

Summary of Spring 2021 SCBA Recommendations

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Summary of Recommended Spring 2021 SCBA Adjustments

The following is a high level summary of the total impact to the 2019-2022 approved capital budget.

No.	Budget Adjustment Type	Impact to 2019-2022 Capital Budget (\$ millions)
3.1	New Profiles Recommended for Funding	\$47.9
3.2	Scope Changes	\$ -
3.3	Recosting	\$12.3
3.4	Historical Adjustments	\$2.9
3.5	Funding Source Adjustments (Council)	<\$0.7>
3.6	Transfers in Excess of \$2 Million Between Profiles	\$ -
3.7	Transfers from Capital to Operating	\$ -
3.8	Transfers from Operating to Capital	\$3.1
	Totals	\$65.5

Breakdown of Spring 2021 SCBA Adjustments

The following sections provide an overview of the adjustments within each of the categories of the Spring 2021 SCBA. Full details are shown in the Detailed Spring 2021 SCBA Adjustment Report in Attachment 3. New profiles for capital projects being recommended for funding are included in Attachment 4.

3.1 New Profiles Recommended for Funding

New profiles recommended for funding are categorized as profiles requesting new funding, and new standalone profiles requesting funding from existing composite profiles. The latter category includes profiles that are at Checkpoint 3 of the PDDM process and are seeking a transfer of delivery dollars from an existing approved composite profile.

New profiles recommended for funding would result in a net increase of \$47.9 million to the 2019-2022 Approved Capital Budget. This includes new profiles requesting new funding of \$13.0 million and new standalone profiles being funded from existing profiles requesting new funding of \$34.9 million.

	Impact to 2019-2022 Capital Budget (\$ millions)
Total Value of New Capital Profiles	\$688.8
Less: New Capital Profiles funded with transfers from existing approved budgets	<\$640.9>
Net Impact to the Approved 2019-2022 Capital Budget	\$47.9

New Profiles Requesting New Funding

Administration is recommending Council approve five new capital profiles totalling \$25.8 million. These new profiles are partially offset by \$5.5 million in existing funding, resulting in a net \$20.3 million increase to the overall 2019 to 2022 approved capital budget.

	Impact to 2019-2022 Capital Budget (\$ millions)
Total Value of Profiles Requesting New Funding	\$18.6
Less: Profiles funded with transfers from existing approved budgets	<\$5.6>
Net Impact to Approved 2019-2022 Capital Budget	\$13.0

The new profiles recommended for funding are:

3.1-1 21-60-1472 - CRIMM - CAD-RMS Integration, Modernization and Maximization (\$7.5 million)

A new capital profile is being requested to fund the Computer Automated Dispatch (CAD) – Records Management System (RMS) Integration, Modernization and Maximization Program (CRIMM) Program, which was established to modernize EPS’ records management processes and systems. The CRIMM Program will ensure that configuration and integration of the Hexagon Intergraph CAD, Niche RMS and intelligence solutions are maximized

to create the most effective and unified operational, investigative and intelligence information platform. It is estimated that the budget requirement for this project is \$8,200,000. The total funding request for this profile in the Spring 2021 SCBA is \$7,500,000, with \$5,300,000 being funded with a transfer from existing capital profile CM-60-1460, and the remaining \$2,200,000 requested as a transfer from operating (Police Pay-As-You-Go). The source of the remaining \$700,000 will be confirmed and brought forward for Council consideration during a future SCBA. Administration expects that this funding source will be from within current EPS allocations.

3.1-3 21-60-1471 - EPS Enterprise Commons (\$5.2 million)

A new capital profile is required to proceed with the Edmonton Police Service (EPS) Enterprise Commons (EC) project. This profile is for the EPS portion of EC and includes the following projects: Human Resources, Finance, Supply Chain Management, and EC Backend-integrations. It is currently estimated that the total budget requirement for this project will be \$7.4 million. While Enterprise Commons is a City Administration program, EPS and Edmonton Public Libraries will be using the same system to work as we currently do in our current version of SAP. Administration has minimized costs wherever possible for EPS and EPL, including paying for all system implementation costs and annual software licensing. Cost estimates are based on requirements and timelines known at the time of preparation of this business case and costs may change based on the implementation timeline driven by the City. Currently, a budget transfer of \$5.2 million is being requested during the Spring 2021 Supplemental Capital Budget Adjustment (Police Pay-As-You-Go). EPS is committed to funding the project in full and a budget request for the \$2.2 million of additional funds will be identified and brought forward for Council consideration in the future. Administration expects that this funding source will be from within current EPS allocations.

3.1-4 21-30-9305 - Keswick West Park Development (\$3.4 million)

The Keswick West Park Development project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile as the project is over the \$2 million threshold for growth. This project was not identified in the 2019-2022 Capital Budget Cycle and was initiated in response to a Provincial Government funding announcement for a Edmonton Public School Board facility project on this neighbourhood park site. Delivery of this project was identified as an emerging priority in the Fall 2020 SCBA. The total funding request for this profile is \$3,368,883 with \$141,373 being funded with a transfer from existing capital profiles, and the remaining \$3,227,510 proposed to be funded with the 2021 Federal Gas Tax additional funding (\$3,127,510) and new Pay-As-You-Go (\$100,000) funding from the corporate pool.

3.1-5 21-30-9304 - Keswick East Park Development (\$2.5 million)

The Keswick East Park Development project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new standalone profile as the project is over the \$2 million threshold for growth. This project was not identified in the 2019-2022 Capital Budget Cycle and was initiated in response to a Provincial Government funding announcement for an Edmonton Catholic School District facility project on this neighbourhood park site. Delivery of this project was identified as an emerging priority in the Fall 2020 SCBA. The total funding request for this profile is \$2,487,100 with \$136,927 being funded with a transfer from existing capital profile CM-30-3030, and the remaining \$2,350,173 proposed to be funded with the 2021 Federal Gas Tax additional funding (\$2,250,173) and new Pay-As-You-Go funding (\$100,000) from the corporate pool.

New Standalone Profiles Requesting Funding from Existing Approved Profiles

Administration is recommending that Council approves 27 new capital profiles that are primarily funded with transfers from existing approved profiles. These profiles contain projects originally within the scope of the approved composite profiles that have completed a sufficient level of planning and design (reached Checkpoint 3) and are being created as a standalone profile in compliance with capital budget practices (\$2 million or greater for growth and \$5 million or greater for renewal projects). The total value of all 27 profiles is \$670.2 million, funded with \$635.3 million transferred from existing profiles, and \$34.9 million of new requested funding. New requested funding primarily consists of new Rapid Housing Initiative grant funding (\$17.9 million), new local improvement levy funding (\$14.2 million), and new Partnership funding (\$2.5 million).

	Impact to 2019-2022 Capital Budget (\$ millions)
Total Value of New Standalone Profiles Requesting Funding from Existing Approved Profiles	\$670.2
Less: New Standalone Profiles funded with transfers from existing approved budgets	<\$635.3>
Net Impact to Approved 2019-2022 Capital Budget	\$34.9

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The table below provides a summary of the new profiles included in this category that make up the \$670.2 million.

Ref	Profile Number	Profile Name	Amount (\$ millions)
3.1-6	21-20-9301	Yellowhead Trail - 156 Street to St Albert Trail	\$177.6
3.1-7	21-20-9302	Yellowhead Trail - Fort Road Widening	\$117.4
3.1-8	21-40-9024	NRP Recon - Calder	\$51.9
3.1-9	21-40-9023	NRP/NARP Recon - Beaumaris Neighbourhood and Alleys	\$37.6
3.1-10	21-40-9025	NRP Recon - Garneau	\$36.9
3.1-11	21-40-9026	NRP Recon - Malmo Plains	\$25.1
3.1-12	21-40-9031	Winterburn Industrial Road Upgrading	\$19.7
3.1-13	21-10-9008	McArthur Supportive Housing	\$19.6
3.1-14	21-10-9002	Terrace Heights Supportive Housing	\$17.7
3.1-15	21-10-9006	Westmount Supportive Housing	\$17.6
3.1-16	21-24-9300	Yellowhead Trail - Noise Attenuation System (97 Street -Fort Rd)	\$14.9
3.1-17	21-10-9104	Centennial Plaza Redevelopment	\$13.7
3.1-18	21-10-9007	King Edward Park Supportive Housing	\$12.6
3.1-19	21-10-9001	Inglewood Supportive Housing	\$12.3
3.1-20	21-22-9400	51 Avenue - 86 Street to 99 Street, 99 Street to 111 Street	\$9.6
3.1-21	21-40-9027	NARP Recon - North Glenora Alleys	\$9.3
3.1-22	21-22-9401	Stony Plain Road Rehab - 184 St to 231 St. & 231 St. to AHD Drive	\$9.3
3.1-23	21-32-9100	Confederation District Park Renewal	\$8.9
3.1-24	21-21-9100	Capital Line Wood Tie Replacement (66 Street - 129 Ave)	\$8.8

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3.1-25	21-25-9501	Central LRT Station Escalator Renewal	\$8.2
3.1-26	21-25-9500	Parsons Industrial Neighbourhood Renewal	\$8.2
3.1-27	21-30-9303	Glengarry District Park Renewal	\$7.7
3.1-28	21-40-9030	99 Street - 34 Avenue to Whitemud Drive	\$6.6
3.1-29	21-10-9103	Iron Works Building Rehabilitation Phase 1	\$6.0
3.1-30	21-30-9302	Urban Tree Canopy Expansion	\$5.4
3.1-31	21-40-9032	Mistatim Industrial & Southeast Industrial Road Upgrading	\$5.1
3.1-32	21-30-9301	Kinistinaw Park Phase II	\$2.5
		Total	\$670.2

3.2 Scope Changes

Scope change adjustments are required when profiles have increased or decreased projected costs to accommodate a change in scope. Recommended scope changes are categorized as follows:

- Scope change increases requesting new funding
- Scope change increases requesting funding be transferred from an existing approved budget
- Scope change decreases releasing funding
- Scope change decreases transferring funding back to original composite profiles

Scope changes recommended in the Spring 2021 SCBA will result in no change to the 2019-2022 Approved Capital Budget.

A breakdown of all recommended Scope change adjustments can be found in the Detailed Spring 2021 SCBA Adjustment Report in Attachment 3.

	Impact to 2019-2022 Capital Budget (\$ millions)
Total Value of Scope Change Increases	\$1.4
Less: Scope Change Increases funded with transfers from existing approved budgets	<\$0.6>
Sub-total - Net value of Scope Change Increases	\$0.8
Total value of Scope Change Decreases	<\$1.1>
Add: Scope Change decreases transferred back to original composite profiles	0.3
Sub-total - Net value of Scope Change Decreases	<\$0.8>
Net Impact to Approved 2019-2022 Capital Budget	\$ -

Scope Change Increases Requesting New Funding

Scope changes recommended for new funding are as follows:

3.2-1. CM-60-1461 - Police IT - Applications Enhancement (\$0.8 million)

This change of scope is required to add the additional province-wide implementation costs to the profile. The HealthIM system represents an empathetic and evidence-based approach to emergency mental health crisis response. In consultation and coordination with the Alberta Association of Chiefs of Police (AACP) the Edmonton Police Service has committed to lead the HealthIM System for Alberta Police project and will act as the fiscal agency/coordinator. With the province wide implementation, the Health IM project has increased in scope and the additional budget required will be funded with a Government of Alberta Health grant of \$789,234.

Scope Change Increases Requesting Funding From Existing Budget

Scope changes recommended to be funded with a transfer from an existing approved budget (and therefore have no impact to the City's overall capital budget) are as follows:

3.2-2. 19-40-9014 - NRP Recon - Strathcona (\$0.4 million)

This change of scope adjustment is required to add the planning and design costs of the South Side Bike Network and Rail Trail to the Strathcona Neighbourhood Renewal project. The total funding request for this adjustment is

\$400,000 and is funded with a transfer of existing budget from capital profile "CM-40-4040 - Building Great Neighbourhoods: Planning and Design - Growth".

3.2-3. 17-99-2010 - Bonnie Doon Pool Rehabilitation (\$0.2 million)

This scope change is required to repair small pieces of concrete that were falling from the precast concrete ceiling panels. This work was not included in the original budget for this project. The total funding request is \$195,482, and will be funded with a transfer from existing capital profile "CM-12-0000 - Facility: Service Delivery - Renewal".

Scope Change Decreases - Funding Releases

Scope Change adjustments that result in a net decrease to the City's approved capital budget are as follows:

3.2-4. CM-20-0051 - Library Materials (<\$0.8 million>)

This scope change is required to reduce the overall budget available in the Library Materials capital profile by \$808,856, due to a decrease in available Library Pay-As-You-Go funding. This decrease is due to the permanent elimination of fine revenue.

Scope Change Decreases - Funding Transferred Back to Original Composite Profiles

Scope change decreases where funding is transferred back to the composite profiles where it was originally transferred from are as follows:

3.2-5. 19-40-9018 - NRP Recon - Grandview Heights (<\$0.3 million>)

This change in scope is required to remove the Grandview Cornerstore project from the Grandview Heights Neighbourhood Renewal project. The \$330,000 of funding related to this initiative is requested to be transferred back to the Building Great Neighbourhoods composite profile.

3.3 Recosting

Recosting adjustments are required when an approved capital project is projected to be over or under budget. This can occur when tenders on capital projects are well over or under the budgeted projection. Recommended recosting adjustments are categorized as:

- Recosting increases requesting new funding
- Recosting increases requesting funding to be transferred from an existing approved budget
- Recosting decreases - funding released

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- Recosting decreases transferring funding back to original composite profiles

Recosting adjustments recommended in the Spring 2021 SCBA will result in a net \$12.3 million increase to the 2019-2022 Approved Capital Budget.

	Impact to 2019-2022 Capital Budget (\$ millions)
Total Value of Recosting Increases	\$22.3
Less: Recosting Increases funded with transfers from existing approved budgets	<\$9.9>
Sub-total - Net value of Recosting Increases	\$12.4
Total Value of Recosting Budget Releases	<\$18.1>
Add: Recosting releases transferred back to original composite profiles	18.0
Sub-total - Net value of Recosting Decreases	<\$0.1>
Net Impact to Approved 2019-2022 Capital Budget	\$12.3

Recosting Increases Requesting New Funding

Recosting adjustments recommended for new funding are as follows:

3.3-1. 19-10-1011 - Stadium LRT Station Upgrade (\$11.9 million)

This recosting adjustment is required due to increased construction and material costs due to COVID-19, and complex coordination on safety critical works around the operations requiring further contingency to complete the work. In addition to this, unforeseen concourse roof repairs require additional funding that was not part of the original scope. The original approved budget for this project was based on the development report that underestimated traction power, communication, and signal system. Poor soil condition resulted in changing the location of the gantry columns which was not identified during the original scope. The overall recosting adjustment request is \$11,888,090, and is proposed to be funded with the 2021 Federal Gas Tax additional funding.

3.3-2. 20-30-9202 - South Haven and Northern Lights Cemetery Expansion (\$0.8 million)

This recosting adjustment is required to tender and complete the South Haven and Northern Lights Cemetery Expansion project. The total funding request for

this adjustment is \$750,000, with \$500,000 being funded with a transfer from existing capital profile CM-30-3030 ,and the remaining \$250,000 being a request for new funding from the Perpetual Care Reserve.

3.3-3. CM-20-0053 - IT Infrastructure Delivery (\$0.3 million)

This recosting adjustment is required due to unexpected technical and construction issues. The adjustment results in a net increase of \$293,717 to the approved profile budget using Library-Pay-As-You-Go as a funding source.

Recosting Increases Requesting Funding from Existing Approved Budget

Recosting adjustments requesting a transfer from an existing approved budget (no impact to the City's overall capital budget) are as follows:

3.3-4. 17-99-2001 - Century Place Base Bldg Rehab & Tenant Improvements (\$3.9 million)

This recosting adjustment is required due to unforeseen conditions not identified in the existing record drawings and existing building condition assessments. These additional costs pertain to the domestic water and sprinkler mains. The additional funding requested would help extend the life cycle of some of the new infrastructure being installed. The total funding request for this adjustment is \$3,938,200, and is funded with a transfer from existing capital profile "CM-13-0000 - Facility: Service Support - Renewal".

3.3-5. CM-66-3000/CM-66-3400/CM-66-3600 - Various ETS Profiles (\$3.0 million)

This recosting adjustment is required to cover expected shortfalls in the current 2019-2022 budget cycle for composite profiles in Edmonton Transit Service (ETS). Several factors contribute to these shortfalls, including higher than budgeted project costs due to COVID-19, and foreign exchange pressure on U.S. dollar contracts realized in 2020. Additional funding is also required for regular maintenance on aging Light Rail Vehicles. Funding for these expected shortfalls is requested as a transfer of existing approved budget from capital profile "CM-61-3609 - Bus Equipment Renewal". Funding is available to be transferred from this profile due to ETS de-scoping the number of bus camera replacements originally budgeted for in this capital budget cycle.

3.3-6. 16-66-3302 LRT NE Crossings - Safety Improvements (\$2.5 million)

This recosting adjustment is required to increase the budget of capital profile "16-66-3302 - LRT NE Crossings - Safety Improvements" by \$2,501,986, to reflect additional costs that were incurred under this profile with funding from existing capital profiles "CM-21-0000 - Transportation: Public Transit - Renewal", and "CM-66-3300 - LRT Signals and Electrification Renewal".

Recosting Decreases - Funding Releases

Recosting adjustments that result in a net decrease to the City's approved capital budget are as follows:

3.3-7. 15-70-0003 - Co-located Dispatch and Emergency Operations Centre (<\$0.1 million>)

This recosting adjustment is required to release the remaining \$91,222 of tax-supported debt within the profile, as the project has been cancelled.

3.3-8. 15-75-3102 - Facility Energy Retrofits and Greenhouse Gas Red'n (<\$0.04 million>)

This recosting adjustment is to release \$37,200 of partnership funding, as the project is complete.

Recosting Decreases - Funding Transferred Back to Original Composite Profiles

Recosting adjustments where funding is transferred back to the composite profiles where it was originally transferred from are as follows:

3.3-9. 19-40-9011 through 19-40-9016 - Various Neighbourhood Renewal Profiles (<\$18.0 million>)

This recosting adjustment is to transfer funding from various 2019-2022 Neighbourhood Renewal standalone capital profiles that came in under budget. The funds are being transferred back to the composite profile (CM-25-0000) that they were originally transferred from when brought forward at Checkpoint 3 of the PDDM. The total amount of funds being transferred back to the composite profile is \$18,023,004.

3.4 Historical Adjustments

This type of adjustment occurs when a change in a funding source in past years requires an adjustment to the overall budget of a profile. For example, changes in projected partnership funding or developer financing could occur throughout the lifetime of the capital profile, or the City may receive additional grant funding.

Historical adjustments recommended in the Spring 2021 SCBA will result in a net \$2.9 million increase to the 2019-2022 Approved Capital Budget.

3.5 Funding Source Adjustments (Council)

This type of adjustment is strictly for funding source adjustments that normally result in no change to the overall budget of a profile, however requires Council approval because they involve reserve funding or debt funding. Composite profiles are also included as part of this process.

Funding source adjustments recommended in the Spring 2021 SCBA will result in a net \$0.7 million decrease to the 2019-2022 Approved Capital Budget.

3.6 Transfers in Excess of \$2 Million Between Profiles

Approved profiles with transfers between them that exceed \$2 million need to be approved by City Council. The net result is an overall adjustment of \$0 to the 2019-2022 Approved Capital Budget. The majority of items in this category are related to realignment of budgets to match actual expenditures. Some transfers that are under \$2 million are also included within this category due to the type of funding source or additional transparency.

3.7 Transfers from Capital to Operating

This type of adjustment is to recognize the reallocation of capital expenditures to operating.

There are no Transfers from Capital to Operating recommended in the Spring 2021 SCBA.

3.8 Transfers from Operating to Capital

This type of adjustment is to recognize the reallocation of operating expenditures to capital.

There is only one transfer from Operating to Capital adjustment recommended in the Spring 2021 SCBA, which will result in a net \$3.1 million increase to the 2019-2022 Approved Capital Budget.

3.8-1. 20-60-1620 - In-Car Video (\$3.1 million)

In the 2020 Fall SCBA, the EPS In Car Video capital profile was approved by Council for \$2,000,000. The total budget requirement at this time was communicated to be \$5,100,000, with the additional \$3,100,000 to be confirmed and brought forward for approval at a future SCBA. This request represents the additional funding request for the remaining \$3,100,000, to be transferred from EPS operating budget to capital.

3.9 Project Development and Delivery Model Adjustments

Approved by City Council at the April 25, 2017 meeting, Capital Project Governance Policy C591 implemented the Project Development and Delivery Model (PDDM) to ensure that all capital projects (infrastructure, fleet and equipment, information technology and land) follow a phased approach that includes formal checkpoint reviews as projects progress through their lifecycle (strategy, concept, design, build and operate). As the majority of projects approved in the 2015-2018 capital budget predate this policy, a number of profiles were advanced without the benefit of this process to define scope,

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schedule and budget. These adjustments allow for consistent measuring of all capital profiles in accordance with the PDDM model.

There are no PDDM Adjustments recommended in the Spring 2021 SCBA.