing unit (#4534) is up for replacement due to life expectancy and in line with current fleet maintenance practice. The unit was initially planned for replacement in 2020; however, for support of financial recovery in relation to covid-19 impacts, the replacement was deferred to 2021 and in light of the condition of the unit and further financial considerations the unit was deferred further until 2022. The current approved funding for the unit's replacement is $52,000 (for a "like for like" replacement), to which this charter requests the variance of funds to replace the existing unit with additional operational capability of a man-lift unit. The Signs & Signals field crew currently utilize an existing 1 ton extended cab truck with utility box to perform necessary services of sign installations and maintenance. This unit is appropriate and supportive of completing typical and standard sign placement; however, is limited in its ability to complete higher installations of signs or any traffic signal maintenance support. To support the City's signal maintenance program and to perform additional sign installations that are beyond the capability of the internal city crew to perform due to no available lifts; a contract service is used and maintenance funds used to complete work such as:

	- Overhead sign installations (signs high on signal poles or higher streetlighting. - Sign installations in rural cross sections (reaching to where dich levels cause height issues for installs) - Signal LED lens changes (signal lenses and pedestrian lenses) - Video detection cleaning (typically performed by contract service 2x per year). - Driver Feedback sign installations / repair - School Zone warning flasher repair On average, the Transportation Department contracts the above services due to limited capabilities without the lift unit available to perform the tasks at estimated values between $35,000 - $50,000 / year. <u>Opportunities</u> 1) Applying the replacement of the current unit to be upgraded with a lift function enables further services that are currently contracted. Financial cost savings from performing these services in house are anticipated in the moderate term and long term. 2) The ability of having this equipment and services in house not only influence reduced contracted costs, but also positively influences scheduling and completion of work as projects may be scheduled and completed by city staff – reducing delay and allowing for improved service time. 3) As the City takes on a greater quantity of rural cross section roadways due to annexation, sign work within these roadways become difficult due to ditches and grading. The application of a lift addresses such possible restrictions and may improve efficiency and safety for workers. <u>Risks</u> 1) A lift truck will require a 2-person operation for the applications utilizing the lift. With the Signs & Signals crew having only 3 team members, there may be periods where staffing capacity is limited to use the lift. Scheduling and planning of work will mitigate this risk; and to address any “emergent” items the City will maintain a Signal contract service for other needed services that may offset the City’s limited staff resources. 2) Training for appropriate and safe lift operations will be necessary and will need to be maintained by existing or new staff. 3) Traffic disruption occurs with any typical sign or signal work and is carried out in a safe manner with appropriate traffic plans and detour setups.
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 – Fleet maintenance planning and future replacement. Ensuring that all work reflects and compliments maintenance work and follows all safety processes and protocols. Residents/Businesses – Quality of life and confidence of a safe and reliable transportation network. Council – Delivery of services aligned with Council Strategies.		
TIMELINE:	Tender for equipment Q2 2022 Acquire new truck in Q3 2022 and integrate staff training and equipment into maintenance programming.		
FINANCIAL INFORMATION:	**Investment Year**	**2022**	**$ 138,000**
		2023	
		2024	
		2025	
		2026	
		2027	
		2028	
		2029	
		2030	
		2031	
		Total	**$ 138,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			◉ Yes ○ No If yes, refer to Operating Impacts Worksheet for details.

APPROVAL

Author:	Dean Schick, Transportation Manager	March 23, 2021
	Project Charter Author	Date
Director:	Dawny George, Director of Engineering	
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

Capital Project Worksheet

PROJECT COMPONENT	2022
Concept Planning	
Detailed Planning and Design	
Site Servicing	
Structure/Building Construction	
Landscaping	
Construction Management	
Commissioning and QA/QC	
Contingency	
Public Participation Activities	
Equipment	$138,000
TOTAL	$138,000

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

Comments:

- Two (2) quotes were requested for the style of truck requested:
  - One quote came in at $150,000 and another quote came in at $127,000 for the body and aerial.
  - Truck chassis estimated value is $60,000 above that cost of body and aerial.
  - Total estimated value required = $190,000
- Existing replacement value approved is $52,000
- Total value requested to offset additional increased equipment improvement = $138,000
- At the estimated low-end cost savings / year (of $35,000), estimated return on investment = 4 years
- The cost savings will be recognized in charter ENG-060 in 2023

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	**Operational costs are relevant to typical fleet maintenance to which an Example unit from PW was compared to for annual costs. Operational costs Assume the unit is purchased in 2022 and begin in 2023.**

OPERATING IMPACTS	2022	2023	2024
Annual fleet maintenance, inspections / repair.		1,000	1,000
Capital Replacement Recovery		13,500	13,500
TOTAL	-	14,500	14,500

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031
CHARTER NUMBER:	ENGS-060
CHARTER NAME:	Traffic Signal Maintenance
LEAD DEPARTMENT:	Engineering

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

PROJECT CHARTER JUSTIFICATION:	<u>Current State</u> By the end of 2021, the City will be maintaining: • Full Traffic Signals: 67 • Signalized Pedestrian Crossings: 23 • Overhead Pedestrian Warning Flasher Crossings: 27 • Rectangular Rapid Beacon Flashers (RRFB): 106 crossings • School Zone Warning Flashers: 27 Zones / 57 flashers • Fire Hall Warning Flashers: 3 • Driver Feedback Signs: 50 • Streetlights: 148 • Permanent Count Stations: 5 • Point, Tilt, Zoom (PTZ) Cameras: 5 • Fiber network (communications) to traffic signals, with approximately 85% of signal locations connected via fibre. In addition to the field level infrastructure, the city has also integrated various Intelligent Transportation System (ITS) components to the network such as: • Emergency Vehicle Pre-emption • Adaptive Signal Control Systems • Connected Vehicle (road-side) equipment • Central Monitoring Systems (CMS)

	This project funds licensing, agreements and module costs associated with operating these ITS systems. <u>Issues</u> 1. Budgetary requirements for response to “unplanned” call-outs / emergent response are informed through past trending and network demands; however, may be influenced by seasons, collisions, vandalism, public reports of concern or technology limitations. 2. 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. <u>Opportunities</u> 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. <u>Risks</u> 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:	Council Priority: 4. Infrastructure Investment Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new
STAKEHOLDER IDENTIFICATION:	• 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:	• 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**	**2022**	$ 500,000
		2023	$ 465,000
		2024	$ 465,000
		2025	$ 465,000
		2026	$ 465,000
		2027	$ 465,000
		2028	$ 465,000
		2029	$ 465,000
		2030	$ 465,000
		2031	$ 465,000
		Total	**$ 4,685,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No
ASSOCIATED OPERATING BUSINESS CASE:			

APPROVAL

Author:	Dean Schick, Transportation Manager	April 1, 2021
	Project Charter Developer	Date
Director:	Dawny George	April 6, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Strucure/Building Construction	340,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000
Landscaping										
Construction Management										
Commissioning and QA/QC	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Contingency	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Public Participation Activities										
Equipment										
TOTAL	**500,000**	**465,000**	**465,000**	**465,000**	**465,000**	**465,000**	**465,000**	**465,000**	**465,000**	**465,000**

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., as well as influenced by development occurance. Actual installation of the new signals will be dependent upon confirmation of vehicle demands, warrant results and approved developent with associated requirements of improved traffic control.

- Estimated costs of programs include the following:
a) Scheduled annual infrastructure testing and cleaning = $110,000
b) Aged infrastructure replacement / streetlighting = $190,000
c) Central monitoring and system management maintenance agreement = $25,000
d) Unscheduled responsive maintenance = $150,000
e) Contingency of $25,000

Total Cost of Program = $500,000

- Note; the annual values for years 2023 to 2031 have been reduced by $35,000 (annually) in anticipated reduced maintenance costs subject to the the approval of the RMR charter for the replacement of an existing Fleet Truck with a new lift truck capable unit. If the RMR charter is not approved for the lift truck, it would be anticipated that the annual maintenance costs from 2023 to 2031 would require an increase of $35,000 (from the shown values) to then equal a total of $500,000 per year.

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	FIRE-001
CHARTER NAME:	Emergency Services Equipment Replacement Plan
LEAD DEPARTMENT:	Fire Services

TYPE:	(●) RMR ( ) GROWTH	
	The life cycle of this equipment has expired and will be replaced as per the schedule.	
ASSET CATEGORY:	: ( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails (●) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	Replacement of existing fire equipment based on useful life. The Replacement Plan is for a wide range of emergency response equipment that is replaced at the end of their life cycle. Equipment includes but not limited to, gas monitors, extrication cutter tools, ambulance stretchers, video laryngoscopes, and generators, only to name a few.	

PROJECT CHARTER JUSTIFICATION:	This replacement plan contains essential fire and medical equipment that enables staff to undertake their responsibilities at emergency scenes in a safe and efficient manner. Most equipment has regulated lifecycle periods and must be replaced either for safety or non-compliance concerns. Equipment that has reached the end of its useful life will be replaced as identified with the emergency equipment lifecycle plan. If this equipment is not replaced when needed there is a potential for injury or even death. This project aligns with Council's Goals and Priorities of Cultivate Excellence in Government, Cultivate Sustainability in Infrastructure and Services, and Cultivate a Safe, Healthy and Inclusive Community.

	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:	**Investment Year**			
		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
		2031	$	305,600
		Total	**$**	**2,089,200**
			See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Darrel Bliss	March 5, 2021
	Project Charter Developer	Date
Director:	Scott Wilde	March 5, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	107,400	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500	305,600
TOTAL	**107,400**	**278,500**	**117,200**	**254,400**	**184,000**	**87,000**	**239,100**	**320,500**	**195,500**	**305,600**

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

Comments:

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

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

TYPE:	(●) RMR ( ) GROWTH	
	Due to replacement of Fire Hall #1 to Gate Avenue in Q4 2021, this 1962 era building will need to be demolished in 2022.	
ASSET CATEGORY:	(●) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	Decommissioning of an outdated building due to new site. 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 Q4 2021. Issue – Need for site remediation and demolition of the current structure at 18 Sir Winston Churchill in 2022. Opportunities – Additional green space near downtown could occur as result of move, or a new site could be available for a new installation. 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

	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 Q1 2022 Building available for demolition Q2 2022

FINANCIAL INFORMATION:	**Investment Year**	**2022**	**$** 852,500
		2023	**$** -
		2024	**$** -
		2025	**$** -
		2026	**$** -
		2027	**$** -
		2028	**$** -
		2029	**$** -
		2030	**$** -
		2031	**$** -
		Total	**$ 852,500**
			See Capital Project Worksheet for details.

OPERATIONAL IMPACTS:		○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:		FIRE-002

APPROVAL

Author:	Darrel Bliss	March 5, 2021
	Project Charter Developer	Date
Director:	Scott Wilde	March 5, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

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

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022 – 2031
CHARTER NUMBER:	ITSV-001
CHARTER NAME:	IT Office Automation
LEAD DEPARTMENT:	Financial Services & Information Technology

TYPE:	(●) RMR ( ) GROWTH	
	Enables minor emergent hardware and software requirements.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails (●) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	This project enables the FS&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:	**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 *A-ITS-405 IT Request Fulfillment* regulates the expenditure of funds under this project charter. **Issue** - Using the OA process, the FS&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 FS&IT Department would not have the means to fund these incremental technology improvements that directly affect individual staff members within partner departments.

	Opportunities - The small-scale projects funded by the OA program directly affect individual staff members, resulting in improved efficiency, job satisfaction, and employee retention. **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.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: A.4. Business Process Improvements / Financial Sustainability Activity: A.4.3 Organizational productivity and capacity
STAKEHOLDER IDENTIFICATION:	Financial Services and Information Technology – Project sponsor and implementer (Service Desk, Applications, Technical Services, Project Management) All Departments – Project beneficiaries
TIMELINE:	Activities occur throughout the fiscal year as IT service requests are received, assessed, approved, and fulfilled. This project is limited by cost, not scope, so when the available funds have been expended, the project is over for that year.

FINANCIAL INFORMATION:

Investment Year		
2022	$	50,000
2023	$	50,000
2024	$	50,000
2025	$	50,000
2026	$	50,000
2027	$	50,000
2028	$	50,000
2029	$	50,000
2030	$	50,000
2031	$	50,000
Total	**$**	**500,000**

See Capital Project Worksheet for details.

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

APPROVAL

Gordon Coulman, Senior Manager of IT	22 January 2021

Author:		
	Project Charter Developer	Date
Director:	Diane McMordie, Financial Services and IT	
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

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

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022-2031
CHARTER NUMBER:	ITSV-002
CHARTER NAME:	IT Lifecycle Replacement Plan
LEAD DEPARTMENT:	Financial Services and Information Technology

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

PROJECT CHARTER JUSTIFICATION:	**Current State** – IT Services perform lifecycle replacement of IT assets per Council policy C-FS-01 which established the IT lifecycle reserve: "To provide funds for the scheduled replacement of the existing mobile equipment, office equipment and emergency services equipment and the refurbishment of City facilities. This reserve will permit the City to remain current with required facilities, equipment and services. Proper maintenance and or asset replacement are required to sustain the assets in a condition necessary to provide expected service levels. Deferring maintenance could result in increasing repair costs and decreasing service potential as the condition of the asset deteriorates." And: "A lifecycle plan for each of these reserves has been established and is a carefully reviewed, detailed and scheduled by the respective department. It outlines specifically which items are required for replacement,

	potential ones that may exceed its useful life, and any potential updates. This ensures that meticulous planning is in place and utilization of capital reserve funds is maximized." **Issue** - To meet the requirements of this policy, Information & Technology Services prepares an annual plan to replace specific IT hardware. **Opportunities** – To administer this lifecycle process, FS&IT observe the procedures and standards contained within Administrative Directive A-ITS-302 *IT Service Asset and Configuration Management*. **Risks** - Without the lifecycle replacement plan the following risks would be realized: 1. The FS&IT Department would not have the means to replace hardware and software at end of life, risking capacity (ex: speed, storage space), availability (ex: unplanned system outages), and security (ex: cyber attack or data breach). The replacement plan affects all departments. 2. Replacement liabilities would accumulate, resulting in larger replacement burdens in future years. 3. IT system failures or cyber incidents would affect mission critical City operations and services to residents.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new Administrative Priority: A.4. Business Process Improvements / Financial Sustainability Activity: A.4.3 Organizational productivity and capacity
STAKEHOLDER IDENTIFICATION:	Strategic Services and Information Technology – Project sponsor and implementer (Service Desk, Applications, Technical Services, Project Management) All Departments – Project beneficiaries
TIMELINE:	Activities occur throughout the fiscal year as IT assets are assessed, prioritized, acquired, configured, deployed, and retired.

FINANCIAL INFORMATION:	**Investment Year**	**2022**	**$ 750,000**
		2023	**$ 750,000**
		2024	**$ 750,000**
		2025	**$ 750,000**
		2026	**$ 750,000**
		2027	**$ 750,000**
		2028	**$ 750,000**
		2029	**$ 850,000**
		2030	**$ 850,000**
		2031	**$ 850,000**
		Total	**$ 7,800,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			**N/A**

APPROVAL

Author:	Gordon Coulman, Senior Manager of IT	22 January 2021
	Project Charter Developer	
Director:	Diane McMordie, Financial Services and IT	
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	750,000	750,000	750,000	750,000	750,000	750,000	750,000	850,000	850,000	850,000
TOTAL	750,000	750,000	750,000	750,000	750,000	750,000	750,000	850,000	850,000	850,000

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

Comments:

During 2029 the required funds will increase because components of the City's emergency radio system will reach year 9 of their lifecycle and will start to be replaced. The emergency radio system entered service in March of 2020 and the radios have a planned 10 year service life; some may fail early and some may have their service life extended if they are in good condition.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	ITSV-011
CHARTER NAME:	Next Generation (NG) 911 implementation and system replacement
LEAD DEPARTMENT:	Financial Services & Information Technology

TYPE:	(●) RMR ( ) GROWTH	
	Replaces existing 9-1-1 technology, call handling, CAD and Fire records management system.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails (●) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	NG9-1-1 is a mandatory replacement of the current enhanced 9-1-1 systems across Canada that is required by the CRTC (Canadian Radio-television and Telecommunications Commission). The existing 9-1-1 system must be decommissioned on March 30, 2024, and the City of St. Albert PSAPs (Public Safety Answering Points) must transition to continue taking 9-1-1 calls from the public. This project includes the replacement of the 9-1-1 technology as well as call handling, CAD and Fire records management systems. It will impact all aspects of emergency communications and service delivery.	
PROJECT CHARTER JUSTIFICATION:	**Current State** - CRTC regulates the telecommunications service providers who supply the networks needed to direct and connect 9-1-1 calls to emergency call centres who dispatch emergency responders such as fire, police, and ambulance. The City of St. Albert operates two 9-1-1 PSAPs, one at the RCMP detachment and another at Fire Hall 3. The PSAP in the RCMP detachment takes all 9-1-1 calls, dispatches RCMP and municipal enforcement officers, transfers ambulance calls to AHS and transfers Fire calls to the Fire Services PSAP. The Fire Services PSAP dispatches fire calls and takes overflow 9-1-1 calls from the RCMP PSAP. Fire Services can also take all 9-1-1 calls should the RCMP PSAP become inoperable. In addition to connecting callers to 9-1-1 operators, this Enhanced 9-1-1 service automatically provides 9-1-1 operators with information such as the telephone number and, if using a land line, the location of the caller. Telecommunications networks are evolving and can now offer much more than just voice services. The CRTC wants to ensure	

	that emergency services benefit from these technological advancements. **Issue** – The CRTC has directed all telephone companies to update their networks in order to provide NG9-1-1 voice and text messaging services. The CRTC has also directed that all existing 9-1-1 systems must be decommissioned on March 30, 2024. Therefore, the City of St. Albert must transition to NG9-1-1 to continue taking 9-1-1 calls from the public. **Opportunities** - NG9-1-1 services will enhance 9-1-1 services to create a faster, more resilient system allowing voice, data, photos, videos and text messages to flow seamlessly from the public to 9-1-1 operators. These services are enabled by mobile devices and the evolution of telecommunications networks. **Risks** – If the City of St. Albert does not transition to NG 9-1-1 and replace call handling, CAD and Fire records management systems by March 30, 2024 it can no longer receive 9-1-1 calls or dispatch RCMP, municipal enforcement or fire emergency personnel. NG9-1-1 increases the reliance on accurate and up to date GIS data so the City must evaluate their data management readiness and provide ongoing operational management of GIS data. This operational management will increase the GIS support requirement for emergency services from 0.5 to 1.0 FTE. The timeline to complete this project is very aggressive. The time required to conduct the internal Emergency Services dispatch review will add significant pressure to this timeline so must be completed as soon as possible.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Choose a priority. Activity: N / A Administrative Priority: A.3. Mandated Service Requirements Activity: N / A
STAKEHOLDER IDENTIFICATION:	External Stakeholders: Public, Vendors, CRTC Internal Stakeholders: Public Safety Answering Points (PSAP): RCMP, Policing Services, Fire Services City Council, Executive Leadership, Legal Services, Purchasing Services, Information Technology including GIS, Financial Services, Communications, Community Relations
TIMELINE:	**2021:** Conduct internal Emergency Services dispatch review Perform Esri NG9-1-1 spatial (GIS) data readiness assessment Prepare NG9-1-1 mapping (GIS) & addressing data sources Conduct emergency services call handling and dispatch process review, develop system replacement requirements and procurement documents for NG9-1-1 systems and replacements for Call-handling, CAD & Fire record management systems

	2022: Procure and begin implementation of NG9-1-1 systems and replacements for Call-handling, CAD & Fire record management systems **2023**: Continue implementation of NG 9-1-1 systems and replacements for Call-handling, CAD & Fire record management systems **2024:** March 30, 2024 NG9-1-1 Go Live and Decommission of legacy 9-1-1 system		
FINANCIAL INFORMATION:	**Investment Year**	**2022**	$ 1,194,297
		2023	
		2024	
		2025	
		2026	
		2027	
		2028	
		2029	
		2030	
		2031	
		Total	**$ 1,194,297**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			◉ Yes ○ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			Operating Business Case to be developed

APPROVAL

Author:	Joanne Graham, Senior Manager, Information Technology Services	2021 May 03
	Project Charter Developer	Date
Director:	Diane McMordie, Director of Financial Services and Information Technology/CFO	2021 May 03
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	70,000									
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	137,397									
Public Participation Activities										
Equipment	986,900									
TOTAL	**1,194,297**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

Comments:

Budgetary estimates are based on the status quo operational model which includes two 9-1-1 PSAPs, one at Fire Hall 3 and one at RCMP.

The scale and complexity of this project requires a term postition for a dedicated and specialized project manager for the duration of the project.

The NG9-1-1 system and operating model depends on a robust enterprise GIS and up to date and accurate spatial data. This requirement will have a significant impact on spatial data management processes across the organization such as the turn around time to process changes to address data. Therefore, a term positon for a GIS Analyst is required to ensure that the spatial data required for the NG9-1-1 operation is complete and accurate and to develop automated processes for delivering updated spatial data within the 72 hour standard established by the CRTC. This term position is required for the entire the implemenation period of 2022-2024.

The NG9-1-1 operating model is a significant change to current emergency services operations. As well, any change to the current operating model of two 9-1-1 PSAPs will require significant business process change and related organizational change management. Therefore, a term position for business/process analyst is required through the implementation period of 2022-2024 starting mid way through 2022

OPERATING IMPACTS WORKSHEET

○ One Time ◉ Ongoing	NG9-1-1 increases the reliance on accurate and up to date GIS data so the City must evaluate their data management readiness and provide ongoing operational management of GIS data. New or updated spatial data must be available to NG 9-1-1- within 72 hours. This operational management will have significant impact on spatial data management processes across the organization such as the turn around time to process changes to address data. It will also increase the GIS support requirement for emergency services from 0.5 to 1.0 FTE. The need for a permanent staff position to support the NG9-1-1 operation will be assessed for the 2025-2027 operating budget. The complexity of the NG 9-1-1 system and new call handling, CAD and Fire records management systems will require intensive training of operational and technical personnel and ongoing support. The technology delivery model is still to be determined. The options of an on-premise solution or a managed/hosted solution are both being considered. The actual split of capital and operating costs will be determined by the technology model that is chosen.

OPERATING IMPACTS	2022	2023	2024
Annual system/software support, hosting and remote management costs	199,633	199,633	199,633
TOTAL	**$ 199,633**	**$ 199,633**	**$ 199,633**

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	PW-001
CHARTER NAME:	Public Works Mobile Equipment Replacement Plan
LEAD DEPARTMENT:	Public Works

TYPE:	Choose one: (●) RMR ( ) GROWTH	
	This charter deals with the replacement of existing City vehicles and equipment that have reached end of life expectancy.	
ASSET CATEGORY:	Choose one: ( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails (●) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	Replacement of mobile equipment and attachments identified as having exceeded their economic life.	
PROJECT CHARTER JUSTIFICATION:	This program is for the replacement of all City departments' (except Transit) equipment and vehicles which have reached the end of their expected life span and is conducted under the guidelines of the Mobile Vehicle & Equipment Replacement policy. This plan supports the replacement of over 300 vehicles and pieces of equipment valued at over $20,000,000 including: fire trucks and ambulances (Emergency Services); cars (Enforcement Services and Engineering); plow trucks, trucks, refuse vehicles, graders, loaders, vac trucks and mowers (Public Works). The replacement plan is reviewed annually, and life cycle adjustments are made using several different criteria within the City's policy. Units replaced are evaluated annually based on cost per unit, reliability, technological change and operational enhancement. Not replacing vehicles and equipment in a timely fashion will impact the requirement to meet service levels as established by Council.	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: 4.5 Adopt a total cost of ownership approach in assessing lifecycle of existing and new Administrative Priority: A.3. Mandated Service Requirements Activity: A.2.2 Legislative Requirements	

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:	2021 3rd & 4th Quarter Tender development and tendering 2022 1st Quarter Tender Award 2022 3rd & 4th Quarter Delivery of vehicles and equipment.

FINANCIAL INFORMATION:	**Investment Year**			
		2022	**$**	2,404,800
		2023	**$**	3,888,840
		2024	**$**	3,088,800
		2025	**$**	4,336,150
		2026	**$**	2,721,750
		2027	**$**	3,037,750
		2028	**$**	3,175,750
		2029	**$**	1,523,640
		2030	**$**	2,142,600
		2031	**$**	5,139,400
		Total	**$**	**31,459,480**
			See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Tom Kumka Fleet Manager – PW & Transit	March 10,2020
	Project Charter Developer	Date
Director:	Jay Mason	March 10, 2020
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	2,404,800	3,888,840	3,088,800	4,336,150	2,721,750	3,037,750	3,175,750	1,523,640	2,142,600	5,139,400
TOTAL	**2,404,800**	**3,888,840**	**3,088,800**	**4,336,150**	**2,721,750**	**3,037,750**	**3,175,750**	**1,523,640**	**2,142,600**	**5,139,400**

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

Comments:

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2023, 2025, 2027, 2029, 2031
CHARTER NUMBER:	PW-004
CHARTER NAME:	Energy Efficiency Replacement Program
LEAD DEPARTMENT:	Utilities & Energy

TYPE:	Choose one: (●) RMR ( ) GROWTH	
	This project is intended to fund energy retrofits at existing City facilities	
ASSET CATEGORY:	Choose one: (●) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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 2031.	

PROJECT CHARTER JUSTIFICATION:	Corporately there is a desire to continue to improve the City's facilities, condition, and comfort, and to manage energy usage proactively, while maintaining a focus on fiscal stewardship and budget accountability to the citizens of St Albert. Energy costs historically escalate and can only be offset by finding innovative ways to reduce consumption. Innovation is typically found in the identification and utilization of improved technologies within facilities. All projects considered for implementation are evaluated against the Pillars of Sustainability to address all stakeholder needs. Facility energy consumption is tracked and reviewed annually to provide essential feedback on energy performance.
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: A.4. Business Process Improvements / Financial Sustainability Activity: N / A

STAKEHOLDER IDENTIFICATION:	Utilities & Environment Public Works, Manager Asset Management Finance Department Purchasing Branch Municipal Climate Change Action Center (MCCAC, external) City departments within City facilities
TIMELINE:	Ongoing – Facility monitoring and identification of energy efficiency savings 2023 – Tender and award. Construction to occur during the year 2024 – Evaluation and reporting of energy efficiency improvements

FINANCIAL INFORMATION:	**Investment Year**	**2022**	$ -
		2023	$ 131,000
		2024	$ -
		2025	$ 131,000
		2026	$ -
		2027	$ 131,000
		2028	$ -
		2029	$ 131,000
		2030	$ -
		2031	$ 131,000
		Total	**$ 655,000**
			See Capital Project Worksheet for details.

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

APPROVAL

Author:	Christian Benson, Manager, Environment	March 30, 2021
	Project Charter Developer	Date
Director:	Kate Polkovsky	March 30, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment		131,000		131,000		131,000		131,000		131,000
TOTAL	**-**	**131,000**	**-**	**131,000**	**-**	**131,000**	**-**	**131,000**	**-**	**131,000**

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

Comments:

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	PW-006
CHARTER NAME:	Shop &Yard Equipment Replacements
LEAD DEPARTMENT:	Public Works

TYPE:	Choose one: (●) RMR ( ) GROWTH	
	This charter is designed to fund the purchase and replacement of tools and specialized repair equipment for the City fleet	
ASSET CATEGORY:	Choose one: ( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails (●) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	This project identifies the purchase and replacement of shop equipment that is required to diagnose and properly maintain the City's fleet.	

PROJECT CHARTER JUSTIFICATION:	Newly replaced equipment and vehicles require specialized diagnostic and repair tools and equipment. Without these tools/equipment vehicles cannot be properly maintained to meet warranty requirements and manufacturers recommended preventive maintenances requirements. Existing equipment within Fleet Services such as compressors, hoists, cranes, etc. requires timely replacement when it becomes obsolete or beyond usable economic life. As the size of the fleet and equipment grows and technology changes, there is a need to make adjustments to City maintenance facilities to accommodate these changes. This includes improvements to existing storage facilities to better manage storage of equipment, to enhance security and protect stored assets
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Built Environment Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles. Council Priority: 3. Building a Transportation Network Activity: 3.11 Implement the prioritized inventory of approved Transportation Safety Plan programs and projects.

	Administrative Priority: A.3. Mandated Service Requirements Activity: A.2.2 Legislative Requirements
STAKEHOLDER IDENTIFICATION:	Public Works, Fleet Manager City of St Albert Finance City of St Albert, Manager Purchasing City of St Albert, Manager Risk and Insurance
TIMELINE:	2022 1st and 2nd Quarter. Identification of annual needs 2022 3rd & 4th Quarter. Tender, award, purchase

FINANCIAL INFORMATION:	**Investment Year**		
	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
	2031	$	40,000
	Total	**$**	**400,000**
		See Capital Project Worksheet for details.	

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

APPROVAL

Author:	Tom Kumka Fleet Manager- PW & Transit	March 4th, 2021
	Project Charter Developer	Date
Director:	Jay Mason	
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

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

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2021 - 2029
CHARTER NUMBER:	PW-031
CHARTER NAME:	Municipal Facilities – Repairs and Renewal
LEAD DEPARTMENT:	Public Works & Transit

TYPE:	(●) RMR ( ) 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:	(●) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	**Current State –** Seventy-One Civic facilities have undergone a lifecycle condition assessment since 2017. The intent of this project charter is to provide refurbishment funding for these facilities that will ensure they receive the necessary repairs and refurbishments to secure continuous and safe service provision to the community. The lifecycle condition, inspection and assessments identified; facility assets, age and condition, with recommended life cycle years, replacement dates and associated financial data to support this charter. The work identified in the assessments is required to be completed to ensure continuous and efficient operation of these facilities throughout their life expectancy. The City of St. Albert strives to maintain and renew its existing facility assets and associated operations over a 10-year planning horizon in accordance with asset management industry best management practices as well as current codes, guidelines, service levels and standards. This process is in alignment with Council Policy Asset Management C-P&E-07 which directs Administration to establish a consistent approach for the rehabilitation, repair and replacement of City assets. **Issue** – This charter will ensure that our civic facilities are funded for safe, efficient operation and serve the community, as designed. **Opportunities** - A plan for regular capital refurbishment ensures that building components and operational systems are repaired,

	maintained or replaced to ensure that programs and facilities are delivered with little or no disruption in service to the community. A Lifecycle Replacement plan ensures that City facilities follow health and safety legislation, promote energy efficiency and ensure quality experiences for facility users. As 2nd level assessments are completed, and specific details are confirmed, additional funding requests are illustrated within the plan. **Risks** - 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:	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:	**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		
		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
		2031	$ 4,770,000
		Total	$ 48,027,600
			See Capital Project Worksheet for details.

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

APPROVAL

Author:	Doug Moore	3 February 2021
	Project Charter Developer	Date
Director:	Jay Mason	
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	3,339,000	1,753,600	1,431,000	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	1,436,000	3,339,000	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	**4,775,000**	**5,092,600**	**4,770,000**	**4,770,000**	**4,770,000**	**4,770,000**	**4,770,000**	**4,770,000**	**4,770,000**	**4,770,000**

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

Comments:
Breakdown between Builiding 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 seperation of costing between categories and facilities would occur at the implementation stages.

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	RECR-001
CHARTER NAME:	Aquatics Lifecycle Replacement Plan
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	(●) RMR ( ) GROWTH	
	This charter is for the repair, maintenance, and replacement of City of St. Albert Aquatics facilities.	
ASSET CATEGORY:	(●) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	**Current State** - The Aquatics Lifecycle Replacement Plan is intended for those specific operational facility components that are the responsibility of Recreation and Parks at Fountain Park Recreation Centre, Grosvenor Outdoor Pool, and the Woodlands Water Play Park. Other structural, building envelope components are under the auspices of Public Works, Facility Services. The plan is to ensure the equipment is maintained in a state of good condition and replaced when its useful life is reached. The plan was based on the average lifecycle for each building element and installation date. Information including location, age, and condition of all equipment is documented and analyzed in a program that allows the accurate forecast of costs of service, maintenance, and replacement of equipment. The plan is reviewed once a year to confirm its accuracy. Equipment scheduled for replacement in the given year is inspected to confirm if replacement is necessary, or alternatively to determine a revised replacement date. At the time of review, the cost is evaluated for accuracy and adjustments based on market value and adjusted accordingly within budget constraints. **Opportunities** - The lifecycle plan ensures that equipment and related systems are repaired, maintained, or replaced so 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. **Issue -** In 2020 a facility lifecycle assessment was performed on Fountain Park Recreation Centre by a consulting firm arranged through collaboration with Capital Projects Office, Public Works Facility Services and Recreation Infrastructure. The assessment report identified several emergent building envelope and systems issues that required immediate attention, namely replacement of the HVAC system, replacement of electrical systems and deck tile replacement. As the work will require extended shutdown of FPRC, the project will be spread out to provide the least impact to users. Phase one is planned to be completed in 2022 which will address the priority, replacement of the HVAC system, mechanical systems improvements. Phase two, complete tile replacement of the tanks and decks will occur in 2024. Phase two, complete tile replacement of the tanks and decks will occur in 2024. The funding for this project will come from the City of St. Albert Municipal Facilities Renewal and Repair Fund, Project Charter PW031 – Project 421807 (SAP/FPRC), not the Aquatics Lifecycle Replacement Plan. Items listed in the 2022 Aquatics Lifecycle Replacement Plan will be carried out as per the plan, working within the shutdown period, or as scheduled during normal operations. Major projects for 2022 include: - Replacement of Competition Pool Bleachers (FPRC) - Replacement of Aquatics systems Filter Media (FPRC Leisure Pool and Small Pool) - Replacement Pool pilot controls for Salt cell system (FPRC Whirlpool, Competition Pool, Small pool) - Replacement of Aquatics systems pumps at FPRC **Risks** – It is anticipated that by 2022 Aquatic facilities will return back to pre pandemic user volumes, at 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). Risks for not approving this plan: • 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 as ANNUAL assessments are performed.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	. Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: A.3. Mandated Service Requirements Activity: N / A
STAKEHOLDER IDENTIFICATION:	

Name & Role	Responsibility or Contribution
Recreation & Parks	Project sponsor, plan and design review, stakeholder liaison, secure contractor, supervise work or complete work
Capital Project Office	Review and/or development of Engineering tender documents 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:

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		
2022	$	417,200
2023	$	123,900
2024	$	1,077,600
2025	$	75,000
2026	$	256,500
2027	$	221,200
2028	$	275,600
2029	$	117,400
2030	$	143,400
2031	$	85,800
Total	**$**	**2,793,600**

See Capital Project Worksheet for details.

OPERATIONAL IMPACTS:		○ Yes ◉ No
ASSOCIATED OPERATING BUSINESS CASE:		NA

APPROVAL

Author:	Kelly McConnell	April 8, 2021
	Project Charter Developer	Date
Director:	Diane Enger	
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	417,200	123,900	1,077,600	75,000	256,500	221,200	275,600	117,400	143,400	85,800
TOTAL	**417,200**	**123,900**	**1,077,600**	**75,000**	**256,500**	**221,200**	**275,600**	**117,400**	**143,400**	**85,800**

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 Facility Services.

CITY BUSINESS PLAN
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CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	RECR-025
CHARTER NAME:	City Playground Lifecycle Program
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	Choose one: (●) RMR ( ) GROWTH	
	This charter is for the replacement of city owned, existing outdoor playgrounds.	
ASSET CATEGORY:	Choose one: ( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	(●) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	**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. Playground assessments are completed and include condition assessments (equipment, curbing and surface), age of structure, equipment usability, Canada Standards Association (CSA) compliance, and community feedback. Playground replacements are prioritized annually using the assessment criteria which ensures that the City is being fiscally responsible, while keeping community need front of mind. 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. **Issue** – This charter will ensure that equipment is compliant to provide safe, valuable, free, outdoor play experiences for children in St. Albert. **Opportunities** - Currently the listing of top ranked sites (listed alphabetically) for playground replacement include the following

<table>
<tr><td></td><td>parks: Daulton, Deer Ridge, Fountain Park, Greer, Harwood, Ironwood, Langholm, Lions, Princeton and Windermere. This priority list may change upon completion of annual assessments.

Public engagement for playground replacements will include information distributed to residents surrounding replacement sites, updates to the city webpage and signage on site.

Risks - Risks of not completing this work can include the following:

• 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.</td></tr>
<tr><td>STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:</td><td>Council Priority: N / A

Activity: N / A

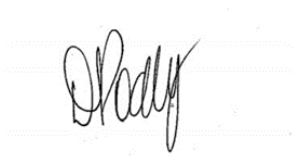
Administrative Priority: N / A

Activity: N / A</td></tr>
<tr><td>STAKEHOLDER IDENTIFICATION:</td><td><table>
<tr><th>Name & Role</th><th>Responsibility or Contribution</th></tr>
<tr><td>Recreation & Parks</td><td>Project sponsor 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></td></tr>
<tr><td>TIMELINE:</td><td>Annual project schedule includes:

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

FINANCIAL INFORMATION:	**Investment Year**	**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
		2031	$ 378,900
		Total	**$ 3,789,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No If yes, refer to Operating Impacts Worksheet for details.
ASSOCIATED OPERATING BUSINESS CASE:			N/A

APPROVAL

Author:		March 16, 2021
	Project Charter Developer	Date
Director:		March 16, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000	19,000
Site Servicing										
Strucure/Building Construction	321,500	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	37,900	37,900	37,900	37,900	37,900	37,900	37,900	37,900	37,900	37,900
Public Participation Activities	500	500	500	500	500	500	500	500	500	500
Equipment										
TOTAL	**378,900**	**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:
85% Structure/Building Construction (includes equipment, surfacing and site amneities), 5% design and 10% contingency

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	RECR-072
CHARTER NAME:	Outdoor Recreation and Parks Site Amenities and Infrastructure
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	(●) RMR ( ) GROWTH	
	This plan is for the replacement of city owned outdoor recreation infrastructure and recreation amenities.	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	(●) Parks & Trails ( ) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	This plan addresses the replacement of city owned outdoor recreation infrastructure and recreation amenities in St. Albert parks.	

PROJECT CHARTER JUSTIFICATION:	Current State: St. Albert residents highly value and utilize parks amenities and services, rating our parks, green spaces and trails as the top factor in contributing to a high quality of life in St. Albert, as noted in the 2020 Customer Satisfaction survey. The City of St. Albert currently has a variety of outdoor recreation infrastructure and amenities that serve the multi season and multi-use of St. Albert residents in parks and along trails. These amenities include but are not limited to skate parks, outdoor rinks, washroom facilities, tennis, pickleball and beach volleyball courts, tarmacs, lookouts, gazebos, benches, and picnic tables. Outdoor recreation and parks amenities are planned and developed in alignment with existing park classification categories and are assessed routinely to ensure public safety and address any reported service issues. This charter has been created to plan for the future of existing outdoor recreation and parks amenities and will align within the corporate asset management framework, currently in development. All amenities and infrastructure planned for replacement in this charter is identified in the City of St. Albert Service Levels document.

Issue - This charter will ensure that outdoor recreation infrastructure is in good working conditions to provide safe, valuable, free, outdoor recreation experiences in St. Albert and looks to ensure consistent service delivery in the community.

Opportunities – Planned work for 2022 includes the following priorities. Administration will work through the priority list as funding allows to ensure future service delivery to the community.

1. Woodlands Beach Volleyball Court Remediation - This project will remediate the beach volleyball court located beside Woodlands Waterplay Park.
2. Tarmac Repairs and Remediation – this work includes asphalt repairs, replacement of basketball hoops and benches and any required lining of the tarmac surfaces at four city owned park sites (Erin Ridge, Ironwood, Pembrook, and Deerbourne Parks).

Risks - Risks of not completing this work can include the following:

- Community public dissatisfaction with quality of city outdoor recreation amenities and infrastructure.
- Amenities could experience reduced function and public safety issues.

Costs are based on estimates and may change once each project is tendered.

Council Priority: N / A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

STAKEHOLDER IDENTIFICATION:

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 design and construction execution.
Public Works,	Planning, inspection/equipment approvals and maintenance.
Legal Services, Risk & Insurance and Purchasing	Risk Assessment and procurement process support.

TIMELINE:	Annual project schedule includes: 1. Confirm project scope, schedule and budget. 2. Public participation activities, if required. 3. Procurement and contract award. 4. Required project design. 5. Construction execution. 6. Monitoring of project through construction. 7. Project inspection and close out.		
FINANCIAL INFORMATION:	**Investment Year**	**2022**	**$** 165,000
		2023	**$** -
		2024	**$** -
		2025	**$** -
		2026	**$** -
		2027	**$** -
		2028	**$** -
		2029	**$** -
		2030	**$** -
		2031	**$** -
		Total	**$ 165,000**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			N/A
ASSOCIATED OPERATING BUSINESS CASE:			N/A

APPROVAL

Author:		March 16, 2021
	Project Charter Developer	Date
Director:		March 16, 2021
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	150,000									
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	15,000									
Public Participation Activities										
Equipment										
TOTAL	**165,000**	-	-	-	-	-	-	-	-	-

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

Comments:
This includes 10% contingency for the project work required.

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

calcYEAR:	2022
CHARTER NUMBER:	SERV-001
CHARTER NAME:	Servus Place Lifecycle Replacement Plan
LEAD DEPARTMENT:	Recreation & Parks

TYPE:	(•) RMR ( ) GROWTH	
	This charter is for the repair, maintenance, and replacement of Servus Credit Union Place building and equipment.	
ASSET CATEGORY:	(•) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails ( ) Mobile & Other Equipment ( ) 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:	**Current State** - The Servus Place Lifecycle Replacement Plan is intended to ensure the infrastructure and equipment at Servus Place is maintained in a state of good condition and replaced when its useful life is reached. The plan was based on the average lifecycle for each building element and installation date. Information including location, age, and condition of all equipment is documented and analyzed in a program that allows the accurate forecast of costs of service, maintenance, and replacement of equipment. The plan is reviewed once a year to confirm its accuracy. Equipment scheduled for replacement in the given year is inspected to confirm if replacement is necessary, or alternatively to determine a revised replacement date. At the time of review, the cost is evaluated for accuracy and adjustments based on market value and adjusted accordingly within budget constraints. **Issue** - 2022 will include lifecycle replacement of identified cardiovascular and strength machine fitness equipment, replacement of 1 of 2 Campbell plant compressor, a Building Management Automation system upgrade, Starbucks renovations and replacement of the automatic doors at the main entrance. Upgrades that were initially planned to Arena surrounds (Boards/glass) have been deferred to later years (2027), as they

	are still in good condition and in order to consolidate several separate arena upgrades in one shutdown period. **Opportunities** - The lifecycle plan ensures that equipment and related systems are repaired, maintained, or replaced to ensure that programs and facilities are delivered with little or no pre-emption's to service. Lifecycle plan ensures facilities follow health and safety legislation, promote energy efficiency, and maintain services. **Risks -** Servus Place is over 15 years old, and with aging facilities the RMR capital lifecycle investment is paramount. It is anticipated that in 2022 the facility will return to a normal operating model, open 363 days per year, on average 17 hrs/day. Normal operating years saw on average over 1,700,000 visitors per year, utilizing a multitude of amenities. There are typically over 666,000 spontaneous uses and over 50,000 hours of formal programmed and rental space booked throughout the facility. Associated risks to the project include: • Equipment breakdown could result in shutdown of one or more facility operations affecting internal and external programs and other services. • Facilities deteriorate resulting in frequent malfunctions, breakdowns which leads to even higher costs to address. • Loss of programs, rentals, and admission revenues due to shutdown. • Increased risk to staff and patron safety. • Increased operational cost due to less efficient older equipment. • Community and user groups would be dissatisfied with quality of city facilities. • Costs are based on estimates and may change once each project is tendered.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: A.3. Mandated Service Requirements Activity: N / A
STAKEHOLDER IDENTIFICATION:	**Name & Role** — **Responsibility or Contribution** Recreation & Parks — Project sponsor, key liaison with Capital Projects, identifies scope of projects, mitigates operational impacts, approves plan and design review, stakeholder liaison, planning and oversite and execution of RMR projects.

	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:		

FINANCIAL INFORMATION:	**Investment Year**	**2022**	**$ 822,500**
		2023	**$ 489,300**
		2024	**$ 614,900**
		2025	**$ 772,800**
		2026	**$ 1,762,600**
		2027	**$ 1,214,700**
		2028	**$ 599,300**
		2029	**$ 244,700**
		2030	**$ 613,900**
		2031	**$ 2,964,900**
		Total	**$ 10,099,600**
			See Capital Project Worksheet for details.
OPERATIONAL IMPACTS:			○ Yes ◉ No
ASSOCIATED OPERATING BUSINESS CASE:			

APPROVAL

Author:	Kelly McConnell	April 8, 2021
	Project Charter Developer	Date
Director:	Diane Enger	
	Director	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT Specify year(s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	822,500	489,300	614,900	772,800	1,762,600	1,214,700	599,300	244,700	613,900	2,964,900
TOTAL	**822,500**	**489,300**	**614,900**	**772,800**	**1,762,600**	**1,214,700**	**599,300**	**244,700**	**613,900**	**2,964,900**

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

Comments:

Structure/Building Construction includes but not limited to repair, maintenance, replacement of internal/external fixed building physical structure, such as painting, roof, exterior siding, flooring, sidewalk, parking lot, walls, etc.

- Landscaping is for cosmetic maintenance/improvements to adjacent building grounds.
- Equipment includes but not limited to the repair, maintenance, replacement of Fitness Centre cardio, weight machines and other accessory equipment, various building mechanical/electrical components, HVAC, plumbing fixtures/systems, motors, water filtration system components, arena refrigeration system and other components,

CITY BUSINESS PLAN
+ BUDGET

CAPITAL PROJECT CHARTER

YEAR:	2022
CHARTER NUMBER:	TRAN - 001
CHARTER NAME:	Transit Bus Lifecycle Replacement (RMR)
LEAD DEPARTMENT:	Public Works and Transit

TYPE:	(●) RMR ( ) GROWTH	
	Maintenance of existing resources	
ASSET CATEGORY:	( ) Civic Facilities ( ) Master Plan, Studies, & Other ( ) Roads & Other Engineered Structures ( ) Historical/ Cultural	( ) Parks & Trails (●) Mobile & Other Equipment ( ) Land & Land Improvements
SCOPE STATEMENT:	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. Transit bus lifecycle replacement is currently based on costing for electric buses, which are twice the expense as compared to diesel buses.	

PROJECT CHARTER JUSTIFICATION:	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. Issue - Each asset is evaluated and analyzed to ensure an accurate representation of when replacement, repair, and maintenance will occur. 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. 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.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: 4. Infrastructure Investment Activity: N / A Administrative Priority: N / A Activity: N / A
989STAKEHOLDER IDENTIFICATION:	Fleet Services Manager, Public Works and Transit - Primary Manager, Risk & Insurance - Secondary Manager, Purchasing - Purchasing process
TIMELINE:	Throughout operational year

FINANCIAL INFORMATION:

2022	**$265,100**
2023	**$989,000**
2024	**$3,280,000**
2025	**$10,577,200**
2026	**$11,159,000**
2027	**$13,453,200**
2028	**$14,275,000**
2029	**$725,000**
2030	**$4,190,000**
2031	**$688,000**
Total	**$59,601,500**
	See Capital Project Worksheet for details.

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

APPROVAL

Author:	Tom Kumka Fleet Manager PW & Transit	March 8th, 2021
	Project Charter Developer	Date
Director:	Jay Mason	March 08, 2021
	Director	Date
DCAO/CPO:		
	Deputy Chief Administrative Officer/Chief People Officer	Date

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	265,100	989,000	3,280,000	10,577,000	11,159,000	13,453,200	14,275,000	725,000	4,190,000	688,000
TOTAL	265,100	989,000	3,280,000	10,577,000	11,159,000	13,453,200	14,275,000	725,000	4,190,000	688,000

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

Comments:
Routine operations and maintenance activities.