

# PROPOSED CAPITAL BUDGET 2023-2026

Edmonton

CITY OF EDMONTON  
OCTOBER 2022

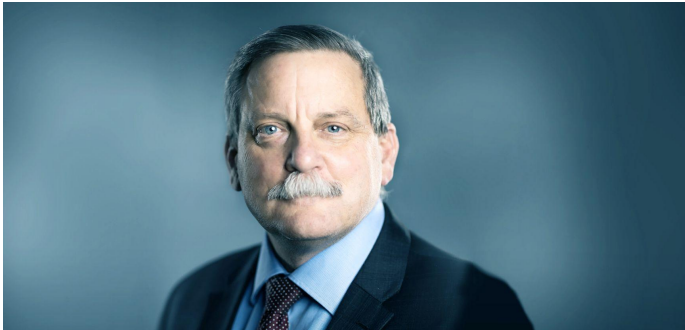


## TABLE OF CONTENTS

<b>MESSAGE FROM THE CITY MANAGER</b>	<b>4</b>
<b>LAND ACKNOWLEDGMENT</b>	<b>6</b>
<b>CAPITAL BUDGET IN BRIEF</b>	<b>7</b>
<b>THE STRATEGIC CONTEXT</b>	<b>11</b>
2023-2026 Council Priorities	14
Transforming for the Future	15
Serving Edmontonians	15
Managing The Corporation	16
Edmonton in the Next Four Years	17
Emerging Issues and the Economy	18
Environmental Goals	19
Addressing Environmental Goals through the Carbon Budget	20
Economic Development	21
<b>FUNDING AND DEBT CAPACITY</b>	<b>23</b>
Constrained Funding	25
Provincial Grants (Constrained)	25
Federal Grants (Constrained)	26
Reserves	26
Land Enterprise	26
Other	27
Unconstrained Funding	27
Pay-As-You-Go	27
Municipal Sustainability Initiative (MSI)	27
Local Government Fiscal Framework (LGFF)	27
Canada Community-Building Fund (CCBF), Formerly Federal Gas Tax	28
Debt Capacity	28
Historical Use of Debt	29
Previous Capital Budget Cycle	30
Debt Management Fiscal Policy (Current)	30
Proposed Debt Management Fiscal Policy Update	31
<b>BUDGET BUILDING BLOCKS</b>	<b>36</b>
Capital Planning Principles	37
Prioritization For Growth Projects	37

Capital Project Governance: Project Development and Delivery Model (PDDM)	39
Allocation Of Funding To Projects	42
Renewal	42
Growth	52
<b>PROPOSED CAPITAL INVESTMENT</b>	<b>53</b>
Transforming for the Future	56
LRT Expansion	56
Yellowhead Trail Freeway Conversion	57
Blatchford	57
Serving Edmontonians	58
Recreation and Culture	58
Social Support	62
Public Safety	64
Movement of People and Goods	67
Land Development	73
Environmental Protection	75
Managing the Corporation	78
Project and Asset Management	79
Technology and Data	80
<b>CONCLUSION</b>	<b>84</b>
Appendix A: Profiles Requesting Funding	87
Appendix B: Growth Projects Recommended	625
Appendix C: Growth Project Prioritization Criteria	635
Appendix D: Operating Impacts of Capital	645
Appendix E: Unfunded Project List	649
Appendix F: Edmonton Police Service - Unfunded Projects	677

## MESSAGE FROM THE CITY MANAGER



After almost a year of integrated planning and development, I am honoured to present the proposed 2023-2026 Budget. The new budget delivers a balanced plan that supports our city through uncertain economic times and allows us to control Edmonton’s recovery and growth over the next four years, moving neither too slowly nor too quickly.

The proposed budget is presented in four parts. The two main parts are the Capital Budget, and the Operating Plan and Budget. There are also separate budgets for our public utilities which include Waste Services and Blatchford Renewable Energy. Together, the budget maps out how the City will spend and invest the money it receives from tax dollars and other funding sources for the next four years in alignment with The City Plan. The positive news is that the City is in good financial shape going into the new budget cycle, thanks in part to the steps we took during the pandemic to reduce budgets and keep taxes manageable for Edmontonians. The City’s tax increases for the last four years were 2.6 per cent, 1.3 per cent, 0 per cent and 1.9 per cent—well below inflation. However, despite strong financial leadership, we remain in uncertain financial times. This budget will still be about making some difficult choices.

*“The City is dealing with economic and political uncertainty with inflation, reduced revenues, supply chain challenges, global conflict and other factors that could affect our recovery and how far and how fast we can go over the next four years, in addition to transformative social issues, such as community safety and well-being and downtown vibrancy.”*

We put a lot of time, thought and effort into this budget, with inputs from Council, stakeholders and Edmontonians along the way. The budget was shaped by what we heard through our listening and aligns with our vision and goals in ConnectEdmonton and The City Plan. As part of this year’s budget process, you will see carbon impact considerations presented in a new Carbon Budget. Edmonton is the first major municipality in Canada to build climate change inputs into its budgetary decision-making, further solidifying our commitment to the City’s climate goals.

Edmontonians’ priorities are reflected in the proposed budget. The vast majority of services will continue as usual over the next four years, but a few may need to be adjusted. Since 2015, it has been

standard practice for the City to look for efficiencies and cut costs to help keep taxes and fees manageable for Edmontonians.

The City will build over \$4 billion of already-approved capital projects over the next four years, many of which are major transformational projects like expansions of our LRT network and the Yellowhead Trail. This kind of city building is exciting and one of the ways we bring our vision and goals to life. This budget will also involve looking at how we maintain the wealth of infrastructure we have already built. The City has over 9.1 million assets, with a total replacement value of over \$31.6 billion, including parks, bridges, bike paths, LRT lines and over 976 buildings.

While I am optimistic about our course for the next four years, we still need to tread carefully and be ready for a period of recovery that goes beyond this four-year budget cycle. This budget does just that by keeping those we serve at the centre of our work and balancing what we need to do to build a future City for two million Edmontonians who feel they can belong, thrive and succeed.



**Andre Corbould**, OMM, P.Eng., FCAE, ICD.D  
City Manager

## LAND ACKNOWLEDGMENT

The lands on which Edmonton sits and the North Saskatchewan River that runs through it have been the sites of natural abundance, ceremony and culture, travel and rest, relationship building, making and trading for Indigenous peoples since time immemorial.



The City of Edmonton acknowledges the traditional land on which we reside is in Treaty Six Territory. We would like to thank the diverse Indigenous Peoples whose ancestors' footsteps have marked this territory for centuries, such as nêhiyaw / Cree, Dene, Anishinaabe / Saukteaux, Nakota Isga / Nakota Sioux and Niitsitapi / Blackfoot peoples. We also acknowledge this as the Métis' homeland and the home of one of the largest communities of Inuit south of the 60th parallel. It is a welcoming place for all peoples who come from around the world to share Edmonton as a home. Together we call upon all of our collective, honored traditions and spirits to work in building a great city for today and future generations.

The City of Edmonton owes its strength and vibrancy to these lands and the diverse Indigenous peoples whose ancestors' footsteps have marked this territory as well as settlers from around the world who continue to be welcomed here and call Edmonton home.

# CAPITAL BUDGET IN BRIEF



## CAPITAL BUDGET IN BRIEF

The capital budget aims to balance renewal and growth projects so that capital investment maximizes benefits, reduces risk and provides service levels that meet the public's expectations.

The total proposed capital budget for 2023-2026 is \$7.75 billion. Of this, \$4.443 billion relates to previously approved projects—the majority of which are transformational growth investment profiles—that include:

- Three LRT expansion projects (Valley Line West, Capital Line South Phase 1 and Metro Line to Blatchford)
- Two recreation centres (Lewis Farms and Coronation)
- The Yellowhead Trail Freeway Conversion and
- The Blatchford redevelopment.

The ideal renewal investment over the 2023-2026 Capital Budget is \$3.5 billion; however, the available funding for renewal is only 54 per cent of this ideal requirement. Once renewal programs with constrained funding (e.g., Neighbourhood renewal) and bridges (which are funded to their ideal level to mitigate for increased risk of failure) are considered, the remainder of the renewal program is funded at 30.4 per cent of its ideal investment. While the proposed capital budget makes the most of available funding, this level of funding is not sufficient and can create issues of sustainability in the long term. Continued underinvestment in renewal will impact the condition of the City's assets, and could shorten asset lifespans, cause service disruptions and create more urgent maintenance needs later on.

Potential growth projects were initially ranked using the prioritization criteria presented to Council on June 7, 2022, as part of the 2023-2032 Capital Investment Outlook. However, further prioritization was required given that unconstrained funding was insufficient to meet renewal needs. As a result, the only new growth projects recommended in the 2023-2026 Capital Budget are those mandated by legislation, with high safety impacts, and high priority projects eligible to receive funding from partners and other orders of government, or projects funded with constrained funding sources.

The City 2023-2026 Capital Budget investments are being presented in a different economic context than its 2019-2022 cycle. Like all Edmontonians, the City is dealing with economic instability and inflation. Construction prices are expected to rise, interest rates have increased and there is uncertainty with respect to the continued level of capital funding that will be provided by the federal and provincial governments. The proposed capital budget responds to these challenges with a focus on what's most important: renewing existing infrastructure and advancing projects that are critical to the city's growth.

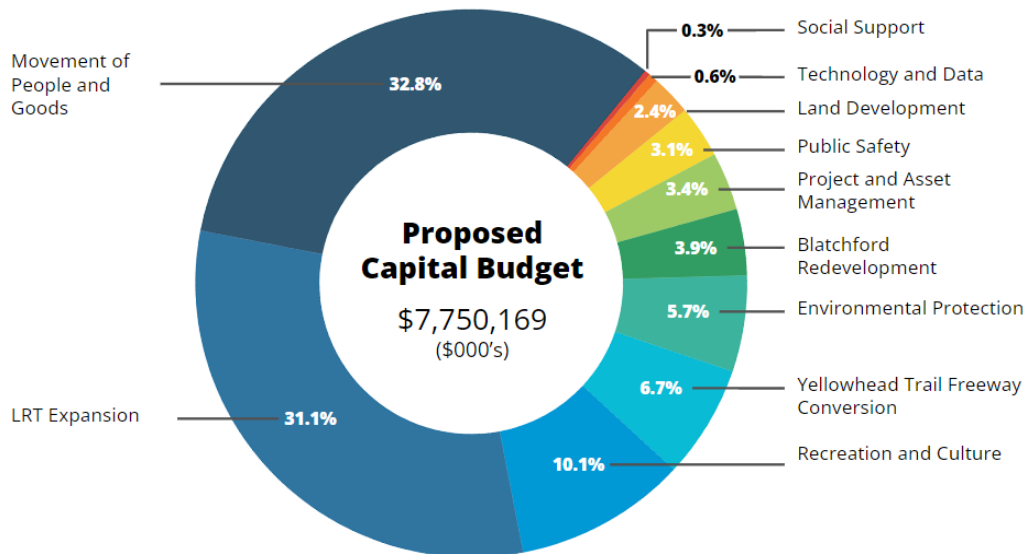


**Table 1: Proposed 2023-2026 Capital Budget**

\$000's	Total 2023 to 2026	2027 and Beyond	Grand Total
<b>Previously Approved</b>			
Growth	3,867,188	300,810	4,167,998
Renewal	275,178	-	275,178
<b>Total Previously Approved</b>	<b>4,142,366</b>	<b>300,810</b>	<b>4,443,176</b>
<b>Recommended</b>			
Growth	955,285	140,259	1,095,544
Renewal	1,877,949	333,500	2,211,449
<b>Total Recommended</b>	<b>2,833,234</b>	<b>473,759</b>	<b>3,306,993</b>
<b>Total Proposed Capital Budget</b>			
Growth	4,822,473	441,069	5,263,542
Renewal	2,153,127	333,500	2,486,627
<b>Total Proposed Capital Budget</b>	<b>6,975,600</b>	<b>774,569</b>	<b>7,750,169</b>

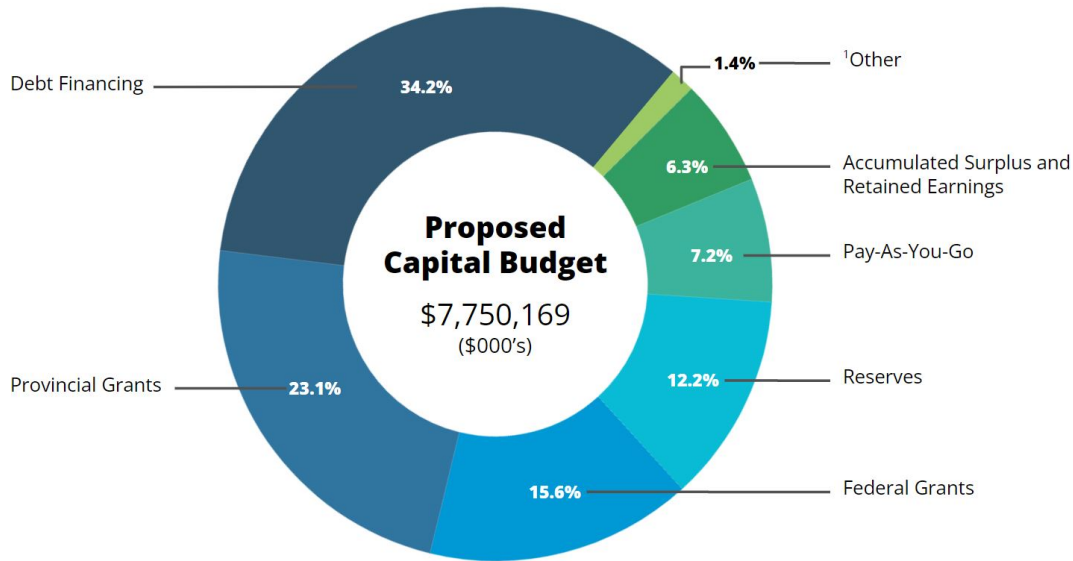
The following reflects the allocation of the proposed 2023-2026 Capital Budget by corporate outcomes and three transformational projects; emphasizing investment in Movement of People and Goods, LRT Expansion and Recreation and Culture. The City's capital investments all embody a commitment to climate resilience and a focus of sustainable development in promoting green building standards, renewable energy, efficient mobility networks to reduce emissions, plus carbon budget and accounting considerations of Edmonton's climate impacts.

**Figure 1: Capital Budget by Corporate Outcome**



The following chart provides the funding sources for the proposed 2023-2026 Capital Budget.

**Figure 2: Capital Budget Funding Sources**



<sup>1</sup> Other includes partnership funding, developer financing, Edmonton Police Service Pay-As-You-Go, and Edmonton Public Library Pay-As-You-Go

The City has a Debt Management Fiscal Policy (DMFP) to help guide its use of debt financing. The proposed 2023-2026 budget has \$1.1 billion in new tax-supported debt being considered for approval. With the tax-supported debt included in the proposed 2023-2026 Capital Budget, the City is projected to exceed its current debt servicing limits in 2027. The current DFMP limits total debt servicing to 22 per cent of annual municipal revenues, and tax-supported debt to 15 per cent of annual tax-supported revenues. If the proposed revised DFMP currently under City Council consideration goes into effect, the amount of approved and recommended debt in the 2023-2026 Capital Budget would result in the City reaching the revised tax-supported debt limit of 18 per cent of annual tax-supported expenditures. This means no additional tax-supported debt room would be available for 100 per cent debt-funded projects until 2029.

The capital budget aims to balance renewal and growth projects so that capital investment maximizes benefits, reduces risk and provides service levels that meet the public's expectations.

# STRATEGIC CONTEXT



## THE STRATEGIC CONTEXT



### *The Strategic Planning Framework*

The 2023-2026 Budget is part of the City's [Strategic Planning Framework](#). The framework is composed of six interconnected plans and processes that direct the growth and evolution of Edmonton. Broadly, the framework answers three main questions: Where are we now? Where are we going? How will we get there? The 2023-2026 budget is one of many future four-year budgets that will help to advance the City's long-term strategic goals. With each budget, the City sets the pace for how far and how fast we will move towards these goals.

The City's long-term goals are outlined in two documents: [ConnectEdmonton](#) sets the direction for the future and identifies where changes are required. ConnectEdmonton is based on an aspirational vision for Edmonton in 2050 and focuses on four strategic goals for 2019-2028 that require transformational change: Healthy City, Urban Places, Regional Prosperity and Climate Resilience.

[The City Plan](#) combines a Municipal Development Plan and Transportation Master Plan and includes direction for environmental planning, social planning and economic development. The City Plan's five Big City Moves are bold, transformative priorities that advance ConnectEdmonton's goals and point the way as we deliberately build our city on our journey towards a population of two million Edmontonians. The Big City Moves are:

- Greener as we Grow - we make decisions that protect and enhance our land, air, water and biodiversity
- A Rebuildable City - we plan for flexibility, adaptation and heritage preservation
- A Community of Communities - we welcome new residents and create connections for people
- Inclusive and Compassionate - we are culturally diverse and improve equity by creating supports
- Catalyze and Converge - we cultivate an innovative and competitive business environment

To achieve these priorities on behalf of Edmontonians, The City Plan envisions the systems and physical networks that influence the physical shape of our city and illustrate the concepts shared in

policy. Therefore, incorporating the systems and networks into the approach for Edmonton’s capital budget is critical for achieving the outcomes of The City Plan in the long term. The systems and networks include:

**Mobility**

- Active Transportation Network
- Transit Network
- Roadway and Goods Movement Network

**Planning and Design**

- District Network
- Nodes and Corridors Network
- Green and Blue Network
- Non-Residential Opportunities Network

**Managing Growth**

- Growth Management Framework
- Development Pattern Areas
- Phasing and Activation

Together, these systems and networks outline how to build the future City that Edmontonians want. A city that includes more diversity in housing choices, transportation modes, and a more compact urban form will result in vibrant local communities, reduced greenhouse gas emissions and lower costs over time.

Investments in infrastructure are crucial for ensuring Edmonton’s social, economic, financial and environmental sustainability. City infrastructure is a significant component of residential neighbourhoods, parks, attractions, economic prosperity, transportation and quality of life. In addition, the strategic goals reveal the potential of infrastructure to act as a lever for positive change. Therefore, the condition of the City’s infrastructure and funding strategies are in place to support infrastructure development and maintenance which will affect how fast the strategic goals will be achieved.



## Strategic Planning In Action: The Objectives

The planning, budgeting and reporting cycle is a continuous process focusing on actions and results to reliably provide everyday services and make strategic decisions on bringing ConnectEdmonton and The City Plan to life. This work is reflected in the City's business plans and budgets and is structured in three Corporate Objectives:

### Transforming for the Future

A strategic objective to make transformational impacts in the community

### Serving Edmontonians

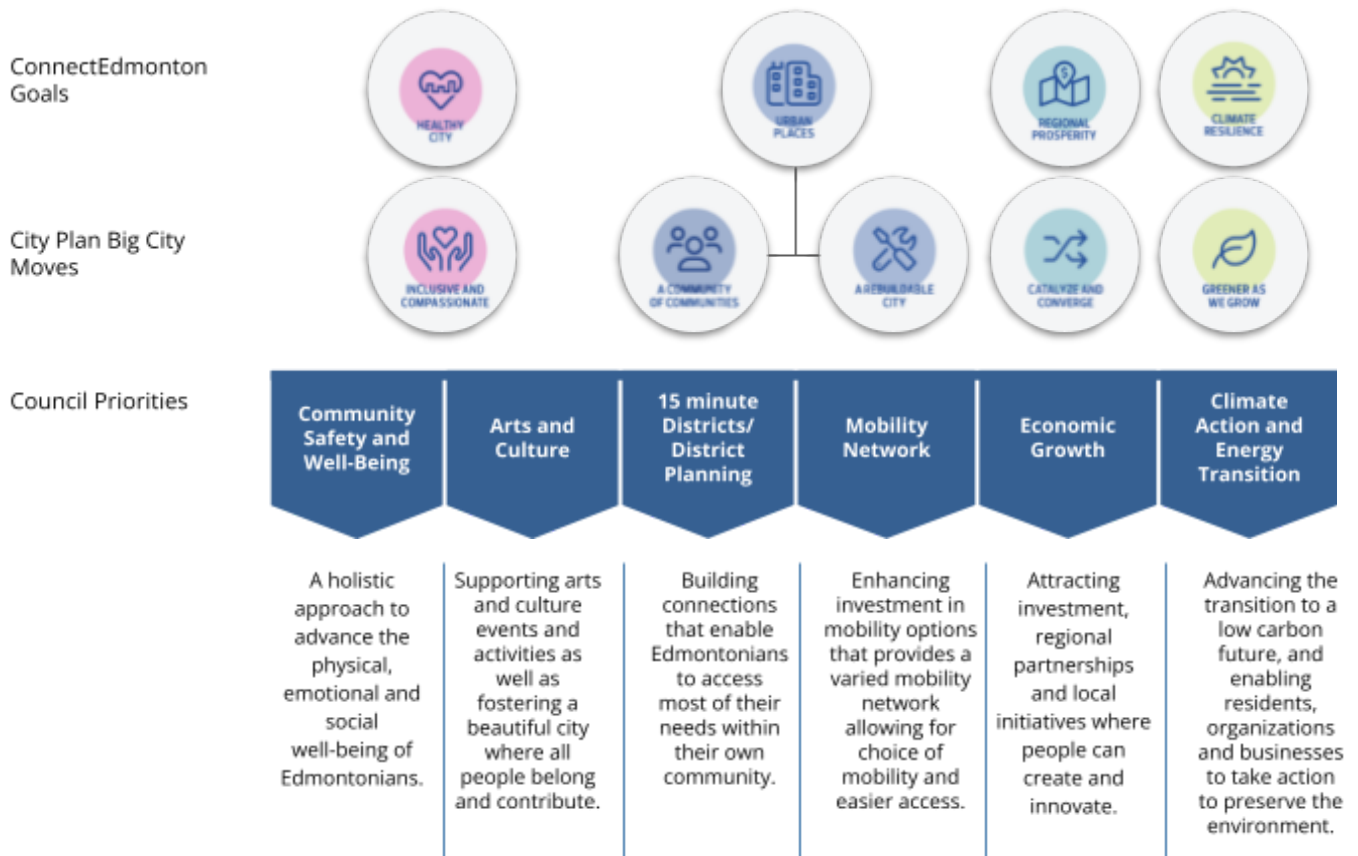
A service objective to deliver excellent services to our community

### Managing the Corporation

A supporting objective to manage the corporation for our community

## 2023-2026 Council Priorities

Council has six priorities for the 2023-2026 cycle for **Transforming for the Future** and **Serving Edmontonians**. These priorities are influenced by both formal engagement with residents and the regular interactions Councillors have with their constituents. The Council Priorities help focus Administration's efforts to advance the strategic goals in ConnectEdmonton and The City Plan Big City Moves.



## Transforming for the Future

The City of Edmonton collaborates with public, private and non-profit organizations in achieving Edmonton’s long-term goals. With limited resources, being clear about the projects and actions that have the greatest impact enables the City to be intentional in its planning. The Strategic Actions have a transformational impact that residents would notice if they left and came back to Edmonton 10 years from now. They have high strategic value and a clear connection to the four ConnectEdmonton strategic goals, The City Plan Big City Moves and the 2023-2026 Council Priorities.

The strategic actions below have been prioritized for 2023-2026 as focused actions that will work to transform Edmonton through tangible changes that will be experienced now and by future generations.

Strategic Actions	
Community Safety and Well-Being Strategy	Anti-Racism Strategy Implementation
Affordable Housing and Homelessness Investment Strategy	Indigenous Framework Implementation
Zoning Bylaw Renewal	Development Projects
Growth Management Framework	
Economic Action Plan Implementation	Downtown Vibrancy Strategy
Foster Regional Partnership	
Climate Adaptation Strategy	Energy Transition Strategy

## Serving Edmontonians

The City of Edmonton serves the people of Edmonton. The City’s work allows people to live their best lives here by responding to current needs while planning for the future. Not all capital investment is about making something new. Much of the City’s work is about maintaining the services and infrastructure at the levels Edmontonians currently expect. For the capital budget, this is illustrated by the focus on the renewal of assets as well as new asset growth.

Administration’s work is rooted in stewardship in an effort to preserve the attributes most valued by Edmontonians today that were handed down to the community from previous generations and will be used by future generations. This work is defined by outcomes that are the aspired results of how the City provides service to Edmontonians today. Seven of these outcomes apply to the capital work presented in the budget.

Serving Edmontonians Outcomes	Capital Budget Connection
<p><b>Recreation and Culture</b> Edmontonians are physically and emotionally healthy.</p>	<p>Growth and renewal projects for recreation and sport facilities, social and cultural facilities, libraries</p>
<p><b>Social Support</b> Edmontonians have what they need to succeed.</p>	<p>Affordable housing, permanent supportive housing and social housing</p>
<p><b>Public Safety</b> Edmontonians are safe and secure in our community.</p>	<p>Building standards (e.g. crime prevention through environmental design), streetscape improvements, Business Improvement Areas, traffic safety initiatives, capital needs for Edmonton Police Service and Fire Rescue Service</p>
<p><b>Movement of People and Goods</b> Edmonton has an accessible and varied transportation system moving people goods and services efficiently.</p>	<p>Roadways, bridges and structures, transit network, alley renewal, arterial road renewal, cycling lanes, street signage and traffic amenities, Yellowhead Trail, LRT Expansion, Neighbourhood Renewal</p>
<p><b>Land Development</b> Edmonton is developed so it supports growth and social, cultural and environmental well-being.</p>	<p>Housing land acquisition and site preparation, industrial land development, strategic land purchases, Blatchford, Jasper Avenue, The Quarters</p>
<p><b>Environmental Protection</b> Edmonton has sustainable access to parkland and green infrastructure, including facilities, while maintaining and protecting the natural environment, minimizing its environmental impact and mitigating climate change.</p>	<p>Projects to support green infrastructure like parks, trees and open spaces</p>
<p><b>Economic Development</b> Edmonton has a diverse and prosperous economy that thrives locally and globally.</p>	<p>Downtown vibrancy, Blatchford, industrial land development, strategic land purchases</p>

### *Managing The Corporation*

Managing the Corporation is where Administration builds capabilities, knowledge and skills, sets expectations and targets, outlines processes and procedures, supports decision-making, helps manage risk and pursues new ways of getting things done. This is internal work that keeps the organization going.

This work ensures that Edmontonians receive excellent services by providing the support for City employees to manage the lines of business, to steward the City's assets appropriately and to provide proper oversight of tax dollars so that they are allocated for greatest benefit. For the capital budget, this work includes asset management, stewardship and technology.



Managing the Corporation Outcomes	Capital Budget Connection
<p><b>Project and Asset Management</b> The City of Edmonton’s projects are well-managed and assets are maintained for accountable service delivery.</p>	<p>Renewal and growth projects for infrastructure</p>
<p><b>Technology and Data</b> The City of Edmonton’s Technology and data are leveraged to enable quality decision-making and enhance innovative service delivery.</p>	<p>Information technology and Open City Wi-Fi</p>

### *Edmonton in the Next Four Years*

Edmonton’s recovery from the economic impacts of the pandemic has been on an impressive trajectory. Following estimated growth of 8.8 per cent in 2021, real gross domestic product (GDP) is expected to grow by five per cent in 2022, returning to pre-pandemic levels by the end of that year. This expected return is in large part due to a strong rebound in 2021, putting the economy on much stronger footing than initially expected for 2022. Looking ahead, the pace of growth for real GDP is predicted to moderate, largely due to slower growth rates for Edmonton’s population and labour force. Real GDP growth is expected to average annual growth of two per cent between 2023 and 2026.

Population growth is predicted to average 1.6 per cent annually between 2023 and 2026, with net in-migration averaging around 13,000 compared to almost 17,000 in 2019. This is expected to constrain labour force growth, putting pressure on a labour market for which concerns about shortages are already being raised—including in the construction sector. Labour market conditions in the Edmonton census metropolitan area (CMA) have tightened since the start of 2022, with a noticeable drop-off in participation for those 65 years and over. This drop adds to labour shortage concerns as this age group has a lower likelihood of individuals entering the labour market.

Over 2023 to 2026, the annual rate of inflation is predicted to average 2.5 per cent for the non-residential construction sector, with more pronounced price pressures in 2023. This is dependent on how prices perform in 2022 though, with the latest inflation forecast for the non-residential construction sector predicted to average 6.7 per cent. While price pressures are expected to remain strong in 2022, the pace of price growth is assumed to ease modestly compared to 2021. If price growth in 2022 matches its pace in 2021, there is potential for inflation in the non-residential construction sector to reach as high as 8.7 per cent. This could signal that price pressures are taking longer to ease than expected, which could lift inflation beyond the forecasted rate for 2023. It is important to note there is a great deal of uncertainty surrounding inflation forecasts for construction prices that can impact the capital budget in future years. This presents both a risk to the forecast for inflation and for business output should price pressures remain strong for longer than expected and/or take longer to ease.

## *Emerging Issues and the Economy*

Numerous emerging issues could have direct impacts on the City's capital program. These include capital planning in a high price environment, borrowing conditions for local authorities, and uncertainty of future capital grant funding. The City continues to pay close attention to these issues and will adjust its long-term plan accordingly.

Economic and employment growth rates over the long term are expected to moderate, which suggests slower rates of growth in incomes and reduced demand for goods and services provided by businesses in Edmonton. High inflation not only impacts the City but erodes the purchasing power of residents and businesses. This means that residents and businesses may still be under financial pressure entering the 2023-2026 budget cycle, especially if prices do not see a reversal, which in turn, may limit their tolerance for future tax and user fee increases.

### **Capital Planning, Inflation and a High Price Environment**

Since spring 2021, inflation has been high due to supply-side constraints that have affected the pricing and availability of materials and equipment needed for capital projects. Even though price pressures are expected to ease, the timing and pace are unknown, meaning elevated price pressures could continue into 2023 and throughout the four-year cycle. It is unclear whether prices will see a reversal once inflationary pressures begin to normalize, particularly for materials and equipment. If prices remain high, this will continue to erode the City's purchasing power through its capital program, at least over the medium-term.

### **Interest Rates and Borrowing Conditions for Local Authorities**

Since March 2022, the Bank of Canada has increased its policy interest rate target five times to address excess demand in the Canadian economy and high inflation. These rate increases are pushing provincial loan pricing rates higher for local authorities like the City. This will impact operating budgets by requiring additional tax levy funding to service future borrowings for capital projects currently in construction and new projects financed by debt. Further use of debt as a financing source will not only be more costly, but could also impact the City's credit rating by further increasing the City's overall debt burden, especially if the City relies heavily on debt funding in the 2023-2026 Capital Budget. Furthermore it can impact the level of debt available to borrow under the debt servicing limits defined in the City's existing and proposed Debt Management Fiscal Policy since high interest rates have a significant impact on the total debt servicing incurred by the City.

### **Uncertainty of Future Capital Grant Funding**

The City does not have the financial means to fund transformational infrastructure projects without assistance from the other orders of government. While there is recognition that the recovery period following a global pandemic is challenging for all orders of government, the City must continue to advocate for its residents to ensure their needs are being met. In addition, strong municipal infrastructure creates an ability to attract in-migration to the cities, ultimately providing a net benefit

to the province. However, the timing of the 2023-2026 Capital Budget cycle and the implementation of the next generation of federal and provincial infrastructure funding programs is not well-aligned. As result, decisions relating to these programs will need to be deferred to future Supplemental Capital Budget Adjustments.

The federal government's current multi-year infrastructure strategy—the Investing in Canada Plan (ICP)—was introduced in 2016. While the City has accessed significant funding from its various programs, additional funding to support the 2023-2026 Capital Budget cycle is not expected from this source. The federal government has committed to a Permanent Transit Fund that will begin in 2026-2027 and provide \$3 billion per year nationally to support public transit infrastructure projects. Stakeholder engagement on the Permanent Transit Fund has just begun, and it has not yet been determined how funding will be allocated. Other large-scale infrastructure programs that overlap with the City's capital budget cycle have not been announced at this time.

The provincial government provided significant match funding to support the City's ICP funded infrastructure projects, particularly for LRT network expansion. However, the province has ended other funding programs such as GreenTRIP, which supported public transit infrastructure, but has yet to introduce new, targeted programs that can help to support the City's strategic infrastructure goals, such as achieving net zero emissions by 2050.

## *Environmental Goals*

From an environmental perspective, Edmonton is committed to climate action and protection, through the implementation of Edmonton's two climate strategies:

1. [Community Energy Transition Strategy](#), which is Edmonton's greenhouse gas emissions reduction plan
2. [Climate Resilient Edmonton: Adaptation Strategy and Action Plan](#), which is Edmonton's plan to prepare for changing climate impacts

The world is in a climate crisis, which the Intergovernmental Panel on Climate Change (IPCC) has declared a threat to human well-being and planetary health<sup>1</sup>. To do its part and help respond to this crisis, the City of Edmonton made an official climate emergency declaration in 2019, this led to setting greenhouse gas emission reduction targets: to reduce emissions 35 per cent by 2025, 50 per cent by 2030 (both from 2005 baseline levels), and to become a carbon neutral corporation by 2040 and a carbon neutral community by 2050.

The implementation of the City's two climate strategies involve not just resource allocation, but policy choices applicable to both the City and its residents ensuring that the city is being built in an environmentally responsible manner.

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<sup>1</sup> [IPCC](#), 2022

Along with these strategies, the City of Edmonton has a number of policies that support environmental goals including:

- City Policy C567 Green Building
- City Policy C594 Open Space Policy
- City Policy C627 Climate Resilience and related procedures

While items in this capital budget are presented by corporate outcome and service, the City's policies, procedures and practices embed environmental considerations into the planning, design and delivery. There are many examples throughout the budget, but are most evident in the transformational projects undertaken by the City. Examples include climate resilience and flood mitigation embedded in the Yellowhead Freeway conversion, the investment in mass transit projects like LRT and Blatchford, the City's carbon neutral neighbourhood powered entirely by renewable energy. The City's environmental goals are not limited to capital projects funded over the next 30 years, the goals are part of all projects.

Even with emission reductions, action is needed to prepare for changing climate impacts. Weather data analysis for Edmonton indicates it has experienced warming of 1.7°C over the past 100 years. Over the last 50 years, Edmonton has been warming at one of the fastest rates in the world. A 2022 study<sup>2</sup> found that social and GDP costs for Edmonton increase with each degree of additional warming and forecast billions of dollars in annual impacts if no action is taken. Climate changes including changing temperature, changing precipitation, changing weather extremes and changing ecosystems can have impacts on infrastructure, economy, public health and safety, and the natural environment.

The City's commitment to the environment is also embedded in the budget process through the City's Carbon Budget.

### *Addressing Environmental Goals through the Carbon Budget*

To support Edmonton's transition to a low-carbon future, the 2023-2026 budget will be the first time a Carbon Budget is completed and delivered to Council in conjunction with the operating, capital and utility budgets. Use of the Carbon Budgeting and Accounting Framework will guide the organization and Council in understanding how the City's financial investment decisions impact the achievement of emissions reductions targets or reduce Edmonton's carbon deficit.

All budget requests have been assessed for both qualitative carbon impacts and more detailed quantitative carbon impacts where possible. The qualitative assessment links direct emissions impacts to the four pathways in the Energy Transition Strategy and indicates indirect emissions impacts.

Carbon impacts have been presented for each capital project and operating service package under consideration in the 2023-2026 budget in the standalone 2023-2026 Carbon Budget document.

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<sup>2</sup> Economic Analysis of Edmonton's Climate Risks Report, [Boyd](#), 2022

Adding a Carbon Budget into the City of Edmonton's greenhouse gas reduction targets and financial budgets highlights the urgent need to reduce emissions.

Formalizing the carbon budget and implementing a carbon accounting framework is a significant step for the City, as doing so will increase Administration and Council awareness of how budget decisions are reducing or increasing emissions relative to the carbon budget targets.

There is much more work to do in order for the corporation and community to achieve emission targets, which are discussed further in the Carbon Budget. It is also important to recognize the investment decisions and practices already implemented by the City to limit emissions, including:

- Solar photovoltaics installations
- Procurement of renewable energy credits (green electricity)
- Adoption of City Policy C627 Climate Resilience Policy, which requires all new City-owned construction be built to an emissions neutral standard
- Building retrofits, which include energy efficient upgrades
- Investments in long-term transportation networks to reduce overall community emissions, such as LRT extensions, park and rides, and district connector bike network
- Emissions neutral communities such as Blatchford
- Introduction of electric buses and the hydrogen fuel cell buses (pilot program) to the City's transit fleet
- Efforts on protection of natural assets and tree planting

## *Economic Development*

The City Plan provides guidance on how to accommodate a projected 520,000 new jobs as Edmonton's population grows to two million by 2065. As of the City's latest projections, an additional 96,600 persons are expected to be employed in Edmonton by 2030<sup>3</sup>. Edmonton's Economic Action Plan cascades from The City Plan by identifying specific actions aimed at attracting these jobs. The plan includes an action to allocate City budget resources to build and maintain City-owned infrastructure, which supports economic growth and contributes to job creation. Investing in Edmonton's infrastructure will also enhance urban vitality and make the city more competitive for attracting talent and business investment.

Key City initiatives to drive economic development include supporting a vibrant downtown core and Chinatown, investing in infrastructure projects that support industry and industrial development, and supporting Edmonton's Energy Transition Strategy.

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<sup>3</sup> The employment projections outlined in The City Plan and the Economic Action Plan came from the City of Edmonton's fall 2018 and fall 2020 forecasts, respectively. The latest projection referenced came from the City of Edmonton's spring 2022 forecast and reflects projected employment growth from 2021 to 2030.

### **Downtown Vibrancy**

Downtown vibrancy is critical to attracting talent and capital in downtown and the entire city and region. With higher residential and employment densities, an entertainment hub, and numerous cultural, educational and governmental institutions, the downtown core is a primary destination for Edmontonians and out-of-town visitors. The Downtown Community Revitalization Levy is helping to enable this transformation into a vibrant, accessible, sustainable and well-designed downtown. The levy provides a sustainable funding source for strategic public infrastructure investments, also known as catalyst projects, that attract new investment, development and job growth in the area. These projects help make the downtown more attractive to visit, live and invest in, and they bring more diversity, energy and vibrancy to the area.

### **Chinatown**

This budget also supports the revitalization focus in Chinatown through renewal investments that support a safe and welcoming place for businesses, residents, students and visitors, allowing each group to contribute to Edmonton's overall vibrancy and economic success. The Building Great Neighbourhoods (BGN) program will include streetscape work for Boyle Street and McCauley as part of Neighbourhood Renewal projects, and some Mary Burlie Park renewal improvements supporting the Chinatown Strategy.

### **Capital Investment Benefiting Industrial Development**

Many capital projects benefiting industrial areas were completed recently or have ongoing expenditures in the 2023-2026 Capital Budget cycle. The 50 Street CP Railway Grade Separation project, Eastwood/Elmwood/Yellowhead Corridor East Industrial Reconstruction, and Yellowhead Trail Freeway Conversion project all support current or future industrial areas to maintain and grow a prosperous Edmonton region.

### **Edmonton's Energy Transition**

The update of Edmonton's Community Energy Transition is an opportunity to redefine Edmonton and the energy markets it will lead. The energy transition represents a once in a life-time opportunity to create a new era of economic growth in the region. This will require transformational change and will influence work completed under the capital budget now and into the future.

# FUNDING AND DEBT CAPACITY



## FUNDING AND DEBT CAPACITY

The ability to execute growth and renewal capital projects is constrained by the amount of available capital funding and debt capacity. In order to maximize the efficiency of capital spending, it is critical to achieve as much certainty as possible around the timing, sources and amount of funding based on what is known and committed in the present moment. Funding for capital is provided from internal and external funding sources to the City. The City aims to maximize financing from external sources, such as provincial and federal grant funding, development fees and levies, sale of City-owned land, contributions from other specific purpose reserve funds and third-party contributions, before utilizing internal sources such as Pay-As-You-Go and the issuance of debt.

Funding can be classified into two main categories: unconstrained and constrained.

- *Unconstrained* funding is available at Council's discretion and with no restrictions, for a variety of infrastructure needs.
- *Constrained funding*, on the other hand, is dedicated (for various reasons) to specific types of infrastructure. Grants from other orders of government would often be considered constrained funding.

The total funding in the proposed 2023-2026 Capital Budget is \$7.75 billion. This includes \$6.98 billion for the period of 2023 to 2026, and \$0.77 billion for the period of 2027 and beyond. The breakdown of total funding is \$3.85 billion of constrained and \$1.25 billion of unconstrained. In addition, there is \$2.65 billion of debt financing that is approved or recommended.



**Table 2: Total Funding Forecast**

Funding Sources (\$000's)	2023	2024	2025	2026	Total 2023 to 2026	2027 and Beyond	Grand Total
<b>Constrained</b>							
Provincial Grants (constrained)	470,610	366,239	254,916	97,389	<b>1,189,154</b>	1,000	<b>1,190,154</b>
Federal Grants (constrained)	408,278	316,132	221,182	124,167	<b>1,069,759</b>	45,528	<b>1,115,287</b>
Reserves	234,304	244,276	221,886	240,190	<b>940,656</b>	4,985	<b>945,641</b>
Land Enterprise	52,784	88,366	70,148	75,305	<b>286,603</b>	200,200	<b>486,803</b>
Other	32,769	26,057	24,500	28,218	<b>111,544</b>	-	<b>111,544</b>
<b>Total Constrained</b>	<b>1,198,745</b>	<b>1,041,070</b>	<b>792,632</b>	<b>565,269</b>	<b>3,597,716</b>	<b>251,713</b>	<b>3,849,429</b>
<b>Unconstrained</b>							
Pay-As-You-Go	217,154	117,016	108,412	86,824	<b>529,406</b>	29,832	<b>559,238</b>
Local Government Fiscal Framework	-	189,619	167,396	131,385	<b>488,400</b>	-	<b>488,400</b>
Municipal Sustainability Initiative	113,506	882	-	-	<b>114,388</b>	-	<b>114,388</b>
Canada Community-Building Fund	36,878	17,039	18,250	19,485	<b>91,652</b>	-	<b>91,652</b>
<b>Total Unconstrained</b>	<b>367,538</b>	<b>324,556</b>	<b>294,058</b>	<b>237,694</b>	<b>1,223,846</b>	<b>29,832</b>	<b>1,253,678</b>
<b>Debt Financing</b>	<b>492,207</b>	<b>567,976</b>	<b>593,357</b>	<b>500,498</b>	<b>2,154,038</b>	<b>493,024</b>	<b>2,647,062</b>
<b>Total Funding</b>	<b>2,058,490</b>	<b>1,933,602</b>	<b>1,680,047</b>	<b>1,303,461</b>	<b>6,975,600</b>	<b>774,569</b>	<b>7,750,169</b>

### Constrained Funding

#### Provincial Grants (Constrained)

The City will receive infrastructure funding under the following programs:

- The Investing in Canada Infrastructure Program (ICIP) approved for the Valley Line West, Metro Line to Blatchford and Capital Line South Extension LRT projects
- Match funding for the Building Canada Fund (BCF) program for the Yellowhead Trail Freeway Conversion project
- One-time provincial funding for the Terwillegar Drive Expressway Upgrades and 50th Street Grade Separation projects

## Federal Grants (Constrained)

The City will receive infrastructure funding under the following programs:

- The Investing in Canada Infrastructure Program (ICIP) approved for the Valley Line West, Metro Line to Blatchford and Capital Line South Extension LRT projects
- The Building Canada Fund (BCF) program for the Yellowhead Trail Freeway Conversion project
- One-time grant funding for the 50th Street Grade Separation project

## Reserves

The City's reserve policy, C217E, Reserve and Equity Accounts, directs the establishment of and processes related to reserves. The City has multiple established reserves that have been used to fund capital expenditures in the past. The two largest constrained reserves used for capital are the Neighbourhood Renewal and Fleet Services Replacement reserves.

### Neighbourhood Renewal Program (NRP) Tax Levy

Council approved a dedicated tax levy for the Neighbourhood Renewal Program (NRP) starting in 2009. In 2017, Council endorsed the additional component of the Alley Renewal Program, which expands the NRP to include residential alleys. This component of the program was phased in starting in 2019, and will be fully implemented in 2023. The total annual NRP levy collected and designated for capital is \$173.4 million per year.

### Fleet Vehicle Replacement Reserve

A dedicated Fleet Vehicle Replacement Reserve was established in 2010. This reserve helps to ensure that the long-term funding of capital replacement needs is adequately maintained. Fleet Services uses a pricing model that includes both variable rate charges for maintenance costs and fixed rate charges for vehicle replacement funding. ETS buses and light rail vehicles are not subject to fixed rate charges, and therefore require grant funding to support transit fleet renewal.

## Land Enterprise

Land Enterprise uses its retained earnings as a funding source for land development activities carried out by the City of Edmonton. It is used to acquire land, fund consulting and contracting services to service lots, as well as market and sell the serviced lots. It funds both capital and operating expenses. The primary goals of these land development activities are earning a financial return for the City and achieving outcomes in alignment with The City Plan. Revenue from the sale of City-owned lands is directed to retained earnings and used to fund future activities. An annual dividend is paid to the corporation in alignment with Policy C516B, the Land Enterprise Dividend Policy, which is currently under review.

Activities and projects funded by land enterprise include greenfield residential/mixed-use development; greenfield industrial-commercial-investment development; surplus City land; surplus school sites; and transformational projects including Blatchford, Edmonton Exhibition Lands and River Crossing. It is also used to fund land acquisitions for greenfield residential/mixed-use; greenfield

industrial-commercial investment; resolve historical roadway ownership issues; and land acquisition opportunities that arise due to major projects such as the Yellowhead Trail Freeway Conversion and LRT expansion, provided those lands can be resold for at least equal value.

## **Other**

Other funding includes items such as developer financing, developer arterial roadway assessment contributions, operating revenues and internal Pay-As-You-Go funding from the Edmonton Police Service and Edmonton Public Library.

## *Unconstrained Funding*

### **Pay-As-You-Go**

Pay-As-You-Go (PAYG) funding is largely made available from annual investment income, and funds received through property taxes. As investment volatility can significantly impact the total amount of funding available in a given year the City has allocated investment earnings to capital where volatility is more easily managed through project approvals than through base budget adjustments. PAYG is a vital component of the City's funding strategy since it is used to pay for the costs incurred on grant-funded projects that are not eligible for reimbursement under federal and provincial grant funding rules. Examples of ineligible costs include land acquisition, overhead costs, financing charges, and loan interest. To maximize the use of grant funding, it is necessary to have an unconstrained funding source to address the grant eligibility gaps.

### **Municipal Sustainability Initiative (MSI)**

Since it was launched in 2007, the Municipal Sustainability Initiative (MSI) program has been the primary provincial funding source for Alberta municipalities' core capital infrastructure needs. Originally anticipated to end in 2016, the program was spread out over an additional five years to the end of 2021 through multiple budgets and amending agreements. The program was extended for two additional years (at a reduced amount), and 2023 will be the final year the City receives money before the program is replaced with the Local Government Fiscal Framework.

### **Local Government Fiscal Framework (LGFF)**

In 2024, the Government of Alberta will replace the Municipal Sustainability Initiative (MSI) program with the Local Government Fiscal Framework (LGFF). The LGFF is a permanent, allocation-based program that will provide annual funding based on a revenue-sharing formula that will see funding grow or decrease at half the rate of the correlating change to provincial revenues. In 2024, the City is projected to receive a funding allocation of approximately \$156 million—a significant decrease compared to previous funding levels under the MSI. The City's LGFF funding allocation formula is enshrined in Part 2 of the *Local Government Fiscal Framework Act*. Throughout 2022, the transition from MSI to LGFF will be finalized; however, the funding allocation is not up for renegotiation. Any changes to the allocation formula will be a longer-term advocacy goal. The LGFF is expected to fund a broad

cross-section of civic renewal and growth priorities and will need to support a multitude of capital priorities, including a considerable portion of the City's renewal program previously funded through MSI. Given the significant demands for this funding, it is unlikely to be used to support large-scale, transformative infrastructure projects.

### **Canada Community-Building Fund (CCBF), Formerly Federal Gas Tax**

In 2021, the Federal Gas Tax Fund was renamed the Canada Community-Building Fund (CCBF). This program provides over \$2 billion a year nationally to municipalities on a per capita basis, and is indexed to grow with inflation. The funding is flexible and can be used for a broad cross-section of infrastructure and does not require match funding; municipalities can also borrow against the funds, and pool funds for future use. The City is expected to receive approximately \$60 million per year over the period of the 2023-2026 Capital Budget, with a significant portion already earmarked for South LRT (to Century Park) debt servicing, which will be fully retired in 2030. With the CCBF contribution agreements set to be renewed in 2024, there is an opportunity for the federal government to broaden the program's eligibility parameters. This change would enable municipalities to fund climate change adaptation and mitigation measures that support green infrastructure to better reflect new federal policy in this area. Municipalities have also long advocated for a permanent doubling of the CCBF, which would provide cities with added financial resources to advance priority infrastructure.

### *Debt Capacity*

The manner in which municipalities fund the services, growth and renewal that residents expect has changed significantly in the last two decades. After a period of relatively little borrowing due to the high interest rates and recession of the 1980s and 1990s, the City reintroduced debt for tax-supported capital in 2002, and the result has been a significant expansion and revitalization of the city in many ways. Unlike other orders of government, the City borrows only for capital. Debt is an important tool in a strong capital infrastructure program. The reality is that without the use of debt, the City would not be able to advance significant infrastructure projects without first accumulating the savings to pay for projects up front. There are many problems with this scenario, the most obvious one being that if the City had to save the full amount of a project's costs in advance, there would be an inequitable time lag between the residents who have to pay for the project and the residents who benefit from the project. As well, negative carrying costs can be associated with this approach, where the cost of construction increases faster than the investment return earned on savings over the same period of time.

The use of debt also helps the City to maximize its capital funding in those situations where eligibility constraints on grant funding from other orders of government prevents the funding of a City infrastructure project in its entirety. Furthermore, some granting streams require the City to provide matching funds simply to access grants; without the use of debt financing for the City's share of certain projects, the City would not be able to access such grant funding.

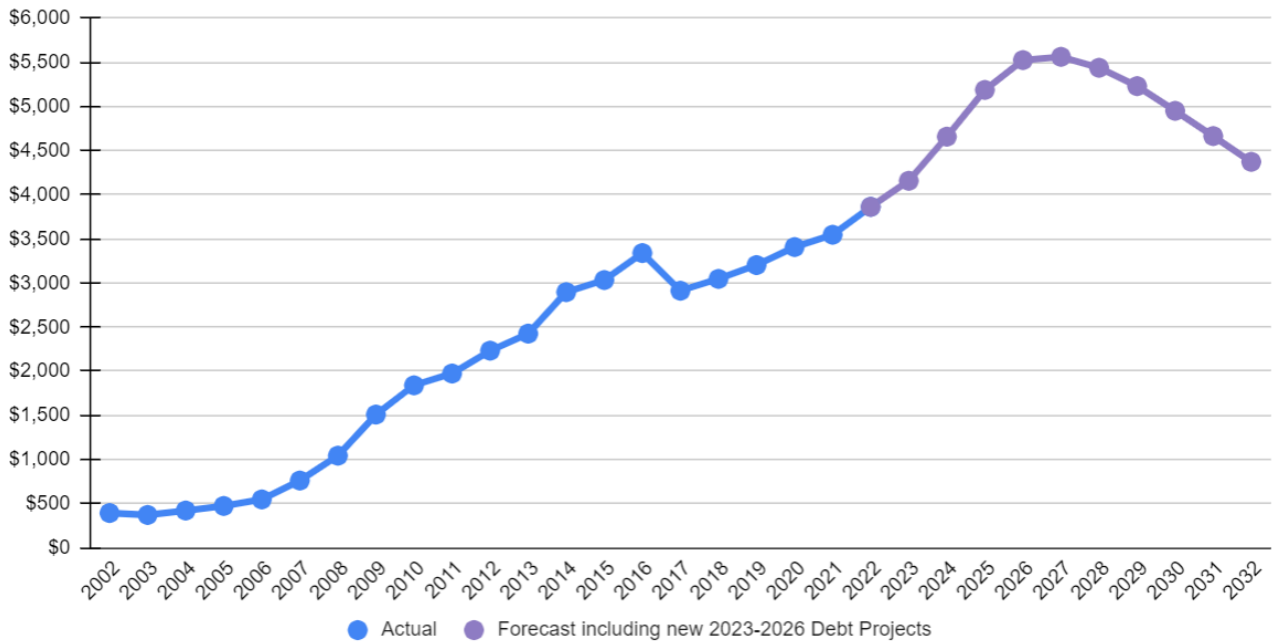
### Historical Use of Debt

The City reintroduced the use of tax-supported debt in 2002. Pay-As-You-Go (PAYG) was abandoned as a standalone financial strategy for a very simple reason: it was impossible to provide the infrastructure a growing number of Edmontonians needed and expected without huge increases in taxation to pay for costly assets on a cash basis. While the City’s financial debt was not growing, its infrastructure debt was becoming significant. Without action this was simply passing on a problem to future generations. Analysis revealed a gap between the value of infrastructure that could be funded with identified capital resources and the value of the infrastructure required to support the growing city to be in excess of \$4 billion. With a “no tax-supported debt” strategy, the City was unable to address growing infrastructure issues.

Starting in 2007 borrowing increased significantly. An average of \$280 million was borrowed per year for capital projects in the 2009-2011 capital budget cycle, \$273 million per year in the 2012-2014 capital budget cycle and \$277 million per year in the 2015-2018 capital budget cycle. The debt incurred in this period (up to 2018) was used to advance a combination of renewal and growth projects such as Libraries, Recreation Centres, Great Neighborhoods Program, South LRT Expansion, Metro Line LRT and the Walterdale Bridge.

The following chart illustrates the growth in total debt on the City’s balance sheet between 2002 and 2021, and projected to 2032 based on debt that is currently already approved in future years.

**Figure 3: Total Debt (\$ millions)**



## Previous Capital Budget Cycle

The 2019-2022 Capital Budget contained \$2.1 billion in tax-supported debt to advance a number of new and previously approved transformational city building projects. These projects included:

- Valley Line Southeast and West LRT
- Metro Line LRT - NAIT to Blatchford Extension
- Yellowhead Trail Freeway Conversion
- Terwillegar Drive Expressway Upgrades

A total of \$1.4 billion in tax-supported debt is approved in 2023 and beyond. This includes future debt on the projects listed above, and additional projects approved by Council during the 2021 Fall Supplemental Capital Budget Adjustment as follows:

- Lewis Farms Community Recreation Centre and Library
- Coronation Park Sports and Recreation Centre
- Ambleside Integrated Site - Phase 1
- Valley Zoo's Nature's Wild Backyard - Phase 2

## Debt Financed Projects for Consideration in the 2023-2026 Capital Budget

There is \$1.1 billion in new tax-supported debt being considered for approval in the proposed budget. These projects include:

- New Transit Bus Garage (In abeyance) - \$316 million
- High Level Bridge Rehabilitation - \$270 million
- William Hawrelak Park Rehabilitation - \$127 million
- Light Rail Vehicle (LRV) Replacements - \$241 million
- Additional Downtown CRL - \$47 million
- Terwillegar Drive Expressway Upgrades (recosting adjustment) - \$44 million
- Lewis Farms Community Recreation Centre and Library (recosting adjustment) - \$58 million

Current cashflow estimates suggest \$663 million of borrowing within the 2023-2026 budget cycle, with the remaining \$439 million in 2027 and beyond. This \$1.1 billion in borrowing equates to roughly \$83.5 million annually in debt servicing impact to the operating budget (estimated to be a 3.74 per cent tax increase), which would be brought in over time as the projects are completed.

## Debt Management Fiscal Policy (Current)

The City has a Debt Management Fiscal Policy (DMFP) to help guide it in its use of debt financing. The DMFP classifies debt into two major categories: tax supported and self-liquidating. The category of tax supported debt is further broken down into tax-supported (the primary repayment of debt is property taxes) and self-supporting tax-guaranteed (the primary repayment of debt is some other revenue source such as grants, user fees, lease payments, etc). Self-liquidating debt is predominantly debt incurred on behalf of the City utilities, and is repaid through utility rate revenue. Effective with the

2017 transfer of the City's Drainage operations to EPCOR, the City transferred the obligation for \$593 million in self-liquidating debt to EPCOR. This means that as of September 1, 2017, self-liquidating debt refers almost exclusively to debt associated with utilities and local improvements.

The DMFP allows for the consideration of long-term debt related to capital expenditures for:

- Large projects with long-term benefits
- Projects with benefits for the community-at-large (for tax-supported debt)
- Growth-related projects
- Emerging needs to support corporate priorities and approved strategic plans
- Major rehabilitation of existing assets.

The DMFP limits total debt servicing to 22 per cent of annual municipal revenues, and tax-supported debt to 15 per cent of annual tax-supported revenues.

The City of Edmonton is also currently subject to limits both for total debt and debt servicing by the *Municipal Government Act*, RSA 2000, c M-26 (MGA). The MGA Debt Limit Regulation AR 255/2000 specifies that the City's total debt limit is two times the revenue (less capital grants) of the municipality, and that debt servicing costs are capped at 35 per cent of municipal revenue.

## **Proposed Debt Management Fiscal Policy Update**

The City of Edmonton Charter 2018 Regulation (the Charter) was formally approved by the Alberta Cabinet in April 2018. The Charter contains policy tools that could potentially provide the City with increased authority or flexibility in areas such as administrative governance, assessment and taxation, city planning and environment.

The Charter permits the City of Edmonton to set its own debt limit and debt servicing limit, so long as the City obtains an external credit rating and establishes its own debt limit policy and debt servicing policy. The Charter also specifies that, before establishing a debt limit policy and debt servicing policy, City Council must hold an advertised public hearing.

The City has proposed an update to the Debt Management Fiscal Policy in Financial and Corporate Services report FCS01494 Debt Management Fiscal Policy Update that was presented to Council for information on October 17, 2022. This is expected to be discussed at a public hearing on November 14/15, after which Council may choose to approve the new policy.

If the revised policy is approved, the City would have new debt and debt servicing limits, and no longer be subject to the limits outlined under the MGA. These new limits are summarized below:

- Tax-supported debt servicing up to 18 per cent of tax-supported net expenditures is flexible and permitted for all types of capital projects. Debt financing above this limit is permitted but is restricted to:

- Tax-supported debt financing for projects that have a minimum of one-third funding from external sources, such as grants from other orders of government and partner contributions
- Self-supporting tax guaranteed debt
- Self-liquidating debt
- Total debt servicing is limited to 21 per cent of consolidated revenues. Debt financing above this threshold is permitted but is limited to emergency purposes.
  - For the purposes of this policy, an emergency is a situation that could not have reasonably been anticipated, and is urgent, critical and of a temporary nature that pertains only to the City's capital assets that:
    - (a) imminently and seriously endangers the lives, health, safety or welfare of people, or
    - (b) requires prompt action to limit damage to City property, or
    - (c) compromises the integrity of infrastructure service delivery

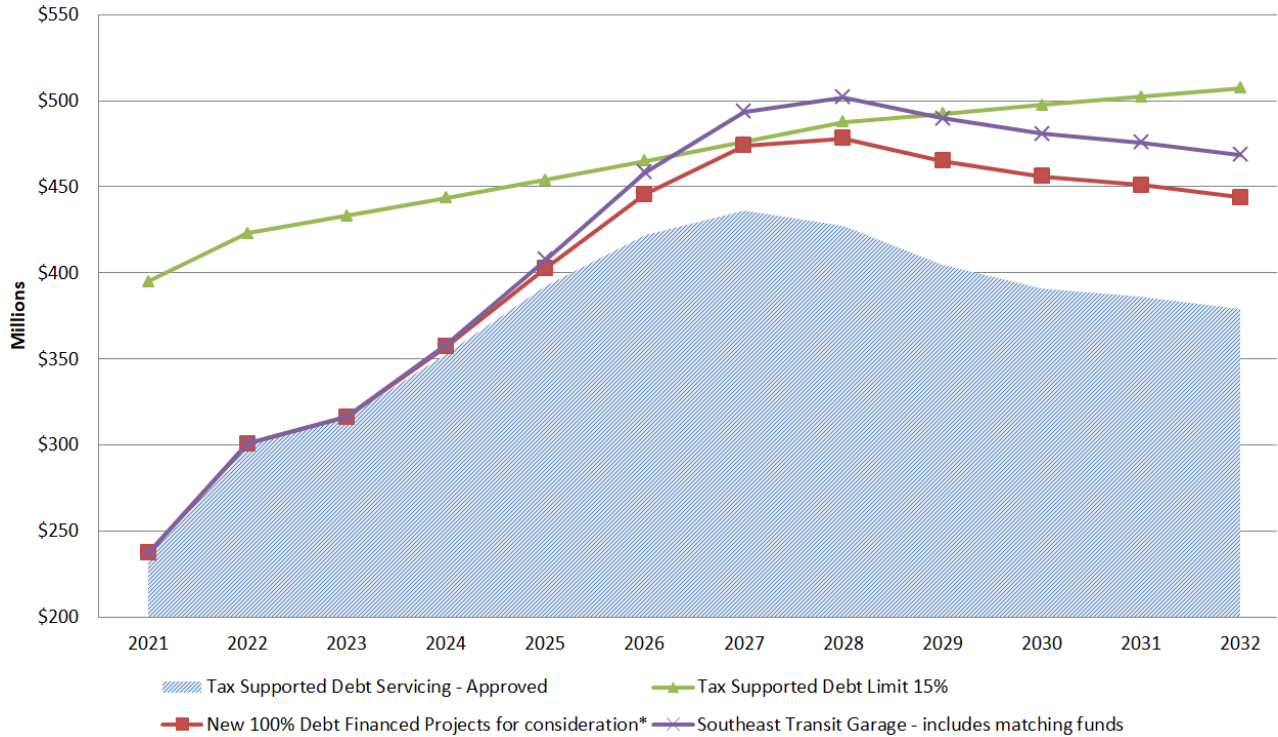
### **Status of Approved Debt Under Current Policy Limits**

The MGA limits are less restrictive than the current DMFP limits, with the City projecting to utilize up to 70 per cent of the outstanding MGA debt limit and up to 41 per cent of the MGA total debt servicing limit by the year 2025. Compared to the current internal DMFP, the City is projecting to utilize as much as 92 per cent of its tax-supported debt servicing limit, and 63 per cent of its total debt servicing limit, based on currently approved debt financed projects, by 2027.

The following chart shows the projected use of the current DMFP tax-supported debt servicing limit over the next 10 years, showing both the impact of currently approved debt financed projects and new debt being proposed in the 2023-2026 Capital Budget. The projection shows that if all new debt were approved, this could breach the limits defined in the current DMFP in 2027 and 2028. Based on current assumptions, this is estimated to be \$17 million in debt servicing over the tax-supported limit, which equates to around \$240 million in borrowing.



**Figure 4: Debt Management Fiscal Policy: Tax Supported Debt Servicing Limit Impact**



Note - Projections for debt include numerous assumptions around interest rates, revenue growth and timing of borrowing.  
 \*This includes additional downtown CRL debt financing, High Level Bridge Rehabilitation, William Hawrelak Park Rehabilitation, LRV Replacements, Terwillegar Drive Expressway Upgrades (recosting adjustment), and Lewis Farms Community Recreation Centre and Library (recosting adjustment).

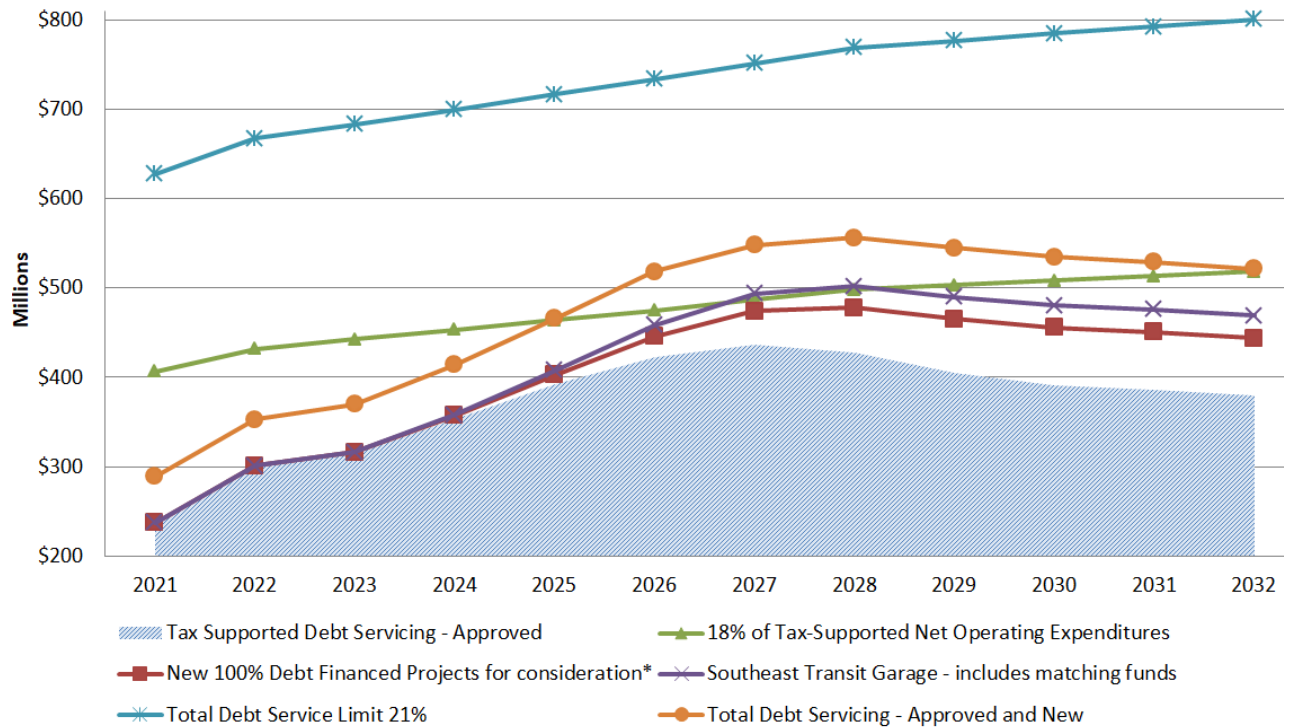
**Status of Approved debt Debt Under Proposed Policy Limits**

The newly proposed DMFP, as discussed above, considers new limits for debt servicing along with varying restrictions depending on debt servicing levels compared to revenues and expenditures. Similar to the current DMFP, the most constrained of those limits is the tax-supported debt servicing limit, which is proposed to be 18 per cent of tax-supported net operating expenditures.

The capital projects proposed to be fully financed with tax-supported debt (High Level Bridge Rehabilitation, William Hawrelak Park Rehabilitation, LRV Replacements, and others mentioned above) would result in tax-supported debt servicing reaching 97 per cent of the 18 per cent tax-supported debt limit in 2027, with total tax-supported debt servicing forecasted to be \$474 million. The transit garage project is a permitted use of debt financing when above the 18 per cent tax supported limit because it is currently intended to have matching grant funding.

This means future debt financing approvals would have to follow what the policy contemplates as constrained borrowing, where debt is only permitted for projects with at least one third external funding, self-supporting tax guaranteed, self-liquidating or emergency purposes.

**Figure 5: Proposed Debt Management Fiscal Policy - Tax Supported Debt Servicing Limit Impact**



Note - Projections for debt include numerous assumptions around interest rates, revenue growth and timing of borrowing.

\*This includes additional downtown CRL debt financing, High Level Bridge Rehabilitation, William Hawrelak Park Rehabilitation, LRV Replacements, Terwilligar Drive Expressway Upgrades (recosting adjustment), and Lewis Farms Community Recreation Centre and Library (recosting adjustment).

### Interest Rates

Under the *Local Authorities Capital Financing Act*, the Government of Alberta provides the City with financing for capital projects. While interest rates are fixed at the time of borrowing, the timing of borrowing generally matches expenditures and as a result approved capital projects that have yet to commence or that are in progress are exposed to risk from rising interest rates. As interest rates increase in Canada, so too does the City's cost of new borrowing. Since October 1, 2021, the interest rate on a 25 year loan has increased by over two percentage points (200 basis points), increasing the annual debt servicing cost by \$1.7 million, from \$5.5 million to \$7.2 million for every \$100 million in new borrowing.

The Government of Alberta announced new loan pricing for local authorities in December 2021, including an increase of approximately 50 to 75 basis points over borrowing rates that the City received in the past. It is expected that the interest rates will continue to increase in 2022, which will increase overall interest paid on capital loans and will affect the City's debt servicing limits.

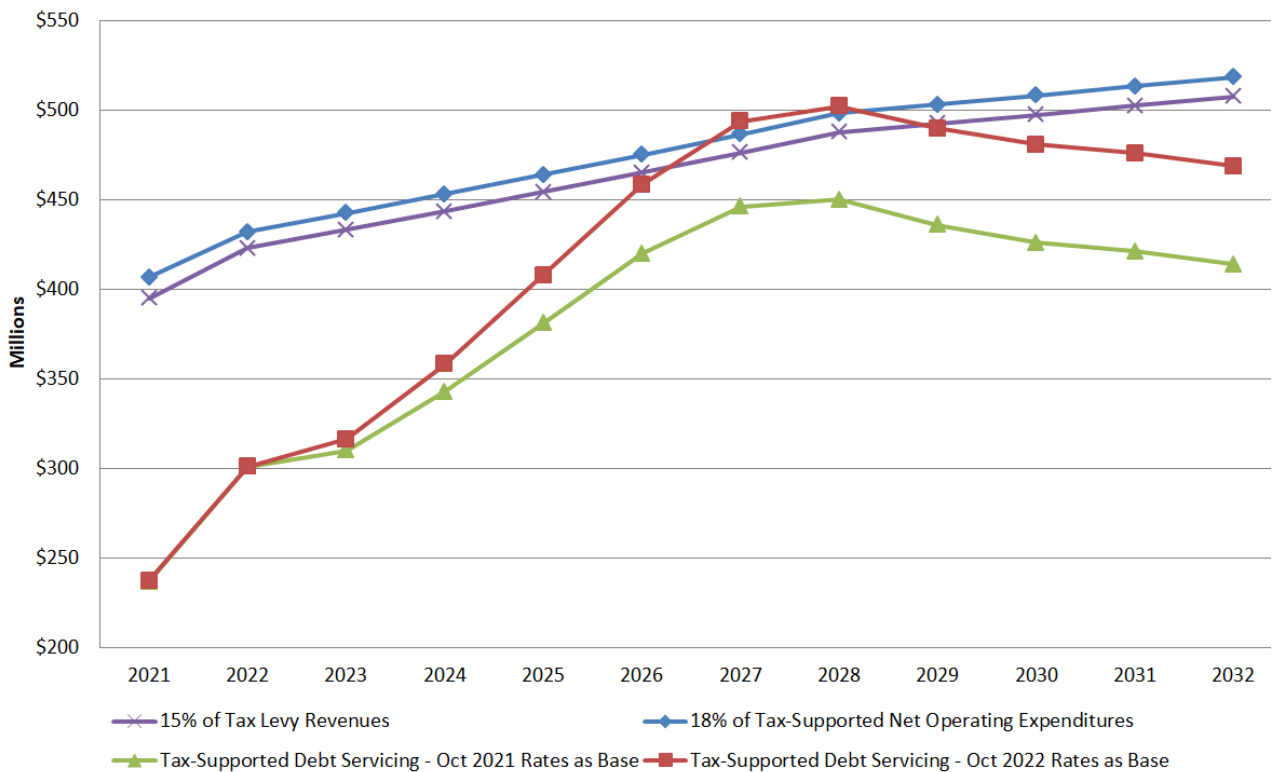
**Table 3: Loans to Local Authorities - 25 Year Loan**

2018	2019	2020	2021	2022	+ 0.25%	+ 0.5%	+ 1%
3.43%	2.54%	2.15%	2.70%	5.15%	<b>5.40%</b>	<b>5.65%</b>	<b>6.15%</b>
Total Interest Cost per \$100M			\$38.2M	\$78.9M	<b>\$83.4M</b>	<b>\$87.9M</b>	<b>\$97.1M</b>
Annual Debt Servicing per \$100M			\$5.5M	\$7.2M	<b>\$7.3M</b>	<b>\$7.5M</b>	<b>\$7.9M</b>

\* rates are from Oct 1 of each year

The total interest paid on the life of a loan has increased from \$38.2 million to almost double at \$78.9 million due to rising interest rates when comparing 2021 rates to 2022 rates. The following chart illustrates this on forecasted tax-supported debt servicing compared against both the current and proposed DMFP tax-supported debt servicing limits. Using the 2021 rates as a base assumption would have the City coming within 92 per cent of the limits, allowing up to an additional \$450 million of borrowing before reaching the limits. This is compared to the 2022 rates having projected debt servicing slightly exceeding the limits.

**Figure 6: Tax Supported Debt Servicing - October 2021 Interest Rates Compared to October 2022 Interest Rates**



# BUDGET BUILDING BLOCKS



## BUDGET BUILDING BLOCKS

### *Capital Planning Principles*

The following capital planning principles have been used for developing the 2023-2026 Capital Budget:

- Prioritize projects to achieve the best results for the city overall
- Use cash (PAYG and grant funding) for ongoing projects (e.g., maintenance and renewal)
- Use borrowing for new significant projects that are eligible according to the Debt Management Fiscal Policy (DMFP)
- Consider borrowing capacity
- Identify the funding source for the debt servicing when the debt is proposed
- Fund utilities through utility rates
- Align capital investments to The City Plan's Big City Moves to build a city that delivers on the 2050 ConnectEdmonton vision
- Optimize investment in existing municipal infrastructure to ensure all assets are in a condition that allows them to meet intended service levels
- Allocate resources to achieve an appropriate balance between the renewal of existing infrastructure and the demand for new infrastructure growth
- Identify and account for all future operating, maintenance and renewal costs associated with capital projects, and include those costs in future budgets as appropriate

### *Prioritization For Growth Projects*

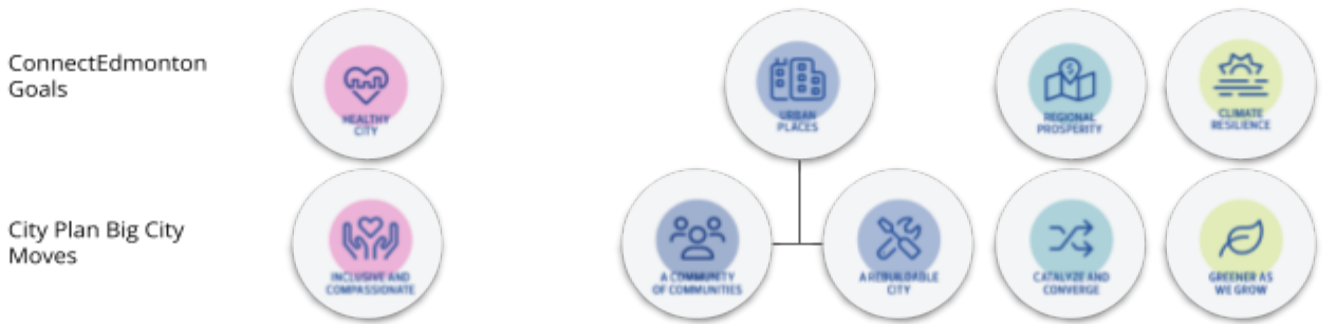
To develop the 2023-2026 Capital Budget, Administration assessed all the growth projects identified and used prioritization criteria to evaluate and produce an initial ranking of the projects. The criteria used a value management approach that is consistent to what was used in the development of the 2019-2022 Capital Budget, with a few enhancements.

Consistent with the methodology used for Priority Based Budgeting in the operating budget, prioritization criteria that were used to evaluate each growth project fell into the following groups:

- Strategic Alignment - City Plan Big City Moves
- Strategic Alignment - Service Scoring
- Basic Project Attributes

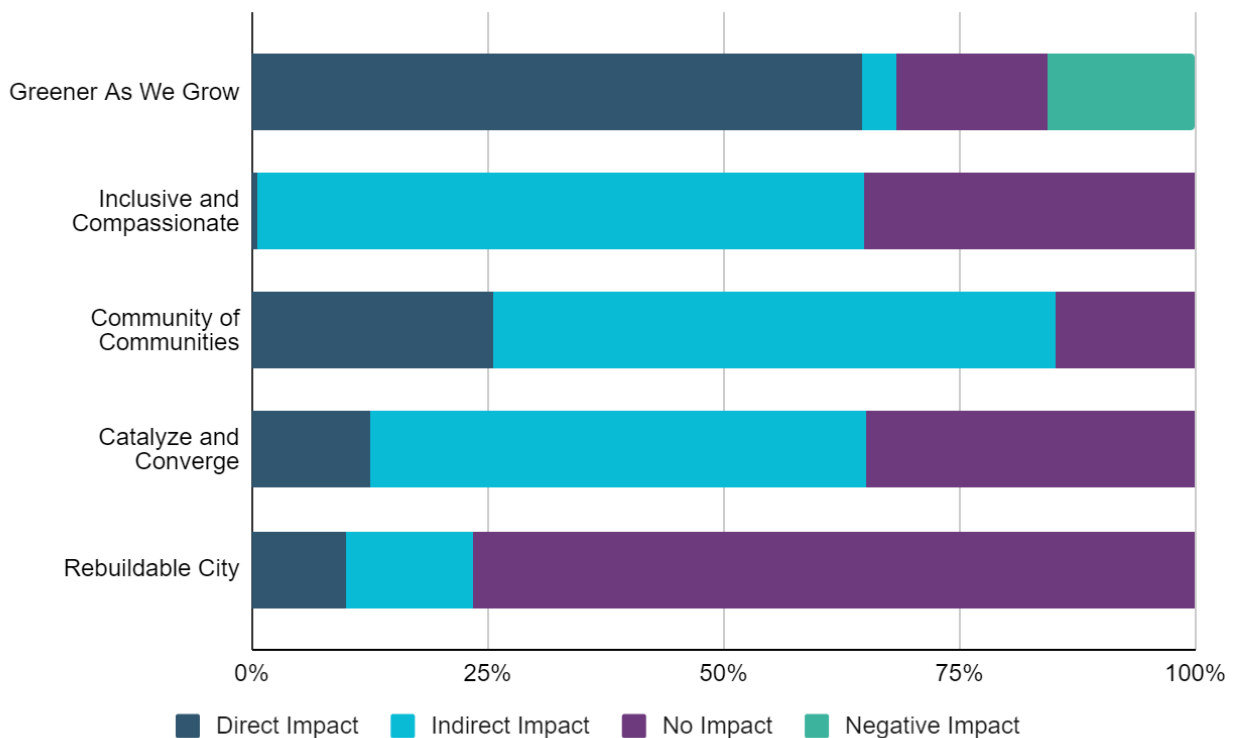
#### **Strategic Alignment - City Plan Big City Moves**

Each growth project was assessed for whether it contributes to a direct, indirect, neutral or negative impact to The City Plan's Big City Moves:



The following graph shows the alignment of the recommended growth budget to The City Plan’s Big City Moves.

**Figure 7 - Growth Project Alignment with Big City Moves**



Growth projects are prioritized using the criteria outlined in this section whereas renewal projects focus heavily on the RIMS modelling. As growth projects are evaluated based on both strategic alignment and basic program attributes, the growth projects advanced will not have a consistent impact on all five of the big-city moves. Given that many growth projects were advanced as a result of the basic program attributes noted below, it is not surprising that strategic alignment in some of the categories resulted in indirect impact, no impact or in some cases a negative impact on strategic alignment. This is part balancing the needs of our City now and our goals for the future. In addition, as

scoring was only applied to growth projects, this graph does not capture strategic alignment in some instances would be better aligned in the renewal funding such as the Big City Move of Rebuildable City and instances of Inclusive and Compassionate aligns more heavily with the operating budget and the Community Safety and Wellbeing Initiatives. So while strategic alignment is not heavily demonstrated in the growth project advancing in 2023-2026, those strategies are advancing in other areas of the budget.

Over 80 per cent of the capital growth budget directly impacts at least one of the Big City Moves, and many projects impact more than one. While direct impact is most evident for advancing Greener As We Grow goals, capital growth investment is more likely to be supportive of some goals rather than have a direct impact.

### **Strategic Alignment - Service Scoring**

Each growth project submitted for consideration was linked to the service (from operating priority-based budgeting) that it most aligns with. Once linked, the operating score that the service received was included as part of the overall capital score. This linkage ensures that the strategic importance of the services that assets are built to provide is considered as part of the overall capital scoring.

### **Basic Project Attributes**

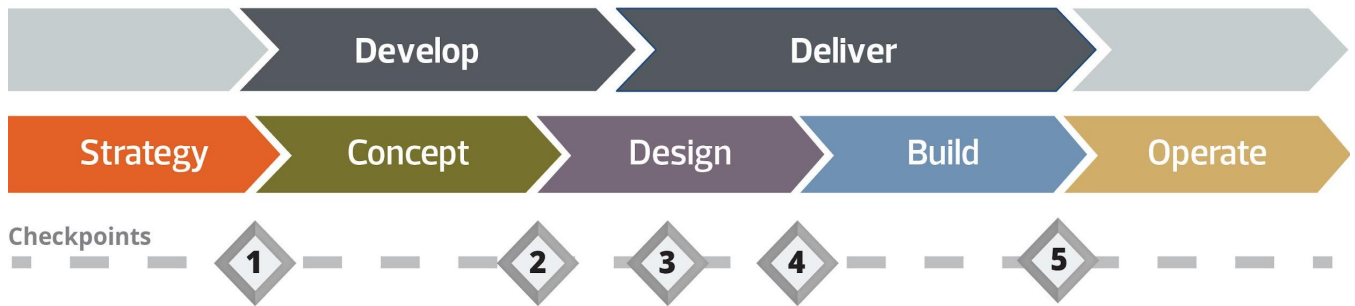
Basic Project Attributes capture the important aspects of capital projects outside of their strategic importance. They are criteria that would remain consistent between cycles, even as strategic goals change. The seven basic project attributes that were used for capital budget prioritization are:

- Mandate to Provide Asset
- Reliance on City to Provide Asset
- Portion of Community or Organization Served
- Change in Demand for Asset
- Corporate Operational Risk
- Cost Recovery of Asset Investment
- Safety of Community or Organization

Additional details on prioritization criteria used for growth projects are provided in Appendix C.

### ***Capital Project Governance: Project Development and Delivery Model (PDDM)***

The Capital Project Governance Policy C591 requires that all capital projects follow the Project Development and Delivery Model (PDDM). The PDDM is a phased approach that includes formal checkpoint reviews as projects progress through the strategy, concept, design, build and operate value chain. The PDDM is intended to ensure that all City projects progress to an appropriate level of development prior to being considered for the delivery phase. The following is a description of the checkpoints through the project delivery process:



**Checkpoint 1: Project Initiation**

Projects are reviewed for readiness to begin, and receive funding for concept development; includes assessment of project for maturity, appropriate definition of scope and priority.

**Checkpoint 2: Authorization for Design Expenditure**

Once concept development is complete, the project will be evaluated to receive additional funding for preliminary or schematic design. The project must be at an appropriate maturity level and the scope must be confirmed to improve confidence in understanding schedule and budget requirements.

**Checkpoint 3: Approval for Capital Budget**

A level of design is completed on the project to the point that risks are appropriately identified and mitigated and a defined schedule and budget can be set relative to the identified scope. Depending on the size and complexity of the project, the level of design completed may vary. At this point, projects could be approved for funding for detailed design and construction.

**Checkpoint 4: Authorization for Construction Expenditure**

A final check is undertaken prior to projects being tendered. This will include an assessment of readiness and a final scope review. If the project is not within the approved scope, budget and schedule, a change request may be considered or the project may be sent back for revision.

**Checkpoint 5: Handover**

Once the project is complete, a handover process is undertaken to ensure that the scope is satisfactory and all closeout activities are completed. The project is commissioned and available for public service.

The PDDM model requires that capital projects that are similar in nature and part of a larger program initiative be approved within composite capital profiles. All projects within composite capital profiles proceed through the PDDM’s phased approach that includes formal checkpoint reviews as projects progress through the strategy, concept, design, build and operate value chain.

Significant capital projects (growth projects greater than \$2.0 million and renewal projects greater than \$5.0 million) require approval within a standalone capital profile when they reach Checkpoint 3 of



the PDDM (a standalone capital profile is for the delivery and reporting of a single project only). The estimate of the budget required for delivery of the project at Checkpoint 3 is -20 per cent/+30 per cent. When the project is tendered at Checkpoint 4, these -20 per cent/+30 per cent variances are managed through additional recosting adjustments made between the composite and the standalone capital profiles. When less than \$5.0 million, these recosting adjustments can be approved administratively by the City Manager, and those greater than \$5.0 million require Council approval.

The PDDM is intended to ensure that all City projects progress to an appropriate level of development prior to being considered for the delivery phase. This approach provides Council and business partners with more accurate information about a project's progress and viability at set points throughout the project life-cycle, which, in turn, allows the City to make informed decisions about how to allocate capital spending more effectively. This process also enhances transparency and improves communication about the project status and overall maturity.

### **Public Engagement**

In June and July 2022, the City invited Edmontonians of diverse backgrounds to provide input on what Administration and City Council should consider when making decisions about the 2023-2026 budgets. Administration used a "digital-first, in-person with intention approach" to meet Edmontonians where they are, whether it was online or at an LRT station, to make it easy for residents to participate and have their voice heard. Thousands of people participated in the 2023-2026 budget engagement opportunities including:

- Online survey (2,020 responses)
- Balance the budget tool (3,266 submissions)
- Ideas tool (3,988 contributions)
- Pop-up events (790 participants)
- Intercept surveys (35 participants) targeted at those who may experience barriers to engagement
- Stakeholder engagement with community partners and organizations (43).

Administration sought broad input on spending priorities, and the decisions and trade-offs associated with the next four-year budget. With regard to the capital budget, the City asked participants to share their level of comfort on adding tax-supported debt, adding a dedicated tax levy for high-priority infrastructure renewal projects and closing aging facilities with low attendance. Participants also shared key considerations for Administration and Council to consider when making decisions.

Engagement was at the ADVISE level of the City's Public Engagement Spectrum. This means the City consults with the public to gather feedback and perspectives that are considered for policies, programs, projects or services. Administration carefully considered what people shared throughout this engagement process in the development of the proposed budget and input was used to understand Edmontonians' priorities and concerns. Edmontonians shared varied and often competing priorities, which include delivering excellent services, building Edmonton now and for the future,

supporting vulnerable populations and keeping taxes and fees manageable for Edmontonians who are feeling increasing financial pressures.

Details on budget engagement and the full What We Heard report are available in the October 31, 2022 Communications and Engagement report, CE01489 - Budget 2023-2026 Community Insights.

## *Allocation Of Funding To Projects*

### **Balancing Renewal and Growth**

Making capital investment choices that balance renewal and growth is a significant challenge. The best possible balance between growth and renewal should ensure that capital investment maximizes benefits, manages risk and provides satisfactory levels of service to the public.

**Renewal** refers to investments in existing infrastructure to restore it to its former condition and extend its service life. This may include replacing individual components as they age or become obsolete. However, the replacement value of renewed infrastructure remains unchanged and the size of the infrastructure asset portfolio does not increase as a result of investments in renewal.

**Growth** refers to investments in new assets and projects that add to or enhance components of existing infrastructure assets that improves the type of service provided and/or improves functionality. Some profiles may include both renewal and growth components.

### **Renewal**

The renewal program is critical to sustaining the City's \$31.6 billion in assets. Analysis conducted by Administration has identified an ideal renewal requirement of \$3.5 billion in 2023-2026 to ensure these assets remain in overall good condition and continue to meet the needs of Edmontonians. The funding available for renewal is only 54 per cent of ideal renewal requirements. Once renewal programs with constrained funding and bridges are considered, which are funded to their ideal level to mitigate for increased risk of failure, the remainder of the renewal program is funded at 30.4 per cent of its ideal investment. This is a significant funding gap that will have short and long term impacts to the state of the City's assets. Reduced investment in renewal can result in premature asset failures, service interruptions and will increase emergent maintenance and repairs.

### **Renewal and Asset Management**

From the City's perspective, the concept of renewal refers to investment in existing infrastructure to restore it to an efficient operating condition and extend its service life. Investment in infrastructure might include replacing individual components as they age or become obsolete, or an extensive redevelopment of the asset. Capital investment in renewal extends the period of service potential but does not change the replacement value, which means it does not increase the size of the

infrastructure asset portfolio. This investment is necessary as assets need to be maintained and looked after. The question is how much to spend, when, and to what benefit (i.e., is it worth the cost?).

Public infrastructure is essential to residents and businesses. It is critical to the City's competitiveness, the quality of life Edmontonians enjoy and the delivery of public services. A core principle of any long-term capital plan is to measure the investment in existing infrastructure to ensure that all assets are in a condition that allows them to meet intended service levels. The best balance between growth and renewal ensures that investments in infrastructure assets maximize benefits, reduce risk and provide satisfactory levels of service to the public.

When a city is aging and growing simultaneously, balancing investment choices between renewal and growth is a significant challenge. As infrastructure ages, more maintenance and rehabilitation are required to ensure that it is performing well and continuing to meet the needs of the city's government and the public. At the same time, there will always be demand for new infrastructure to support growth. A comprehensive and appropriately funded renewal program is necessary to balance growth and renewal but Edmonton does not have enough funding to meet all of its infrastructure needs. Tradeoffs need to be made and the proposed budget limits approved growth projects in favour of renewal needs. Administration is looking at various longer-term strategies including, but not limited to, a dedicated renewal levy and asset rationalization. It is vital for Administration to gather information from data-driven analytics and listen to what Edmontonians communicate about their needs and wants.

### **Asset Management Approach**

The City's approach is to build an effective, transparent, data-driven system that connects asset investment to strategic goals and service-level outcomes. The City has developed performance indicators and raised public awareness of its infrastructure challenges to help define needs. This work has led to identifying, developing and adopting nationally recognized solutions such as evaluation tools and leading-edge models to ascertain long-term infrastructure investment strategies (e.g., the City's Risk-based Infrastructure Management System (RIMS), and integrated corporate asset management and capital budgeting. With these developments, the City has garnered a reputation for being one of Canada's most advanced and progressive jurisdictions in infrastructure asset management techniques.

The City continues to look for even more effective and efficient infrastructure asset management practices. With the update to its Infrastructure Strategy in 2018, the City defined its vision for asset management, which strives to integrate and mature systems across various asset categories. For example, work is underway to advance Enterprise Asset Management (EAM) by setting new governance, streamlining processes, improving data quality, training staff and unifying asset technology solutions. The EAM will function as a critical solution to support all City assets and staff in asset management roles.

### **Asset Management Principles**

Guided by the Infrastructure Strategy, the City is progressing its asset management practice across the organization. This practice includes building asset management systems, processes and guided decision-making based on the following five principles:

1. Service Delivery to Customers
2. Long-Term Sustainability and Resiliency
3. An Integrated, Holistic Approach
4. Investment Decision-Making
5. Innovation and Continuous Improvement

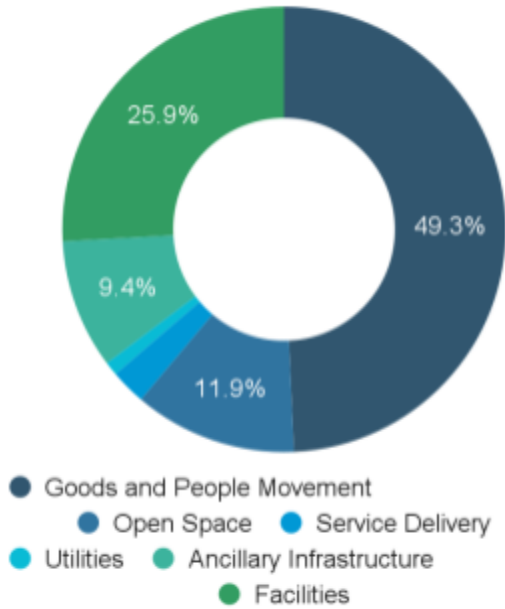
These defining principles also form the basis of Council's Infrastructure Asset Management Policy C598. An overarching theme of the City's objectives for asset management holds that assets are planned, acquired, used, decommissioned and divested to support the delivery of City programs/services while ensuring the best value to the City.

### **Asset Inventory**

Renewal projects focus on making the most of existing capital assets. The process of deciding what to fund and to what degree in the renewal framework is achieved through a customized assessment methodology—the Risk-based Infrastructure Management System (RIMS)—which the City developed. Investing in renewal begins with a comprehensive understanding of the nature, scope and state of all City assets.

The City of Edmonton, as of year-end 2020, had a total asset replacement value of \$31.6 billion, as seen in Figure 8 below, more than triple the \$10.3 billion value reported in the 2003 infrastructure inventory report. Increases in this value reflect an expanding inventory of assets as the City has grown and as construction costs escalated.

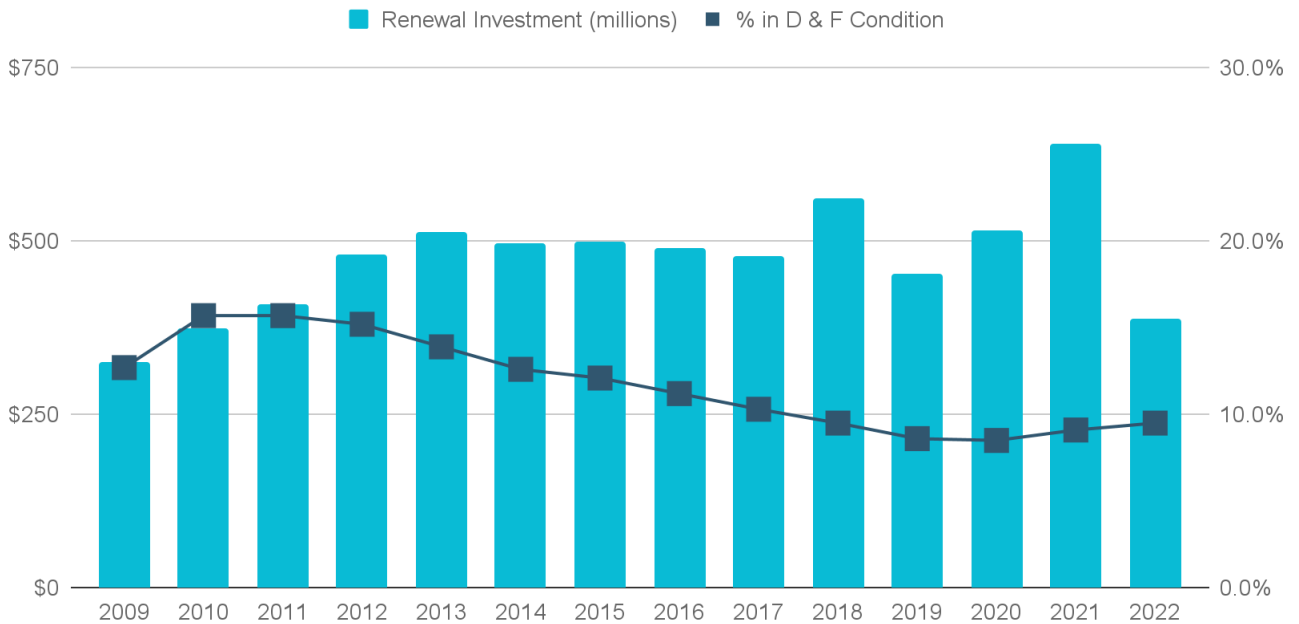
**Figure 8: City of Edmonton Distribution of Replacement Value**



Asset Portfolio	Replacement Value
<b>City of Edmonton Total</b>	<b>\$31,622,795,275</b>
Ancillary Infrastructure	\$2,974,078,857
Facilities	\$8,175,871,546
Goods and People Movement	\$15,587,899,848
Open Space	\$3,753,740,047
Service Delivery	\$815,137,214
Utilities	\$316,067,762

The physical condition of an asset is an assessment made at a specific moment in time. A good measure of the effectiveness of the City’s renewal programs is the percentage of assets in Poor [D] and Very Poor [F] condition, which has ranged from 16 per cent in 2011 to nine per cent in 2020. While most of the City’s assets are not in bad condition, there are problem areas requiring continuing attention. Keeping assets from falling into states of disrepair requires constant attention and resources as all assets deteriorate over time. Administration is also carefully monitoring the increasing amount of assets in Fair [C] condition. The timing of renewal interventions is critical for assets assessed in this category, as interventions typically get more expensive for assets in D and F condition than those in C condition because the extent of the renewal increases with deterioration. However, when resources are limited, it is sometimes difficult to justify spending on assets that are generally okay if it means not renewing assets that have failed or will fail. Focus cannot be on worst condition assets only; rather a balance between fixing the worst assets and taking care of assets in Fair condition is the responsible way to both look after current key risks as well as avoid risk in the future.

**Figure 9: City of Edmonton Historical Condition vs Renewal Investment**



**Determining Renewal Needs**

The RIMS process is used to assess the high-level rehabilitation needs of the City’s assets, allowing for the wisest allocation of renewal funds. Doing so means prioritizing needs across more than \$31.6 billion worth of infrastructure assets and directing available capital dollars to the highest priorities.

At the core of this process is a standardized rating system used to evaluate existing infrastructure assets. Assets are routinely evaluated and prioritized based on physical condition, impact to service delivery and risk.

Once the budget is allocated, various systems and processes are used to determine and prioritize renewal spending on individual assets. These systems can include additional computer model analysis such as in the bridge or roadway asset classes or more commonly multi-criteria evaluation techniques that incorporate a combination of risk analysis, maintenance records, operational feedback and physical condition.

**Renewal Targets**

Over the last decade, RIMS has evolved into a dynamic analytical tool designed to predict the optimal funding for the renewal of existing infrastructure. The model uses an asset’s current physical condition, target physical condition, renewal investment options/costs and expected life cycle deterioration curve to model the effect of different investment options and their timing throughout the asset’s life. Ideally, the physical condition of any asset will fall within an acceptable tolerance range or standard. This tolerance—or conversely, the physical condition beyond which the deterioration is

unacceptable—differs for every asset. The City’s assets provide services such as recreation, transportation and protection. The physical standard is dependent on the type of service the asset is providing, the risk it exposes the City to if it fails, and the best combination of investment and performance to maximize the life of the asset at a minimized cost. In other words, when deciding what to renew, the City considers a combination of the condition of an asset and how important it is.

### Ideal Renewal Budget

RIMS was applied to City infrastructure assets and modelled over a 30-year period to predict the optimal funding to maintain City assets in a good state of repair. The model was set to determine the annual investment required to bring all City assets to their target physical performance levels by 2031 (a 20-year period that began with the 2012-2014 capital cycle). The RIMS model recommended a four-year renewal investment of \$3.17 billion. When including the estimated amount for complementary and opportunistic growth investments made on renewal projects, the total four year ideal investment is \$3.58 billion.

**Table 4: Breakdown of RIMS Ideal Investment**

\$000's	2023 to 2026
<b>RIMS Ideal</b>	
Ideal Investment - Renewal Portion	3,169,175
Ideal Investment - Growth Portion	406,409
<b>Total RIMS Ideal Recommended Investment</b>	<b>3,575,584</b>

### How Asset Renewal is Prioritized

The RIMS system helps determine the appropriate funding levels to support the renewal of assets; however, significant work is completed by Administration to determine which renewal projects proceed within any given time period. Renewal projects are prioritized using a combination of quantitative and qualitative data, and involve collaboration between several sections, branches and departments. Quantitative data, such as physical condition, asset age and typical renewal schedules, are used to produce a ‘rough cut’ of the priorities, while qualitative data, such as alignment with Council priorities, and adjacencies with other projects are used to further refine the priorities.

### Case Study: Prioritizing Arterial Renewal

Each year, Administration conducts condition assessments of the City’s assets. The information gathered through the assessment is used to determine the estimated lifespan of the asset. This, and other factors such as the condition of the components and usage history are used to identify the appropriate renewal action (rehabilitate, replace, reconstruct) to apply to the asset. This asset and its renewal solution are compared against all other assets within the asset class to be ranked in order of priority for implementation. The priority ranking considers factors such as the current physical condition (is the asset in D or F condition?), risk of asset failure (based on the condition and use), level

of impact to public and cost implications of delay. This prioritized list is then compared to identify potential adjacent projects (e.g., revitalization opportunities) with a focus to reduce impact to the public and to achieve cost savings through consolidation of work. Further review is conducted to identify projects that align with Council priorities or to ensure balance of work throughout the city.

While one asset may appear to be in worse shape than another, there are many factors that must be considered before the Administration decides which assets must receive work. Priorities are set based on the results of the assessment process and resources are then allocated to where the need is greatest and where it makes the most sense in terms of the overall network of assets.

The end result is a long list of potential renewal projects for a class of assets. This is where RIMS comes in. The allocated funding overall for arterial roads is determined by RIMS, based on the same fundamental data but with analysis that considers the overall progress of these assets towards their level of service standard, relative to other City asset categories' progress. This determines the number of projects Administration is able to deliver within the budget cycle. Thus, renewal planning considers both the relative priority of projects within an asset category and any asset category's priority within the complete inventory of the City's assets.

### **Renewal Program Management**

A life-cycle management approach to the City's renewal program offers many benefits. One of these is a more holistic approach to managing both the project (on time, on budget) and the program (level of service, risk management, relative prioritization). This will have the benefit of looking past the costs and logistics of the project to what is being achieved by the project.

As individual renewal projects are developed and refined through to delivery, their project budgets will fluctuate. This fluctuation could occur due to scope refinement, risk management, or tender results.

This fluctuation, aggregated with other renewal projects, will result in a change to available budget within a profile. If the available budget within a profile is increased, additional projects can be added to the list for implementation. If available budget is reduced, some of the lower priority projects may need to be reduced in scope or delayed until another capital cycle. Changes within the available budget will require Administration to maintain high levels of collaboration and communication to prioritize renewal projects throughout the budget cycle.

As was the case in previous budget cycles, the capital renewal program has earmarked a portion of expenditure for opportunistic growth. Applied at the project level but managed at the program level, this allocation allows for the efficient improvement of the functionality and capacity of assets undergoing renewal. Improvements beyond this allocation will require additional funding.

### **Recommended Renewal Funding in 2023-2026 Capital Budget**

The total investment recommended in the 2023-2026 Capital Budget for renewal is \$2.49 billion, as per the following Table 5. However, this amount includes additional items that were not part of the RIMS ideal investment for this period.



Some renewal projects such as William Hawrelak Park Rehabilitation and High Level Bridge Rehabilitation go beyond the 2023-2026 RIMS ideal renewal requirements. This often happens in projects where the renewal scope is large enough that work can not proceed without shutting down the asset to complete the work. To limit future shutdowns of the asset for future renewal work, Administration looks to the future renewal needs of the asset and incorporates that scope into the work of the current renewal. This means renewing some components of the asset sooner than required, however, the cost to complete the renewal early is generally offset by the cost to shut down the asset at a later point.

The Light Rail Vehicle (LRV) replacement project also considers RIMS requirements beyond 2023-2026. Administration has been very successful in operating and maintaining some of its LRVs well beyond their intended life, however, parts for these LRVs are scarce. So, even though the assets are in fair condition, if these LRVs experience a failure in one of their components they will need to be taken out of service immediately.

Giving consideration to these additional items, the amount of the RIMS ideal investment that was funded is \$1.93 billion.

**Table 5 - Breakdown of Total Renewal Investment**

\$000's	2023 to 2026	2027 and Beyond	Grand Total
Total Renewal Investment Funded	2,153,127	333,500	2,486,627
Less:			
Pre-commitment of future years RIMS Ideal to 2023-2026:			
William Hawrelak Park Rehabilitation	(78,200)	-	(78,200)
High Level Bridge Rehabilitation	(47,000)	(148,000)	(195,000)
LRV Replacements	(55,000)	(185,500)	(240,500)
Local Improvement Levy Funding	(41,054)	-	(41,054)
<b>Total RIMS Ideal Investment Funded</b>	<b>1,931,873</b>	<b>-</b>	<b>1,931,873</b>

### Renewal Funding Gap

With the ideal renewal investment identified at \$3.58 billion and the projected constrained and unconstrained funding available to renewal identified at \$1.93 billion, the City has a renewal funding gap of \$1.65 billion for 2023-2026. Put another way, the City is funding renewal to approximately 54 per cent of the ideal investment. This however does not paint a complete picture, because of the large proportion of assets that will receive 100 per cent funding because of constrained, dedicated funding (namely the neighbourhood renewal program). Looking at just the portion of the renewal program that is funded with unconstrained funding, the City would only achieve approximately 30 per cent of its ideal investment.

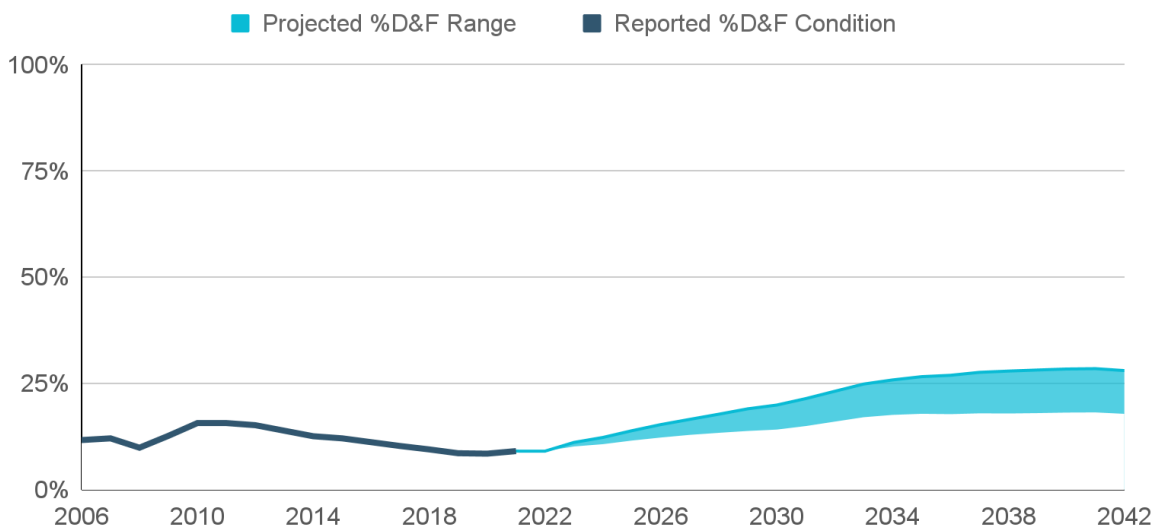
**Table 6 - Comparison of Ideal Renewal Investment and Funding Levels**

\$000's	Renewal Program Funded with Constrained Funding and Bridge Program funded at 100%	Renewal Program Funded with Unconstrained Funding	Total
RIMS Ideal Investment	1,214,780	2,360,804	3,575,584
Funded RIMS Ideal Investment	1,214,780	717,093	1,931,873
% of RIMS Ideal Funded	100.0%	30.4%	54.0%

The reasons for the large gap between the ideal renewal investment and funding available are an increase in renewal costs, and a decrease in available unconstrained funding compared to previous budget cycles. Increased renewal costs are due to an increase in the City's overall asset pool, higher costs and price escalations to carry out renewal work, timing of large and high cost projects and the cumulative impact of funding less than the ideal investment level in previous cycles (partly to leave funding available for growth, and partly due to funding cuts). The decrease in unconstrained funding available is primarily due to the funding reductions to the Municipal Sustainability Initiative grant the City receives from the provincial government.

Modeling was performed to determine the impact of this funding level on the percentage of assets in poor and very poor (D and F) condition. The result, as indicated in the following Figure 10, is an increase in the percentage of assets in D and F condition represented as an expanding range due to the variability of funding available to renewal during the time period. Generally, the longer the required renewal of municipal assets is deferred, the more deterioration impacts are felt and the more expensive it becomes to bring these assets back to an acceptable condition.

**Figure 10: Effect of Budget on % for D and F for City Tax Supported Assets**



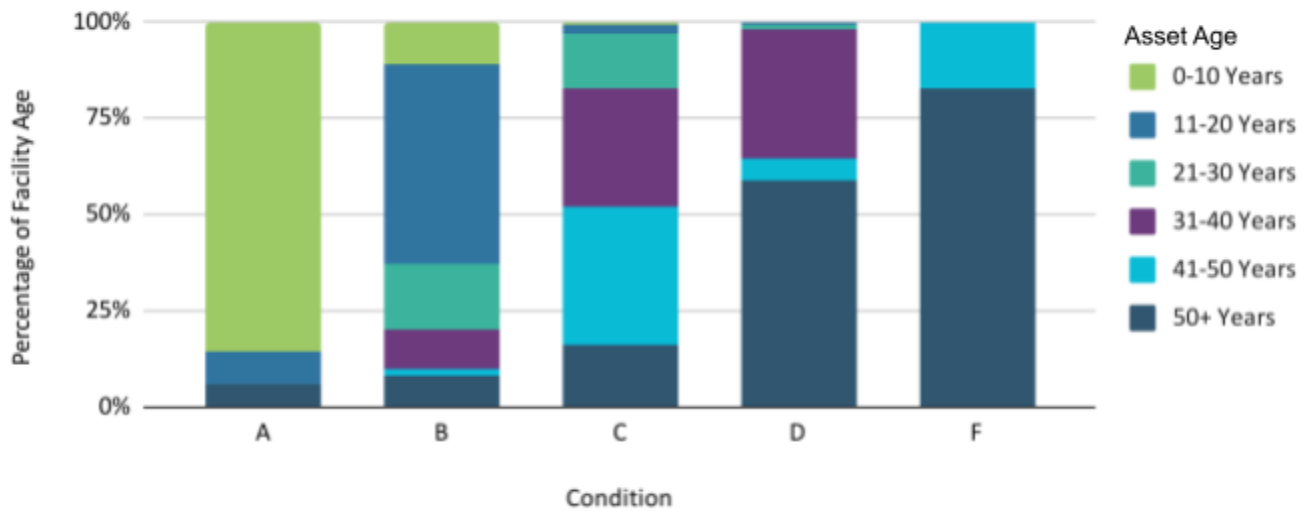
The effect on the percentage of assets in D and F condition shown in Figure 10 should be considered a worst-case scenario. There are limitations to the modelling employed to depict alternate funding scenarios that do not contemplate mitigations that could be used, depending on asset type. This could include reducing allowances for growth-related expenditures and more directed or exclusive scope towards high-priority components (e.g., renewal of just the HVAC system in a facility). The range shown from 2022 and beyond reflects the variability in the types of renewal activities applied to each of the different asset types and the time period in which those activities are applied. As the variability of these activities increases over time so too does the range of the forecasted conditions.

This high-level overview illustrates how decisions made today will impact the state and condition of infrastructure assets in the future. Knowing the overall state of assets and understanding the consequences of foregoing reinvestment provides information for decision-makers to make strategic decisions today that will have a deep impact on the residents of tomorrow. Effective renewal extends the life of the assets and allows them to perform as they are intended, saving the City money over the long-term.

**A Closer Look: Facility Renewal Challenges**

Looking at the Facilities portfolio, which represents nearly one quarter of the City’s asset replacement value, it is generally an asset class with very few assets in poor and very poor condition. A majority, 55 per cent, of the assets in this portfolio are in fair condition, which, at first glance does not seem too concerning. As indicated in the following chart, a review of the assets in fair condition indicates nearly 75 per cent of these assets, valued at more than \$3 billion are over 30 years old. At a typical rate of deterioration, with limited renewal investment, the City can expect a large number of facilities assets to deteriorate into poor condition within the next 10-year period.

**Figure 11: Distribution of Facility Age by Condition Rating**



As these facilities age, the challenges associated with these assets increase. This includes:

- Increased operating costs due to increasing component maintenance requirements and higher energy usage
- Reduced capacity to meet modern service delivery requirements
- Increased risk of service disruptions due to component/system failures
- Inability to adequately accommodate the needs of Edmontonians by updating the facilities to address modern service delivery standards, increased capacity and making facilities accessible and safe for visitors and staff.

## **Growth**

The proposed 2023-2026 Capital Budget includes \$5.26 billion of recommended growth investment. The majority of this growth investment is related to profiles previously approved by Council. These profiles include three LRT expansion projects (Valley Line West, Capital Line South and Metro Line to Blatchford), two recreation centres (Lewis Farms and Coronation), the Yellowhead Trail Freeway Conversion and the Blatchford redevelopment.

The main growth challenge the City faces in this budget cycle is the very limited funding available once constrained funding (funding that must be used for a specific purpose and cannot be reallocated), previously committed projects, and allocation to renewal were considered.

Looking beyond 2022 and with ongoing renewal needs, the City is unlikely to be able to adequately respond to the anticipated growth demands without additional funding sources beyond what is currently projected.

### **Recommended Growth Project Allocation**

Potential growth projects were initially ranked using the prioritization criteria presented to Council on June 7, 2022, within the 2023-2032 Capital Investment Outlook. However, with nearly all unconstrained funding being required to meet renewal needs, further prioritization was required. As a result, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources.

The results of this work were then put through additional considerations, taking into account project timing, synergies with other projects, relevance to current issues, integration with renewal, addressing occupational health and safety issues and external influences. A list of recommended projects was then matched against available funding (unconstrained or constrained). Projects included in this proposed budget represent Administration's best recommendation, given the current available resources, balancing the City's ability to achieve Corporate outcomes and meet some immediate needs. A complete list of the projects that are approved for funding in this budget, including what checkpoint the project is currently funded to, as well as what checkpoint the project would reach, is provided in Appendix B.

# PROPOSED CAPITAL INVESTMENT



## PROPOSED CAPITAL INVESTMENT

Municipal infrastructure is the backbone of Edmonton’s everyday life. It is how residents get from home to the workplace, where they go for recreation, how they dispose of waste, how books and heritage treasures are cared for, and how police and fire rescue are positioned around the city to protect people day and night. Public infrastructure is essential to all residents and businesses in the City of Edmonton and critical to the competitiveness of the economy, the quality of life residents enjoy and the delivery of public services.

The table below provides a breakdown of the \$7.75 billion proposed 2023-2026 Capital Budget, broken down by corporate outcome and service. The table also separates investments for each service by growth and renewal.

**Table 7 - Growth Projects**

Service (\$millions)	2023-2026			2027 and Beyond			Overall Total
	Growth	Renewal	Total	Growth	Renewal	Total	
<b>TRANSFORMING FOR THE FUTURE</b>							
LRT Expansion	2,354.9	-	2,354.9	54.4	-	54.4	2,409.3
Yellowhead Trail Freeway Conversion	493.4	-	493.4	24.2	-	24.2	517.6
Blatchford Redevelopment	103.7	-	103.7	200.3	-	200.3	304.0
<b>Total Transformational Projects</b>	<b>2,952.0</b>	<b>-</b>	<b>2,952.0</b>	<b>278.9</b>	<b>-</b>	<b>278.9</b>	<b>3,230.9</b>
<b>SERVING EDMONTONIANS</b>							
<b>Recreation and Culture</b>							
Recreation and Cultural Programming	479.7	158.7	638.4	46.3	-	46.3	684.7
Recreational and Sport Facility Access Service	0.8	64.5	65.3	-	-	-	65.3
Edmonton Public Library	-	29.5	29.5	-	-	-	29.5
Internment and Perpetual Care Service	-	4.2	4.2	-	-	-	4.2
<b>Total Recreation and Culture</b>	<b>480.5</b>	<b>256.9</b>	<b>737.4</b>	<b>46.3</b>	<b>-</b>	<b>46.3</b>	<b>783.7</b>
<b>Social Support</b>							
Affordable Housing and Homelessness Service	26.3	-	26.3	-	-	-	26.3
<b>Total Social Support</b>	<b>26.3</b>	<b>-</b>	<b>26.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26.3</b>

Service (\$millions)	2023-2026			2027 and Beyond			Overall Total
	Growth	Renewal	Total	Growth	Renewal	Total	
<b>Public Safety</b>							
Fire Rescue Service	85.3	28.3	113.6	-	-	-	113.6
Edmonton Police Service	16.0	61.6	77.6	-	-	-	77.6
Traffic Safety Service	43.0	3.7	46.7	-	-	-	46.7
Bylaw and Provincial Act Enforcement Service	-	0.4	0.4	-	-	-	0.4
<b>Total Public Safety</b>	<b>144.3</b>	<b>94.0</b>	<b>238.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>238.3</b>
<b>Movement of People and Goods</b>							
Active Pathways and Roads Service	471.9	1,188.6	1,660.5	5.6	148.0	153.6	1,814.1
Transit Service	296.8	156.0	452.8	76.0	185.5	261.5	714.3
Parking Service	2.1	9.7	11.8	-	-	-	11.8
<b>Total Movement of People and Goods</b>	<b>770.8</b>	<b>1,354.3</b>	<b>2,125.1</b>	<b>81.6</b>	<b>333.5</b>	<b>415.1</b>	<b>2,540.2</b>
<b>Land Development</b>							
Residential, Commercial and Industrial Land Development Service	183.0	-	183.0	-	-	-	183.0
<b>Total Land Development</b>	<b>183.0</b>	<b>-</b>	<b>183.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>183.0</b>
<b>Environmental Protection</b>							
Parks and Open Space Access Service	167.8	237.3	405.1	34.3	-	34.3	439.4
<b>Total Environmental Protection</b>	<b>167.8</b>	<b>237.3</b>	<b>405.1</b>	<b>34.3</b>	<b>-</b>	<b>34.3</b>	<b>439.4</b>
<b>MANAGING THE CORPORATION</b>							
<b>Project and Asset Management</b>							
Facility Management and Maintenance	78.3	60.7	139.0	-	-	-	139.0
Fleet Management and Maintenance Service	-	126.3	126.3	-	-	-	126.3
<b>Total Project and Asset Management</b>	<b>78.3</b>	<b>187.0</b>	<b>265.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>265.3</b>
<b>Technology and Data</b>							
Open City and Technology	19.4	23.7	43.1	-	-	-	43.1
<b>Total Technology and Data</b>	<b>19.4</b>	<b>23.7</b>	<b>43.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>43.1</b>
<b>Grand Total</b>	<b>4,822.4</b>	<b>2,153.2</b>	<b>6,975.6</b>	<b>441.1</b>	<b>333.5</b>	<b>774.6</b>	<b>7,750.2</b>

## Transforming for the Future

These transformational projects create generational impacts and value with a clear connection to the four ConnectEdmonton strategic goals, The City Plan’s Big City Moves and the 2023-2026 Council Priorities.



### LRT Expansion

In 2009, City Council approved the Light Rail Transit (LRT) Long-term Network Plan that defined the future size, scale and operation of Edmonton’s LRT system. It included the expansion of the Capital Line to the northeast and south, expansion of the Metro Line to St. Albert city limits and completion of the Valley Line Southeast and West. The plan also identified the need for a supplemental east/west route south of the river; however, The City Plan’s Mass Transit Network has replaced this LRT with the B2 Route (BRT).

Currently, construction on the \$1.8 billion Valley Line Southeast is nearing completion and it is anticipated to be in service in 2023. Council’s next three priorities for LRT expansion, the Valley Line West (\$2.6 billion), Metro Line extension to Blatchford (\$291 million) and the Capital Line South extension (\$1.1 billion) from Century Park to Ellerslie Station (Heritage Valley Park-and-Ride) are also fully funded with contributions from the federal and provincial governments under the Investing in Canada Infrastructure Program. The partner governments’

contributions on these three priorities totals \$2.94 billion, which includes a \$1.47 billion contribution from each partner. The City’s contribution on these three priorities totals \$1.0 billion. Of the total capital budget approved for these three priorities, \$2.4 billion is over the 2023 to 2026 period.

Construction of the Metro Line and Valley Line West is underway. Early works for the Capital Line South extension are underway and the main construction contract is expected to be awarded in late 2023.

Preliminary designs are also complete for the Metro Line from Blatchford to Campbell Road, and the Capital Line South from Heritage Valley to Allard-Desrochers. This budget does not include any new funding requests for LRT expansion beyond what has already been approved by Council. Requests for funding will be presented to Council during future SCBAs should funding from other levels of government become available.



## Yellowhead Trail Freeway Conversion



On February 21, 2017, Council approved the capital profiles and funding sources (including the Federal Building Canada Fund and Provincial matching funding) for the various portions of the Yellowhead Trail Freeway Conversion Program. The Yellowhead Trail has the highest volume of trucks within the City and services inter-city, inter-regional and inter-provincial traffic. The City has a long history with various periodical upgrades to incrementally transition the Yellowhead Trail to a freeway. The Yellowhead Trail Strategic Plan (2011) and Goods Movement Strategy (2014) reaffirmed the need to improve the safety, operational capacity and level of service of the corridor. The corridor is also identified as an integral part of the goods and services network and contributes to Council's goal of Regional Prosperity. To

achieve this vision, the Yellowhead Trail freeway will consist of six core lanes with additional service and directional lanes in congested areas. The freeway will target an operating speed of 80 km/h (where possible) and will be free-flow. In some locations, off-corridor improvements will also be completed to ensure that traffic redistributed from previous direct connections to Yellowhead Trail will be able to travel to alternative connections more easily.

Council identified this project as the City's priority for consideration under the Federal Government's Building Canada Fund National Infrastructure Component, recognizing the national significance of Yellowhead Trail as part of the Trans-Canada Highway. The project is fully funded, with a total of over \$1.0 billion being committed from all levels of government over 10 years. The proposed 2023-2026 Capital Budget includes \$517.6 million of this funding towards the remainder of the project.

Over the course of the next four years, planning, design and public engagement will continue. The first stages of construction are complete and work is anticipated to extend through to the end of 2027.

## Blatchford



Blatchford's Redevelopment Office and Blatchford Renewable Energy joined to form a single integrated team. They are working together as this former municipal airport transforms into a people-first, sustainable neighbourhood that will play an integral role in building a healthy, climate-resilient city.

With multiple residential stages underway, Blatchford is on its way to becoming an amenity-rich, custom-designed community that is walkable, bikeable, transit-oriented and environmentally sustainable. When complete, the entire community will be home to 30,000 Edmontonians living, working and learning in the heart of the city.

As the land developer, the Blatchford Redevelopment Office is uniquely positioned to keep the long-term vision in mind, recognizing that it takes time to do things differently. The City's role includes planning and design of streets and parks, creation of building guidelines, installation of necessary infrastructure like sewers and utilities and the sale of land to home builders, who then work within the City's customized architectural and green building codes. Residents buy their homes from builders, like anywhere else in the city.

Blatchford Renewable Energy is a City of Edmonton owned utility that designs, builds and operates a community-wide district energy sharing system. This system provides homes and buildings in Blatchford with heating, cooling and domestic hot water from renewable energy sources, which drastically reduces a major source of greenhouse gas emissions.

This budget includes capital expenditures related to the land development in Blatchford that were approved in prior budget cycles. Expenditures related to the District Energy Sharing System utility are presented separately in the 2023–2026 Blatchford Renewable Energy utility budget.

## *Serving Edmontonians*

These capital investments enable the ability to provide valuable, efficient and consistent services to the people of Edmonton.

## **Recreation and Culture**

**Outcome: Edmontonians are physically and emotionally healthy.**

### **Highlights**

- 1.7M lives touched by recreation centres and attractions
- 18 recreation and leisure centres
- 20 ice arenas
- 9 cultural centres
- 4 museums
- 20 libraries

When people have access to recreation and culture programs, they are given the opportunity to maintain or improve their physical and emotional wellness and experience new things. Whether it is skating, swimming or golfing, connecting with the animals at the zoo, or learning about art or nature, thousands of Edmontonians take advantage of the City's amenities every year. Edmonton's recreational and cultural facilities are key components of Edmonton's high quality of life.

The City also partners with organizations such as Fort Edmonton Park Management Company, Edmonton Space and Science Centre Foundation and the Edmonton Soccer Association, and also supports many festivals and events that attract hundreds of thousands of visitors to Edmonton. The City makes opportunities available for community connection, learning and entertainment through its investments in the Edmonton Public Library.

Recreation and Culture includes the operations of many City's facilities, including recreation centres, attractions—like the John Janzen Nature Centre and Muttart Conservatory, as well as Edmonton's municipal cemeteries and cultural and community centres. Edmonton's renowned river valley and ravine system forms the largest urban park in Canada and provides a connective network of trails, corridors and pathways used for recreation and commuter access throughout the city.

### Looking Back

Significant investments have been made in libraries, parks, recreational and cultural infrastructure in the past budget cycle. Funding for design was directed toward developing new recreation centres at Lewis Farms, as well as renewing leisure centres at Jasper Place, Confederation Leisure Centre & Arena, Coronation Track and Grand Trunk Arena. Additionally, several trail work projects were completed in the Mill Creek and Whitemud Creek areas. Edmonton Public Library made a significant investment in completing the rehabilitation of Stanley A. Milner Library.

The Shared Park Development Program saw the City developing productive partnerships with industry that resulted in building several new parks, including John A Norris Park, Kittlitz Park Redevelopment, Santa Rosa Park and The Orchards School/Park Site Development.

### Looking Forward: 2023-2026 Budget Overview

#### Interment and Perpetual Care

*Providing interment services and perpetual care services.*

The City of Edmonton honors various cultural burial practices that reflect the diversity of Edmontonians' traditions at seven different cemetery locations, including one traditional burial ground. The municipality has the responsibility to ensure that the sites are maintained in perpetuity as per provincial legislative requirement in the *Cemeteries Act of Alberta*. Renewal priorities have been identified that align with ensuring the infrastructure is maintained to a standard of care expected at a cemetery. There are significant renewal requirements but due to limited budgets, the renewal work for the next four years will be modest and will focus on the highest need areas.

Projects recommended for funding in the 2023-2026 budget include:

#### Renewal:

- Beechmount Cemetery Renewal: Planning, Design and Deliver
- Cemetery Monument Restoration: Deliver
- Edmonton Cemetery Renewal Phase 2: Planning, Design and Deliver

#### Recreation and Cultural Programming

*Providing recreation, cultural and leisure programming for program participants with diverse needs, abilities and interests.*

Edmonton's recreation and cultural facilities are key components to delivering programming for improving upon and supporting Edmonton's high quality of life. The 2023-2026 Capital Budget supports Council's vision for Edmonton to be a healthy and connected city, providing ample opportunities for social connection and active recreation. The City will focus resources to ensure Edmonton's existing facilities are in a state of good repair and provide good value to residents. Based on recent analysis, the following projects have been identified for planned growth, replacement or rehabilitation of valuable program and service delivery equipment and facilities integral to supporting the healthy growth of the City of Edmonton.

Projects recommended for funding in the 2023-2026 budget include:

Growth:

- Commonwealth Recreation Centre Solar Photovoltaic Project: Planning and Design
- Coronation Park Sports and Recreation Centre: Deliver
- Grand Trunk Leisure Centre - Hot tub safety improvement: Planning, Design and Deliver
- Harbin Gate: Planning, Design and Deliver
- Iron Works Building Rehabilitation: Design and Deliver
- Lewis Farms Community Recreation Centre and Library: Design and Deliver
- Rollie Miles Leisure Centre: Planning and Design
- Swimming Pools and Aquatic Facilities - Occupational Health and Safety (OHS) Improvements: Planning, Design and Deliver
- Valley Zoo - Nature's Wild Backyard Phase II: Design and Deliver

Renewal:

- Community Recreation and Culture Equipment Conservation
- Edmonton Convention Centre Rehabilitation: Deliver
- Edmonton EXPO Centre Rehabilitation: Deliver
- Kinsmen Sports Centre Facility Rehabilitation: Design and Deliver
- Mill Creek Pool Rehabilitation: Deliver
- Mill Woods Recreation Centre Parking Lot: Planning, Design and Deliver
- Peter Hemingway Leisure Centre: Planning, Design and Deliver
- The Orange Hub Phase II Rehabilitation: Deliver
- Valley Zoo's Animal Enclosures and Fencing: Planning, Design and Deliver

**Recreational and Sport Facility Access**

*Providing access to recreational and sport facilities.*

Recreation and sport facility access encompasses a wide range of facilities and spaces within Edmonton including community and recreation facilities, sports fields, golf courses and more. The City's investments in this portfolio will ensure that Edmonton remains an attractive city with potential to positively impact the health of residents and the economic, social and cultural capacity of the City.

As Administration continues to improve on Edmonton’s accessible, safe and usable recreation fields and facilities, the following have been identified as rehabilitation or growth projects that will support this work.

Projects recommended for funding in the 2023-2026 budget include:

Growth:

- Kihciy Askiy Sacred Earth: Deliver

Renewal:

- Baseball Diamond Renewal Phase 2: Planning, Design and Deliver
- Baseball Diamond Renewal Phase 3: Planning, Design and Deliver
- Clareview Artificial Turf: Planning, Design and Deliver
- Clarke Artificial Turf: Planning, Design and Deliver
- Commonwealth Stadium: Planning, Design and Deliver
- Dr. Lila Fahlman Soccer Pitch Renewal: Planning, Design and Deliver
- Equipment Replacement: Deliver
- Mill Woods Artificial Turf: Planning, Design and Deliver
- Network and Connectivity Upgrades: Deliver
- Northgate Lions Senior Centre: Planning, Design and Deliver
- Ortona Armoury Arts Building Renewal: Deliver
- Poplar Park Soccer Pitch Renewal: Planning, Design and Deliver
- Riverside Golf Course Renewal: Planning, Design and Deliver
- Southside (McNally) Running Track: Planning, Design and Deliver
- Sports Field Conservation: Planning, Design and Deliver
- The Meadows Soccer Pitch Renewal: Planning, Design and Deliver
- Victoria Golf Course Cart Path Renewal: Planning, Design and Deliver

**Edmonton Public Library**

Edmonton Public Library (EPL) continues to implement and develop services and initiatives based on its 2019–2023 and 2024-2026 Strategic Plans. From opportunities to supporting community safety and well-being and combat urban isolation, to services that support lifelong learning, to open and inviting spaces where Edmontonians can access technology, take a class or simply hang out, EPL’s Strategic Goals align with and contribute to The City Plan and ConnectEdmonton particularly in the areas of Healthy City and Urban Places. Over the last eight years, City Council has been supportive in assisting EPL in revitalizing and growing its reach in the community and achieving its strategic goals. However, work is ongoing and requires continued support in capital investment to meet EPL’s strategic goals. Using demographics analysis from Environics Analytics’ Envision software and other demographic data, current and projected usage and, EPL Board’s Library Service Point Development Policy and 10-year Capital Priorities Plan, EPL has identified areas of growth and renewal for the next 10 years. Leveraging this research and analysis, EPL has identified where new branches are needed and where

existing branches should be expanded or relocated. In addition, EPL's rehabilitation and renewal projects are essential to maintaining key assets that are critical to the delivery of EPL services. Based on EPL Board's direction, this budget will include projects that were approved in previous budget cycles, ongoing rehabilitation and renewal projects and new/growth building projects.

Projects recommended for funding in the 2023-2026 budget include:

Renewal:

- Athlone - Calder Library Site Drainage Improvements: Planning, Design and Deliver
- Library Parkade 7 Sir Winston Churchill Square: Planning, Design and Deliver
- Library Asset Renewal (library materials, IT infrastructure and furniture and equipment)

## Social Support

**Outcome: Edmontonians have what they need to succeed.**

### Highlights

- 14,837 units of affordable housing currently exist in Edmonton

Safe and affordable housing is critical infrastructure for an inclusive, welcoming city that allows everyone a chance to thrive. The City of Edmonton works in partnership with the Government of Alberta, Government of Canada and nonprofit housing providers to support the delivery of

affordable housing in Edmonton. The City's Affordable Housing Investment Plan is focused on ensuring the creation of shovel-ready projects capable of attracting significant investment from other orders of government through the provision of land and limited funding. The City of Edmonton's Housing Needs Assessment projects a gap of approximately 59,000 units of affordable rental units by 2026. The need for housing impacts Edmontonians differently, and is particularly prevalent among female-headed families, racialized and Indigenous households, LGBTQ2S+ individuals, people with disabilities and other populations that face housing barriers.

A wide range of housing options are needed to support the well-being, health and prosperity of all Edmontonians. Affordable housing gives individuals and families the opportunity to thrive by supporting a healthy labour market, by enabling low-income households to move out of poverty and preventing others from falling into poverty and homelessness. It is also crucial for advancing reconciliation, given the links between Indigenous experiences of homelessness and housing need and historical trauma, oppression, racism and discrimination.

The COVID-19 pandemic has created additional challenges for marginalized populations and those living on the edge of poverty. There is considerable evidence that the pandemic has increased the need for affordable housing, including increased homelessness, reliance on food banks and other services provided by frontline social agencies. Municipal leadership is necessary to ensure Edmonton's

affordable housing sector can attract and leverage significant future provincial and federal investments in affordable housing.

### Looking Back

City Council approved the 2019-2022 Affordable Housing Investment Plan at a time when the importance of affordable housing was being recognized in formal reports, such as the End Poverty Strategy, and in policies from other orders of governments, including the introduction of new affordable housing funding programs. The City's goal of creating 2,500 new or renovated affordable housing units across Edmonton was supported by complementary operating and capital budget allocation, and successfully stimulated new unit growth and critical social and economic investment:

- A total of \$132.9 million in funding was committed in the City's 2018-2022 operating and capital budgets to create and maintain 2,728 affordable housing units, including 644 new permanent supportive housing units.
- The City's investment attracted almost \$200 million in investment from other levels of government and leveraged a further \$323 million in equity contributions from affordable housing providers.
- Taken together, the City of Edmonton's 2018-2022 Affordable Housing Investment Plan led to the construction of \$689 million in affordable and supportive housing projects in Edmonton.

### Looking Forward: 2023-2026 Budget Overview

#### Affordable Housing and Homelessness

*Providing affordable housing and services to address homelessness.*

Over the past two years, the Government of Canada has prioritized new affordable housing – most notably through the Rapid Housing Initiative – while the Government of Alberta has developed a new ten-year affordable housing strategy to guide new capital and operating investments. Both strategies require capital from municipalities to leverage funding and drive growth in affordable housing.

The Affordable Housing and Homelessness Capital Profile has \$26 million of approved funding in 2023-2026, initially allocated in the previous capital budget. The majority of this funding has already been allocated to existing projects. This allocation was done to access funds through the federal Rapid Housing Initiative, which allowed the City to exceed its targets in the development of new supportive housing units. There currently remains \$7 million within the profile allocated to the following:

- Final project completion of outstanding Rapid Housing Initiative 1 & 2
- Funding to support one project of up to 50 units in Rapid Housing Initiative Round 3
- Environmental assessments and service planning on existing City-owned housing sites
- Surplus school land development planning
- Communications and engagement support for affordable housing development

Projects recommended for funding in the 2023-2026 budget include completing the expenditure of remaining funds as described above.

Growth:

- Affordable Housing Land Acquisition & Site Development

## Public Safety

**Outcome: Edmontonians are safe and secure in our community.**

### Highlights

- 4,685 animals brought into the Animal Control Centre
- 52,661 transit peace officers total dispatched events
- 150,000 traffic signs
- 67,247 total Fire Rescue events
- 344 marked police vehicles
- 531 unmarked police vehicles
- 2 police helicopters
- 6 police divisional stations

Public Safety is teaching people how to be safe through proper fire prevention plans and safety inspections. It is how, with more than 10,000 kilometres of roadways in Edmonton, the City works to build safer roads and educate people through the Safe Mobility Strategy. It is how Administration works with the Edmonton Police Service (EPS). It is also how City peace officers and staff look out for residents by upholding community standards around things like weed control, snow removal and care and control of their pets.

The capital budget for public safety includes managing and maintaining all the fleet and facilities required to support boots-on-the-ground service delivery, as well as locations and facilities to support public access to service.

Edmonton Police Service is dedicated to ensuring public safety and advancing policing as a profession and will continue to work towards its vision of a forward-thinking police service that strengthens public trust through addressing crime, harm and disorder. Under the oversight of the Edmonton Police Commission (EPC), EPS' mission is to be relentless on crime and a leading partner in building community safety.

### Looking Back

Projects that support Edmonton's emergency services have included the rehabilitation of four fire stations,

In the past four years, the EPS has advanced key elements of its Capital Plan, including construction of the North West Campus facility (opened in Q1 2021) and replacing the Air 2 helicopter. EPS also commenced work on two large enterprise projects: the Computer Automated Dispatch and Records Management System Integration, Modernization and Maximization Program (CRIMM) project will modernize EPS' records management processes and system and will result in more timely and accurate reporting and analysis; and the City's Enterprise Commons project, which will transition from the aging enterprise technology systems to a single modernized technology system that spans the City's core enterprise functions.

### Looking Forward: 2023-2026 Budget Overview

#### Bylaw and Provincial Act Enforcement

*Providing bylaw and provincial act enforcement.*



In recent years, the scope and functions of Peace Officers and the Animal Care and Control Centre (ACCC) have expanded, and the need for the appropriate tools and equipment to complete their duties has also grown. Emergent issues such as the COVID-19 pandemic response, increasing rates of violent crime and disorder on public transit, *Animal Protection Act* seizures, the drug poisoning crisis and the growth in the size of the city's vulnerable population experiencing homelessness have all combined to increase the challenge of replacing essential tools and safety equipment, as increased wear and usage takes its toll.

Tools, medical and safety equipment must be current and in good working condition to support day-to-day operations, animal health and welfare, officer safety in the field and meet the standards required by provincial Occupational Health & Safety (OH&S) legislation, the Alberta Veterinary Medical Association (ABVMA) and the provincial Community Peace Officer Program.

Projects recommended for funding in the 2023-2026 budget include:

Renewal:

- Community Standards Enforcement Officer Tools & Equipment Replacement

**Fire Rescue**

*Providing fire rescue services to incident victims and their families, property owners, and insurance companies offering mitigation of a life / property threatening incident.*

Fire Rescue Services (FRS) has identified the need for two additional stations in the far northwest and southwest areas of the city, based on the continued growth and development of those areas. This budget proposes the design and delivery of Walker Lake and Cumberland stations, with the profiles for construction to be brought to Council when each design reaches Checkpoint 3. This budget also proposes the planning, design and delivery for equity, diversity and inclusion (EDI) and OH&S improvements in renewals for current stations, as well as land acquisition for future stations of Big Lake and Wedgewood in alignment with the FRS Station Location Master Plan.

Projects recommended for funding in the 2023-2026 budget include:

Growth:

- Big Lake Fire Station: Land
- Cumberland Fire Station: Planning, Design and Deliver
- Equity, Diversity & Inclusion (EDI) and OHS Renewal of current Fire Stations: Planning, Design and Deliver
- Fire Station No.8 Relocation - Blatchford: Planning, Design and Deliver
- Walker Fire Station: Planning, Design and Deliver
- Wedgewood Fire Station: Land

Renewal:

- Emergency Response Centre Station No.42: Planning, Design and Deliver
- Fire Station No.19 - Callingwood Rehabilitation: Deliver
- Fire Station No.22 - Oliver: Planning, Design and Deliver
- Fire Station No.3 - University Rehabilitation: Deliver
- Fire Station No.7 - Highlands: Planning, Design and Deliver
- Fire Services Equipment

**Traffic Safety**

*Providing planning, monitoring and strategic alignment of City programs and services that affect the safety of the City's mobility network (roads and active pathways).*

Edmonton's goal of Vision Zero is to eliminate all traffic fatalities and serious injuries by 2032. The [Safe Mobility Strategy 2021-2025](#) is a guiding document the City uses to help us reach the goal of Vision Zero through safe and livable streets.

Since adopting Vision Zero in 2015, fatalities on Edmonton streets have decreased by 50 per cent, serious injuries have decreased by 32 per cent, and pedestrian fatalities and serious injuries have decreased by 27 per cent. While progress has been made, the City continues to prioritize safety through the Safe Mobility Strategy because no loss of life is acceptable. Edmonton's streets are for people and all the ways they use them, and working towards Vision Zero helps build a city in which all people, regardless of age, ability or mode, can travel safely, easily and comfortably.

The budget request for 2023-2026 includes a growth request to fund two profiles, which build and expand on previous iterations of the programs that were funded in 2021-2022, and an asset renewal profile for automated enforcement equipment.

Growth:

- Safe Crossings Program
- Safe and Livable Community Streets

Renewal:

- Automated Enforcement Asset Renewal

**Edmonton Police Service**

Renewal and major rehabilitation of existing assets will continue to be a focus for EPS over the next four-year period, as well as responding to the needs of a growing city.

Projects recommended for funding in the 2023-2026 budget include:

Growth:

- Computer Automated Dispatch and Records Management System Integration, Modernization and Maximization (CRIMM) project
- Police IT - Applications Enhancement

Renewal:

- EPS-Police Headquarters Rehabilitation: Design and Deliver
- Police Equipment
- Police IT - Infrastructure Sustainment
- Radio Life Cycle
- Vehicle Replacements

## Movement of People and Goods

**Outcome: Edmonton has an accessible and varied transportation system moving people, goods and services efficiently.**

### Highlights

- 44 Transit Facilities
- 22 municipal, transit and facility maintenance facilities
- 11,833 kms of paved roads
- 200+ pedestrian bridges with 11,953 kms of paths, bike lanes and trails
- 5,700 paid parking stalls

A City of Edmonton's size and population values having a variety of different transportation modes. The City must ensure that the people and organizations that rely on Edmonton's transportation network are able to travel, move goods and provide services safely and efficiently.

This program involves the maintenance and inspection of more than 10,000 kilometres of roadways, bridges, bike lanes, sidewalks, trails, pathways and alleys. It includes activities such as snow clearing, sealing cracks in paths and

roads, micro-surfacing and filling potholes.

The City's 113,000 street lights improve safety and visibility for drivers, pedestrians and riders, while street signs and traffic control devices keep people safe and aid in traffic flow and congestion management across the road network. Public transit connects people with their communities by getting them to work, appointments, recreational activities and anywhere else they need to go on buses, paratransit and Light Rail Transit.

To support residents, workers and visitors, the City must plan, operate and maintain a vast system of transportation infrastructure that includes sidewalks, cycling routes, residential streets, arterial roadways, connectors and freeway systems. In recognizing that a transportation system composes a significant part of a city's public space and how its residents choose to move, the City must ensure that urban form, area planning and programming create an inviting and functional environment for Edmontonians. The City's environmental, financial and social sustainability will be largely determined

by Edmonton's investments in moving people, goods and services, which will shape the City's urban form and impact economic well-being.

With Edmonton's population and economy growing, transit service has never been more important to the city's well-being. Without efficient operations and adequate capacity, many residents, workers and visitors would be unable to access the schools, jobs, community events and attractions that make Edmonton a great city. The City strives to provide customer focused, safe, reliable and affordable public transportation services that link people, jobs and communities on conventional bus, Light Rail Transit (LRT), On Demand and DATS (paratransit). A great public transit system can help build an efficient transportation system and more compact and lively neighbourhoods. Well-supported public transit can also reduce the City's environmental footprint, link workers with jobs and customers with businesses, improve public health and encourage all residents to fully engage in urban life.

### Looking Back

The City continues to enhance the availability of public transit and promote a shift in how people move around Edmonton. Over the past budget cycle, the Edmonton Transit System (ETS) realized significant investment in the LRT with construction on the Valley Line West - Downtown to Lewis Farms, Metro Line North - Phase 1 from NAIT to Blatchford, and Valley Line Southeast - Downtown to Mill Woods. In addition to construction completion at Kathleen Andrews Transit Garage and Mill Woods Transit Centre, the ETS bus fleet replaced 60 of its vehicles with battery electric buses. Major renewal projects included the complete refurbishment of D.L. MacDonald Garage, Davies Site Richard Paterson Garage Building Rehabilitation, Ferrier Transit Garage, Mitchell Transit Garage, the Belvedere Transit Centre, Stadium LRT Station Redevelopment and various LRT station improvements at several locations.

Multiple arterial roadways and active modes projects have added capacity to existing roadways and critical goods movement corridors. Some of the completed projects that have helped with mobility across the city include multiple Mill Creek Pedestrian Bridge Rehabilitations, Glenora Bridge (107 Avenue Over Groat Road), Rabbit Hill Road Widening, Heritage Valley Transit Centre Park and Ride, Groat Road over the North Saskatchewan River and Groat Road Victoria Park Road Bridge.

### Looking Forward: 2023-2026 Budget Overview

#### Active Pathways and Roads Service

*Providing roadway users and active pathway users access to sidewalks, bicycle paths, and shared-use paths to move people, goods, and services.*

To support Council's priorities to enhance mobility networks and support economic growth, work toward achieving The City Plan target of 50 per cent of daily trips by transit and active modes, and support the City's climate goals and supports the action in the Energy Transition Strategy, the capital budget is continuing to invest in Active Pathways and Roads. A transportation system composes a significant part of a city's public space and how its residents choose to move. To achieve its goals and to support residents, workers and visitors, the City must plan, operate and maintain a vast system of

transportation infrastructure that includes sidewalks, cycling routes, residential streets, arterial roadways, connectors and freeway systems. It is through these vast transportation systems that mobility options provide choice of mobility and easier access. Edmonton's transportation networks also attract investment when they provide efficient modes of transportation and access. Lastly a connected network helps provide Edmontonians access they need to services in their communities.

Projects recommended for funding in the 2023-2026 budget include:

Growth:

- 50 Street CPR Grade Separation: Design and Deliver
- 99 Street Streetscape and Library Parkade Membrane Replacement: Planning, Design and Deliver
- 100 Street Pedestrian Bridge: Planning, Design and Deliver
- 103 and 103A Avenue Streetscaping: Design and Deliver
- 103A Avenue Pedway: Planning, Design and Delivery
- 105 Avenue Streetscaping: Planning, Design and Deliver
- 107 Street Streetscape: Planning, Design and Deliver
- Drainage Service - 104th Street (100 Avenue to Jasper Avenue): Deliver
- Edmonton-Strathcona County Pedestrian Bridge: Design and Deliver
- Green and Walkable Downtown - Emerging Opportunities: Planning, Design and Deliver
- Imagine Jasper Avenue (114 to 124 Street) (In Abeyance): Detailed Design and Deliver
- Jasper Avenue New Vision Phase 2: Planning and Design
- Missing Sidewalk Links: Planning, Design and Deliver
- Regulated Safety Upgrades at Railway Crossings: Planning, Design and Deliver
- Snow and Ice Control Sand/Salt Pile Storage: Planning, Design and Deliver
- Snow Storage Site Upgrades: Planning, Design and Deliver
- Terwillegar Drive Expressway Upgrades - Alternate Staging: Design and Deliver

Renewal:

There are more than 110 individual projects identified for Active Pathways and Roads renewal. Listed below are examples of key projects:

- 106 Street: Jasper Avenue - 102 Avenue: Planning, Design and Deliver
- 124 Street - 109 Avenue to 118 Avenue: Deliver
- 167 Avenue: 88 St. - 97 St.: Planning, Design and Deliver
- 18 Street over Horsehills Creek (B081): Planning, Design and Deliver
- 95 Avenue: 163 Street - 178 Street, Renewal and Bike Infrastructure Enhancements: Design and Deliver
- Coliseum Station over 118 Avenue LRT Bridge: Planning, Design and Deliver
- Latta Bridge: Replacement: Deliver: Deliver
- Low Level Bridges : Planning, Design and Deliver

- Victoria Trail Northbound: Yellowhead Trail - 153 Avenue: Planning, Design and Deliver
- Whitemud Drive Renewal Projects: Design and Deliver
- Rainbow Valley Bridges (B162/B180) : Planning, Design and Deliver
- Yellowhead Trail Renewal Projects: Design and Deliver
- Arterial Paving Program: Planning, Design and Deliver
- Bridge - Auxiliary Structures Assessment Program: Planning, Design and Deliver
- Bridge Emergent Program: Planning, Design and Deliver
- Bridge Joint Sealant Program: Planning, Design and Deliver
- Bridge Paving Program: Planning, Design and Deliver
- LRT Tunnel Assessment Program: Planning, Design and Deliver

### **Neighbourhood and Alley Renewal Program**

Included within the Active Pathways and Roads Service are projects under the Neighbourhood and Alley Renewal programs. The Neighbourhood Renewal Program is a cost-effective, long-term strategic approach to renew roads, sidewalks and street lights in mature neighbourhoods and collector roadways. The Neighbourhood Renewal Program leverages opportunities to make improvements to active transportation infrastructure (e.g., bike lanes and shared-use path additions), road safety enhancements (e.g., traffic calming and school area crossings) and park area enhancements (e.g., trails, benches and other park amenities). Alley Renewal involves alley reconstruction and repaving, improvements to surface drainage where possible, and upgrading of existing alley lighting to LED fixtures. It also includes the opportunity for a local improvement to add alley lighting if property owners are interested.

Projects recommended for funding in the 2023-2026 budget include:

#### **Neighbourhood Renewal**

- Belmead Neighbourhood (E/188 St): Planning, Design and Deliver
- Belmead Neighbourhood (W/188 St): Planning, Design and Deliver
- Boyle Street Neighbourhood: Planning, Design and Deliver
- Calder Neighbourhood: Deliver
- Dominion Industrial Neighbourhood (Paving): Planning, Design and Deliver
- Garneau Neighbourhood: Deliver
- Homesteader Neighbourhood: Planning, Design and Deliver
- Huff Bremner Estate Industrial Neighbourhood (Paving): Planning, Design and Deliver
- Killarney Neighbourhood Reconstruction: Deliver
- Larkspur Neighbourhood (S - 43 Ave.) (Paving): Planning, Design and Deliver
- Malmo Plains Neighbourhood: Deliver
- McCauley Neighbourhood: Planning, Design and Deliver
- Morris Industrial Neighbourhood (Paving): Planning, Design and Deliver
- Oliver Neighbourhoods: Planning, Design and Deliver
- Ottewell Neighbourhood: Planning, Design and Deliver

- Overlanders Neighbourhood: Planning, Design and Deliver
- Papaschase Industrial Neighbourhood (Paving): Planning, Design and Deliver
- Pleasantview Neighbourhood Reconstruction: Deliver
- Rossdale Neighbourhood: Planning, Design and Deliver
- Thorncliff Neighbourhood (S - 82 Ave.) (Paving): Planning, Design and Deliver

#### Alley Renewal

- Allendale Neighbourhood: Planning, Design and Deliver
- Bannerman Neighbourhood: Planning, Design and Deliver
- Beverly Heights Neighbourhood: Planning, Design and Deliver
- Blatchford Area Neighbourhood (Kingsway BIA Alley), Alley Renewal: Planning, Design and Deliver
- Boyle Street Neighbourhood (Downtown BIA Alley): Planning, Design and Deliver
- Carlisle Neighbourhood: Planning, Design and Deliver
- Central McDougall Neighbourhood (Chinatown BIA Alley): Planning, Design and Deliver
- Central McDougall Neighbourhood (Kingsway BIA Alley), Alley Renewal: Planning, Design and Deliver
- Crawford Plains Neighbourhood: Planning, Design and Deliver
- Daly Grove Neighbourhood: Planning, Design and Deliver
- Fraser Neighbourhood: Planning, Design and Deliver
- Glenwood Neighbourhood (E - 163 St.) Neighbourhood: Planning, Design and Deliver
- Gold Bar Neighbourhood, Alley Renewal: Planning, Design and Deliver
- Kilkenny Neighbourhood: Planning, Design and Deliver
- Kirkness Neighbourhood: Planning, Design and Deliver
- Lansdowne Neighbourhood, Alley Renewal, Planning, Design and Deliver
- McCauley Neighbourhood (Chinatown BIA Alley): Planning, Design and Deliver
- Menisa Neighbourhood, Alley Renewal: Planning, Design and Deliver
- Meyokumin Neighbourhood: Planning, Design and Deliver
- Oliver Neighbourhood (124 Street BIA Alley): Planning, Design and Deliver
- Pollard Meadows Neighbourhood: Planning, Design and Deliver
- Prince Rupert Neighbourhood (Kingsway BIA Alley), Alley Renewal: Planning, Design and Deliver
- Queen Mary Park Neighbourhood (Kingsway BIA Alley), Alley Renewal: Planning, Design and Deliver
- Rideau Park Neighbourhood: Planning, Design and Deliver
- Royal Gardens Neighbourhood: Planning, Design and Deliver
- Spruce Avenue Neighbourhood (Kingsway BIA Alley), Alley Renewal: Planning, Design and Deliver
- Strathearn Neighbourhood: Planning, Design and Deliver
- Westmount Neighbourhood (124 Street BIA Alley): Planning, Design and Deliver

### Neighbourhood and Alley Renewal

- Baturyn Neighbourhood: Design and Deliver
- Beaumaris Neighbourhood and Alleys: Deliver
- Dunluce Neighbourhood: Planning, Design, Deliver
- Gariepy Neighbourhood: Planning, Design and Deliver
- Glenwood Neighbourhood (W - 163 St.) Neighbourhood : Planning, Design and Deliver
- Hairsine Neighbourhood: Planning, Design and Deliver
- Hillview Neighbourhood: Planning, Design and Deliver
- Meyonohk Neighbourhood: Planning, Design and Deliver
- Glenwood Neighbourhood (W - 163 St.): Planning, Design and Deliver: Planning, Design and Deliver

### **Transit Service**

*Providing transit riders public transportation within city limits.*

Consistent with Council's priority of investing in mobility options to support The City Plan and climate goals, the capital budget includes investments that will support the expansion of the mass transit network for a population of 1.25 million and support the transition to a zero-emission transit fleet. As the current transit garages are at capacity for fleet storage, this work will require building new garage facilities to accommodate service growth to meet the evolving transportation needs of the community. Continued reinvestment in existing assets is also critical to ensure a state of good repair of the transit system and ensure reliable service for transit riders. The significant commitment to replace the Siemens-Duewag U2 LRV vehicles over the next two budget cycles signifies an important reinvestment in mass transit that will support ongoing reliability of the high-floor LRT service.

The launch of Valley Line Southeast service will see Edmonton's first low-floor urban LRT service added to transit service in Edmonton. Construction of the Metro Line to Blatchford and Valley Line West is also underway. Early works for the Capital Line South extension are underway and the main construction contract is expected to be awarded in late 2023. Preliminary designs are also complete for the Metro Line from Blatchford to Campbell Road, and the Capital Line South from Heritage Valley to Allard-Desrochers. This budget does not include any new funding requests for LRT expansion beyond what has already been approved by Council.

ETS is creating a convenient, safe and reliable transit experience for Edmontonians. While transit ridership continues to recover from the COVID-19 pandemic, ridership recovery and growth is further supported by improving the rider experience. By prioritizing the safety and security of transit riders and staff, upgrading and installing new technologies will take place to further enhance security. The implementation of the new Arc fare payment system expected in 2023 will significantly improve convenience, transforming the way riders pay fares.



Projects recommended for funding in the 2023-2026 budget include:

Growth:

- LRT Tunnel Intruder Technology
- New Transit Bus Garage: Land, Planning, Design and Delivery (In Abeyance)
- Train to Wayside Technology

Renewal:

- Bus Fleet and Equipment Rehabilitation and Replacement
- Light Rail Vehicle (LRV) Replacements
- LRT Fleet and Equipment Renewal
- LRT Signals and Electrification Renewal
- Transit Communications Renewal
- Transit Facility and Right of Way Renewal

## Land Development

**Outcome: Edmonton is developed to support growth and social, cultural, economic and environmental well-being.**

**Highlights**

- 403 Acres of Residential Land
- 370 Acres of Industrial Land
- 10yr Total Dividend Paid: \$27.8M
- 96% of homes achieving energy efficiency ratings
- 3,500 new homes to be created in Exhibition Lands
- 2,700 new homes to be created in River Crossing

The Land Development program encapsulates much of the planning and development that make Edmonton a place that continues to grow and be an attractive place to live. Great neighbourhoods contribute to the city's vibrancy and prosperity. They provide an exceptional quality of life for residents, offering diverse housing and local amenities, employment opportunities, good access to transportation options and a strong sense of place and belonging. Providing livable, sustainable, innovative, integrated and business ready neighbourhoods and land development opportunities in both new and mature

areas will ensure that Edmonton is well-positioned to attract new residents and new talent and sustain economic growth and competitiveness over time.

### Looking Back

The City continues to evolve its Land Development Program to better align with The City Plan and other strategic objectives. Over the past budget cycle, Administration, Council and the land development community had several conversations regarding the City's ongoing participation in greenfield residential and industrial development. During these conversations, much of the funding was frozen, preventing new work from advancing for a significant amount of time, particularly with the

greenfield residential program. After a thorough review by Council, the program was reinstated and directed to continue land development activities.

In Laurel, the City developed and sold over 300 single family residential lots over the past four years, each with the requirement for higher energy efficiency. In Southeast Industrial, the City developed 14 light industrial lots that became available for sale in 2022 and saw higher-than-anticipated absorption. The Heritage Valley Town Centre land development project continues to advance and will create a transit-oriented development surrounding the future LRT station, while simultaneously providing critical infrastructure to new schools and a district park.

The Edmonton Exhibition Lands Planning Framework was approved in 2021, followed by the endorsement of the Exhibition Lands Implementation Strategy later that year. In 2022, technical studies were undertaken to better inform work and land sales that are planned for the upcoming budget cycle. The River Crossing Business Plan was approved in 2019 and technical studies were advanced to better understand the challenges and opportunities in developing the area. Prior to any development of the area, the City will undertake engagement to ensure that Indigenous peoples are able to have meaningful input into how the area develops in alignment with the Business Plan while acknowledging and respecting the immense historical significance of the area.

### Looking Forward: 2023-2026 Budget Overview

#### **Residential, Commercial and Industrial Land Development**

*Providing residential, commercial and industrial land development services.*

The City's active participation in the Residential, Commercial and Industrial Land Development service helps to achieve these objectives through direct action to create these opportunities for Edmontonians.

The service develops large and small scale residential and industrial subdivisions in both developing and redeveloping areas of the City. Projects range from large scale greenfield subdivisions to single lot infill redevelopments on surplus lands. Transformational redevelopment in Edmonton Exhibition Lands and River Crossing are also to be delivered under this service, supporting the creation of new infill communities that advance many of the goals included in The City Plan. As a self-funded program, Land Enterprise functions similar to a private developer while balancing goals aligned to The City Plan objectives, such as financial accountability, sustainability, equitable access to housing and other actions. Land Enterprise's activities provide an alternate revenue stream to the City and create opportunities to advance The City Plan, increase the City's tax base, maximize the use of underutilized land, allow for innovation and unlock challenging land development opportunities.

Projects recommended for funding in the 2023-2026 budget include:

Growth:

- Edmonton Exhibition Lands
- Heritage Valley Land Development
- Industrial-Commercial-Investment Land Acquisition and Development
- Real Estate Investment Purchase
- Real Estate Transportation Legacy Land Acquisition
- Residential/Mixed-Use Land Acquisition and Development
- River Crossing Redevelopment
- Transforming Surplus City Lands

## Environmental Protection

**Outcome: Edmonton has sustainable access to parkland and green infrastructure, including facilities, while maintaining and protecting the natural environment, minimizing its environmental impact and mitigating climate change.**

### Highlights

- 38 park or open space projects and 13 playgrounds were built in 2021
- Edmonton has 10,000 hectares of park and open spaces, including the river valley
- 100+ Community gardens

Being effective stewards of the environment to protect it for today and for future generations is important to us all. The City minimizes the impact of people's daily living on the environment in several ways. City waste services promote sustainable waste management practices and manage the collection of waste for recycling, reuse or disposal. The City ensures that green spaces and wildlife are protected and managed, and pests are controlled. Park rangers ensure that people use natural areas safely, and other City staff look after the health and longevity of Edmonton's vast urban forest and the green areas along roadways.

Edmonton's green network strategy, Breathe, is designed to support a more diverse and complex approach to growth in parks and open spaces. As an extension of the City's new Open Space Policy, Breathe will support continued expansion into newly developing areas, intensification in mature and established neighbourhoods and transformation of the City's central core. The 2023-2026 Capital Budget is guided by this strategy and the City intends to continue acquiring land in the river valley and natural areas as opportunities for land acquisition present themselves. Additionally, the City will continue to develop park space in a manner that reflects the interconnected nature of Edmonton's open spaces and the way that many different urban networks coexist and overlap to form an integrated, multifunctional green network.

## Looking Back

Edmonton protects its natural environment, minimizes its environmental impact and mitigates climate change. Cities worldwide are working swiftly to develop and implement plans in response to climate change. Edmonton is no different and has worked judiciously to ensure that city operations and the wider community have a well-researched, scientifically sound and stakeholder-validated strategy and action plan to follow.

In the last budget cycle, capital investments continue to support the Community Energy Transition Strategy and Climate Resilient Edmonton: Adaptation Strategy and Action Plan. Completed projects during this cycle include Emily Murphy Park Renewal, Gold Bar Trail Renewal, Mill Creek Trail Realignment and Restoration, Groundwater Diversion System Replacement to the south of the Clover Bar Landfill, Urban Tree Canopy Expansion and various LRT extensions, which will drastically reduce the number of cars on the road and reduce greenhouse gas emissions.

## Looking Forward: 2023-2026 Budget Overview

### Parks and Open Space Access

*Providing preservation of and access to parkland and open spaces for recreation.*

Edmonton's green network strategy, Breathe, and the Ribbon of Green SW + NE are designed to support a more diverse and complex approach to growth in parks and open spaces while guiding the protection and responsible use of the river valley system. Breathe will support continued expansion into newly developing areas, intensification in mature and established neighbourhoods and transformation of the City's central core, with a focus on open space distribution, quality, diversity and supply. Building on the framework established by Breathe the Ribbon of Green NW + NE provides direction for planning, programming and management of the North Saskatchewan River Valley and Ravine System. The 2023-2026 Capital Budget is guided by these strategies and the City intends to continue acquiring land in the river valley and natural areas as opportunities for land acquisition present themselves.

The City will continue to develop open space in a manner that reflects the interconnected nature of Edmonton's open spaces and supports an integrated, multifunctional green network. In addition, the City will continue to provide enhanced tree planting levels required in order to meet The City Plan's goal of planting two million trees by 2050, as well as work towards the larger goal of growing Edmonton's urban forest canopy to 20 per cent canopy coverage by 2071 citywide.

Projects recommended for funding in the 2023-2026 budget include:

#### Growth:

- Beaver Hills House Park - Michael Phair Park Upgrades: Design and Deliver
- Centennial Plaza Renewal: Planning, Deliver

- Commemorative Programs: Planning, Design and Deliver
- District Park Land Acquisition
- Dry Pond Land Acquisitions
- Greener As We Grow Tree Planting Program (in abeyance)
- Heritage Valley District Park: Delivery
- Infrastructure Delivery - Growth (\$1M permanent washrooms): Planning, Design and Deliver
- Malcolm Tweddle & Edith Rogers Dry Ponds
- Mature Area Land Acquisition
- Natural Area Acquisition
- Neighbourhood Park Development Program Transition
- River Valley Land Acquisition
- Secord South Grade Level Seed: Design and Delivery
- Suburban School and Park Land Acquisition
- Urban Tree Canopy Expansion
- Warehouse Park: Planning, Design and Deliver

Renewal:

- Access and Circulation Conservation: Deliver
- Allan Stein Trail Renewal: Design and Deliver
- Auxiliary Asset Renewal Program: Deliver
- Baturyn Open Space Asset Renewal: Planning, Design and Deliver
- Beaver Hills House Park Renewal: Design and Deliver
- Boyle Street Open Space Asset Renewal: Planning, Design and Deliver
- Calder Open Space Asset Renewal: Planning, Design and Deliver
- Confederation District Park Renewal: Deliver
- Cumberland & Southbrook Trail Renewal: Planning, Design and Deliver
- Dawson Park Trail Renewal: Design and Deliver
- Dunluce Open Space Asset Renewal: Planning, Design and Deliver
- Elsinore, Lymburn and Richford Trail Renewal: Planning, Design and Deliver
- Furniture Conservation: Deliver
- Garipey Open Space Asset Renewal: Planning, Design and Deliver
- Glenora Park Utility Renewal: Planning, Design and Deliver
- Gold Bar Road and Parking Lot Renewal: Planning, Design and Deliver
- Green Shack Conservation: Deliver
- Hairsine Open Space Asset Renewal: Planning, Design and Deliver
- Highland - 110 Avenue and Trail Renewal: Planning, Design and Deliver
- Highland's Rivers Edge Trail: Planning, Design and Deliver
- Kernohan Overland Drainage: Planning, Design and Deliver
- Killarney Open Space Asset Renewal: Planning, Design and Deliver
- Laurel SWMF Trail and Boardwalk Renewal: Planning, Design and Deliver

- Mackenzie - MacKinnon Granular Trail Renewal: Planning, Design and Deliver
- MacKenzie Ravine Boardwalk Renewal: Planning, Design and Deliver
- McCauley Open Space Asset Renewal: Planning, Design and Deliver
- Meyokumin Open Space Asset Renewal: Planning, Design and Deliver
- Mill Creek Ravine Signage Renewal: Planning, Design and Deliver
- Neighbourhood Tree Renewal: Deliver
- Open Space Overland Drainage Program: Planning, Design and Deliver
- Ottewell Open Space Asset Renewal: Planning, Design and Deliver
- Park Renewal Program: Planning, Design and Deliver
- Playground Conservation: Deliver
- Pleasantview Open Space Asset Renewal: Planning, Design and Deliver
- Queen Elizabeth Park Road & Parking Lots and Nellie McClung Trail: Planning, Design and Deliver
- Replacement Planting: Planning, Design and Deliver
- River Valley Access and Circulation Conservation: Deliver
- Rundle Park Parking Lots and Remaining Road Sections: Planning, Design and Deliver
- Security Light Reconnection: Planning, Design and Deliver
- Sir Wilfrid Laurier Park Road and Parking Lots: Planning, Design and Deliver
- Terra Losa Trail Renewal: Planning, Design and Deliver
- Tree Grate Renewal: Deliver
- Unplanned Park Renewal Program: Planning, Design and Deliver
- Unplanned River Valley Access and Circulation Program: Planning, Design and Deliver
- Urban Tree Renewal: Deliver
- Utilities Renewal Program: Planning, Design and Deliver
- Whitemud Park Trail from Brookside to Kihciy Askiy: Planning, Design and Deliver
- William Hawrelak Park Rehabilitation: Design and Deliver

## *Managing the Corporation*

### **Overview**

Building a great city takes foresight, planning and the ability to run internal functions smoothly. In practice, much of the work that enables the City to operate with safe and reliable consistency happens behind the scenes. From operating yards, to fleet maintenance equipment and facilities, to security systems for information technology, the City is committed to increasing Edmonton's safety and resilience, and ensuring the efficacy of municipal services.

## Project and Asset Management

**Outcome: The City of Edmonton's projects are well-managed and assets are maintained for accountable service delivery.**

### Highlights

- 900+ City-owned facilities
- 5,000+ vehicles and equipment
- Refurbishment of over 80 buses/year

Planning, designing, constructing and properly maintaining capital assets is essential for the City to provide services to Edmontonians. Infrastructure is expensive to build or buy, renew or replace, which means that getting maximum value from every dollar spent on infrastructure is important and necessary. This program ensures that the life-cycle and value for the money of City assets is optimized. The City builds and maintains capital assets

including land, equipment, IT, fleet, facilities, transportation networks, open spaces and utilities for the use of Edmontonians and to provide services, now and over the long term.

### Looking Back

The City continues to enhance the efficiency and effectiveness of Fleet and Facility Services in keeping Edmonton working, moving and thriving through the completion of various projects, including West End Transportation Facility Vehicle Maintenance Shop Exhaust Upgrade, Operational Yards Occupational Health, Safety/Security - Hermitage, D.L. MacDonald Garage Rehabilitation, Heritage Valley Transit Centre and Park and Ride, Jasper Place Transit Centre Terminal and Busway Renewal, Centennial Transit Garage Lighting Retrofit, Hoist Replacements - Vehicle and Equipment Hoist Program, Accessibility Bus Stop Program, Castle Downs Transit Centre Terminal and Busway Renewal.

In addition, the City continues to ensure that civic programs and supporting infrastructure are in place to continue to support the conditions required for service success.

Infrastructure upkeep and life-cycle management are essential to the safety of residents and civic services. These services and associated infrastructure help the City deliver attractions, coordinate and host events and festivals year-round to promote the vibrancy of the community, drive tourism and economic development, build Edmonton's brand, foster civic pride and celebrate together. Notable capital investments over the past four years include Century Place Renewal, Civic Precinct Phase 2 and Civic Precinct Surface and Fountain Renewal.

### Looking Forward: 2023-2026 Budget Overview

#### Fleet and Facility Management and Maintenance

*Providing maintenance and support services for City-owned buildings, infrastructure amenities, fleet, equipment, and for external clients.*

Investment in the budget is mainly targeted for fleet replacement. Fleet and Facility Services requires ongoing vehicle replacement while still meeting the goals of the Community Energy Transition Strategy and the Sustainable Fleet Management Action Plan. Other investments projected to support a growing and diversified fleet include shop equipment replacements, increased fuel storage capacity and upgraded fluid dispensing technology.

Projects recommended for funding in the 2023-2026 Capital Budget include:

Growth:

- Ambleside Integrated Site - Phase 1: Design and Deliver

Renewal:

- Fleet Renewal
- Vehicle and Equipment Service Lift Upgrades & Replacement: various sites
- Fleet Fluid Storage, Dispensing and Disposal System Upgrades & Replacements: various sites
- Contaminated Sites: various sites
- Tools & Shop Equipment Program

## Technology and Data

**Outcome: The City of Edmonton's technology and data are leveraged to enable quality decision-making and enhance innovative service delivery.**

### Highlights

- 521 virtual desktops added so employees can work from anywhere
- 1,200+ Open City Wi-Fi hotspots
- 2,500 virtual machine servers

The effective use of technology is crucial for the City in today's hyperconnected world. As a digital city, Edmonton is embracing change and delivering services in creative and innovative ways.

### Looking Back

The City has been transitioning from a technology investment model that focused primarily on maintaining current technologies to a model that aligns new investments to the Business Technology Strategy. Historically, the City has limited investment in technology asset renewal in part due to funding constraints. This has had a cumulative impact on many technology assets. Many of these assets have been stretched beyond their planned useful life, which has increased the City's exposure to operational risks.

The adoption, use and reliance on technology across the City has increased steadily over the past two decades, and the COVID-19 pandemic gave rise to rapid shifts and greater reliance on technology than ever before. This demand and reality is not going away. Business technology is at the core of how the



City serves Edmontonians, manages the corporation and transforms Edmonton for the future. Investing in business technology is essential to achieve these objectives.

### Information Technology Current Challenges

The following realities have a significant impact on the capital funding requested for business technology investment at the City of Edmonton.

#### 1. Increasing Technology Demand

The adoption, use and reliance on technology across the City has increased steadily over the past two decades. This upward trend can be easily observed in technology usage, as well as in data growth. The City's data centres currently house 3,000 terabytes of data, representing a 150 per cent increase since 2019. The need for technology is higher than it has ever been and that need will continue to grow as Edmonton enhances connectivity, integration, open data, geospatial information, data collection and analytics.

#### 2. Aging Technology Assets

The City has invested in major enterprise transformations, including the City's geographic information systems (GIS) platform, hybrid work arrangements and Enterprise Commons, that will support the City and residents for the next generation. However, many budget cycles of underinvestment have left the City with significant (and growing) technical debt. Technology assets need to be refreshed, renewed and/or replaced regularly to control maintenance costs and manage operational and security risks appropriately. The City's aging, over-extended technological assets challenge the ability to control costs and risk exposure. As the City standardizes the massive enterprise transformations, the organization is simultaneously challenged with maintaining the city's technological resilience.

#### 3. Cybersecurity

The privacy of data and the security of information remain at the top of mind for both public and private organizations. As the interconnectedness of technologies and systems increases, the opportunities for attackers to exploit those systems also increases. The City has enhanced its detective and defensive cybersecurity technologies and reduced this risk, but attacks continue. The City assesses cybersecurity risk across the corporation and in projects to enable the business to make informed cybersecurity decisions. Continued investment in technologies to identify, protect, detect, respond and recover from cybersecurity attacks is critical to limiting susceptibility to threats and vulnerabilities.

#### 4. Remote Work

During the COVID-19 work from home orders, the City was prepared and able to act quickly to scale up virtual desktop access and remote connectivity to enable employees to work from home. The

Application Portal allows employees to access City web-based applications and work files from anywhere, and daily users increased from 500 to up to 3000 users per day.

The City continues to improve remote work connectivity with portable devices and supporting systems and applications to use technology anywhere and anytime. The shift enables more efficient and effective program service delivery, better decision-making through access to real-time data and increased overall customer responsiveness.

#### 6. Decreased Capital Investment Over Time

The on-premise footprint of organisations is being reduced as they move to shared infrastructure, including using software as a service and implementing cloud strategies or other integrated systems. Cloud technology represents one of the largest shifts in application space in City history; the technology is new, complex and delivered in a new way. As the City pivots to using more cloud-based technologies and adopts digital processes and solutions, IT staff are required to learn and master new technologies to leverage the full capabilities of the City's technology solutions. While the City has not yet seen a significant shift from capital to operating expenditures, over the next few years this shift will become apparent to better leverage investments, optimize processes and deliver quality service while managing costs effectively.

#### **Looking Forward: 2023-2026 Budget Overview**

The City continues moving away from the traditional, siloed delivery model to a model where the right initiatives are prioritised irrespective of the funding source, be it operating or capital. Administration envisions all its business areas being coordinated to bring the right resources to the right projects, whether they are established in the current plan or through other opportunities not yet identified.

This strategic outlook is enabled by the Business Technology Strategy, the implementation of a technology investment framework and the establishment of a new corporate technology governance model discussed below.

#### Business Technology Strategy

The City's Business Technology Strategy aligns technology with the needs of the corporation and to how Administration interacts with residents and external partners. Building a great city requires foresight, planning and active collaboration between residents, industry, academia and all orders of government. The Business Technology Strategy enables the corporation to shift toward a City-wide data, information and technology management approach to better serve residents. It also guides how the City prioritizes its business technology investments.

Moving forward, investments to applications and infrastructure are enabled with consideration to corporate-wide technology initiatives. Following the Business Technology Strategy principles, this integrated approach streamlines the corporate technology ecosystem. Funding of specific technology

investments is continuously re-evaluated to balance achieving the Business Technology Strategy goals with flexibility to address emerging priorities and technologies.

This strategic approach to technology investment funding ensures that maximum value is provided to the organization.

#### Corporate Technology Investment Framework

To continue providing value to residents, a modern technology investment framework has been developed that aligns with industry best practices and the following principles:

- Enhancing the resident experience
- Providing reliable information
- Promoting partnerships and collaboration
- Transforming through innovation
- Thinking corporately

#### Business Technology Governance

A robust governance structure is in place that includes an Executive Leadership Team (ELT) committee, an advisory committee and representation from all City of Edmonton departments. This approach is intended to increase strategic focus, collaboration, transparency and effectiveness of decision-making, applies rigorous project management practices to managing technology investment decisions and advocates for continual project review and valuation.

This multi-layered governance performs frequent investment reprioritization and follows a model of processes and gating similar to that of the Integrated Infrastructure Services Department. This allows decision-makers and governing bodies to have increased confidence that investments support the City's real needs and to be certain that essential project parameters are well-defined.

#### Overview of 2023-2026 Business Technology Capital Budget Investments

The 2023-2026 capital investments work towards delivering superior programs and services and providing an exceptional quality of life for Edmontonians. These investments will introduce some much-needed functionalities and technologies. They drive innovation and refresh existing core infrastructure assets. They meet the demands and expectations of residents, stakeholders, partners and employees, taking them through seamless digital experiences and allowing them to interact with the City when and how they please. These technology investments position Administration to deliver the strategy and continuous improvement, corporate asset management and resource stewardship and communication and connectivity priorities of the priority based budgeting process, and enable other business services across the City organization to achieve public facing budget priorities.

Business technology investments are categorized into the following groups:

1. Renewal Profiles: groupings of projects required to perform usual business operations. Renewal composites are further broken down by type:
  - Applications: investments to manage and maintain the City's existing technology applications.
  - Infrastructure: investments to manage and maintain the City's physical technology infrastructure.
2. Growth Profiles: projects which expand or transform the business and take the corporation beyond usual business operations. These projects are either organized in groups (growth composites) or as standalone projects (if considered high profile and high risk).

The determination of appropriate investment allocations between these groupings took into consideration the following:

- Corporate risk including legislative requirements
- Industry best practice for target renewal and growth allocations
- Requests from across the City for technology projects to support business objectives
- Alignment to the Business Technology Strategy
- Forecasted return on investment

Funding of initiatives in all these groupings follows the Corporate Technology Investment Framework, which includes the development of business cases for projects. Projects are reviewed under the new governance model and assessed for overall corporate value. Ongoing reviews ensure that the rapidly changing municipal environment is considered, the best value for investments is achieved and technology investments remain in alignment with the City's evolving priorities.

## CONCLUSION

The capital budget aims to balance renewal and growth projects so that capital investment maximizes benefits, reduces risk and provides service levels that meet the public's expectations. The total proposed capital budget for 2023-2026 is \$7.75 billion. Of this, \$4.4 billion relates to previously approved projects, with an additional \$1.1 billion in new growth and \$2.1 billion of new investment in the renewal of existing assets. With construction prices expected to rise, interest rates increasing, and the uncertainty with respect to the continued level of capital funding that the federal and provincial governments will provide, the 2023-2026 Capital Budget has proposed projects based on the principles outlined earlier in this report for Council consideration.

# APPENDICES





# APPENDIX A

## PROFILES REQUESTING FUNDING



## **APPENDIX A - PROFILES REQUESTING FUNDING**

### *TABLE OF CONTENTS*

Capital Profile Report Guide	89
List of Capital Profiles by Asset Category	96
Asset Class Descriptions	103



## CAPITAL PROFILE REPORT GUIDE

**RECOMMENDED:** This is a new capital profile that has a budget request to be approved by City Council.

<b>RECOMMENDED</b>	
<b>PROFILE STAGE:</b>	<b>Council Review</b>
<b>PROFILE TYPE:</b>	<b>Standalone</b>
LEAD MANAGER:	Lead Branch Manager
PARTNER MANAGER:	Partner branch Manager
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026
<b>Project Initiative:</b>	
PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>69,000</b>
TOTAL PROFILE BUDGET:	<b>69,000</b>

This is the budget amount that is being requested in this budget cycle.

**RECOMMEND FUNDED:** This is a profile that is previously approved by City Council which has a budget request.

<b>RECOMMENDED FUNDED</b>	
<b>PROFILE STAGE:</b>	<b>Approved</b>
<b>PROFILE TYPE:</b>	<b>Composite</b>
LEAD MANAGER:	Lead Branch Manager
PARTNER MANAGER:	Partner Branch Manager
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026
<b>Project Initiative:</b>	
PREVIOUSLY APPROVED:	26,698
BUDGET REQUEST:	69,414
TOTAL PROFILE BUDGET:	96,112

This is the amount approved by Council in the prior year capital budget cycle.  
*Note: Previously approved composite profiles with no approved budget in 2023/beyond will show as zero/blank.*

This is the budget amount that is being requested in this capital budget cycle

This is the total profile budget if the budget request is approved by Council

**FUNDED:** This is a profile that was previously approved by City Council which does not have a budget request. However, the profile has a budget in the forecast years of the proposed capital budget cycle. This stage is also known as “Approved.”

<b>FUNDED</b>	
<b>PROFILE STAGE:</b>	<b>Approved</b>
<b>PROFILE TYPE:</b>	<b>Standalone</b>
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Gord Cebryk
ESTIMATED START:	May, 2019
ESTIMATED COMPLETION:	December, 2022
<b>or Initiative: Great Neighbourhoods</b>	
PREVIOUSLY APPROVED:	53,436
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	53,436

This amount is approved by City Council in the prior year/budget cycle.

No budget request in this budget cycle.

**UNFUNDED:** This is a profile that has not been approved by City Council and is not recommended in the proposed budget cycle. This stage is also known as “Unapproved.”

<b>UNFUNDED</b>	
<b>PROFILE STAGE:</b>	<b>Entry - Create Profile</b>
<b>PROFILE TYPE:</b>	<b>Standalone</b>
LEAD MANAGER:	Lead Branch Manager
PARTNER MANAGER:	Partner branch Manager
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026
<b>or Initiative:</b>	
PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	69,000
TOTAL PROFILE BUDGET:	69,000

## Other Definitions

### **CAPITAL BUDGET AND FUNDING SOURCES (000's):**

This table consists of three pieces of information. The APPROVED BUDGET line identifies the Capital Budget as approved by City Council previously (if applicable), adjusted for any subsequently approved budget adjustments. The BUDGET REQUEST line reflects any requested changes to the existing budget approval. This would include requests for increases or reductions in budget approval of the annual expenditures. The REVISED BUDGET (IF APPROVED) is the sum of the first two lines and will reflect the amount and timing of capital expenditures as proposed by the department/branch for each profile.

### **GROWTH:**

Investment in new infrastructure that increases the size of the infrastructure portfolio.

Note: Any upgrade of an infrastructure asset before the end of its expected useful life is considered growth. For example, moving from a leased building to a new City-owned building would be considered growth.

### **RENEWAL:**

Investment in existing infrastructure to restore to its former condition, thereby extending its service life. This may include replacement or rehabilitation of individual components as they age or become obsolete. Capital investment in renewal extends the period of service potential and does not increase the size of the infrastructure asset portfolio.

### **LEAD BRANCH/LEAD BRANCH MANAGER:**

This is the branch and the branch manager that is responsible for the construction/project management of until the completion of the profile. This field will be populated if the Profile Manager is different from the Project Manager. For example, the Community & Recreation Facilities branch may "own" the budget to build a recreation centre, however, when the capital budget is approved, Integrated Infrastructure Services may "project-manage" the construction of the new recreation centre.

### **OPERATING IMPACT OF CAPITAL:**

This section identifies the operating budget impacts of this capital profile and must be consistent with the information in the operating budget. Where applicable, it includes an estimate of Full-Time Equivalent human resources.

### **PROFILE NAME:**

The unique descriptive name given to each profile.

**PROFILE NUMBER:**

A unique profile number is assigned to each profile and remains with that profile until project completion. The profile number consists of three components as follows; the approximate year in which the project begins, the asset category and an individual four-digit number. For example:

<u>Year</u>	<u>Asset Category</u>	<u>No.</u>
23	30	9999

Note: If the “year” shows a “CM” instead of a number, it signifies that the profile is a composite, as opposed to a standalone.

**PROFILE TYPE - STANDALONE:**

Includes both renewal (> \$5 million) and/or growth (> \$2 million) profiles that are completed over two or more years and have potential access to external funding. Standalone Profile budget approval is for the duration of the project even if the budget goes beyond the current Budget Cycle.

**PROFILE TYPE - COMPOSITE:**

A Composite profile is a collection of individual projects that fit within a common theme, typically within a larger program initiative such as the Neighbourhood Renewal Program, Arterial Overlay Program, etc. Within the composite profile are individual projects representing different locations where the work will take place, and are less than \$5 million in value individually (if a renewal composite), or \$2 million in value (if a growth composite). Each individual project within a composite is expected to be completed over a two year construction window. Composite Profile budget approval is for the Budget Cycle only (i.e. a maximum of four years).

**PROJECT LIST - PERCENTAGE FUNDED**

The project list that accompanies each composite capital profile includes a “percentage funded” column. This figure represents how much of the project is estimated to be funded based on available funding in the budget cycle. In most cases, the projects listed as funded on the project lists represent 80 per cent of the total profile value. At this point in the Project Development and Delivery Model (PDDM) process cost estimates for projects in composite profiles have a high degree of uncertainty. As more clarity is obtained through the PDDM process, project estimates are updated. Leaving 20 per cent of each composite profile's total approved budgets as unallocated provides funding to compensate for adjustments to cost estimates, or to fund additional priorities within the overall composite program.

# CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME:	SAMPLE BASIC PROFILE	<b>RECOMMENDED</b>
PROFILE NUMBER:	12-34-5678	PROFILE STAGE: Council Review
DEPARTMENT:	ZZ - Uncategorized	PROFILE TYPE: Standalone
LEAD BRANCH:	Uncategorized	LEAD MANAGER: Lead Branch Manager
PARTNER:	Uncategorized	PARTNER MANAGER: Partner branch Manager
BUDGET CYCLE:	2023-2026	ESTIMATED START: January, 2023
		ESTIMATED COMPLETION: December, 2026

Service Category: Protection		Major Initiative:	
GROWTH	RENEWAL	PREVIOUSLY APPROVED:	-
80	20	BUDGET REQUEST:	69,000
		TOTAL PROFILE BUDGET:	69,000

## PROFILE DESCRIPTION

This section describes the history leading up to the current state of affairs giving rise to or relating to the general business problem or opportunity that is the subject of the business case. It provides a brief description of the business problem or opportunity that the initiative is trying to address. (5,000 characters)

## PROFILE BACKGROUND

Provides a summarized description and context for the initiative. This section briefly describes the initiative and defines parameters of the initiative. Specifically, it describes the timeframes, department/organization, function and technology (if applicable). Explains items that are specifically excluded from the initiative. (1,200 characters)

## PROFILE JUSTIFICATION

Provides a summarized rationale for the initiative. This section briefly describes the justification of the initiative. It outlines what the initiative will accomplish, in clear and measurable terms within a specified time frame. These objectives can be used in a post-implementation review to assess the success of the initiative. The objectives should be formulated broadly enough so that meaningful alternatives are not ruled out and narrowly enough so that only relevant alternatives are considered and that costs and benefits can be formulated. (5,000 characters)

## STRATEGIC ALIGNMENT

This section describes how the initiative aligns with and contributes to the Council Goals and strategic alignment/outcomes, and to corporate and/or departmental business plans. (600 characters)

## ALTERNATIVES CONSIDERED

The section provides the reader with an outline of the realm of possibilities that are available to address the problem or opportunity. It provides the reader with rationale to why some have been eliminated as viable alternatives. (1,000 characters)

## COST BENEFITS

This section identifies overall value contribution and costs incurred to realize the proposed initiative. Provides a summary of tangible/intangible benefits; summarized listing of costs to achieve the desired benefits. States assumptions and provides a degree of accuracy for the cost estimates. (500 characters)

## KEY RISKS & MITIGATING STRATEGY

Some initiatives will have risks that will significantly limit or prevent the business owner from achieving their objectives. Note significant risks, for each viable alternative, with an identified mitigating strategy. (800 characters)

## RESOURCES

Outlines the resourcing options for each alternative (internal and/or external) and provides justification. This is subject to approved corporate standards outlined in Administrative Directive A1439B Purchasing Goods Services & Construction. (300 characters)

## CONCLUSIONS AND RECOMMENDATIONS

This section will recap the key elements of the business case and identify the proposed solution from the identified alternatives, and will make a specific recommendation on proceeding with the initiative. (800 characters)

## CHANGES TO APPROVED PROFILE

(BUDGET OFFICE USE) This section only appears is there is a change request to an approved budget and is used to explain any project changes, other than project scope, which have occurred since the project was last approved. Changes to be covered include description of any budget increase/decrease which occur as a result of a change in project scope (i.e. tender price lower or higher, material cost fluctuation, transfers of funds to or from one project to another, etc.), or any shift in the mix of the funding sources originally identified. Changes may also be due to receipt of unanticipated alternative funding sources, a change in eligibility for grant funding, or the maximization of grants eligibility.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Sample Basic Profile**

**RECOMMENDED**

PROFILE NUMBER: **12-34-5678**

PROFILE TYPE: **Standalone**

BRANCH: **Uncategorized**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	23,000	24,000	22,000	-	-	-	-	-	-	69,000
	Revised Funding Sources (if approved)												
	Basic Grants	-	-	23,000	24,000	22,000	-	-	-	-	-	-	69,000
	Requested Funding Source	-	-	23,000	24,000	22,000	-	-	-	-	-	-	69,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	23,000	24,000	22,000	-	-	-	-	-	-	69,000
	Requested Funding Source												
	Basic Grants	-	-	23,000	24,000	22,000	-	-	-	-	-	-	69,000
	Requested Funding Source	-	-	23,000	24,000	22,000	-	-	-	-	-	-	69,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	23,000	24,000	22,000	-	-	-	-	-	-
	Total	-	-	23,000	24,000	22,000	-	-	-	-	-	-	69,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:	2025				2026				2027				2028			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Fleet and Facility Services	-	-	-	-	-	-	-	1.0	-	-	-	-	-	-	-	-
Parks and Roads Services	-	-	-	2.0	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	<b>2.0</b>	-	-	-	<b>1.0</b>	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

Profile Page 3

PROFILE NAME: Sample Basic Profile			
PROFILE NUMBER: 12-34-5678			
BUDGET CYCLE: 2023-2026			
Project Number	Project Name	Description	Percentage Funded
230001	Cumberland Fire Station and Backup Data Centre (Safety & Security)	The initiative will fund land servicing, and the design and construction of a new 3-bay (approx 1,500 square metre) fire station and backup data centre in the Palisades area, adjacent to the Cumberland neighbourhood, in accordance with the Fire Rescue Services Station Location Master Plan. This project will also fund the purchase of two Pumper trucks. One will be equipped with all associated equipment required to make the station operational 24x7x365. The second Pumper truck will serve as a reserve unit to ensure the ratio of frontline to reserves is not depleted.	100
230002	Heritage Valley (south) Library Branch (Service Delivery)	This project identifies costs for design, construction and fit-up for a new 15,000 square foot library branch to be located in a City multi-use facility. This will address the growing needs and population in the community. As an interim measure, the Board and City Council have approved an eplGO branch to be located in the community in 2017 until a new library branch is built.	100
230003	Edmonton Police Firearms Facilities (Safety & Security)	This growth capital project, Firearms Facilities (17-60-1376), proposes to fund the design and construction of an indoor range with armoury, office space and storage and a Tactical Training House at Goodridge Corners and 4 - 100 meter lanes at the Wm. Nixon Range. These facilities would provide the EPS Firearms Training Unit a 180 degree firearms range allowing for realistic and dynamic scenarios for both pistol and carbine training. This training incorporates a decision process before engaging the target on whether or not shooting the perceived threat is justified and where both trainee and targets are moving. Targets will be fixed and the member will move to specified firing positions.	100
230004	Equipment Renewal	Refurbishment/Replacement and overhaul of various equipment due to deterioration and/or end of useful lifecycle.	45
230005	Ellerslie Library (Service Delivery)	A new 10,000 sq. ft. library branch is proposed for the Ellerslie area in the southeast quadrant of the City. Major population growth is anticipated and existing library locations, Mill Woods and Meadows, will not have the capacity or are in close proximity to the community.	100

## LIST OF CAPITAL PROFILES BY ASSET CATEGORY (\$000's)

Rounded to nearest thousand

Page No.	Profile Number	Profile Name	2023	2024	2025	2026	2023 - 2026 Total	2027 and Beyond	Recommended or Prev. Approved (Funded)
<b>Equipment</b>									
106	CM-66-2597	Automated Enforcement Assets	1,080	980	820	790	3,670	-	Recommended
110	CM-21-0012	Community Standards and Neighbourhoods - Equipment Conservation	108	108	108	108	432	-	Recommended
114	23-21-4000	LRT Tunnel Intruder Technology	100	1,850	1,850	-	3,800	-	Recommended
116	CM-66-0013	Parks and Roads Services - Equipment Renewal	727	-	-	-	727	-	Recommended
120	23-21-3002	Train to Wayside Technology	1,000	2,500	2,100	2,400	8,000	-	Recommended
123	CM-21-2010	Commonwealth Stadium Equipment	300	300	300	300	1,200	-	Recommended
127	CM-21-5601	Community Recreation and Culture - Equipment Conservation	1,024	1,518	1,024	531	4,097	-	Recommended
132	CM-70-0001	Fire Rescue Equipment Replacement	846	846	846	846	3,384	-	Recommended
136	CM-25-3002	Fleet Fluid Storage, Dispensing and Disposal Systems	232	307	452	232	1,223	-	Recommended
140	CM-20-0052	Library Furniture and Equipment	1,275	400	250	114	2,039	-	Recommended
143	CM-60-1771	Police Equipment	594	396	650	415	2,055	-	Recommended
147	CM-60-1425	Radio Life Cycle	1,004	1,004	1,250	149	3,407	-	Recommended
151	CM-25-3005	Tools & Shop Equipment Program	176	176	176	176	704	-	Recommended
155	CM-25-3003	Vehicle and Equipment Service Lift Program	79	354	79	79	591	-	Recommended
<b>Facilities</b>									
159	CM-19-0000	Facilities - Minor Renewal Program	7,500	7,500	7,500	7,500	30,000	-	Recommended
162	CM-12-0300	Valley Zoo Animal Enclosure Renewal and Enhancement	1,232	2,363	4,395	2,927	10,917	-	Recommended
167	CM-10-1010	Facility: Planning and Design - Growth	2,000	-	-	-	2,000	-	Previously Approved
	CM-10-1010	Facility: Planning and Design - Growth	671	6,137	10,223	3,771	20,802	-	Recommended
171	CM-11-0000	Facility: Safety and Security - Renewal	3,840	5,760	5,760	3,840	19,200	-	Recommended
175	CM-12-0000	Facility: Service Delivery - Renewal	200	-	-	-	200	-	Previously Approved
	CM-12-0000	Facility: Service Delivery - Renewal	13,857	20,786	20,786	13,857	69,286	-	Recommended
180	CM-13-0000	Facility: Service Support - Renewal	10,004	15,006	15,006	10,004	50,020	-	Recommended
184	15-21-5785	Lewis Farms Community Recreation Centre and Library	38,500	85,500	85,500	38,500	248,000	18,400	Previously Approved
	15-21-5785	Lewis Farms Community Recreation Centre and Library (held in abeyance pending a decision to build to budget)	-	-	-	30,000	30,000	27,913	Recommended
187	CM-61-3235	Transit Facility and ROW Renewal	831	831	831	831	3,324	-	Recommended



## LIST OF CAPITAL PROFILES BY ASSET CATEGORY (\$000's) - CONTINUED

Page No.	Profile Number	Profile Name	2023	2024	2025	2026	2023 - 2026 Total	2027 and Beyond	Recommended or Prev. Approved (Funded)
190	19-10-1013	Ambleside Integrated Site - Phase 1	4,485	28,300	32,100	13,400	78,285	-	Previously Approved
193	20-12-0220	Confederation Leisure Centre and Arena Renewal	3,600	-	-	-	3,600	-	Previously Approved
196	15-21-5801	Coronation Park Sports and Recreation Centre	35,600	36,100	44,700	14,000	130,400	-	Previously Approved
198	21-12-0320	Edmonton Convention Centre Rehabilitation	10,350	11,438	9,893	-	31,681	-	Previously Approved
201	21-12-0350	Edmonton EXPO Centre Rehabilitation	29,840	30,780	500	-	61,120	-	Previously Approved
204	21-11-9600	EPS-Police Headquarters Rehabilitation	8,044	4,496	1,035	-	13,575	-	Previously Approved
207	21-10-9105	Fire Station #8 Relocation - Blatchford	7,291	6,958	3,482	-	17,731	-	Previously Approved
210	20-10-9003	Fire Station No.19 Rehabilitation	2,185	-	-	-	2,185	-	Previously Approved
212	20-10-9002	Fire Station No.3 Rehabilitation	3,488	-	-	-	3,488	-	Previously Approved
214	21-10-9103	Iron Works Building Rehabilitation	8,952	-	-	-	8,952	-	Previously Approved
217	15-21-3400	Kihciy Askiy Sacred Earth	800	-	-	-	800	-	Previously Approved
220	21-12-0330	Kinsmen Sports Centre Facility Rehabilitation	15,800	1,000	-	-	16,800	-	Previously Approved
223	22-12-9008	Mill Creek Pool Rehabilitation	3,578	300	-	-	3,878	-	Previously Approved
226	20-12-0230	Ortona Armoury Arts Building Renewal	1,700	-	-	-	1,700	-	Previously Approved
229	21-12-0310	Peter Hemingway Fitness & Leisure Centre Rehabilitation - Phase 1	585	-	-	-	585	-	Previously Approved
232	21-12-0340	The Orange Hub Phase II Rehabilitation	1,050	-	-	-	1,050	-	Previously Approved
235	22-12-9007	Valley Zoo - Nature's Wild Backyard Phase II	14,300	23,700	9,800	-	47,800	-	Previously Approved
<b>Fleet</b>									
238	25-21-1000	LRV Replacements	-	-	36,000	19,000	55,000	185,500	Recommended
242	CM-61-3609	Bus Equipment Renewal	1,197	1,197	1,197	1,197	4,788	-	Recommended
246	CM-66-3400	LRV Fleet & Equipment Renewal	1,181	1,181	1,181	1,181	4,724	-	Recommended
249	CM-25-1001	Vehicle and Equipment Replacement	12,600	-	-	-	12,600	-	Previously Approved
	CM-25-1001	Vehicle and Equipment Replacement	17,551	32,468	23,865	37,270	111,154	-	Recommended
252	CM-60-1765	Vehicle Replacements	7,709	7,612	7,738	7,589	30,648	-	Recommended

## LIST OF CAPITAL PROFILES BY ASSET CATEGORY (\$000's) - CONTINUED

Page No.	Profile Number	Profile Name	2023	2024	2025	2026	2023 - 2026 Total	2027 and Beyond	Recommended or Prev. Approved (Funded)
<b>Information Technology</b>									
255	CM-50-0010	Business Intelligence and Analytics - Capital Renewal	552	499	499	499	2,049	-	Recommended
259	23-51-1906	Corporate Integrated Data Solution (CIDS)	1,300	1,700	-	-	3,000	-	Recommended
262	23-51-1905	Taxation Assessment Collections System (TACS) Transformation	823	923	535	535	2,816	-	Recommended
265	19-18-1901	Information Security and Disaster Recovery Enhancements	2,000	1,000	-	-	3,000	-	Recommended
269	CM-20-0050	IT Infrastructure Renewal	615	615	615	615	2,460	-	Recommended
272	19-51-1904	Next Generation 9-1-1 (NG911) IP Call Handling	500	2,000	500	-	3,000	-	Recommended
275	CM-60-1461	Police IT - Applications Enhancement	3,780	3,850	2,070	2,135	11,835	-	Recommended
279	CM-60-1460	Police IT - Applications Sustainment	1,086	1,199	1,291	1,249	4,825	-	Recommended
283	CM-60-1433	Police IT - Infrastructure Sustainment	2,805	1,350	1,641	1,334	7,130	-	Recommended
287	CM-18-1510	Technology Applications - Renewal	2,405	2,405	2,405	2,405	9,620	-	Recommended
292	CM-18-1514	Technology Implementation - Growth	2,000	-	-	-	2,000	-	Recommended
296	CM-18-1515	Technology Infrastructure - Renewal	2,999	2,999	2,999	2,999	11,996	-	Recommended
300	CM-17-2040	Urban Planning & Economy Service Transformation	1,400	1,400	1,400	1,400	5,600	-	Recommended
304	21-60-1472	CRIMM - CAD-RMS Integration, Modernization and Maximization	4,170	-	-	-	4,170	-	Previously Approved
<b>Land</b>									
307	CM-17-5046	Edmonton Exhibition Lands	10,910	10,619	16,899	14,691	53,119	-	Recommended
310	CM-17-5047	River Crossing Redevelopment	3,000	-	-	-	3,000	-	Recommended
313	CM-17-1024	District Park Land Acquisition (FMP Repayment)	1,000	1,000	1,000	1,000	4,000	-	Recommended
316	CM-17-1022	District Park Land Acquisition (New ASPs)	2,000	2,000	2,000	500	6,500	-	Recommended
319	CM-16-2015	Industrial-Commercial-Investment Land Acquisition	-	15,000	-	-	15,000	-	Recommended
322	CM-16-2010	Industrial-Commercial-Investment Land Development	2,717	7,939	10,010	20,498	41,164	-	Recommended
325	CM-17-1020	Mature Area Land Acquisition	2,000	2,000	2,000	2,000	8,000	-	Recommended
328	CM-17-3017	Natural Areas Acquisition	3,000	3,500	-	-	6,500	-	Recommended
332	CM-16-5110	Real Estate Investment Purchase	2,000	2,000	2,000	2,000	8,000	-	Recommended
335	CM-17-5120	Real Estate Transportation Legacy Land Acquisition	500	500	500	500	2,000	-	Recommended
338	CM-16-2020	Residential/Mixed-Use Land Development	8,425	12,169	8,932	5,713	35,239	-	Recommended

## LIST OF CAPITAL PROFILES BY ASSET CATEGORY (\$000's) - CONTINUED

Page No.	Profile Number	Profile Name	2023	2024	2025	2026	2023 - 2026 Total	2027 and Beyond	Recommended or Prev. Approved (Funded)
341	CM-16-2025	Residential/Mixed-Use Land Development Acquisition	2,000	-	-	-	2,000	-	Recommended
344	CM-17-1001	River Valley Land Acquisition	2,500	2,500	2,500	2,500	10,000	-	Recommended
348	CM-17-1004	Suburban School and Park Land Acquisition	2,000	2,000	2,000	2,000	8,000	-	Recommended
351	CM-17-5037	Surplus School Sites - First Place Program	100	-	-	-	100	-	Recommended
354	CM-17-5045	Transforming Surplus City Lands	1,758	10,070	2,207	2,303	16,338	-	Recommended
357	19-90-4100	Affordable Housing Land Acquisition & Site Development	6,564	6,564	6,564	6,564	26,256	-	Previously Approved
361	19-16-5055	Heritage Valley Land Development	6,800	200	-	-	7,000	-	Previously Approved
<b>Neighbourhoods</b>									
363	CM-27-0000	Transportation: Neighbourhood Alley Renewal Program	18,970	20,780	20,780	20,780	81,310	-	Recommended
368	CM-50-5050	CRL Projects - Planning and Design	978	5,399	6,073	1,935	14,385	-	Recommended
373	CM-74-4100	Downtown Community Revitalization Levies Delivery	-	10,600	-	7,200	17,800	-	Previously Approved
	CM-74-4100	Downtown Community Revitalization Levies Delivery	10,022	45,451	46,358	8,320	110,151	-	Recommended
378	CM-66-2596	Safe and Livable Community Streets	3,663	4,218	5,020	4,247	17,148	-	Recommended
382	CM-66-2585	Safe Crossings	6,825	6,350	6,350	6,350	25,875	-	Recommended
386	CM-25-0000	Transportation: Neighbourhoods - Renewal	83,646	142,271	159,181	160,619	545,717	-	Recommended
392	22-34-9400	Capilano Bridge Trail (Southwest) Repair	300	-	-	-	300	-	Previously Approved
395	22-10-9312	Commonwealth Recreation Centre Solar Photovoltaic Project	1,504	1	-	-	1,505	-	Previously Approved
398	22-40-9028	Killarney Neighbourhood Reconstruction	15,497	1,633	-	-	17,130	-	Previously Approved
401	21-40-9027	NARP Recon - North Glenora Alleys	464	-	-	-	464	-	Previously Approved
404	21-40-9024	NRP Recon - Calder	18,047	4,000	-	-	22,047	-	Previously Approved
407	20-40-9017	NRP Recon - Eastwood/Elmwood Park/Yellowhead Corridor East Ind	4,658	-	-	-	4,658	-	Previously Approved
410	21-40-9025	NRP Recon - Garneau	6,180	3,600	-	-	9,780	-	Previously Approved
413	21-40-9026	NRP Recon - Malmo Plains	2,100	-	-	-	2,100	-	Previously Approved
416	21-40-9023	NRP/NARP Recon - Beaumaris Neighbourhood and Alleys	11,150	3,502	-	-	14,652	-	Previously Approved

### LIST OF CAPITAL PROFILES BY ASSET CATEGORY (\$000's) - CONTINUED

Page No.	Profile Number	Profile Name	2023	2024	2025	2026	2023 - 2026 Total	2027 and Beyond	Recommended or Prev. Approved (Funded)
419	20-40-9019	NRP/NARP Recon - Lorelei Neighbourhood and Alleys	721	-	-	-	721	-	Previously Approved
422	22-40-9029	Pleasantview Neighbourhood Reconstruction	21,779	1,931	-	-	23,710	-	Previously Approved
<b>Open Spaces</b>									
425	CM-35-1000	Greener As We Grow Tree Planting Program	7,401	7,686	8,535	8,819	32,441	34,346	Recommended
430	CM-39-0000	Open Space - Minor Renewal Program	2,750	2,750	2,750	2,750	11,000	-	Recommended
434	CM-37-0000	Open Space: Contaminated Site Management Program	1,500	1,500	1,500	1,500	6,000	-	Recommended
437	CM-38-0000	Open Space: Overland Drainage - Renewal	1,000	1,000	1,000	1,000	4,000	-	Recommended
441	CM-33-3001	Commemorative Programs	155	155	155	155	620	-	Recommended
445	CM-16-1232	Dry Pond Land Acquisitions	1,500	2,000	1,500	8,000	13,000	-	Recommended
448	CM-36-3636	Neighbourhood Park Development Program - New	1,957	2,008	853	181	4,999	-	Recommended
452	CM-34-0000	Open Space: Landslide and Erosion Management Program	5,327	5,327	5,327	5,327	21,308	-	Recommended
455	CM-33-0000	Open Space: Open Spaces - Renewal	1,829	1,829	1,219	1,219	6,096	-	Recommended
459	CM-32-0000	Open Space: Parks - Renewal	14,031	14,031	9,354	9,354	46,770	-	Recommended
464	CM-31-0000	Open Space: River Valley System - Renewal	5,823	5,823	3,882	3,882	19,410	-	Recommended
468	CM-35-0000	Open Space: Soft Landscaping: Renewal	6,250	6,250	6,250	6,250	25,000	-	Recommended
472	21-32-9101	William Hawrelak Park Rehabilitation	538	-	-	-	538	-	Previously Approved
	21-32-9101	William Hawrelak Park Rehabilitation	50,000	50,000	26,900	-	126,900	-	Recommended
475	21-10-9104	Centennial Plaza Renewal	1,950	-	-	-	1,950	-	Previously Approved
478	21-32-9100	Confederation District Park Renewal	351	128	-	-	479	-	Previously Approved
481	21-30-9303	Glengarry District Park Renewal	750	75	-	-	825	-	Previously Approved
484	18-28-1014	Heritage Valley District Park	310	-	-	-	310	-	Previously Approved
487	21-30-9304	Keswick East Park Development	100	-	-	-	100	-	Previously Approved
489	21-30-9305	Keswick West Park Development	100	-	-	-	100	-	Previously Approved
491	16-23-9805	Malcolm Tweddle & Edith Rogers Dry Ponds	1,989	-	-	-	1,989	-	Previously Approved

## LIST OF CAPITAL PROFILES BY ASSET CATEGORY (\$000's) - CONTINUED

Page No.	Profile Number	Profile Name	2023	2024	2025	2026	2023 - 2026 Total	2027 and Beyond	Recommended or Prev. Approved (Funded)
494	21-30-9302	Urban Tree Canopy Expansion	580	580	-	-	1,160	-	Previously Approved
<b>Transportation</b>									
496	23-24-0300	High Level Bridge Rehabilitation	3,000	5,000	19,000	95,000	122,000	148,000	Recommended
499	CM-29-0000	Transportation - Minor Renewal Program	3,750	3,750	3,750	3,750	15,000	-	Recommended
502	CM-66-3600	Bus Fleet & Equipment Rehab & Replacement	17,808	7,660	7,660	7,660	40,788	-	Recommended
505	CM-66-3300	LRT Signals and Electrification Renewal	1,510	1,510	2,265	2,265	7,550	-	Recommended
509	20-20-2022	New Transit Bus Garage	45,000	-	-	-	45,000	-	Previously Approved
	20-20-2022	New Transit Bus Garage	2,500	47,500	97,500	92,500	240,000	76,000	Recommended
512	CM-66-2194	Regulated Safety Upgrades at Railway Crossings	360	360	-	-	720	-	Recommended
516	19-22-9006	Terwillegar Drive Expressway Upgrades - Alternate Staging	60,500	33,500	21,000	4,200	119,200	1,000	Previously Approved
	19-22-9006	Terwillegar Drive Expressway Upgrades - Alternate Staging	-	-	26,821	15,000	41,821	2,000	Recommended
519	CM-66-2525	Traffic Signals - Developer and ARA Funded	4,000	4,000	4,000	4,000	16,000	-	Recommended
522	CM-66-3000	Transit Communications Renewal	1,980	1,980	1,980	1,980	7,920	-	Recommended
526	CM-24-0000	Transportation: Bridges & Auxiliary Structures - Renewal	37,771	37,771	73,442	60,852	209,836	-	Recommended
532	CM-22-0000	Transportation: Goods Movement - Arterial Renewal	27,882	11,023	12,969	12,969	64,843	-	Recommended
541	CM-20-2020	Transportation: Planning and Design - Growth	42	297	280	138	757	-	Recommended
545	CM-21-0000	Transportation: Public Transit - Renewal	11,145	9,553	6,369	4,776	31,843	-	Recommended
549	CM-26-0000	Transportation: Traffic Systems - Renewal	2,327	2,327	2,327	2,327	9,308	-	Recommended
551	21-50-9101	103 Avenue Streetscape	448	112	-	-	560	-	Previously Approved
554	21-50-9100	103A Avenue Pedway	6,400	18,000	1,000	-	25,400	-	Previously Approved
557	22-22-9700	124 Street - 109 Avenue to 118 Avenue	9,322	734	-	-	10,056	-	Previously Approved
559	21-20-2100	170 Street Pedestrian Bridge	471	-	-	-	471	-	Previously Approved
562	18-66-6503	50 Street CPR Grade Separation	33,180	28,672	22,571	9,779	94,202	2,590	Previously Approved
565	16-66-7018	Capital Line South LRT: Century Park to Ellerslie Road	179,359	265,205	274,177	175,992	894,733	54,412	Previously Approved

## LIST OF CAPITAL PROFILES BY ASSET CATEGORY (\$000's) - CONTINUED

Page No.	Profile Number	Profile Name	2023	2024	2025	2026	2023 - 2026 Total	2027 and Beyond	Recommended or Prev. Approved (Funded)
569	21-25-9501	Central LRT Station Escalator Renewal	100	-	-	-	100	-	Previously Approved
572	20-20-2024	Edmonton-Strathcona County Pedestrian Bridge	15,747	11,284	3,124	50	30,205	50	Previously Approved
575	22-22-9701	Gateway Blvd Renewal (University Avenue to 82 Avenue)	5,094	-	-	-	5,094	-	Previously Approved
578	21-24-9302	Glenora Bridge (B097) Renewal	25	25	-	-	50	-	Previously Approved
581	17-74-4103	Jasper Avenue New Vision Phase 2	265	-	-	-	265	-	Previously Approved
584	21-24-9301	Latta Bridge (B027) Replacement	7,964	1,815	53	-	9,832	-	Previously Approved
587	16-66-7013	Metro Line LRT (NAIT - Blatchford) Extension	48,250	13,100	500	-	61,850	-	Previously Approved
590	21-40-9032	Mistatim Industrial & Southeast Industrial Road Upgrading	10	-	-	-	10	-	Previously Approved
592	21-31-9100	Rundle Park Road and Parking Lot Renewal	181	-	-	-	181	-	Previously Approved
595	16-66-7017	Valley Line LRT: Downtown to Lewis Farms	697,324	416,000	175,000	110,000	1,398,324	-	Previously Approved
599	21-40-9031	Winterburn Industrial Road Upgrading	12	-	-	-	12	-	Previously Approved
601	21-20-9301	Yellowhead Trail - 156 Street to St Albert Trail	54,634	-	-	-	54,634	-	Previously Approved
603	21-20-9302	Yellowhead Trail - Fort Road Widening	54,597	-	-	-	54,597	-	Previously Approved
606	CM-99-9600	Yellowhead Trail Freeway Conversion: Project Delivery	17,200	133,027	137,013	89,016	376,256	24,158	Previously Approved
609	CM-99-0060	Yellowhead Trail Freeway Conversion: Project Development	(747)	3,613	2,932	2,116	7,914	-	Previously Approved
<b>Other Assets</b>									
612	CM-99-9000	Infrastructure Delivery - Growth	1,400	-	-	-	1,400	-	Previously Approved
	CM-99-9000	Infrastructure Delivery - Growth	9,264	50,713	33,592	30,985	124,554	-	Recommended
616	CM-20-0051	Library Materials	6,171	6,171	6,171	6,171	24,684	-	Recommended
619	14-02-2106	Blatchford Redevelopment Implementation	14,674	29,869	29,600	29,600	103,743	200,200	Previously Approved
621	14-66-2570	Parking Control Technology	2,100	-	-	-	2,100	-	Previously Approved
<b>Total</b>			<b>2,058,490</b>	<b>1,933,602</b>	<b>1,680,047</b>	<b>1,303,461</b>	<b>6,975,600</b>	<b>774,569</b>	

## ASSET CLASS DESCRIPTIONS

### *Asset: Facilities*

To ensure successful delivery of the vast array of programs and services that are of the greatest value to Edmontonians, the City must maintain and grow an extremely diverse portfolio of buildings and other facility-type infrastructure, from world-class recreation centres used by thousands of residents everyday to a small-scale washroom facility in the River Valley. Sustaining existing facilities and developing new modern, sustainable facilities improves Edmonton's livability as well-maintained assets ensure that all residents have access to the services that they need and that contribute to their quality of life.

The City owns and maintains a large variety of facilities divided in three main categories:

#### **Safety and Security Facilities**

Safety and Security facilities include fire and police stations, as well as various buildings supporting emergency response and emergency management, control centres. These critical facilities are strategically located throughout the city to support the operations of Edmonton Fire Rescue Services and the Edmonton Police Service, providing emergency, educational and community services. The stations serve as operational bases for the delivery of emergency services to the community, but also allow residents to interact with their fire and police service, both to receive routine support, as well as in times of crisis.

#### **Service Delivery**

Service Delivery Facilities include publicly accessible facilities that support the delivery of City services and programs to residents. Facilities include, but are not limited to, community and recreation facilities, libraries, seniors lodges, and cultural and art hubs. These facilities offer ways for Edmontonians to connect with their communities, volunteer and engage in health and wellness, sports and recreational, cultural and community activities. Many partner organizations support the City by offering programs within these facilities. These facilities also allow residents, workers and visitors to efficiently access services in a safe, accessible and comfortable environment, such as the recreation services, and large convention and exposition facilities.

#### **Service Support Facilities**

To provide efficient and effective services to residents and visitors, the City requires a wide-range of support facilities with limited public interface, such as fleet garages and fueling stations, office buildings, training centres, operation and maintenance yards, storage facilities and waste collection and processing facilities.

### *Asset: Transportation*

The City maintains and develops a wide-array of transportation infrastructure from roads, sidewalks and bicycle infrastructure to bus and Light Rail Transit (LRT) in order to move people, goods and services effectively. Creating new provisions and maintaining the existing infrastructure improves the city's urban form, impacts its economic well-being and improves Edmonton's livability as transportation assets ensure that all residents can easily move and connect to the city in which they live, work and play. The City owns and maintains a large variety of transportation assets, including but not limited to:

## Public Transit

Public transit includes transit infrastructure that allows Edmontonians to connect to the public modes of transportation that they use. It includes Park & Ride, which provide Edmontonians a convenient parking location to access transit at LRT stations or transit centers. There are over 5,000 Park & Ride parking spaces system-wide. Public transit also includes two LRT lines in operation today: the Capital line from Clareview to Century Park and the Metro line from Health Sciences to NAIT. LRT serves over 110,000 riders on a daily basis. Future LRT lines will connect to Mill Woods Town Centre, Lewis Farms, Edmonton Energy and Technology Park, Campbell Road near St. Albert, and Heritage Valley. The Centre LRT line will connect the west end of Downtown with the University of Alberta and Bonnie Doon.

## Goods Movement

Goods movement includes the medium to high volume roadways that are used to efficiently and effectively transport goods and people across the city. They include arterial roadways, freeways, highway penetrators and Henday connectors.

Arterial roads are medium to high volume roadways, typically four to six lanes wide, that are generally used for travelling longer distances across the City at speeds of 50 to 60 km/h. In addition to motor vehicle traffic, arterial roadways typically accommodate pedestrians and cyclists through sidewalks and Shared Use Pathways (SUPs), and often include transit infrastructure and routing. Freeways are higher speed, free-flow facilities that accommodate higher volumes of traffic. Access to freeways is typically limited to major roadways and occurs at interchanges. An example is Whitemud Drive. Highway penetrators are higher speed, higher capacity roadways that connect at City limits, joining the provincial highway system. Examples of highway penetrators connectors are Yellowhead Trail, Whitemud Drive, and 97 Street. Henday connectors are city streets which connect to interchanges along Anthony Henday Drive.

## Bridges and Auxiliary Structures

The city has many river valley, ravine, pedestrian, and roadway bridges. Other structures include overhead signs, retaining walls and noise walls. These important elements of the transportation system are carefully inspected, monitored and maintained.

## Neighbourhoods

More than allowing Edmontonians to drive, walk and bike wherever they need to go, neighbourhood infrastructure plays a vital role in defining the unique character of each community. This importance is demonstrated through dedicated infrastructure programs, including the Neighbourhood Renewal Program, which focuses on preserving neighbourhood's roads, sidewalks, signals, lighting, signs and boulevard trees, and the proposed Alley Renewal program, which proposes preserving alleys so that local traffic and service vehicles have the neighbourhood access that they need. Additional investments are also made through the Community Traffic Safety and Community Traffic Management Programs which look at ways to enhance traffic calming and traffic safety. Infrastructure in this category also includes industrial streets.

## Traffic Systems

Traffic systems ensure the safe and efficient operation of the transportation network and includes street signs, parking meters and assets related to the Intelligent Transportation System (ITS), which uses technology to monitor and inform the operations of the transportation network.



## *Asset: Open Spaces*

Open spaces are used by residents for recreation, commuting, and to experience nature. Open spaces are found across the city in various levels of parks including neighbourhood, district, and natural areas such as forests, grasslands, wetlands and ravine and River Valley areas. The development of these open spaces promotes Edmonton as a vibrant and attractive city in which to live.

The city has many open spaces that provide a variety of functions to residents and include:

### **River Valley System**

The ravine and River Valley areas offer a unique opportunity for Edmontonians to enjoy nature through a variety of activities. River Valley System assets connect amenities within the River Valley, and include trails, staircases, river accesses and park roadway surfaces.

### **Parks**

There are various parks, including neighbourhood, district and River Valley. Each park can have various functions and programming which are supported by pieces of infrastructure including parking lots, roads, utilities, sports fields and other amenities.

### **Open Spaces**

Infrastructure in this category is not typically identified as park area and includes spaces adjacent to stormwater management facilities and roadways, as well as the City-owned and operated cemeteries and golf courses.

### **Landslide and Erosion Management**

Open spaces within Edmonton, and in particular in the River Valley, experience natural events which cause erosion and slope stability issues. City infrastructure impacted by these natural events require restoration or reconstruction.

### **Soft Landscaping**

This category considers those assets that are living such as trees, shrubs, other plants and flower beds. As residents walk through parks and other green spaces, or drive down a street, they are able to enjoy landscapes and trees lining the roadways.

# CAPITAL PROFILE REPORT

PROFILE NAME: **AUTOMATED ENFORCEMENT ASSETS**  
 PROFILE NUMBER: **CM-66-2597**  
 DEPARTMENT: **City Operations**  
 LEAD BRANCH: **Parks and Roads Services**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Composite
LEAD MANAGER:	Craig McKeown
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

<b>Service Category:</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
1	99	<b>BUDGET REQUEST:</b>	3,670
		<b>TOTAL PROFILE BUDGET:</b>	3,670

## PROFILE DESCRIPTION

This profile supports required asset renewal for automated enforcement equipment, including Mobile Photo Enforcement (MPE) and Intersection Safety Devices (ISDs). In total, 30 ISDs and 19 photo laser units are significantly past their asset lifecycle, require high levels of labour and maintenance, and for photo laser units, do not gather required information outlined in the Province of Alberta's new Automated Traffic Enforcement Guideline. ISDs cost \$100,000/location for equipment and installation cost, and photo laser units cost approximately \$30,000/unit.

## PROFILE BACKGROUND

Automated enforcement is a critical service required to support the Safe Mobility Strategy 2021-2025 and Edmonton's goal of achieving Vision Zero through safe and livable streets. Automated enforcement is a proven and established traffic safety tool, utilizing advanced technology to identify problem speeding and red light running behaviours and build awareness and compliance to speed limits and rules of the road. Asset renewal for automated enforcement equipment (intersection safety devices and mobile speed enforcement cameras) has been paused since 2019 due to the Province of Alberta's moratorium on new equipment and the COVID-19 pandemic. However, the moratorium is scheduled to end December 2022, and the lifecycle of portions of the current equipment fleet is significantly behind schedule. This profile also supports meeting new requirements for equipment outlined in the GOA's new Automated Traffic Enforcement Guideline, which are required in order to continue to operate the program.

## PROFILE JUSTIFICATION

Automated enforcement, including Mobile Photo Enforcement (MPE) and Intersection Safety Devices (ISDs), makes Edmonton's street safer as a proven countermeasure for increasing traffic safety.

Mobile speed enforcement systems include 17 Photo Radar units and 19 Photo Laser units used to enforce speeding violations throughout Edmonton. An analysis of violation and ticket numbers for 2019 and 2021 shows that despite an increase in deployment hours (due to contractor performance improvement to contract requirements), the number of recorded violations and issued tickets decreased by 53% and 54% in 2021 compared to 2019. The average speed of traffic through enforced roads also decreased by 10% and the number of ticketed vehicles as a percentage of all traffic decreased by 61%. Moreover, the number of midblock collisions associated with enforcement sites decreased by 21%, similar to the Citywide decrease of 25%.

19 photo laser units are significantly beyond their lifecycle (5-7 years, and these units are now 9 years old), require high levels of labour and maintenance, and do not gather the data now required by the GOA's new Automated Traffic Enforcement Guideline required to continue operating the program. They require replacement with new units that gather the applicable data and information.

Intersection Safety Devices (ISDs) are installed at 105 locations (76 intersections) to enforce red light running and speeding. A comparison of the ISD statistics from 2019 to 2021 (Table 2), shows there was a 3% increase in the total number of speeding tickets, an 8% reduction in the number of 21+ km/h over the speed limit speeding tickets, and a 54% reduction in the average ticketed vehicle percentage in 2021 compared to 2019. In addition, there were reductions in both intersection through-lane collisions (19%) and intersection total collisions (16%), which were comparable to the citywide level.

30 ISDs are significantly beyond their lifecycle (5-7 years, and these units are now 12 years old), require high levels of labour/maintenance, and parts/service from the original vendor are no longer available. They require replacement and construction funding for installation.

## STRATEGIC ALIGNMENT

Automated enforcement enables safer, calmer, and more livable communities by changing driver behaviour and creating safer spaces for all users. Automated enforcement supports the safe use of city infrastructure. Enforcement is a pillar of the safe systems approach, which has been internationally adopted as critical to achieve Vision Zero. This supports safe communities and attracts new residents and businesses, while enabling the safe and orderly movement of people, goods, and services.

**ALTERNATIVES CONSIDERED**

Administration is currently working with the EPS to review and re-approve all existing sites following the release of the GOA's new Automated Traffic Enforcement Guideline. This may result in reallocating ISD equipment from existing sites that are no longer in need of ongoing enforcement. Redeploying these, when possible, to cover legacy equipment that requires replacement was considered; however, due to the volume of ISDs that are at end of life (30), this will not meet the need. Additionally, new locations that have had emerging traffic safety concerns over the past few years may be considered as new sites, and equipment would be redeployed there. Replacing the 30 ISDs required to maintain the current volume of locations enforced.

**COST BENEFITS**

Automated enforcement equipment provides a monetary incentive to change driver behaviors throughout key locations in the city. Through the continuation and renewal of these assets, that incentive to adjust driver behavior to maintain safe city streets will be maintained. The collection of automated enforcement fees will continue to fund traffic safety capital investment throughout the city.

**KEY RISKS & MITIGATING STRATEGY**

Given the age of this equipment, failure leading to required decommissioning is likely. When equipment is decommissioned, it reduces the number of locations at which safe driving behaviours can be enforced through automated enforcement. Consequently, Traffic Safety Automated Enforcement Reserve funds and forecasted revenues would be affected by a reduction in automated enforcement locations. Ongoing maintenance continues to extend the life of this equipment.

**RESOURCES**

Replacements will be deployed using a combination of internal and external resources. Where possible, internal resources will be used to complete the work. Specialized external resources may be needed for some projects or tasks, and would be procured in accordance with corporate procurement directives and policies.

**CONCLUSIONS AND RECOMMENDATIONS**

Administration recommends this profile be funded to ensure the continuity of automated enforcement throughout the city including collections of automated enforcement fees in order to adequately fund the Traffic Safety Automated Enforcement Reserve according to projections and in support of the capital work planned through the use of those funds.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Automated Enforcement Assets**  
 PROFILE NUMBER: **CM-66-2597**  
 BRANCH: **Parks and Roads Services**

**RECOMMENDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,080	980	820	790	-	-	-	-	-	3,670
	Revised Funding Sources (if approved)												
	Traffic Safety Automated Enfmt Resrv	-	-	1,080	980	820	790	-	-	-	-	-	3,670
	Requested Funding Source	-	-	1,080	980	820	790	-	-	-	-	-	3,670

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,080	980	820	790	-	-	-	-	-	3,670
	Requested Funding Source												
	Traffic Safety Automated Enfmt Resrv	-	-	1,080	980	820	790	-	-	-	-	-	3,670
	Requested Funding Source	-	-	1,080	980	820	790	-	-	-	-	-	3,670

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	1,080	980	820	790	-	-	-	-	-
	Total	-	-	1,080	980	820	790	-	-	-	-	-	3,670

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Automated Enforcement Assets</b>			
<b>PROFILE NUMBER: CM-66-2597</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Mobile Photo Enforcement (MPE)	19 MPEs required to be replaced as they are past their asset lifecycle and do not meet the new Automated Traffic Enforcement Guidelines.	100
230002	Intersection Safety Devices (ISDs)	30 ISDs required to be replaced as they are past their asset lifecycle and do not meet the new Automated Traffic Enforcement Guidelines. Also includes the bucket truck replacement which is needed for installations	100

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>COMMUNITY STANDARDS AND NEIGHBOURHOODS - EQUIPMENT CONSERVATION</b>	<b>RECOMMENDED</b>
PROFILE NUMBER:	<b>CM-21-0012</b>	<b>PROFILE STAGE: Council Review</b>
DEPARTMENT:	<b>Community Services</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Community Standards and Neighbourhoods</b>	LEAD MANAGER: <b>David Jones</b>
PARTNER:		PARTNER MANAGER:
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2023</b>
		ESTIMATED COMPLETION: <b>December, 2026</b>

<b>Service Category:</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>2</b>	<b>98</b>	<b>BUDGET REQUEST:</b>	<b>432</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>432</b>

## PROFILE DESCRIPTION

The Peace Officers in the Community Standards and Neighbourhoods Branch deliver a wide range of public education, public safety as well as municipal and provincial enforcement services. In addition, the Animal Care and Control Centre (ACCC) provides medical care and treatment for lost, stray, abandoned and seized animals. The Tools, Medical and Safety Equipment Replacement Composite (TSERC) provides for the planned replacement of such items to optimize performance in the areas of Peace Office safety, customer service, animal medical care and general operations within the Community Standards and Neighbourhoods Branch.

An extensive inventory of equipment, as part of the City's use of the RIMS (Risk Based Inventory System) system will be undertaken in 2022. This information will be used to provide an assessment and schedule of when equipment is expected to require replacement. Equipment is rated as to functionality, physical condition, and capacity to meet service needs. In order to be considered for funding, allocations must meet the following criteria:

- Equipment must replace current inventory and be defined as 'non-consumable'.
- Minimum value of request must be \$5,000. Like equipment can be combined to meet minimum value.
- Individual items must have a lifespan of greater than one year.

This composite does not allow for the purchase of new equipment (only the replacement of existing inventory), equipment eligible for funding under another composite, or Information Technology (IT) and telecommunications equipment.

## PROFILE BACKGROUND

In recent years the scope and functions of Peace Officers and the Animal Care and Control Centre (ACCC) have expanded, and the need for the appropriate tools and equipment to complete their duties has also grown. Emergent issues such as the Covid-19 pandemic response, increasing rates of violent crime and disorder on public transit, Animal Protection Act seizures, the drug poisoning crisis, and the exponential growth in the size of the city's vulnerable population experiencing homelessness have all combined to increase the challenge of replacing essential tools and safety equipment, as increased wear and usage takes its toll.

Tools, Medical and Safety Equipment must be current and in good working condition to support day-to-day operations, animal health and welfare, officer safety in the field and meet the standards required by provincial Occupational Health & Safety (OH&S) legislation, the Alberta Veterinary Medical Association (ABVMA) and the provincial Community Peace Officer Program.

## PROFILE JUSTIFICATION

The Community Standards and Neighbourhoods Branch has traditionally relied upon its operating budget to fund the small capital equipment that is required for standard operations and new emergent needs. As budget pressures have steadily increased and the scope of work has changed, the need for this equipment to be replaced has expanded. This project will ensure that:

- The correct equipment is being replaced, as needs are identified and confirmed by operational staff.
- Equipment is replaced before service, animal health and welfare, and officer's safety impacts are realized.
- Ensuring that purchases are completed in a timely manner and on-budget.

Not approving this project may result in the following service impacts:

- Equipment is not current and in good working condition to maintain day-to-day operations.
- Decreased service levels as worn and unsafe equipment is removed from service but not replaced.
- Equipment is outdated, with newest safety features and design not available, resulting in potential increase in officer and public safety incidents.
- Animal health and welfare is potentially put a risk for animals in the City's care and the ABVMA may receive increased complaints about the ACCC
- Increased public complaints about City of Edmonton's Community Peace Officers to the provincial Director of Law Enforcement.
- Negative impact on City of Edmonton's brand reputation, and public perception of the credibility of the Community Peace Officer Program and the ACCC operations.

## STRATEGIC ALIGNMENT

Due to the specific focus of this composite on the procurement of the tools and safety equipment to support the Community Standards and Neighbourhoods branch's operations, it does not directly align with any of the Big City Moves.

## ALTERNATIVES CONSIDERED

The primary alternative to this composite is to continue to fund the tools and safety equipment required for safe day-to-day operation through operational budget (see impacts above). This would likely increase the overall cost associated with this scope of work, and result in delays in the procurement process as new equipment would need to be procured in a piecemeal approach as funding allows.

## COST BENEFITS

Tangible Benefits:

- Ensuring that purchases are completed in a timely manner and on-budget
- The procurement process would be more proactive and efficient, as RIMS would forecast replacement equipment needs

Intangible Benefits:

- Equipment is replaced before service, animal health and welfare and officer's safety impacts are realized.
- City avoid reputational risk
- Community Standards and Neighbourhoods branch is better able to meet demands for service

## KEY RISKS & MITIGATING STRATEGY

Not funding this profile would result in equipment needing to be purchased from operating budget which is inefficient, and may lead to cost overruns or equipment not being purchased entirely. Potential mitigation include deploying only those Peace Officers that can be equipped with appropriately maintained equipment to reduce the associated risks. This would be countered to the increase in service demands for Peace Officers that the branch has experienced in recent years.

The ACCC's veterinary medical services are a Tier One service and the City is obligated to provide care for stray, lost and abandoned animals. Medical care and treatment could be sourced externally but the costs of these services may rise as a result.

## RESOURCES

As this is a procurement composite, no additional resources are anticipated. The selection of external contractors and any purchasing associated with Composite projects will adhere to the City's Administrative Directive for Procurement Standards.

## CONCLUSIONS AND RECOMMENDATIONS

The Community Standards & Neighbourhoods branch has seen continued increases in service demands within the past several years. This includes increased calls for service from Peace Officers as well as an expansion of the mandate relating to Animal Care and Control. As both of these areas represent strong health and safety, as well as Government legislative requirements, it is imperative that modern, fully functional equipment be available to City staff performing these duties.

The Tools & Safety Equipment Composite provides the opportunity to replace existing equipment in a scheduled and efficient manner. The alternative is to continue to fund such purchases via operating budget, which is less cost effective resulting in less equipment being replaced leading to reduced service capacity.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Community Standards and Neighbourhoods - Equipment Conservation**

**RECOMMENDED**

PROFILE NUMBER: **CM-21-0012**

PROFILE TYPE: **Composite**

BRANCH: **Community Standards and Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	108	108	108	108	-	-	-	-	-	432
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	108	108	108	108	-	-	-	-	-	432
	Requested Funding Source	-	-	108	108	108	108	-	-	-	-	-	432

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	108	108	108	108	-	-	-	-	-	432
	Requested Funding Source												
	Pay-As-You-Go	-	-	108	108	108	108	-	-	-	-	-	432
	Requested Funding Source	-	-	108	108	108	108	-	-	-	-	-	432

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	108	108	108	108	-	-	-	-	-
	Total	-	-	108	108	108	108	-	-	-	-	-	432

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Community Standards and Neighbourhoods - Equipment Conservation</b>			
<b>PROFILE NUMBER: CM-21-0012</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Community Standards Enforcement Officer Tools & Equipment Replacement	Lifecycle Replacement of safety equipment and tools required to support Enforcement operations. The replacement of the tools and equipment will be governed by Risk-Based Infrastructure Management System (RIMS) which will provide an assessment and schedule of when equipment is expected. Equipment is rated as to functionality, physical condition, and capacity to meet service needs. In order to be considered for funding, allocations must meet the following criteria: -Equipment must replace current inventory and be defined as 'non-consumable'. -Minimum value of request must be \$5,000. Like equipment can be combined to meet minimum value. -Individual items must have a lifespan of greater than one year.	75
230002	Animal Care and Control Centre (ACCC) Tools & Equipment Replacement	the Animal Care and Control Centre (ACCC) provides medical care and treatment for lost, stray, abandoned and seized animals. This composite will also allocate funds to help replace the tools and equipment this facility requires to meet this mandate. The replacement of the tools and equipment will be governed by RIMS which will provide an assessment and schedule of when equipment is expected. Equipment is rated as to functionality, physical condition, and capacity to meet service needs. In order to be considered for funding, allocations must meet the following criteria: -Equipment must replace current inventory and be defined as 'non-consumable'. -Minimum value of request must be \$5,000. Like equipment can be combined to meet minimum value. -Individual items must have a lifespan of greater than one year.	25

# CAPITAL PROFILE REPORT

PROFILE NAME: LRT TUNNEL INTRUDER TECHNOLOGY  
PROFILE NUMBER: 23-21-4000  
DEPARTMENT: City Operations  
LEAD BRANCH: Edmonton Transit Service  
PARTNER:  
BUDGET CYCLE: 2023-2026

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Standalone
LEAD MANAGER:	Carrie Hotton-MacDonald
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	January, 2026

Service Category:	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	-
100		BUDGET REQUEST:	3,800
		TOTAL PROFILE BUDGET:	3,800

## PROFILE DESCRIPTION

This project will install tunnel intruder technology at the tunnel entries and at the ends of station platforms for the below grade LRT Stations. Cameras will connect to the ETS Control Centre at the external portals. Automated alarms would deter intruders and ETS control and security would be alerted of intrusions in order to respond to safety and security concerns.

## PROFILE BACKGROUND

In 2021, initial tunnel intruder technology was implemented at the 95th Street LRT tunnel portal. The tunnel intrusion detection system has been successful at stopping multiple incidents of unauthorized access to the LRT tunnel and has been observed multiple times by reviewing video history. This project will expand this initial technology implementation by adding cameras and video feeds to the ETS Control Centre, as well as installing the tunnel intruder technology within LRT stations at the tunnel entry points.

## PROFILE JUSTIFICATION

LRT tunnels are vulnerable to intruders for a variety of reasons, however intrusion poses a significant safety risk to both the intruders, transit riders. Intruders can also pose a security risk for essential transit infrastructure. Such risks are evidenced by past observed and reported incidents. Installation of tunnel intruder technology will provide warning alarms to potential intruders, and enable an enforcement response when necessary.

## STRATEGIC ALIGNMENT

In an effort to build a Community of Communities, this project will enhance safety and security of transit infrastructure. As service reliability and rider perception of safety increase, more people will be encouraged to choose to ride transit, thus helping reduce the city's GHG emissions and enable us to become Greener As We Grow.

## ALTERNATIVES CONSIDERED

An alternative would be to introduce continual security presence at all LRT tunnel entrances to monitor and deter or remove intruders. This would introduce extensive long term operating budget costs for additional staffing that would outweigh the capital costs of implementing a more automated solution.

## COST BENEFITS

Benefits include:  
Increased efficiency responding to intruder incidents through integration of the system with security cameras and having audible warnings to deter intruders.  
Fewer occasions where deployment of Peace Officers is required.  
Decreased property destruction and vandalism of equipment in the tunnel areas, such as equipment boxes. This would lead to reduced maintenance costs on the equipment.

## KEY RISKS & MITIGATING STRATEGY

Risk of the intrusion detection system being not effective at proactively deterring tunnel intrusions and manual enforcement / intruder removal is still required with a Transit Peace Officer.

## RESOURCES

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to complete the work. Specialized external resources may be needed for some projects or tasks, and would be procured in accordance with corporate procurement directives and policies.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended to proceed with installing tunnel intrusion detection system that will both deter intruders and allow for rapid response to any intrusion into LRT tunnels. This would improve the safety of transit riders, staff and the general public.

# CAPITAL PROFILE REPORT

PROFILE NAME: **LRT Tunnel Intruder Technology**  
 PROFILE NUMBER: **23-21-4000**  
 BRANCH: **Edmonton Transit Service**

**RECOMMENDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	100	1,850	1,850	-	-	-	-	-	-	3,800
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	100	1,850	1,850	-	-	-	-	-	-	3,800
	Requested Funding Source	-	-	100	1,850	1,850	-	-	-	-	-	-	3,800

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	100	1,850	1,850	-	-	-	-	-	-	3,800
	Requested Funding Source												
	Pay-As-You-Go	-	-	100	1,850	1,850	-	-	-	-	-	-	3,800
	Requested Funding Source	-	-	100	1,850	1,850	-	-	-	-	-	-	3,800

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	25	1,825	1,850	-	-	-	-	-	-
	Design	-	-	75	25	-	-	-	-	-	-	-	100
	Total	-	-	100	1,850	1,850	-	-	-	-	-	-	3,800

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **PARKS AND ROADS SERVICES - EQUIPMENT RENEWAL**  
 PROFILE NUMBER: **CM-66-0013**  
 DEPARTMENT: **City Operations**  
 LEAD BRANCH: **Parks and Roads Services**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Composite
LEAD MANAGER:	Craig McKeown
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

**Service Category:** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
2	98	<b>BUDGET REQUEST:</b>	727
		<b>TOTAL PROFILE BUDGET:</b>	727

**PROFILE DESCRIPTION**

Repair and replacement of up to 148 sander racks and paving underneath the rack areas at up to 7 locations. Sander Racks are large racks that hold the sander boxes and dump boxes while not in use and eliminate the need for extra equipment and operators when changing out the truck boxes. The process of removal is more hazardous with manual removal and would require additional labour and equipment vs just using the racks. The racks also hold the truck boxes when they are not in use and without the racks, they would be stored on the ground where the truck boxes would become damaged more frequently. Both Infrastructure Operations and Infrastructure Maintenance in Parks and Roads Services use these racks for storage of truck boxes. Some sander racks have been shut down as they are considered unsafe to use.

The City of Edmonton currently owns 148 steel racks located at 7 different facilities across the city. The racks are located as follows:  
 Northwest yard - 14320 114 Ave - 18 kit racks  
 Asphalt Plant - 14402 114 Ave - 6 kit racks  
 Northeast yard - 13003 56 St - 20 kit racks, 32 pipe racks = 52 racks  
 Southeast yard - 5404 59 Ave - 30 "new style" kit racks (these racks are all the wider 12' stall with staircase and handrail)  
 Southwest yard - 6609 Gateway Blvd - 18 kit racks, 16 pipe racks = 34 racks  
 Central yard - 10517 95 St - 2 pipe racks  
 Westwood Fleet Services - 12404 107 St - 6 kit racks  
 TOTAL 148 Racks

The City retained DIALOG in Spring 2020 to prepare a Condition Assessment Report for the Sander Racks ("racks") located at 7 facilities across Edmonton. The racks are constructed using three different engineered design configurations and are of varying ages. Varying levels of deterioration has been observed at each facility as well as varying levels of settlement. Concerns were raised over the potential structural instability of the steel frames caused by these deficiencies and the associated life safety or asset damage risks. The scope of the structural consulting services was broken into multiple phases; Phase 1, completed in Fall 2020, consisted of a review and structural assessment of the racks with a Phase 1 report entitled "City of Edmonton Sander Racks – Condition Assessment and Evaluation Report" and dated October 22nd, 2020. The Phase 1 report included the condition assessment as well as recommendations for removal, rehabilitation, or retention. It was determined that, in order to properly assess the appropriate rehabilitation or replacement options and to accurately prioritise the work, more information was required by the City.

Phase 2 consisted of a geotechnical study at each facility, preliminary foundation design and a more detailed study of costs associated with the rehabilitation and replacement options, and included a final memo-report summarizing findings and recommendations. At the completion of this phase, the City was provided a high-level budgeting information and recommendations required to make decisions on a rehabilitation and replacement program subject to available funding and demand at the facilities and risk tolerance. Details are outlined in the "Phase 2 Report: Geotechnical Investigation And Priority Rehabilitation Recommendations" dated June 10, 2022.

Phase 3 will likely include the preparation of Contract Documents and the construction phase, executing the proposed rehabilitation and replacement program. It is possible that the work may also be further subdivided in the future, depending on the City's selection of priorities.

**PROFILE BACKGROUND**

Sander Racks are large racks that hold the sander boxes and dump boxes while not in use and eliminate the need for extra equipment and operators when changing out the truck boxes. The process of removal is more hazardous with manual removal and would require additional labour and equipment vs just using the racks. The racks also hold the truck boxes when they are not in use and without the racks, they would be stored on the ground where the truck boxes would become damaged more frequently. Both Infrastructure Operations and Infrastructure Maintenance in Parks and Roads Services use these racks for storage of truck boxes. Some sander racks have been shut down as they are considered unsafe to use. Varying levels of deterioration and settlement have been reported by a consultant hired for this project when the inspection was completed of the sander racks located at all facilities in 2021.

**PROFILE JUSTIFICATION**

Varying levels of deterioration and settlement have been reported by a consultant hired for this project to do an inspection of the sander racks located at all facilities in 2021. Some sander racks have been shut down as they are considered unsafe to use. Replacement and repair of the sander racks will mitigate safety risks for staff using the racks, and avoid potentially serious incidents including injury or damage to human life and damage to infrastructure if a rack were to fail or collapse. These racks also create efficiencies when it comes to removing and installing truck boxes. The use of the racks reduces the number of staff involved in truck box changes and eliminates the requirement for additional equipment to remove and install the truck boxes.

Cost estimates based on priority:

Priority 1 Racks (4 facilities): \$ 1,810,698.94

Priority 2 Racks (3 facilities): \$ 279,483.44

Priority 3 Racks (3 facilities): \$ 459,382.00

Total Cost: \$ 2,549,564.38

“Priority 1” racks are those that are the oldest and have experienced the most degradation. As a result, these racks require full replacement and carry the highest overall cost.

**STRATEGIC ALIGNMENT**

Inclusive and compassionate: This profile supports safety and accessibility for City Operations employees.

**ALTERNATIVES CONSIDERED**

An alternative would be to not use racks for installation, removal and storage of truck boxes. These racks hold the sander boxes and dump boxes while not in use and eliminate the need for extra equipment and operators when changing out the truck boxes. The process of removal is more hazardous with manual removal and would require additional labour and equipment vs just using the racks. The racks also hold the truck boxes when they are not in use and without the racks, they would be stored on the ground where the truck boxes would become damaged more frequently.

**COST BENEFITS**

Sander racks are a safer and efficient way to switch between sander and dump boxes. Without these sander racks, the work required to put boxes on and off trucks would take longer, requires more people and is more risky by having to use a front end loader to crane the boxes onto the trucks.

**KEY RISKS & MITIGATING STRATEGY**

This funding request is linked with the safety associated with the safety racks however, with the limited renewal dollars, it may not be possible to fund the repair and replacement of all the sander racks. Since Priority 1 racks are those that are the oldest and have experienced the most degradation, it may be beneficial to focus on these first and get them replaced.

**RESOURCES**

This profile supports repair and replacement of sander racks and does not require any internal resources for this work as it will be completed by a contractor.

**CONCLUSIONS AND RECOMMENDATIONS**

Since this relates to employee safety, it is recommended that funding is approved for all 148 racks, however, limited availability of renewal funding would result in us only being able to repair/replace priority 1 racks in 3 out of the 4 facilities (i.e. Northwest yard - 14320 114 Ave, Grid NE01 to NE12, and Pipe Racks).

# CAPITAL PROFILE REPORT

PROFILE NAME: **Parks and Roads Services - Equipment Renewal**  
 PROFILE NUMBER: **CM-66-0013**  
 BRANCH: **Parks and Roads Services**

**RECOMMENDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	727	-	-	-	-	-	-	-	-	727
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	727	-	-	-	-	-	-	-	-	727
	Requested Funding Source	-	-	727	-	-	-	-	-	-	-	-	727

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	727	-	-	-	-	-	-	-	-	727
	Requested Funding Source												
	Pay-As-You-Go	-	-	727	-	-	-	-	-	-	-	-	727
	Requested Funding Source	-	-	727	-	-	-	-	-	-	-	-	727

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	727	-	-	-	-	-	-	-	-
	Total	-	-	727	-	-	-	-	-	-	-	-	727

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Parks and Roads Services - Equipment Renewal</b>			
<b>PROFILE NUMBER: CM-66-0013</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Northwest yard - 14320 114 Ave	18 Racks - (1)	100
230002	Asphalt Plant - 14402 114 Ave	6 Racks - (2)	-
230003	Northeast yard - 13003 56 St (Grid NE42 to NE 56)	14 Racks - (3)	-
230004	(Grid NE01 to NE12)	11 Racks - (1)	100
230005	Pipe Racks (Grid NE13- NE41)	27 Racks - (1)	-
230006	Southeast yard - 5404 59 Ave	30 Racks - (3)	-
230007	Southwest yard - 6609 Gateway Blvd Kit Racks	18 Racks - (2)	-
230008	Pipe Racks	16 Racks - (1)	100
230009	Central yard - 10517 95 St	2 Racks - (2)	-
230010	Westwood Fleet Services - 12404 107 St	6 Racks -(3)	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRAIN TO WAYSIDE TECHNOLOGY**  
 PROFILE NUMBER: **23-21-3002**  
 DEPARTMENT: **City Operations**  
 LEAD BRANCH: **Edmonton Transit Service**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Standalone
LEAD MANAGER:	Carrie Hotton-MacDonald
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

**Service Category:** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	8,000
TOTAL PROFILE BUDGET:	8,000

## PROFILE DESCRIPTION

This project supports communication between ETS trains and LRT Control. This project is realized through two steps: 1) Creating cellular coverage along the LRT network (stations and tunnels) to allow technology to communicate with systems; 2) Implementing on board technology that provides train position information and access by Control to cameras and train automatic passenger counters.

## PROFILE BACKGROUND

There is currently a gap in communications systems preventing LRT control from accessing information essential to ensuring service safety and efficiency. This project addresses these gaps including adding the ability for LRT control to access live security camera feeds on the trains as well as access real time train locations in order to avoid bottlenecks and improve schedule reliability for riders. This project will also allow for real-time communication between the LRT operating system and operational staff to quickly identify and resolve any faults, improving the safety and customer experience for customers.

## PROFILE JUSTIFICATION

A train to wayside communication system is required for a number of reasons:

- 1) Currently LRT Control and Security Control can not access the cameras on the trains. This means that when a transit rider safety or security incident occurs on the train the control centre needs to rely on receiving this information third hand through the Operator instead of being able to view and listen into the incident in real time which would expedite the dispatch of emergency resources. Further to this, sometimes EPS will contact LRT Control looking for a certain individual riding the train, LRT Control then has to relay this information to the Operator and rely on the operator to scan the train cameras to find the individual in question. At times, the operators can transport up to 600 transit riders at one time and must concentrate on operating the train and not scanning cameras to look for individuals.
- 2) Currently, LRT control does not have access to real time information as to the location position of the trains, meaning there is limited ability to optimize train service or make data driven decisions to improve future service planning. The ability to access real time train position data will also improve the ability to determine which signals improvements need to be addressed to further optimize service. Without train position data, six minute train frequencies are the best that can be achieved.
- 3) Currently, train operating systems can not communicate with LRT Control or operational support staff. If the trains had this ability, staff would be able to remotely diagnose and reset train faults to help resume service more quickly. Without this system, trains are also unable to communicate faults before they occur, resulting in potential service delays and more costly repairs. With a train to wayside communication system the train could send an alarm before a failure occurs such as an overheated traction motor or hot gear box.
- 4) Without this communication system, there is no ability to install/operate automatic passenger counters in the train which contributes to the efficient planning of service levels including scheduling, frequency, and train lengths to ensure transit riders are best served.
- 5) Without this communication system, no foundation exists for implementing future technology on trains - this system would serve as a platform to install other value add, safety, service enhancing technologies.
- 6) The current pantograph collision detection system does not work in the tunneled sections of the LRT system without a train to wayside communication system which increases safety risks.

## STRATEGIC ALIGNMENT

The ability to continue to optimize service into the future by reducing train headways and encourage more people to ride transit by providing a fast and reliable service will allow us to be Greener As We Grow. Enabling LRT Control and Security Control oversight of the onboard train cameras to monitor for incidents and improve the overall feeling of safety and security on the trains aligns with the Inclusive and Compassionate goals of the City.

## ALTERNATIVES CONSIDERED

An alternative that is reduced in scope would include be installing train to wayside communication systems at just the maintenance garage. This would allow for remote connection and upload of data from the trains when they are in the garage only.

Using commercial cell phone coverage where possible on the trains was also considered. However, due to security and reliability concerns, this is not an ideal solution.



## **COST BENEFITS**

Benefits include:

- Increased efficiency responding to security incidents with live access to cameras
- Increased passenger safety leading to increased ETS ridership
- Increased efficiency in detection of train faults, resulting in proactive maintenance
- Increased usage of the pantograph collision detection system leading to better value for the investment
- The ability to install and operate passenger counters on the trains
- Improved customer experience & retention
- Enhanced employee satisfaction and engagement

## **KEY RISKS & MITIGATING STRATEGY**

A risk would be the potential for delivery delays of the equipment that could take the project longer to accomplish, which could result in higher project costs than budgeted. To mitigate, Administration will look at a proof of concept to start getting the pieces in place to begin the build. This would allow for better testing and planning in order to avoid delays and achieve a smooth implementation.

## **RESOURCES**

Projects will be delivered using a combination of internal and external resources. Where possible, internal resources will be used to complete the work. Specialized external resources may be needed for some projects or tasks, and would be procured in accordance with corporate procurement directives and policies.

## **CONCLUSIONS AND RECOMMENDATIONS**

The recommendation is to proceed with installing the train to wayside system which will allow trains to use technology to increase safety, optimize service planning, and improve service reliability. This project will also enable numerous other service improvements: without the train to wayside system, other systems such as the pantograph collision detection system, passenger counters, and live train diagnostic information are not able to work in the tunnel sections of the LRT System.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Train to Wayside Technology**  
 PROFILE NUMBER: **23-21-3002**  
 BRANCH: **Edmonton Transit Service**

**RECOMMENDED**

PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,000	2,500	2,100	2,400	-	-	-	-	-	8,000
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,000	2,500	2,100	2,400	-	-	-	-	-	8,000
	Requested Funding Source	-	-	1,000	2,500	2,100	2,400	-	-	-	-	-	8,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,000	2,500	2,100	2,400	-	-	-	-	-	8,000
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,000	2,500	2,100	2,400	-	-	-	-	-	8,000
	Requested Funding Source	-	-	1,000	2,500	2,100	2,400	-	-	-	-	-	8,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	480	2,000	2,000	1,920	-	-	-	-	-
	Design	-	-	520	500	100	480	-	-	-	-	-	1,600
	Total	-	-	1,000	2,500	2,100	2,400	-	-	-	-	-	8,000

## OPERATING IMPACT OF CAPITAL

Type of Impact: Personnel

Branch:	2025				2026				2027				2028			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Edmonton Transit Service	-	122	122	.5	-	122	122	.5	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	<b>122</b>	<b>122</b>	<b>.5</b>	-	<b>122</b>	<b>122</b>	<b>.5</b>	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **COMMONWEALTH STADIUM EQUIPMENT**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-21-2010**

PROFILE STAGE: **Approved**

DEPARTMENT: **Community Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Community Recreation and Culture**

LEAD MANAGER: **Roger Jevne**

PARTNER: **Infrastructure Delivery**

PARTNER MANAGER: **Jason Meliefste**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Recreation & Culture** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
36	64	<b>BUDGET REQUEST:</b>	1,200
		<b>TOTAL PROFILE BUDGET:</b>	1,200

## PROFILE DESCRIPTION

This profile allows for the planned replacement of high dollar value program and service delivery equipment that is integral to supporting revenue generation within the Commonwealth Stadium by addressing identified demand, capacity and functionality issues.

This includes, but is not limited to, the following items:

- The Jumbotron and Related Equipment
- Speaker Pods
- Concession Equipment
- Mobile Equipment
- Stadium Lighting
- Back Up Emergency Services

The anticipated outcomes of the continued implementation of this composite include the following:

- Commonwealth Stadium stays competitive with current trends and is an attractive venue for new and existing clients
- Commonwealth Stadium is well-planned and meets community needs
- Commonwealth Stadium will realize revenue growth

The following factors are considered when looking at funding opportunities:

- Maintain or enhance existing levels of service
- Attract new or enhance existing revenue streams
- Annual and ongoing equipment inspection assessments and reports
- Frequency of servicing of major equipment items
- Impacts on programs and event hosting
- Maintenance and lifecycle guidelines and standards for equipment
- Risk assessment and mitigation strategies
- Ongoing monitoring of trends and incidents at other national or international stadiums
- Cost efficiencies gained by applying new technology and/or more effective products
- Sustainability and reduction of the environmental footprint

## PROFILE BACKGROUND

Since its completion in 1978, Commonwealth Stadium has remained an important part of the cultural and sports history of the City. However, as the stadium continues to age, the need to maintain and update the facility's equipment in order to meet the user's expectations as well as code requirements increases. The Commonwealth Stadium Equipment Composite exists to enable the appropriate approvals, spending and reporting for capital investments made using the Commonwealth Stadium Reserve Fund. This Composite allows for the planned replacement of high dollar value of program and service delivery equipment that is integral to supporting revenue generation within the Stadium. The replacement is determined/approved by senior management. Since its inception, this composite has proven very successful at replacing the aging equipment within the stadium, ensuring that Commonwealth Stadium remains integral to the sports and cultural identity of the City of Edmonton.

## PROFILE JUSTIFICATION

As of 2022, Commonwealth Stadium has been in operation for over 45 years, and remains an important fixture of Edmonton's cultural and recreational environment. The Commonwealth Stadium Equipment Composite has been utilized to address specific equipment concerns to ensure that the stadium remains competitive over the short term. A master plan for Commonwealth Stadium was developed in 2016. This Commonwealth Stadium Master Plan details several potential redevelopment strategies for the Commonwealth Stadium to improve the functionality and attractiveness of the facility. However, all of the redevelopment strategies feature time frames of a minimum of five to seven years to implement. As such, there is a need to continue the Commonwealth Stadium Equipment composite to allow the stadium to utilize the Stadium Reserve fund to purchase the equipment required to support revenue generation within Commonwealth Stadium by addressing identified demand, capacity and functionality issues.

If the Stadium equipment is not replaced or kept up to date, there can be impacts to customer satisfaction and revenue generation due to faulty or outdated equipment. Lifecycle maintenance and replacement is required in order to ensure service levels can be maintained in all hosting event areas including suites. Improvements to facility network and IT connections are required in order to improve connectivity and speed of transactions during point of sale interactions with customers during high volume and major events.

## STRATEGIC ALIGNMENT

This composite supports these Big City Moves:

- Supporting the ongoing Commonwealth Stadium Equipment composite demonstrates the City's commitment to the "Rebuildable City" Big City Move by reinvesting into the existing infrastructure to ensure it remains relevant rather than developing an all new facility.

-Healthy City: Supports Commonwealth Stadium as a place of gathering, fostering a sense of community between users.

## ALTERNATIVES CONSIDERED

The City owns the equipment that is used within Commonwealth Stadium, & as such if this Composite were to be cancelled, an additional means of funding would be needed to refresh the equipment & keep it up to date & relevant. This is a 100% renewal composite, so it ensures that the equipment utilized within the Stadium is continually able to be replaced in a timely and meaningful way. Old or outdated equipment is not forced to be used because the composite allows for the continued delivery of high quality of service through appropriate equipment renewal process.

In addition, as the Commonwealth Stadium Master Plan Phase I was not selected for implementation as part of the 2019-2022 capital budget, no meaningful alternatives exist within the relevant time frame.

As the City has committed to establishing & maintaining the Commonwealth Stadium Reserve Fund since 1995, & an approved process is required for enabling equipment renewal from this fund, alternatives are not identified.

## COST BENEFITS

The Composite is requesting funding from the Commonwealth Stadium Reserve Fund.

Tangible Benefits

1. Old or failing service equipment is replaced
2. Safety incidents involving equipment are reduced.
3. The Stadium is able to utilize new and current technologies.

Intangible Benefits

1. Customer satisfaction increases
2. Stadium proactively and reactively responds to identified issues ensuring excellent service for customers/users.

## KEY RISKS & MITIGATING STRATEGY

If this expenditure from reserve is not approved, Commonwealth Stadium would be unable to keep on top of demand capacity items which promote better service and increased functionality. Aging/failing equipment can result in increased operational costs, decreased customer satisfaction and a decrease in overall marketability.

Community Recreation and Culture branch could expect to see an increase in thefts, health incidents, equipment injuries and general patron dissatisfaction should funding not be provided. If equipment replacement becomes critical prior to available funding, the Branch will identify funds through efficiencies in the operating budget including potential service cuts.

## RESOURCES

Expenditure decisions are determined by CRC Leadership Team. Some projects will require external contractors, which will be determined by Project Management & Maintenance Services. The selection of external contractors & any purchasing will adhere to Administrative Directive - Procurement Standard.

## CONCLUSIONS AND RECOMMENDATIONS

Despite being operation for 40 years, Commonwealth Stadium remains an iconic landmark within Edmonton's sport & cultural history. The continued implementation of the Commonwealth Stadium Equipment Composite allows for the stadium to make the necessary equipment updates to meet the needs of an aging facility. The failure to update the equipment would lead to increased costs, reduced services, potential health risks, & reduced patron satisfaction. While the implementation of the Commonwealth Master Plan will determine the long term future of Commonwealth Stadium, the Commonwealth Equipment Composite ensures the future of the facility over the short term.

Community Recreation and Culture branch recommends the continued funding of this composite for the 2023-2026 budget cycle.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Commonwealth Stadium Equipment**  
 PROFILE NUMBER: **CM-21-2010**  
 BRANCH: **Community Recreation and Culture**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	300	300	300	300	-	-	-	-	-	1,200
	Revised Funding Sources (if approved)												
	Stadium Reserve	-	-	300	300	300	300	-	-	-	-	-	1,200
	Requested Funding Source	-	-	300	300	300	300	-	-	-	-	-	1,200

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	300	300	300	300	-	-	-	-	-	1,200
	Requested Funding Source												
	Stadium Reserve	-	-	300	300	300	300	-	-	-	-	-	1,200
	Requested Funding Source	-	-	300	300	300	300	-	-	-	-	-	1,200

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	150	150	150	150	-	-	-	-	-
	Technology	-	-	150	150	150	150	-	-	-	-	-	600
	Total	-	-	300	300	300	300	-	-	-	-	-	1,200

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Commonwealth Stadium Equipment</b>			
<b>PROFILE NUMBER: CM-21-2010</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Equipment Replacement	Lifecycle Replacement of Point of Sale equipment for Concession tills at the Stadium, to improve services to include Debit and Credit at all concession points of sale in the Stadium. Ongoing replacement of aging concession equipment and food services equipment required for food and beverage services during major events at the Stadium. Lifecycle replacement and improvements required for the aging fixtures and finishes in the Stadium suites.	100
230002	Network and Connectivity Upgrades	Facility improvements required for improved Internet fibre connectivity in order to service the points of sale for customer services, merchandise, and food and beverage during major events.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **COMMUNITY RECREATION AND CULTURE - EQUIPMENT CONSERVATION**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-21-5601**

PROFILE STAGE: **Approved**

DEPARTMENT: **Community Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Community Recreation and Culture**

LEAD MANAGER: **Roger Jevne**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Recreation & Culture**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>2</b>	<b>98</b>

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>4,098</b>
TOTAL PROFILE BUDGET:	<b>4,098</b>

## PROFILE DESCRIPTION

Equipment Replacement provides for the planned replacement of high dollar value program/service delivery equipment to optimize performance in the areas of revenue generation, customer service and facility operations within the Community Recreation and Culture branch.

Equipment replacement needs will be assessed and reviewed on an annual basis. In order to be considered for funding, equipment must meet the following criteria:

- Must be the replacement of equipment currently in the inventory.
- Minimum value of \$5000. Equipment combinations used to meet minimum values are comprised only of like items.
- Each individual piece of equipment must have a life span of greater than one year.
- Equipment supports facility services or functionality, but is not rented directly by customers

This funding program is only available to Community Recreation and Culture.

Equipment categories and funding allocations will be reviewed annually by the Equipment Conservation Committee to be responsive to changing needs and circumstances. For the budget, the planned division of funds is:

- Fitness Equipment (ex. cardio, plate-loaded): 45%
- Operational Equipment (ex. floor scrubber, pool vacuums, kids pool slides, pool pods for improve access): 25%
- Program Equipment (ex. lane ropes, hockey nets, skis, bikes, golf): 15%
- Furniture & Appliance (ex. tables, chairs, lobby TV monitors): 8%
- Signage Replacement (ex. wayfinding, safety, entrance): 7%

### OUT OF SCOPE:

This composite does not fund:

- New equipment inventory.
- Equipment eligible for funding under another Composite (Safety and Security)
- Office furniture
- Concession equipment
- IT and telecommunications equipment
- Cash handling equipment
- Equipment maintained by Facility Maintenance Services or Fleet Services
- Infrastructure to support equipment installation/operation (ex. new electrical connections)

## PROFILE BACKGROUND

The Equipment Replacement Composite was established in 2003 in response the Office of the City Auditor's report: "Leisure Centre operations have not been successful in getting items such as weight room equipment into the capital budget. This equipment needs to be current & in good working condition to maintain day to day operations & positive customer satisfaction with Leisure Centres." As the challenge of funding equipment replacement is not limited to fitness equipment, the scope & scale of the Composite has increased to include equipment replacement at all Community Recreation & Culture facilities.

Since 2009, the Branch has experienced a 28% increase in attendance which correlates to an increased demand for & usage of equipment, & increasing demands for funding. Demands for this composite will increase over the next 10 years as the multi-purpose recreation centres will need to start replacing equipment.

The current system has proven to be effective & efficient at replacing equipment. Since inception, the Composite has funded 60 requests per year, & has replaced over 6000 pieces of equipment.

## PROFILE JUSTIFICATION

Sixty community facilities and the River Valley are managed and animated by the Community Recreation and Culture branch. In 2013, the Branch recorded an attendance of nearly 7 million visitors. With the opening of the Meadows and Clareview multi-purpose recreation centres in Fall 2014, attendance in the Branch is expected to grow by another million visitors by the end of 2015. This high volume visitation across the Branch correlates to significant and ongoing demand for a variety of equipment within the Branch to ensure quality, safe and enjoyable visits.

The original recommendation to create the Equipment Conservation Composite followed a report from the Office of the Auditor General where it stated: "Leisure Centre operations have not been successful in getting items such as weight room equipment into the capital budget. This equipment needs to be current and in good working condition to maintain day to day operations and positive customer satisfaction with Leisure Centres." Since its original inception in 2003, the scope of the program has grown to include a diversity of equipment to reflect the varied requirements within and among facilities. The Branch has developed processes to ensure the funds are efficiently and effectively managed each year.

Cancellation of this equipment replacement program would be noticed by facility users as the following service impacts would be realized:

- Decrease in service levels as worn equipment is removed from service but not replaced.
- Slow and inefficient responses to facility maintenance needs.
- Decrease in quality of rental and program spaces.

These impacts may ultimately contribute to decreased attendance and revenues across the Branch.

### OUTCOMES:

1. Citizens use City recreation facilities and participate in services and programs that provide enjoyment and personal health benefits.
2. Visitors feel they can rely upon City facilities to offer quality programs and services. As a result, repeat visitation is high.
3. Visitor satisfaction is maintained or improved.

### SUCCESS FACTORS:

The initiative will be successful if:

- Equipment is purchased for a wide range of facilities.
- Equipment is replaced before service impacts are realized.
- Purchases are completed in a timely manner and on-budget.
- Priorities are determined by Branch representatives through a collaborative process.

## STRATEGIC ALIGNMENT

- Inclusive & Compassionate: provide equipment used for active mode of support to persons with disabilities (reduced mobility &/or are using a wheelchair)

- Rebuildable City: focus on moving towards a better & more efficient city by reinvesting in existing facilities

- Healthy City: Ensures that users have access to equipment within our Facilities that promote overall wellness and allow for equitable access to physical activities

## ALTERNATIVES CONSIDERED

A lease versus buy analysis was conducted for fitness equipment. The results indicated that a capital purchase was the preferred option and the best use of City funds. A significant increase to user fees and establishment of an equipment reserve would be another alternative to raise the \$1.5M - \$2M required annually. This decision would be very unpopular with users, and the higher admission rates may discourage attendance to some sites

## COST BENEFITS

Tangible Benefits

1. Facilities stay competitive.
2. Facilities are kept safe.
3. Significant costs are avoided in trying to maintain/repair old/failing equipment.

Intangible Benefits

1. Positive facility perception promotes repeat visitation.
2. Ability to proactively and reactively respond to issues that arise.
3. Support ongoing improvements and growth in programs and services

## KEY RISKS & MITIGATING STRATEGY

If funding is not provided, Community Recreation & Culture will be unable to address equipment replacement or stay current with fitness trends, which could result in increased safety incidents & customer dissatisfaction resulting in decreased attendance & revenues. Operating expenditures would increase as efforts to prolong the use of failing equipment increase.

With project implementation, the greatest risk is not completing all purchasing within a budget year. This may occur when the costs for equipment are over \$10,000 & require tender or when purchases are made outside Canada. These risks can be mitigated by having a multi-year project funding plan so purchasing can commence early each year, or for items anticipated to be slow, the process could be started late in the year prior.

## RESOURCES

The Composite and associated projects are managed entirely by City of Edmonton employees. All purchasing will adhere to Administrative Directive - Procurement Standard.



## CONCLUSIONS AND RECOMMENDATIONS

Given the ongoing and increasing needs for equipment replacement within Community Recreation and Culture branch, the cost of the equipment and its importance to sustaining revenues and attendance, it is recommended that this Composite be funded for 2023-2026. Composite funds are allocated annually based on equipment replacement plans prepared by branch staff utilizing the RIMS data. The allocations are reviewed and approved by a branch committee utilizing a project prioritization process that addresses ongoing and urgent needs. Approved projects are implemented and supervised by City of Edmonton employees.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Community Recreation and Culture - Equipment Conservation**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-21-5601**

PROFILE TYPE: **Composite**

BRANCH: **Community Recreation and Culture**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,024	1,518	1,024	531	-	-	-	-	-	4,098
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,024	1,518	1,024	531	-	-	-	-	-	4,098
	Requested Funding Source	-	-	1,024	1,518	1,024	531	-	-	-	-	-	4,098

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,024	1,518	1,024	531	-	-	-	-	-	4,098
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,024	1,518	1,024	531	-	-	-	-	-	4,098
	Requested Funding Source	-	-	1,024	1,518	1,024	531	-	-	-	-	-	4,098

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Other Costs	-	-	1,024	1,518	1,024	531	-	-	-	-	-
	Total	-	-	1,024	1,518	1,024	531	-	-	-	-	-	4,098

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Community Recreation and Culture - Equipment Conservation</b>			
<b>PROFILE NUMBER: CM-21-5601</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Fitness Equipment	The proposed scope of work for this budget cycle is as follows: -Refresh high value fitness equipment at The Meadows and Clareview Community Recreation Centres to industry standard and to meet customer expectations -Ongoing replacement of spin bikes, cardio equipment and weight lifting equipment as required	42
230002	Operational Equipment	The proposed scope of work for this budget cycle is as follows: -Aquatic equipment - lane ropes, lane rope reels, lifeguard chairs, pool vacuums, auto scrubbers, slides, accessibility ladders, pool lifts -Arenas & Fields - line painters, field groomers, auto scrubbers, power ice edgers, pressure washers, gas cabinets -Golf Courses - greens covers, turf maintenance equipment	31
230003	Program Equipment	The proposed scope of work for this budget cycle is as follows: -Arts - pottery wheels, kilns, easels -Aquatics - CPR mannequins, AED trainers, equipment storage -Valley Zoo - activity tents, animal artifacts, taxidermy services -Sports - table tennis tables, portable basketball hoops	14
230004	Furniture & Appliances	The proposed scope of work for this budget cycle is as follows: -Patron lobby furniture -Multipurpose room flip tables and chairs -Water dispensers -Picnic tables	7
230005	Signage Replacement	The proposed scope of work for this budget cycle is as follows: -River Valley Parks - interpretive signage -Outdated wayfinding signage -Exterior building signage	6
230006	Fixed Equipment	High value, building specific outdated amenities no longer funded through renewal budgets and have a strong impact on customer perception of value and innovation	10

# CAPITAL PROFILE REPORT

PROFILE NAME: FIRE RESCUE EQUIPMENT REPLACEMENT

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: CM-70-0001

PROFILE STAGE: **Approved**

DEPARTMENT: Office of the City Manager

PROFILE TYPE: **Composite**

LEAD BRANCH: Fire Rescue Services

LEAD MANAGER: **Joe Zatylny**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Protection**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
2	98

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	3,382
TOTAL PROFILE BUDGET:	3,382

## PROFILE DESCRIPTION

This composite initiative will fund the replacement of critical Fire Rescue Emergency Equipment. An annual expenditure plan will be prioritized and confirmed based on the life-cycle of each piece of equipment and a review of the current demands on the service. FRS equipment has a 10-12 year replacement cycle (depending on the asset) and assets are currently valued at almost \$20M. Initial plans for 2015-2018 include replacing:

- Equipping approximately 40 recruits annually to replace retirees.
- 70 sets of SCBA annually.
- 5 sets of specialized rescue and equipment annually.
- 5 Water rescue Rapid Deployment Crafts annually.
- 100 radios annually.
- station alerting system hardware replacement.
- On-board equipment (thermal imaging cameras) across the fire rescue fleet.
- Specialized Hazmat equipment.
- Fitness equipment in 4 to 5 stations per year.

If a full replacement of any equipment type is required to be completed in a specific year, FRS will try and accommodate this within the level of funding within the composite.

## PROFILE BACKGROUND

FRS uses a range of critical specialized equipment in daily emergency response operations that significantly impact both firefighter and public safety. This equipment includes (but is not limited to) portable and mobile radios, SCBA (breathing apparatus), rescue and heavy lifting equipment, thermal imaging cameras, other on-board equipment, Station Alerting System, Opticom traffic pre-emption equipment, and fitness equipment. FRS also requires specialized training equipment to ensure that all recruits are adequately trained as well as for the on-going competency training for all firefighters and personnel.

The nature of Fire Rescue work means that equipment is subjected to significant environmental challenges and physical demands and can become damaged during response to events. Equipment needs to be replaced as a matter of urgency to ensure units are not taken out of service.

The condition of FRS equipment assets and replacement cost is tracked in RIMS.

## PROFILE JUSTIFICATION

This profile provides stable funding for critical Fire Rescue Services equipment replacement. FRS uses a range of specialized emergency equipment in emergency response operations. This equipment needs to be replaced when worn out or damaged to ensure all FRS units remain in service 24x7x365. FRS has limited asset inventory and replacing damaged equipment is vital to keep the fleet up to strength. In addition, changes to equipment regulations and standards may require equipment to be replaced. Replacement of equipment requires a stable source of funds.

FRS needs to train recruits and maintain competency training of almost 1,200 front line firefighters. As a result FRS is looking at innovative ways to deliver training year round through the adoption of specialized training equipment. These options have a lower capital cost than purchasing additional apparatus for training.

## STRATEGIC ALIGNMENT

This profile directly aligns and contributes to the City Plan Value Direction 2.4.2, Ensure public buildings and infrastructure are sustainable and resilient and 5.4.2, Ensure rapid support to Edmontonians in times of emergency, disaster and crisis. By ensuring EFRS is ready to respond to emergencies this profile supports the Big City Move , A Rebuildable City by enabling the planned growth to safely occur.

The strategic plan Connect Edmonton's strategic goal Healthy City as measured by the percentage of Edmontonians who feel they live in a safe city.

## ALTERNATIVES CONSIDERED

The alternative to an equipment replacement capital composite profile is to bring multiple urgent funding requests through the supplemental budget adjustment process when equipment is at end of life or failed. This alternative is not desirable because it does not allow for budget planning and risks emergency equipment being out of service and unable to respond to emergency events.

## COST BENEFITS

Tangible

- All equipment is to the required standard.
- Lifecycle replacement of assets is managed and effective.
- Firefighter and public safety is maintained

Intangible

- FRS reputation is maintained
- CFAI Accreditation is maintained

## KEY RISKS & MITIGATING STRATEGY

Post Covid supply chain delays may be a risk in procuring equipment. This is mitigated by expenditure planning and developing long term contracts with vendors.

## RESOURCES

All procurement and purchasing activities for the initiative will follow standard administrative directions and policies.

## CONCLUSIONS AND RECOMMENDATIONS

FRS has identified a need to replace capital equipment based on RIMS allocations. FRS recommends approval of the equipment replacement composite to ensure firefighter and public safety is maintained.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Fire Rescue Equipment Replacement**  
 PROFILE NUMBER: **CM-70-0001**  
 BRANCH: **Fire Rescue Services**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	846	846	846	846	-	-	-	-	-	3,382
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	846	846	846	846	-	-	-	-	-	3,382
	Requested Funding Source	-	-	846	846	846	846	-	-	-	-	-	3,382

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	846	846	846	846	-	-	-	-	-	3,382
	Requested Funding Source												
	Pay-As-You-Go	-	-	846	846	846	846	-	-	-	-	-	3,382
	Requested Funding Source	-	-	846	846	846	846	-	-	-	-	-	3,382

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	846	846	846	846	-	-	-	-	-
	Total	-	-	846	846	846	846	-	-	-	-	-	3,382

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Fire Rescue Equipment Replacement**

**PROFILE NUMBER: CM-70-0001**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Water Rescue Equipment Rapid Deployment Crafts	Replacement of 5 Rapid Deployment Crafts (RDC) per year	100
230002	Station Alerting System	Replacement of station alerting systems in 30 fire stations	22
230003	Opticom Intersection replacement	Replacement of 10 intersection Opticom devices per year	1
230004	Opticom replacement	Replacement of 10 vehicle Opticom devices per year	50
230005	Apparatus smartphone replacement	Replacement of smart phones in major fire apparatus	100
230006	Hose	Replacement of fire hose that does not pass certification	24
230007	Fitness (Wellness) Equipment	Replacement of fitness equipment at stations	13
230008	On board equipment replacement	Replacement of on-board equipment located on fire apparatus	18
230010	Personal Protective Equipment	Replacement of personal protective equipment for Fire Rescue personnel	24
230011	SCBA Paks	Replacement of self contained breather apparatus paks	24
230012	Facepieces	Replacement of self contained breathing	24
230013	Haz Mat equipment replacement	Replacement of HazMat level A suits for Fire Rescue personnel	24
230014	Water rescue equipment	Replacement of 10 sets of Water Personal Protective Equipment per year	100
230015	Technical harness and gear	Replacement of Technical Rescue harnesses and equipment	100
230016	Mobile Data Terminal and Mobile Data Terminal mount replacement	Replacement of the mobile data terminal and mounts in all responding fire vehicles.	-
230017	Radio replacements	Replacement of mobile and portable radios as required	-
230018	Self Contained Breathing Apparatus regulators	Replacement of self contained breathing apparatus regulators	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **FLEET FLUID STORAGE, DISPENSING AND DISPOSAL SYSTEMS**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-25-3002**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Fleet and Facility Services**

LEAD MANAGER: **Eddie Robar**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>12</b>	<b>88</b>

<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>BUDGET REQUEST:</b>	<b>1,223</b>
<b>TOTAL PROFILE BUDGET:</b>	<b>1,223</b>

## PROFILE DESCRIPTION

A composite growth and renewal profile for the replacement and growth of fleet fluid storage, dispensing and disposal systems. Fuel site infrastructure, inclusive of the replacement of aging fuel systems (tanks and associated equipment), are included in this profile. Fluid (fueling, lubrication, cooling and vehicle waste fluid disposal) tank infrastructure has to comply with environmental (ISO), occupational health and safety, and fire code standards. Based on audit recommendations, this could include capping fluid storage room sump in order to adhere to insurance. The growth component in this profile reflect costs for upgrading existing tanks with metering and dispensing technologies.

Note that this capital profile was renamed from "Fuel Site & Oil Tank Replacements" in the 2019-2022 budget cycle to "Fleet Fluid Storage, Dispensing and Disposal Systems" in the 2023-2026 budget cycle.

## PROFILE BACKGROUND

Fleet and Facility Services maintains and operates 8 fuel dispensing sites. The majority of these sites contain all of the infrastructure required to store and dispense gasoline, diesel, diesel exhaust fluid and windshield washer fluid. Fleet and Facility Services also maintains and operates all of the bulk automotive fluid tanks and dispensing equipment in all of the Transit Fleet Maintenance and Municipal Fleet Maintenance garages. Waste fluids, such as used engine oil, are also stored in bulk prior to disposal. Bulk fluid metering, volume monitoring, and dispensing authorization equipment will require upgrades due to obsolescence.

## PROFILE JUSTIFICATION

As the City expands, additional equipment will be required to support fleet maintenance and department fleet operations and to comply with environmental, occupational health and safety, and fire code requirements. Some of the equipment has surpassed its useful life, is not economical to repair, or is obsolete. Replacement of this equipment will ensure the protection of the environment. Prevention of such negative environmental impacts ensures the fuel site can remain operational and available to the clients it serves. Leaks would result in immediate shut-down as a detriment in service to the client base. The ability to store a wider range of fluid at more locations improves operational efficiencies and reduces travel time.

## STRATEGIC ALIGNMENT

This profile primarily supports the delivery of excellent services by ensuring continued, reliable service delivery. In order to drive climate resilience and strengthen our natural systems, proper tools and equipment are required to implement the innovative solutions to continue to develop a healthy city and address climate change. Replacing and upgrading fueling infrastructure decreases the risks associated with environmental contamination and brings the equipment in line with industry best practices. Reducing these risks directly contributes to developing a healthy city while also protecting and enhancing our land, air, water and biodiversity.

## ALTERNATIVES CONSIDERED

Other Alternatives:

1. Prolong the life of Fleet Fluids Supply, Storage, and Disposal Systems as best as possible through scheduled maintenance/inspections.
2. Continue to monitor tanks through leak detection methods.

## COST BENEFITS

Tangible Benefits

- Reduced risk of environmental contamination resulting from aging infrastructure
- Reduced maintenance, repair work, and additional monitoring requirements for fuel site infrastructure.
- Increased fuel storage capacity to meet today and tomorrow's needs.

Intangible Benefits

- Access to newer, environmentally sound, and efficient infrastructure
- Improved uninterrupted flow of service with appropriate volume capacities
- Reduced down time for unscheduled repair work



## KEY RISKS & MITIGATING STRATEGY

Key risks of not implementing the project include:

- Increased environmental risk of site contamination through the potential release of fuels due to aging infrastructure
- Immediate shut down of fueling services if a leak occurred preventing/limiting fueling services
- Decreased fleet operations/increased travel to available fuel site if one site is shut down
- Increased environmental cleanup costs
- Increased maintenance costs in refurbishing or repairing aging infrastructure
- Loss in operational functionality and reliability

## RESOURCES

Project management of this project will be provided by Integrated Infrastructure Services. Fleet Services will use internal staff resources to assist with scheduling and facilitating the work so that it does not impact current fleet operations.

## CONCLUSIONS AND RECOMMENDATIONS

This report recommends replacing the fuel tanks and associated infrastructure with new equipment that meet industry standards to mitigate the environmental risks due to the infrastructure exceeding the expected useful life. This profile will fund projects associated with bulk fluid monitoring systems where real-time data is provided in order to optimize bulk fluid inventories, deliveries, potential fluid leaks and reconciliation of any bulk fluid volume differences. These systems also monitor dispensing activities in order to better control billing of bulk fluids and prevention against potential fluid theft.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Fleet Fluid Storage, Dispensing and Disposal Systems**  
 PROFILE NUMBER: **CM-25-3002**  
 BRANCH: **Fleet and Facility Services**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	232	307	452	232	-	-	-	-	-	1,223
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	232	307	452	232	-	-	-	-	-	1,223
	Requested Funding Source	-	-	232	307	452	232	-	-	-	-	-	1,223

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	232	307	452	232	-	-	-	-	-	1,223
	Requested Funding Source												
	Pay-As-You-Go	-	-	232	307	452	232	-	-	-	-	-	1,223
	Requested Funding Source	-	-	232	307	452	232	-	-	-	-	-	1,223

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	232	307	452	232	-	-	-	-	-
	Total	-	-	232	307	452	232	-	-	-	-	-	1,223

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME:** Fleet Fluid Storage, Dispensing and Disposal Systems

**PROFILE NUMBER:** CM-25-3002

**BUDGET CYCLE:** 2023-2026

Project Number	Project Name	Description	Percentage Funded
230001	Fleet Fluid Storage, Dispensing and Disposal Systems	Growth Project - Fleet Fluid Storage, Dispensing and Disposal Systems	100
230002	Windshield washer fluid tank replacement (Kennedale, Westend)	Replacement of corroding bulk fluid tanks.	100
230003	EJ Ward system upgrades	Replacement of obsolete fuel administering system components.	17
230004	Tank replacement- Waste oil. West End.	Tank replacement- Waste oil. West End.	-
230005	Tank replacement- Waste oil. AHS. 19028?	Tank replacement- Waste oil. AHS.	100
230006	Fire Services Centre Fueling infrastructure upgrade project	Fire service centre fueling equipment replacement	100
230007	Used oil tank. FSC. Replace and move outside	Used oil tank replacement and relocation at Fire Services Centre	100
230008	Replace coolant tank with 2500L tank and move outside. FSC	Replace coolant tank and relocate at Fire Services Centre	100
230009	Veeder-Root TLS-350 replacement with TLS-450 (10 locations)	Obsolete bulk fluid monitoring equipment replacement. 10 locations.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: LIBRARY FURNITURE AND EQUIPMENT

**RECOMMENDED FUNDED**

PROFILE NUMBER: CM-20-0052

PROFILE STAGE: **Approved**

DEPARTMENT: Boards and Commissions

PROFILE TYPE: **Composite**

LEAD BRANCH: Public Library

LEAD MANAGER: **Pilar Martinez**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Recreation & Culture**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	2,039
TOTAL PROFILE BUDGET:	2,039

## PROFILE DESCRIPTION

This project identifies annual renewal of library furniture and equipment (including vehicles and library shelving). EPL uses the City's risk-based investment management system as a basis for estimating the annual replacement needs to maintain these assets at an acceptable condition.

Investment over the next budget cycle is summarized below:

2023-2026 Budget Cycle (\$1.3M)  
 2023 - \$450K  
 2024 - \$450K  
 2025 - \$250K  
 2026 - \$250K

## PROFILE BACKGROUND

EPL furniture and equipment capital expenditures include vehicles, library collections shelving, furniture and equipment used in EPL branches across the city. EPL maintains a fleet of 6 vehicles for the purpose of transporting library materials for customers between EPL branches and partners. We also maintain 4 literacy vans for providing library services to underserved areas of our city. These vehicles have an average asset life of 7 years. Shelving has an overall average asset life of 40 years. Furniture and equipment includes desks, seating and other furniture used in the provision of library services. The capital budget includes costs for replacement of these assets based on amortization and life cycle management.

## PROFILE JUSTIFICATION

EPL monitors and tracks all furniture and equipment asset inventory, including asset condition. This project identifies annual requirements to maintain EPL's furniture and equipment assets at an acceptable asset condition with consideration for the health and safety of customers and staff, value and best time to replace assets. Failing to fund these replacements will result in EPL's inability to provide services to its customers (e.g. vehicles not available to transport library materials for customers, public furniture that is unsafe for customer use, and limit our ability to deliver customer services). In addition, failing to proceed with this project would result in higher maintenance costs in the future, higher operating costs and higher risk of component failure and/or unusable furniture and equipment for customers and staff. This project aligns with City Council priorities to ensure Edmontonians have appropriate and accessible infrastructure; Edmonton is an inclusive and compassionate community; and Edmonton has robust infrastructure that ensures the continuity of critical services.

## STRATEGIC ALIGNMENT

This project aligns with the following City Council Priorities:

- Inclusive and Compassionate: Edmontonians are healthy and fulfilled; Edmonton has appropriate and accessible infrastructure; Edmonton is a safe and caring community

- Catalyze and Converge: Edmonton has robust infrastructure that ensures the continuity of critical services.

## ALTERNATIVES CONSIDERED

EPL continually reviews alternatives for the replacement of furniture, equipment and vehicle assets and assesses to ensure health and safety standards are met and best value is obtained.

## COST BENEFITS

EPL continually seeks best value when renewing furniture, shelving and vehicles.

The key tangible benefits of this project are:

- Extends the useful life of the library collections shelving and vehicles
- Enables continued provision of library services to the communities; and
- Ensuring underserved areas of Edmonton are provided with library services.

## KEY RISKS & MITIGATING STRATEGY

This project mitigates the risk to personal injury to staff and customers, and minimizes costly emergency repairs.

## RESOURCES

All project items will be tendered publicly with EPL managing the projects.

## CONCLUSIONS AND RECOMMENDATIONS

The Library supports this project for timely preventive maintenance and replacement of deficient assets and provision of excellent customer service. The Library recommends this project for approval.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Library Furniture and Equipment**  
 PROFILE NUMBER: **CM-20-0052**  
 BRANCH: **Public Library**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,275	400	250	114	-	-	-	-	-	2,039
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	400	400	250	114	-	-	-	-	-	1,164
	Pay-As-You-Go - Library	-	-	875	-	-	-	-	-	-	-	-	875
	Requested Funding Source	-	-	1,275	400	250	114	-	-	-	-	-	2,039

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,275	400	250	114	-	-	-	-	-	2,039
	Requested Funding Source												
	Pay-As-You-Go	-	-	400	400	250	114	-	-	-	-	-	1,164
	Pay-As-You-Go - Library	-	-	875	-	-	-	-	-	-	-	-	875
	Requested Funding Source	-	-	1,275	400	250	114	-	-	-	-	-	2,039

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	1,275	400	250	114	-	-	-	-	-
	Total	-	-	1,275	400	250	114	-	-	-	-	-	2,039

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **POLICE EQUIPMENT**

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: **CM-60-1771**

PROFILE STAGE: **Approved**

DEPARTMENT: **Boards and Commissions**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Police Service**

LEAD MANAGER: **DC Alan Murphy**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Protection**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	2,054
TOTAL PROFILE BUDGET:	2,054

## PROFILE DESCRIPTION

Purchase of equipment to replace assets that have reached the end of their economic and/or functional life. This is to ensure the reliability and dependability of police equipment for day to day operations.

## PROFILE BACKGROUND

This profile is a composite profile detailing equipment life cycle renewal and replacement projects to maintain police equipment in good to very good condition.

## PROFILE JUSTIFICATION

EPS equipment is managed to minimize its life cycle costs while taking into account maintenance, operating and replacement costs. This Police Equipment replacement program is required to achieve this goal.

## STRATEGIC ALIGNMENT

The EPS replaces and upgrades equipment to meet the technological requirements to deliver community safety in Edmonton. The EPS Strategic Plan was developed with the mission "to be relentless on crime and a leading partner in building community safety". This capital profile supports the mission of EPS.

Improving community safety is critical to achieving the City of Edmonton Social Well-being and Community Safety priority and a strong contributor to the priorities of Corporate Resource Stewardship, Employee Safety and Well-being, and Strategy, Business and Innovation.

## ALTERNATIVES CONSIDERED

Renewal projects have only one alternative - delay renewal or replacement of major components.

The only option available from planned replacement would be to replace when there is an equipment failure. The costs associated with an emergency repair and the impact on operations would be substantial and could include critical losses of functionality and capabilities. Reactive repairs/replacements would be more costly due to neglected maintenance and scheduled replacements.

Equipment utilized by Police generally has a long delivery time from order. Waiting until a critical failure occurs could mean that equipment is unavailable for several months. Routine evergreening is a risk mitigation strategy to ensure that the equipment necessary for officer and public safety is always available.

## COST BENEFITS

The primary desired outcome of this capital project is to ensure the reliability and dependability of police equipment for day to day operations. Cost and efficiency are prime considerations when determining the life cycle and replacement equipment to be purchased.

## KEY RISKS & MITIGATING STRATEGY

Operational Risks: Risks resulting from the organization's service delivery activities including operational processes, transactions, or plans.

Financial & Capital Risks: Risks arising from the forecasting, budgeting, management, and protection of the organization's financial and physical resources and not being able to fund the replacement program.

Continual maintenance of equipment extends life cycles as much as possible. This also ensures that the equipment is available as and when needed.

## RESOURCES

The EPS will conform to all City of Edmonton procurement policies and procedures for securing materials, supplies, equipment and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

The EPS recommends that this profile be approved with City of Edmonton Pay-As-You-Go funding source.

This profile is also a mechanism to recognize assets for equipment purchased by the EPS through its approved Operating Budget but based on TCA requirements needs to be transferred to capital. Previously approved operating funds will be transferred to this profile as this occurs via Supplemental Capital Budget Adjustment process.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Police Equipment**  
 PROFILE NUMBER: **CM-60-1771**  
 BRANCH: **Police Service**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	594	396	650	415	-	-	-	-	-	2,054
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	594	396	650	415	-	-	-	-	-	2,054
	Requested Funding Source	-	-	594	396	650	415	-	-	-	-	-	2,054

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	594	396	650	415	-	-	-	-	-	2,054
	Requested Funding Source												
	Pay-As-You-Go	-	-	594	396	650	415	-	-	-	-	-	2,054
	Requested Funding Source	-	-	594	396	650	415	-	-	-	-	-	2,054

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Other Costs	-	-	594	396	650	415	-	-	-	-	-
	Total	-	-	594	396	650	415	-	-	-	-	-	2,054

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Police Equipment</b>			
<b>PROFILE NUMBER: CM-60-1771</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230010	2023 - 2026 Police Equipment	<p>Replacement of police equipment:</p> <ul style="list-style-type: none"> <li>- Health, safety and training equipment used for training and testing of members including maintenance of fitness levels and supports for health matters.</li> <li>- Personal protective equipment used day to day by all sworn members.</li> <li>- General operational equipment includes assets used for exhibit and evidence storage such as freezers, investigative tools for forensic investigations, breath testing analyzers, speed detectors, collision survey equipment, commercial vehicle measurement scales, polygraph machines, fingerprint identification, among many others, and equipment for administrative purposes such as the x-ray machine used in the mail room.</li> </ul>	25

# CAPITAL PROFILE REPORT

PROFILE NAME: **RADIO LIFE CYCLE**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-60-1425**

PROFILE STAGE: **Approved**

DEPARTMENT: **Boards and Commissions**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Police Service**

LEAD MANAGER: **Chief ITO Ron Anderson**

PARTNER: **Police Service**

PARTNER MANAGER: **Supt Warren Driechel**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Protection**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	3,407
TOTAL PROFILE BUDGET:	3,407

## PROFILE DESCRIPTION

This renewal composite capital project is intended to maintain the Edmonton Police Service's (EPS) two-way radio communications equipment, including the following 3 items:

1. Portable and mobile radios used by EPS members
2. Emergency Communications & Operations Management Branch (ECOMB) radio dispatch consoles located at Police Headquarters and SE Division
3. NICE recording equipment for communication calls

Radio and dispatch equipment provide critical field, investigative and tactical operations support and enable integration and coordination with provincial and municipal agencies. 9-1-1 systems allow citizens to interface with local public safety agencies. A highly functioning dispatch system allows for the effective and safe deployment of resources.

This capital project integrates into the radio life cycle requirements for the entire Alberta First Responders Radio Communication System (AFRRCS), which is used by the EPS and the City of Edmonton.

## PROFILE BACKGROUND

In order to deliver high quality service focused on citizen safety, the EPS is reliant on the radio communication equipment provided to each officer. In 2019 the EPS transferred to the Alberta First Responders Radio Communication System (AFRRCS) to increase overall coverage across the Province of Alberta, as this system provides officers and ECOM better access to City of Edmonton departments and Provincial and Federal First Responder partners.

To continue to use the AFRRCS system as well as provide reliable communication for officer safety, the EPS radio equipment must be maintained and life-cycled on a regular basis.

## PROFILE JUSTIFICATION

Work performed by the members of the EPS begins as a call for service from citizens through our communications infrastructure and equipment. These systems comprise a network which provides a critical point of contact for the public and provide functionality that assists EPS front line officers in the overall delivery of service to the public.

To ensure communications are effective, police officers require the necessary tools to do their jobs which include a variety of devices: a portable radio while they are out in their vehicles responding to calls, a mobile radio while they are in the car, a wireless device such as a smartphone and mobile communication infrastructure. Increasingly, the patrol car is becoming an extension of the administrative and support areas for EPS and this is enabled by communication technology advances.

## STRATEGIC ALIGNMENT

Radio communications equipment is required for police to deliver community safety in Edmonton. The EPS Strategic Plan was developed with the mission "to be relentless on crime and a leading partner in building community safety". This capital profile supports the mission of EPS.

Improving community safety is critical to achieving the City of Edmonton Social Well-being and Community Safety priority and a strong contributor to the priorities of Corporate Resource Stewardship, Employee Safety and Well-being, and Strategy, Business and Innovation.

## ALTERNATIVES CONSIDERED

Renewal projects of this type have only one alternative - delay renewal and accept that maintenance costs will increase and reliability will decrease.

## COST BENEFITS

The primary desired outcome of this capital project is to ensure the reliability and dependability of EPS radios for day to day operations.

## KEY RISKS & MITIGATING STRATEGY

Moderate Risks:

Operational Safety - Failure to ensure that appropriate mechanisms, processes, and equipment are available on a 24 X 7 basis.  
Risk that the communications system would fail which would impact the command and control of resources.

These risks are mitigated through the proactive replacement of communications equipment according to industry standard lifecycle best practices.

## RESOURCES

The EPS will conform to all City of Edmonton procurement policies and procedures for securing materials, supplies, equipment and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

Upgraded and replacement radio infrastructure within the EPS are assessed for condition, functionality and capability as compared to their life cycle. Replacement will occur as required based on those factors.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Radio Life Cycle**  
 PROFILE NUMBER: **CM-60-1425**  
 BRANCH: **Police Service**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,004	1,004	1,250	149	-	-	-	-	-	3,407
	Revised Funding Sources (if approved)												
	Other Grants - Provincial	-	-	-	-	-	50	-	-	-	-	-	50
	Pay-As-You-Go	-	-	1,004	1,004	1,250	99	-	-	-	-	-	3,357
	Requested Funding Source	-	-	1,004	1,004	1,250	149	-	-	-	-	-	3,407

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,004	1,004	1,250	149	-	-	-	-	-	3,407
	Requested Funding Source												
	Other Grants - Provincial	-	-	-	-	-	50	-	-	-	-	-	50
	Pay-As-You-Go	-	-	1,004	1,004	1,250	99	-	-	-	-	-	3,357
	Requested Funding Source	-	-	1,004	1,004	1,250	149	-	-	-	-	-	3,407

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	1,004	1,004	1,250	149	-	-	-	-	-
	Total	-	-	1,004	1,004	1,250	149	-	-	-	-	-	3,407

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Radio Life Cycle</b>			
<b>PROFILE NUMBER: CM-60-1425</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230007	2023 - 2026 Portable Radios	Replacement of portable Radios (with required accessories) for the EPS based on life cycle.	25
250008	2023 - 2026 Mobile Radios	Replacement of mobile Radios (with required accessories) for the EPS based on life cycle.	25
250009	2023 - 2026 Base Station (& other) Radios	Base stations maintenance, and replacement of other Radios (with required accessories) for the EPS based on life cycle.	25
260010	2023 - 2026 Communications Recorder Replacement	Replacement of Communications Recorder Equipment at the Dispatch Centre in Police Headquarters.	25

# CAPITAL PROFILE REPORT

PROFILE NAME: **TOOLS & SHOP EQUIPMENT PROGRAM**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-25-3005**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Fleet and Facility Services**

LEAD MANAGER: **Eddie Robar**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
2	98

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	705
TOTAL PROFILE BUDGET:	705

## PROFILE DESCRIPTION

To replace worn, obsolete, out of date tools and equipment for the support, maintenance and repair of the City of Edmonton's vehicle fleet.

## PROFILE BACKGROUND

There are tools and equipment within Fleet Services' inventory that have reached or exceeded their service life or are not economical to repair.

## PROFILE JUSTIFICATION

Shop tools and equipment are managed to ensure optimum economic life of the fleet is achieved. Tools and equipment are required for fleet repair, maintenance, and body work. Thus, the availability of operational tools and equipment is critical in fulfilling this service. This program is required to achieve that goal.

## STRATEGIC ALIGNMENT

This profile primarily supports the delivery of excellent services by ensuring continued, reliable service delivery. The profile also demonstrates we care about the impact of our actions on our economic and environmental systems.

## ALTERNATIVES CONSIDERED

Other Alternatives:

1. Repair broken tools and equipment if possible
2. Outsource repairs if tools are unavailable to purchase or repair
3. Delay or cancellation of projects

## COST BENEFITS

Tangible Benefits

- Reduced down time due to unscheduled repair costs
- Higher vehicle turn-around/fleet availability

Intangible Benefits

- Access to newer and more efficient technology
- Improve employee safety

## KEY RISKS & MITIGATING STRATEGY

Key risks of not replacing tools or equipment pass their service life include:

- Loss in productivity or maintenance down time
- Compromised Fleet availability
- Potential risk of serious injury to employees and citizens
- Disruption or delays in City services

## RESOURCES

Fleet Services will utilize internal staff resources from the Building Maintenance and Equipment area to assist with scheduling and facilitating the work so that it does not impact current fleet operations.

## CONCLUSIONS AND RECOMMENDATIONS

Recommendations

This report recommends the approval for the funding of to replace tools/equipment that are passed their service life and no longer serving its function and the purchase for new tools/equipment for growth.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Tools & Shop Equipment Program**  
 PROFILE NUMBER: **CM-25-3005**  
 BRANCH: **Fleet and Facility Services**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	176	176	176	176	-	-	-	-	-	705
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	176	176	176	176	-	-	-	-	-	705
Requested Funding Source	-	-	176	176	176	176	-	-	-	-	-	-	705

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	176	176	176	176	-	-	-	-	-	705
	Requested Funding Source												
	Pay-As-You-Go	-	-	176	176	176	176	-	-	-	-	-	705
Requested Funding Source	-	-	176	176	176	176	-	-	-	-	-	-	705

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Equip FurnFixt	-	-	176	176	176	176	-	-	-	-	-	-
Total	-	-	176	176	176	176	-	-	-	-	-	-	705

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

**PROFILE NAME: Tools & Shop Equipment Program**

**PROFILE NUMBER: CM-25-3005**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Surface grinder (Fab. Tech.) (MFM)	Plow blade grinding machine	100
230002	Work benches (Fab. Tech)	Work benches and cabinets	100
230003	Compressor- 11448 and 11449 (WW)	Air compressors and air dryers x2	100
230004	Pressure washer- Paterson- 10411	Pressure washer	100
230005	Air Compressor- 11797 and possibly 23489. Paterson	Air compressors and air dryers x2	100
230006	Air compressor- 10980- FSC	Air compressor and dryer	100
230007	Air compressor- 10957- FSC	Air compressor and dryer	100
230008	Welder (Replacing 14729)- EWMC	Multiple process welding machines	100
230009	Welder (replacing 23250)- EWMC	Multiple process welding machines	100
230010	Tool crib shelving- HD side (Kennedale)	Shelving for tools	100
230011	Bus Tug	Garage tow vehicle for buses	100
230012	Battery electric torque guns. TFM bus barns.	Battery electric torque guns.	100
230013	Windshield lift. Ellerslie.	Windshield installation and extraction lift.	100
230014	Cummins engine stand- Paterson x3	Engine stand	100
230015	Battery operated grease guns. 22x \$500. MFM various	Battery operated grease guns	100
230016	Transmission flush machine- Police	Transmission flush machine	100
230017	Portable air extraction, filter unit. 2x ww. 1x fab	#N/A	100
230018	Small Lathe. Fire	Metal lathe	100
230019	Scissorlift. WW	#N/A	100
230020	Creeper Style Transmission Jack x3	Transmission jacks	100
230021	Forklift x2. Fire and coronet	Forklifts	-
230022	Manual stinger attachment for forklift to move accident units.	Tow attachment	100
230023	AVR for shop x2	Shop display panel	100
230024	hydraulic cylinder assembly bench	Hydraulic cylinder assembly bench	100
230025	Vehicle Stands Gray 7 TF 15435 Lbs cap. Ellerslie. 17x	Vehicle stands	100
230026	Additional IT equipment at each bay (MTF on details)	Maintenance bay IT equipment	100
230027	duster 3000 portable down draft x2. Ellerslie	Air filtration unit	100
230028	Tire Puller. Kathleen Andrews and Centennial	Wheel extraction unit	100
230029	Hydraulic, Pneumatic Bus wheel lifts	Wheel lifts	100

# CAPITAL PROFILE REPORT

230030	8 step rolling ladders (72" platform height)	Rolling ladders	100
230031	Towbar, A Frame for moving dead buses, no axles within the garage	Towbar	100
230032	Small Tire Machine. Kath. And.	Tire mounting machine	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **VEHICLE AND EQUIPMENT SERVICE LIFT PROGRAM**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-25-3003**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Fleet and Facility Services**

LEAD MANAGER: **Eddie Robar**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
47	53

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	591
TOTAL PROFILE BUDGET:	591

## PROFILE DESCRIPTION

This profile (formerly named "Vehicle & Equipment Hoist Program") funds the purchase and installation of growth and replacement vehicle and equipment service lifts utilized by Fleet and Facility Services in the repair and maintenance of fleet vehicles and equipment.

Note that the growth component of the profile represents the acquisition of mobile column lifts for use at maintenance facilities.

## PROFILE BACKGROUND

Fleet and Facility Services purchases, installs, and operates approximately 190 in-ground, above ground and mobile column lifts. This profile funds the replacement of vehicle maintenance lifts/hoists that either have exceeded their life expectancy, are not economical to repair, are unable to be repaired due to unavailability of replacement parts, are unsafe, or they do not meet current standards or regulations.

## PROFILE JUSTIFICATION

To comply with current safety requirements defined by the Automotive Lift Institute, Occupational Health and Safety and other regulatory bodies as well as with current environmental requirements. Some of the lifts are required to be replaced to reduce the risk of environmental damage from hydraulic leaks and to incorporate the latest safety features available in modern hoists. Due to safety requirements, hoists need to be replaced prior to catastrophic failure.

## STRATEGIC ALIGNMENT

This profile primarily supports the delivery of excellent services by ensuring continued, reliable service delivery. The profile also demonstrates we care about the impact of our actions on our economic and environmental systems. In order to drive climate resilience and strengthen our natural systems, proper tools and equipment are required to implement the innovative solutions to continue to develop a healthy city and address climate change. New vehicle lift technologies reduce the chances of environmental contamination due to hydraulic leaks.

## ALTERNATIVES CONSIDERED

The alternatives will be that the City either replaces the hoists as planned or assume the risks for not replacing them in a timely manner. All failed hoists would close bays for operational use and pose significant safety risks.

## COST BENEFITS

### Tangible Benefits

- Reduced down time due to unscheduled repair costs on tools/equipment that have exceeded their useful service life
- Higher vehicle turn-around/fleet availability; more operational vehicles on the road enabled to provide services
- Increased safety environmental protection

### Intangible Benefits

- Access to newer and more efficient technology
- Improved employee safety

## KEY RISKS & MITIGATING STRATEGY

Key risks of not replacing the in-ground hoists recommended include:

- Increased environmental risk of undetected site contamination through the potential release of hydraulic oil
- Increased down-time during maintenance services due to hoist repairs or having to take hoists out of service
- Increased risk of serious injury or even death resulting from failure of a lifting hoist
- Decrease availability of City fleet which compromises City's ability to deliver services
- Increased safety concerns with deteriorating safety features and components of the hoists
- Increased environmental cleanup costs
- Increased maintenance costs in refurbishing or repairing aging hoists
- Loss in operational functionality, reliability, and technological requirements of the user

## RESOURCES

Fleet and Facility Services will use internal staff resources to assist with scheduling and facilitating the work so that it does not impact current fleet operations.

## CONCLUSIONS AND RECOMMENDATIONS

Funding of this profile is recommended in order to provide the necessary vehicle lifts required to meet the increasing demand for maintenance of vehicles in many groups including municipal, transit, Fire, Police, and EMS. New mobile column lifts will provide the versatility and portability to meet the ever changing and increasing needs for vehicle maintenance.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Vehicle and Equipment Service Lift Program**  
 PROFILE NUMBER: **CM-25-3003**  
 BRANCH: **Fleet and Facility Services**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	79	354	79	79	-	-	-	-	-	591
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	79	354	79	79	-	-	-	-	-	591
	Requested Funding Source	-	-	79	354	79	79	-	-	-	-	-	591

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	79	354	79	79	-	-	-	-	-	591
	Requested Funding Source												
	Pay-As-You-Go	-	-	79	354	79	79	-	-	-	-	-	591
	Requested Funding Source	-	-	79	354	79	79	-	-	-	-	-	591

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	-	275	-	-	-	-	-	-	-
	Equip FurnFixt	-	-	79	79	79	79	-	-	-	-	-	316
	Total	-	-	79	354	79	79	-	-	-	-	-	591

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Vehicle and Equipment Service Lift Program</b>			
<b>PROFILE NUMBER: CM-25-3003</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Vehicle & Equipment Hoist Program	Vehicle & Equipment Hoist Program - Growth Project	100
230002	2-post lift- Police HQ. 11094	Hoist replacement- Police HQ	100
230003	Platform alignment lift and align system- 12156 and 12157. Westwood	Hoist replacements x2- Westwood	100
230004	Hoist- 2-post- 12790. Police- West	Hoist replacement- Police West	100
230005	Hoist- 2-post- 13801. Police- HQ	Hoist replacement- Police HQ	100
230006	Hoist- 2-post- 14094. Davies. Alignment rack and system?	Hoist replacement- Davies	100
230007	Hoist- Platform- 14095, 14096, 14097. Davies	Hoist replacement x3- Davies	100
230008	Replace Ferrier 2-post lifts [Bays 1(11944) and 2 (11945)]	In-ground hoist replacements x 2- Ferrier	-
230009	Platform hoist replacement (12158)- AHS	Hoist replacement- AHS	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **FACILITIES - MINOR RENEWAL PROGRAM**  
 PROFILE NUMBER: **CM-19-0000**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Planning and Design**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Composite
LEAD MANAGER:	Pascale Ladouceur
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

**Service Category:** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
	100	<b>BUDGET REQUEST:</b>	30,000
		<b>TOTAL PROFILE BUDGET:</b>	30,000

**PROFILE DESCRIPTION**

The Facilities Minor Renewal Composite provides funding to support minor renewal projects to address asset failures within City owned facilities. Example projects could include:

- Generator replacement
- Roof repair
- Water infiltration remediation
- Base building electrical equipment rehabilitation
- HVAC system rehabilitation

The projects undertaken within the profile extend the life of existing capital assets, reduce longer term repair costs, and correct potential or impending safety concerns due to asset condition. Projects are generally required in order to improve condition; meet user requirements; reduce/prevent injuries, maintenance costs and closures.

**PROFILE BACKGROUND**

In 2019-2022, approximately 12% of the Facilities renewal program budget was redirected to unplanned emergent projects, resulting in the delaying of programmed renewal work. Continual reprogramming for emergency needs disrupts efficient planning. By allocating a portion of the renewal program to accommodate these expected early failures administration can focus on addressing the emergent needs while the planned program continues without disruption, enabling projects to be completed within planned timelines.

**PROFILE JUSTIFICATION**

This profile is supplemental to all other facility renewal profiles and supports incidental occurrences to ensure the asset is operational through the current budget cycle until more significant planned activities, such as rehabilitation or replacement, can be planned for in the next budget cycle.

**STRATEGIC ALIGNMENT**

This work aligns with Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio through.

**ALTERNATIVES CONSIDERED**

Alternatives to deliberate rehabilitation programs include replacing components as they fail with operating funds but it will be at a greater cost.

**COST BENEFITS**

- Tangible Benefits:
- Reliability
  - Productivity
  - Level of service
- Intangible benefits:
- Customer satisfaction
  - Improved public image

**KEY RISKS & MITIGATING STRATEGY**

As a facility deteriorates, its components and systems age and fail outside of planned major renewal activities. Staff and users of these facilities can be adversely affected by the failure of these systems, and the lack of rehabilitation activities can result in unplanned breakdowns leading to loss of income or time within the operations.

**RESOURCES**

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

To ensure a high level of service is provided to its citizens, asset management, maintenance, and rehabilitation are cost-effective methods of maximizing the life of facilities.. Recommend the funding of the profile to support a level reduced from the Risk-based Infrastructure Management System (RIMS) optimal allocation to align with available funding sources. This funding level will limit the decline of assets in poor and very poor condition.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Facilities - Minor Renewal Program**  
 PROFILE NUMBER: **CM-19-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	7,500	7,500	7,500	7,500	-	-	-	-	-	30,000
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	6,825	6,825	6,825	-	-	-	-	-	20,475
	Pay-As-You-Go	-	-	7,500	675	675	675	-	-	-	-	-	9,525
	Requested Funding Source	-	-	7,500	7,500	7,500	7,500	-	-	-	-	-	30,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	7,500	7,500	7,500	7,500	-	-	-	-	-	30,000
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	6,825	6,825	6,825	-	-	-	-	-	20,475
	Pay-As-You-Go	-	-	7,500	675	675	675	-	-	-	-	-	9,525
	Requested Funding Source	-	-	7,500	7,500	7,500	7,500	-	-	-	-	-	30,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	7,500	7,500	7,500	7,500	-	-	-	-	-
	Total	-	-	7,500	7,500	7,500	7,500	-	-	-	-	-	30,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>VALLEY ZOO ANIMAL ENCLOSURE RENEWAL AND ENHANCEMENT</b>	<b>RECOMMENDED</b>
PROFILE NUMBER:	<b>CM-12-0300</b>	<b>PROFILE STAGE: Council Review</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Infrastructure Delivery</b>	LEAD MANAGER: <b>Pascale Ladouceur</b>
PARTNER:	<b>Community Recreation and Culture</b>	PARTNER MANAGER: <b>Roger Jevne</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2023</b>
		ESTIMATED COMPLETION: <b>December, 2026</b>

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
33	67	<b>BUDGET REQUEST:</b>	10,917
		<b>TOTAL PROFILE BUDGET:</b>	10,917

## PROFILE DESCRIPTION

The Edmonton Valley Zoo is accredited by the Canadian Association of Zoo and Aquariums which provides a collection of animal care standards that must be met in order for the facility to operate. A number of animal enclosures do not currently meet these standards and, in some cases, the safety of staff and patrons is compromised. This composite addresses deficiencies in the following enclosures:

**Grevy Zebras:** As a member of the Species Survival Program for Grevy's Zebra, the Edmonton Valley Zoo is actively breeding zebras. The barn no longer meets the basic standards required for this animal's care and will need to be replaced in the future. Its design has been deemed unsafe to sedate animals due to the floor not having traction for hooves and permanent metal feeders that have scratched/injured animals. The outdated stalls design do not allow for animal training, safe veterinary procedures and efficient movement of animals. The scope of work for the 2023-2026 budget cycle would include the replacement of the existing stalls and improvements to the handling system. This would include improving the restraint system contained within the existing barn with modern equivalents to address the most urgent safety hazards.

The funding required to advance the design of the replacement zebra barn to Checkpoint Three is also included within the scope of work for the 2023-2026 Budget Cycle. Completing the initial design phase during this budget cycle will expedite the final design and construction phases of the replacement barn during the 2027-2030 budget cycle. The new stalls and handling systems would be transferred into the new zebra facility and reused in order to reduce the total associated capital costs.

**Bactrian Camels:** The Zoo is currently home to five bactrian camels. The space the camels live in was not built for camels and lacks critical infrastructure for managing them. Adding a permanent outdoor holding area outside of the two front camel rooms is required. A proper training area, such as an outdoor horse stock, is necessary to allow staff to safely train and perform veterinary procedures on the camels. Additional man gates into the yards for staff access would also improve the ability to manage the camels safely and provide a proper encounter space for guests.

**Sichuan Takin:** The Zoo is currently home to nine Sichuan Takin who reside in two adjacent enclosures. Takin were previously housed in one pasture, but with the current herd size and group dynamic, one enclosure is no longer adequate. The second enclosure was not designed for housing Takin, which can sometimes be aggressive. For veterinary procedures, animals have needed to be shifted into the "tub" from the non-adjointing pasture. The addition of a gate between the Takin yards/holdings is required to improve staff and animal safety. The handling chute also needs to be replaced to prevent seasonal operational challenges.

**Birds of Prey:** The Birds of Prey area features "non-releasable" raptors including a bald eagle, peregrine falcon, and snowy owls. The exhibit area for these birds has been deemed too small to allow flight and must be increased in order for these species to remain in the Zoo's collection. In addition, the emergence of Avian Flu as a seasonal threat to the health of Birds of Prey under the City's care, improvements to the enclosure are necessary to reduce the likelihood of outbreaks and provide adequate space of isolation if need be.

**Elephant:** Further upgrades are required to provide increased access to space and additional necessary enrichments. A humidifier is required in her barn along with an exhaust system in the building to eliminate as much dust as possible that the elephant and staff are breathing in. UV lights in the building are required to provide more light. The public fence set back from the perimeter of the bull yard needs to be pushed back further to meet standards that will allow the animal to use the yard unsupervised. A number of enrichment structures and amenities need to be added such as poles placed in the large yard to create a structure that enrichments can be suspended from; a large rock in her yard; rough poles that are hung horizontally so she can rub her back; a large, heavy plastic ball; more chains to hang enrichments; large pieces of PVC pipe to make toys; basketball nets; interactive projection games; and a storage system for the enrichments.

**Enclosures at End of Life:** A significant portion of the renewal scope of work associated with this project will consist of the renewal and rehabilitation of those elements of existing enclosures that have reached the end of their service life.

**Trout Ponds & Seal Pool:** Undertaking a study to investigate the ongoing leaks in both the seal pool's basin which is jeopardizing the safety of our animals, staff and patrons, and trout ponds which currently unable to be stocked due to leaks, including investigative demolition and testing, proposed solutions and cost estimate.

## PROFILE BACKGROUND

The Valley Zoo was originally developed as the Storyland Zoo, which opened to the public on July 1st, 1959. In the ensuing 63 years, the Zoo has undertaken many initiatives aimed at improving the quality of life of its animal inhabitants, improving zoological practices, and providing an ever greater depth of experience for guests.

This work accelerated in the early 2000's, with City Council approving a new zoo master plan which committed to education, conservation, stewardship and engagement. The first major redevelopment project of the Valley Zoo master plan was Arctic Shores, Polar Extremes Phase I, which opened to great acclaim in 2012. This work continued with the opening of the Edventure Lodge, and Entry and Wander in 2014, and Nature's Wild Backyard Phase 1 in 2019.

While these projects have made significant improvements to the revitalization of the zoo to improve elements of conservation, engagement, education and stewardship, they have not addressed certain underlying safety concerns for guests and patrons. In addition, CAZA standards and best practices continue to evolve and must be met throughout the facility in order for the zoo to retain its accreditation.

## PROFILE JUSTIFICATION

Meeting animal care standards is required in order for the Zoo to receive its annual operating permit from the province and to retain its accreditation with the Canadian Association of Zoos and Aquariums - we run the risk of being shut down if these deficiencies are not addressed. The Zoo has been undergoing a dramatic transformation into a recognized centre for research, education, conservation and a place where high quality of life for the animals is the top priority. While much of the Zoo has benefitted from capital development upgrades in recent years resulting in state of the art animal enclosures, yet many areas of the Zoo have never been updated. Many animals in the Zoo's evolving collection are in enclosures that were not designed and constructed specifically for their species and in many cases, the enclosures have not kept pace with current standards.

Certain animals in the collection are classified as Code 1, meaning they are dangerous and pose a significant threat to patron and staff safety should they escape. The proposed enclosure upgrades and replacement to address infrastructure that has deteriorated and is compromising staff and patron safety and, in some cases, animal health. This has been recently demonstrated as a Gervy Zebra suffered a minor injury while inside the current zebra barn.

The current conditions within these enclosures have jeopardized the safety of City of Edmonton staff and resulted in lost-time injuries. The scope of work contained within the composite will address these conditions, and prevent future such incidents from occurring. In the event that funding is not allocated to this project, then City staff will continue to be at risk.

Failing to address the concerns identified above will lead to the Edmonton Zoo Valley being required to divest from, and relocate, several animals under our stewardship to other facilities. This may include discontinuing our participation in the Grevy Zebra and other animal species survival programs which would be a major loss to the City, both in terms of patron enjoyment of the facility but also to the reputation of the City.

In addition, work is currently underway at the Valley Zoo to complete the construction of Phase II of Nature's Wild Backyard. Completing this scope of work detailed above in conjunction with the Phase II work will allow for operational synergies during the construction process and minimize unnecessary rework or disruption to users.

## STRATEGIC ALIGNMENT

Promotes concepts of conservation science, environmental stewardship and biodiversity. The Valley Zoo provides patrons and residents the opportunity to understand the natural world, allowing them to make informed choices about how their actions may impact it. Provides an important role in the preservation of "at risk" species through its conservation programs including the Grevy Zebras and Keas.

Rebuildable City: Updates and revises existing infrastructure within the Valley Zoo rather than constructing all new facilities.

## ALTERNATIVES CONSIDERED

The City could opt to not fund this project during the 2023-2026 budget cycle. However, should the upgrades and repairs not be supported, the Zoo would need to find new homes for some animals in our collection. This option is not considered desirable as it will not only diminish user enjoyment of the facility, it could also lead to reputational damage to the City.

Given the need to eventually replace the Zebra Barn to fully address the safety concerns present, the City could elect to complete the design and construction of the new structure during this budget cycle. This would require significant additional capital funding however.

## COST BENEFITS

Tangible Benefits:

- Improves or replaces unsafe infrastructure
- Enhanced animal handling spaces

Intangible Benefits:

- Improved quality of life for the animals
- Reduced safety risk to staff, patrons, and animals
- Ensures that the Valley Zoo continues to adhere to requirements and standards relating to animal care

## KEY RISKS & MITIGATING STRATEGY

As stated under the justification section, failing to undertake these upgrades presents safety risks to not only the staff and users of the zoo but also the animals under the care of the City.

In terms of implementation risk, undertaking this project is expected to encounter risks typical to any construction project within the Valley Zoo. As the City has completed several such projects over the last two decades within the zoo, including those with significantly larger scopes of work, existing risk management best practices and mitigation strategies will be available for use on this project.

**RESOURCES**

The City of Edmonton seeks to purchase goods, services and construction fairly and based on best value. Community Recreation and Culture will follow Procurement and Human Resources Management policies and procedures for engagement, training and retention.

**CONCLUSIONS AND RECOMMENDATIONS**

The Edmonton Valley Zoo is an important and unique facility within the City. It provides a valuable contribution to the cultural fabric of the City and enhances the public's understanding of the concepts of conservation and environmental stewardship. However, there are currently major deficiencies with several of the animal handling areas and fencing that represent a risk to staff, patrons, as well as the animals under the care of the Valley Zoo. Addressing these concerns is necessary from not only a safety perspective but also to ensure that the Valley Zoo continues to adhere to best practices in animal care and control as well as accreditation standards. Given the urgency around the need to address these concerns it is recommended this project be advanced in the 2023-2026 budget cycle.

# CAPITAL PROFILE REPORT

PROFILE NAME: Valley Zoo Animal Enclosure Renewal and Enhancement

**RECOMMENDED**

PROFILE NUMBER: CM-12-0300

PROFILE TYPE: Composite

BRANCH: Infrastructure Delivery

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,232	2,363	4,395	2,927	-	-	-	-	-	10,917
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,232	2,363	4,395	2,927	-	-	-	-	-	10,917
Requested Funding Source	-	-	1,232	2,363	4,395	2,927	-	-	-	-	-	10,917	

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,232	2,363	4,395	2,927	-	-	-	-	-	10,917
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,232	2,363	4,395	2,927	-	-	-	-	-	10,917
Requested Funding Source	-	-	1,232	2,363	4,395	2,927	-	-	-	-	-	10,917	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-	-	-	826	4,395	2,927	-	-	-	-	-
Design		-	-	1,232	1,538	-	-	-	-	-	-	-	2,769
Total		-	-	1,232	2,363	4,395	2,927	-	-	-	-	-	10,917

## OPERATING IMPACT OF CAPITAL

Type of Impact: External Services

Branch:	2026				2027				2028				2029			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Community Recreation and Culture	-	-50	-50	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	<b>-50</b>	<b>-50</b>	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Valley Zoo Animal Enclosure Renewal and Enhancement</b>			
<b>PROFILE NUMBER: CM-12-0300</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Valley Zoo's Animal Enclosures and Fencing	Renewal of animal enclosures approaching end of life	100
230002	Valley Zoo's Animal Enclosures and Fencing	A study to investigate the leaking in the seal/sea lion enclosure and trout ponds, including investigative demolition and testing, proposed solutions and cost estimate.	100
230003	Valley Zoo's Animal Enclosures and Fencing	Growth upgrades to enclosures to meet zoo standards. The following enclosures are included within this project: Grevy Zebras Bactrian Camels Sichuan Takin Birds of Prey Elephant	100
230004	Enclosures at End of Life	A significant portion of the renewal scope of work associated with this project will consist of the renewal and rehabilitation of those elements of existing enclosures that have reached the end of their service life.	100
230005	Trout Ponds & Seal Pool	Undertaking a study to investigate the ongoing leaks in both the seal pool's basin which is jeopardizing the safety of our animals, staff and patrons, and trout ponds which currently unable to be stocked due to leaks, including investigative demolition and testing, proposed solutions and cost estimate.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: FACILITY: PLANNING AND DESIGN - GROWTH

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: CM-10-1010

PROFILE STAGE: **Approved**

DEPARTMENT: Integrated Infrastructure Services

PROFILE TYPE: **Composite**

LEAD BRANCH: Infrastructure Planning and Design

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	2,000
BUDGET REQUEST:	20,802
TOTAL PROFILE BUDGET:	22,802

## PROFILE DESCRIPTION

This composite program supports planning and design work on Facility Infrastructure capital projects prior to budget approval. This approach is consistent with Administration's implementation of the Project Development & Delivery Model (PDDM), as well as the Capital Governance Policy that was approved by Council. Funding in the profile will be used to support project development (concept and preliminary design up to Checkpoint 3 of the Project Development and Delivery Model). This composite profile will develop projects that may move to delivery in the current budget cycle and into the start of the next budget cycle.

## PROFILE BACKGROUND

In 2016, Administration developed the Project Development and Delivery Model to adhere to the Capital Governance Policy (C591), which has been endorsed by Council. The Project Development and Delivery Model is a framework for managing capital infrastructure projects, and aims to achieve the following outcomes:

- Better information to make capital investment decisions
- Improved project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction
- Systematic evaluation of projects against the initial project business case and scope.

During the subsequent Fall 2016 Supplemental Capital Budget Adjustments (SCBA), Council approved the CM-99-0001 - Infrastructure, Planning and Design - Composite Growth profile, which provided capital funding for the planning and design of projects with the Infrastructure Planning and Design branch through to PDDM Checkpoint 3.

This profile includes the development of only Open Space Growth Projects.

## PROFILE JUSTIFICATION

To adhere to the Project Development and Delivery Model, planning and design should be completed on projects prior to the project's budget being approved in its entirety. This profile funds that work so Administration can provide Council with better information regarding the scope, schedule and budget prior to funding the entire project.

## STRATEGIC ALIGNMENT

This composite profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

Planning work for the next budget cycle too late will increase the risk of not meeting the completion schedule and budget. Lack of planning can also lead to increased risk during delivery, increased costs and delays.

Additionally, funding for the planning and design work is crucial as it allows the projects to utilize the PDDM approach, as mandated by Council. Implementation of PDDM will not be possible if funding is unavailable to carry out the planning and design work as indicated.

## COST BENEFITS

The planning and design composite profiles are intended to improve information to Council to make better-informed capital investment decisions:

- Early investment in planning and design to support detailed business cases.
- Structured process to evaluate readiness, scope and prioritization.
- Increased confidence around budget and schedule estimates.

## KEY RISKS & MITIGATING STRATEGY

One key risk of the PDDM approach surrounds what would occur should a capital project not be approved after spending resources on planning and design. Current mitigation is the ongoing reporting to City Council regarding capital priorities, while future mitigation could be the improvement to the long term capital planning process. This will ensure that projects being advanced through the planning and design composite are Council and City priorities in line with corporate strategies, goals, and objectives.

## RESOURCES

Early investment in planning and design will require dedicated capital funding to support the project advancing prior to requesting authorization to construct. Projects identified within the composite profiles will be delivered using a combination of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

Capital funds are required to advance the planning and design of capital growth projects in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.

Approval of this capital profile is required to fund planning and design work in adherence to the PDDM process.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Facility: Planning and Design - Growth**  
 PROFILE NUMBER: **CM-10-1010**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	-	-	2,000	-	-	-	-	-	-	-	-	2,000
	<b>Current Approved Budget</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>
Approved Funding Sources													
	Pay-As-You-Go	-	-	2,000	-	-	-	-	-	-	-	-	2,000
	<b>Current Approved Funding Sources</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>

BUDGET REQUEST	Budget Request	-	-	671	6,137	10,223	3,771	-	-	-	-	-	20,802
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	671	6,137	10,223	3,771	-	-	-	-	-	20,802
	<b>Requested Funding Source</b>	<b>-</b>	<b>-</b>	<b>671</b>	<b>6,137</b>	<b>10,223</b>	<b>3,771</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,802</b>

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,671	6,137	10,223	3,771	-	-	-	-	-	22,802
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,671	6,137	10,223	3,771	-	-	-	-	-	22,802
	<b>Requested Funding Source</b>	<b>-</b>	<b>-</b>	<b>2,671</b>	<b>6,137</b>	<b>10,223</b>	<b>3,771</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,802</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Design	-	-	2,671	6,137	3,223	3,771	-	-	-	-	-
	Land	-	-	-	-	7,000	-	-	-	-	-	-	7,000
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>2,671</b>	<b>6,137</b>	<b>10,223</b>	<b>3,771</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,802</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: Facility: Planning and Design - Growth			
PROFILE NUMBER: CM-10-1010			
BUDGET CYCLE: 2023-2026			
Project Number	Project Name	Description	Percentage Funded
230001	Big Lake Fire Station (Land)	Big Lake Fire Station - Planning and Design for a New Station	100
230002	Cumberland Fire Station	Cumberland Fire Station - Planning and Design for a New Station	100
230003	Equity, Diversity & Inclusion (EDI) and OHS Renewal of current Fire Stations	Planning and Design for Equity, Diversity & Inclusion (EDI) and Occupational Health and Safety (OHS) Improvements in renewals of current Fire Stations	100
230004	Grand Trunk Leisure Centre - Hot tub safety improvement	Planning & Design of a replacement hot tub to address health, safety, & accessibility issues present within the existing hot tub. Current hot tub does not meet health and safety regulations established by Provincial or accessibility guidelines as established by the City	100
230005	SNIC Sand - Salt Pile Storage (Planning and Design) & SNIC Sand - Salt Pile Storage (Delivery)	SNIC Sand and Salt Pile Storage Site Regulatory Upgrades (Planning, Design)	100
230006	Snow Storage Site Upgrades (Planning and Design) and Snow Storage Site Upgrades (Delivery)	Snow Storage Site Regulatory Upgrades (Planning, Design)	100
230007	Swimming Pools and Aquatic Facilities - Occupational Health and Safety (OHS) Improvements	Planning and Design of Occupational health and safety (OHS) Improvements for Swimming Pools and Aquatic Facilities including a standardized gas detection safety system (chlorine gas, carbon dioxide, ozone and carbon monoxide) as well as the conversion of aging chlorine gas systems and related infrastructure (distribution system, chlorine room) to a non-chlorine gas system in the following facilities - O'Leary - Mill Woods - Hardisty - Londonderry - Grand Trunk	100
230008	Walker Fire Station	Planning and delivery of Walker Fire Station	100
230009	Wedgewood Fire Station	Wedgewood Fire Station (Land Acquisition Only)	100

# CAPITAL PROFILE REPORT

PROFILE NAME: FACILITY: SAFETY AND SECURITY - RENEWAL

**RECOMMENDED FUNDED**

PROFILE NUMBER: CM-11-0000

PROFILE STAGE: **Approved**

DEPARTMENT: Integrated Infrastructure Services

PROFILE TYPE: **Composite**

LEAD BRANCH: Infrastructure Planning and Design

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Building Renewal**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
20	80

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	19,200
TOTAL PROFILE BUDGET:	19,200

## PROFILE DESCRIPTION

To continue to maintain City-owned facilities in a safe and functional condition, and to ensure that a high level of service is provided to the citizens of Edmonton. This profile provides funding for the rehabilitation work associated with the safety and security facilities within the city, which may include, but is not limited to, Fire Stations and Police Stations. The scope of work will include replacement of major components within the mechanical, electrical, architectural, and structural systems, which includes structural deficiencies and roofing systems. The facilities are ranked based on criteria using the Building Condition Assessment reports and the Building Maintenance Decision Support System.

## PROFILE BACKGROUND

Currently, the majority of the City's facilities are 30 years and older. Using a proactive reinvestment strategy to ensure that all City buildings conform to the City's strategic alignment to the City Plan, and the City's Infrastructure Asset Management policy.

Over time, the performance of facilities declines due to aging, wear and tear of systems and components, functional changes, and a variety of other factors. The life of facilities can be optimized and extended through adequate and timely capital reinvestment to replace assets close to, or at, their end of life. Delaying asset replacements will lead to failures and costly reactive asset replacements. It also inevitably reduces service levels, deteriorates quality and reliability, and can result in the closure of facilities depending on the operational criticality of the impacted assets. In addition to that, protracted operation of assets in poor condition through delayed replacements can also lead to faster deterioration of interdependent assets, increasing the total cost of any later intervention and shortening the facility lifespan and market value.

## PROFILE JUSTIFICATION

The average age of facilities is 36 years, and their expected asset life is 44 years. A proactive reinvestment strategy is used to ensure that all City buildings conform to The City Plan. Various factors contribute to the decline of facility performance over time, including aging, wear and tear, functional changes, and many others. Capital reinvestment, maintenance, and repair can maximize the life of facilities. Conversely, delaying or deferring maintenance and repairs can, in the short term, diminish the quality of services and, in the long term, lead to shortened facility life and reduced asset value. Excessive deferred maintenance can result in significant and urgent rehabilitation requirements resulting in unanticipated breakdowns and reactive rehabilitation leading to lower quality and reliability of services and closures of the facilities.

## STRATEGIC ALIGNMENT

This work aligns with Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio.

## ALTERNATIVES CONSIDERED

Alternatives to deliberate rehabilitation programs include replacing components as they fail with operating funds, resulting in a greater cost.

## COST BENEFITS

Tangible Benefits:

- Reliability
- Energy efficiency
- Productivity
- Level of service

Intangible Benefits:

- Customer satisfaction
- Improved public image.

## KEY RISKS & MITIGATING STRATEGY

As a facility deteriorates, its components and systems age and fail. Staff and users of these facilities can be adversely affected by the failure of these systems, and the lack of rehabilitation activities can result in unplanned breakdowns leading to loss of income or time within the operations.

## RESOURCES

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

To ensure a high level of service is provided to its citizens, asset management, maintenance, and rehabilitation are cost-effective methods of maximizing the life of facilities. Recommend the funding of the profile to support a level reduced from the Risk-based Infrastructure Management System (RIMS) optimal allocation to align with available funding sources. This funding level will limit the decline of assets in poor and very poor condition.

# CAPITAL PROFILE REPORT

PROFILE NAME: Facility: Safety and Security - Renewal

**RECOMMENDED FUNDED**

PROFILE NUMBER: CM-11-0000

PROFILE TYPE: Composite

BRANCH: Infrastructure Planning and Design

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2020 Cap Council	-	-	-1,704	-	-	-	-	-	-	-	-	-1,704
	2021 Cap Administrative	-	-	1,704	-	-	-	-	-	-	-	-	1,704
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	3,840	5,760	5,760	3,840	-	-	-	-	-	19,200
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	5,242	5,242	3,494	-	-	-	-	-	13,978
	Pay-As-You-Go	-	-	3,840	518	518	346	-	-	-	-	-	5,222
	Requested Funding Source	-	-	3,840	5,760	5,760	3,840	-	-	-	-	-	19,200

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	3,840	5,760	5,760	3,840	-	-	-	-	-	19,200
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	5,242	5,242	3,494	-	-	-	-	-	13,978
	Pay-As-You-Go	-	-	3,840	518	518	346	-	-	-	-	-	5,222
	Requested Funding Source	-	-	3,840	5,760	5,760	3,840	-	-	-	-	-	19,200

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-	-	3,264	4,896	4,896	3,264	-	-	-	-	-
Design		-	-	576	864	864	576	-	-	-	-	-	2,880
	Total	-	-	3,840	5,760	5,760	3,840	-	-	-	-	-	19,200

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Facility: Safety and Security - Renewal**

**PROFILE NUMBER: CM-11-0000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Fire Station No.7 - Highlands	Structural, Architectural, Mechanical & Electrical	100
230002	Fire Station No.22 - Oliver	Structural, Architectural, Mechanical & Electrical	100
230003	Emergency Response Centre Station No.42	Structural, Architectural, Mechanical & Electrical	100
230004	Corp Training School-Fire Rescue Services	Structural, Architectural, Mechanical & Electrical	-
230005	Police Station Northeast Division	Structural, Architectural, Mechanical & Electrical	-
230006	Ambulance Norwood (Spruce) Station No. 5	Structural, Architectural, Mechanical & Electrical	-
230007	Bonnie Doon Health Centre	Structural, Architectural, Mechanical & Electrical	-
230008	Fire Station No.15 - Coronet	Structural, Architectural, Mechanical & Electrical	-
230009	Fire Station No.1 - Headquarters	Structural, Architectural, Mechanical & Electrical	-
230010	Police Station Southeast	Structural, Architectural, Mechanical & Electrical	-
230011	Fire Station No.4 - Jasper Place	Structural, Architectural, Mechanical & Electrical	-
230012	Fire Station #21 Rosedale	Mechanical	-
230013	Police Seized Vehicle Office	Structural, Architectural, Mechanical & Electrical	-
230014	Fire Station #28 (Heritage)	Drainage & Structural	-
230015	Police South Division	Parking Lot	-

# CAPITAL PROFILE REPORT

PROFILE NAME: FACILITY: SERVICE DELIVERY - RENEWAL

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: CM-12-0000

PROFILE STAGE: **Approved**

DEPARTMENT: Integrated Infrastructure Services

PROFILE TYPE: **Composite**

LEAD BRANCH: Infrastructure Planning and Design

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Building Renewal**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
20	80

PREVIOUSLY APPROVED:	200
BUDGET REQUEST:	69,285
TOTAL PROFILE BUDGET:	69,485

## PROFILE DESCRIPTION

To continue to maintain City-owned facilities in a safe and functional condition, and to ensure that a high level of service is provided to the citizens of Edmonton. This profile provides funding for the rehabilitation work associated with the service delivery facilities within the city, which may include, but is not limited to, Recreational and Leisure Centers, Public attractions, and other Service Delivery facilities. The scope of work will include replacement of major components within the mechanical, electrical, architectural, and structural systems, which includes structural deficiencies and roofing systems. The facilities are ranked based on criteria using the Building Condition Assessment reports and the Building Maintenance Decision Support System.

## PROFILE BACKGROUND

Currently, the majority of the City's facilities are 30 years and older. Using a proactive reinvestment strategy to ensure that all City buildings conform to the City's strategic alignment with City Plan, and the City's Infrastructure Asset Management policy.

Over time, the performance of facilities declines due to aging, wear and tear of systems and components, functional changes, and a variety of other factors. The life of facilities can be optimized and extended through adequate and timely capital reinvestment to replace assets close to, or at, their end of life. Delaying asset replacements will lead to failures and costly reactive asset replacements. It also inevitably reduces service levels, deteriorates quality and reliability, and can result in the closure of facilities depending on the operational criticality of the impacted assets. In addition to that, protracted operation of assets in poor condition through delayed replacements can also lead to faster deterioration of interdependent assets, increasing the total cost of any later intervention and shortening the facility lifespan and market value.

## PROFILE JUSTIFICATION

To maximize the life of a facility, to provide a safe environment for staff and the general public, as well as to meet current service needs, various components must be rehabilitated or replaced.

Most facilities will still be in use for the next 20 to 30 years, so efficiency, maintenance, repair, renewal, and energy retrofitting will be the primary methods for reaching those goals. Maximizing benefits, managing risk, and providing satisfactory service levels to the community are the objectives.

The average age of facilities is 36 years, and their expected asset life is 44 years. A proactive reinvestment strategy is used to ensure that all City buildings conform to The City Plan. Various factors contribute to the decline of facility performance over time, including aging, wear and tear, functional changes, and many others. Capital reinvestment, maintenance, and repair can maximize the life of facilities. Conversely, delaying or deferring maintenance and repairs can, in the short term, diminish the quality of services and, in the long term, lead to shortened facility life and reduced asset value. Excessive deferred maintenance can result in significant and urgent rehabilitation requirements resulting in unanticipated breakdowns and reactive rehabilitation leading to lower quality and reliability of services, and closures of the facilities.

## STRATEGIC ALIGNMENT

This work aligns with the climate resilience section of ConnectEdmonton. It also aligns with Providing Excellent Services and Managing the Corporation in the COE Corp Business Plan In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio.

## ALTERNATIVES CONSIDERED

Alternatives to deliberate rehabilitation programs include replacing components as they fail with operating funds, however it will be at a greater cost.

## **COST BENEFITS**

Tangible Benefits:

- Reliability
- Energy efficiency
- Productivity
- Level of service

Intangible benefits:

- Customer satisfaction
- Improved public image

## **KEY RISKS & MITIGATING STRATEGY**

As a facility deteriorates, its components and systems age and fail. Staff and users of these facilities can be adversely affected by the failure of these systems, and the lack of rehabilitation activities can result in unplanned breakdowns leading to loss of income or time within the operations.

## **RESOURCES**

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## **CONCLUSIONS AND RECOMMENDATIONS**

To ensure a high level of service is provided to its citizens, asset management, maintenance, and rehabilitation are cost-effective methods of maximizing the life of facilities.. Recommend the funding of the profile to support a level reduced from the Risk-based Infrastructure Management System (RIMS) optimal allocation to align with available funding sources. This funding level will limit the decline of assets in poor and very poor condition.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Facility: Service Delivery - Renewal**  
 PROFILE NUMBER: **CM-12-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>APPROVED BUDGET</b>												
Approved Budget												
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
2020 Cap Capital Budget Adj (one-off)	-	-	-3,600	-	-	-	-	-	-	-	-	-3,600
2021 Cap Administrative	-	-	3,600	-	-	-	-	-	-	-	-	3,600
2021 Cap Council	-	-	200	-	-	-	-	-	-	-	-	200
Current Approved Budget	-	-	200	-	-	-	-	-	-	-	-	200
Approved Funding Sources												
Heritage Resources Reserve	-	-	200	-	-	-	-	-	-	-	-	200
Current Approved Funding Sources	-	-	200	-	-	-	-	-	-	-	-	200

<b>BUDGET REQUEST</b>												
Budget Request	-	-	13,857	20,786	20,786	13,857	-	-	-	-	-	69,285
Revised Funding Sources (if approved)												
Local Government Fiscal Framework	-	-	-	18,919	18,919	12,613	-	-	-	-	-	50,450
Munc Sustain. Initiative - MSI	-	-	2,398	-	-	-	-	-	-	-	-	2,398
Pay-As-You-Go	-	-	11,459	1,867	1,867	1,244	-	-	-	-	-	16,437
Requested Funding Source	-	-	13,857	20,786	20,786	13,857	-	-	-	-	-	69,285

<b>REVISED BUDGET (IF APPROVED)</b>												
Revised Budget (if Approved)	-	-	14,057	20,786	20,786	13,857	-	-	-	-	-	69,485
Requested Funding Source												
Heritage Resources Reserve	-	-	200	-	-	-	-	-	-	-	-	200
Local Government Fiscal Framework	-	-	-	18,919	18,919	12,613	-	-	-	-	-	50,450
Munc Sustain. Initiative - MSI	-	-	2,398	-	-	-	-	-	-	-	-	2,398
Pay-As-You-Go	-	-	11,459	1,867	1,867	1,244	-	-	-	-	-	16,437
Requested Funding Source	-	-	14,057	20,786	20,786	13,857	-	-	-	-	-	69,485

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>REVISED BUDGET (IF APPROVED)</b>													
Construction		-	-	11,978	17,668	17,668	11,778	-	-	-	-	-	59,092
Design		-	-	2,079	3,118	3,118	2,079	-	-	-	-	-	10,393
Total		-	-	14,057	20,786	20,786	13,857	-	-	-	-	-	69,485

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: Facility: Service Delivery - Renewal			
PROFILE NUMBER: CM-12-0000			
BUDGET CYCLE: 2023-2026			
Project Number	Project Name	Description	Percentage Funded
230001	Library Parkade 7 Sir Winston Churchill Square	Structural-waterproof membrane replacement Renewal	100
230002	Northgate Lions Senior Centre	Structural, Mechanical & Electrical	100
230003	Commonwealth	Structural, Mechanical, Electrical & Telecomms Renewal	100
230004	Peter Hemingway Leisure Centre	Structural, Mechanical & Electrical	100
230005	The Orange Hub	Structural, Architectural, Mechanical & Electrical	-
230006	Muttart Conservatory	Green House & Pyramid grading	-
230007	Fort Edmonton Park Renewal Program (Various)	Architectural & Structural	-
230008	Valley Zoo Renewal Program (Various)	Structural, Architectural, Mechanical, Electrical & Civil	-
230009	City Arts Centre	Architectural, Mechanical, Electrical & Civil	-
230010	Bill Hunter Arena (BHA)	Structural, Architectural, Mechanical & Electrical	-
230011	Mill Woods Rec Centre Arena (MWRC)	Structural, Architectural, Mechanical & Electrical	-
230012	Telus World of Science	Structural, Architectural, Mechanical & Electrical	-
230013	Idylwyld Library	Structural, Architectural, Mechanical & Electrical	-
230014	North West Edmonton Seniors Society Center	Structural, Mechanical & Electrical	-
230015	Londonderry Community League Hall	Structural, Architectural, Mechanical & Electrical	-
230016	O'Leary Fitness and Leisure Centre	Structural, Mechanical & Electrical	-
230017	Kenilworth Arena (KEA)	Structural, Architectural, Mechanical & Electrical	-
230018	Kinsmen Club Twin Arenas	Structural, Architectural, Mechanical & Electrical	-
230019	Londonderry Arena (LOA)	Structural, Architectural, Mechanical & Electrical	-
230020	Michael Cameron Arena (MCA)	Structural, Architectural, Mechanical & Electrical	-
230021	Mill Woods Leisure Centre & Pool (MWRC)	Structural, Architectural, Mechanical & Electrical	-
230022	Donnan Arena (DOA)	Structural, Architectural, Mechanical & Electrical	-
230023	Washroom Renewal Program (Various)	Structural, Architectural, Mechanical & Electrical	-
230024	George S. Hughes South Side Arena (SSA)	Structural, Architectural, Mechanical, Electrical, Parking & Sidewalks	-
230025	Grand Trunk Arena (GTA)	Structural, Architectural, Mechanical & Electrical	-
230026	Russ Barnes Arena (RBA)	Structural, Architectural, Mechanical & Electrical	-
230027	Grand Trunk Leisure Centre	Structural, Architectural, Mechanical & Electrical	-
230028	Londonderry Fitness and Leisure Centre	Structural, Architectural, Mechanical & Electrical	-
230029	Glengarry Arena (GLA)	Structural, Architectural, Mechanical & Electrical	-
230030	Remax Field (Formerly Telus Field)	Structural, Architectural, Mechanical & Electrical	-
230031	Hardisty Fitness and Leisure Centre	Structural, Architectural, Mechanical & Electrical	-
230032	Strathcona Library	Structural, Architectural, Mechanical & Electrical	-
230033	Crestwood Arena (CRA)	Structural, Architectural, Mechanical & Electrical	-
230034	Norwood Child & Family Resource	Structural, Architectural, Mechanical & Electrical	-

# CAPITAL PROFILE REPORT

230035	John Janzen Nature Centre	Structural & Mechanical	-
230036	Sprucewood Library	Mechanical, architectural & parking	-
230037	Eastglen Leisure Centre	Structural, Architectural, Mechanical & Electrical	-
230038	Mill Creek Pool	Structural, Architectural, Mechanical & Electrical	-
230039	Oliver Arena (OLA)	Structural, Architectural, Mechanical & Electrical	-
230040	Tipton Arena (TIA)	Structural, Architectural, Mechanical, Electrical, Parking & Sidewalks	-
230041	Westwood Arena (WWA)	Structural, Architectural, Mechanical & Electrical	-
230042	Meadows Community Leisure Centre & Pool	Envelope	-
230043	Glengarry Day Care	Structural	-
230044	Edmonton Cemetery Mausoleum	Structural, Architectural & Mechanical	-
230045	Jasper Place Leisure Centre	Electrical	-
230046	Civic Precinct Phase 2	Garden deferred scope	-

# CAPITAL PROFILE REPORT

PROFILE NAME: FACILITY: SERVICE SUPPORT - RENEWAL

**RECOMMENDED FUNDED**

PROFILE NUMBER: CM-13-0000

PROFILE STAGE: **Approved**

DEPARTMENT: Integrated Infrastructure Services

PROFILE TYPE: **Composite**

LEAD BRANCH: Infrastructure Planning and Design

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Building Renewal**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
20	80

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	50,019
TOTAL PROFILE BUDGET:	50,019

## PROFILE DESCRIPTION

To continue to maintain City-owned facilities in a safe and functional condition, and to ensure that a high level of service is provided to the citizens of Edmonton. This profile provides funding for the rehabilitation work associated with the service support facilities within the city which may include, but not limited to, Fleet garages, office buildings, armouries, and other support administrative and park facilities. The scope of work will include replacement of major components within the mechanical, electrical, architectural, and structural systems, which includes structural deficiencies and roofing systems. The facilities are ranked based on criteria using the Building Condition Assessment reports and the Building Maintenance Decision Support System.

## PROFILE BACKGROUND

Currently, the majority of the City's facilities are 30 years and older. Using a proactive reinvestment strategy to ensure that all City buildings conform to the City's strategic alignment City Plan, and the City's Infrastructure Asset Management policy.

Over time, the performance of facilities declines due to aging, wear and tear of systems and components, functional changes, and a variety of other factors. The life of facilities can be optimized and extended through adequate and timely capital reinvestment to replace assets close to, or at, their end of life. Delaying asset replacements will lead to failures and costly reactive asset replacements. It also inevitably reduces service levels, deteriorates quality and reliability, and can result in the closure of facilities depending on the operational criticality of the impacted assets. In addition to that, protracted operation of assets in poor condition through delayed replacements can also lead to faster deterioration of interdependent assets, increasing the total cost of any later intervention and shortening the facility lifespan and market value.

## PROFILE JUSTIFICATION

To maximize the life of a facility, to provide a safe environment for staff and the general public, as well as to meet current service needs, various components must be rehabilitated or replaced.

Most facilities will still be in use for the next 20 to 30 years, so efficiency, maintenance, repair, renewal, and energy retrofitting will be the primary methods for reaching those goals. Maximizing benefits, managing risk, and providing satisfactory service levels to the community are the objectives.

The average age of facilities is 36 years, and their expected asset life is 44 years. A proactive reinvestment strategy is used to ensure that all City buildings conform to The City Plan. Various factors contribute to the decline of facility performance over time, including aging, wear and tear, functional changes, and many others. Capital reinvestment, maintenance, and repair can maximize the life of facilities. Conversely, delaying or deferring maintenance and repairs can, in the short term, diminish the quality of services and, in the long term, lead to shortened facility life and reduced asset value. Excessive deferred maintenance can result in significant and urgent rehabilitation requirements resulting in unanticipated breakdowns and reactive rehabilitation leading to lower quality and reliability of services and closures of the facilities.

## STRATEGIC ALIGNMENT

This work aligns with the climate resilience section of ConnectEdmonton. It also aligns with Providing Excellent Services and Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio.

## ALTERNATIVES CONSIDERED

Alternatives to deliberate rehabilitation programs include replacing components as they fail with operating funds but it will be at a greater cost.

## **COST BENEFITS**

Tangible Benefits:

- Reliability
- Energy efficiency
- Productivity,
- Level of service

Intangible benefits:

- Customer satisfaction
- Improved public image

## **KEY RISKS & MITIGATING STRATEGY**

As a facility deteriorates, its components and systems age and fail. Staff and users of these facilities can be adversely affected by the failure of these systems, and the lack of rehabilitation activities can result in unplanned breakdowns leading to loss of income or time within the operations.

## **RESOURCES**

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## **CONCLUSIONS AND RECOMMENDATIONS**

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. Approval of this capital profile is required to fund planning and design work in adherence to the Project Development & Delivery model (PDDM) process.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Facility: Service Support - Renewal**  
 PROFILE NUMBER: **CM-13-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	10,004	15,006	15,006	10,004	-	-	-	-	-	50,019
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	13,655	13,655	9,103	-	-	-	-	-	36,414
	Pay-As-You-Go	-	-	10,004	1,351	1,351	900	-	-	-	-	-	13,605
	Requested Funding Source	-	-	10,004	15,006	15,006	10,004	-	-	-	-	-	50,019

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	10,004	15,006	15,006	10,004	-	-	-	-	-	50,019
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	13,655	13,655	9,103	-	-	-	-	-	36,414
	Pay-As-You-Go	-	-	10,004	1,351	1,351	900	-	-	-	-	-	13,605
	Requested Funding Source	-	-	10,004	15,006	15,006	10,004	-	-	-	-	-	50,019

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	-	8,503	12,755	12,755	8,503	-	-	-	-	-	-
Design	-	-	1,501	2,251	2,251	1,501	-	-	-	-	-	-	7,503
	Total	-	-	10,004	15,006	15,006	10,004	-	-	-	-	-	50,019

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Facility: Service Support - Renewal**

**PROFILE NUMBER: CM-13-0000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Century Place	Envelope Renewal	100
230002	Westwood Central Service Yard Building	Structural, Mechanical, Electrical & Telecomms Renewal with Hazardous Materials Abatement	100
230003	Northeast Traffic Field Operations	Mechanical	100
230004	Prince Of Wales Armoury	Structural, Architectural, Mechanical & Electrical	-
230005	Borden Service Yard Building	Architectural, mechanical & electrical	-
230006	Ellerslie Fleet Services Building	Architectural, mechanical & electrical	-
230007	Davies Site Fleet Services Building	Architectural, mechanical & electrical	-
230008	Mitchell Transit Garage	Structural, architectural, mechanical, electrical & telecomms	-
230009	Ferrier Transit Garage	Structural, architectural, mechanical, electrical, telecomms & parking	-
230010	Northwest Transit Yard Admin Building	Structural, Architectural, Mechanical & Electrical	-
230011	Kennedale East Parks Operations	Structural, architectural, mechanical, electrical, telecomms & parking	-
230012	Central Yard Main Offices - Shops	Structural, Mechanical & Electrical	-
230013	Emily Murphy Park Maintenance Building	Structural & electrical	-
230014	City Hall	Structural, Architectural, Mechanical & Electrical	-
230015	Artifacts Centre (O'Keefe Yard)	Structural, architectural, mechanical, electrical, telecomms & parking	-
230016	Central Yard De-Icing Dome	Structural	-
230017	Clareview East Bus Terminal	Structural	-
230018	D.L. Macdonald LRT Garage	Structural, Mechanical, Electrical & parking	-
230019	Kennedale Fleet Services Garage - Offices	Structural, Mechanical, Electrical & parking	-
230020	Centennial Garage	Courtyard rehab	-
230021	Engineering Services Building	Mechanical	-
230022	Chancery Hall	Structural	-

# CAPITAL PROFILE REPORT

PROFILE NAME: LEWIS FARMS COMMUNITY RECREATION CENTRE AND LIBRARY

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: 15-21-5785

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Standalone**

LEAD BRANCH: **Infrastructure Delivery**

LEAD MANAGER: **Jason Meliefste**

PARTNER: **Community Recreation and Culture**

PARTNER MANAGER: **Roger Jevne**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2015**

ESTIMATED COMPLETION: **September, 2027**

**Service Category: Recreation & Culture Major Initiative:**

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>310,637</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>57,913</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>368,550</b>

## PROFILE DESCRIPTION

Development of a community recreation centre at Lewis Farms District Park including a training aquatic venue, fitness centre, gymnasium, multipurpose spaces, twin arenas, access and parking. In December 2014 Council approved the following amendment to the 2015-2018 Capital Budget: That Capital Profile Lewis Farms Community Recreation Centre #15-21-5785 be added and funded in the amount of \$3.5 million to fund schematic design of the Lewis Farms Community Recreation Centre and the Lewis Estates Library, with funding from an increase in PAYG.

(update May 9, 2017) Following the schematic design of the Lewis Farms Community Recreation Centre and the Lewis Estates Library, the next phase is to complete the design of the recreation centre, library, and district park. This profile will also include phases for the purchase of the property required as well as construction and related costs for the recreation centre, library and district park.

## PROFILE BACKGROUND

Council approved Recreation Facility Master Plan and Medium Term Recreation Facility and Sports Field Plan recommendations include the development of a community recreation centre on Lewis Farms District Park in the west suburban growth area of the city.

In December 2014 Council approved the following amendment to the 2015-2018 Capital Budget: That Capital Profile Lewis Farms Community Recreation Centre #15-21-5785 be added and funded in the amount of \$3.5 million to fund schematic design of the Lewis Farms Community Recreation Centre and the Lewis Estates Library, with funding from an increase in PAYG.

(update May 9, 2017) The Edmonton Catholic School Board is a contributing partner in developing portions of this project

## PROFILE JUSTIFICATION

Supports the Way's plans and outcomes; integrates with Recreation Facility Master Plan, 10-Year Arena Capital Strategy, and Medium Term Recreation Facility Plan; increases program opportunities in suburban growth area of city.

## STRATEGIC ALIGNMENT

The project supports corporate goals and outcomes including "Healthy City" by offering facilities and public spaces, to improve connectivity and vibrancy for all identities; "Urban Places" by providing access to holistic, integrated neighbourhood level amenities for all seasons and "Regional Prosperity" as The City of Edmonton has a resilient financial position providing public facilities and diversifying the economy.

## ALTERNATIVES CONSIDERED

Alternatives were explored through the development of the Recreation Facility Master Plan, Medium Term Recreation Facility and Sports Field Plan, and the 2011 Functional Program Study for Lewis Farms.

## COST BENEFITS

Citizens will have access to and benefit from programs and services that provide enjoyment and personal health benefits. Attendance generated by the Centre will increase overall participation in recreation facilities. Edmonton's quality of life and livability benefits from physical, sport, leisure, cultural and recreation opportunities and activities for all ages and abilities.

## KEY RISKS & MITIGATING STRATEGY

A preliminary risk analysis has been completed. The risk management framework will be applied to all aspects of the project and will continue to be developed and evolve as the project and potential partnerships are defined.

## RESOURCES

The City of Edmonton seeks to purchase goods, services and construction fairly and based on best value. Community and Recreation Facilities will follow Human Resource Management policies and procedures for engagement, training and retention of staff.



## CONCLUSIONS AND RECOMMENDATIONS

Lewis Farms Community Recreation Centre is envisioned to be a welcoming, vibrant, dynamic place that serves the west catchment area and aquatic sport users as identified in the Council approved Recreation Facility Master Plan and Medium Term Plan.

## CONTINGENCY OF APPROVAL

CAP#22: Held in debt room - abeyance, until a report back in November 2019.  
Costs for % for Art need to be funded by PAYG.

## CHANGES TO APPROVED PROFILE

In December 2014 Council approved the following amendment to the 2015-2018 Capital Budget: That Capital Profile Lewis Farms Community Recreation Centre #15-21-5785 be added and funded in the amount of \$3.5 million to fund schematic design of the Lewis Farms Community Recreation Centre and the Lewis Estates Library, with funding from an increase in PAYG.

2015 Fall SCBA (CA#40): (3.4.6) To record additional \$200k funding received in 2015. This is the Edmonton Catholic School Division contribution to completion of schematic design.

2017 Spring (#17-20) 2.1-5: Additional funding of \$17.7 million to complete the detailed design of the recreation centre, library, and district park. Of this \$17.7 million, \$16.8 million would be funded from tax-supported debt, with an additional \$0.9 million in partnership funding (Edmonton Catholic School Division). If this request is approved, total funding for this profile will be \$21.4 million. As this additional phase of work is approved, timelines for completion of the profile have been extended to Q3 2019.

Spring SCBA 2018: (2.2-04) Additional Tax Supported Debt is required to acquire land for the Lewis Farms Recreation Centre and Library.

2019 Fall SCBA #19-35/3.1 Capital Amendment CP-2:

- 1) That capital profile #15-21-5785 - Lewis Farms Community Recreation Centre and Library be completed up to Checkpoint #4 and then be deferred.
- 2) That all funding within capital profile #15-21-5785 be released with the exception of the following amounts related to costs incurred to date and costs to complete work to Checkpoint #4:  
Tax-Supported Debt: \$23,411,100  
Pay-As-You-Go: \$3,500,000  
Partnership Funding: \$200,000

2020 Fall SCBA (#20-30, CA 3.5-1): This Funding Source Adjustment is to add \$1.0 million in Partnership Funding to the Lewis Farms Community Rec Centre and Library project. This will be offset with a \$1.0 million reduction in Tax-supported debt, which will reduce the borrowings on this profile. The Partnership Funding relates to design work and was received from Edmonton Catholic School District in 2020.

2020 Fall SCBA (#20-31, CFO 1C-3): District Park Land Acquisition (New ASPs) as the Melcor/Rosenthal land purchase was previously approved by UFCSD. The intent of this adjustment to consolidate all Lewis Farms land purchases under the same profile. This adjustment will transfer \$1.386M FILR funding from UFCSD profiles CM-17-1004 (\$300,000) and CM-17-1022 (\$1,086,000) to IIS profile 15-21-5785: Lewis Farms Community Rec Centre and Library.

2021 Fall SCBA (#21-30A, Amendment CP-2): That capital profile "15-21-5785 - Lewis Farms Community Recreation Centre and Library", be increased by \$282,900,000, to construct the project with the exception of the Academic Centre from the approved program, with funding from tax-supported debt as follows:

- 2022 - \$16,500,000
- 2023 - \$38,500,000
- 2024 - \$85,500,000
- 2025 - \$85,500,000
- 2026 - \$38,500,000
- 2027 - \$16,000,000
- 2028 - \$2,400,000

That the estimated construction complete date be set for December 2026, and estimated in-service date be set for September 2027.

2022 Spring SCBA (#22-11, CFO-6): Transfer \$760,000 PAYG from 15-21-5785 Lewis Farms Community Recreation Centre to operating - CC993110 CE440002 to fund the % for Art.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Lewis Farms Community Recreation Centre and Library**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **15-21-5785**

PROFILE TYPE: **Standalone**

BRANCH: **Infrastructure Delivery**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Approved Budget										
Original Budget Approved	3,500	-	-	-	-	-	-	-	-	-	-	3,500
2015 Cap Council	200	-	-	-	-	-	-	-	-	-	-	200
2017 Cap Council	17,720	-	-	-	-	-	-	-	-	-	-	17,720
2018 Cap Council	7,000	-	-	-	-	-	-	-	-	-	-	7,000
2018 Cap Budget Request for Next Cycle	94,853	83,947	58,956	55,115	-	-	-	-	-	-	-	292,871
2019 Cap Council	-96,162	-83,947	-58,956	-55,115	-	-	-	-	-	-	-	-294,180
2020 Cap Administrative	1,386	-	-	-	-	-	-	-	-	-	-	1,386
2021 Cap Council	-	16,500	38,500	85,500	85,500	38,500	16,000	2,400	-	-	-	282,900
2021 Cap Carry Forward	-2,572	2,572	-	-	-	-	-	-	-	-	-	-
2022 Cap Administrative	-	-760	-	-	-	-	-	-	-	-	-	-760
<b>Current Approved Budget</b>	<b>25,925</b>	<b>18,312</b>	<b>38,500</b>	<b>85,500</b>	<b>85,500</b>	<b>38,500</b>	<b>16,000</b>	<b>2,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>310,637</b>
Approved Funding Sources												
Funds-in-Lieu Reserve	1,386	-	-	-	-	-	-	-	-	-	-	1,386
Partnership Funding	1,200	-	-	-	-	-	-	-	-	-	-	1,200
Pay-As-You-Go	3,500	-760	-	-	-	-	-	-	-	-	-	2,740
Tax-Supported Debt	19,839	19,072	38,500	85,500	85,500	38,500	16,000	2,400	-	-	-	305,311
<b>Current Approved Funding Sources</b>	<b>25,925</b>	<b>18,312</b>	<b>38,500</b>	<b>85,500</b>	<b>85,500</b>	<b>38,500</b>	<b>16,000</b>	<b>2,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>310,637</b>

BUDGET REQUEST	Budget Request	-	-	-	-	-	30,000	26,913	1,000	-	-	-	57,913
	Revised Funding Sources (if approved)												
	Tax-Supported Debt	-	-	-	-	-	30,000	26,913	1,000	-	-	-	57,913
	Requested Funding Source	-	-	-	-	-	30,000	26,913	1,000	-	-	-	57,913

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	25,925	18,312	38,500	85,500	85,500	68,500	42,913	3,400	-	-	-	368,550
	Requested Funding Source												
	Funds-in-Lieu Reserve	1,386	-	-	-	-	-	-	-	-	-	-	1,386
	Partnership Funding	1,200	-	-	-	-	-	-	-	-	-	-	1,200
	Pay-As-You-Go	3,500	-760	-	-	-	-	-	-	-	-	-	2,740
	Tax-Supported Debt	19,839	19,072	38,500	85,500	85,500	68,500	42,913	3,400	-	-	-	363,224
<b>Requested Funding Source</b>	<b>25,925</b>	<b>18,312</b>	<b>38,500</b>	<b>85,500</b>	<b>85,500</b>	<b>68,500</b>	<b>42,913</b>	<b>3,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>368,550</b>	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
			Construction	-11,486	19,072	38,500	85,500	85,500	68,500	42,913	3,400	-	-
Contingency	5,602	-	-	-	-	-	-	-	-	-	-	-	5,602
Design	24,131	-	-	-	-	-	-	-	-	-	-	-	24,131
Land	7,000	-	-	-	-	-	-	-	-	-	-	-	7,000
Percent for Art	678	-760	-	-	-	-	-	-	-	-	-	-	-82
<b>Total</b>	<b>25,925</b>	<b>18,312</b>	<b>38,500</b>	<b>85,500</b>	<b>85,500</b>	<b>68,500</b>	<b>42,913</b>	<b>3,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>368,550</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact: Personnel

Branch:	2025				2026				2027				2028				
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	
Community Recreation and Culture	-	104	104	2.0	-	108	108	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>-</b>	<b>104</b>	<b>104</b>	<b>2.0</b>	<b>-</b>	<b>108</b>	<b>108</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# CAPITAL PROFILE REPORT

PROFILE NAME: TRANSIT FACILITY AND ROW RENEWAL

**RECOMMENDED FUNDED**

PROFILE NUMBER: CM-61-3235

PROFILE STAGE: **Approved**

DEPARTMENT: City Operations

PROFILE TYPE: **Composite**

LEAD BRANCH: Edmonton Transit Service

LEAD MANAGER: **Carrie Hotton-MacDonald**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Public Transit**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
2	98

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	3,322
TOTAL PROFILE BUDGET:	3,322

## PROFILE DESCRIPTION

This profile includes general renewal and upgrades for Transit Facilities (Bus and LRT) and ROW Assets that are managed by Transit including: Transit Shelters; Bus Pads; Furniture & Fixtures at Bus Terminals (bike racks, garbage receptacles, recycle bins, benches), Bus Stops and LRT Stations; Auxiliary Support Equipment (ballast regulator); track inventory (rail ballast, direct fixations, frogs, switchpoints) and rail lubricators. The work within this profile reflects industry standards for managing transit infrastructure and is in alignment with the recommended RIMS allocation.

## PROFILE BACKGROUND

A number of assets have exceeded their useful life. Life cycle replacements are required to maintain existing infrastructure at bus facilities, LRT stations and track to keep in a safe and reliable state and to meet customer needs and maintain an efficient operation.

## PROFILE JUSTIFICATION

The work in this profile is required to maintain the safety, reliability and condition of these assets.

## STRATEGIC ALIGNMENT

Project & Asset Management: Replaces and upgrades aging assets required to maintain bus and LRT facilities in good condition.  
 Public Safety: Ensures transit facilities are kept in a safe and reliable state for transit riders.  
 Employee Experience & Safety: Improves safety and experience of staff that use these facilities to support service delivery.

## ALTERNATIVES CONSIDERED

Alternatives include proceeding with the full scope of work or deferring a portion of the work based on the level of funding available.

## COST BENEFITS

Tangible Benefits:  
 Well maintained infrastructure  
 Improved barrier-free accessibility  
 Increase in service reliability  
 Extended asset life span  
 Reduced operating costs (in some cases maintenance costs currently exceed the approved budget amount)  
 Reduction in service impacts  
 Increased ad revenue (potential)

Intangible Benefits:  
 Improvement to the customer experience when taking Transit  
 Improved sense of safety and security

## KEY RISKS & MITIGATING STRATEGY

Tender prices may exceed the available budget. If required, the work scope will be reduced so as not to exceed approved funding amounts.

## RESOURCES

These projects are managed by Transit.

## CONCLUSIONS AND RECOMMENDATIONS

The work in this profile is required to maintain the safety, reliability and condition of Shelters, Bus Pads, Benches Auxiliary Equipment and ROW. It is recommended that these projects be funded.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transit Facility and ROW Renewal**  
 PROFILE NUMBER: **CM-61-3235**  
 BRANCH: **Edmonton Transit Service**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	831	831	831	831	-	-	-	-	-	3,322
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	831	831	831	831	-	-	-	-	-	3,322
	Requested Funding Source	-	-	831	831	831	831	-	-	-	-	-	3,322

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	831	831	831	831	-	-	-	-	-	3,322
	Requested Funding Source												
	Pay-As-You-Go	-	-	831	831	831	831	-	-	-	-	-	3,322
	Requested Funding Source	-	-	831	831	831	831	-	-	-	-	-	3,322

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	289	289	289	289	-	-	-	-	-
	Design	-	-	9	9	9	9	-	-	-	-	-	35
	Equip FurnFixt	-	-	463	463	463	463	-	-	-	-	-	1,853
	Fleet Equipment	-	-	70	70	70	70	-	-	-	-	-	278
	Total	-	-	831	831	831	831	-	-	-	-	-	3,322

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Transit Facility and ROW Renewal</b>			
<b>PROFILE NUMBER: CM-61-3235</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Bus Shelter Replacement	Replace end of life bus shelters	24
230002	Bus Stop Pads	Replace damaged or inaccessible bus stop pads	24
230003	Auxiliary Equipment Rehabilitation & Renewal	Replace Air Force 1 Blower and Kal Track Derailer and other rail born equipment subject to budget availability.	24
230004	Furniture Replacement	Replace end of life furniture at Transit facilities and bus stop zones	24
230005	Bus Stop Signage	Replace bus stop and Transit facility wayfinding signage	24

# CAPITAL PROFILE REPORT

PROFILE NAME: **AMBLESIDE INTEGRATED SITE - PHASE 1**  
 PROFILE NUMBER: **19-10-1013**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Planning and Design**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Pascale Ladouceur
PARTNER MANAGER:	Anna Dechamplain
ESTIMATED START:	January, 2019
ESTIMATED COMPLETION:	September, 2026

Service Category:	Parks	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	81,785
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	81,785

## PROFILE DESCRIPTION

This project includes the first phase of development of the maintenance and operation facility and yard for the integrated City Operations Department integrated site. The Development Phase is estimated at \$1.5M for the construction estimated at \$38.5M (+- 50%).

This Phase is for initial development of the Ambleside Integrate Site facility and service yard for Parks and Roads Services and Fleet and Facility Services. Already on the site are the Waste Eco Station and a new City Operation fuel station. It will serve department business lines including: infrastructure maintenance, infrastructure operations and snow removal and forestry activities; it will deploy operation units for horticulture, turf, vegetation management, sports fields, play spaces and forestry and beautification, snow removal and road maintenance; and it will accommodate growth in services until the year 2035.

## PROFILE BACKGROUND

The City purchased the land at Ambleside for the purpose of developing an integrated service site in the SW Edmonton. Previous organizational structures resulted in each department attempting to address their operational needs individually. A capital project was approved in the 2015-2018 capital cycle to construct a Parks Operations Office/yard SW yard. With the consolidation of all operations, a decision was made to suspend the project and revisit the site master plan with the goal of creating a truly integrated facility. Funding was reallocated to revise the master plan, to bring the plan to Schematic Design and costing for inclusion into the 2019-2022 budget cycle, as well as build a fuel station.

## PROFILE JUSTIFICATION

This project is needed to address increasing inefficiencies related to overcrowding at existing facilities, increased travel times to service new areas and addressing future operational needs generated by growth and annexation. The profile also demonstrates we care about the impact of our actions on our social, economic and environmental systems.

## STRATEGIC ALIGNMENT

This project will impact the Corporate Objective: manage the corporation for our community by making an impact on how we manage our business (project and asset management, employees and safety, strategy and business, financial management, partnerships and relationships).

The capital profile also advances Council's principle of "connected": We serve those here today and those who come after us.

## ALTERNATIVES CONSIDERED

Finding alternative locations to support operations will be difficult and not as efficient. There are very limited opportunities for leased spaces in SW Edmonton that meet the requirements of City Operations for industrial setting, indoor vehicle bays and yard space.

## COST BENEFITS

Operational cost savings due to reduced travel times, lease costs and increased service efficiencies will result if this is completed. Future growth will become increasingly more difficult to service at current levels if a better operational locatin is not developed.

## KEY RISKS & MITIGATING STRATEGY

A preliminary risk analysis has been completed. The risk management framework will be applied to all aspects of the project and will continue to develop and evolve as the project and potential partnerships are defined

## RESOURCES

City of Edmonton seeks to purchase goods, services and construction fairly based on best value. All procurement of external resources will follow relevant corporate procurement directives and policies.

## CONCLUSIONS AND RECOMMENDATIONS

Capital funds are required to be secured to fund the delivery of capital growth projects once PDDM Checkpoint 3 is reached (after planning and design) in order to adhere to the Project Development and Delivery Model, and improve project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.

Approval of this capital profile is required to fund the completion of the development phase in adherence to the PDDM process.

## CHANGES TO APPROVED PROFILE

2019 Spring SCBA (CA#10): (2.5.10) Switch Tax-Supported Debt with PAYG to reduce the debt borrowing for Planning and Design for Ambleside SW District.

2021 Fall SCBA (#21-30A, Amendment CP-1): CP-1: That capital profile "19-10-1013 - Ambleside Integrated Site - Phase 1", be increased by \$80,285,000, to fund delivery of the project, with funding from tax-supported debt as follows:

- 2022 - \$2,000,000
- 2023 - \$4,485,000
- 2024 - \$28,300,000
- 2025 - \$32,100,000
- 2026 - \$13,400,000

That the estimated completion date of capital profile "19-10-1013 - Ambleside Integrated Site - Phase 1" be updated from December 2020 to September 2026.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Ambleside Integrated Site - Phase 1**  
 PROFILE NUMBER: **19-10-1013**  
 BRANCH: **Infrastructure Planning and Design**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	1,500	-	-	-	-	-	-	-	-	-	1,500
	2021 Cap Council	-	2,000	4,485	28,300	32,100	13,400	-	-	-	-	80,285
	2021 Cap Carry Forward	-955	955	-	-	-	-	-	-	-	-	-
	<b>Current Approved Budget</b>	<b>545</b>	<b>2,955</b>	<b>4,485</b>	<b>28,300</b>	<b>32,100</b>	<b>13,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>81,785</b>
	Approved Funding Sources											
Pay-As-You-Go	545	955	-	-	-	-	-	-	-	-	-	1,500
Tax-Supported Debt	-	2,000	4,485	28,300	32,100	13,400	-	-	-	-	-	80,285
<b>Current Approved Funding Sources</b>	<b>545</b>	<b>2,955</b>	<b>4,485</b>	<b>28,300</b>	<b>32,100</b>	<b>13,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>81,785</b>

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	545	2,955	4,485	28,300	32,100	13,400	-	-	-	-	81,785
Requested Funding Source											
Pay-As-You-Go	545	955	-	-	-	-	-	-	-	-	1,500
Tax-Supported Debt	-	2,000	4,485	28,300	32,100	13,400	-	-	-	-	80,285
<b>Requested Funding Source</b>	<b>545</b>	<b>2,955</b>	<b>4,485</b>	<b>28,300</b>	<b>32,100</b>	<b>13,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>81,785</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-955	2,955	4,485	28,300	32,100	13,400	-	-	-	-	-	80,285
	Design	1,500	-	-	-	-	-	-	-	-	-	-	1,500
	<b>Total</b>	<b>545</b>	<b>2,955</b>	<b>4,485</b>	<b>28,300</b>	<b>32,100</b>	<b>13,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>81,785</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>CONFEDERATION LEISURE CENTRE AND ARENA RENEWAL</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>20-12-0220</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Infrastructure Delivery</b>	LEAD MANAGER: <b>Jason Meliefste</b>
PARTNER:	<b>Community Recreation and Culture</b>	PARTNER MANAGER: <b>Roger Jevne</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>April, 2020</b>
		ESTIMATED COMPLETION: <b>December, 2021</b>

<b>Service Category:</b>	<b>Recreation &amp; Culture</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>11,321</b>
	<b>100</b>	<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>11,321</b>

## PROFILE DESCRIPTION

To continue to maintain Confederation Leisure Centre and Arena in a safe and functional condition, and to ensure that a high level of service is provided to the citizens of Edmonton. The scope of work will include upgrades to and replacement of major components within the mechanical, electrical, structural and civil services which include hvac systems, and the exterior parking lot. Anti-Entrapment compliance and accessibility and code compliance items are also in scope. The project scope includes replacement of building components which have received a D-Marginal, F-Critical rating in a Building Condition Assessment, or components at the end of their useful life. In addition, this profile is to reduce energy consumption and Greenhouse Gas (GHG) emissions to contribute to the City's goal to reduce its GHG emissions by 50% by 2030 from 2005 level.

## PROFILE BACKGROUND

Currently, 65% of the City's facilities are 30 years and older. Confederation Leisure Centre and Arena was completed in 1973, making it 47 years old in 2020. Using a proactive reinvestment strategy to ensure that all City building conform to the City's strategic alignment for the way we live, grow, green, move, and prosper, and the City's Infrastructure Asset Management policy. Over time, the performance of facilities decline due to aging, wear and tear of systems and components, functional changes, and a variety of other factors. The life of facilities can be optimized through adequate and timely capital reinvestment, maintenance and repair. This facility was identified as a priority as part of the Facility: Service Delivery - Renewal composite (CM-12-0000), which funded the first stage of work. The remainder of the project requires the creation of its own standalone profile due to the value of the entire project being over the \$5 million dollar threshold for renewal.

## PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public, and to meet the current service needs of citizens. Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renewal, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk, and provide satisfactory levels of service to the community in a sustainable manner.

## STRATEGIC ALIGNMENT

This profile contributes to two Strategic Objectives: Public Safety - Edmontonians are safe and secure in our community and Recreation and Culture - Edmontonians are physically and emotionally healthy.

## ALTERNATIVES CONSIDERED

The alternative to completing the rehabilitation program for this facility is to carry out replacements of building components as they fail, using operational funds. This is considered to be the highest cost alternative to facility maintenance by industry.

## COST BENEFITS

Tangible benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement or maintenance of level of service. Intangible Benefits: Customer satisfaction and improved public image.

## KEY RISKS & MITIGATING STRATEGY

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facilities and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility.

## RESOURCES

The project will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of this facility to ensure a high level of service is provided to citizens. Recommend the funding of the profile.

## CHANGES TO APPROVED PROFILE

2022 Spring SCBA (#22-11, CFO-26): Based on the carryforward process, the 2021 underspend in standalone profiles related to Facility Service Delivery - Renewal profiles are being returned to CM-12-0000.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Confederation Leisure Centre and Arena Renewal**  
 PROFILE NUMBER: **20-12-0220**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2020 Cap Council	11,719	-	-	-	-	-	-	-	-	-	11,719	
	2020 Cap Capital Budget Adj (one-off)	-7,200	3,600	3,600	-	-	-	-	-	-	-	-	
	2021 Cap Carry Forward	6,074	-6,074	-	-	-	-	-	-	-	-	-	
	2022 Cap Administrative	-	-397	-	-	-	-	-	-	-	-	-	-397
	<b>Current Approved Budget</b>	<b>10,593</b>	<b>-2,872</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,321</b>
	Approved Funding Sources												
	Canada Community-Building Fund	-	-	3,600	-	-	-	-	-	-	-	-	3,600
	Federal Gas Tax Fund	10,195	-3,395	-	-	-	-	-	-	-	-	-	6,800
Munc Sustain. Initiative - MSI	-173	173	-	-	-	-	-	-	-	-	-	-	
Pay-As-You-Go	571	350	-	-	-	-	-	-	-	-	-	921	
<b>Current Approved Funding Sources</b>	<b>10,593</b>	<b>-2,872</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,321</b>	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	10,593	-2,872	3,600	-	-	-	-	-	-	-	-	11,321
Requested Funding Source												
Canada Community-Building Fund	-	-	3,600	-	-	-	-	-	-	-	-	3,600
Federal Gas Tax Fund	10,195	-3,395	-	-	-	-	-	-	-	-	-	6,800
Munc Sustain. Initiative - MSI	-173	173	-	-	-	-	-	-	-	-	-	-
Pay-As-You-Go	571	350	-	-	-	-	-	-	-	-	-	921
<b>Requested Funding Source</b>	<b>10,593</b>	<b>-2,872</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,321</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	9,248	-2,872	3,600	-	-	-	-	-	-	-	-	9,977
	Design	1,312	-	-	-	-	-	-	-	-	-	-	1,312
	Follow Up Warranty	27	-	-	-	-	-	-	-	-	-	-	27
	Land Improvements	6	-	-	-	-	-	-	-	-	-	-	6
	<b>Total</b>	<b>10,593</b>	<b>-2,872</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,321</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>CORONATION PARK SPORTS AND RECREATION CENTRE</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>15-21-5801</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Infrastructure Delivery</b>	LEAD MANAGER: <b>Jason Meliefste</b>
PARTNER:	<b>Community Recreation and Culture</b>	PARTNER MANAGER: <b>Roger Jevne</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>December, 2021</b>
		ESTIMATED COMPLETION: <b>June, 2026</b>

<b>Service Category:</b>	<b>Recreation &amp; Culture</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>153,095</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>153,095</b>

## PROFILE DESCRIPTION

Design and construction of Coronation Park Sports and Recreation Centre will be completed in a phased approach. The facility will create a community hub with a connection to the Peter Hemingway Leisure Centre and includes a fitness centre, multi-purpose spaces, running/walking track, gymnasium and a 250m indoor cycling track.

## PROFILE BACKGROUND

The Council approved Medium Term Recreation Facility and Sports Field Plan recommendations included expansion of Peter Hemingway into a community recreation facility. A feasibility study supported inclusion of a cycling track in partnership with the Argyll Velodrome Association and Edmonton Triathlon Academy.

## PROFILE JUSTIFICATION

Supports the Way's plans, goals and outcomes; integrates the Recreation Facility Master Plan; aligns with Infrastructure Strategy; keeps mature neighbourhoods lively and vibrant; increased program opportunities including cycling and triathlon training and events.

## STRATEGIC ALIGNMENT

The project supports corporate goals and outcomes including "Healthy City" by offering facilities and public spaces, to improve connectivity and vibrancy for all identities; "Urban Places" by providing access to holistic, integrated neighbourhood level amenities for all seasons and "Regional Prosperity" as The City of Edmonton has a resilient financial position providing public facilities.

## ALTERNATIVES CONSIDERED

Alternatives were explored through the development of the Recreation Facility Master Plan, Medium Term Recreation Facility and Sports Field Plan and the 2011 Study to include a cycling track in partnership with Argyll Velodrome Association.

## COST BENEFITS

Citizens will have access to and benefit from programs and services that provide enjoyment and personal health benefits. Attendance generated by the Centre will increase overall participation in recreation facilities. Edmonton's quality of life and livability benefits from physical, sport, leisure, cultural and recreation opportunities and activities for all ages and abilities.

## KEY RISKS & MITIGATING STRATEGY

A preliminary risk analysis has been completed. The risk management framework will be applied to all aspects of the project and will continue to be developed and evolve as the project and partnerships are defined.

## RESOURCES

The City of Edmonton seeks to purchase goods, services and construction fairly based on best value. Community and Recreation Facilities will follow Human Resource Management policies and procedures for engagement, training and retention of staff.

## CONCLUSIONS AND RECOMMENDATIONS

Coronation Park Sports and Recreation Centre will meet the recreation, leisure and sport needs of the community and as a facility with a cycling track will enhance the sport development opportunities at all levels for cyclist and triathletes.

## CHANGES TO APPROVED PROFILE

CAP#8: Council has approved that \$16 million of partnership funds be replaced with Tax Supported Debt. A report is expected at checkpoint 4 to verify scope and operations.

2021 Fall SCBA (#21-30A, Amendment CP-4): That capital profile "15-21-5801 - Coronation Park Sports and Recreation Center", be increased by \$41,150,000 and recashflowed to reflect scenario 2 - Build to Program, as outlined "Option 1 - Fund and Proceed to Delivery" as per Attachment 6 of the November 22, 2021, Financial and Corporate Services report FCS00818.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Coronation Park Sports and Recreation Centre**  
 PROFILE NUMBER: **15-21-5801**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>APPROVED BUDGET</b>												
Approved Budget												
Original Budget Approved	112,260	-	-	-	-	-	-	-	-	-	-	112,260
2018 Cap Budget Request for Next Cycle	-9,000	9,000	-	-	-	-	-	-	-	-	-	-
2021 Cap Council	-97,339	8,089	35,600	36,100	44,700	14,000	-	-	-	-	-	41,150
2021 Cap Carry Forward	16	-16	-	-	-	-	-	-	-	-	-	-
2022 Cap Capital Budget Adj (one-off)	-	-315	-	-	-	-	-	-	-	-	-	-315
<b>Current Approved Budget</b>	<b>5,937</b>	<b>16,758</b>	<b>35,600</b>	<b>36,100</b>	<b>44,700</b>	<b>14,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>153,095</b>
Approved Funding Sources												
Partnership Funding	-	-	-	-	-	4,000	-	-	-	-	-	4,000
Pay-As-You-Go	223	462	-	-	-	-	-	-	-	-	-	685
Tax-Supported Debt	5,714	16,296	35,600	36,100	44,700	10,000	-	-	-	-	-	148,410
<b>Current Approved Funding Sources</b>	<b>5,937</b>	<b>16,758</b>	<b>35,600</b>	<b>36,100</b>	<b>44,700</b>	<b>14,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>153,095</b>

<b>BUDGET REQUEST</b>												
Budget Request	-	-	-	-	-	-	-	-	-	-	-	-

<b>REVISED BUDGET (IF APPROVED)</b>												
Revised Budget (if Approved)	5,937	16,758	35,600	36,100	44,700	14,000	-	-	-	-	-	153,095
Requested Funding Source												
Partnership Funding	-	-	-	-	-	4,000	-	-	-	-	-	4,000
Pay-As-You-Go	223	462	-	-	-	-	-	-	-	-	-	685
Tax-Supported Debt	5,714	16,296	35,600	36,100	44,700	10,000	-	-	-	-	-	148,410
<b>Requested Funding Source</b>	<b>5,937</b>	<b>16,758</b>	<b>35,600</b>	<b>36,100</b>	<b>44,700</b>	<b>14,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>153,095</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>REVISED BUDGET (IF APPROVED)</b>													
Construction		-7,340	17,073	35,600	36,100	44,700	14,000	-	-	-	-	-	140,133
Design		10,301	-	-	-	-	-	-	-	-	-	-	10,301
Equip FurnFixt		2,251	-	-	-	-	-	-	-	-	-	-	2,251
Percent for Art		724	-315	-	-	-	-	-	-	-	-	-	409
<b>Total</b>		<b>5,937</b>	<b>16,758</b>	<b>35,600</b>	<b>36,100</b>	<b>44,700</b>	<b>14,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>153,095</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **EDMONTON CONVENTION CENTRE REHABILITATION**  
 PROFILE NUMBER: **21-12-0320**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	June, 2026

**Service Category:** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>48,053</b>
10	90	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>48,053</b>

## PROFILE DESCRIPTION

The primary objective of the Edmonton Convention Centre Rehabilitation project is rehabilitation of the Convention Centre. The Convention Centre has been in operation for over 35 years and the rehabilitation goals are to make the facility more energy efficient, code & safety compliant, extend the building life expectancy, as well as improve the user experience. The project includes the investigation, design, and construction to implement repairs and lifecycle replacements of mechanical, electrical, civil, landscape and architectural finishes of the facility.

This rehabilitation includes: 1) renewal of exterior systems including the roof assemblies, plaza and loading dock areas, the Welcome Centre Roof, North Canopy, soffits and glazing 2) major mechanical systems replacement including conversion of the boiler system 3) electrical systems replacement including transformer and panel boards 4) interior work including ceiling tile, partition and acoustic panel replacement and upgrades to elevator controllers.

## PROFILE BACKGROUND

The City's Infrastructure Asset Management Policy guides the overall framework for asset management which includes the Infrastructure Strategy and the development of asset management plans. Managing the lifecycle of infrastructure assets is an important part of asset management in supporting the City's core service delivery. Facility Renewal Service Delivery composite (CM-12-0000), managed by Lifecycle Management, funds capital rehabilitation projects that include upgrades to and replacement of major components within the architectural, structural, mechanical, and electrical systems of each facility. Based on building condition assessment reports and feedback from building operator, Explore Edmonton, it was found that the performance of the facility is declining due to aging, wear and tear of systems and components, and a variety of other factors. As a result, Lifecycle Management identified this facility as one of the high priority facilities that requires a major rehabilitation project during the 2019-2022 budget cycle. Aligning with the capital budget guidelines, the creation of a stand alone profile was required for rehabilitation projects valued over \$5M.

## PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public and to meet the current service needs of citizens.

Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renew, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk and provide satisfactory levels of service to the community in a sustainable manner.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making discrete and measurable impacts on Council's four strategic goals: healthy city, urban shift, regional economic prosperity, and energy and climate. This project focuses on the health city strategic goal.

## ALTERNATIVES CONSIDERED

The alternate to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

## COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement of level of service.

Intangible Benefits: Customer satisfaction and improved public image.

## KEY RISKS & MITIGATING STRATEGY

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facility and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility impacting citizens.

A risk management plan follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and is monitored during regular project team meetings.

## RESOURCES

The project aligns with the Project Develop and Delivery Model with City Project Managers assigned to lead each of the project phases and its team. The project is supported by a Prime Design Consultant, a Construction Manager both procured through existing standing arrangements.

## CONCLUSIONS AND RECOMMENDATIONS

The rehabilitation will allow the facility to continue to operate for many years to come. Lifecycle Management identified the facility as a priority for rehabilitation. Funding for rehabilitation work has been approved under the rehabilitation composite. The development of a standalone profile aligns with the capital budget guidelines for rehabilitations over \$5 million.

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. This funding level will limit the decline of assets in poor and very poor condition.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Edmonton Convention Centre Rehabilitation**  
 PROFILE NUMBER: **21-12-0320**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	4,873	11,499	10,350	11,438	9,893	-	-	-	-	-	-	48,053
	2021 Cap Carry Forward	-1,368	1,368	-	-	-	-	-	-	-	-	-	-
	<b>Current Approved Budget</b>	<b>3,505</b>	<b>12,867</b>	<b>10,350</b>	<b>11,438</b>	<b>9,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,053</b>
Approved Funding Sources													
	Local Government Fiscal Framework	-	-	-	10,580	9,151	-	-	-	-	-	-	19,731
	Munc Sustain. Initiative - MSI	3,402	11,443	9,574	-	-	-	-	-	-	-	-	24,419
	Pay-As-You-Go	103	1,424	776	858	742	-	-	-	-	-	-	3,903
	<b>Current Approved Funding Sources</b>	<b>3,505</b>	<b>12,867</b>	<b>10,350</b>	<b>11,438</b>	<b>9,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,053</b>

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		3,505	12,867	10,350	11,438	9,893	-	-	-	-	-	-	48,053
Revised Budget (if Approved)													
Requested Funding Source													
	Local Government Fiscal Framework	-	-	-	10,580	9,151	-	-	-	-	-	-	19,731
	Munc Sustain. Initiative - MSI	3,402	11,443	9,574	-	-	-	-	-	-	-	-	24,419
	Pay-As-You-Go	103	1,424	776	858	742	-	-	-	-	-	-	3,903
	<b>Requested Funding Source</b>	<b>3,505</b>	<b>12,867</b>	<b>10,350</b>	<b>11,438</b>	<b>9,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,053</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		632	11,040	8,696	9,609	8,270	-	-	-	-	-	-
Contingency		300	1,438	1,304	1,441	1,235	-	-	-	-	-	-	5,719
Design		2,573	-	-	-	-	-	-	-	-	-	-	2,573
Follow Up Warranty		-	-	-	-	98	-	-	-	-	-	-	98
Other Costs		-	389	350	387	291	-	-	-	-	-	-	1,416
	<b>Total</b>	<b>3,505</b>	<b>12,867</b>	<b>10,350</b>	<b>11,438</b>	<b>9,893</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>48,053</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **EDMONTON EXPO CENTRE REHABILITATION**  
PROFILE NUMBER: **21-12-0350**  
DEPARTMENT: **Integrated Infrastructure Services**  
LEAD BRANCH: **Infrastructure Delivery**  
PARTNER: **Infrastructure Planning and Design**  
BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	December, 2025

**Service Category:** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
10	90

PREVIOUSLY APPROVED:	98,349
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	98,349

## PROFILE DESCRIPTION

The primary objective of the Edmonton EXPO Centre Rehabilitation project is rehabilitation of the original halls constructed in 1983 formerly known as the Agricom. The EXPO Centre has been in operation since it opened and hosts a variety of major events, trade shows, concerts and conventions throughout a calendar year. The facility underwent a major expansion in 2009; however, that project scope did not include any work to the original constructed facility halls A-D and what is referred to as 'the mall'. The rehabilitation goals are to make the facility more energy efficient, code & safety compliant, extend the building life expectancy, and improve the user experience.

The project includes the investigation, design and construction to implement repairs and lifecycle replacements of mechanical, electrical, envelope and architectural finishes of the facility. The project will also include the incorporation of Solar Photovoltaics on the roof of the facility.

The scope identified for this project includes; rehabilitation and renewal of roof assemblies, exterior cladding, exterior doors and envelope, replacement of major mechanical distribution equipment, terminal units, and building controls, replacement of major electrical equipment, lighting, fire alarm, and security systems, rehabilitation of structural elements, replacement of interior finishes, and the completion of scope interdependencies such as structural supports, fire protection, and finishing.

This scope also includes the installation of Solar PV on Halls D-H. Additionally, the improvements listed under rehabilitation are contributing to the reduction of GHG and setting the facility on a pathway to be an emissions neutral facility by 2040.

## PROFILE BACKGROUND

The City's Infrastructure Asset Management Policy guides the overall framework for asset management which includes the Infrastructure Strategy and the development of asset management plans. Managing the lifecycle of infrastructure assets is an important part of asset management in supporting the City's core service delivery. Facility Renewal Service Delivery composite (CM-12-0000), managed by Lifecycle Management, funds capital rehabilitation projects that include upgrades to and replacement of major components within the architectural, structural, mechanical, and electrical systems of each facility. Based on building condition assessment reports and feedback from building operator, Explore Edmonton, it was found that the performance of the facility is declining due to aging, wear and tear of systems and components, and a variety of other factors. As a result, Lifecycle Management identified this facility as one of the high priority facilities that requires a major rehabilitation project during the 2019-2022 budget cycle. Aligning with the capital budget guidelines, the creation of a stand alone profile was required for rehabilitation projects valued over \$5M.

## PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public and to meet the current service needs of citizens.

Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renew, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk and provide satisfactory levels of service to the community in a sustainable manner.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making discrete and measurable impacts on Council's four strategic goals: healthy city, urban shift, regional economic prosperity, and energy and climate. This project focuses on the health city strategic goal.

## ALTERNATIVES CONSIDERED

The alternate to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

## COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement of level of service. This project will yield a significant reduction of corporate GHG reduction of 1500 - 2000 tonnes.  
Intangible Benefits: Customer satisfaction and improved public image.

## KEY RISKS & MITIGATING STRATEGY

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facility and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility impacting citizens.

A risk management plan follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and a project implementation team is tasked with monitoring and updating the risk register regularly throughout the project.

## RESOURCES

The project aligns with the Project Develop and Delivery Model with City Project Managers assigned to lead each of the project phases and its team. The project is supported by an Integrated Project Delivery Team consisting of both contractors and consultants procured publicly.

## CONCLUSIONS AND RECOMMENDATIONS

The rehabilitation will allow the facility to continue to operate for many years to come. Lifecycle Management identified the facility as a priority for rehabilitation. Funding for rehabilitation work has been approved under the rehabilitation composite. The development of a standalone profile aligns with the capital budget guidelines for rehabilitations over \$5 million.

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. This funding level will limit the decline of assets in poor and very poor condition.

## CHANGES TO APPROVED PROFILE

2021 YE Transfers (#21-48, CFO-3): The Edmonton EXPO Centre Rehabilitation project will be undertaking an investigation to provide a strategy to establish a path towards emissions neutral, specific to the original portion of the facility built-in 1983. As such a funding transfer of \$40k is required from the Facility Planning and Design operating budget to standalone profile 21-12-0350 Edmonton EXPO Centre Rehabilitation as the project progresses past Checkpoint 3. CC996030

# CAPITAL PROFILE REPORT

PROFILE NAME: **Edmonton EXPO Centre Rehabilitation**  
 PROFILE NUMBER: **21-12-0350**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Administrative	40	-	-	-	-	-	-	-	-	-	40	
	2021 Cap Council	3,658	33,530	29,840	30,780	500	-	-	-	-	-	98,309	
	2021 Cap Carry Forward	-481	481	-	-	-	-	-	-	-	-	-	
	<b>Current Approved Budget</b>	<b>3,218</b>	<b>34,011</b>	<b>29,840</b>	<b>30,780</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98,349</b>
	Approved Funding Sources												
	Federal Gas Tax Fund	3,041	14,711	-	-	-	-	-	-	-	-	-	17,752
	Local Government Fiscal Framework	-	-	-	28,472	463	-	-	-	-	-	-	28,934
	Munc Sustain. Initiative - MSI	-	11,607	27,602	-	-	-	-	-	-	-	-	39,209
Pay-As-You-Go	177	2,663	2,238	2,309	38	-	-	-	-	-	-	7,424	
Tax-Supported Debt	-	5,030	-	-	-	-	-	-	-	-	-	5,030	
<b>Current Approved Funding Sources</b>	<b>3,218</b>	<b>34,011</b>	<b>29,840</b>	<b>30,780</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98,349</b>	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	3,218	34,011	29,840	30,780	500	-	-	-	-	-	-	98,349
Requested Funding Source												
Federal Gas Tax Fund	3,041	14,711	-	-	-	-	-	-	-	-	-	17,752
Local Government Fiscal Framework	-	-	-	28,472	463	-	-	-	-	-	-	28,934
Munc Sustain. Initiative - MSI	-	11,607	27,602	-	-	-	-	-	-	-	-	39,209
Pay-As-You-Go	177	2,663	2,238	2,309	38	-	-	-	-	-	-	7,424
Tax-Supported Debt	-	5,030	-	-	-	-	-	-	-	-	-	5,030
<b>Requested Funding Source</b>	<b>3,218</b>	<b>34,011</b>	<b>29,840</b>	<b>30,780</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98,349</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	1,492	32,877	27,826	29,488	483	-	-	-	-	-	-	92,166
	Design	1,591	-	1,005	251	-	-	-	-	-	-	-	2,847
	Other Costs	135	1,134	1,009	1,041	17	-	-	-	-	-	-	3,336
	<b>Total</b>	<b>3,218</b>	<b>34,011</b>	<b>29,840</b>	<b>30,780</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>98,349</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **EPS-POLICE HEADQUARTERS REHABILITATION**  
 PROFILE NUMBER: **21-11-9600**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	December, 2025

Service Category:	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>
10	90

PREVIOUSLY APPROVED:	24,265
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	24,265

## PROFILE DESCRIPTION

This project is to deliver a major capital rehabilitation project for the Edmonton Police Station Downtown Division (POL101). The completion of the project, all phases of the capital project lifecycle, from Strategy to Transition-to-Operate (from Checkpoint #1 to #5) as outlined on the City's Project Development and Delivery Model (PDDM) and Project Management Reference Guide (PMRG), will be included in this project. This rehabilitation includes: Major mechanical and electrical items, Controllers, Transformers, Fan Wall system, Exit signs, Washrooms, Glazed curtain wall, Roof replacement, Roof drains, Storefront entrance glazing, accessible ramps, flooring in various areas of the facility, new LED lighting, t-bar ceilings, occupancy sensors and painting.

## PROFILE BACKGROUND

The Edmonton Police Downtown Division is located at 9620 103A Ave and has been in operation for over 35 years. This 6 storey, 35,288 m2 building was constructed in 1982. The building includes; offices, a full service commercial kitchen, cafeteria, cell blocks, gymnasium with running track, vehicle maintenance bays, a parkade with a car wash area. The interior space has undergone several renovations and upgrades over the years. A Building Condition Assessment and various studies have been conducted within the past several years and as a result, Lifecycle Management (LCM) has identified this facility as a high priority rehabilitation. The scope of work includes renewal (as defined by City Policy C598; see excerpt from the policy below) of major components within the mechanical, electrical, architectural and structural systems. This project forms a part of the Facility Safety and Security Renewal Capital profile CM-11-0000

## PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public and to meet the current service needs of citizens.

Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renew, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk and provide satisfactory levels of service to the community in a sustainable manner.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making discrete and measurable impacts on Council's four strategic goals: healthy city, urban shift, regional economic prosperity, and energy and climate. This project focuses on the health city strategic goal.

## ALTERNATIVES CONSIDERED

The alternate to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

## COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement of level of service.

Intangible Benefits: Customer satisfaction and improved public image.

## KEY RISKS & MITIGATING STRATEGY

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facility and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility impacting citizens.

A risk management plan follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and is monitored during regular project team meetings.

**RESOURCES**

The project aligns with the Project Develop and Delivery Model with City Project Managers assigned to lead each of the project phases and its team. The project is supported by a Prime Design Consultant, a Construction Manager both procured through existing standing arrangements.

**CONCLUSIONS AND RECOMMENDATIONS**

The rehabilitation will allow the facility to continue to operate for many years to come. Lifecycle Management identified the facility as a priority for rehabilitation. Funding for rehabilitation work has been approved under the rehabilitation composite. The development of a standalone profile aligns with the capital budget guidelines for rehabilitations over \$5 million.

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. This funding level will limit the decline of assets in poor and very poor condition.

# CAPITAL PROFILE REPORT

PROFILE NAME: **EPS-Police Headquarters Rehabilitation**  
 PROFILE NUMBER: **21-11-9600**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		<b>APPROVED BUDGET</b>	Approved Budget									
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	4,244	6,446	6,884	4,496	1,035	-	-	-	-	-	23,105
	2021 Cap Carry Forward	-3,789	3,789	-	-	-	-	-	-	-	-	-
	2022 Cap Administrative	-	-	1,160	-	-	-	-	-	-	-	1,160
	<b>Current Approved Budget</b>	<b>454</b>	<b>10,236</b>	<b>8,044</b>	<b>4,496</b>	<b>1,035</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,265</b>
	Approved Funding Sources											
	Local Government Fiscal Framework	-	-	-	4,018	856	-	-	-	-	-	4,874
	Munc Sustain. Initiative - MSI	-	9,581	7,312	-	-	-	-	-	-	-	16,893
	Pay-As-You-Go	454	655	732	478	179	-	-	-	-	-	2,498
	<b>Current Approved Funding Sources</b>	<b>454</b>	<b>10,236</b>	<b>8,044</b>	<b>4,496</b>	<b>1,035</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,265</b>

<b>BUDGET REQUEST</b>	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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<b>REVISED BUDGET (IF APPROVED)</b>	Revised Budget (if Approved)	454	10,236	8,044	4,496	1,035	-	-	-	-	-	24,265
	Requested Funding Source											
	Local Government Fiscal Framework	-	-	-	4,018	856	-	-	-	-	-	4,874
	Munc Sustain. Initiative - MSI	-	9,581	7,312	-	-	-	-	-	-	-	16,893
	Pay-As-You-Go	454	655	732	478	179	-	-	-	-	-	2,498
	<b>Requested Funding Source</b>	<b>454</b>	<b>10,236</b>	<b>8,044</b>	<b>4,496</b>	<b>1,035</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,265</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		<b>REVISED BUDGET (IF APPROVED)</b>	Construction	-1,038	8,368	7,206	3,949	800	-	-	-	-	-
	Contingency	413	600	605	395	125	-	-	-	-	-	-	2,137
	Design	930	1,042	-	-	-	-	-	-	-	-	-	1,972
	Follow Up Warranty	-	-	-	-	35	-	-	-	-	-	-	35
	Other Costs	149	226	233	152	75	-	-	-	-	-	-	835
	<b>Total</b>	<b>454</b>	<b>10,236</b>	<b>8,044</b>	<b>4,496</b>	<b>1,035</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,265</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **FIRE STATION #8 RELOCATION - BLATCHFORD**  
 PROFILE NUMBER: **21-10-9105**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Planning and Design**  
 PARTNER: **Infrastructure Delivery**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Pascale Ladouceur
PARTNER MANAGER:	Jason Meliefste
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	December, 2025

Service Category:	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	23,657
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	23,657

## PROFILE DESCRIPTION

The current Fire Station 8 needs to be relocated due to the Yellowhead Trail Freeway Conversion Project. A site within Blatchford has been identified as the new location for Fire Station 8. This profile will fund land purchase, subdivision, rezoning, and servicing, and the design and construction of a new replacement 3-bay (approximately 1,500 square metre) fire station in Blatchford, in accordance with the Fire Rescue Services Station Location Master Plan.

## PROFILE BACKGROUND

The Yellowhead Trail Freeway Conversion Project is expropriating land in preparation for its construction and conversion of the current Yellowhead Trail road to a functional freeway roadway. As part of this project, it will require a portion of the land that the current Fire Station 8 resides on, to be integrated into this conversion, and therefore it must find a new location. Anticipated timeline for Fire Station 8 to be vacated at its current location is November 2022. The current stage of the development of Blatchford allows for a unique opportunity to support the development of a fire station to ensure coverage is maintained in the geographical location near its former location, and quick access to utilize the Yellowhead Trail Freeway once completed. The identified site is 101 Airport Road. The station is anticipated to be operational in 2025. When operational it will provide "first in" response to Blatchford, surrounding neighbourhoods, and Station 8 current area.

## PROFILE JUSTIFICATION

The Yellowhead Trail Freeway Conversion project requires land occupied by Fire Station 8. The fire station must be closed which will result in a decrease in response times for some neighbourhoods in the central and northwest parts of the city. A replacement for Station 8 is required as soon as possible after Station 8 closes. The Blatchford Fire Station will provide effective response in the central and northwest area of the city, an area that is expected to experience rapid development and growth with Blatchford neighbourhood. The City Centre Area Redevelopment Plan has a vision to build a neighbourhood for 30,000 people by 2045. Fire Rescue utilizes a station-based deployment model and as such this station is required to ensure that Fire Rescue is able to move towards its key performance indicators including the Council endorsed Service Level Target of a 4 minute travel time, 90% of the time.

## STRATEGIC ALIGNMENT

ConnectEdmonton: Vision 2050 - Project alignment with all 4 strategic goals - Healthy City, Urban Places, Regional Prosperity, Climate Resilience. City Plan - Project supports the targets of: 15 minute districts that allow people to easily complete their daily needs 2.1.3 Ensure that development occurs in an orderly and safe manner to protect public health and the environment 4.1.2 Ensure safety of all users in the planning and design of city infrastructure, networks and spaces. Fire Rescue Services Master Plan (2012) Fire Rescue Services Station Location Master Plan - Project Alignment.

## ALTERNATIVES CONSIDERED

Alternative 1: Not replace Fire Station 8 or crew when it closes. This will increase response times for the first due areas currently serviced by Station 8. City wide response times would also suffer because of the increased development in the Blatchford area. Closing and not replacing stations may negatively impact the city's insurance rating.

Alternative 2: Retain the apparatus (pump and tanker) in service from Station #8 when it closes but not build a replacement station. In this case the fire crew and apparatus would be stationed in an existing fire station. This alternative would degrade response times in the targeted area. Non-station based deployment such as a roving style deployment is also not viable due to training and equipment requirements and logistical issues (e.g. water freezing in fire apparatus in the winter if apparatus are not stored in a heated building).

## COST BENEFITS

Tangible Benefits - Safer, Healthier City, Cost Savings and Improved Services.

The station will add to the overall response capability across the city and will reduce the need for units from other stations to travel into these areas. It will also provide response coverage as the Blatchford area continues to grow.

Intangible Benefits - Improved Quality of Life and Improved City Reputation.

## KEY RISKS & MITIGATING STRATEGY

In Service Date Delayed

Mitigation:

Follow Integrated Infrastructure Services' project development and delivery process. Utilize Integrated Project Delivery. (IPD) Method which maximizes efficiencies. Interim strategy: deploy crews from surrounding stations. Insufficient Budget.

Mitigation: Costs estimated on conservative basis; project designs modest in form and finish; cost containment principles.

## RESOURCES

All procurement and purchasing for the initiative will follow standard administrative directions and policies, including the Administrative Directive A1439 Purchasing Goods Services and Construction.

## CONCLUSIONS AND RECOMMENDATIONS

The Yellowhead Trail Freeway Conversion project requires the relocation of Fire Station #8. Land in the Blatchford development area is an ideal location for the replacement station because it fits within the Fire Station Master Plan and will serve the expanding community of Blatchford. Recommendation: Approval of profile to quickly mobilize development of Fire Station 8 at Blatchford.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Fire Station #8 Relocation - Blatchford**

**FUNDED**

PROFILE NUMBER: **21-10-9105**

PROFILE TYPE: **Standalone**

BRANCH: **Infrastructure Planning and Design**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Council		29	5,897	7,291	6,958	3,482	-	-	-	-	-	-	23,657
2021 Cap Carry Forward		-29	29	-	-	-	-	-	-	-	-	-	-
Current Approved Budget		-	5,925	7,291	6,958	3,482	-	-	-	-	-	-	23,657
Approved Funding Sources													
Tax-Supported Debt		-	5,925	7,291	6,958	3,482	-	-	-	-	-	-	23,657
Current Approved Funding Sources		-	5,925	7,291	6,958	3,482	-	-	-	-	-	-	23,657

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)													
Revised Budget (if Approved)		-	5,925	7,291	6,958	3,482	-	-	-	-	-	-	23,657
Requested Funding Source													
Tax-Supported Debt		-	5,925	7,291	6,958	3,482	-	-	-	-	-	-	23,657
Requested Funding Source		-	5,925	7,291	6,958	3,482	-	-	-	-	-	-	23,657

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-29	29	5,811	5,811	2,906	-	-	-	-	-	-
Design		-	605	1,081	476	-	-	-	-	-	-	-	2,162
Equip FurnFixt		-	-	-	175	175	-	-	-	-	-	-	350
Follow Up Warranty		-	-	-	-	159	-	-	-	-	-	-	159
Land		-	4,900	-	-	-	-	-	-	-	-	-	4,900
Other Costs		29	385	385	385	242	-	-	-	-	-	-	1,426
Percent for Art		-	7	13	111	-	-	-	-	-	-	-	131
Total		-	5,925	7,291	6,958	3,482	-	-	-	-	-	-	23,657

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: FIRE STATION NO.19 REHABILITATION  
PROFILE NUMBER: 20-10-9003  
DEPARTMENT: Integrated Infrastructure Services  
LEAD BRANCH: Infrastructure Delivery  
PARTNER:  
BUDGET CYCLE: 2023-2026

**FUNDED**

PROFILE STAGE: Previously Approved  
PROFILE TYPE: Standalone  
LEAD MANAGER: Jason Meliefste  
PARTNER MANAGER:  
ESTIMATED START: December, 2020  
ESTIMATED COMPLETION: March, 2023

Service Category: Protection

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
10	90

PREVIOUSLY APPROVED:	11,028
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	11,028

## PROFILE DESCRIPTION

Addresses the required rehabilitation of Fire Station #19, plus the addition of a Gear Room required to meet occupational health and safety requirements along with energy retrofits to meet improved greenhouse gas emissions.

## PROFILE BACKGROUND

To develop the rehabilitation of Fire Station #19; funded from CM-11-0000. To develop energy retrofits; funded from CM-11-0000 and growth funding allocation from CM-10-1010. Lastly, to develop the Gear Room; funded from CM-99-9000.

## PROFILE JUSTIFICATION

A standalone profile is required as the project estimate exceeds \$5M renewal. The profile is required to complete the facility rehabilitation, including the energy retrofits and the addition of a Gear Room.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

The alternative to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

## COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement or maintenance of the level of service.

Intangible Benefits: Customer satisfaction and improved public image.

## KEY RISKS & MITIGATING STRATEGY

As facilities deteriorate, their components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facilities and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility.

## RESOURCES

The program coordination will be managed by Lifecycle Management. The projects will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. Recommend the funding of the profile to support a level reduced from the RIMS optimal allocation to align with available funding sources. This funding level will limit the decline of assets in poor and very poor condition.

## CHANGES TO APPROVED PROFILE

2021 Apr 1 (#21-10, CFO-4): Funding source adjustment to change all MSI Replacement funding to regular MSI in 2022 as MSI was extended for another 2 years as a result of the 2021 Alberta provincial budget (MSI Replacement program deferred to 2024).

2021 Fall SCBA (#21-31, CFO-21): To transfer funds from three (3) existing Profiles to top up profile 20-10-9003 Fire Station No.19 Rehab due to material price increases. The total increase is \$2,738,318 for profile 20-10-9002 Fire Station No.19 - Callingwood. This increase is available as a combination of \$220,971 from CM 99-9000 for the gear rooms; \$72,000 from CM-10-1010 for the gear rooms; and \$2,445,347 from CM-11-0000.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Fire Station No.19 Rehabilitation**  
 PROFILE NUMBER: **20-10-9003**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2020 Cap Council	4,349	2,441	-	-	-	-	-	-	-	-	6,790	
	2021 Cap Administrative	-	2,054	685	-	-	-	-	-	-	-	2,738	
	2021 Cap Carry Forward	-3,837	3,837	-	-	-	-	-	-	-	-	-	
	2022 Cap Administrative	-	-	1,500	-	-	-	-	-	-	-	-	1,500
	<b>Current Approved Budget</b>	<b>512</b>	<b>8,331</b>	<b>2,185</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,028</b>
	Approved Funding Sources												
	Munc Sustain. Initiative - MSI	495	7,080	2,036	-	-	-	-	-	-	-	-	9,611
	Pay-As-You-Go	18	1,251	148	-	-	-	-	-	-	-	-	1,417
<b>Current Approved Funding Sources</b>	<b>512</b>	<b>8,331</b>	<b>2,185</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,028</b>	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	512	8,331	2,185	-	-	-	-	-	-	-	11,028
Requested Funding Source											
Munc Sustain. Initiative - MSI	495	7,080	2,036	-	-	-	-	-	-	-	9,611
Pay-As-You-Go	18	1,251	148	-	-	-	-	-	-	-	1,417
<b>Requested Funding Source</b>	<b>512</b>	<b>8,331</b>	<b>2,185</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,028</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	512	8,331	2,185	-	-	-	-	-	-	-	-	11,028
	<b>Total</b>	<b>512</b>	<b>8,331</b>	<b>2,185</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,028</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **FIRE STATION NO.3 REHABILITATION**  
 PROFILE NUMBER: **20-10-9002**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	
ESTIMATED START:	December, 2020
ESTIMATED COMPLETION:	March, 2023

Service Category:	Protection	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>
10	90

PREVIOUSLY APPROVED:	10,490
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	10,490

## PROFILE DESCRIPTION

Addresses the required rehabilitation of Fire Station #3, plus the addition of a Gear Room required to meet occupational health and safety requirements along with energy retrofits to meet improved greenhouse gas emissions.

## PROFILE BACKGROUND

To develop the rehabilitation of Fire Station #3; funded from CM-11-0000. To develop the energy retrofits; funded from CM-11-0000 and growth funding allocation from CM-10-1010. Lastly, to develop the Gear Room; funded from CM-99-9000.

## PROFILE JUSTIFICATION

A standalone profile is required as the project estimate exceeds \$5M renewal. The profile is required to complete the facility rehabilitation, including the energy retrofits and the addition of a Gear Room.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

The alternative to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

## COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement or maintenance of the level of service.

Intangible Benefits: Customer satisfaction and improved public image.

## KEY RISKS & MITIGATING STRATEGY

As facilities deteriorate, their components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facilities and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility.

## RESOURCES

The program coordination will be managed by Lifecycle Management. The projects will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. Recommend the funding of the profile to support a level reduced from the RIMS optimal allocation to align with available funding sources. This funding level will limit the decline of assets in poor and very poor condition.

## CHANGES TO APPROVED PROFILE

2021 Apr 1 (#21-10, CFO-4): Funding source adjustment to change all MSI Replacement funding to regular MSI in 2022 as MSI was extended for another 2 years as a result of the 2021 Alberta provincial budget (MSI Replacement program deferred to 2024).

2021 Fall SCBA (#21-31, CFO-20): To transfer funds from three (3) existing Profiles to top up profile 20-10-9002 Fire Station No.3 Rehab due to material price increases and code/permitting requirements. The total increase is \$2,606,766 for profile 20-10-9002 Fire Station No.3 - University. This increase is available as a combination of \$220,971 from CM- 99-9000 for the gear rooms; \$72,000 from CM-10-1010 for the gear rooms; and \$2,313,795 from CM-11-0000. The project is currently in the detailed design phase, and advancing to Checkpoint #4 in Quarter 1, 2022.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Fire Station No.3 Rehabilitation**  
 PROFILE NUMBER: **20-10-9002**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2020 Cap Council	982	4,064	1,936	-	-	-	-	-	-	-	6,983	
	2021 Cap Administrative	-	1,955	652	-	-	-	-	-	-	-	2,607	
	2021 Cap Carry Forward	-448	448	-	-	-	-	-	-	-	-	-	
	2022 Cap Administrative	-	-	900	-	-	-	-	-	-	-	900	
	Current Approved Budget	535	6,467	3,488	-	-	-	-	-	-	-	-	10,490
	Approved Funding Sources												
	Munc Sustain. Initiative - MSI	511	5,855	3,138	-	-	-	-	-	-	-	-	9,503
	Pay-As-You-Go	23	613	351	-	-	-	-	-	-	-	-	987
Current Approved Funding Sources	535	6,467	3,488	-	-	-	-	-	-	-	-	10,490	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	535	6,467	3,488	-	-	-	-	-	-	-	10,490
Requested Funding Source											
Munc Sustain. Initiative - MSI	511	5,855	3,138	-	-	-	-	-	-	-	9,503
Pay-As-You-Go	23	613	351	-	-	-	-	-	-	-	987
Requested Funding Source	535	6,467	3,488	-	-	-	-	-	-	-	10,490

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	535	6,467	3,488	-	-	-	-	-	-	-	-	10,490
	Total	535	6,467	3,488	-	-	-	-	-	-	-	-	10,490

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **IRON WORKS BUILDING REHABILITATION**  
 PROFILE NUMBER: **21-10-9103**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Economic Investment Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Jeff Chase
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	April, 2024

Service Category:	Building Renewal	Major Initiative:	Quarters
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<b>GROWTH</b>	<b>RENEWAL</b>
50	50

PREVIOUSLY APPROVED:	21,308
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	21,308

## PROFILE DESCRIPTION

The Iron Works Building Rehabilitation is an adaptive re-use project that renovates the 1909 Iron Works Foundry and the north and south annexes into a facility that can be leased to tenants. As a cornerstone of the overall Boyle Renaissance revitalization effort, the building architecture will be maintained and infrastructure and services reestablished to suit a number of potential uses and includes the historical designation of the original Foundry building. Phase 1 of the project includes design and construction of repairs to the building envelope. Phase 2 includes design for full building rehabilitation and other work as necessary to facilitate future Phases.

## PROFILE BACKGROUND

The redevelopment of the Quarters Downtown is guided by the Quarters Downtown Area Redevelopment Plan and a Community Revitalization Levy (CRL) Area Plan that outlines the public infrastructure program necessary to encourage private sector investment. The Quarters CRL area is located in the Boyle Street community, which is immediately east of the downtown, and is one of the oldest neighbourhoods in Edmonton. The Quarters Downtown CRL Area Plan identifies Boyle Renaissance as a special planning area where redevelopment will meet the housing, social, recreation and service needs of current and future residents. Implementation of the Boyle Renaissance plan is substantially guided by recommendations from the community-led Boyle Renaissance Advisory Committee summary report of 2010. This profile focuses on the rehabilitation and redevelopment of the Iron Works Building, which was acquired by the City in 2016.

## PROFILE JUSTIFICATION

The Iron Works Building Rehabilitation is a continuation of the redevelopment of the area; the objective is to transform an underutilized part of the downtown area into a vibrant, healthy, walkable community. By leading this rehabilitation as an adaptive reuse project, the City's investment in infrastructure will increase vibrancy in the downtown area, retain and designate a significant heritage building and embed an active cultural asset in the Boyle Renaissance community.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity, and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

Not funding this profile would allow the buildings to further degrade and create risks of not being able to salvage the building for a future use and the loss of an historical asset. This work will ensure the facility is viable for future use.

## COST BENEFITS

Tangible Benefits:

- Increased tax revenue and density within the City.
- Stimulate private sector investment, increase in development.

Intangible Benefits:

- More people living and accessing amenities in the area and improved perceived safety of the community.
- Quality urban design.
- Improved community attractiveness and quality of life.

## KEY RISKS & MITIGATING STRATEGY

Completing envelope construction as a first phase of the project stops ongoing degradation created by lack of occupancy. It also creates a risk of rework due to unknown services entrances and location of interior infrastructure (mechanical and electrical rooms). This risk is mitigated through acceleration of design for future phases to inform envelope design and construction.

## RESOURCES

The project will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

**CONCLUSIONS AND RECOMMENDATIONS**

The funding requested through this profile supports the CRL program and creates a facility that anchors Boyle Renaissance Phase III by providing lease and not-for-profit space for future tenants. Growth projects funded through composite profiles and over \$2 million become a standalone profile at Checkpoint 3. The recommendation of the attached business case is that Checkpoint 3 Authorization for capital expenditure be approved by City Council to complete the scope of work as outlined.

**CHANGES TO APPROVED PROFILE**

2021 Fall SCBA (#21-30, 3.2-9): This scope change is required to add phase 2 construction and phase 3 design to standalone capital profile "21-10-9103 - Iron Works Building Rehabilitation Phase 1". The current approved budget for this profile only covered Phase 1 of the project (Building shell & Envelope Systems (curtain wall, windows, structural steel, roofing - basically building shell)). This funding request is for the Phase 2 construction (Base Building & interior works (mechanical, Electrical, life saving systems, party walls and common areas) and Phase 3 design (Tenant fit-out). The total funding request for this scope change is \$7,952,070, with all requested funds being a transfer from existing composite profile "15-74-4031 - The Quarters Downtown - Phase II".

\* The estimated completion date of the Iron Works Building Rehabilitation capital profile will be changed from "December, 2022" to "December, 2023" upon approval of this scope change.

2022 Spring SCBA (#22-10, 3.2-5): This scope change is required to complete the construction of Stage 2 Building upgrade and allow Stage 3 Tenant Fitup. Significant additional hazardous material abatement, structural modifications and required improvements and unforeseen scope, as well as supply chain and Covid-19, has affected the schedule and costs for the project. The scope of work will be funded with a transfer from existing capital profile "15-57-4031 - The Quarters Downtown - Phase II" (\$2,500,000), with the remaining additional funding being new Quarters Community Revitalization Levy Debt (\$7,000,000) and Canada Cultural Spaces Fund (CCSF) Grant (\$308,159).

The estimated completion date of the Iron Works Building Rehabilitation capital profile will be changed from December 2023 to April 1, 2024 upon approval of this scope change.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Iron Works Building Rehabilitation**  
 PROFILE NUMBER: **21-10-9103**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Council		4,599	7,449	1,952	-	-	-	-	-	-	-	-	14,000
2021 Cap Carry Forward		-3,264	3,264	-	-	-	-	-	-	-	-	-	-
2022 Cap Council		-	308	7,000	-	-	-	-	-	-	-	-	7,308
<b>Current Approved Budget</b>		<b>1,335</b>	<b>11,021</b>	<b>8,952</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,308</b>
Approved Funding Sources													
Canada Cultural Spaces Fund Grant		-	308	-	-	-	-	-	-	-	-	-	308
Debt CRL Quarters		1,335	10,713	8,952	-	-	-	-	-	-	-	-	21,000
<b>Current Approved Funding Sources</b>		<b>1,335</b>	<b>11,021</b>	<b>8,952</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,308</b>

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		1,335	11,021	8,952	-	-	-	-	-	-	-	-	21,308
Revised Budget (if Approved)		1,335	11,021	8,952	-	-	-	-	-	-	-	-	21,308
Requested Funding Source													
Canada Cultural Spaces Fund Grant		-	308	-	-	-	-	-	-	-	-	-	308
Debt CRL Quarters		1,335	10,713	8,952	-	-	-	-	-	-	-	-	21,000
<b>Requested Funding Source</b>		<b>1,335</b>	<b>11,021</b>	<b>8,952</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,308</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	415	10,731	8,952	-	-	-	-	-	-	-	-	20,099
	Design	920	290	-	-	-	-	-	-	-	-	-	1,210
	<b>Total</b>	<b>1,335</b>	<b>11,021</b>	<b>8,952</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,308</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:													
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **KIHCIY ASKIY SACRED EARTH**  
 PROFILE NUMBER: **15-21-3400**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Social Development**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Jackie Foord
ESTIMATED START:	January, 2015
ESTIMATED COMPLETION:	September, 2019

Service Category: **Recreation & Culture** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	6,510
88	12	BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	6,510

## PROFILE DESCRIPTION

Kihciy Askii - Sacred Earth is in the project initiation and fundraising phase. There will be four sweat lodges for prayer and personal purification rituals, Tipis for prayer ceremonies and small group workshops, a large tent gathering area for ceremonial feasts and cultural teachings, outdoor amphitheatre for lectures and presentations, herbal garden for interpretive programs and an earth lodge/indoor learning centre which will be a multipurpose facility for learning about Aboriginal cultures, teaching cultural traditions and holding presentations to support those efforts via cultural based programs, services and dialogue. In a common effort to affect healthy living and community wellness, the cultural site would be used for such cultural ceremonies and events as sweat lodges, pipe ceremonies, cultural camps and talking circles. The group is looking to have all pieces of Kihciy Askii - Sacred Earth completed by 2017.

## PROFILE BACKGROUND

Kihciy Askii will create a permanent urban aboriginal traditional healing and cultural centre for all people within the City, eliminating the need to travel to attend spiritual / cultural events. The cultural centre will provide a home for outdoor cultural-based programs, day camps for youth, schools, and community agencies.

## PROFILE JUSTIFICATION

Aboriginal people of Edmonton do not have spiritual and/or cultural grounds within the city that are designated for that specific use. The project is strategically aligned with several City of Edmonton strategies, master plans, declarations and relationship agreements including City Council's Declaration Strengthening Relationships Between the City of Edmonton and Urban Aboriginal People and the Edmonton Urban Aboriginal Accord Relationship Agreement between City Administration and Aboriginal Communities. A Memorandum of Understanding is underway with the Indigenous Elders regarding the use of Fox Farms. In March of 2014 at the National Truth & Reconciliation Event, Mayor Iveson proclaimed a Year of Reconciliation and one of the Mayor's commitments include working with Edmonton's Aboriginal community to create and support a venue, or venues, to promote the spiritual and cultural practices of all indigenous communities, for cultural reconnection, ceremony and celebration.

## STRATEGIC ALIGNMENT

"Healthy City" is met as Edmonton is a caring city where every member of the community has equitable opportunity to be healthy and fulfilled. Kihciy Askii also aligns with the principles outlined in City Council's Declaration on Strengthening Relations with Aboriginal People and the Edmonton Aboriginal Urban Accord.

## ALTERNATIVES CONSIDERED

The alternative for urban indigenous Edmontonians has been to utilize healing lodges and other cultural locations outside of the City of Edmonton. This has made it very difficult to obtain the necessary healing and cultural knowledge.

## COST BENEFITS

The site will provide a natural setting to enable different Aboriginal groups to host spiritual ceremonies, grow medicinal herbs, practice traditional crafts and facilitate inter-generational learning in an appropriately designed outdoor learning space. This space will provide an opportunity for all Edmontonians to experience multiple Aboriginal ceremonies, engage Aboriginal Youth and bring awareness to their customs.

## KEY RISKS & MITIGATING STRATEGY

A preliminary risk analysis has been completed. The risk management framework will be applied to all aspects of the project and will continue to develop and evolve as the project and partnerships are defined.

## RESOURCES

All procurement processes will adhere to the City's Procurement of Goods, Services and Construction directive. The project will be managed by the City and will follow the Human Resource management policies and procedures.

## CONCLUSIONS AND RECOMMENDATIONS

Aboriginal people do not have spiritual and/or cultural grounds within Edmonton. In an effort to affect healthy living and community wellness, Kihciy Askii would be used for sweat lodges, pipe ceremonies, cultural camps and talking circles.

## CHANGES TO APPROVED PROFILE

2016 Spring SCBA (#16-20-2.6): Transfer \$550k PAYG to 15-21-3400 Kihciy Askiy Sacred Earth from CM-28-8530 River Valley Trail & Park Renewal

2017 Fall (#17-40) 2.2-02): \$1.26M required to fund additional scope includes: two separate buildings with an integrated amphitheatre on the roof of the storage building; request by Citizen Services to integrate vehicle and bus parking within the park site boundary has resulted in the addition of 50 car and 2 bus parking stalls to be added to the project scope; provincial requirement to complete an HRIA for paleontological resources.

Dec 6, 2017 - Approved by Council - That Capital Profile #15-21-3400 Kihciy Askiy Sacred Earth be increased by \$700,000 to fund the Sacred Earth project, with up to \$700,000 in City funding from an increase in Pay-As-You-Go, which could be offset by partner contributions.

Spring SCBA 2018: (2.9-05) The completion date was not previously updated in the last SCBA. As part of the SCBA, Council approved the addition of the gathering room which impacted the schedule further and a request is being made to adjust the completion date to Q3 2019.

2021 Fall SCBA (#21-30, 3.2-2): This scope change is required to fund Phase 1B of the Kihciy Askiy Sacred Earth project. Phase 1B includes a storage building, trails, and landscaping. The \$2,000,000 scope change is recommended to be funded with Pay-As-You-Go.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Kihciy Askiy Sacred Earth**  
 PROFILE NUMBER: **15-21-3400**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	2,000	-	-	-	-	-	-	-	-	-	2,000
	2016 Cap Council	550	-	-	-	-	-	-	-	-	-	550
	2017 Cap Council	1,260	-	-	-	-	-	-	-	-	-	1,260
	2017 Cap Capital Budget Adj (one-off)	700	-	-	-	-	-	-	-	-	-	700
	2021 Cap Council	-	1,200	800	-	-	-	-	-	-	-	2,000
	2021 Cap Carry Forward	-3,368	3,368	-	-	-	-	-	-	-	-	-
Current Approved Budget	1,142	4,568	800	-	-	-	-	-	-	-	-	6,510
Approved Funding Sources	Pay-As-You-Go	1,142	4,568	800	-	-	-	-	-	-	-	6,510
	Current Approved Funding Sources	1,142	4,568	800	-	-	-	-	-	-	-	6,510

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	1,142	4,568	800	-	-	-	-	-	-	-	6,510
Requested Funding Source											
Pay-As-You-Go	1,142	4,568	800	-	-	-	-	-	-	-	6,510
Requested Funding Source	1,142	4,568	800	-	-	-	-	-	-	-	6,510

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	826	4,568	800	-	-	-	-	-	-	-	-	6,194
	Design	210	-	-	-	-	-	-	-	-	-	-	210
	Equip FurnFixt	106	-	-	-	-	-	-	-	-	-	-	106
	Total	1,142	4,568	800	-	-	-	-	-	-	-	-	6,510

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **KINSMEN SPORTS CENTRE FACILITY REHABILITATION**  
 PROFILE NUMBER: **21-12-0330**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	December, 2024

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>
10	90

<b>PREVIOUSLY APPROVED:</b>	24,914
<b>BUDGET REQUEST:</b>	-
<b>TOTAL PROFILE BUDGET:</b>	24,914

## PROFILE DESCRIPTION

This profile supports the Kinsmen Sports Centre Rehabilitation detail design and construction. The facility rehabilitation scope includes replacement or upgrade to major mechanical and electrical components which have received D-Marginal, F-Critical ratings in a Building Condition Assessment, and components at the end of their life. Growth elements approved include those that address safety, code infractions, policy concerns and gaps in level of service. In addition, where there is an opportunity to realize significant energy efficiency upgrades in an effort to reduce energy consumption and Greenhouse Gas (GHG) emissions to contribute to the City's goal to reduce its GHG emissions by 50% by 2030 from 2005 level.

The scope includes replacement or upgrade to major mechanical, electrical, and architectural components in the fieldhouse and aquatic centre. The fieldhouse renewal includes upgrades to air handling units and plumbing, replacement of boilers, electrical panels, transformers, boilers, exterior doors and windows, flooring and lighting. The Aquatic Centre scope includes lighting replacement on pool deck and in the change rooms, competition pool headwall replacement, the addition of universal change room and steam room, upgrades to changeroom fixtures and lighting, and addressing renewal requirements in the chlorine room.

## PROFILE BACKGROUND

The Kinsmen Sports Centre Fieldhouse was constructed in 1968, and the Aquatic Centre and administration addition were opened in 1978 to host the Commonwealth Games. Over time, the performance of facilities decline due to aging, wear and tear of systems and components, functional changes, and a variety of other factors. The life of facilities can be optimized through adequate and timely capital reinvestment, maintenance and repair.

This facility was identified as a priority as part of the Facility: Service Delivery - Renewal composite (CM 12-0000 and CM-75-0100), which funded the planning and design up to checkpoint 3. The remainder of the project requires the creation of its own standalone profile due to the value of the project being over the \$5 million dollar threshold for renewal.

## PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public and to meet the current service needs of citizens.

Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renew, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk and provide satisfactory levels of service to the community in a sustainable manner.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making discrete and measurable impacts on Council's four strategic goals: healthy city, urban shift, regional economic prosperity, and energy and climate. This project focuses on the health city strategic goal.

## ALTERNATIVES CONSIDERED

The alternate to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry. The second alternative would be to complete the project in phases, however this approach does not support the most effective use of resources, and prolongs the schedule impacting services to citizens of Edmonton.

## COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement of level of service.  
 Intangible Benefits: Customer satisfaction and improved public image.

## KEY RISKS & MITIGATING STRATEGY

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facility and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility impacting citizens.

A risk management plan follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and is monitored during regular project team meetings.

## RESOURCES

This project will be lead by Integrated Infrastructure Services following the Project Develop and Delivery Model with internal Project Manager leads, and external consultants and construction manager.

## CONCLUSIONS AND RECOMMENDATIONS

Kinsmen Sports Centre Rehabilitation includes renewal and growth elements in the fieldhouse and aquatic centre. The rehabilitation includes replacement or upgrades to major mechanical, electrical, and architectural components which have received D or F ratings. The fieldhouse renewal includes replacement of doors, windows, flooring, lighting, boilers, air handling units, and electrical panels. The Aquatic Centre renewal includes minor electrical and mechanical work (replacement of lighting, electrical panels, chlorine upgrades), the competition pool headwall, addition of a universal change room and steam room.

The recommendation is that Checkpoint 3 Authorization for Capital Expenditure be approved by City Council to complete the renewal project.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Kinsmen Sports Centre Facility Rehabilitation**

**FUNDED**

PROFILE NUMBER: **21-12-0330**

PROFILE TYPE: **Standalone**

BRANCH: **Infrastructure Delivery**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>APPROVED BUDGET</b>												
Approved Budget												
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Council	1,870	6,009	15,800	1,000	-	-	-	-	-	-	-	24,679
2021 Cap Carry Forward	-1,076	1,076	-	-	-	-	-	-	-	-	-	-
2022 Cap Administrative	-	235	-	-	-	-	-	-	-	-	-	235
<b>Current Approved Budget</b>	<b>794</b>	<b>7,320</b>	<b>15,800</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,914</b>
Approved Funding Sources												
Federal Gas Tax Fund	503	6,138	-	-	-	-	-	-	-	-	-	6,641
Local Government Fiscal Framework	-	-	-	884	-	-	-	-	-	-	-	884
Munc Sustain. Initiative - MSI	-	738	15,124	-	-	-	-	-	-	-	-	15,862
Pay-As-You-Go	291	444	676	116	-	-	-	-	-	-	-	1,527
<b>Current Approved Funding Sources</b>	<b>794</b>	<b>7,320</b>	<b>15,800</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,914</b>

<b>BUDGET REQUEST</b>	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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<b>REVISED BUDGET (IF APPROVED)</b>	Revised Budget (if Approved)	794	7,320	15,800	1,000	-	-	-	-	-	-	24,914
	Requested Funding Source											
	Federal Gas Tax Fund	503	6,138	-	-	-	-	-	-	-	-	6,641
	Local Government Fiscal Framework	-	-	-	884	-	-	-	-	-	-	884
	Munc Sustain. Initiative - MSI	-	738	15,124	-	-	-	-	-	-	-	15,862
	Pay-As-You-Go	291	444	676	116	-	-	-	-	-	-	1,527
	<b>Requested Funding Source</b>	<b>794</b>	<b>7,320</b>	<b>15,800</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,914</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>REVISED BUDGET (IF APPROVED)</b>													
	Construction	-607	6,943	14,805	-	-	-	-	-	-	-	-	21,140
	Design	1,338	174	345	20	-	-	-	-	-	-	-	1,877
	Follow Up Warranty	-	-	-	936	-	-	-	-	-	-	-	936
	Other Costs	63	203	650	44	-	-	-	-	-	-	-	960
	<b>Total</b>	<b>794</b>	<b>7,320</b>	<b>15,800</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,914</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **MILL CREEK POOL REHABILITATION**  
 PROFILE NUMBER: **22-12-9008**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Community Recreation and Culture**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Roger Jevne
ESTIMATED START:	June, 2022
ESTIMATED COMPLETION:	December, 2024

Service Category: **Recreation & Culture** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>6,576</b>
14	86	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>6,576</b>

## PROFILE DESCRIPTION

This profile supports the Mill Creek Pool Rehabilitation design and construction. The rehabilitation includes replacement or upgrades to mechanical, electrical, and aquatic components which have received D (poor) or F (critical) ratings. This includes the pool basin, skimming and filtration system, sanitary lines, water heaters, unit heaters, electrical switches, bonding, and exterior light replacements. Growth scope includes the security fence replacement and upgrades to the pool disinfection system, funded through Community Recreation and Culture safety and security composite, and Community Recreation and Culture Swimming Pool OH&S Improvements composite respectively.

## PROFILE BACKGROUND

This facility was identified as a priority for renewal as part of the Facility: Service Delivery - Renewal composite (CM 12-0000 and CM-75-0100), which funded the planning and design up to checkpoint 3. There is also a design completed for a second project at this facility, to upgrade the pool disinfection system from chlorine gas to chlorine generation. With the addition of this scope, the project now requires the creation of its own standalone profile due to the value of the combined project being over the \$5 million dollar threshold for renewal.

## PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public and to meet the current service needs of citizens.

Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renew, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk and provide satisfactory levels of service to the community in a sustainable manner.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making discrete and measurable impacts on Council's four strategic goals: healthy city, urban shift, regional economic prosperity, and energy and climate. This project focuses on the healthy city strategic goal.

## ALTERNATIVES CONSIDERED

The alternate to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

## COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved water quality and level of service.  
 Intangible Benefits: Customer satisfaction and improved public image.

## KEY RISKS & MITIGATING STRATEGY

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facility and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility impacting citizens.

A risk management plan follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and is monitored during regular project team meetings.

## RESOURCES

This project will be led by Integrated Infrastructure Services following the Project Development and Delivery Model with internal Project Manager leads, and external consultants and construction manager.

## CONCLUSIONS AND RECOMMENDATIONS

Mill Creek Pool Rehabilitation includes both renewal and growth elements. The rehabilitation includes replacement or upgrades to major mechanical, electrical, and aquatic components which have received D (poor) or F (critical) ratings, such as the basin, skimming and filtration system, sanitary lines, and some mechanical and electrical components. Growth scope includes the security fence replacement and upgrades to the pool disinfection system.

The recommendation is that Checkpoint 3 Authorization for Capital Expenditure be approved by City Council to complete the renewal project.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Mill Creek Pool Rehabilitation**  
 PROFILE NUMBER: **22-12-9008**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	2,698	3,578	300	-	-	-	-	-	-	-	6,576
	<b>Current Approved Budget</b>	<b>-</b>	<b>2,698</b>	<b>3,578</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,576</b>
Approved Funding Sources													
	Munc Sustain. Initiative - MSI	-	2,344	3,466	290	-	-	-	-	-	-	-	6,100
	Pay-As-You-Go	-	354	112	10	-	-	-	-	-	-	-	476
	<b>Current Approved Funding Sources</b>	<b>-</b>	<b>2,698</b>	<b>3,578</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,576</b>

BUDGET REQUEST		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)		-	2,698	3,578	300	-	-	-	-	-	-	-	6,576
Requested Funding Source													
	Munc Sustain. Initiative - MSI	-	2,344	3,466	290	-	-	-	-	-	-	-	6,100
	Pay-As-You-Go	-	354	112	10	-	-	-	-	-	-	-	476
	<b>Requested Funding Source</b>	<b>-</b>	<b>2,698</b>	<b>3,578</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,576</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	2,030	3,523	290	-	-	-	-	-	-	-	5,843
	Design	-	522	-	-	-	-	-	-	-	-	-	522
	Other Costs	-	146	55	10	-	-	-	-	-	-	-	211
	<b>Total</b>	<b>-</b>	<b>2,698</b>	<b>3,578</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,576</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **ORTONA ARMOURY ARTS BUILDING RENEWAL**  
 PROFILE NUMBER: **20-12-0230**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Social Development**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Roger Jevne
ESTIMATED START:	January, 2020
ESTIMATED COMPLETION:	December, 2022

Service Category: **Building Renewal** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>15,934</b>
5	95	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>15,934</b>

## PROFILE DESCRIPTION

The Ortona Armoury Arts Building renewal includes the renewal of this historical building to support a safe, functional arts hub for the citizens of Edmonton. The scope includes replacement of building components which have received a D-Marginal, F-Critical rating in a Building Condition Assessment, or components at the end of their useful life. The renewal includes the replacement or upgrades of major mechanical, electrical and structural components (foundations and exterior envelope) and the preservation of the historically significant and protected elements. In addition, this profile is to reduce energy consumption and Greenhouse Gas (GHG) emissions to contribute to the City's goal to reduce its GHG emissions by 50% by 2030 from 2005 level.

## PROFILE BACKGROUND

The Ortona Armouries constructed in 1914 is a historic resource that has been identified as a reinvestment priority to conform to the City's strategic alignment of ConnectEdmonton, as well as the City's Infrastructure Asset Management policy. The performance of the facility has declined due to aging, wear and tear of systems and components, functional changes, and a variety of other factors. This facility was identified as a priority as part of the Facility: Service Delivery - Renewal composite (CM 12-0000 and CM-75-0100), which funded the first stage of work. The remainder of the project requires the creation of its own standalone profile due to the value of the entire project being over the \$5 million dollar threshold for renewal.

## PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, maintain a safe and accessible built environment, preserve historical municipal resources and meet the current service needs of citizens. Through the development of the functional program the purpose of the facility as an Arts Hub was defined with the future operating partner, Arts Habitat Edmonton. With respect to the overall Rosedale Area Redevelopment, the River Crossing project aligns and supports the Ortona building rehabilitation and sees this project as a kickstart to other Rosedale developments.

## STRATEGIC ALIGNMENT

This profile contributes to two Strategic Objectives: Recreation and Culture - Edmontonians are physically and emotionally healthy and Environmental Protection - Edmonton protects its natural environment, minimizes its environmental impact and mitigates climate change.

## ALTERNATIVES CONSIDERED

The alternative to completing the rehabilitation program for this facility includes replacements of building components as they fail, using operational funds. This is considered to be the highest cost alternative to facility maintenance by industry and would put the historically designated facility at risk. The second alternative would be a phased approach to the rehabilitation, however given the extensive amount of work to be completed in the building, this approach would compromise the project's ability for the coordination and integration of sustainability, functionality, and preservation principles. The exterior court yard addition serves to improve the functionality of the building while preserving the building envelope.

## COST BENEFITS

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity, and climate resilience. This project will support creating a community to connect people to what matters to them.

## KEY RISKS & MITIGATING STRATEGY

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facilities and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility.

## RESOURCES

The project will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

The rehabilitation will allow the facility to continue to operate for many years to come. Lifecycle Management identified the facility as a priority for rehabilitation of its mechanical, electrical, structural systems and preservation of the historical resource. Funding for rehabilitation work has been approved under the rehabilitation composite. The recommendation is that Checkpoint 3 Authorization for Capital Expenditure be approved by City Council to complete the detailed design and construction work.

## CHANGES TO APPROVED PROFILE

2021 Apr 1 (#21-10, CFO-4): Funding source adjustment to change all MSI Replacement funding to regular MSI in 2022 as MSI was extended for another 2 years as a result of the 2021 Alberta provincial budget (MSI Replacement program deferred to 2024).

2021 One-off Adjustment #21-43: The original estimate of the project at Checkpoint 4 was \$11,269,000. In the Fall 2021 SCBA, it was identified that the project would have an approximate overage of \$1,800,000 due to material prices in the market and structural upgrades. Transfer from CM-12-0000 of \$2.8M MSI/\$216M PAYG to 20-12-0230:Ortona Armoury Arts Building Rehabilitation/ Renewal

2022 Spring SCBA (#22-10, 3.2-4): This scope change is required to add \$1,700,000 in funding from the Canada Cultural Spaces Fund Program to the Ortona Armoury Arts Building Renewal project. Details of the additional scope elements are still being confirmed with the Federal Government.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Ortona Armoury Arts Building Renewal**  
 PROFILE NUMBER: **20-12-0230**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2020 Cap Council	8,758	2,512	-	-	-	-	-	-	-	-	-	11,269
	2021 Cap Capital Budget Adj (one-off)	-13	2,978	-	-	-	-	-	-	-	-	-	2,965
	2021 Cap Carry Forward	-7,216	7,216	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	-	1,700	-	-	-	-	-	-	-	-	1,700
	<b>Current Approved Budget</b>	<b>1,529</b>	<b>12,705</b>	<b>1,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,934</b>
	Approved Funding Sources												
	Canada Cultural Spaces Fund Grant	-	-	1,700	-	-	-	-	-	-	-	-	1,700
	MSI Replacement	-	-	-	-	-	-	-	-	-	-	-	-
Munc Sustain. Initiative - MSI	1,477	9,256	-	-	-	-	-	-	-	-	-	10,733	
Pay-As-You-Go	52	3,449	-	-	-	-	-	-	-	-	-	3,501	
<b>Current Approved Funding Sources</b>	<b>1,529</b>	<b>12,705</b>	<b>1,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,934</b>	

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	1,529	12,705	1,700	-	-	-	-	-	-	-	-	15,934
	Requested Funding Source												
	Canada Cultural Spaces Fund Grant	-	-	1,700	-	-	-	-	-	-	-	-	1,700
	MSI Replacement	-	-	-	-	-	-	-	-	-	-	-	-
	Munc Sustain. Initiative - MSI	1,477	9,256	-	-	-	-	-	-	-	-	-	10,733
Pay-As-You-Go	52	3,449	-	-	-	-	-	-	-	-	-	3,501	
<b>Requested Funding Source</b>	<b>1,529</b>	<b>12,705</b>	<b>1,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,934</b>	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-999	12,598	1,700	-	-	-	-	-	-	-	-	13,299
	Design	2,496	-	-	-	-	-	-	-	-	-	-	2,496
	Follow Up Warranty	-	130	-	-	-	-	-	-	-	-	-	130
	Percent for Art	32	-22	-	-	-	-	-	-	-	-	-	10
	<b>Total</b>	<b>1,529</b>	<b>12,705</b>	<b>1,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,934</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>PETER HEMINGWAY FITNESS &amp; LEISURE CENTRE REHABILITATION - PHASE 1</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>21-12-0310</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Infrastructure Delivery</b>	LEAD MANAGER: <b>Jason Meliefste</b>
PARTNER:	<b>Infrastructure Planning and Design</b>	PARTNER MANAGER: <b>Pascale Ladouceur</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>December, 2021</b>
		ESTIMATED COMPLETION: <b>March, 2023</b>

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>6,250</b>
<b>4</b>	<b>96</b>	<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>6,250</b>

## PROFILE DESCRIPTION

The primary objective of the Peter Hemingway Fitness & Leisure Centre Rehabilitation project is to rehabilitate the aquatic facility, which has been an iconic architectural and recreation destination since 1971. The rehabilitation goals are to make the facility more energy efficient, code & safety compliant, extend the building life expectancy, as well as improve the user experience.

The project includes the investigation, design, and construction to implement repairs and lifecycle replacements of mechanical, electrical, civil, landscape and architectural finishes of the facility.

This rehabilitation project has been split into 2 phases, this profile represents phase 1 of the project. Phase 1 includes full design of all rehabilitation scopes of work and the construction of critical scopes to be addressed in the current budget cycle. Phase 2 includes construction of rehabilitation scopes not addressed in the current budget cycle.

Phase 1 critical scopes of work includes 2 items: 1) Replacement of the boiler system - changing from steam to hydronic and downstream adjustments are required throughout the heating system to accommodate the hydronic system. 2) Replacement of the pool basin tiles which carries interdependencies of anti-entrapment, bonding, perimeter drainage, pool deck drainage, and the control joint replacement.

## PROFILE BACKGROUND

The City's Infrastructure Asset Management Policy guides the overall framework for asset management which includes the Infrastructure Strategy and the development of asset management plans. Managing the lifecycle of infrastructure assets is an important part of asset management in supporting the City's core service delivery.

Facility Renewal Service Delivery composite (CM-12-0000), managed by Lifecycle Management, funds capital rehabilitation projects that include upgrades to and replacement of major components within the architectural, structural, mechanical, and electrical systems of each facility. Based on building condition assessment reports and feedback from Community & Recreation Facilities, it was found that the performance of the facility is declining due to aging, wear and tear of systems and components, and a variety of other factors. As a result, Lifecycle Management identified this facility as one of the high priority facilities that requires a major rehabilitation project during the 2019-2022 budget cycle.

Aligning with the capital budget guidelines, the creation of a stand alone profile was required for rehabilitation projects valued over \$5M

## PROFILE JUSTIFICATION

As facilities age, there is a need to rehabilitate or replace various components to maximize the life of the facility, to provide a safe environment for staff and the general public and to meet the current service needs of citizens.

Since most facilities will still be in use for the next 20 to 30 years, the primary methods for meeting those goals will be through efficient operation, maintenance, repair, renew, and energy retrofitting of existing facilities. The objective is to maximize benefits, manage risk and provide satisfactory levels of service to the community in a sustainable manner.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making discrete and measurable impacts on Council's four strategic goals: healthy city, urban shift, regional economic prosperity, and energy and climate. This project focuses on the health city strategic goal.

## ALTERNATIVES CONSIDERED

The alternate to a deliberate rehabilitation program is to carry out replacements of components as they fail using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

The second alternative would be to complete the project in a single phase, however given the extensive amount of work to be completed in the building, and the other priorities for the renewal composite, this approach would take funds from other facility renewal projects.

**COST BENEFITS**

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity, and the improvement of level of service.

Intangible Benefits: Customer satisfaction and improved public image.

**KEY RISKS & MITIGATING STRATEGY**

As this facility deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on the staff and users of the facility and the lack of rehabilitation activities can lead to unplanned breakdowns resulting in loss of time/income within the operations and/or the closure of the facility impacting citizens.

A risk management plan follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and is monitored during regular project team meetings.

**RESOURCES**

The project aligns with the Project Develop and Delivery Model with City Project Managers assigned to lead each of the project phases and its team. The project is supported by a Prime Design Consultant, a Construction Manager both procured through existing standing arrangements.

**CONCLUSIONS AND RECOMMENDATIONS**

The rehabilitation will allow the facility to continue to operate for many years to come. Lifecycle Management identified the facility as a priority for rehabilitation of its mechanical and electrical systems. Funding for rehabilitation work has been approved under the rehabilitation composite. The development of a standalone profile aligns with the capital budget guidelines for rehabilitations over \$5 million.

Investment in asset management, maintenance, and rehabilitation is a cost-effective method of maximizing the life of facilities to ensure a high level of service is provided to its citizens. This funding level will limit the decline of assets in poor and very poor condition.

**CHANGES TO APPROVED PROFILE**

2022 Spring SCBA (#22-10, 3.5-5): During the 2021 Fall Supplemental Capital Budget Adjustment budget deliberations, Council passed a motion to swap the funding source for the "Peter Hemingway Fitness & Leisure Centre Rehabilitation - Phase 1" project from Municipal Sustainability Initiative (MSI) and Pay-As-You-Go funding, to tax-supported debt. Upon further review, Administration determined that the costs incurred for the demolition and abatement work on the project, which began in late summer of 2021, were not eligible for tax-supported debt. This funding source adjustment adds back \$4,240,000 of the the original MSI and Pay-As-You-Go funding, offset by a reduction of the same amount in tax-supported debt for the non-eligible costs.

# CAPITAL PROFILE REPORT

PROFILE NAME: Peter Hemingway Fitness & Leisure Centre Rehabilitation - Phase 1

**FUNDED**

PROFILE NUMBER: 21-12-0310

PROFILE TYPE: Standalone

BRANCH: Infrastructure Delivery

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	4,643	5,263	585	-	-	-	-	-	-	-	10,490
	2021 Cap Carry Forward	-4,643	4,643	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	-4,240	-	-	-	-	-	-	-	-	-4,240
	Current Approved Budget	-	5,665	585	-	-	-	-	-	-	-	6,250
	Approved Funding Sources											
Tax-Supported Debt	-	5,665	585	-	-	-	-	-	-	-	-	6,250
Current Approved Funding Sources	-	5,665	585	-	-	-	-	-	-	-	-	6,250

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	5,665	585	-	-	-	-	-	-	-	6,250
	Requested Funding Source											
	Tax-Supported Debt	-	5,665	585	-	-	-	-	-	-	-	6,250
Requested Funding Source	-	5,665	585	-	-	-	-	-	-	-	-	6,250

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-2,089	5,139	389	-	-	-	-	-	-	-	-	3,439
	Contingency	-	-	117	-	-	-	-	-	-	-	-	117
	Design	2,089	526	58	-	-	-	-	-	-	-	-	2,674
	Other Costs	-	-	20	-	-	-	-	-	-	-	-	20
	Total	-	5,665	585	-	-	-	-	-	-	-	-	6,250

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **THE ORANGE HUB PHASE II REHABILITATION**  
 PROFILE NUMBER: **21-12-0340**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	June, 2023

**Service Category:** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	20,612
24	76	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	20,612

## PROFILE DESCRIPTION

The primary objective of The Orange Hub Phase II Rehabilitation profile is the rehabilitation of the four storey building and two level parkade. The Orange Hub was purchased from MacEwan University in October 2017 and was built over 40 years ago. The rehabilitation goals are to make the facility and parkade more energy efficient, code and safety compliant, extend the building life expectancy and improve the tenant and user experience.

The project includes the investigation, design and construction activities required to implement repairs and lifecycle replacements of mechanical, electrical, civil, landscape and architectural finishes of the facility and parkade.

This rehabilitation has been split into three phases, Phase 1 was completed in 2015-2019 budget cycle that included the purchase of the facility. This profile represents Phase 2 of the project that includes the full rehabilitation design and the construction of critical scopes to be addressed in the current budget cycle. Phase 3 includes construction of the remaining rehabilitation scope that will be funded in future budget cycles.

## PROFILE BACKGROUND

The City's Infrastructure Asset Management Policy guides the overall framework for asset management which includes the Infrastructure Strategy and the development of asset management plans. Managing the lifecycle of infrastructure assets is an important part of asset management and supports the City's core service delivery.

Facility Renewal Service Delivery composite CM-12-0000, managed by Lifecycle Management, funds capital rehabilitation projects that include upgrades to and replacement of major components within the architectural, structural, mechanical, and electrical systems of each facility. Based on the 2016 Building Condition Assessment and feedback from Facility Maintenance Services and Community and Recreation Facilities, it was found that the performance of the facility is declining due to aging, wear and tear of systems and components and a variety of other factors. The parkade structure and theatre stage were found to have critical structural issues. As a result, Lifecycle Management identified this facility as one of the high priority facilities that requires a major rehabilitation project during the 2019-2022 capital budget cycle.

## PROFILE JUSTIFICATION

When The Orange Hub was purchased by the City in 2017, it was over 40 years old. Since then, there has been a critical need to rehabilitate and/or replace various components of the building in order to maximize the life of the facility, provide a safe environment for tenants, staff and the general public and meet the current service needs of citizens.

Since it is expected that The Orange Hub will be in use for the next 20 to 30 years, the primary method to achieve this lifespan will be through the efficient operation, maintenance, repair, renew, and energy retrofitting of the building and parkade. The objective is to maximize benefits, manage risk and provide satisfactory levels of service to the users in a sustainable manner.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objectives of making transformational impacts in our community by making discrete and measurable impacts on Council's four strategic goals: healthy city, urban shift, regional economic prosperity and energy and climate. This project focuses on the healthy city strategic goal.

## ALTERNATIVES CONSIDERED

The alternative to a deliberate rehabilitation program is to carry out replacements of building components as they fail, using operating funds. This is considered to be the highest cost alternative to facility maintenance by industry.

The second alternative would be to complete the project in a single phase, however given the extensive amount of work required to demolish and replace the parkade and theatre stage, and the other competing priorities for the renewal composite funding, this approach would require funds to be taken from other critical facility renewal projects.

## COST BENEFITS

Tangible Benefits: Improved reliability, enhanced energy efficiency, improved productivity and improved levels of service.

Intangible Benefits: Tenant and customer satisfaction and improved public image.



**KEY RISKS & MITIGATING STRATEGY**

As this facility deteriorates, its components and systems will continue to age and eventually fail, posing various risks to the tenants, staff and users of the facility. The lack of rehabilitation activities can lead to unplanned shutdowns resulting in the loss of operational time and revenues and/or the eventual closure of the facility.

A risk management plan has been developed that details the steps for risk identification, risk control and assumptions/constraints as outlined in the City's project management procedures. A robust risk register has been created for this project and will be continually monitored and updated throughout the Develop and Deliver phases, at regularly scheduled project team meetings.

**RESOURCES**

This project aligns with the Project Develop and Delivery Model with City project managers assigned to lead each of the project phases. The project is supported by a Prime Design Consultant, a Construction Manager, and an external project manager, procured through existing standing arrangements.

**CONCLUSIONS AND RECOMMENDATIONS**

Approving the Phase II rehabilitation of The Orange Hub will ensure it continues to operate as a non-profit community hub in west Edmonton and aligns with the capital budget guidelines for rehabilitation projects over \$5 million.

Investment in this rehabilitation is a cost-effective method of maximizing the life of the facility to ensure a high level of service continues to be provided to its users. Approval of this funding will limit the decline of the assets that are in poor and very poor condition.

**CHANGES TO APPROVED PROFILE**

2021 Fall SCBA Subsequent Motion: That \$14,000,000 of capital profile #21-12-0340 - Orange Hub Phase II Rehabilitation project be held in abeyance until Administration reports back to Committee on different approaches to providing parking and the inclusion of housing or other development on site. HELD IN ABEYANCE

# CAPITAL PROFILE REPORT

PROFILE NAME: **The Orange Hub Phase II Rehabilitation**  
 PROFILE NUMBER: **21-12-0340**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	4,190	15,372	1,050	-	-	-	-	-	-	-	20,612	
	2021 Cap Carry Forward	-1,923	1,923	-	-	-	-	-	-	-	-	-	
	<b>Current Approved Budget</b>	<b>2,267</b>	<b>17,295</b>	<b>1,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,612</b>
	Approved Funding Sources												
	Munc Sustain. Initiative - MSI	2,186	15,429	-	-	-	-	-	-	-	-	-	17,615
Pay-As-You-Go	81	1,866	1,050	-	-	-	-	-	-	-	-	2,997	
<b>Current Approved Funding Sources</b>	<b>2,267</b>	<b>17,295</b>	<b>1,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,612</b>	

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	2,267	17,295	1,050	-	-	-	-	-	-	-	20,612
	Requested Funding Source											
	Munc Sustain. Initiative - MSI	2,186	15,429	-	-	-	-	-	-	-	-	17,615
	Pay-As-You-Go	81	1,866	1,050	-	-	-	-	-	-	-	2,997
<b>Requested Funding Source</b>	<b>2,267</b>	<b>17,295</b>	<b>1,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,612</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	694	14,490	-	-	-	-	-	-	-	-	-	15,184
	Contingency	279	1,770	-	-	-	-	-	-	-	-	-	2,049
	Design	1,156	500	-	-	-	-	-	-	-	-	-	1,656
	Follow Up Warranty	-	-	1,050	-	-	-	-	-	-	-	-	1,050
	Other Costs	138	536	-	-	-	-	-	-	-	-	-	673
	<b>Total</b>	<b>2,267</b>	<b>17,295</b>	<b>1,050</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **VALLEY ZOO - NATURE'S WILD BACKYARD PHASE II**  
 PROFILE NUMBER: **22-12-9007**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	
ESTIMATED START:	January, 2022
ESTIMATED COMPLETION:	December, 2025

Service Category:	Recreation & Culture	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	50,300
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	50,300

## PROFILE DESCRIPTION

Nature's Wild Backyard Phase II is the next and final phase in the redevelopment of the Edmonton Valley Zoo as outlined in the 2005 Masterplan Update. This phase was previously prepared for tender and construction in anticipation of the 2019-2022 Capital Budget. Phase II ensures that the original 1959 infrastructure of Edmonton Valley Zoo is revitalized in terms of modern standards and user expectations and experience.

The area of the Zoo designated as Nature's Wild Backyard was once 'Storyland Zoo', now known as the 'Inner Zoo', the original incarnation of the Edmonton Valley Zoo and the area of the Zoo historically associated with young children and their families. Much has changed since 1959 and prevailing attitudes towards zoo and exhibit design are no exception. The Edmonton Valley Zoo has recalibrated its overall vision to align with these broader shifts in zoological culture and now aspires to be a global leader in conservation, education, and environmental stewardship. As the primary locus of children's activity within the Zoo, Nature's Wild Backyard will be one of the primary enablers of the Zoo's overall aspiration of positioning itself as a leader in these areas.

The Edmonton Valley Zoo Development Society has prepared a commitment of approximately \$5.4 million in funds towards the capital build of Phase II.

## PROFILE BACKGROUND

In 2005, Council approved the Edmonton Valley Zoo Master Plan. Revitalizing the Zoo's original 1950's era infrastructure to meet modern zoo standards into Nature's Wild Backyard (NWBY) and an enhanced user experience. For constructability and budget purposes the NWBY project was split into two phases. Phase 1, approved for construction in 2015, was completed on schedule and on budget in late 2018. Design of Phase II was completed previously however, with the time that has elapsed we do anticipate further effort to update the design to meet current codes, standards and policies. NWBY offers an opportunity to redevelop 1950's era infrastructure to today's zoo standards, to meet public expectations, to build on the success of recently completed projects, to ignite passion for wildlife conservation, and to ensure that the zoo continues to be a special place that inspires love and learning of animals and nature. The Valley Zoo Development Society has committed to raising \$5,400,000 for construction of Phase II.

## PROFILE JUSTIFICATION

Nature's Wild Backyard is part of the vision outlined in the 2005 Masterplan. This project preserves and enhances City assets, increases attendance and revenue, ensures the Edmonton Valley Zoo meets required industry standards for animal welfare, education and safety, and improves guest experiences, satisfaction and perception. Nature's Wild Backyard continues the focus on revitalizing an existing facility and providing rich environments that contribute to excellence in animal welfare and enhanced guest experiences. Previous zoo projects have been delivered in a timely fashion and on budget. Council's strategic policy directions will be implemented by ensuring infrastructure is efficiently managed and providing an enhanced quality of life through the provision of outstanding parks and public spaces. Further, this project will support the primary goal of the Valley Zoo Development Society to support the continued development of exhibits and programs operated by the City.

## STRATEGIC ALIGNMENT

This profile aligns with the following City of Edmonton Strategic Goals:

- Healthy City (Edmonton's public spaces, festivals and events increase its vibrancy)
- Urban Places (The COE maintains and provides adaptable, accessible and appropriate infrastructure for the city)

By installation of permanent utility infrastructure also supports Climate Resilience (Edmonton's neighbourhoods and infrastructure are better prepared and more resilient to disaster, crisis and severe weather impacts).

## ALTERNATIVES CONSIDERED

The alternative is to delay implementation which would increase the project cost due to escalation and potential design changes required to meet newly introduced codes or standards. A delay in the construction would require that the zoo close portions of the facility to public access as they have been replaced by updated facilities and the old areas are either not suitable for animal habitats or unsafe for public access. Further a number of animals would remain in temporary housing or would have to be moved to other facilities as their current habitats need to be improved to meet increasing standards (eg. primates, meerkats, capybara, wallaby, burrowing owl, red fox), the zoo's prairie dogs currently residing at Calgary Zoo would not be able to return to Edmonton. Finally, some areas of the zoo would have to operate on temporary utility lines as Phase 1 of NWBY required the cessation of permanent services and the utility work cannot be completed until Phase II implementation.

**COST BENEFITS**

Delaying the project to a future budget cycle would incur escalating costs and the possibility of design updates related to code or standard changes. The Zoo's attendance has increased 80% because of the redevelopments since 2011 and community interest and willingness to partner has also escalated. Partners continue to indicate interest in supporting NWBY Phase 2.

**KEY RISKS & MITIGATING STRATEGY**

There is a low risk that the project will not be completed on time or on budget. The Zoo has demonstrated that they are able to complete projects in a timely fashion and within the allocated budget and, given that this project is at construction tender stage, it is anticipated that this project will be completed on budget and on time.

**RESOURCES**

The project will require support from IIS and the Zoo and a contracted consultant team and the prime contractor.

**CONCLUSIONS AND RECOMMENDATIONS**

Nature's Wild Backyard Phase 2 completes the project approved by Council in the 2015 - 2018 Capital Budget and is the conclusion of the Zoo Master Plan's ten steps to a great community zoo. The projects to date have revitalized community interest in this exceptional facility and it is recommended that Nature's Wild Backyard project be completed with the development of Phase II during the 2019 - 2022 budget cycle.

**CONTINGENCY OF APPROVAL**

2021 Fall SCBA (#21-30A, Amendment CP-3): "..... subject to executing a contribution agreement with the Zoo Development Society in the amount of \$5,400,000.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Valley Zoo - Nature's Wild Backyard Phase II**  
 PROFILE NUMBER: **22-12-9007**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Council		-	2,500	14,300	23,700	9,800	-	-	-	-	-	-	50,300
Current Approved Budget		-	2,500	14,300	23,700	9,800	-	-	-	-	-	-	50,300
Approved Funding Sources													
Partnership Funding		-	-	-	-	5,400	-	-	-	-	-	-	5,400
Tax-Supported Debt		-	2,500	14,300	23,700	4,400	-	-	-	-	-	-	44,900
Current Approved Funding Sources		-	2,500	14,300	23,700	9,800	-	-	-	-	-	-	50,300

BUDGET REQUEST		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)		-	2,500	14,300	23,700	9,800	-	-	-	-	-	-	50,300
Requested Funding Source													
Partnership Funding		-	-	-	-	5,400	-	-	-	-	-	-	5,400
Tax-Supported Debt		-	2,500	14,300	23,700	4,400	-	-	-	-	-	-	44,900
Requested Funding Source		-	2,500	14,300	23,700	9,800	-	-	-	-	-	-	50,300

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	-	13,800	23,700	9,800	-	-	-	-	-	-	47,300
	Design	-	2,500	500	-	-	-	-	-	-	-	-	3,000
	Total	-	2,500	14,300	23,700	9,800	-	-	-	-	-	-	50,300

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **LRV REPLACEMENTS**  
 PROFILE NUMBER: **25-21-1000**  
 DEPARTMENT: **City Operations**  
 LEAD BRANCH: **Edmonton Transit Service**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Standalone
LEAD MANAGER:	Carrie Hotton-MacDonald
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2029

**Service Category:** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
2	98

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	240,500
TOTAL PROFILE BUDGET:	240,500

**PROFILE DESCRIPTION**

Replacement of the U2 LRV fleet. It includes the procurement of 37 new LRVs to replace the entire aging U2 LRV fleet within the next five years and over the next 2 financial cycles. The U2 fleet will be phased out and decommissioned over a 5-7 year period based on physical condition as the new fleet is commissioned to reduce impact to service.

**PROFILE BACKGROUND**

Edmonton Transit Service's LRT fleet consists of 94 Light Rail Vehicles, of which 37 are Siemens-Duewag U2 (U2) and 57 LRVs are Siemens SD160 (SD160). The manufacturer designed life-cycles for these vehicles are around 30 years with proper maintenance practices. The first U2s were purchased in 1977 for the opening of the Capital Line and are now over 40 years old. The U2 fleet went through a midlife refurbishment in 2009 to modernize the fleet and to extend the life of the U2s another 10-15 years. As we approach 2023-2024, the U2s beyond the expected life and will be in need of replacement, and will be close to 50 years old by the time replacement LRVs are commissioned if they are ordered early next capital cycle. These replacement LRVs will be procured jointly with the growth LRVs for the Metro Line and Capital South LRT extension projects next Capital Budget cycle. This not only helps to standardize the fleet for many operational benefits, but it also provides more purchasing power and will result in better market pricing from a larger order quantity when the renewal and growth purchases are combined.

**PROFILE JUSTIFICATION**

The U2 fleet has exceeded its designed life-cycle having the first vehicle purchased in 1977. Keeping the U2 fleet in the service any longer is not only going to increase operation costs due to poor reliability and parts obsolescence. There is also a reputational risk for the City of Edmonton to keep this fleet in service past the design life, increasing LRT service impacts and reduced capacity can expect to increase as it becomes more challenging to keep the older U2 fleet operational.

In 2021, the average age of the U2 fleet is 40 years old and the SD160 fleet is 11 years old. The combined fleet average age is over 22 years old. Amongst North American transit agencies part of the GOAL benchmarking group, Edmonton's LRT fleet ranks 3rd out of 15 agencies for having the oldest active fleet in 2019 (or 6 years over the average).

Amongst North America transit agencies part of GOAL benchmarking, Edmonton's LRT ranks second highest for percentage fleet utilization during peak service (i.e. second lowest spare ratio) in 2019. Fleet utilization for ETS has been gradually increasing since 2014. Compared to other light rail agencies, Edmonton needs to run a very efficient maintenance operation to meet service demands. This leaves little room for error and will be more difficult to meet as the fleet ages.

In the last few years, there have been many maintenance challenges with the U2 fleet. Not only is the cost of operating these vehicles increasing over time, but the reliability of these old vehicles is also decreasing which is starting to impact service levels. In 2022 multiple U2 LRVs were out of service for over 4 months because replacement parts could not be obtained, meaning the existing parts had to go through a custom rebuild.

In terms of customer satisfaction, the vast majority (>80%) of the vehicle related tickets submitted through 311 are due to the U2 fleet. Out of those complaints, the most common complaints received in 2020 were regarding the U2's Public Address System (67%) and the Heating/Ventilation System (17%). The U2 Public Address (PA) system has been modified several times throughout its 40 year life as intercoms, passenger emergency, and digital signage were added to the vehicle. These additions made the PA system more and more complex as new features had to be compatible with the existing system. The end result is a very complex PA system that is difficult to maintain and troubleshoot when there is an issue. The U2 heating and ventilation system has been a pain point for both customers and LRT Operators. The vehicles were originally designed with heaters only, and did not have a way of actively cooling the interior temperature (limited to air flow from open windows and vents). As Edmonton summers are getting warmer, this has led to many customer complaints for excessive heat in the vehicles. Efforts have been made to address these concerns (adding an operator dash fan), but this continues to be a pain point for operators.

The older U2 trains are not equipped with cameras in the passenger compartment like the newer SD 160s. This means that the Operator must leave their operator compartment to check on the passenger alarm putting the operator at risk. In order to improve passenger and staff safety, it is important that operators have the ability to monitor the passenger compartments more closely for transit rider safety. Also when a passenger alarm is sounded the Operator can not view the situation from the safety of their operator compartment and immediately respond to the situation. With the older U2 fleet the

The older U2 fleet is not equipped with air conditioning and during extreme heat events we get multiple complaints from our Transit Operators and the public. Following OH&S guidelines the maximum temperature threshold that employees can be exposed to for the duration of their shift is 28 degrees, which means the U2 fleet should not be operated during extreme heat waves. It can also be uncomfortable for Transit riders in the passenger compartments especially on a full train. As a result LRT Operations has been minimizing the usage of U2 LRVs during extreme heat events however with more transit riders returning to the LRT after the COVID 19 pandemic this may not be possible anymore.

LRT Expansion & Renewal Branch will be procuring growth LRVs for the Metro Line and Capital South LRT extension projects next Capital Budget cycle. This not only helps to standardize the fleet for many operational benefits, but it also provides more purchasing power and will result in better market pricing from a larger order quantity when the renewal and growth purchases are combined.

**STRATEGIC ALIGNMENT**

Greener As We Grow: Replacing the old LRVs supports retaining and attracting new ridership, thereby reducing GHG emissions. Inclusive and Compassionate: Maintaining the LRT in a state of good repair ensures reliable access to an affordable transportation choice. Catalyze and Converge: A modern LRT fleet enhances the City's reputation, and supports attracting major events and employers. The high floor LRT aligns with the Innovation Corridor in the City Plan. Rebuildable City: Renewal of the Capital and Metro line infrastructure supports development along several Node and Corridors.

**ALTERNATIVES CONSIDERED**

A complete replacement is recommended over a partial replacement (i.e. keep a portion of the U2 fleet in operation along with the renewal fleet). Operating three different fleets in LRT instead of two will have a large impact on operation and maintenance.

**COST BENEFITS**

The U2 fleet has been more costly and has more downtime compared to the newer SD160 fleet. Over a period of one year in 2019-2020, the U2 fleet had an average downtime of 18.3%, compared to 12.6% for the SD160 fleet. The average cost of reactive maintenance on the U2 fleet is approximately \$0.30/km, compared to \$0.19/km for the SD160 fleet, meaning the U2 fleet costs 58% more to maintain than the SD160s. As many components in the U2 fleet are past its expected life, more component failures are to be expected. Failures such as worn cable insulation, broken solder joints on circuit boards, and failed heater/resistor elements are all age related failures that are common in the U2 vehicles.

**KEY RISKS & MITIGATING STRATEGY**

Maintaining these vehicles beyond their useful designed life cycle poses a high risk and cost due to vehicles parts obsolescence, increased breakdowns and potential reputational risk to the City caused by more unplanned service delays and reduced LRT service from increasing fleet downtime. This will also impact the quality of service to passengers, and have higher cost implications due to higher vehicle maintenance costs and having to operate three non-interoperable fleets. There would also be a potential loss of cost savings for a large vehicle order. Also because of parts obsolescence, it is estimated that these vehicles can only be kept in service for another 5 to 10 years at which time they will likely need to be permanently parked which will significantly reduce LRT capacity.

## RESOURCES

Procurement of replacement LRVs will be supported by LRT Expansion & Renewal in coordination with procurement of growth LRVs for the Metro Line and Capital Line extensions. Commissioning and ongoing maintenance of high floor LRVs is done by ETS LRT Operations and Maintenance.

## CONCLUSIONS AND RECOMMENDATIONS

The work in this profile is required to maintain service levels on the high floor LRT system, ensuring a reliable transportation choice for Edmontonians and visitors. This once in a generation investment is essential to maintaining the core of Edmonton's mass transit network, as a necessary underpinning to support mass transit expansion. If these vehicles are not replaced, it is estimated that they can only be kept in service for another 5 to 10 years do to parts obsolescence. Taking the 37 U2 LRVs out of service permanently will significantly reduce LRT Capacity, the current ridership demands will not be met without these 37 vehicles.



# CAPITAL PROFILE REPORT

PROFILE NAME: **LRV Replacements**

**RECOMMENDED**

PROFILE NUMBER: **25-21-1000**

PROFILE TYPE: **Standalone**

BRANCH: **Edmonton Transit Service**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	-	-	36,000	19,000	49,000	68,000	68,500	-	-	240,500
	Revised Funding Sources (if approved)												
	Tax-Supported Debt	-	-	-	-	36,000	19,000	49,000	68,000	68,500	-	-	240,500
	Requested Funding Source	-	-	-	-	36,000	19,000	49,000	68,000	68,500	-	-	240,500

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	-	-	36,000	19,000	49,000	68,000	68,500	-	-	240,500
	Requested Funding Source												
	Tax-Supported Debt	-	-	-	-	36,000	19,000	49,000	68,000	68,500	-	-	240,500
	Requested Funding Source	-	-	-	-	36,000	19,000	49,000	68,000	68,500	-	-	240,500

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Fleet Equipment	-	-	-	-	36,000	19,000	49,000	68,000	68,500	-	-
	Total	-	-	-	-	36,000	19,000	49,000	68,000	68,500	-	-	240,500

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **BUS EQUIPMENT RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-61-3609**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Edmonton Transit Service**

LEAD MANAGER: **Carrie Hotton-MacDonald**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Public Transit**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
2	98

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	4,790
TOTAL PROFILE BUDGET:	4,790

## PROFILE DESCRIPTION

This capital profile supports the replacement of aging, end of life onboard technology systems and their supporting ITS infrastructure & software. Onboard systems include radios (consoles, handsets, speakers), Automatic Passenger Counters (gateways, sensors), Smart Bus (IVLUs, MDTs, internal signs, mobile gateways, ODKs), Bus Camera Systems (DVRs, cameras, hard drives), Smart Fare (validators, network switches) and the DATS Driver Tablet solution. The work within this profile reflects industry standards for managing transit infrastructure and is in alignment with the recommended RIMS allocation

## PROFILE BACKGROUND

Overview of the Onboard Systems

1. Automatic Passenger Counter (APC): APC is a system utilized to gather passenger data and record travel time. There are currently 591 buses equipped with APC.
2. Bus Camera System: There are 944 buses with bus camera systems. The 335 camera systems installed in 2008, have now reached the end of their life. The Bus Camera System provides recorded occurrence of unusual activities on ETS buses and they are used as an investigating tool by the Safety and Security section, by risk management in processing accident claims, and occasionally by EPS to assist with investigations.
3. Smart Bus Technology: This technology dramatically changes the way ETS plans and delivers service and responds to incidents by providing real-time information. The technology improves the City's transit experience for those making the nearly 90 million transit trips every year. The system has 10 years life cycle.
4. Radio System: Provides a reliable and private communication method for operators to contact the control center from within their vehicle. The system is installed on every bus and is a critical safety component of the bus.
5. Smart Fare: Provides digital payment methods for customers to use such as ARC cards, and soon NFC from a mobile device, and credit.
6. DATS Driver Tablet: Provides the operator with their up to date trip information as well as navigation instruction, and allows dispatchers to view real time locations of the fleet.

## PROFILE JUSTIFICATION

Failure to replace the systems in a timely fashion results in an increased cost of having to make constant repairs, losing productivity due to downtime, and missing out on the performance-enhancing solutions of the latest technologies.

## STRATEGIC ALIGNMENT

Project & Asset Management: Effective management of device lifecycle to reduce ongoing maintenance, reduce system downtime, maintain industry standards and ensure continued vendor support.

Public Safety: Ensures the safety of riders by improving and upgrading security technology systems such as camera systems and onboard systems.

Technology & Data: Updates technology systems that provide data to track performance and inform decision making.

Employee Experience & Safety: Improves employee safety through updated security systems, ensures the functionality of systems required staff operations.

## ALTERNATIVES CONSIDERED

- Status quo - Do nothing at all
- Replace Bus Equipment as required

## COST BENEFITS

- Operators would not be affected
- Increased safety
- Enhanced customer communications
- Reduced operational downtime

## KEY RISKS & MITIGATING STRATEGY

- Existing technology components might be outdated and no longer supported
- Old technology will cause decrease in productivity and be prone to downtime
- Foreign Currency

## RESOURCES

ETS Bus Technology group will be managing all projects. Projects will require external Contractors and Vendors for procurement, installation, testing, commissioning and documentation of the systems and equipment.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended this profile be approved.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Bus Equipment Renewal**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-61-3609**

PROFILE TYPE: **Composite**

BRANCH: **Edmonton Transit Service**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,197	1,197	1,197	1,197	-	-	-	-	-	4,790
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,197	1,197	1,197	1,197	-	-	-	-	-	4,790
	Requested Funding Source	-	-	1,197	1,197	1,197	1,197	-	-	-	-	-	4,790

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,197	1,197	1,197	1,197	-	-	-	-	-	4,790
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,197	1,197	1,197	1,197	-	-	-	-	-	4,790
	Requested Funding Source	-	-	1,197	1,197	1,197	1,197	-	-	-	-	-	4,790

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	1,197	1,197	1,197	1,197	-	-	-	-	-
	Total	-	-	1,197	1,197	1,197	1,197	-	-	-	-	-	4,790

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Bus Equipment Renewal</b>			
<b>PROFILE NUMBER: CM-61-3609</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	ITS Equipment Upgrade & Renewals	Projects to refreshing, retrofit and upgrade camera systems, IVLUs, networking & GPS equipment, DATS tablets and automatic passenger counters	24
230002	Radio Communication Upgrades	Projects to refresh fleetwide handsets, implement integrations with Smart Bus	24
230003	ITS Infrastructure & Software Upgrades	Projects to upgrade maintenance system, video backend and Computer Aided Design/Automated Vehicle Location software	24

# CAPITAL PROFILE REPORT

PROFILE NAME: LRV FLEET & EQUIPMENT RENEWAL

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: CM-66-3400

PROFILE STAGE: **Approved**

DEPARTMENT: City Operations

PROFILE TYPE: **Composite**

LEAD BRANCH: Edmonton Transit Service

LEAD MANAGER: **Carrie Holton-MacDonald**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Public Transit**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
2	98

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	4,724
TOTAL PROFILE BUDGET:	4,724

## PROFILE DESCRIPTION

This profile is to address a number of Light Rail Vehicles (LRV) assets that have exceeded their useful life such as LRV Bogies(trucks), pantographs, Heating, ventilation and Air conditioning( HVAC), Auxiliary Power units (APU), Doors, Couplers, and Camshafts,. The work within this profile reflects industry standards for managing transit infrastructure and is in alignment with the recommended RIMS allocation.

## PROJECT LIST

2023-2026 BUDGET CYCLE: LRV Trucks refurbishment, Pantographs refurbishment/replacement, Camshafts refurbishments, HVAC system overhaul, APU system refurbishment, Vehicles Doors overhaul, Coupler refurbishments

## PROFILE BACKGROUND

A number of LRV related assets have exceeded their useful life. Life cycle replacements are required to maintain existing LRV Fleet components, and equipment to keep in a safe and reliable state, to meet customer needs and maintain an efficient operation. The average age of the existing fleet is 41 years for the U2 Fleet, and 12 years for the SD160 Fleet. Industry standards are 20-30 years. U2 fleet is planned to be replaced in 2020-2026. Existing SD160 car bodies are seeing higher rates of corrosion than U2's and will require refurbishment at their 15-20 years of life.

## PROFILE JUSTIFICATION

Life cycle replacements are required to keep the LRV's, support equipment and shop equipment in a reliable state.

## STRATEGIC ALIGNMENT

Project & Asset Management Addresses aging LRT fleet, reduces maintenance costs and ensures LRT can continue to operate reliably. Public Safety Reduces risk of mechanically-related safety incidents on the LRT. Environmental Stewardship Renewing LRV fleet provides reliable service that drives mode shift and offers a sustainable mobility option. Movement of Goods and People Maintains and improves LRT service and the reliable movement people and goods. Employee Experience & Safety Eliminates challenges experienced by staff working with outdated LRV equipment.

## ALTERNATIVES CONSIDERED

Alternatives include proceeding with the full scope of work or deferring a portion of the work based on the level of funding available.

## COST BENEFITS

Tangible Benefits:  
Well maintained infrastructure  
Increase in service reliability  
Reduction in service impacts  
Intangible Benefits:  
Improvement to the customer experience when taking Transit  
Improved sense of equipment safety and security

## KEY RISKS & MITIGATING STRATEGY

Risks include, Higher pricing than available budget, replacement equipment doesn't meet operational requirements, and the maintainability of the replacement equipment is low. Risks can be mitigated in the tendering process.

## RESOURCES

Lifecycle replacements for LRV's and LRV equipment is managed by Transit.

## CONCLUSIONS AND RECOMMENDATIONS

The work in this profile is required to maintain the safety, reliability and condition of LRV Components, Systems and maintenance equipment. It is recommended this work be funded.

# CAPITAL PROFILE REPORT

PROFILE NAME: **LRV Fleet & Equipment Renewal**  
 PROFILE NUMBER: **CM-66-3400**  
 BRANCH: **Edmonton Transit Service**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,181	1,181	1,181	1,181	-	-	-	-	-	4,724
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,181	1,181	1,181	1,181	-	-	-	-	-	4,724
	Requested Funding Source	-	-	1,181	1,181	1,181	1,181	-	-	-	-	-	4,724

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,181	1,181	1,181	1,181	-	-	-	-	-	4,724
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,181	1,181	1,181	1,181	-	-	-	-	-	4,724
	Requested Funding Source	-	-	1,181	1,181	1,181	1,181	-	-	-	-	-	4,724

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	233	132	125	109	-	-	-	-	-
	Design	-	-	313	356	584	684	-	-	-	-	-	1,937
	Fleet Equipment	-	-	635	694	472	388	-	-	-	-	-	2,188
	Total	-	-	1,181	1,181	1,181	1,181	-	-	-	-	-	4,724

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: LRV Fleet & Equipment Renewal**

**PROFILE NUMBER: CM-66-3400**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	LRV Trucks(Boggies) refurbishment (replacement)	Refurbishment and Replacement LRV worn out trucks (end of useful life cycle)	38
230002	LRV HVAC Systems	Refurbishment for LRV HVAC Systems due to end of useful life cycle(deterioration)	-
230003	LRV Doors refurbishment	LRV doors Overhaul/refurbishment due deterioration and end of useful life	-
230004	APU(Auxiliary Power Unit) refurbishment	APU's refurbishment/overhaul due to deterioration(end of useful life cycle)	48
230005	LRV camshaft refurbishments	Refurbishment and OverHaul due to deterioration and/or end of useful lifecycle	-
230006	LRV couplers Refurbishment	LRV couplers refurbishment due to deterioration and/or end of useful lifecycle	-
230007	LRV Communication system refurbishment	LRV Communication system/parts upgrade/replacement due technology obsolescence	-
230008	LRV Pantograph refurbishment (overhaul)	Pantograph refurbishment due to deterioration	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **VEHICLE AND EQUIPMENT REPLACEMENT**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-25-1001**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Fleet and Facility Services**

LEAD MANAGER: **Eddie Robar**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>2</b>	<b>98</b>

PREVIOUSLY APPROVED:	<b>12,600</b>
BUDGET REQUEST:	<b>111,154</b>
TOTAL PROFILE BUDGET:	<b>123,754</b>

## PROFILE DESCRIPTION

This composite project includes the total replacement cost of City Department fleets (excluding Edmonton Police Service, Waste Services, Edmonton Public Library, Edmonton Transit Service buses), which are within the Fleet replacement fund. All units proposed have reached their operational life cycle.

## PROFILE BACKGROUND

Fleet Services manages annual vehicle and equipment replacement for units that are at the end of their useful service life. Based on an internal life cycle review, there are approximately 661 units scheduled for replacement from 2023 - 2026.

## PROFILE JUSTIFICATION

Timely replacement of vehicles and equipment past their operational life cycle is critical as it affects the ability of the line departments to provide service to citizens if the reliability of the fleet is in question.

## STRATEGIC ALIGNMENT

This profile primarily supports the delivery of excellent services by ensuring continued, reliable service delivery. The profile also supports the connection of people to what matters to them and demonstrates we care about the impact of our actions on our social, economic and environmental systems.

## ALTERNATIVES CONSIDERED

Other Alternatives:

1. Performing costly repairs exceeding the value of the asset
2. Paying monthly rental fees in the event that a like-unit rental would be available

## COST BENEFITS

Tangible Benefits

- Reduced cost in unscheduled repairs due to vehicle/equipment exceeding its useful service life
- Access to newer technology and higher efficiency vehicles/equipment reduces fuel costs and emissions
- Minimize the total life-cycle costs of the fleet
- Increased service reliability

Intangible Benefits

- Access to newer and more efficient technology
- Reduced down time for unscheduled repair work

## KEY RISKS & MITIGATING STRATEGY

Key Risks:

- Decreased fleet utilization
- Disruption or delays in City services
- Increased operating costs
- Increased load on City maintenance/repair facilities

## RESOURCES

Assets identified for replacement are purchased with consideration given to the best financial and operational benefit, and utilize the open procurement processes of a tender call.

## CONCLUSIONS AND RECOMMENDATIONS

This report recommends the approval for the replacement of approximately 661 vehicles and equipment participating in the Replacement Fund Program that will be at the end of their useful service life between 2023 and 2026.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Vehicle and Equipment Replacement**  
 PROFILE NUMBER: **CM-25-1001**  
 BRANCH: **Fleet and Facility Services**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	-	12,600	-	-	-	-	-	-	-	-	12,600
	<b>Current Approved Budget</b>	<b>-</b>	<b>-</b>	<b>12,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,600</b>
Approved Funding Sources													
	Fleet Services Replacement Rsv	-	-	12,600	-	-	-	-	-	-	-	-	12,600
	<b>Current Approved Funding Sources</b>	<b>-</b>	<b>-</b>	<b>12,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,600</b>

BUDGET REQUEST	Budget Request	-	-	17,551	32,468	23,865	37,270	-	-	-	-	-	111,154
	Revised Funding Sources (if approved)												
	Fleet Services Replacement Rsv	-	-	17,551	32,468	23,865	37,270	-	-	-	-	-	111,154
	<b>Requested Funding Source</b>	<b>-</b>	<b>-</b>	<b>17,551</b>	<b>32,468</b>	<b>23,865</b>	<b>37,270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>111,154</b>

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	30,151	32,468	23,865	37,270	-	-	-	-	-	123,754
	Requested Funding Source												
	Fleet Services Replacement Rsv	-	-	30,151	32,468	23,865	37,270	-	-	-	-	-	123,754
	<b>Requested Funding Source</b>	<b>-</b>	<b>-</b>	<b>30,151</b>	<b>32,468</b>	<b>23,865</b>	<b>37,270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>123,754</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Fleet Equipment	-	-	30,151	32,468	23,865	37,270	-	-	-	-	-
	<b>Total</b>	<b>-</b>	<b>-</b>	<b>30,151</b>	<b>32,468</b>	<b>23,865</b>	<b>37,270</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>123,754</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Vehicle and Equipment Replacement</b>			
<b>PROFILE NUMBER: CM-25-1001</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Fleet Services Replacement for ME2000	Fleet Services Repl for Light Trucks, SUVs, and Vans (206 units)	100
230002	Fleet Services Replacement for ME3000	Fleet Services Repl for Heavy Trucks (122 units)	100
230003	Fleet Services Replacement for ME4000	Fleet Services Repl for Equipment (310 units)	100
230004	Fleet Services Replacement for ME5000	Fleet Services Repl for Trailers (61 units)	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **VEHICLE REPLACEMENTS**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-60-1765**

PROFILE STAGE: **Approved**

DEPARTMENT: **Boards and Commissions**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Police Service**

LEAD MANAGER: **DC Alan Murphy**

PARTNER: **Police Service**

PARTNER MANAGER: **A/ED Jason Halayko**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Protection**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	30,648
TOTAL PROFILE BUDGET:	30,648

## PROFILE DESCRIPTION

This renewal capital profile describes the planned replacement for the police fleet of marked, unmarked and specialty vehicles including the costs related to outfitting the vehicles with police specific equipment such as mobile data workstations, radios and emergency equipment.

## PROFILE BACKGROUND

The EPS fleet is comprised of 877 vehicles of various types and utility (as of August 10, 2022). Life cycles are determined by a combination of years of service and mileage.

## PROFILE JUSTIFICATION

Patrol vehicles are used as a frontline officer's office – their workplace. It needs to be reliable, efficiently organized and capable of being the workhorse of the patrol function to enable a member to attend to calls, enforce traffic safety and transport prisoners when required. The vehicle is a strategic organizational tool for the EPS.

Replacement of fleet vehicles involves not only the vehicle itself but switching over the technology and radios from the original vehicle to the next and outfitting the vehicle with lights and other equipment such as cages for the backseat. Life cycle replacement of radios and computers are covered by other capital replacement projects.

## STRATEGIC ALIGNMENT

Operational vehicles are required for police to deliver community safety in Edmonton. The EPS Strategic Plan was developed with the mission "to be relentless on crime and a leading partner in building community safety". This capital profile supports the mission of EPS.

Improving community safety is critical to achieving the City of Edmonton Social Well-being and Community Safety priority and a strong contributor to the priorities of Corporate Resource Stewardship, Employee Safety and Well-being, and Strategy, Business and Innovation.

## ALTERNATIVES CONSIDERED

The only option available from planned replacement would be to replace when there is a failure to the vehicle.

The costs associated with an emergency repair and the impact on operations would be substantial and could include critical losses of functionality and capabilities.

## COST BENEFITS

Anticipated outcomes of replacing the fleet in a fiscally and operationally responsible manner includes the ability to maintain the reliability of the fleet, replacement with more fuel-efficient models and types, and increased officer satisfaction.

## KEY RISKS & MITIGATING STRATEGY

The EPS expects to continue with a life cycle replacement program that will mitigate all identified risks including: operational, health & safety, liability, litigation, budget forecasting, and resource management.

## RESOURCES

The EPS will conform to all City of Edmonton procurement policies and procedures for securing materials, supplies, equipment and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

This profile intends to continue the life cycle replacement of the Edmonton Police Service fleet based on the approved life cycle plan. This plan will proceed on an on-going basis and will be managed by the Supply Services Division of the EPS, specifically the Fleet Management Branch.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Vehicle Replacements**  
 PROFILE NUMBER: **CM-60-1765**  
 BRANCH: **Police Service**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	7,709	7,612	7,738	7,589	-	-	-	-	-	30,648
	Revised Funding Sources (if approved)												
	Pay-As-You-Go - Police	-	-	7,709	7,612	7,738	7,589	-	-	-	-	-	30,648
	Requested Funding Source	-	-	7,709	7,612	7,738	7,589	-	-	-	-	-	30,648

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	7,709	7,612	7,738	7,589	-	-	-	-	-	30,648
	Requested Funding Source												
	Pay-As-You-Go - Police	-	-	7,709	7,612	7,738	7,589	-	-	-	-	-	30,648
	Requested Funding Source	-	-	7,709	7,612	7,738	7,589	-	-	-	-	-	30,648

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Fleet Equipment	-	-	7,709	7,612	7,738	7,589	-	-	-	-	-
	Total	-	-	7,709	7,612	7,738	7,589	-	-	-	-	-	30,648

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Vehicle Replacements</b>			
<b>PROFILE NUMBER: CM-60-1765</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
<b>Project Number</b>	<b>Project Name</b>	<b>Description</b>	<b>Percentage Funded</b>
230011	2023 - 2026 Vehicle Replacements	Replacement of EPS Fleet vehicles including specialized vehicles and allowing for growth vehicles currently estimated at 3% of total per year.	100

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>BUSINESS INTELLIGENCE AND ANALYTICS - CAPITAL RENEWAL</b>	<b>RECOMMENDED</b>
PROFILE NUMBER:	<b>CM-50-0010</b>	<b>PROFILE STAGE: Council Review</b>
DEPARTMENT:	<b>Financial and Corporate Services</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Service Innovation and Performance</b>	LEAD MANAGER: <b>Catherine Sparks</b>
PARTNER:		PARTNER MANAGER:
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2023</b>
		ESTIMATED COMPLETION: <b>December, 2026</b>

<b>Service Category:</b>	<b>Major Initiative:</b>
<b>GROWTH</b>	<b>RENEWAL</b>
2	98
<b>PREVIOUSLY APPROVED:</b>	-
<b>BUDGET REQUEST:</b>	2,050
<b>TOTAL PROFILE BUDGET:</b>	2,050

## PROFILE DESCRIPTION

This profile encompasses the work required to manage and maintain the City's existing geospatial information system and traffic monitoring applications and hardware. These investments provide the necessary and ongoing renewal, upgrades, or replacements, allowing business areas from across the City to deliver diverse programs and services to Edmontonians and employees alike. Scope includes replacement where necessary and upgrades where possible.

## PROFILE BACKGROUND

Funding is required for renewal, upgrade, and replacement of the City's existing geospatial information system and traffic monitoring applications and hardware. These tools require regular updates to ensure they continue to meet the needs of City business areas and the public, while incorporating required changes for functionality and security.

## PROFILE JUSTIFICATION

The City has recently completed a significant investment in replacing existing geospatial information systems and this profile will help maintain its positive impact on the organization. Technology and hardware are regularly changing and moving through this process improves our geospatial information systems and traffic monitoring tools available for stakeholders. Coordinating this work allows us to understand what opportunities may be available through service providers to help support the business requirements in meeting their objectives. Keeping these tools maintained through this profile supports regular improvement to the overall capability and performance of our tools. Failing to keep pace with the requirements of the business may lead additional service providers being brought on resulting in decentralized data structures, additional technical debt, and increased costs to the City.

## STRATEGIC ALIGNMENT

This profile contributes to the primary strategic objective of managing the corporation for our community. It supports services to ensure Edmontonians receive excellent services as these tools provide support for City employees in delivering their mandate. Together, these tools support the majority of the City's approximately 70 services and would lead to operational issues and strategic planning gaps if they were unavailable.

## ALTERNATIVES CONSIDERED

Alternatives to be considered include:

1. Focusing on most urgent or critical enhancements
2. Focus on the requirements to maintain public facing and essential services
3. Balance the approach based on the program leadership

The third option allows the team to balance operational and technical requirements with the needs of the business.

## COST BENEFITS

Direct benefits include application features that would be regularly improved, while security and application deficiencies are regularly resolved. There are also indirect benefits such as leveraging technology in automation of processes through regular enhancements and leveraging data driven decision making through the usage of these tools. Coordination of technology and applications will reduce software and hardware licensing costs, technical debt that requires human resource support, and duplication of effort in data collection.

## KEY RISKS & MITIGATING STRATEGY

Upgrading or replacing technology and hardware often requires a large coordination effort from multiple areas. There is typically an extensive time requirement (e.g. GIS Transformation was three years). Regular upgrades would help mitigate this opposed to full replacement.

## RESOURCES

Resourcing would depend on the projects, but the majority would be a combination of section employees and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

Service Innovation and Performance Business Intelligence and Analytics has completed a review of the current geospatial information system and traffic monitoring applications and hardware. As proposed, this initiative will provide the proper tools, training, process improvements, and upgrades required to maintain the acceptable level of service. The recommendation is to fund this profile in order to maintain service expected from clients and ensure the long term sustainability of these critical business tools for public service delivery.





# CAPITAL PROFILE REPORT

PROFILE NAME: **Business Intelligence and Analytics - Capital Renewal**  
 PROFILE NUMBER: **CM-50-0010**  
 BRANCH: **Service Innovation and Performance**

**RECOMMENDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	552	499	499	499	-	-	-	-	-	2,050
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	552	499	499	499	-	-	-	-	-	2,050
	Requested Funding Source	-	-	552	499	499	499	-	-	-	-	-	2,050

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	552	499	499	499	-	-	-	-	-	2,050
	Requested Funding Source												
	Pay-As-You-Go	-	-	552	499	499	499	-	-	-	-	-	2,050
	Requested Funding Source	-	-	552	499	499	499	-	-	-	-	-	2,050

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	552	499	499	499	-	-	-	-	-
	Total	-	-	552	499	499	499	-	-	-	-	-	2,050

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Business Intelligence and Analytics - Capital Renewal</b>			
<b>PROFILE NUMBER: CM-50-0010</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Advanced Enterprise Geographic Information System Sustainment	Manage sustainment of the City's enterprise geospatial technology platform (AEGIS), the business applications that depend on it. This funding will be used to cover the cost of infrastructure purchases through OCT and contractors to augment the capacity of the Enterprise Geospatial Information team to achieve this and bring value quickly to business areas looking to leverage the platform.	34
230002	Mobility data collection technology renewal	The Monitoring & Analysis team of Service Innovation and Performance branch acquires, manages and report mobility data within the City of Edmonton, such as traffic volume and crosswalk user counts, by utilizing emerging technologies and computing capabilities, to support business areas in data-driven decision making. This fund will be used to purchase mobility data collection technologies as part of the renewal of the existing aging/damaged technologies: 42 Magnetic Imaging Sensor (out of 90 ideal quantity); 2 Miovisions (out of 4); 1 Pedestrian/Cyclist Counter (out of 4); 0 Automated Traffic Recorder (out of 1); and 0 radar sensor (out of 8).	24
230003	Advances Enterprise Geographic Information System - Procedures & Manuals	Updating documentation for standard operating procedures, user manuals, procedural documentation, workflows, and and governance documentation.	14
230004	Advanced Enterprise Geographic Information System Web Map Migration	Planned upgrades of the City's public and private/internal web mapping applications to leverage the VertiGIS Studio software and the City's enterprise GIS platform (AEGIS). Including maps.edmonton.ca and SLIM maps, POSSE maps, TACS Maps, MyProperty map, the Common Operating Picture Application, and others that need to be reengineered from SLIM to AEGIS or otherwise updated. This rebuild will leverage the existing technology platform to enable a modern, easy to use and accessibility compliant interface. This funding will be used to cover the cost of infrastructure and contractors to augment the capacity of the Enterprise Geospatial Information team to achieve this and bring value quickly to business areas looking to leverage the platform.	14

# CAPITAL PROFILE REPORT

PROFILE NAME: **CORPORATE INTEGRATED DATA SOLUTION (CIDS)**  
 PROFILE NUMBER: **23-51-1906**  
 DEPARTMENT: **Financial and Corporate Services**  
 LEAD BRANCH: **Service Innovation and Performance**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Standalone
LEAD MANAGER:	Catherine Sparks
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

<b>Service Category:</b>	<b>Major Initiative:</b>
--------------------------	--------------------------

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	3,000
TOTAL PROFILE BUDGET:	3,000

## PROFILE DESCRIPTION

The Corporate Integrated Data Solution (CIDS) project will increase the City's data maturity and continually advance to become a Modern Municipal Corporation that employs data-driven decision-making. This solution will house and sustain the increasing volume of corporate data for reporting, analytics and regulatory purposes. It will also address the critical need to maintain the non-transactional (historical) data that is not being migrated to the new Enterprise Commons universe but is still required for business operations, reporting/analytical purposes, and legal requirements. The business sponsors have determined that the data will be housed in "alternate storage." This alternate storage solution may use existing City infrastructure or be a new solution, depending on requirements.

- The project will allow the following:
- Ability to meet data governance and data management industry best practices
  - Ability to meet business operational requirements
  - Ability to meet corporate analytical/reporting needs
  - Ability to enhance the EC infrastructure, making it more efficient and effective

## PROFILE BACKGROUND

The City of Edmonton is tasked with providing an increasing array of services in a more open, adaptable, responsive, and fiscally responsible way in line with City Council's Vision 2050 to enhance citizen centricity of its services, digitize government management and operations, enable City of Edmonton to become a smarter city, and deliver data-driven governance for citizens and employees.

To meet this vision, in 2020 the Enterprise Commons Program was initiated to upgrade the City's aged and disconnected enterprise systems by transitioning from multiple ERPs to a new ERP solution. However, the Enterprise Commons Program is only moving current data to the new Enterprise Commons platform, preventing the City from supporting business operations, reporting, analytics, and fulfilling legal and regulatory requirements that rely on historical non-migrated data.

The legacy systems in which the data currently reside will be deprecated as soon as the Enterprise Commons solution goes live. The City requires a modern Corporate Integrated Data Solution (CIDS) as an alternate storage for historical data, becoming the foundation for the City to break down data silos, adopt data management best practices, expand data and analytics capabilities while fulfilling regulatory requirements and minimizing risks.

## PROFILE JUSTIFICATION

This project provides the catalyst to increase the City's data governance and data management maturity by allowing the City to treat data as a strategic asset across the corporation. This project will develop infrastructure that will allow the City to meet the organizational long-term needs of reporting, analytics, privacy, ethics, and legal requirements while gaining efficiencies that will save time and money. When completed, this will be our foundational technology to increase our maturity in our data management practices and expand analytical capabilities.

Additionally, the project will ensure that the historical data, that is not part of the Enterprise Commons platform, is properly stored and meets the aforementioned requirements above. This project is to be completed in the short term to ensure the decommission of the old ERP licences.

## STRATEGIC ALIGNMENT

This profile is driven by the Corporate Objective to manage the corporation for our community, and supports the following Business Technology Strategy principles which improve how we manage technology and data as a corporation:

- Enhance Citizen Experience
- Provide Reliable Information
- Think City-Wide

## ALTERNATIVES CONSIDERED

Status Quo - This option would maintain legacy ERP systems (Peoplesoft, SAP ECC) as data repositories for non-migrated data. Operating spending continues as-is and the expected savings on licensing and infrastructure, along with the expected reduction of required resources would not be realized. (i.e., On-going cost for old ERP licenses, On-going cost to support infrastructure that is not supported by the vendor will be a responsibility of the City, On-going cost to extract the data for analysis and reporting.)

## **COST BENEFITS**

### Tangible Benefits:

- Reduction in costs as legacy systems will not need to be maintained and licenses will not have to be paid (compared to status quo / keeping two systems).
- Reduction in staff time to perform manual preparation of data and creation of reports.

### Intangible Benefits:

- Better data driven decision making processes.
- Improved data integrity.
- Improved accuracy of data analysis.
- Simpler data maintenance.
- Improved customer relationship management through the utilization of historical data.

## **KEY RISKS & MITIGATING STRATEGY**

Human Resource Availability Risk: The project involves a large coordination effort and requires multiple resources to be involved. Where needed, vendors will be engaged to provide technical support.

Mitigation Strategy: The Project Manager will develop detailed work plans, in collaboration with key stakeholders, to plan and schedule resource requirements and utilization.

## **RESOURCES**

Resourcing for each aspect of delivery may vary but would include a combination of internal Open City & Technology employees, business area employees, vendors, and contractors.

## **CONCLUSIONS AND RECOMMENDATIONS**

The Corporate Integrated Data Solution project will address the critical need to maintain the non-transactional (historical) data that is not being migrated to the new Enterprise Commons universe but is still required for business operations, reporting/analytical purposes, and legal requirements. By completing the CIDS project, the City will not have to rely on, or pay for, legacy ERP systems. Additionally, the centralized data will better facilitate data driven decision making and will allow the City to mature its data management. It is recommended to fund this profile to ensure that both the tangible and intangible benefits are realized as well as to ensure the historical data is available for use prospectively.

# CAPITAL PROFILE REPORT

PROFILE NAME: Corporate Integrated Data Solution (CIDS)  
 PROFILE NUMBER: 23-51-1906  
 BRANCH: Service Innovation and Performance

**RECOMMENDED**

PROFILE TYPE: Standalone

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,300	1,700	-	-	-	-	-	-	-	3,000
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,300	1,700	-	-	-	-	-	-	-	3,000
	Requested Funding Source	-	-	1,300	1,700	-	-	-	-	-	-	-	3,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,300	1,700	-	-	-	-	-	-	-	3,000
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,300	1,700	-	-	-	-	-	-	-	3,000
	Requested Funding Source	-	-	1,300	1,700	-	-	-	-	-	-	-	3,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	1,300	1,700	-	-	-	-	-	-	-
	Total	-	-	1,300	1,700	-	-	-	-	-	-	-	3,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>TAXATION ASSESSMENT COLLECTIONS SYSTEM (TACS) TRANSFORMATION</b>	<b>RECOMMENDED</b>
PROFILE NUMBER:	<b>23-51-1905</b>	<b>PROFILE STAGE: Council Review</b>
DEPARTMENT:	<b>Financial and Corporate Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Open City and Technology</b>	LEAD MANAGER: <b>Daryl Croft</b>
PARTNER:	<b>Assessment and Taxation</b>	PARTNER MANAGER: <b>Cate Watt</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2023</b>
		ESTIMATED COMPLETION: <b>December, 2026</b>

<b>Service Category:</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>2,816</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>2,816</b>

## PROFILE DESCRIPTION

The Taxation, Assessment and Collections System (TACS) Transformation capital profile will seek to modernize the TACS technology platform. This investment in TACS is critical in ensuring fulfillment of assessment and tax-related legislative requirements, in maintaining the corporation's financial sustainability, and supporting the realization of Council and the corporation's vision for Edmonton.

The following components have been identified as necessary additions and/or modifications to TACS in order to support ongoing corporate and business needs:

- Workflow/business process automation
- Enhanced reporting and analytics capabilities
- Enhanced self-service options for residential property owners through the MyProperty secure website
- New secure web portal for non-residential property owners
- A more streamlined and intuitive user interface

Assessment and Taxation (A&T) would implement modern technologies over the 2023-2026 cycle and re-engineer its operations along the way as capabilities are enabled. Apart from replacing TACS' reporting engine, the new technologies would integrate with TACS and supplement its capabilities. TACS' complexity would be reduced, making it easier to maintain and more open to future modification, which will enable City Council to more freely use its suite of legislated tax tools. This model has several advantages over replacing TACS as a core platform: it requires the least amount of upfront capital investment, it begins to provide business value and efficiencies sooner, and it has reduced risk when compared to a full system replacement.

A key element of this profile is to introduce technology that enables workflow automation and business process automation, which is focused on reducing errors and reducing operating costs. Additionally, this profile will seek to enhance customer service and experience by expanding the MyProperty site for residential owners, as well as introducing a new secure web portal for non-residential owners. These sites will improve communication and the service experience for property owners. An integrated customer service application will also streamline interactions with account holders. Another key element is to ensure the integrity and reliability of the data contained within TACS is well maintained and accessible, which will enhance TACS' data sharing, reporting, and analytics capabilities to drive future service/operations improvement projects and corporate/Council initiatives.

## PROFILE BACKGROUND

The Taxation Assessment Collections System (TACS) has been in production use for 27 years, helping support Assessment and Taxation's (A&T) operations and enabling the generation of taxation revenue for the City which now exceeds \$2.3 billion annually. TACS has continued to grow with the addition of new modules and integrations required to comply with legislation and directives, but much of the core technology is the same as it was when TACS was first introduced in 1995. TACS has become a complex and aging system that is difficult to maintain and effectively use, and there are many manual processes and workarounds involving TACS that are error prone and inefficient. The lack of a modern technology platform for TACS also means usage of emerging technologies and integrations with modern systems are not possible. If the City were to avoid investing in TACS transformation and modernization, the risk of total failure requiring full system replacement would increase substantially, impacting funding and operations for critical services.

## PROFILE JUSTIFICATION

In 2019, a TACS Transformation Business Case was created to assess and strategize a path forward for TACS. The TACS Business Case reviewed similar sized jurisdictions and found that the cost of replacing systems of this size could easily exceed \$20M and span several years with high risks. The City of Edmonton was in a unique situation because TACS' core technology was still supportable and had useful life, so a recommendation was made to incrementally transform some aspects of the system to enable new capabilities and address underperforming areas without requiring a large upfront investment. Funding was not available at the time, so TACS continued under the status quo throughout the 2019-2022 financial cycle. TACS was maintained and upgraded based on new requirements, but because none of the major issues identified in the business case were addressed, the cost for new module additions and routine maintenance became increasingly more expensive and time consuming. By funding this profile, the City will make progress to address the issues identified in 2019, as well as address emerging technology limitations. This will improve TACS' technology platform to enable new capabilities and service experiences for the branch, all other City departments who rely on A&T's services, and residential and commercial property owners.

## STRATEGIC ALIGNMENT

This profile closely aligns with ConnectEdmonton, the City Plan, and the Business Technology Strategy. It ranked highly when evaluated under Business Technology Investment criteria and was endorsed by the Technology Investment Advisory Group and Executive Leadership Team.

This profile is driven by the Corporate Objective to manage the corporation for our community, and supports the following Business Technology Strategy principles which improve how we manage technology and data as a corporation:

- Enhance Citizen Experience
- Provide Reliable Information
- Think City-Wide

## ALTERNATIVES CONSIDERED

In 2019, the City assessed and strategized a path forward for TACS, but funding was not available at the time to begin transforming TACS. During TACS' assessment, other alternatives were considered such as maintaining the status quo or a full system replacement. Maintaining the status quo happened between 2019-2022, and the City continued to pay for expensive additions and maintenance such as the addition of the Clean Energy Improvement Program (CEIP) Module which was estimated at over \$500k. The cost of full system replacement was estimated at over \$20M and was also evaluated as high-risk. By incrementally transforming TACS technology, the City will avoid a costly, risky, and time consuming full-scale replacement.

## COST BENEFITS

The key tangible benefits will be comprised of operational savings from automating workflows and the work management processes in each department (i.e. assigning work, tracking progress). There will also be tangible benefits in the form of less physical document filing and mail outs, reducing paper consumption. Intangible benefits include improved customer service and experience, improved management reporting and analytical capability, and reduced technical risks.

## KEY RISKS & MITIGATING STRATEGY

Key risks include expiration or obsolescence of existing core technology, which may require a full system replacement. To mitigate this risk, A&T works with Open City and Technology (OCT) and technology partners to monitor the TACS technology core and will have notice of expiration. Other risks include the delivery and timing of Enterprise Commons (EC) and how integrations will be made; to mitigate this risk, phased incremental delivery will be used and phases will be planned to factor in key EC milestones.

## RESOURCES

The work described in this profile would be delivered through a mix of internal and external resources. Work will be delivered in incremental phases, and each phase will be strategized to use the optimal amount of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

Capital investment is required in order to transform TACS technology and workflows to continue to deliver reliable and effective taxation, assessment, and collections services for the City of Edmonton. By investing in TACS and incrementally delivering new capabilities, the City will save money over the long term by reducing operational costs involved in maintaining and using TACS. This transformational work avoids maintaining outdated and expensive technologies, and also avoids the cost and risk of a large scale replacement.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Taxation Assessment Collections System (TACS) Transformation**

**RECOMMENDED**

PROFILE NUMBER: **23-51-1905**

PROFILE TYPE: **Standalone**

BRANCH: **Open City and Technology**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	823	923	535	535	-	-	-	-	-	2,816
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	823	923	535	535	-	-	-	-	-	2,816
	Requested Funding Source	-	-	823	923	535	535	-	-	-	-	-	2,816

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	823	923	535	535	-	-	-	-	-	2,816
	Requested Funding Source												
	Pay-As-You-Go	-	-	823	923	535	535	-	-	-	-	-	2,816
	Requested Funding Source	-	-	823	923	535	535	-	-	-	-	-	2,816

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	823	923	535	535	-	-	-	-	-
	Total	-	-	823	923	535	535	-	-	-	-	-	2,816

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **INFORMATION SECURITY AND DISASTER RECOVERY ENHANCEMENTS**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **19-18-1901**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Open City and Technology**

LEAD MANAGER: **Daryl Croft**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>3,000</b>
TOTAL PROFILE BUDGET:	<b>3,000</b>

## PROFILE DESCRIPTION

Information Security and Disaster Recovery Enhancements is about enhancing and maturing the cyber security controls that protect the confidentiality, integrity, and availability of the City's information and digital assets. This is needed now more than ever before. As attacks against municipalities and other organizations increase in frequency and become more sophisticated, investment is needed to keep our current defensive tools up to date. Investment is also needed to protect the City as new technologies are implemented to expand the CoE's cyber threat surface. These new technologies include IoT devices (e.g. smart sensors, connected vehicles, etc) and cloud-based services, which will require additional monitoring, defense, and response capabilities.

The Corporate Information Security Office (C-ISO) takes its role as stewards of the CoE's information and digital assets very seriously. C-ISO's goal is to mitigate severe financial and reputational risks to the City, and defend against worst-case cyber attacks that could affect public safety.

A robust, secure and integrated landscape is made possible through the following activities:

1. Implementing organizational-wide standards.
2. Utilizing commercially available products and solutions when possible and deploying with minimal customization.
3. Centralizing information security and Disaster Recovery infrastructure, data flow and management process for productivity, consistency, security, and reduced cost.
4. Streamlining and expediting identity work flow through automated provisioning, deprovisioning, and self-services.
5. Ensuring alignment of the information security and compliance objectives with business objectives.

## PROFILE BACKGROUND

The cyber security landscape continues to evolve and new threats are being discovered and exploited every day. Edmonton's residents and employees expect the City to safeguard their information and the critical infrastructure that supports the services citizens depend upon. The ongoing sustainment and maturing of cyber security hardware, software, resiliency, advisory, awareness and governance services is required to ensure the ongoing delivery of confidential, reliable, and available information and technology services.

Investments in information security and compliance are essential to ensure:

1. Secure and easy access to technology resources.
2. Timely delivery of applications and services.
3. Increased ability for collaboration.
4. Enhanced security and compliance.

## PROFILE JUSTIFICATION

The C-ISO manages infrastructure that is critical for delivering secure, reliable, and available services. This supports the City's business areas in the delivery of confidential services to citizens, when they need it most. To achieve this, all equipment and software must be maintained (patches, upgrades, renewals, replacement) at vendor supported levels; and systems must be tested, monitored and defended from cyber security attacks. All users and devices accessing City of Edmonton resources must be authorized to do so and have the appropriate access levels assigned to them. Users must be knowledgeable enough to avoid becoming victims of cyber criminals.

Program and service experience through the use of digital and online mediums can only be achieved if the integrity and confidentiality of the data, IT systems, and information is not compromised. Through investments in cyber security and compliance, the City of Edmonton will be capable of continued swift coordination and action to enable prevention when potential threats are evident and mitigate threats when they are realized.

## STRATEGIC ALIGNMENT

This profile is driven by the Corporate Objective to manage the corporation for our community, and supports the following Business Technology Strategy principles which improve how we manage technology and data as a corporation:

- Enhance Citizen Experience
- Provide Reliable Information
- Think City-Wide

## ALTERNATIVES CONSIDERED

Not Applicable

## COST BENEFITS

Tangible Benefits:

- Increase operational efficiency
- Improve user experience through streamlined identity and access management practices
- Simplify processes for user provisioning
- Further enhance information security through enhanced controls
- Ensure ongoing compliance with legislation/regulations

Intangible Benefits:

- Promote technology and culture changes in favour of information security activities
- Ensure the success of any future technology projects
- Provide all stakeholders confidence that data and info is stored securely

## KEY RISKS & MITIGATING STRATEGY

Human Resource Availability Risk: The profile involves a large coordination effort and requires multiple resources to be involved from the C-ISO, OCT and business areas. Where needed, vendors will be engaged to provide technical support.

Mitigation Strategy: The Project and Program Managers will develop detailed work plans, in collaboration with key stakeholders, to plan and schedule resource requirements and utilization.

## RESOURCES

Resourcing may vary but would include a combination of internal Open City & Technology employees, business area employees and vendors with deep technical capabilities.

## CONCLUSIONS AND RECOMMENDATIONS

Conclusion: Funding for this profile ensures that the City can continue to meet our information security and compliance requirements to identify, protect, detect, respond and recover from attacks on the City from bad actors and ensure the ongoing and safe provision of services.

Recommendation: Fund this profile in order to maintain business services and to ensure the long term security and compliance of the data and services held by the City of Edmonton.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Information Security and Disaster Recovery Enhancements**  
 PROFILE NUMBER: **19-18-1901**  
 BRANCH: **Open City and Technology**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000
	Requested Funding Source	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000
	Requested Funding Source	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	2,000	1,000	-	-	-	-	-	-	-
	Total	-	-	2,000	1,000	-	-	-	-	-	-	-	3,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Information Security and Disaster Recovery Enhancements</b>			
<b>PROFILE NUMBER: 19-18-1901</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Information Security and Disaster Recovery Enhancements	Growth upgrades for Information Security and Disaster Recovery. This profile allows the enhancement and maturing of cyber security controls that protect the confidentiality, integrity, and availability of the City's information and digital assets.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **IT INFRASTRUCTURE RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-20-0050**

PROFILE STAGE: **Approved**

DEPARTMENT: **Boards and Commissions**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Public Library**

LEAD MANAGER: **Pilar Martinez**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Recreation & Culture**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	2,461
TOTAL PROFILE BUDGET:	2,461

## PROFILE DESCRIPTION

This project focuses on replacement of IT Infrastructure that will reach the end of its useful life within the current budget cycle.

IT infrastructure has been identified for replacement over the current budget cycle to ensure reliable internal operations and uninterrupted library services to the public. An evergreening strategy is in place for replacement of self-service checkout systems, automatic sortation units, hardware/software, data network infrastructure, network servers, as well as storage and back-up equipment which support library business applications, web, online and wireless public services. Investment over the next budget cycle is summarized below:

- 2023-2026 Budget Cycle (\$8.5 Million)
  - \$ 4.4 million in customer/staff desktops and devices
  - \$ 2.0 million in IT infrastructure / network servers
  - \$ 1.5 million in customer self-check-in / check-out and sortation devices
  - \$ 0.6 million in makerspace technology services

## PROFILE BACKGROUND

EPL is increasingly dependent on IT infrastructure for the delivery of core library services and it is critical that renewal and replacement occur in a timely manner. IT infrastructure has a relatively short life cycle compared to other capital assets and requires replacement before equipment or system failures occur and adversely impact services to library customers and internal operations.

This project addresses the need to replace Information Technology (IT) infrastructure that will reach the end of its useful life during the 2023-26 budget cycle. IT infrastructure has an average life of 3-5 years at which time it needs to be replaced. The Library continuously and regularly monitors all technology infrastructure and determines when replacement is required to ensure that equipment or system failures are avoided.

## PROFILE JUSTIFICATION

The Library relies on its technology infrastructure to provide foundational library services to customers and to support its internal operations for service delivery. Failure to replace EPL hardware/software related to foundational public and internal business processes in a timely fashion will increase the risk of failure and result in adverse impacts on service to Library customers and staff operations. Of significant IT investment held by EPL is the self-service system implemented in 2008. Since installation was completed, the customer self-check-out and automated sortation system has enabled EPL to respond to a 38% increase in circulation activity without increasing staffing levels and in fact enabled EPL to divert staff away from transactional interactions to more complex and quality customer service. The majority of check-outs are performed by customers, freeing up staff to provide more value added customer service. This project aligns with City Council priorities to improve Edmonton's liveability by ensuring Edmontonians have appropriate and accessible infrastructure; Edmonton is a safe and caring community; and Edmonton has robust infrastructure that ensures the continuity of critical services. Ensuring availability of technology infrastructure is critical to EPL's ability to continue providing innovative and accessible library services to Edmontonians. EPL is the first place many people go to access and learn about new technology and how to use it. Digital literacy skills play a vital role in the ability to succeed in school and society and is foundational to all Edmontonian's ability to thrive in our digital society. EPL plays a critical role in reducing the digital divide as the only organization with significant reach across the city that provides free access to digital literacy classes and support in using technology devices, along with and access to new technology that is generally unavailable to many customers.

EPL remains invested in ongoing collaboration with the City of Edmonton including adoption of innovations such as the Arc card. Through sustained investment in process automation, advanced materials retrieval and automated check-out systems, supporting smart card technology will further expand accessibility for customers while enabling staff to deliver transformational service rather than transactional low-value activities. Building on Digital Exhibits achievements to date, further investment and community collaboration will enable customers to experience STEAM based learning through visual, auditory and kinesthetic senses. Activation of new augmented reality and virtual reality services will offer Edmontonians opportunities to experience new technologies that could impact their worlds. Exploration of artificial intelligence may open new avenues for customer engagement and service improvement. Integration of artificial intelligence with personalization of EPL services through various apps and other technology both in person and online will allow customers to tailor services to meet their specific needs. With additional data capture, further investment in security technology will prevent harmful impacts from cyber security threats to ensure protection of personal information and stability of technology operations. Data collection is a key source of operational insights however risks of unauthorized access must be effectively mitigated.

## STRATEGIC ALIGNMENT

This project aligns with the following City Council Priorities:

- Inclusive and Compassionate: Improve Edmonton's livability by ensuring Edmontonians have appropriate and accessible infrastructure; Edmonton is a safe and caring community
- Catalyze and Converge: Edmonton has robust infrastructure that ensures the continuity of critical services.

## ALTERNATIVES CONSIDERED

EPL continually reviews alternatives to the procurement of technology equipment used by the public and internal operations. EPL has been very successful in reducing technology costs through the use of RFP's, multi-year contracts and evaluation and use of alternative technologies where appropriate.

## COST BENEFITS

EPL assesses IT investment purchases and will continually seek the best value solution which may include purchase, lease or service agreements in securing IT technology for service delivery.

## KEY RISKS & MITIGATING STRATEGY

Delays in replacement of IT infrastructure put library customer service at significant risk since the current service delivery model is highly reliant on a robust technology infrastructure being in place. Strategies are in place to mitigate interruption in service through EPL's work in assessing risks.

## RESOURCES

IT infrastructure requirements are tendered, and replacement is carried out by EPL staff and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

The Library supports the timely replacement of IT infrastructure and recommends that funding for this project be approved.

# CAPITAL PROFILE REPORT

PROFILE NAME: IT Infrastructure Renewal

**RECOMMENDED FUNDED**

PROFILE NUMBER: CM-20-0050

PROFILE TYPE: Composite

BRANCH: Public Library

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	615	615	615	615	-	-	-	-	-	2,461
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	615	615	615	615	-	-	-	-	-	2,461
Requested Funding Source	-	-	615	615	615	615	-	-	-	-	-	-	2,461

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	615	615	615	615	-	-	-	-	-	2,461
	Requested Funding Source												
	Pay-As-You-Go	-	-	615	615	615	615	-	-	-	-	-	2,461
Requested Funding Source	-	-	615	615	615	615	-	-	-	-	-	-	2,461

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Technology	-	-	615	615	615	615	-	-	-	-	-	-
Total	-	-	615	615	615	615	-	-	-	-	-	-	2,461

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **NEXT GENERATION 9-1-1 (NG911) IP CALL HANDLING**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **19-51-1904**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Standalone**

LEAD BRANCH: **Open City and Technology**

LEAD MANAGER: **Daryl Croft**

PARTNER: **Fire Rescue Services**

PARTNER MANAGER: **Joe Zatylny**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

**GROWTH**  
100

**RENEWAL**

PREVIOUSLY APPROVED: **4,293**

BUDGET REQUEST: **3,000**

TOTAL PROFILE BUDGET: **7,293**

## PROFILE DESCRIPTION

This profile is to fund the second phase of the Next Generation 9-1-1 (NG911) initiative on the roadmap toward implementing NG911 services as directed by the Canadian Radio-television and Telecommunication (CRTC). It will cover the need for hardware, application software and IT infrastructure such as routers, firewalls and storage.

This is a multi-phase program to update the City of Edmonton's 9-1-1 response capabilities as part of NG911 modernization, which is required by federal mandate before the end of March of 2025.

Phase 1 (2019-2022): NG911 - Edmonton Fire Rescue Services (EFRS) Readiness: The first focus was working closely with the Edmonton Police Service-led IP Call Handling project in a cost-shared capacity to upgrade the City to Internet Protocol telephony. The second focus was ensuring that the City's call centres and network are ready to support the requirements resulting from the EPS IP Call Handling project.

Phase 2 (2023-2026): Additional work is needed for EFRS including network upgrades, change management and integration, and the implementation of additional CRTC requirements. This phase will include technology and process changes required to offer NG9-1-1 services such as Emergency Services IP Network (ESINET) connection, data sharing across critical points, and enhancing the Internet of Things (IoT) and real time text (RTT) functionalities.

Future phases will include further enhancements such as receiving multimedia information from callers such as pictures and videos.

## PROFILE BACKGROUND

In 2016, CRTC adopted a new 911 architecture (Next Generation 911) based on what was developed for the United States. The CRTC set timelines for telephone companies to implement this NG911 architecture in Canada. Once implemented, Emergency Communications Centres (ECCs) will have a set deadline to implement business processes and underlying technology changes required to connect to NG911 before the old systems are taken offline on March 4, 2025.

The Alberta Emergency Management Agency (AEMA) developed a coordinated rollout for Alberta ECCs. EFRS must be ready at the same time to receive calls from EPS. Once both the EPS IP Call Handling and NG911 - EFRS Readiness projects are complete, then the City will be prepared for the next phase of the NG911 modernization process to cover the following:

1. Emergency Services IP Network (ESINET) connection established and tested from telus routers,
2. Transition calls from centrex (legacy) to esinet (native sip); and
3. Shut down centrex devices (the old analog system)

## PROFILE JUSTIFICATION

The transition to NG911 has several drivers:

- Regulatory requirements - AEMA's requirements for EPS, as a primary Public Safety Answering Point (PSAP), to transition to NG911 will require EFRS to do so as well to continue receiving 9-1-1 calls from EPS;
- Industry pressure - the CRTC is requiring the telephone companies to transition to NG911 and shut off the legacy 9-1-1 system by March 4, 2025
- Citizen expectations - citizens are demanding greater capabilities of their 9-1-1 system and expect that 9-1-1 technology keep pace with similar advances in Internet and mobile technology; and
- Continuous improvement - the ability to improve the delivery and efficiency of 9-1-1 services through Internet-enabled devices, automation and artificial intelligence. There is no more room for growth under the old technology.



## STRATEGIC ALIGNMENT

This profile is driven by the Corporate Objective to manage the corporation for our community, and supports the following Business Technology Strategy principles which improve how we manage technology and data as a corporation:

1. Enhance Citizen Experience
2. Provide Reliable Information
3. Think City-Wide

## ALTERNATIVES CONSIDERED

Mandated by CRTC - Alternatives not applicable.

## COST BENEFITS

Tangible Benefit

-Cost is reduced by EFRS partnering with EPS to implement a shared system.

Intangible Benefits

- Continuing to comply with CRTC regulations.

- Implementing technology and process changes to improve the delivery and efficiency of 9-1-1 services through Internet-enabled devices, automation and artificial intelligence.

## KEY RISKS & MITIGATING STRATEGY

Human Resource Availability Risk: The initiative involves a significant amount of effort and coordination between EFRS, EPS and OCT resources with other competing operational and project demands.

Mitigation Strategy: Detailed work plans will be developed in collaboration with key stakeholders, to plan and schedule resource requirements and utilization. The project governance structure will include representatives from all stakeholder groups.

Risk of reliance on vendors: There is significant reliance on vendors, such as Hexagon (CAD vendor), to ensure they upgrade their software products and services to be NG9-1-1 compliant.

Mitigation Strategy: Establish communications and collaboration with all vendors and set a regular schedule for updates.

## RESOURCES

Resources include staff from Open City and Technology, Edmonton Fire and Rescue Services, Edmonton Police Services (our partner), the vendors, and consultants as required.

## CONCLUSIONS AND RECOMMENDATIONS

We will need this profile to establish an on-going NG911 program by planning and supporting the adoption of emerging 911 technologies and capabilities as they become available / required by the CRTC. This project will cover all the activities required to transition the City to mandated 9-1-1 services that can keep pace with the demands of modern technology and citizen expectations.

Recommendation: Fund this initiative to avoid delaying or jeopardizing the continuation of the regulated NG911 services implementation in the next capital cycle.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Next Generation 9-1-1 (NG911) IP Call Handling**  
 PROFILE NUMBER: **19-51-1904**  
 BRANCH: **Open City and Technology**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2019 Cap Council		4,293	-	-	-	-	-	-	-	-	-	-	4,293
2021 Cap Carry Forward		-2,786	2,786	-	-	-	-	-	-	-	-	-	-
<b>Current Approved Budget</b>		<b>1,507</b>	<b>2,786</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,293</b>
Approved Funding Sources													
Pay-As-You-Go		1,507	2,786	-	-	-	-	-	-	-	-	-	4,293
<b>Current Approved Funding Sources</b>		<b>1,507</b>	<b>2,786</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,293</b>

BUDGET REQUEST	Budget Request	-	-	500	2,000	500	-	-	-	-	-	-	3,000
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	500	2,000	500	-	-	-	-	-	-	3,000
	Requested Funding Source	-	-	500	2,000	500	-	-	-	-	-	-	3,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	1,507	2,786	500	2,000	500	-	-	-	-	-	-	7,293
	Requested Funding Source												
	Pay-As-You-Go	1,507	2,786	500	2,000	500	-	-	-	-	-	-	7,293
	Requested Funding Source	1,507	2,786	500	2,000	500	-	-	-	-	-	-	7,293

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	1,507	2,786	500	2,000	500	-	-	-	-	-	-
	<b>Total</b>	<b>1,507</b>	<b>2,786</b>	<b>500</b>	<b>2,000</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,293</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact: Personnel, Utilities

Branch:	2020				2021				2022				2023			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Fire Rescue Services	-	-	-	1.0	-	-	-	-	-	106	106	-	-	109	109	-
Open City and Technology	-	-	-	2.0	-	-	-	-	-	371	371	-	-	382	382	-
Police Service	-	-	-	-	-	-	-	-	-	265	265	-	-	273	273	-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>743</b>	<b>743</b>	<b>-</b>	<b>-</b>	<b>765</b>	<b>765</b>	<b>-</b>

# CAPITAL PROFILE REPORT

PROFILE NAME: **POLICE IT - APPLICATIONS ENHANCEMENT**

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: **CM-60-1461**

PROFILE STAGE: **Approved**

DEPARTMENT: **Boards and Commissions**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Police Service**

LEAD MANAGER: **Chief ITO Ron Anderson**

PARTNER: **Police Service**

PARTNER MANAGER: **Supt Warren Driechel**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Protection**

Major Initiative:

**GROWTH**  
100

**RENEWAL**

PREVIOUSLY APPROVED:

-

BUDGET REQUEST:

11,835

TOTAL PROFILE BUDGET:

11,835

## PROFILE DESCRIPTION

This composite project (growth project CM-60-1461) encompasses various initiatives that add-to and enhance the capability of EPS software applications and systems deployed in support of police operations. The focus over the next four years will see the completion of legislatively required technology projects, expanded use of technologies that realize organizational efficiencies and assist in the intelligent analysis, capture, management, retention and disclosure of existing data and information sources. This will require the ability to identify, implement and support new applications, tools, and techniques in an agile and timely manner.

Projects considered for inclusion are identified by business users and Information Technology (IT) professionals in the EPS Information Technology Division. Assessment and prioritization of the individual projects will be undertaken on a framework that utilizes the EPS's prioritization and governance processes.

## PROFILE BACKGROUND

Over the last several decades, to deliver high quality service focused on citizen safety, the EPS has become an information driven organization. The use of information and technology has been instrumental in the daily activities and goals of the EPS. To support the use of information, the EPS leverages multiple technology systems to manage large amounts of data that support many lines of business.

Nearly every area of policing can be enhanced by adding new systems which provide the data necessary to meet this goal of being an information driven organization. The increased use of data requires more intricate and sophisticated business applications to capture, store, analyze, and disclose this data. Every additional business application requires significant financial and staff resources to design, acquire, implement, and operate.

## PROFILE JUSTIFICATION

EPS Information Technology Applications portfolio is a critical and necessary support to policing. Beyond the obvious benefits of digital transformation – improving EPS ability to divert emergency calls for service, create efficiencies, and improve reporting and data driven decision making, there are regulatory and legislative requirements and that make these IT initiatives mandatory. Finally, many of these initiatives are contributors to improved citizen and member safety

Practically, it enables the EPS to: better meet requests for intelligence and information from its systems; effectively collaborate and share information, both internally and externally; effectively communicate using cloud based platforms for improved connectivity; provide timely responses to public interactions; assist with crime management by equipping front line officers with the devices, tools and administrative support systems they need to do their jobs; and respond effectively to disasters.

## STRATEGIC ALIGNMENT

This profile provides the Edmonton Police Service with increased ability to support policing functions to meet critical demands. It directly supports EPS Strategic Goals of Balance Support and Enforcement, Partner and Advocate, Innovate and Advance.

## ALTERNATIVES CONSIDERED

This profile is designed to address the projects that will expand, improve, or add to EPS IT Applications. When new IT requests are made, an assessment is performed to determine if any existing applications can meet the desired need. If it cannot be met with existing applications, then a more broad market scan would be performed to determine if there are new systems that EPS can procure and implement to meet the need. In this way, multiple alternatives are considered before any individual IT solution is implemented.

However, it must be recognized that there are changing and new regulatory and legislated requirements that make most of the projects in this profile mandatory. The impact of not funding this profile are extreme – either not meeting the commitments as the primary Public Safety Answering Point which would place citizen safety at risk, or put court cases at risk due to failure to sufficiently meet disclosure requirements.

## **COST BENEFITS**

The aim of the projects under consideration are to meet the new and changing regulatory and legislative requirements that EPS is subject to.

In addition to meeting the regulatory and legislative requirements, this profile also has projects which are direct contributors to reduction of calls for service and mitigate citizen safety and officer safety risks. Finally, the remaining projects will be assessed to determine its ability to deliver additional positive value to the EPS and the City in the long term.

## **KEY RISKS & MITIGATING STRATEGY**

The key risks for these types of projects include the ability to gather user requirements and develop solutions that will be cost effective and usable. Change management processes are critical to success as is gathering benchmark information.

## **RESOURCES**

The EPS will conform to all City of Edmonton procurement policies and procedures for securing materials, supplies, equipment, and contractors.

## **CONCLUSIONS AND RECOMMENDATIONS**

The provision of a sustainable pool of capital funding that can be used to enhance IT applications allows EPS to meet current and upcoming operational demands. Capital funding provides the necessary ability to respond to the needs of the changing policing environment – which are regulatory and legislated- while still supporting the achievement of core business outcomes.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Police IT - Applications Enhancement**  
 PROFILE NUMBER: **CM-60-1461**  
 BRANCH: **Police Service**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	3,780	3,850	2,070	2,135	-	-	-	-	-	11,835
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	2,830	2,900	2,070	2,135	-	-	-	-	-	9,935
	Provincial Grant	-	-	950	950	-	-	-	-	-	-	-	1,900
	Requested Funding Source	-	-	3,780	3,850	2,070	2,135	-	-	-	-	-	11,835

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	3,780	3,850	2,070	2,135	-	-	-	-	-	11,835
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,830	2,900	2,070	2,135	-	-	-	-	-	9,935
	Provincial Grant	-	-	950	950	-	-	-	-	-	-	-	1,900
	Requested Funding Source	-	-	3,780	3,850	2,070	2,135	-	-	-	-	-	11,835

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	3,780	3,850	2,070	2,135	-	-	-	-	-
	Total	-	-	3,780	3,850	2,070	2,135	-	-	-	-	-	11,835

## OPERATING IMPACT OF CAPITAL

Type of Impact: Material & Equipment, Personnel

Branch:	2023				2024				2025				2026			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Police Service	-	287	287	2.0	-	326	326	2.0	-	304	304	2.0	-	262	262	2.0
<b>Total Operating Impact</b>	-	<b>287</b>	<b>287</b>	<b>2.0</b>	-	<b>326</b>	<b>326</b>	<b>2.0</b>	-	<b>304</b>	<b>304</b>	<b>2.0</b>	-	<b>262</b>	<b>262</b>	<b>2.0</b>

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Police IT - Applications Enhancement</b>			
<b>PROFILE NUMBER: CM-60-1461</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230031	2023 - 2026 Dispatch Systems Growth	<p>The systems within the dispatch portfolio focus on the police response for citizens within Edmonton and surrounding areas. Some of the systems within this portfolio are the following:</p> <ul style="list-style-type: none"> <li>• Next-Generation 9-1-1 that allows citizens to contact the police to initiate response</li> <li>• Online Reporting that allows citizens to report issues</li> <li>• Virtual Response systems that allow efficient response of non-emergency events</li> <li>• Computer Aided-Dispatch systems that allow dispatchers and officers to manage their response to events</li> </ul>	100
230032	2023 - 2026 Intelligence Systems Growth	These systems support the focus of the EPS being an intelligence driven organization. This portfolio includes tools to support this mandate - including geospatial, data integration, data warehousing, criminal dashboarding, reporting and artificial intelligence systems.	100
230033	2023 - 2026 Operational Records Systems Growth	The systems within the Operational Records Management Portfolio enable the tracking of operational events and related persons, locations, vehicles, property and investigations. These systems are the backbone to criminal investigations and court disclosure processes.	85
230034	2023 - 2026 Administrative Systems Growth	These systems focus on administrative tasks within the EPS, including integration with City financial systems and human resources systems, and platforms for website systems and any other administrative processing tools required throughout the service.	27
230035	2023 - 2026 Operational Video Systems Growth	These systems are focused on the capture of pre-recorded and live video from citizens, officers and other sources. Some examples are in-car video and CCTV systems. These systems also manage any video analytics capabilities such as license plate recognition on this data. These systems are aligned closely with the operational records management systems and electronic case management systems portfolios.	100
240036	2023 - 2026 Enterprise Content Management Systems Growth	Enterprise Content Management Systems Growth	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **POLICE IT - APPLICATIONS SUSTAINMENT**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-60-1460**

PROFILE STAGE: **Approved**

DEPARTMENT: **Boards and Commissions**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Police Service**

LEAD MANAGER: **Chief ITO Ron Anderson**

PARTNER: **Police Service**

PARTNER MANAGER: **Supt Warren Driechel**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Protection**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	4,824
TOTAL PROFILE BUDGET:	4,824

## PROFILE DESCRIPTION

This composite renewal profile encompasses various initiatives that maintain the capability of EPS software applications and systems deployed in support of police operations. The focus over the next four years will see the continued leverage of technologies that realize organizational efficiencies and further enable the usage of the existing systems and include analysis of existing data and information sources. This will require the ability to identify, implement and support both existing and emerging uses within these existing tools in an agile and timely manner.

## PROFILE BACKGROUND

In order to deliver high quality service focused on citizen safety, the EPS has become an information driven organization. Given the changing needs and priorities of operational policing, coupled with the dynamic nature of IT applications, the ability to effectively identify and implement relevant IT projects requires an agile funding model.

These business applications are critical to meeting the corporate goals of the EPS and the City of Edmonton as a whole. Capital funding allows the EPS to respond to emergent needs in a coordinated and consistent manner, and ensure that the development of the EPS application portfolio is responsive to policing needs. It would also help to sustain the momentum and benefits already realized.

## PROFILE JUSTIFICATION

The focus of IT-related capital investment has shifted over time. The initial emphasis was on building the infrastructure necessary to support the communication and application systems. Now that a stable and robust foundation is in place, the focus is on the implementation of upgrades, and the life cycle maintenance of the Dispatch Systems, Operational Records Management (RMS) Systems, Electronic Case Management (ECM) Systems, Operational Video Management (OVM) Systems, Administrative Systems, Intelligence / Analytical Systems.

Completing regular lifecycle maintenance of IT Applications is even more critical now to mitigate the cyber security risks and vulnerabilities. Failing to mitigate can have significant potential for system breaches and loss of operational continuity.

## STRATEGIC ALIGNMENT

Operational IT applications are required for police to deliver community safety in Edmonton. The EPS Strategic Plan was developed with the mission "to be relentless on crime and a leading partner in building community safety". This capital profile supports the mission of EPS.

Improving community safety is critical to achieving the City of Edmonton Social Well-being and Community Safety priority and a strong contributor to the priorities of Corporate Resource Stewardship, Employee Safety and Well-being, and Strategy, Business and Innovation.

## ALTERNATIVES CONSIDERED

Renewal projects of this type have only one alternative - delay renewal and accept that maintenance costs will increase and reliability will decrease.

## COST BENEFITS

The aim of these projects under consideration is to leverage the abilities of the front line and support staff to continue expected levels of productivity, and minimize labour-intensive manual processes.

Other outcomes include:

- Better meet requests for intelligence and other information.
- Effectively collaborate internally and externally for information sharing.
- Assist with crime management by providing the tools needed to do the job.

## KEY RISKS & MITIGATING STRATEGY

The key risks for these types of projects include the ability to gather user requirements and develop solutions that will be cost effective and usable. Change management processes are critical to success.

## RESOURCES

The EPS will conform to all City of Edmonton procurement policies and procedures for securing materials, supplies, equipment and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

Due to the nature of constantly evolving information technology, the provision of a sustainable pool of capital funding that can be used to maintain existing IT systems and changing usage of these systems would allow the EPS to maintain its applications portfolio, and to respond to the needs of the changing policing environment, while still supporting the achievement of core business outcomes. This profile is also essential to mitigate the cyber security risks and vulnerabilities. Failing to mitigate can have significant potential for system breaches and loss of operational continuity.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Police IT - Applications Sustainment**  
 PROFILE NUMBER: **CM-60-1460**  
 BRANCH: **Police Service**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,086	1,199	1,291	1,249	-	-	-	-	-	4,824
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,086	1,199	1,291	1,249	-	-	-	-	-	4,824
Requested Funding Source	-	-	1,086	1,199	1,291	1,249	-	-	-	-	-	4,824	

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,086	1,199	1,291	1,249	-	-	-	-	-	4,824
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,086	1,199	1,291	1,249	-	-	-	-	-	4,824
Requested Funding Source	-	-	1,086	1,199	1,291	1,249	-	-	-	-	-	4,824	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Technology	-	-	1,086	1,199	1,291	1,249	-	-	-	-	-	-
Total	-	-	1,086	1,199	1,291	1,249	-	-	-	-	-	-	4,824

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Police IT - Applications Sustainment</b>			
<b>PROFILE NUMBER: CM-60-1460</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230045	2023 - 2026 Dispatch Systems Lifecycle	The systems within the dispatch portfolio focus on the police response for citizens within Edmonton and surrounding areas. Some of the systems within this portfolio are the following:  <ul style="list-style-type: none"> <li>- Online Reporting that allows citizens to report issues</li> <li>- Virtual Response systems that allow efficient response of non-emergency events</li> <li>- Computer Aided-Dispatch systems that allow dispatchers and officers to manage their response to events</li> </ul>	25
230046	2023 - 2026 Operational Records Systems Lifecycle	The systems within the Operational Records Management Portfolio enable the tracking of operational events and related persons, locations, vehicles, property and investigations. These systems are the backbone to criminal investigations and court disclosure processes.	25
230047	2023 - 2026 Enterprise Content Management (ECM) Systems Lifecycle	The systems within this portfolio focus on the management of large volumes of digital exhibits and evidence. These tools support the capture, management, retention and of data such as photos, audio statements, documents, videos, etc. These systems are closely aligned with the operational records management systems.	25
230048	2023 - 2026 Operational Video Management Systems	These systems are focused on the capture of pre-recorded and live video from citizens, officers and other sources. Some examples are in-car video and CCTV systems. These systems also manage any video analytics capabilities such as license plate recognition on this data. These systems are aligned closely with the operational records management systems and electronic case management systems portfolios.	25
230049	2023 - 2026 Administrative Systems Lifecycle	These systems focus on administrative tasks within the EPS, including integration with City financial systems and human resources systems, and platforms for website systems and any other administrative processing tools required throughout the service.	25
230050	2023 - 2026 Intelligence / Analytical Systems	These systems support the focus of the EPS being an intelligence driven organization. This portfolio includes tools to support this mandate - including geospatial, data integration, data warehousing, criminal dashboarding, reporting and artificial intelligence systems.	25

# CAPITAL PROFILE REPORT

PROFILE NAME: **POLICE IT - INFRASTRUCTURE SUSTAINMENT**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-60-1433**

PROFILE STAGE: **Approved**

DEPARTMENT: **Boards and Commissions**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Police Service**

LEAD MANAGER: **Chief ITO Ron Anderson**

PARTNER: **Police Service**

PARTNER MANAGER: **Supt Warren Driechel**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Protection**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	7,131
TOTAL PROFILE BUDGET:	7,131

## PROFILE DESCRIPTION

This composite program contains several initiatives that sustain the security, performance and reliability of foundational infrastructure components including hardware, software and telephone systems that are deployed in support of police operations. There are two high level categories of initiatives:

1. Existing Technology Lifecycle Management (Renewal), and
2. Existing Technology Platform Capability Management (Sustainment)

The ability to maintain existing IT systems and provide for the evolution of these systems, which allows the EPS to manage its infrastructure portfolio. The constant evolution of emergent organizational priorities within the EPS, along with the ongoing advances in technology, requires an agile budgeting and funding model to ensure capability and reliability.

## PROFILE BACKGROUND

The use of information and technology has been instrumental in the daily activities and goals of the EPS. To support the use of information, the EPS leverages multiple technology systems to manage large amounts of data that support many lines of business.

In order to meet the corporate goals of the EPS and the City of Edmonton as a whole; Information Technology infrastructure must be built, supported, secured, upgraded or replaced.

These systems require constant upkeep to ensure that the EPS is getting the most value from their usage. From securing and upgrading hardware platforms, performing software upgrades to maintain security from malicious actors, and to stay on top of the pace of changes, the management of these systems requires budget and staff.

## PROFILE JUSTIFICATION

The EPS has an IT Infrastructure portfolio that includes:

- Network
- Server/MWS and Storage
- Security Infrastructure
- Telecommunications Equipment

Each of these core systems provide the foundation on which application systems are installed. A stable, performant, secure and robust foundation delivers the capabilities for the IT Application portfolios like Dispatch, Records Management, Administrative, and Operational Video platforms to meet EPS objectives.

The EPS has a significant investment in Information Technology, and within this portfolio, initiatives continue to address additional operational requirements using the existing technologies. These initiatives support the core platforms and their requirements to support the operations of the EPS.

## STRATEGIC ALIGNMENT

Secure and reliable infrastructure is required for police to deliver community safety in Edmonton. The EPS Strategic Plan was developed with the mission "to be relentless on crime and a leading partner in building community safety". This capital profile supports the mission of EPS.

Improving community safety is critical to achieving the City of Edmonton Social Well-being and Community Safety priority and a strong contributor to the priorities of Corporate Resource Stewardship, Employee Safety and Well-being, and Strategy, Business and Innovation.

## ALTERNATIVES CONSIDERED

Renewal projects of this type have only one alternative - delay renewal and accept that maintenance costs will increase, vendor support could lapse and reliability will decrease.

## **COST BENEFITS**

The primary desired outcome of this capital project is to ensure the reliability and dependability of the EPS infrastructure for day to day operations and to aim to continuously improve the infrastructure for cost and efficiency. As a first responder agency, reliability of the infrastructure for operations related to human and natural catastrophic events is a critical requirement.

## **KEY RISKS & MITIGATING STRATEGY**

Key risks:

Operational and Public safety - The infrastructure portfolio provides the foundational building blocks for IT applications to support policing operations for the City of Edmonton. If this foundation is not proactively replaced as its components reach the end of their useful lifecycle, critical systems such as 911 call taking, police dispatch, and records management may become unavailable or unusable.

Mitigating Strategy - backup manual processes can be used short term in the absence of core infrastructure service availability, however, the main mitigation is to track all infrastructure components age and condition and ensure they are replaced prior to performance degradation or failure.

## **RESOURCES**

The EPS will conform to all City of Edmonton procurement policies and procedures for securing materials, supplies, equipment and contractors.

## **CONCLUSIONS AND RECOMMENDATIONS**

The provisioning of a sustainable pool of capital funding that can be used to maintain existing IT systems and the changing usage of these systems allows the EPS to manage its infrastructure portfolio. Capital funding provides the necessary ability to respond to the needs of the changing policing environment, while still supporting the achievement of core business outcomes.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Police IT - Infrastructure Sustainment**  
 PROFILE NUMBER: **CM-60-1433**  
 BRANCH: **Police Service**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,805	1,350	1,641	1,334	-	-	-	-	-	7,131
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	2,805	1,350	1,641	1,334	-	-	-	-	-	7,131
	Requested Funding Source	-	-	2,805	1,350	1,641	1,334	-	-	-	-	-	7,131

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,805	1,350	1,641	1,334	-	-	-	-	-	7,131
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,805	1,350	1,641	1,334	-	-	-	-	-	7,131
	Requested Funding Source	-	-	2,805	1,350	1,641	1,334	-	-	-	-	-	7,131

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	2,805	1,350	1,641	1,334	-	-	-	-	-
	Total	-	-	2,805	1,350	1,641	1,334	-	-	-	-	-	7,131

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Police IT - Infrastructure Sustainment</b>			
<b>PROFILE NUMBER: CM-60-1433</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230033	2023 - 2026 Infrastructure Software	<p>System Management: Identify, evaluate, and select a system management solution (SMS) that provides comprehensive management of the IT Infrastructure in order to optimize the way IT resources are utilized and managed.</p> <p>Authentication System: Renewal of the authentication system software so that it operates with a high level of security and reliability, using the latest technology available.</p>	25
230034	2023 - 2026 Storage Hardware	Maintain, upgrade, replace and when necessary, expand, aspects of the pre-existing storage hardware systems at EPS. This includes disk storage, backup systems, Storage Area Networks (SAN) for Production, Development and Certification systems, and virtualization hardware.	25
230035	2023 - 2026 Mobile Workstation Hardware	<ul style="list-style-type: none"> <li>- Keep equipment in vehicles up to date and capable of running EPS dispatch system</li> <li>- Up to date hardware allows for better response times of the EPS applications(MPS, EPROS, eCollision) in the vehicles</li> </ul>	25
230036	2023 - 2026 Network Hardware	<ul style="list-style-type: none"> <li>- Replace end-of-life wireless infrastructure components that provide network access to over 20 locations</li> <li>- Replace end-of-life Wi-Fi infrastructure components that provide Wi-fi internet access for users at key locations.</li> <li>- Replace hardware that provides application load balancing over the network, based on end-of-life guidelines.</li> <li>- Replace network security devices that have reached end-of-life. These devices securely transmit sensitive police information over the network to various EPS facilities.</li> <li>- Replace the core network; responsible for all network communication at EPS. The core network is replaced every 5 years.</li> <li>- Replace the corporate firewalls; EPS's primary defense against network attacks from external sources. The firewalls are replaced every 5 years.</li> </ul>	25
230037	2023 - 2026 Server Hardware	<p>Replacement of approximately 25 percent of servers (~30) on annual basis based on end-of-life criteria (warranty expiration, expanding system requirements)</p> <ul style="list-style-type: none"> <li>- Server hardware includes additional hardware components such as network and power modules required for the servers to operate.</li> <li>- Replacement of proxy and antivirus servers on a 4-year cycle, in adherence with IT industry best-practice.</li> </ul>	25
230038	2023 - 2026 Telecom Hardware	This category encompasses all the telephony devices, voice over IP (VOIP) telephone infrastructure, video conferencing and audio/video capabilities to provide critical communication services to EPS.	25
230039	2023 - 2026 Security Hardware		25

# CAPITAL PROFILE REPORT

PROFILE NAME: **TECHNOLOGY APPLICATIONS - RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-18-1510**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Open City and Technology**

LEAD MANAGER: **Daryl Croft**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>2</b>	<b>98</b>

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>9,621</b>
TOTAL PROFILE BUDGET:	<b>9,621</b>

## PROFILE DESCRIPTION

This profile encompasses the work required to manage and maintain the City's existing technology applications. These investments provide the necessary and ongoing renewal, upgrades or replacements, thus allowing business areas across the City to deliver diverse programs and services to Edmontonians and employees alike. Scope includes upgrades where possible or replacement where necessary.

Projects include:

- Integration project which will transform current integrations from batch to Application Programming Interface (API) methodology
- Technology Replacement including Google Cloud Transformation, Posse Workflow Replacement and moving Self-Serve to WebUI Migration, Weblogic Oracle Reports Replacement, Cactis, ETDS / TOPS, Quicken Lite Funds, ROB, Wink, i/CAD (Computer Aided Dispatch), Multiple Access applications will be replaced with current, supportable solutions.
- Version Upgrades will include: Posse, BeeOn, BusLink, CCURE 9000, DATS - Trapeze, EJ Ward AFMS, exacqVision, FuelMaster, HASTUS, Hosted PCI, iNovah, M5, ProQA / FDPS Upgrade, RAMS, SmartBus - mSET, SmartBus - Transit Master, TeamMate +, Trapeze COM, AutoCAD (Computer Aided Drafting), SAP

## PROFILE BACKGROUND

Given limited resources on staff, budget, and time along with vendor limitations or restrictions, not all applications can be addressed in a single year (i.e. upgrades or replacement). These limitations will always give rise to aging applications, changes in technology, and upgrade requirements from our business partners. This profile will address additional automation as a means to add efficiency and cost effectiveness, yet a balance is required to address aged software.

Funding is required for renewal, upgrade and replacement of the City's existing applications. Technology applications require regular updates to ensure they continue to meet the needs of the City business areas and incorporate required changes for functionality and security. For vendor supported applications, updates are provided in varying cycles, anywhere from monthly to bi-annually. It is essential to keep the technology applications at vendor-supported levels, as defined by service agreements. Vendors provide assistance with timely support to ensure the sustainability of applications and experience improved business service. Costs incurred for maintaining applications at current vendor-supported levels are considered to be non-discretionary expenditures.

The City also has multiple custom-developed applications which require periodic reviews and regular maintenance. When justified, consideration will be given for replacing these with vendor-supported solutions.

## PROFILE JUSTIFICATION

Vendor solutions are ever changing with a requirement for CoE to keep pace, otherwise support is jeopardized and technology becomes stale. Application currency (i.e. version) is important to reduce risk and increase business efficiency through technology. By applying improved methodologies, automation, and monitoring, we will move from a reactive to proactive support posture. This includes such details as agile delivery, automated runbooks, and code level instrumentation to name a few. By moving in this direction, availability of technology solutions to our business improves. Coordination of work through upgrades and support further allows us to understand vendor strategy and vision, and ensure they are aligned with CoE objectives.

Additionally, keeping our applications and software maintained through this profile is essential to the city for many reasons such as increasing cyber security posture and improving the overall compatibility and performance of our systems. Failing to maintain our applications can have significant negative impacts such as the increased vulnerability of outdated software to cybercrime, and the increased likelihood of software failures. Cyber criminals target older versions of software to exploit vulnerabilities. Outdated software failures can cause loss of data, reduced employee productivity, in addition to having a potential negative effect on the city's reputation.

## STRATEGIC ALIGNMENT

This profile contributes to the primary strategic objective of managing the corporation for our community. It supports services to ensure that Edmontonians receive excellent services because they provide the support for City employees to deliver those services, to steward the City's assets appropriately, and to provide proper oversight of tax dollars so that they are allocated for greatest benefit.

This profile also contributes to achieving ConnectEdmonton and City Plan goals by supporting progress monitoring and measuring with up to date and reliable technology.

It also supports the following Business Technology Strategy principles which improve how we manage technology and data as a corporation:

- Provide Reliable Information
- Think City-

Wide Broadly speaking, overall goals and objectives across the organization lead to delivering quality services to citizens and businesses of Edmonton. This would include fiscal responsibility, and the need for future growth and expansion. The strategic alignment between OCT Business Solutions and our 73 lines of business is to find the best technical solutions, maintain the availability, and manage risk through support. The cost of renewal includes application currency, training, tools, and process. By focusing on these elements we reduce risk, increase efficiency, and can improve cost effectiveness, leading us to a strategic alignment across the organization.

## ALTERNATIVES CONSIDERED

Alternatives for managing application renewal include:

- 1) focus on the most urgent
- 2) focus on the most visible from public, council, and organizations perspective
- 3) balanced approach defined by OCT Business Solutions

Option number three is the only option suited for balancing solution delivery, reducing technical debt, accomplishing our organizational goals, and most importantly reducing risk to the business.

## COST BENEFITS

Tangible benefits include:

- support / maintenance from vendors remain intact
- application features are improved
- security and application deficiencies are resolved

Intangible benefits include:

- vendor support gaps are identified and resolved
- strategic alliance between CoE and vendor is maintained

Assumptions:

- training is reviewed and updated for staff to remain current
- tools to support, monitor, and alert are updated to maintain a proactive support posture

## KEY RISKS & MITIGATING STRATEGY

Human Resource Availability Risk: Upgrading or replacing applications often requires a large coordination effort, and many areas must be available for successful planning, testing and implementation. Renewal is increasingly difficult, and sometimes impossible, if resources are lacking.

Mitigation Strategy: Project Managers will develop detailed work plans, in collaboration with key stakeholders, to plan and schedule resource requirements and utilization.

## RESOURCES

Resourcing for each aspect of application renewal may vary but would likely be a combination of Open City & Technology employees, vendors, contractors, and impacted application users.

## CONCLUSIONS AND RECOMMENDATIONS

OCT Business Solutions has completed a deep dive into the current technology solutions provided to the organization. This initiative is simply to provision for the proper tools, training, process improvements, and upgrades required to maintain current applications.

Recommendation: Fund this composite profile in order to maintain business services and to ensure the long term sustainability of our applications.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Technology Applications - Renewal**  
 PROFILE NUMBER: **CM-18-1510**  
 BRANCH: **Open City and Technology**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,405	2,405	2,405	2,405	-	-	-	-	-	9,621
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	2,405	2,405	2,405	2,405	-	-	-	-	-	9,621
	Requested Funding Source	-	-	2,405	2,405	2,405	2,405	-	-	-	-	-	9,621

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,405	2,405	2,405	2,405	-	-	-	-	-	9,621
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,405	2,405	2,405	2,405	-	-	-	-	-	9,621
	Requested Funding Source	-	-	2,405	2,405	2,405	2,405	-	-	-	-	-	9,621

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	2,405	2,405	2,405	2,405	-	-	-	-	-
	Total	-	-	2,405	2,405	2,405	2,405	-	-	-	-	-	9,621

## OPERATING IMPACT OF CAPITAL

Type of Impact: Personnel

Branch:	2025				2026				2027				2028			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Fire Rescue Services	-	358	358	1.0	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	<b>358</b>	<b>358</b>	<b>1.0</b>	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: Technology Applications - Renewal			
PROFILE NUMBER: CM-18-1510			
BUDGET CYCLE: 2023-2026			
Project Number	Project Name	Description	Percentage Funded
230001	Posse Web Platform Migration	Migration of POSSE self-serve functionality to new WebUI platform.	100
230002	Weblogic	Project required to replace existing Oracle reports as that reporting functionality moves towards the end of its lifecycle.	100
230003	Computer-Aided Dispatch	Major upgrade to Computer Aided Dispatch from its current version to the on call version.	100
230004	CCURE 9000	Ongoing maintenance for the solution which manages the security and access to all City facilities.	100
230005	Hosted Payment Card Industry	Application used to scan, deposit and archive cheques. Mandatory upgrades to the latest version is required to assure functionality, security, and to remain compliant with banking requirements.	100
230006	iNovah	Ongoing maintenance for one of the primary cash management systems used in the City of Edmonton as well as Edmonton Police Service, Edmonton Public Library and Epcor.	100
230007	Recreation and Attraction Management Solution (RAMS)	Ongoing maintenance for the Recreation and Attraction Management solution that provides end to end service for all of our public facilities.	100
230008	SmartBus - mSET	Mandatory upgrades: major version upgrade expected	100
230009	Computer-Aided Dispatch Maintenance	Ongoing maintenance for the Computer Aided Dispatch solution providing a geo-spatial incident/response management system. Specifically focusing on integrated software and hardware	100
230010	Transformation to Application Programming Interface methodology	This Integration work will allow for faster transfer of data and improved system integrations resulting in less work for business departments.	-
230011	Cactis, Trapeze COM	Replaces old technology for systems which are outdated or running software that has no available updates or patches.	-
230012	Edmonton Transit Dispatch System, Transit Operator Performance System	Replaces old technology for systems which are outdated or running software that has no available updates or patches.	-
230013	Quicken Lite Funds	Access Database Transformation. This is currently an Access Databases and functionality needs to be retrofitted into another application.	-
230014	Runs Operator Buses	Replaces old technology for systems which are outdated or running software that has no available updates or patches.	-
230015	Wink	Replaces old technology for systems which are outdated or running software that has no available updates or patches.	-
230016	Google	Google Cloud Transformation. Installation, training and configuration of new technology.	-
230017	Posse Business Case	A business case to evaluate Posse.	-
230018	Weblogic	Analysis for replacement of Oracle Reports as it moves towards the end of its lifetime.	-
230019	Multiple- Technology Replacement	Access Database Transformation- Transition the applications from Microsoft Access database into an enterprise grade system and eliminate the Microsoft license issue.	-
230020	BeeOn	Mandatory upgrades- Upgrade / apply business enhancements	-
230021	BusLink	Mandatory upgrades- 2026 - version upgrade	100
230022	Dedicated Accessible Transit Service - Trapeze	Mandatory upgrades: Version upgrade to V24	-
230023	EJ Ward Automated Fuel Management System	Mandatory upgrades: 2025 - Version Upgrade	100
230024	exacqVision	Mandatory upgrades: 2024 - Version Upgrade	100
230025	FuelMaster	Mandatory upgrades	100
230026	HASTUS	Mandatory upgrades: Version upgrade to current version	-
230027	M5	Mandatory upgrades: Upgrade service packages & versions.	-
230028	ProQA, FDPS Upgrade	Mandatory upgrades: Upgrade to latest version	100
230029	SmartBus - Transit Master	Mandatory upgrades: major version upgrade expected	-

# CAPITAL PROFILE REPORT

230030	TeamMate +	Mandatory upgrades: Upgrade to desktop component	-
230031	Posse	Posse Upgrade for Sustainment.	-
230032	SAP	Mandatory upgrades	8

# CAPITAL PROFILE REPORT

PROFILE NAME: **TECHNOLOGY IMPLEMENTATION - GROWTH**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-18-1514**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Open City and Technology**

LEAD MANAGER: **Daryl Croft**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>
<b>100</b>

<b>RENEWAL</b>

PREVIOUSLY APPROVED:

<b>-</b>
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BUDGET REQUEST:

<b>2,000</b>
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TOTAL PROFILE BUDGET:

<b>2,000</b>
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## PROFILE DESCRIPTION

This profile funds the planning and implementation phase of approved technology projects, including the acquisition, implementation, testing and training activities for or related to those projects. All projects funded from this profile will require a business case that is reviewed and approved under the Business Technology Governance process to ensure that they are strategically aligned with Council's Strategic Vision, provide demonstrable value, enable the delivery of City programs and services, and are sustainable for long-term use.

## PROFILE BACKGROUND

The activities and initiatives within this profile are technology projects which will have received multiple reviews to ensure these investments advance the Council's Strategic Vision and the Business Technology Strategy. To move into the implementation phase and receive funding under this profile, each project will have completed a formal business case for review and approval by business technology governing bodies.

## PROFILE JUSTIFICATION

Under the proposed approach of developing and validating business cases prior to committing to the delivery of technology projects, the function of the implementation phase is to ensure that the plans approved through the planning phase are executed and materialized. Undergoing implementation is essential for any potential investment benefit to be realized, value to be derived, or any business need to be addressed. Projects which pass through to implementation via the rigorous approval process do so with increased confidence that their business case aligns with the City's needs, and that the essential project parameters (i.e., Scope, Cost and Schedule) have been well defined, leading to increased project success rates.

## STRATEGIC ALIGNMENT

This profile is driven by the Corporate Objective to manage the corporation for our community, and supports the following Business Technology Strategy principles which improve how we manage technology and data as a corporation:

- Enhance Citizen Experience - The City exists to serve the people who live and own businesses here. Actively listening to them and consistently examining our decisions and options from their perspectives will give us confidence that we are focused on the right things for Edmonton.
- Provide Reliable Information - Information is a public asset. The City stewards this asset for the public good; sharing it transparently, using it for the benefit of all Edmontonians and managing and protecting it responsibly. The integrity of our information is paramount.
- Transform Through Innovation - the City creates and fosters new approaches to business technology that support effective processes and improve what people experience when they interact with us. We embrace disruptive technology as an opportunity to forward our thinking and enable the positive transformation of Edmonton.
- Think City-Wide - Business technology provides the most value when delivered for the benefit of the entire City of Edmonton ecosystem. The City's business technology resources and assets belong to one City and will be used as such.

## ALTERNATIVES CONSIDERED

Not Applicable

## COST BENEFITS

Tangible Benefits:

- Only projects deemed to meet the City's outcomes are prioritized and funded
- Maximizing the long-term investment benefits, for distinct Business areas and for the overall City alike

Intangible Benefits:

- Future-proofing the City's technology ecosystem: technology investments improve the organizational readiness to tackle future business needs
- Closely aligned technology solutions result in more flexibility and agility when delivering future solutions

## KEY RISKS & MITIGATING STRATEGY

Human Resource Availability Risk: Delivering complex projects often requires a large coordination effort and multiple resources involved in order for the projects to be successful.

Mitigation Strategy: The Project Manager will develop detailed work plans, in collaboration with key stakeholders, to plan and schedule resource requirements and utilization.

## RESOURCES

Resourcing for each aspect of delivery may vary but would include a combination of internal Open City & Technology employees, business area employees, vendors, and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

Conclusion: This profile will enable decision-makers and governing bodies to have increased confidence that investments approved to the implementation phase support the City's needs, and that the essential project parameters (i.e., Scope, Cost and Schedule) have been well defined.

Recommendation: Fund this composite profile to ensure implementation of projects deemed most beneficial to the City.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Technology Implementation - Growth**  
 PROFILE NUMBER: **CM-18-1514**  
 BRANCH: **Open City and Technology**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,000	-	-	-	-	-	-	-	-	2,000
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	2,000	-	-	-	-	-	-	-	-	2,000
	Requested Funding Source	-	-	2,000	-	-	-	-	-	-	-	-	2,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,000	-	-	-	-	-	-	-	-	2,000
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,000	-	-	-	-	-	-	-	-	2,000
	Requested Funding Source	-	-	2,000	-	-	-	-	-	-	-	-	2,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	2,000	-	-	-	-	-	-	-	-
	Total	-	-	2,000	-	-	-	-	-	-	-	-	2,000

## OPERATING IMPACT OF CAPITAL

Type of Impact: External Services, Material & Equipment, Personnel, Utilities

Branch:	2023				2024				2025				2026			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Community Standards and Neighbourhoods	-	586	586	1.0	-	-151	-151	1.0	-	-	-	-	-	-	-	-
Open City and Technology	-	117	117	1.0	-	118	118	1.0	-	2	2	-	-	2	2	-
<b>Total Operating Impact</b>	-	<b>703</b>	<b>703</b>	<b>2.0</b>	-	<b>-33</b>	<b>-33</b>	<b>2.0</b>	-	<b>2</b>	<b>2</b>	-	-	<b>2</b>	<b>2</b>	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Technology Implementation - Growth</b>			
<b>PROFILE NUMBER: CM-18-1514</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Technology Implementation - Growth	This profile funds the planning and implementation phase of approved technology projects, including the acquisition, implementation, testing and training activities for or related to those projects. All projects funded from this profile will require a business case that is reviewed and approved under the Business Technology Governance process to ensure that they are strategically aligned with Council's Strategic Vision, provide demonstrable value, enable the delivery of City programs and services, and are sustainable for long-term use.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **TECHNOLOGY INFRASTRUCTURE - RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-18-1515**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Open City and Technology**

LEAD MANAGER: **Daryl Croft**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>2</b>	<b>98</b>

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>11,997</b>
TOTAL PROFILE BUDGET:	<b>11,997</b>

## PROFILE DESCRIPTION

This profile includes the foundational work required to manage and maintain the City's physical technology infrastructure. Technology infrastructure includes all the physical hardware and related software, on-premise or cloud services, used to support and connect computers and users to their business applications in a hybrid work environment. Upgrades to technology infrastructure ensure that adequate capacity and capability are available as the City continues to experience rapid growth in the use of data, information and technology.

## PROFILE BACKGROUND

The City of Edmonton's physical technology assets continue to grow. A synopsis of the City's technology infrastructure as of 2022 is illustrated below:

- Two (2) leased Tier 3 geo-diversified data centers, house 80+ physical servers and 4.2PB storage, with 2,500+ VM (Virtual Machine) servers
- Over 154 km alignment of network fibre and 2,400+ network devices connecting 250+ City facilities with a high-speed network, and provide Open City Wifi services to all Edmontonians.
- An enterprise-class call center solution supporting 311 and 20+ other departmental call centers
- 6,000+ VoIP (Voice over IP) phone systems providing a cost effective phone communication solution for all City departments and EPL, a City affiliate.

This profile ensures that the City is upgrading its technology infrastructure components and software to versions that are supported by vendors, enabling the City to continue to operate its various lines of business. Costs incurred for maintaining infrastructure at vendor supported levels, or replacing components when needed, are considered to be non-discretionary expenditures and required to maintain uninterrupted business services.

## PROFILE JUSTIFICATION

Technology infrastructure is the enabler for business applications and technology to support base operations and computing services for the city. It includes but is not limited to hardware, software, databases, etc. much of what nobody notices until it is unavailable. Technology applications require physical infrastructure, on-premise or hosted, in order to operate and provide benefit to City employees and the Edmontonians we serve.

Advances in computing technology continue to occur at an extremely rapid pace. Maintaining infrastructure to vendor-supported levels will ensure that the City has current infrastructure in place that is robust and reliable. This reduces the risk of failure, the cost of maintenance, and minimizes the risk of extended service interruptions due to obsolete equipment or equipment at greater risk of failure.

Technology vendors provide support for hardware products for a specific period of years (varying by technology) based on expected failure rates; utilizing technology beyond these periods comes at not only an exponentially larger cost for maintenance, but also at an increased risk of failure. Setting refresh schedules and aligning applications to the Infrastructure it resides requires investment that is sustained beyond point and time. Failure to maintain and replace the technology infrastructure components in a timely manner places them at risk of failure, which can disrupt City services and lead to additional recovery costs.

Technology infrastructure must be patched/updated to ensure our cyber security posture is maintained, and the City's data and information are well protected by minimizing our risk of exposure to malicious cyberattacks. This is particularly important and challenging to support the City's hybrid work environment- which inherently has many facets that are susceptible for cyber security attacks. Manufacturers have lifecycles for their equipment patch releases which must be maintained. Allowing equipment to go unpatched is not an option and would leave the city in a high risk position for cyber activities.

## STRATEGIC ALIGNMENT

This profile is driven by the Corporate Objective to manage the corporation for our community, and supports the following Business Technology Strategy principles which improve how we manage technology and data as a corporation:

- Enhance Citizen Experience
- Promote Collaboration
- Think City-Wide



## ALTERNATIVES CONSIDERED

Maintain status quo and/or reduce scope of work - This approach will ultimately follow a similar path as in previous budget cycles where substantial amount of technology debt was accumulated. The results of not maintaining equipment lifecycles results in increases in service interruptions, unplanned outages, and exposure to cyber threats.

Outsource service - Current CBA (Collective Bargaining Agreement) does not allow offsetting cost from labour reduction other than from staff attrition over time.

Consider SaaS solutions and leverage hosted services first when possible and it is beneficial to do so. This approach is one of the guiding principle widely adopted in Integrated Technology Solutions section for every projects undertaken.

## COST BENEFITS

Tangible Benefits:

- Continued vendor support ensuring uninterrupted business services. Being proactive in preventing service interruption is a much better proposition than efforts spent in outage recovery.
- Maintain a secure posture ensuring City's data/information is well guarded and protected from malicious cyberattack.
- Decreased downtime as a result of outages, further leading to lower maintenance and support costs

Intangible Benefits:

- Open City & Technology services are sustainable

## KEY RISKS & MITIGATING STRATEGY

Human Resource Availability Risk: Upgrading or replacing infrastructure often requires a large coordination effort, and many areas must be available for successful planning, testing and implementation. Renewal is increasingly difficult, and sometimes impossible, if resources are lacking. Increased risk of staff attrition from highly competitive labour market for qualified staff.

Mitigation Strategy: Project Managers will develop detailed work plans, in collaboration with key stakeholders, to plan and schedule resource requirements and utilization. Provide staff with training to keep up with technology advancement. Focus on staff retention efforts and ensure our staff are challenged with meaningful work, supported, and provided with an environment where they can excel.

## RESOURCES

Resourcing for each aspect of infrastructure renewal may vary but would include a combination of internal Open City & Technology employees, vendors and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

Conclusion: Funding for this profile ensures that the City can maintain the technology infrastructure, allowing City businesses to operate. It is imperative to set refresh schedules that align application to the infrastructure it resides on; and it is sustained beyond point and time. In order to meet the ever changing business requirements, maintain a secure posture (cyber and insurance requirements), allow for operational and disaster capabilities, etc. the capital budget request is the minimum investment required to provide consistent and reliable citizen services. All business areas are impacted by the results of the initiatives under this profile.

Recommendation: Fund this composite profile in order to maintain business services and to ensure the long term sustainability of our infrastructure.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Technology Infrastructure - Renewal**  
 PROFILE NUMBER: **CM-18-1515**  
 BRANCH: **Open City and Technology**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,999	2,999	2,999	2,999	-	-	-	-	-	11,997
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	2,999	2,999	2,999	2,999	-	-	-	-	-	11,997
	Requested Funding Source	-	-	2,999	2,999	2,999	2,999	-	-	-	-	-	11,997

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,999	2,999	2,999	2,999	-	-	-	-	-	11,997
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,999	2,999	2,999	2,999	-	-	-	-	-	11,997
	Requested Funding Source	-	-	2,999	2,999	2,999	2,999	-	-	-	-	-	11,997

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Technology	-	-	2,999	2,999	2,999	2,999	-	-	-	-	-
	Total	-	-	2,999	2,999	2,999	2,999	-	-	-	-	-	11,997

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Technology Infrastructure - Renewal**

**PROFILE NUMBER: CM-18-1515**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Servers & Virtualization for Mission-Critical Applications & Systems	Manage sustainment of corporate server equipment hosting mission-critical applications and the virtual environment hosting those servers. Maintenance of the on-premise and Cloud-based servers infrastructure. Equipment must be maintained with latest patches, firmware and operating systems as these servers are hosts to the business applications for core, internal and external City services. It will ensure we continue to meet the corporations business requirements.	45
230002	Corporate Storage Platforms for Municipal Data	Manage sustainability of storage platforms along with supplementary infrastructure storing the Corporation's mission-critical data.	17
230003	Corporate Backup, Recovery Platforms for Municipal data	Manage sustainability of backup/recovery platforms along with the supplementary infrastructure to ensure that all of the corporation's mission-critical data assets are protected and available in long-term archives.	100
230004	Databases (Oracle, Microsoft Structured Query Language, Postgress, and more)	Manage sustainability of database platforms, which include Oracle, Microsoft Structured Query Language (SQL), Data Masking Tools to ensure that all of the City's mission-critical databases are secured and at industry standards.	44
230005	Network Infrastructure Evergreen	Ongoing sustainment (patches, upgrades, renewals, replacement) of network equipment, access points, and firewalls. Hardware and supporting software will be maintained at vendor supported levels to ensure they are reliable, secure, and continue to meet the business requirements.	24
230006	Connecting Technologies	Ongoing maintenance, which includes patches, upgrades, renewals, replacements of key technical solutions used across the enterprise including the VDI (Virtual Desktops) and WorspaceOne environments (Remote Access), RightFax and Application Portal solutions.	78
230007	Voice Mobility & Internet of Things (IoT)	Ongoing maintenance, which includes patches, upgrades, renewals, replacements, and reporting of the City's telephony system and Mobile Device Management.	28
230008	Asset Management (desktop hardware & software)	Ongoing maintenance, which includes patches, upgrades, renewals, replacements, and reporting of the City's end user devices. Timely and responsible application of security patches will ensure City's devices reliability, security, and resiliency against cyber threats.	19
230009	Data Center Facilities	Ongoing sustainment (patches, upgrades, renewals, replacement) of Data Center facilities.	58
230010	Service Management	Ongoing maintenance, which includes patches, upgrades, renewals, replacements, process improvements, and reporting for the Service Management function within Open City and Technology and the City of Edmonton.	7
230011	Deskside Support	Implementation & licenses for Workspace One in order to consolidate multiple platforms and provide better remote solutions for issues that arise.	7

# CAPITAL PROFILE REPORT

PROFILE NAME: **URBAN PLANNING & ECONOMY SERVICE TRANSFORMATION**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-17-2040**

PROFILE STAGE: **Approved**

DEPARTMENT: **Urban Planning and Economy**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Development Services**

LEAD MANAGER: **Kim Petrin**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>
<b>100</b>

<b>RENEWAL</b>

PREVIOUSLY APPROVED:

<b>-</b>
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BUDGET REQUEST:

<b>5,600</b>
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TOTAL PROFILE BUDGET:

<b>5,600</b>
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## PROFILE DESCRIPTION

Edmonton's ability to retain, attract and grow businesses is affected by how the City regulates and provides service to businesses, property owners and potential investors. An efficient permitting, licensing, and regulatory process helps reduce barriers and encourage investment in our city, which is a key goal of both The City Plan and Edmonton's Economic Action Plan.

This profile will fund investment in technology, business process optimization, and staff capability related to services in scope for the Fiscal Policy for the Planning and Development Business (City Policy C610), such as Area and Neighbourhood Structure Plans, Rezoning and Subdivision, Servicing Agreements, Development Permits, and Building Permits. The funding source is the Planning and Development Reserve with no impact to the tax levy budget.

Workstreams include:

Enhance customer experience by expanding digital service offerings, integrating and aligning channels of service delivery, and improving the customer's journey across services and systems.

Improve and optimize service delivery through technology augmentation and automation. Examples include:

- \* Modernize workflows to provide enhanced service, expand integration across the City and extend to external stakeholders.
- \* Augment decision making and issuance of permits and licences. Resolve issues with data to support system automation. Leverage Artificial Intelligence and Machine Learning to increase automation and decision support.
- \* Prepare for and leverage emerging technologies, for example safety codes compliance in 3D modelling platforms (Building Information Modelling).

Maintain technology enablers to support regular business changes and growth of digital services.

- \* Planning & Environment Services and Development Services require ongoing changes and maintenance to workflows and capabilities to support ongoing business changes (council, industry, bylaw changes, safety codes, licensing, etc). The Zoning Bylaw Renewal planned for implementation in 2023/2024 is one example.
- \* Technology infrastructure to support growth.

## PROFILE BACKGROUND

The Urban Planning & Economy (UPE) department concentrates on planning and executing development, increasing investment to the region and managing Edmonton's environmental sustainability to meet the needs of today and the future. Transforming Planning and Development services for citizens, businesses, and industry is required to stay relevant and deliver on the desired outcomes. Technology and data is a foundational enabler to deliver excellent services and results. Investment in technology, business process optimization, and staff capability is required to enhance customer experience, improve and optimize service delivery, and maintain technology enablers.

The Urban Planning & Economy (UPE) department has undertaken prior initiatives leveraging technology to transform services and will continue to do so.

- \* The Urban Form Business Transformation initiative in 2017-2019 to better support quality of life for Edmontonians and economic vibrancy of the City by enabling efficient and effective planning and development. The initiative delivered a number of technology enhancements to enable the process improvement and customer experience projects identified.
- \* The Permit and Licensing Improvement initiative in 2021 - 2023 made development permit, building permit, inspection, and business licensing processes easier for clients. It focused on services for homeowners doing renovations, contractors doing commercial or residential renovations, and business owners opening a new business or moving into a new space.
- \* The Zoning Bylaw Renewal initiative to overhaul Edmonton's current Zoning Bylaw that includes rethinking how, what and why the City regulates in terms of zoning and land development. Technology enablers to support both of these initiatives are planned for implementation in 2023 to 2024.

## PROFILE JUSTIFICATION

Land development, permits and licenses are an important part of guiding development and help deliver a safe, inclusive, vibrant and walkable city envisioned by The City Plan. The City engages regularly with Edmontonians, city building partners and the business community to advance common interests in supporting the prosperity of the Edmonton region. Through these conversations, Administration has listened and learned that permit approval timelines, and predictability and transparency of regulatory services remain an area of concern for applicants and investors. This work remains urgent given the ongoing pressure Edmonton's businesses face as the region recovers from the economic impacts of COVID-19.

Planning and Development services are critical to the growth and development of the City, having a sustainable tax base, and increasing the City's competitiveness in attracting and keeping investment. Administration struggles to deliver these services consistently and meet customer expectations. There are high levels of variability of customer demand, and the volume and complexity of applications has increased over the years. People rightly expect the government to deliver public services effectively and at speed. The City must continue to look for new ways to improve Planning and Development services for citizens, businesses, and industry in order to stay relevant. A key component of this is through the use of technology to advance the City's position to provide services in the ways expected and desired by our service users.

## STRATEGIC ALIGNMENT

This profile strongly aligns with the Business Technology Strategy by having a positive impact on Citizens, enhancing internal and external partnerships, promoting innovation, and providing better integration across the City. It supports attainment of the City Plan, Zoning Bylaw Renewal, Edmonton's Economic Action Plan, and UPE department strategic plan.

## ALTERNATIVES CONSIDERED

A lack of investment in this program will:

- \* Induce the need for additional staff and facility resources and/or additional time for application processing.
- \* Increased operating costs to perform workarounds and offer services via non-digital channels.
- \* Limit the advancement of accountable business practices for application processing.
- \* Limit the ability to respond to changes desired by council, community, industry, and other stakeholders.
- \* Inability to realize strategic initiatives by aligning technology enablers with service redesign and process improvements.
- \* Not support the shifts of how citizens and businesses would like to interact with the City's services.
- \* By not maintaining, online self-service capabilities will erode over time and no longer meet the needs of customers and staff and result in negative external reputational risk.

## COST BENEFITS

Tangible Benefits:

- Improved land development related application processing timelines, consistency, and efficiency
- Improved customer service and satisfaction
- Cost savings and reduced effort for clients and customers
- Reduced barriers for economic investment in Edmonton

Intangible Benefits:

- Improved coordination and collaboration between internal and external partners for permits and licences
- Efficient coordination for residential, commercial, and industrial development

## KEY RISKS & MITIGATING STRATEGY

Key risks due to insufficient investment and support for this program include:

- Public perception (poor public image, diminished reputation of Edmonton's business friendliness)
- Customers/Citizens (increasing pressure, demand for services exceeds resources, unpredictable timelines, impacting economic investment)
- Financial (satisfy cost recovery business model)
- Technology (obsolescence to enable business processes)
- Information (unreliable, irrelevant, untimely, insecure)
- Legal/Regulatory (non-compliance with provincial and municipal regulations)

## RESOURCES

- Contractors and staff support: project management, analysis, software development, and change management
- Technology: new software and/or hardware purchases

## CONCLUSIONS AND RECOMMENDATIONS

These investments are intended to augment the productivity, accountability, and communication of the work undertaken in line with the business model's need for clear accountability and cost recovery.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Urban Planning & Economy Service Transformation**  
 PROFILE NUMBER: **CM-17-2040**  
 BRANCH: **Development Services**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,400	1,400	1,400	1,400	-	-	-	-	-	5,600
	Revised Funding Sources (if approved)												
	Planning and Development Reserve	-	-	1,400	1,400	1,400	1,400	-	-	-	-	-	5,600
Requested Funding Source	-	-	1,400	1,400	1,400	1,400	-	-	-	-	-	5,600	

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,400	1,400	1,400	1,400	-	-	-	-	-	5,600
	Requested Funding Source												
	Planning and Development Reserve	-	-	1,400	1,400	1,400	1,400	-	-	-	-	-	5,600
Requested Funding Source	-	-	1,400	1,400	1,400	1,400	-	-	-	-	-	5,600	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Technology	-	-	1,400	1,400	1,400	1,400	-	-	-	-	-	-
Total	-	-	1,400	1,400	1,400	1,400	-	-	-	-	-	-	5,600

## OPERATING IMPACT OF CAPITAL

Type of Impact: Interdepartmental

Branch:	2022				2023				2024				2025			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Corporate Strategy	-	250	250	-	-	250	250	-	-	250	250	-	-	250	250	-
<b>Total Operating Impact</b>	-	<b>250</b>	<b>250</b>	-	-	<b>250</b>	<b>250</b>	-	-	<b>250</b>	<b>250</b>	-	-	<b>250</b>	<b>250</b>	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Urban Planning &amp; Economy Service Transformation</b>			
<b>PROFILE NUMBER: CM-17-2040</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Urban Planning & Economy Service Transformation	Urban Planning & Economy Service Transformation	100

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>CRIMM - CAD-RMS INTEGRATION, MODERNIZATION AND MAXIMIZATION</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>21-60-1472</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Boards and Commissions</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Police Service</b>	LEAD MANAGER: <b>Chief ITO Ron Anderson</b>
PARTNER:		PARTNER MANAGER: <b>Exec Director Sean Tout</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>June, 2021</b>
		ESTIMATED COMPLETION: <b>June, 2023</b>

<b>Service Category:</b>	<b>Protection</b>	<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>12,550</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>12,550</b>

## PROFILE DESCRIPTION

The Computer Automated Dispatch (CAD) – Records Management System (RMS) Integration, Modernization and Maximization Program (CRIMM) Program 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.

The high-level CRIMM program scope includes:

- Upgrade EPS’ Niche RMS (v5) application to the new Niche RMS Universal Application (v6).
- Decommission Gateway and I/Reporter (EPS custom applications) and provide direct Niche RMS access for all members.
- Establish Niche RMS as the single source of truth for investigative data.
- Eliminate as many EPS custom applications as possible, replacing them with core Niche RMS functionality. Applications that cannot be replaced will be interfaced to Niche RMS if their functionality is still required.

It is estimated that the budget requirement for this project is \$8.2 million. A budget transfer of \$5.3 million will be made from the Police IT - Application Sustainment profile and \$2.2 million from the operating budget for a total of \$7.5 million during 2021 Spring Supplemental Capital Budget Adjustment (SCBA). The source of the additional \$0.7 million will be confirmed during the future SCBA process.

## PROFILE BACKGROUND

Policing agencies use Records Management Systems as their core policing systems. In 2006, EPS implemented Niche’s RMS solution. At the time, available RMS’ fell short of meeting EPS needs, so EPS developed custom applications to supplement Niche RMS. The enhancements are collectively referred to as the Edmonton Police Records and Occurrence System (EPROS). Today, members work outside of Niche RMS in custom applications such as I/Reporter and Gateway; Niche RMS is effectively used as a data repository. While this approach served EPS well for some time, Niche RMS has evolved considerably since 2006. Further, it has become increasingly challenging and costly to maintain and enhance EPS custom applications. The storage of investigative data is currently spread across the EPS CAD system, Niche RMS, file shares, storage devices and hard copy materials. The CRIMM Program was established to modernize EPS’ records management processes and systems.

## PROFILE JUSTIFICATION

The CRIMM Program will optimize the efficient and effective creation, receipt, collection, storage, preservation, access, maintenance, security/protection, dissemination, retention, disclosure and disposition of all EPS operational, investigative and intelligence records within the Niche RMS.

Overall organization-wide administrative burden will be reduced through a “collect once, collect correctly, use repeatedly” model that will ensure everyone in the organization has access to accurate, reliable and timely information when they need it, where they need it and how they need it.

Key CRIMM objectives include:

- Replace paper processes with digital processes including digital forms, workflows and tasks. Current analogue, handwritten reports that are physically transferred across the organization and ultimately digitized at the end of their lifecycle will be replaced with a managed digital process within the Niche RMS.
- Replace disparate repositories including network file shares, hard drives and external storage devices with the Niche RMS and Enterprise Content Management systems.
- Modernize call types and align with the Niche RMS current structure. Today, there are 34 event types in CAD and subtypes represent priorities. The latest CAD version supports up to 100 types and 9 subtypes for each with priority being handled separately.
- Simplify and reduce the cost of delivering RMS enhancements.
- Establish an evergreening approach to the Niche system.



## STRATEGIC ALIGNMENT

This project is aligned with the 2020-2022 EPS Strategic Plan & supports Goal #3: Innovate and Advance which encourages a culture of innovation & advancement to use resources in an agile way.

This profile also supports the following Supporting Objective: Manage the Corporation for Our Community:

- Technology and Data – The City of Edmonton's technology and data are leveraged to enable quality decision-making and enhance innovative service delivery;
- Financial Management – The City of Edmonton's resilient financial position enables both current and long-term service delivery and growth.

## ALTERNATIVES CONSIDERED

- Status Quo: Maintaining and enhancing the current customized solution is becoming increasingly costly and difficult. Investigative data are fragmented which diminishes investigative efficiency and effectiveness and creates analytics and reporting challenges. This option exposes EPS to legislative non-compliance risk.
- Upgrade Niche RMS Solution: This option would upgrade the current version of Niche RMS to the vendor's latest offering and replaces custom solutions with core Niche RMS functionality, putting EPS on a path of receiving regular vendor-developed updates.
- Migrate to an Alternate RMS Solution: EPS would migrate to an alternate RMS solution. However, outside of Niche RMS, only one solution is used extensively by Canadian Policing agencies. The timelines and costs associated with this option are less favorable compared to a Niche RMS upgrade.

In consideration of the timelines, costs and strategic fit, EPS has chosen to upgrade its Niche RMS solution.

## COST BENEFITS

CRIMM will deliver the following benefits:

- Single source of truth
- Improves data quality & access to data
- Legislative compliance
- Improves officer & public safety & efficiency
- Standardized digital processes
- Investigative efficiency & effectiveness in managing criminal cases
- Reduces organizational risk of critical information
- Streamlines application support environment
- Data entry efficiencies
- RMS enhancements

## KEY RISKS & MITIGATING STRATEGY

Risks and associated issues will be managed as follows:

Change Adoption: There is a risk there will be resistance to business process changes required to optimize Niche RMS operation.

- Develop comprehensive change management strategy
- Assign an experienced change management resource to the program

Technology Gaps: There is a risk that core Niche RMS functionality will not enable all critical custom applications to be replaced.

- Retain existing custom applications if required
- Table gaps with the vendor as potential core product enhancements

Data Quality: There is a risk that data quality issues will make data conversion more challenging than expected.

- Prepare, cleanup and align data before implementation
- Establish accountability for data quality at a senior level

## RESOURCES

The EPS will conform to all City of Edmonton procurement policies and procedures for securing materials, supplies, equipment and contractors. The EPS will use a mix of internal and external resources to implement the projects within this profile.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended that:

- EPS' Niche RMS application be upgraded to the new Niche RMS Universal Application (v6).
- EPS custom records management applications be replaced with out of the box Niche RMS functionality.
- Direct access to Niche RMS be provided to all members, making Niche RMS the single source of truth for investigative data

Overall organization-wide administrative burden will be reduced through a "collect once, collect correctly, use repeatedly" model that will ensure everyone in the organization has access to accurate, reliable and timely information when they need it, where they need it and how they need it.

## CHANGES TO APPROVED PROFILE

2022 Spring SCBA (#22-10, 3.2-6): This scope change is required to support real time analytics and application integration for "21-60-1472 - The Computer Automated Dispatch and Records Management System Integration, Modernization, and Maximization (CRIMM) project". The additional \$5,050,000 will be funded with a transfer from other EPS profiles "18-60-7018 - EPS Westwood Central Stores Renovations (\$185,662), "20-60-1620 - In-Car Video" (\$4,016,244), "CM-60-1419 - Telecom Life Cycle" (\$707,000), and "CM-60-1771 Police Equipment" (\$141,094).

# CAPITAL PROFILE REPORT

PROFILE NAME: **CRIMM - CAD-RMS Integration, Modernization and Maximization**

**FUNDED**

PROFILE NUMBER: **21-60-1472**

PROFILE TYPE: **Standalone**

BRANCH: **Police Service**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Council		3,680	2,820	1,000	-	-	-	-	-	-	-	-	7,500
2021 Cap Carry Forward		-812	812	-	-	-	-	-	-	-	-	-	-
2022 Cap Council		-	1,880	3,170	-	-	-	-	-	-	-	-	5,050
<b>Current Approved Budget</b>		<b>2,868</b>	<b>5,512</b>	<b>4,170</b>	-	-	-	-	-	-	-	-	<b>12,550</b>
Approved Funding Sources													
Pay-As-You-Go		1,147	3,153	1,000	-	-	-	-	-	-	-	-	5,300
PAYG Capital Reserve - Police		1,721	2,359	3,170	-	-	-	-	-	-	-	-	7,250
<b>Current Approved Funding Sources</b>		<b>2,868</b>	<b>5,512</b>	<b>4,170</b>	-	-	-	-	-	-	-	-	<b>12,550</b>

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		2,868	5,512	4,170	-	-	-	-	-	-	-	-	12,550
Revised Budget (if Approved)		2,868	5,512	4,170	-	-	-	-	-	-	-	-	12,550
Requested Funding Source													
Pay-As-You-Go		1,147	3,153	1,000	-	-	-	-	-	-	-	-	5,300
PAYG Capital Reserve - Police		1,721	2,359	3,170	-	-	-	-	-	-	-	-	7,250
<b>Requested Funding Source</b>		<b>2,868</b>	<b>5,512</b>	<b>4,170</b>	-	-	-	-	-	-	-	-	<b>12,550</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Technology	2,868	5,512	4,170	-	-	-	-	-	-	-	-	12,550
	<b>Total</b>	<b>2,868</b>	<b>5,512</b>	<b>4,170</b>	-	-	-	-	-	-	-	-	<b>12,550</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **EDMONTON EXHIBITION LANDS**  
 PROFILE NUMBER: **CM-17-5046**  
 DEPARTMENT: **Financial and Corporate Services**  
 LEAD BRANCH: **Real Estate**  
 PARTNER: **Land Enterprise**  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Composite
LEAD MANAGER:	Bartosz Jarocki
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

Service Category:	Land	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	-
100		BUDGET REQUEST:	53,119
		TOTAL PROFILE BUDGET:	53,119

## PROFILE DESCRIPTION

This profile is used to fund the redevelopment of the Exhibition Lands in alignment with the Exhibition Lands Planning Framework and Exhibition Lands Implementation Strategy.

During the 2023-26 Capital Budget Cycle, land development planning, engineering, design and construction activities are planned for the first phases of development on site, which include the southwest and southeast quadrants of the Exhibition Lands. The majority of hard costs will be allocated to road and infrastructure delivery, with further spending coming as part of a phased demolition program for the areas central to the overall site.

## PROFILE BACKGROUND

The City, as land development facilitator will engage in pre-development and development activities to lead the redevelopment of the previously known-as "Northlands Grounds" into the future Exhibition Lands neighbourhood. The planning, engineering and development of the Exhibition Lands will align with both the Exhibition Lands Planning Framework and the Exhibition Lands Implementation Strategy, with the City leading the construction and development of the neighbourhood infrastructure and transportation networks, and selling large parcels of land to private industry to develop stages of the neighbourhood at a market-based pace and approach, while aligning with the Planning Framework guidance. Capital funding is required to invest in the land development cycle ensuring the first steps of redevelopment begin at the Exhibition Lands. During the 2023-26 capital budget cycle, engineering work is expected to be completed on the first stages of the area redevelopment, with road construction and demolition to also begin during this capital budget cycle.

## PROFILE JUSTIFICATION

The Edmonton Exhibition Lands comprises multiple projects within the Master Growth Project List. The Edmonton Exhibition Lands Planning Framework notes that the neighbourhood will be a sustainable, transit-oriented and aspirational redevelopment. Successfully delivering on this vision requires timely investment from the City to demonstrate commitment to the vision to both Edmontonians looking to make it their home and to private developers looking to invest into the neighbourhood in alignment with the City's vision. A delay in investment into the sustainability, open space design or transit components by the City may result in a lost opportunity to implement these components into the development.

This project encompasses all the land redevelopment activity as it relates to the creation of saleable lots for privately-led neighbourhood redevelopment. It will include all design, planning, technical work, construction and demolition activities and is proposed to be funded from Land Enterprise Retained Earnings, a constrained funding source. The project is not intended to be built at once, but is anticipated to be phased over a number of budget cycles. In order for this work to begin in earnest a new profile must be approved and created to avoid potential delays in the area's redevelopment

## STRATEGIC ALIGNMENT

This work takes steps toward our goals as identified in the City Plan. This work is development focused in a Priority Growth Area, supporting the Managing Growth System. This priority redevelopment will meaningfully contribute to:

- a greener, more dense and compassionate city through consideration of an energy efficient neighbourhood and inclusion of affordable housing and housing options within a 15 minute district;
- a city that offers unique opportunities for investment and cultural experiences; and
- a city that is connected efficiently and effectively and supports a variety of modes.

## ALTERNATIVES CONSIDERED

Land development projects are monitored on an ongoing basis. The development portfolio is reviewed annually. Project budgets are reviewed quarterly. Proformas are updated, monitoring capital investment, costs, resources and revenue forecasts.

## COST BENEFITS

COE Land Development creates serviced lots for sale and additionally develops related public amenities; in the context of Exhibition Lands this will enable the establishment of large development pads for privately-led redevelopment. The retained earnings generated by land development activity are re-invested in ongoing operations to ensure long-term profitability.

## KEY RISKS & MITIGATING STRATEGY

The Land Development group's mitigation strategy includes ongoing monitoring of project, market, portfolio and economic risks, developing mitigation approaches to reduce risk exposure while maximizing profit.

## CONCLUSIONS AND RECOMMENDATIONS

Approval of funding for the Edmonton Exhibition Lands project is recommended to ensure the development of the neighbourhood in alignment with the Council-approved Planning Framework and Implementation Strategy documents.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Edmonton Exhibition Lands**  
 PROFILE NUMBER: **CM-17-5046**  
 BRANCH: **Real Estate**

**RECOMMENDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	10,910	10,619	16,899	14,691	-	-	-	-	-	53,119
	Revised Funding Sources (if approved)												
	Land Fund Retained Earnings	-	-	10,910	10,619	16,899	14,691	-	-	-	-	-	53,119
Requested Funding Source	-	-	10,910	10,619	16,899	14,691	-	-	-	-	-	53,119	

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	10,910	10,619	16,899	14,691	-	-	-	-	-	53,119
	Requested Funding Source												
	Land Fund Retained Earnings	-	-	10,910	10,619	16,899	14,691	-	-	-	-	-	53,119
Requested Funding Source	-	-	10,910	10,619	16,899	14,691	-	-	-	-	-	53,119	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Land Improvements	-	-	10,910	10,619	16,899	14,691	-	-	-	-	-	-
Total	-	-	10,910	10,619	16,899	14,691	-	-	-	-	-	-	53,119

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **RIVER CROSSING REDEVELOPMENT**  
 PROFILE NUMBER: **CM-17-5047**  
 DEPARTMENT: **Financial and Corporate Services**  
 LEAD BRANCH: **Real Estate**  
 PARTNER: **Land Enterprise**  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Composite
LEAD MANAGER:	Bartosz Jarocki
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

Service Category:	Land	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	3,000
TOTAL PROFILE BUDGET:	3,000

## PROFILE DESCRIPTION

The River Crossing Redevelopment project will enhance connections and public spaces by developing a network for all modes of transportation (walking, rolling, transit and driving) in River Crossing (RC) while reflecting the important role this area will continue to play as a link into and out of downtown from the south of the river and east-west across the City; will enhance sustainability and modernize servicing, including District Energy readiness; and lay the groundwork for all required land development activities including design, planning, technical work, and construction activities.

This project will allow redevelopment in RC to advance by creating the footprint for new private sector investments in residential, commercial, and mixed use development which will help offset the costs of the projects advancing in River Crossing. In addition, advancement of this project will create the footprint for the Interpretive Park; will create additional space between the Traditional Burial Grounds and Fort Edmonton Cemetery and the roadway; and will connect the Rosssdale Power Plant and the future Touch the Water to Rosssdale Road.

Currently this profile is to fund engagement, planning, engineering, and design work, following which a budget adjustment will be requested for construction funding. This will ensure Indigenous partners and Council are supportive of the design and implementation approaches in this historically significant area prior to construction advancing.

## PROFILE BACKGROUND

River Crossing (RC) is a Council-approved transformational community redevelopment that will reflect the City's ability to achieve its City Plan goals through leveraging strategic investments and meaningful partnerships.

Implementation of RC will create public spaces that support our connection to and through the river valley, celebrate 10,000 years of Indigenous placemaking and gathering, and breathe new life into a historic facility. City-led investments in world-class public spaces will enhance connectivity and catalyze private investment that will see the creation of up to 2,654 new households and a new district at the gateway to downtown full of social, cultural and economic opportunity.

## PROFILE JUSTIFICATION

This project will see the redevelopment of a community in our core into a destination, rather than a location that people drive past and wish to visit. It will leverage public realm investments that will enable Edmontonian and visitors to celebrate one of the most historic parts of our city, while embracing our future as a thriving cultural and economic hub. And it will open the doors to one of the most significant designated historic sites in our province to innovation, creativity and reflection. The City can demonstrate that River Crossing is a priority through strategic, coordinated and appropriately timed investments in the public realm which will catalyze private investments to help us achieve the vision.

Advancement of the Rosssdale Transportation Network project, including servicing and District Energy readiness, is foundational to our ability to advance the River Crossing vision. Transportation to, from, and within River Crossing must change to facilitate development and to better meet the diverse needs of residents and visitors. It will create the footprint for the Interpretive Park, will create a safe and efficient multimodal transportation network that is suitable for the city and the district as it is developed, it will provide safe and attractive access to the Rosssdale Power Plant, and will establish development lots that the City can then sell for redevelopment. This project is instrumental to our ability to get River Crossing off the ground.

## STRATEGIC ALIGNMENT

This work is development focused in a Priority Growth Area. This is directly supporting the Managing Growth System. This priority redevelopment will meaningfully contribute to:

- a greener, more dense and compassionate city through consideration of district energy and inclusion of affordable housing and housing options within a 15 minute district;
- a city that offers unique opportunities for investment and cultural experiences; and
- a city that is connected efficiently and effectively and supports a variety of modes - be it walking, rolling, driving or transit.

## ALTERNATIVES CONSIDERED

Land development projects are monitored on an ongoing basis. The development portfolio is reviewed annually. Project budgets are reviewed quarterly. Proformas are updated, monitoring capital investment, costs, resources and revenue forecasts.

## **COST BENEFITS**

Enterprise Land Development creates serviced lots for sale and additionally develops related public amenities; in the context of River Crossing this will enable the establishment of lots for higher-density redevelopment. The retained earnings generated by land development activity are re-invested in ongoing operations to ensure long-term profitability.

## **KEY RISKS & MITIGATING STRATEGY**

The Enterprise Land Development mitigation strategy includes:

### **Project Risk**

- Annual review of each development project budget, costs, resourcing and cashflow.
- Competitive bid process with appropriate evaluation criteria to acquire qualified consulting and contractor services.
- Analysis of site specific planning, engineering and construction risks throughout the project life cycle.

### **Market Risk**

- Ongoing market analysis to monitor market conditions and adjust development activities, as required.
- Land development staging to minimize risk exposure and align serviced lots availability with short-term market forecasts.

### **Portfolio Risk**

- A mid-range development approach is used to mitigate exposure to the most extreme market uncertainties of long- term horizons.

## **RESOURCES**

Enterprise Land Development (ELD) operates as a ongoing land development entity. Land development activities are project managed internally by the ELD project team including project planners, land development engineers and technical staff.

## **CONCLUSIONS AND RECOMMENDATIONS**

Capital funding is recommended for River Crossing Redevelopment as it will enable implementation of the River Crossing vision over all - a priority growth area in the City Plan, and an important historical and cultural destination in our city.

# CAPITAL PROFILE REPORT

PROFILE NAME: **River Crossing Redevelopment**  
 PROFILE NUMBER: **CM-17-5047**  
 BRANCH: **Real Estate**

**RECOMMENDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	3,000	-	-	-	-	-	-	-	-	3,000
	Revised Funding Sources (if approved)												
	Land Fund Retained Earnings	-	-	3,000	-	-	-	-	-	-	-	-	3,000
	Requested Funding Source	-	-	3,000	-	-	-	-	-	-	-	-	3,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	3,000	-	-	-	-	-	-	-	-	3,000
	Requested Funding Source												
	Land Fund Retained Earnings	-	-	3,000	-	-	-	-	-	-	-	-	3,000
	Requested Funding Source	-	-	3,000	-	-	-	-	-	-	-	-	3,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land Improvements	-	-	3,000	-	-	-	-	-	-	-	-
	Total	-	-	3,000	-	-	-	-	-	-	-	-	3,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **DISTRICT PARK LAND ACQUISITION (FMP REPAYMENT)**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-17-1024**

PROFILE STAGE: **Approved**

DEPARTMENT: **Urban Planning and Economy**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Planning and Environment Services**

LEAD MANAGER: **Kent Snyder**

PARTNER: **Real Estate**

PARTNER MANAGER: **Bartosz Jarocki**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Land**

Major Initiative:

<b>GROWTH</b>
<b>100</b>

<b>RENEWAL</b>

PREVIOUSLY APPROVED:

<b>-</b>
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BUDGET REQUEST:

<b>4,000</b>
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TOTAL PROFILE BUDGET:

<b>4,000</b>
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## PROFILE DESCRIPTION

This profile funds the repayment to Real Estate for District Activity Parks acquired in 2010/2011 for Windermere and Heritage Valley through the Future Municipal Purposes (FMP) Strategy. In 2021, Urban Growth and Open Space completed repayment on the Heritage Valley district park site. There is an outstanding balance and FMP repayment will continue on the Windermere and Meadows district park sites.

## PROFILE BACKGROUND

This profile funds the repayment to Real Estate for District Activity Parks acquired in 2010/2011 for Windermere and Heritage Valley through the Future Municipal Purposes (FMP) Strategy. In 2021, Urban Growth and Open Space completed repayment on the Heritage Valley district park site. There is an outstanding balance and FMP repayment will continue on the Windermere and Meadows district park sites.

## PROFILE JUSTIFICATION

These sites form the basis of district-level open space in new developing areas. Budget approval is required to authorize repayment of the FMP account.

## STRATEGIC ALIGNMENT

This work aligns closely with the "Manage the Corporation" from the Corporate Business Plan by providing proper fiscal oversight so that resources are allocated for greatest benefit.

## ALTERNATIVES CONSIDERED

There are no alternatives that provide the same outcome. The lands required for district parks have been purchased using corporate resources (FMP) and must be reimbursed.

## COST BENEFITS

Acquisition of public space and compliance with the Joint Use Agreement. Tangible benefits include title to the land with existing landscaping and greenspace benefits of water retention, landscape shading, carbon advantages and recreational programming. Intangible benefits include civic pride/participation.

## KEY RISKS & MITIGATING STRATEGY

As inflationary pressure on land values increases and planned areas build out, a business case for early purchase was approved by Council in 2010/2011 and land was acquired at that time.

## RESOURCES

This is a required repayment for land acquisitions through Corporate Properties. Requires planner time from Urban Planning and Environment and accounting time for administration. Funding is provided from the Funds In Lieu of Reserves account.

## CONCLUSIONS AND RECOMMENDATIONS

District Activity Parks for high schools, recreation facilities and field use are the formal mechanism providing public infrastructure to a population of approximately 80,000. Recommend systematic repayment as reserve cash flows allow.

# CAPITAL PROFILE REPORT

PROFILE NAME: **District Park Land Acquisition (FMP Repayment)**  
 PROFILE NUMBER: **CM-17-1024**  
 BRANCH: **Planning and Environment Services**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	Revised Funding Sources (if approved)												
	Funds-in-Lieu Reserve	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	Requested Funding Source	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	Requested Funding Source												
	Funds-in-Lieu Reserve	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	Requested Funding Source	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-
	Total	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: District Park Land Acquisition (FMP Repayment)</b>			
<b>PROFILE NUMBER: CM-17-1024</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	District Park Land Acquisition (FMP Repayment)	This profile funds the repayment to Real Estate for District Activity Parks acquired in 2010/2011 for Windermere and Heritage Valley through the Future Municipal Purposes (FMP) Strategy.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **DISTRICT PARK LAND ACQUISITION (NEW ASPS)**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-17-1022**

PROFILE STAGE: **Approved**

DEPARTMENT: **Urban Planning and Economy**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Planning and Environment Services**

LEAD MANAGER: **Kent Snyder**

PARTNER: **Real Estate**

PARTNER MANAGER: **Bartosz Jarocki**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Land**

Major Initiative:

<b>GROWTH</b>
<b>100</b>

<b>RENEWAL</b>

PREVIOUSLY APPROVED:

<b>-</b>
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BUDGET REQUEST:

<b>6,500</b>
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TOTAL PROFILE BUDGET:

<b>6,500</b>
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## PROFILE DESCRIPTION

This profile funds land acquisition for District Activity Parks in concert with the subdivision process and approved suburban growth. This represents the initial phase of district park development, which accommodates amenities to serve the district. Acquisition timing should allow for school and facility development and encourage partner opportunities. Acquisition of land for district parks is anticipated in Riverview, Decoteau, and Horse Hill over the budget cycle.

## PROFILE BACKGROUND

This profile funds the acquisition of land for district activity parks in concert with the subdivision process. Acquisition timing should allow for school and facility development and seek to encourage partnership opportunities. Where possible, this profile supports the proactive acquisition of future park sites in advance of planned development to capitalize on lower land costs.

## PROFILE JUSTIFICATION

Acquisition of land to support district park base level development is necessary to advance the construction of identified school and major recreation facilities. This profile fulfills City obligations and supports compliance with the Joint Use Agreement - Land by acquiring land identified for school construction, field development, and major recreation facilities in a timely manner.

## STRATEGIC ALIGNMENT

Development of an equitable open space system that meets current and future needs of Edmontonians is crucial for realizing the Big City Moves identified in The City Plan. The two related Big City Moves are "Greener as We Grow" by seeking opportunities to expand the City's green network and "A Community of Communities" by seeking opportunities to achieve multiple outcomes in existing neighbourhoods including, recreation and climate resilience.

## ALTERNATIVES CONSIDERED

Consideration could be given to acquire less parkland, but this reduces district facility and field space below standards set out in the Urban Parks Management Plan. Acquiring less school land would require negotiation with school boards and province as this may impact land available for future school development in these locations.

## COST BENEFITS

This profile will provide Administration with the authority to negotiate land acquisitions required for district parks efficiently during the subdivision process and/or the pre-purchase of land on an opportunity basis. The bridge financing will enable administration to manage the municipal reserves in an efficient manner.

## KEY RISKS & MITIGATING STRATEGY

Risks include escalating land values due to timing and inflation costs. Authorizing Administration to negotiate and purchase land identified in approved plans will accelerate land negotiations and reduce risk of escalating land values.

## RESOURCES

Requires staff resources from Real Estate and Planning and Environment Services (Urban Growth and Open Space) for land acquisitions. The Parkland Purchase Reserve account provides bridge financing until the Funds In Lieu of Reserves account is able to sustain repayment.

## CONCLUSIONS AND RECOMMENDATIONS

This profile supports land acquisition for District Activity Parks that will not be dedicated through the subdivision process. Recommendation is for full funding required to meet the land acquisition needs for school and community development.

# CAPITAL PROFILE REPORT

PROFILE NAME: **District Park Land Acquisition (New ASPs)**  
 PROFILE NUMBER: **CM-17-1022**  
 BRANCH: **Planning and Environment Services**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,000	2,000	2,000	500	-	-	-	-	-	6,500
	Revised Funding Sources (if approved)												
	Funds-in-Lieu Reserve	-	-	2,000	2,000	2,000	500	-	-	-	-	-	6,500
	Requested Funding Source	-	-	2,000	2,000	2,000	500	-	-	-	-	-	6,500

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,000	2,000	2,000	500	-	-	-	-	-	6,500
	Requested Funding Source												
	Funds-in-Lieu Reserve	-	-	2,000	2,000	2,000	500	-	-	-	-	-	6,500
	Requested Funding Source	-	-	2,000	2,000	2,000	500	-	-	-	-	-	6,500

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	2,000	2,000	2,000	500	-	-	-	-	-
	Total	-	-	2,000	2,000	2,000	500	-	-	-	-	-	6,500

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: District Park Land Acquisition (New ASPs)</b>			
<b>PROFILE NUMBER: CM-17-1022</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	District Park Land Acquisition (New ASPs)	This profile funds land acquisition for District Activity Parks in concert with the subdivision process and approved suburban growth. This represents the initial phase of district park development, which accommodates amenities to serve the district. Acquisition timing should allow for school and facility development and encourage partner opportunities.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **INDUSTRIAL-COMMERCIAL-INVESTMENT LAND ACQUISITION**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-16-2015**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Real Estate**

LEAD MANAGER: **Bartosz Jarocki**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Land**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>15,000</b>
TOTAL PROFILE BUDGET:	<b>15,000</b>

## PROFILE DESCRIPTION

The City participates in Industrial-Commercial-Investment (ICI) land development activities to achieve multiple outcomes in alignment with the City Plan. In order to continue participating in this line of business, or to resolve boundary adjustments with adjacent landowners, new land is acquired from time to time. This land is acquired on an opportunity basis and uses a constrained funding source. These lands may be acquired solely for the purpose of land development activities or in partnership with other City business areas.

Development of these lands is funded through capital profile CM-16-2010.

This profile is used to fund the acquisition and associated due diligence work of land required to further the City's Industrial-Commercial-Investment activities.

## PROJECT LIST

A project list has been attached which represents the current planned work under this profile, however actual projects delivered are subject to change based on Market conditions and other factors.

## PROFILE BACKGROUND

This profile is required to fund the acquisition and related due diligence of new land intended for Industrial-Commercial-Investment land development purposes.

## PROFILE JUSTIFICATION

Approval of ongoing capital investment for land development acquisition is required to ensure a continuous cycle of land development prior to sale.

Capital investment in ICI land development projects generate profit and provide a dividend of 25% annually to the City in accordance with Land Enterprise Dividend Policy C516B. Land development activities are completed in accordance with Land Development Policy C511 and in alignment with The City Plan.

## STRATEGIC ALIGNMENT

ICI Land Development activities support The City Plan through:

- the continuous supply of fully serviced industrial lots, even during times when other developers may pull back supply.
- sustainability requirements for more energy efficient buildings
- creating new opportunities for business investment and growth
- increasing the tax supply
- providing alternative revenue streams to the City
- allowing for opportunities for innovation in technologies and business practices

## ALTERNATIVES CONSIDERED

The feasibility of land acquisition is evaluated prior to purchase which includes evaluation of requirements such as capital, costs including land costs and servicing costs as well as other servicing and resources required versus financial return. In addition, projects are evaluated annually for revenue and profitability.

Not continuing to acquire land is an alternative that was considered. However, this would result in the City no longer being able to participate in ongoing ICI land development activities beyond the current land supply. The private sector is active in this area, however they may not develop land with the same specific interest as the City.

**COST BENEFITS**

Land acquisition is typically completed at market value.

Retained earnings are reinvested in land acquisition to further development activity, as outlined in CM-16-2010, creating serviced ICI land for sale and public amenities (eg. stormwater management facilities, parks).

Sale revenue exceeds acquisition and land development costs, generating positive revenue for the City, contributing to a diverse revenue stream.

**KEY RISKS & MITIGATING STRATEGY**

Key risks for land development acquisition activities are market risk and unforeseen site specific risks. Market risks include economic and local market condition changes, both supply and demand, which impacts forecast profitability. Unforeseen site specific risks may include servicing challenges or soils/environmental issues. These risks are mitigated through the due diligence prior to purchase.

**RESOURCES**

Land Development identifies and evaluates strategic opportunity land purchases in collaboration with the City's Property Acquisition team. Appraisers identify market valuation while project team members evaluate project feasibility. External consultants may be retained for soils and environmental investigations, site servicing studies, opinions of probable costs, and other work that may be required to support adequate due diligence.

**CONCLUSIONS AND RECOMMENDATIONS**

Funding is recommended to enable Land Development to continue to purchase land to be improved and readied for sale to generate revenue and profit and to advance goals in alignment with The City Plan.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Industrial-Commercial-Investment Land Acquisition**  
 PROFILE NUMBER: **CM-16-2015**  
 BRANCH: **Real Estate**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	-	15,000	-	-	-	-	-	-	-	15,000
	Revised Funding Sources (if approved)												
	Land Fund Retained Earnings	-	-	-	15,000	-	-	-	-	-	-	-	15,000
	Requested Funding Source	-	-	-	15,000	-	-	-	-	-	-	-	15,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	-	15,000	-	-	-	-	-	-	-	15,000
	Requested Funding Source												
	Land Fund Retained Earnings	-	-	-	15,000	-	-	-	-	-	-	-	15,000
	Requested Funding Source	-	-	-	15,000	-	-	-	-	-	-	-	15,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	-	15,000	-	-	-	-	-	-	-
	Total	-	-	-	15,000	-	-	-	-	-	-	-	15,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **INDUSTRIAL-COMMERCIAL-INVESTMENT LAND DEVELOPMENT**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-16-2010**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Real Estate**

LEAD MANAGER: **Bartosz Jarocki**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Land**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>41,164</b>
TOTAL PROFILE BUDGET:	<b>41,164</b>

## PROFILE DESCRIPTION

Land Development holds land supply intended for Industrial-Commercial-Investment (ICI) development in Ellerslie, Goodridge Corners, Rampart and Roper, and other land as acquired. Land intended for ICI development is purchased, as outlined in a separate capital profile CM-16-2015, and investments are made into the property, through this capital profile, to prepare it for future sale as detailed in Land Development Policy C511. Developed lots are made publicly available for sale and requirements for sustainability and construction start dates are included as conditions.

Specifically, this capital profile provides funding to ICI development projects including due diligence, planning, engineering, testing, inspecting, design and construction costs as well as fees and assessments. Various consultants and construction contractors are retained to assist in the delivery of this work. Construction costs may include onsite and offsite construction including earthwork, underground deep utilities (storm, sanitary, and water), roadways (residential, collector, and arterials), stormwater management facilities, landscaping, shallow utilities (power, communication and gas), as well as other municipal infrastructure as may be required. Fees and assessments include subdivision fees, MR cash in lieu, boundary conditions, and Permanent Area Contributions (PAC's), Arterial Roadway Assessments (ARA's) and other fees or assessments that may be required.

## PROJECT LIST

A project list has been attached which represents the current planned work under this profile, however actual projects delivered are subject to change based on Market conditions and other factors.

## PROFILE BACKGROUND

The City's land development activities are carried out by the Land Development section within the Real Estate Branch. Through the Land Development team, the City is active in several land development related lines of business, all of which are funded by Land Enterprise Retained Earnings (LERE), a constrained funding source. The program operates as a self funded business that acquires raw land and invests in planning, engineering and site servicing to bring lots to sale. Revenue from the sale of the serviced land is used to reinvest into LERE to cover the ongoing capital and operating costs, as well as to offset the City's operational costs through an annual dividend, which is paid in accordance with the Land Enterprise Dividend Policy, C516B.

## PROFILE JUSTIFICATION

The City Plan and Edmonton Economic Action Plan call for ongoing support by the City towards supporting business growth, investment and innovation. Approval of ongoing capital investment for land development activities is required to ensure a continuous cycle of land development prior to sale. Land development activities provide multiple benefits to the corporation, businesses, and Edmontonians.

Financial benefits include the generation of revenue through the sale which results in an annual dividend return to the City in accordance with Land Enterprise Dividend Policy C516B. Land development activities are profitable and revenue generated from land sales surpasses the required investment. ICI land development also helps to increase and diversify the City's tax base. Ensuring ongoing supply of serviced industrial lands provides opportunities to attract new investment and growth within the City. Lots are sold with sustainability requirements, which contributes to Edmonton's climate resilience.

## STRATEGIC ALIGNMENT

- ICI Land Development activities support The City Plan through:
- the continuous supply of fully serviced industrial lots, even during times when other developers may pull back supply.
  - sustainability requirements for more energy efficient buildings
  - creating new opportunities for business investment and growth
  - increasing the tax supply
  - providing alternative revenue streams to the City
  - allowing for opportunities for innovation in technologies and business practices

## ALTERNATIVES CONSIDERED

Financial statements, in the form of project proformas, evaluate land development projects including analysis of requirements such as capital costs, servicing costs as well as other & resource required versus financial return. Individual project activities and staging are adapted to respond to competitive market conditions.

## **COST BENEFITS**

While land development activities require capital investment, the sale of serviced industrial land generates profit, contributes to strategic municipal initiatives, constructs infrastructure and may additionally serve as a catalyst for private sector land development. Furthermore, it allows for the generation of tax revenue.

## **KEY RISKS & MITIGATING STRATEGY**

Key risks for land development activities are project risk and market risk. Market risks include economic and local market condition changes, both supply and demand, which impact saleability and project profitability.

## **RESOURCES**

Land Development has a team of planners, engineers, project managers that lead this work. Consultants and contractors are retained, as required, and they are managed by the Land Development team. Expertise throughout the corporation is also leveraged where possible. Property Sales staff negotiate and sell lots.

## **CONCLUSIONS AND RECOMMENDATIONS**

Given the City Plan places great emphasis on support for business growth and investment, ongoing funding is recommended to ensure ongoing Industrial-Commercial-Investment land development activity to provide lot supply contributing to economic diversification, prosperity and business attraction.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Industrial-Commercial-Investment Land Development**  
 PROFILE NUMBER: **CM-16-2010**  
 BRANCH: **Real Estate**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,717	7,939	10,010	20,498	-	-	-	-	-	41,164
	Revised Funding Sources (if approved)												
	Land Fund Retained Earnings	-	-	2,717	7,939	10,010	20,498	-	-	-	-	-	41,164
	Requested Funding Source	-	-	2,717	7,939	10,010	20,498	-	-	-	-	-	41,164

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,717	7,939	10,010	20,498	-	-	-	-	-	41,164
	Requested Funding Source												
	Land Fund Retained Earnings	-	-	2,717	7,939	10,010	20,498	-	-	-	-	-	41,164
	Requested Funding Source	-	-	2,717	7,939	10,010	20,498	-	-	-	-	-	41,164

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land Improvements	-	-	2,717	7,939	10,010	20,498	-	-	-	-	-
	Total	-	-	2,717	7,939	10,010	20,498	-	-	-	-	-	41,164

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **MATURE AREA LAND ACQUISITION**

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: **CM-17-1020**

PROFILE STAGE: **Approved**

DEPARTMENT: **Urban Planning and Economy**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Planning and Environment Services**

LEAD MANAGER: **Kent Snyder**

PARTNER: **Real Estate**

PARTNER MANAGER: **Bartosz Jarocki**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Land**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	8,000
TOTAL PROFILE BUDGET:	8,000

## PROFILE DESCRIPTION

This profile funds land acquisition in mature (redeveloping) areas not funded by a Community Revitalization Levy, focusing on existing commitments in neighbourhood level plans (for example, plans where specific properties have been identified for acquisition). Should an opportunity arise to fulfill existing commitments in other mature areas or to acquire unique opportunity sites, Administration will re-evaluate and prioritize commitments based on available funding.

## PROFILE BACKGROUND

This profile funds land purchase to address existing commitments identified in the following neighbourhoods: Central McDougall/Queen Mary Park, Strathcona, West Jasper Place, and Downtown, as well as unique or unanticipated opportunity purchases in other neighbourhoods that may arise over the budget cycle. These areas have open space shortages and existing statutory plans/district planning may inform open space acquisitions. Acquisition of public land is not often achievable through reserve dedication due to a lack of subdivision in redeveloping areas. Land purchases to create parks at new locations or to expand existing parks for active and passive recreation are opportunity driven.

## PROFILE JUSTIFICATION

Implement recommendations for new parks in redeveloping areas. Budget is needed to start negotiations. Acquisition is opportunity based. Where identified, further land acquisition is needed to meet or maintain parkland provision levels.

## STRATEGIC ALIGNMENT

Development of an equitable open space system that meets current and future needs of Edmontonians is crucial for realizing the Big City Moves identified in The City Plan. The related Big City Moves are "Inclusive and Compassionate" by providing more equitable access to open space amenities, and "A Community of Communities" by seeking opportunities to achieve multiple outcomes in existing neighbourhoods. It also supports the Urban Places in ConnectEdmonton by supporting integrated and attractive urban places.

## ALTERNATIVES CONSIDERED

There are no alternatives that produce similar outcomes. Delay of acquisition is possible but many of these neighbourhoods have already experienced delays in parkland acquisition, leading to escalating land costs. Where possible, Administration will work to identify existing City holdings for potential transfer into Parks' land inventory, where such land can be transferred for book value.

## COST BENEFITS

Tangible benefits include acquisition of public space through title to the land, existing landscaping and green space benefits of water retention, landscape shading, and carbon sequestration. Intangible benefits include the potential for department and community league development and programming, social focal point encouraging civic pride/participation; and potential for green space connectivity in the future.

## KEY RISKS & MITIGATING STRATEGY

Key risks include failed negotiations resulting in unmet open space needs despite budget approval. A mitigating strategy is to purchase less land overall or identify a specific acquisition target to focus efforts on.

## RESOURCES

The Parkland Purchase Reserve account has been identified as a bridge funding source until the Funds In Lieu of Reserves account is able to sustain repayment based of revenues generated through development of associated mature areas.

## CONCLUSIONS AND RECOMMENDATIONS

This profile funds park land acquisition in mature areas to address open space shortages that have been identified through the planning process. Recommend full funding of land acquisition in mature areas.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Mature Area Land Acquisition**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-17-1020**

PROFILE TYPE: **Composite**

BRANCH: **Planning and Environment Services**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Revised Funding Sources (if approved)												
	Funds-in-Lieu Reserve	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source												
	Funds-in-Lieu Reserve	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-
	Total	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Mature Area Land Acquisition</b>			
<b>PROFILE NUMBER: CM-17-1020</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Mature Area Land Acquisition	This profile funds land acquisition in mature (redeveloping) areas not funded by a Community Revitalization Levy, focusing on existing commitments in neighbourhood level plans (for example, plans where specific properties have been identified for acquisition). Should an opportunity arise to fulfill existing commitments in other mature areas or to acquire unique opportunity sites, Administration will re-evaluate and prioritize commitments based on available funding.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **NATURAL AREAS ACQUISITION**

PROFILE NUMBER: **CM-17-3017**

DEPARTMENT: **Urban Planning and Economy**

LEAD BRANCH: **Planning and Environment Services**

PARTNER:

BUDGET CYCLE: **2023-2026**

**RECOMMENDED FUNDED**

PROFILE STAGE:	Approved
PROFILE TYPE:	Composite
LEAD MANAGER:	Kent Snyder
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

Service Category:	Parks	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	-
100		BUDGET REQUEST:	6,500
		TOTAL PROFILE BUDGET:	6,500

## PROFILE DESCRIPTION

This profile funds the purchase of table land natural areas that are not acquired through either environmental reserve or municipal reserve dedication in new (developing and future growth areas) neighbourhoods.

Since Edmonton was settled more than 110 years ago, the natural environment has supported us and shaped our collective identity. Edmontonians are proud of the city’s natural environment - the heart of which is its connected Natural Areas system which flows from the North Saskatchewan River Valley and ravine system up to table land Natural Areas.

Natural systems that are supported within such a multifunctional green network (Breathe 2017) provide essential habitat for plants and animals, support biodiversity, and maintain a high quality of life for current and future citizens by supplying critical ecological services, as well as opportunities for education, research, appreciative forms of recreation, and aesthetic and spiritual inspiration. They are also proving increasingly important as critical elements in municipal climate change adaptation efforts.

Edmonton’s tableland natural areas (those natural areas outside of the River Valley) are especially at risk because they are located in areas subject to growth pressures not experienced in the River Valley where residential and business development is controlled. When it comes to tableland natural areas purchase timing is of the essence either in advance of subdivision or as subdivisions occur. In these instances, ER and MR dedication is not applicable.

This profile recognizes the vulnerability of wetland, grassland, and forested areas on the tablelands and identifies priority sites for acquisition that provide high levels of biodiversity and complement the natural areas systems within neighbourhoods that are already dedicated through ER or MR at subdivision.

## PROFILE BACKGROUND

Increasingly, there is a broad understanding of the role that natural areas play in supporting the urban environment. This profile funds the purchase of table land natural areas not acquired through environmental reserve or municipal reserve dedication. Lands will be prioritized as identified in natural area studies.

## PROFILE JUSTIFICATION

Natural areas purchase is opportunity-driven and must be able to respond in a timely manner. Opportunities to purchase natural areas can occur either in advance of subdivision review or as subdivision occurs. Ecological functionality is highest when natural areas are preserved using a systems-based approach, where connectivity is maintained following development and urbanization of adjacent neighbourhoods. The identification and strategic purchase of natural areas can supplement environmental reserve and municipal reserve dedication ahead of, or concurrent with, the subdivision of land. This profile protects and supports the preservation of natural heritage systems, enhances the City’s climate resiliency, and supports legacy building for future citizens. It also adds to the range of urban recreational, social, and cultural history experiences for present and future generations.

## STRATEGIC ALIGNMENT

Development of an equitable open space system that meets current and future needs of Edmontonians is crucial for realizing the Big City Moves identified in The City Plan. The key Big City Moves connection is “Greener as We Grow” by seeking opportunities to expand the City’s green network. This work also supports the "Climate Resilience" strategic goal in ConnectEdmonton by proactively addressing climate challenges and risks.

## ALTERNATIVES CONSIDERED

Secured natural areas with adequate buffers are the goal. Alternative (not preferred) is partial natural area or buffer purchase. Without funding, natural areas have a high potential to be lost to development.

## COST BENEFITS

Benefits include acquisition of public natural areas with greenspace benefits of carbon sequestration, water retention, shading, greenspace connectivity, etc. Intangible benefits include the potential for recreational and greenspace programming, encouraging civic pride/participation through passive recreation opportunities and nature observation. Operational costs are lowest in this parks category compared to programmable parks.



## KEY RISKS & MITIGATING STRATEGY

Associated uncertainty of land negotiations, leading to partially secured or fewer natural areas secured. Increases possibility that City will buy fewer natural areas, despite expressed needs and availability of funding.

## RESOURCES

Implementing this profile will require: an Ecological planner to assess the biodiversity value of acquisition properties including resources from both Planning and Environment Services (Urban Growth and Open Space) and Real Estate. Acquisitions are requested to be funded through the balance in Natural Areas Reserve (borrowing Bylaw 15164).

## CONCLUSIONS AND RECOMMENDATIONS

The acquisition of natural areas remains a high priority as evidenced by the City's various strategic guidance documents. Planning & Environment Services continues to actively seek out opportunities and negotiate on offers of sale, to achieve a connected and healthy open space system and natural heritage legacy. It is recommended that the City continue to fund the acquisition of natural areas to ensure a connected open space system for the environmental and social benefits of Edmontonians. If funding is approved, acquisition will focus on priority areas before medium or lower priority sites.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Natural Areas Acquisition**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-17-3017**

PROFILE TYPE: **Composite**

BRANCH: **Planning and Environment Services**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	3,000	3,500	-	-	-	-	-	-	-	6,500
	Revised Funding Sources (if approved)												
	Natural Area Reserve	-	-	3,000	3,500	-	-	-	-	-	-	-	6,500
Requested Funding Source	-	-	3,000	3,500	-	-	-	-	-	-	-	6,500	

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	3,000	3,500	-	-	-	-	-	-	-	6,500
	Requested Funding Source												
	Natural Area Reserve	-	-	3,000	3,500	-	-	-	-	-	-	-	6,500
Requested Funding Source	-	-	3,000	3,500	-	-	-	-	-	-	-	6,500	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Land	-	-	3,000	3,500	-	-	-	-	-	-	-	-
Total	-	-	3,000	3,500	-	-	-	-	-	-	-	-	6,500

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Natural Areas Acquisition</b>			
<b>PROFILE NUMBER: CM-17-3017</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Natural Area Acquisition	This profile funds the purchase of table land natural areas that are not acquired through either environmental reserve or municipal reserve dedication in new (developing and future growth areas) neighbourhoods. This profile recognizes the vulnerability of wetland, grassland, and forested areas on the tablelands and identifies priority sites for acquisition that provide high levels of biodiversity and complement the natural areas systems within neighbourhoods that are already dedicated through ER or MR at subdivision.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: REAL ESTATE INVESTMENT PURCHASE

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: CM-16-5110

PROFILE STAGE: **Approved**

DEPARTMENT: Financial and Corporate Services

PROFILE TYPE: **Composite**

LEAD BRANCH: Real Estate

LEAD MANAGER: **Bartosz Jarocki**

PARTNER: Land Enterprise

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: Land

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	8,000
TOTAL PROFILE BUDGET:	8,000

## PROFILE DESCRIPTION

This profile contemplates a real estate acquisition when the following conditions are met:

A) Purchase of a property for the purpose of enhancing the value or marketability of a surplus civic use property provided the projected net sale proceeds of the surplus (consolidated) property exceeds the projected net sale proceeds of the existing surplus property.

B) Purchase of a whole property instead of a portion of a property when the following conditions are met:

- 1) A portion of the property has been identified for a municipal project and the municipal project has funding approved for the partial acquisition.
- 2) The projected cost of the partial acquisition, including both the market value of the partial acquisition plus all probable damages and costs assuming full expropriation, is less than the projected cost to acquire the whole property.
- 3) The acquisition will result in the creation of surplus property (ie. area of the whole property minus area of the partial acquisition).
- 4) The projected cost of the whole acquisition minus the projected cost of the partial acquisition is lower than the market value of the surplus property (ie. area of the whole property minus area of the partial acquisition).

C) Purchase of a property to enable land exchanges for municipally surplus land that directly align to the Big City Move objectives of the City Plan and that do not result in the City being in a financially worse position than what originally existed.

The decision to acquire real estate meeting the requirements of this Profile shall, subject to delegated authority, be at the discretion of the Real Estate Branch.

## PROFILE BACKGROUND

This Profile replaces CM-16-5100 Strategic Land Acquisition Profile. The Strategic Land Acquisition Account (SLAA) capital profile was created to align with the land management strategy approved June 2003. The land management strategy from 2003 allowed for the type of real estate acquisition contemplated by The Real Estate Investment Purchase profile plus major strategic civic use real estate acquisitions and real estate acquisitions for civic purposes requiring bridge / interim funding pending approval of alternate funding sources.

This Profile aligns with a new land management framework that will replace the 2003 land management strategy. Compared with the CM-16-5100 Strategic Land Acquisition Profile, this Profile is more specific relative to the type of property acquisition that is eligible for funding. It is not intended for major real estate acquisitions nor for acquisitions of real estate requiring bridge / interim funding.

## PROFILE JUSTIFICATION

This Profile shall provide the following benefits to the Corporation:

- A) Acquiring other land and consolidating it with the surplus property in circumstances where the acquisition would result in greater net value and a more marketable surplus property.
- B) Acquiring a whole parcel resulting in a benefit the Corporation by avoiding delays and additional, difficult to quantify, costs (expropriation damages).
- C) Providing a funding source for the land acquisition portion of a land exchange which avoids delays and provides more certainty to those looking to achieve city building objectives.

## STRATEGIC ALIGNMENT

This capital profile directly contributes to The City Plan in multiple potential ways. Each acquisition will contribute to its own specific set of outcomes in alignment with The City Plan. In general, acquisitions may support strategic alignment by:

- Creating more compact and diversified communities
- Redeveloping underutilized parcels of land in alignment with The City Plan
- Including sustainability requirements on the built forms created on the lots through sales agreements
- Providing more equitable access to housing
- Creating new opportunities for business growth and investment in the City

## ALTERNATIVES CONSIDERED

Opportunities can be approved by Council on a case by case basis via a supplemental capital budget adjustment or supported by a stand alone report; however, both options result in delay and potentially missed opportunities.

## **COST BENEFITS**

Avoidance of costs associated with acquiring property from unwilling or unmotivated sellers and enhancing the value and / or marketability of surplus civic use property.

## **KEY RISKS & MITIGATING STRATEGY**

Key risks include:

- Opportunities arising at uncertain times / prioritizing opportunities
- Economic shocks between time of acquisition and time of eventual sale of surplus component

Options to mitigate risk:

- The new land management framework will establish the processes and procedures upon which opportunities shall be assessed and prioritized
- Real Estate Branch to time the sale of the surplus property to ensure maximum benefit, which may include selling the parcel quickly, or, if market conditions deteriorate, holding the property until the economy rebounds

## **RESOURCES**

This initiative bears no additional demand on existing resources. The REIP is managed internally by the the Real Estate Branch.

## **CONCLUSIONS AND RECOMMENDATIONS**

Approval is recommended as this Profile will result in enhanced value, improved marketability of surplus civic use property and cost avoidance for the City. The REIP strategy allows for certainty of funding so that Administration can react quickly to emerging real estate opportunities meeting the requirements of this Profile.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Real Estate Investment Purchase**  
 PROFILE NUMBER: **CM-16-5110**  
 BRANCH: **Real Estate**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Revised Funding Sources (if approved)												
	Land Fund Retained Earnings	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source												
	Land Fund Retained Earnings	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-
	Total	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: REAL ESTATE TRANSPORTATION LEGACY LAND ACQUISITION

**RECOMMENDED FUNDED**

PROFILE NUMBER: CM-17-5120

PROFILE STAGE: **Approved**

DEPARTMENT: Financial and Corporate Services

PROFILE TYPE: **Composite**

LEAD BRANCH: Real Estate

LEAD MANAGER: **Bartosz Jarocki**

PARTNER: Land Enterprise

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Land**

Major Initiative:

<b>GROWTH</b>
100

<b>RENEWAL</b>

PREVIOUSLY APPROVED:

-
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BUDGET REQUEST:

2,000
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TOTAL PROFILE BUDGET:

2,000
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## PROFILE DESCRIPTION

This Profile contemplates the acquisition of real estate when the following conditions are met:

- A) Private landowner provides proof to the Real Estate Branch that an active City roadway, walkway, laneway or other related transportation infrastructure unintentionally encroaches on their land.
- B) The Real Estate Branch has engaged with the Law Branch and the City's transportation stakeholders to attempt to resolve the issue without the need to acquire land and all options have been exhausted or have been proven to not be feasible.
- C) There is a high likelihood of a non-frivolous lawsuit by the landowner if the situation is not resolved.
- D) Time is of the essence.
- E) The acquisition cost for any single transaction, including land and associated costs, does not exceed \$250,000 in 2023 Canadian dollars.
- F) Real Estate Branch Manager approval required.

## PROFILE BACKGROUND

At any given time, there are examples of active City of Edmonton transportation infrastructure encroaching (unintentionally) on privately owned land.

Once an encroachment is identified by the landowner, the situation does pose a risk to the City, as landowners would have various avenues to bring possible legal action against the City, including trespass or an action under statute including the Municipal Government Act which allows roads to exist on private property only in very specific circumstances. There are various possible solutions such as an encroachment agreement or decision to close the road. When no solution can be found, the City can purchase the land to address the unlawful encroachment.

In the experience of the Real Estate Branch and the City's transportation stakeholders, less than ten encroachments per year become problematic and most are small and inexpensive to resolve. Besides the land acquisition itself, other associated costs (eg. survey) must be addressed by the parties.

This Profile would allow the City to acquire land to resolve these issues under specific conditions (see below under profile/initiative description).

## PROFILE JUSTIFICATION

This Profile provides the following benefits to the Corporation:

- A) Reduces reputational risk
- B) Avoids litigation
- C) Treats private landowners fairly and equitably
- D) Maintains operational use for the benefit of the general public

## STRATEGIC ALIGNMENT

Identifying and providing a solution to address unintentional encroachment on privately owned land helps support decision making, manages risk to the corporation and pursues new ways of getting things done. This work means we are appropriately managing corporate assets and optimizing corporate resources.

This profile allows us to address unintended consequences of transportation infrastructure on private land owners. It minimizes the risk to the City and also allows us to quickly address the concerns of the impacted landowner. Aligns with Manage the Corporation in the COE Corporate Strategy.

## ALTERNATIVES CONSIDERED

Land acquisitions proposed in this Profile could be approved by Council on a case by case basis via a supplemental capital budget adjustment or supported by a stand alone report; however, both options could result in delay, lawsuits, often Councillor involvement, and much greater reputational risk to the City of Edmonton.

## COST BENEFITS

Avoiding costs associated with lawsuits and reputational risk to the City created by cost and delay that would result from acquiring funds for land acquisition using alternate means (supplementary capital budget adjustment or stand-alone report).

Funding is by Land Enterprise Retained Earnings for up to \$500,000 for the remainder of the current budget cycle.

## KEY RISKS & MITIGATING STRATEGY

Key risks include:

- Costs exceeds available budget

Options to mitigate risk:

- All other alternatives for resolution will be exhausted
- Cases arising simultaneously will be prioritized by Real Estate
- Real Estate can continue to use the Supplementary Capital Budget Process in extreme cases or if the budget is exhausted

## RESOURCES

This initiative bears no additional demand on existing resources. The TLLA is to be managed internally by the Real Estate Branch with input from Law, Risk, and the City's various transportation stakeholders.

## CONCLUSIONS AND RECOMMENDATIONS

Approval is recommended as this Profile will result in cost savings and reduction in reputational risk, result in less direct Council and Councillor involvement, and will be managed carefully by the Real Estate Branch based on the conditions of application cited earlier in this business case.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Real Estate Transportation Legacy Land Acquisition**  
 PROFILE NUMBER: **CM-17-5120**  
 BRANCH: **Real Estate**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	500	500	500	500	-	-	-	-	-	2,000
	Revised Funding Sources (if approved)												
	Land Fund Retained Earnings	-	-	500	500	500	500	-	-	-	-	-	2,000
	Requested Funding Source	-	-	500	500	500	500	-	-	-	-	-	2,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	500	500	500	500	-	-	-	-	-	2,000
	Requested Funding Source												
	Land Fund Retained Earnings	-	-	500	500	500	500	-	-	-	-	-	2,000
	Requested Funding Source	-	-	500	500	500	500	-	-	-	-	-	2,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	500	500	500	500	-	-	-	-	-
	Total	-	-	500	500	500	500	-	-	-	-	-	2,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **RESIDENTIAL/MIXED-USE LAND DEVELOPMENT**

PROFILE NUMBER: **CM-16-2020**

DEPARTMENT: **Financial and Corporate Services**

LEAD BRANCH: **Real Estate**

PARTNER:

BUDGET CYCLE: **2023-2026**

**RECOMMENDED FUNDED**

PROFILE STAGE:	Approved
PROFILE TYPE:	Composite
LEAD MANAGER:	Bartosz Jarocki
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

Service Category:	Land	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	-
100		BUDGET REQUEST:	35,239
		TOTAL PROFILE BUDGET:	35,239

## PROFILE DESCRIPTION

Land Development holds land supply intended for Residential/Mixed-Use land development in Goodridge Corners, Schonsee and Aster, and other land as may be acquired. Land intended for residential/mixed-use development is purchased, as outlined in a separate capital profile CM-16-2025, and investments are made into the property, through this capital profile, to prepare it for future sale as detailed in Land Development Policy C511. Developed lots are made publicly available for sale and requirements for sustainability and construction start dates are included as conditions.

Specifically, this capital profile provides funding to residential/mixed-use development projects including due diligence, planning, engineering, testing, inspecting, design and construction costs as well as fees and assessments. Various consultants and construction contractors are retained to assist in the delivery of this work. Construction costs may include onsite and offsite construction including earthwork, underground deep utilities (storm, sanitary, and water), roadways (residential, collector, and arterials), stormwater management facilities, landscaping, shallow utilities (power, communication and gas), as well as other municipal infrastructure as may be required. Fees and assessments include subdivision fees, MR cash in lieu, boundary conditions, and Permanent Area Contributions (PAC's), Arterial Roadway Assessments (ARA's) and other fees or assessments that may be required.

## PROJECT LIST

A project list has been attached which represents the current planned work under this profile, however actual projects delivered are subject to change based on Market conditions and other factors.

## PROFILE BACKGROUND

The City's land development activities are carried out by the Land Development section within the Real Estate Branch. Through the Land Development team, the City is active in several land development related lines of business, all of which are funded by Land Enterprise Retained Earnings (LERE), a constrained funding source. The program operates as a self funded business that acquires raw land and invests in planning, engineering and site servicing to bring lots to sale. Revenue from the sale of the serviced land is used to reinvest into LERE to cover the ongoing capital and operating costs, as well as to offset the City's operational costs through an annual dividend, which is paid in accordance with the Land Enterprise Dividend Policy, C516B.

## PROFILE JUSTIFICATION

Residential/Mixed-Use land development activities provides an alternate revenue stream for the City while also achieving multiple outcomes in alignment with The City Plan. Lots are sold to directly to small builders and members of the public which promotes small home builder businesses and provides increased housing diversity within the subdivisions we create. Lots are also sold with sustainability measures requiring homes to be more energy efficient. In upcoming residential land development work an increased emphasis will be placed on sustainability and attainability.

## STRATEGIC ALIGNMENT

- Residential land development activities contribute to the The City Plan by:
- providing a diverse selection of housing types that meet the needs of a wide range of Edmontonians.
  - setting the stage for sustainable, energy efficient built forms via subdivisions and lot servicing.
  - placing requirements in sales agreements for energy efficient built forms, provisions for solar and potential for net-zero or net-zero ready homes
  - providing opportunities for small home builders and their trades and sub-trades who may not be able to acquire lots elsewhere
  - providing opportunities for members of the public to custom build a home to suit their particular or unique needs
  - creating a space to trial or pilot new and innovative technologies and practices in subdivision development

## ALTERNATIVES CONSIDERED

Project proformas evaluate requirements such as capital costs, servicing costs and other resources as well as and project profitability. Individual project activities and staging are adapted to respond to competitive market conditions.

## **COST BENEFITS**

While land development activities require capital investment, the sale of serviced residential / mixed-use lots generates profit, contributes to city objectives, constructs infrastructure and may additionally serve as a catalyst for private sector land development. Revenue generated through profitable land development projects can be redirected to other, less profitable, city building projects.

## **KEY RISKS & MITIGATING STRATEGY**

Key risks for land development activities are project risk and market risk. Market risks include economic and local market condition changes, both supply and demand, which impact saleability and project profitability.

## **RESOURCES**

Land Development has a team of planners, engineers, project managers that lead this work. Consultants and contractors are retained, as required, and they are managed by the Land Development team. Expertise throughout the corporation is also leveraged where possible. Property Sales staff negotiate and sell lots.

## **CONCLUSIONS AND RECOMMENDATIONS**

Funding is recommended to advance goals in the City's Strategic Plan through residential land development activities which contribute to residential supply, housing affordability, and community building.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Residential/Mixed-Use Land Development**  
 PROFILE NUMBER: **CM-16-2020**  
 BRANCH: **Real Estate**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	8,425	12,169	8,932	5,713	-	-	-	-	-	35,239
	Revised Funding Sources (if approved)												
	Land Fund Retained Earnings	-	-	8,425	12,169	8,932	5,713	-	-	-	-	-	35,239
	Requested Funding Source	-	-	8,425	12,169	8,932	5,713	-	-	-	-	-	35,239

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	8,425	12,169	8,932	5,713	-	-	-	-	-	35,239
	Requested Funding Source												
	Land Fund Retained Earnings	-	-	8,425	12,169	8,932	5,713	-	-	-	-	-	35,239
	Requested Funding Source	-	-	8,425	12,169	8,932	5,713	-	-	-	-	-	35,239

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land Improvements	-	-	8,425	12,169	8,932	5,713	-	-	-	-	-
	Total	-	-	8,425	12,169	8,932	5,713	-	-	-	-	-	35,239

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: RESIDENTIAL/MIXED-USE LAND DEVELOPMENT ACQUISITION

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: CM-16-2025

PROFILE STAGE: **Approved**

DEPARTMENT: Financial and Corporate Services

PROFILE TYPE: **Composite**

LEAD BRANCH: Real Estate

LEAD MANAGER: **Bartosz Jarocki**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Land**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	2,000
TOTAL PROFILE BUDGET:	2,000

## PROFILE DESCRIPTION

The City participates in residential/mixed-use land development activities to achieve multiple outcomes in alignment with the City Plan. In order to continue participating in this line of business, or to resolve boundary adjustments with adjacent landowners, new land is acquired from time to time. This land is acquired on an opportunity basis and uses a constrained funding source. These lands may be acquired solely for the purpose of land development activities or in partnership with other City business areas.

It is not intended that the City will continue to acquire new greenfield land for land development purposes beyond its current land inventory. However, opportunities may arise that the City will be well suited to participate in. As such, this profile allows for continued flexibility for those acquisitions.

Development of these lands is funded through capital profile CM-16-2020.

This profile is used to fund land acquisition and associated due diligence work in support of continued residential/mixed-use land development activities.

## PROJECT LIST

A project list has been attached which represents the current planned work under this profile, however actual projects delivered are subject to change based on Market conditions and other factors.

## PROFILE BACKGROUND

This profile is required to fund the acquisition and related due diligence of new land intended for Residential/Mixed-use land development purposes.

## PROFILE JUSTIFICATION

Approval of ongoing capital investment for land development acquisition is required to ensure a continuous cycle of land development prior to sale.

Capital investment in Residential/Mixed-Use land development projects generate profit and provide an dividend of 25% annually to the City in accordance with Land Enterprise Dividend Policy C516B. Land development activities are completed in accordance with Land Development Policy C511 and in alignment with The City Plan.

## STRATEGIC ALIGNMENT

Residential land development activities contribute to the The City Plan by:

- providing a diverse selection of housing types that meet the needs of a wide range of Edmontonians.
- setting the stage for sustainable, energy efficient built forms via subdivisions and lot servicing.
- placing requirements in sales agreements for energy efficient built forms, provisions for solar and potential for net-zero or net-zero ready homes
- providing opportunities for small home builders and their trades and sub-trades who may not be able to acquire lots elsewhere
- providing opportunities for members of the public to custom build a home to suit their particular or unique needs
- creating a space to trial or pilot new and innovative technologies and practices in subdivision development

## ALTERNATIVES CONSIDERED

The feasibility of land acquisition is evaluated prior to purchase which includes evaluation of requirements such as capital, costs including land costs and servicing costs as well as other servicing, and resources required versus financial return. In addition, projects are evaluated annually for revenue and profitability.

No longer participating in residential/mixed-use land development activities was considered. However, as it uses a constrained funding source, generates revenue for the City, and contributes to multiple outcomes in alignment with The City Plan this alternative is not recommended.

## **COST BENEFITS**

Land acquisition is typically acquired at market value.

Retained earnings are reinvested in land acquisition to further development activity, as outlined in CM-16-2020, creating serviced residential/mixed-use lots for sale and public amenities (eg. stormwater management facilities, parks).

## **KEY RISKS & MITIGATING STRATEGY**

Key risks for land development acquisition activities are market risk and unforeseen site specific risks. Market risks include economic and local market condition changes, both supply and demand, which impacts forecast profitability. Unforeseen site specific risks may include servicing challenges or soils/environmental issues. These risks are mitigated through the due diligence prior to purchase.

## **RESOURCES**

Land Development identifies and evaluates strategic opportunity land purchases in collaboration with the City's Property Acquisition team. Appraisers identify market valuation while project team members evaluate project feasibility. External consultants may be retained for soils and environmental investigations, site servicing studies, opinions of probable costs, and other work that may be required to support adequate due diligence.

## **CONCLUSIONS AND RECOMMENDATIONS**

Funding is recommended to enable Land Development to continue to purchase land to be improved and readied for sale to generate revenue and profit and to advance goals in alignment with The City Plan.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Residential/Mixed-Use Land Development Acquisition**  
 PROFILE NUMBER: **CM-16-2025**  
 BRANCH: **Real Estate**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,000	-	-	-	-	-	-	-	2,000
	Revised Funding Sources (if approved)											
	Land Fund Retained Earnings	-	-	2,000	-	-	-	-	-	-	-	2,000
Requested Funding Source	-	-	2,000	-	-	-	-	-	-	-	-	2,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,000	-	-	-	-	-	-	-	2,000
	Requested Funding Source											
	Land Fund Retained Earnings	-	-	2,000	-	-	-	-	-	-	-	2,000
Requested Funding Source	-	-	2,000	-	-	-	-	-	-	-	-	2,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Land	-	-	2,000	-	-	-	-	-	-	-	-	-
Total	-	-	2,000	-	-	-	-	-	-	-	-	-	2,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: RIVER VALLEY LAND ACQUISITION

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: CM-17-1001

PROFILE STAGE: **Approved**

DEPARTMENT: Urban Planning and Economy

PROFILE TYPE: **Composite**

LEAD BRANCH: Planning and Environment Services

LEAD MANAGER: **Kent Snyder**

PARTNER: Real Estate

PARTNER MANAGER: **Bartosz Jarocki**

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Parks**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
101	-1

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	10,000
TOTAL PROFILE BUDGET:	10,000

## PROFILE DESCRIPTION

This profile funds the acquisition of remaining private properties within the boundary of the North Saskatchewan River Valley and Ravine system. The City is under obligation to respond to property offers as The City Plan provides direction for public acquisition of the remaining properties. There are approximately 100 private properties remaining in the river valley. Acquisitions are prioritized based on existing or planned capital projects to help ensure that land acquisition is undertaken in advance, or in alignment with, approved capital projects. This includes projects either funded through the City of Edmonton or in partnership with other agencies including the River Valley Alliance. This profile also supports opportunistic purchases as properties become available.

## PROFILE BACKGROUND

Since the early 1900's the City has placed special emphasis on its River Valley and Ravine system and is deeply involved in planning, acquisition, development, and system management. Approximately 100 private properties remain to be acquired by the City.

## PROFILE JUSTIFICATION

The City Plan, directs administration to act proactively to acquire land in the River Valley and Ravine system for park purposes and natural area protection. The River Valley and Ravine system is the biggest and most important feature of the city. This environmentally protected area surrounds the North Saskatchewan River and the creeks that drain into it. This system runs the length of the city and includes 20 major parks and an extensive, coordinated network of pathways and wildlife corridors. It is a major part of the City's identity and is used for nature conservation, open space, cultural and recreational uses. It is valued for restoration and enhancement as it speaks to Edmonton's unique geography, climate, history, and culture, and provides ecological functions that support a thriving city.

## STRATEGIC ALIGNMENT

Development of an equitable open space system that meets current and future needs of Edmontonians is crucial for realizing the Big City Moves identified in The City Plan. The related Big City Moves are "Greener as We Grow" by seeking opportunities to expand the City's green network, "Inclusive and Compassionate" by providing more equitable access to open space amenities, "Catalyze and Converge" by creating beautiful and smartly designed urban spaces and places, and "A Community of Communities" by seeking opportunities to achieve multiple outcomes in existing neighbourhoods.

## ALTERNATIVES CONSIDERED

One alternative to purchase may be public access rights-of-way to facilitate trail connections where the City may not be able to fully acquire private properties. The provision of public access rights-of-way does not relieve the City of its obligation to own river valley land. River Valley Alliance funding through federal and provincial grants will be sought and may be available during the budget period. Other partnership opportunities may assist with acquisition goals including working with the Edmonton and Area Land Trust to secure privately-held river valley and ravine properties.

## COST BENEFITS

Acquisition of public space. Added operational costs for maintenance including trail maintenance and forestry. Tangible benefits include title to the land with existing landscaping and continued greenspace benefits of carbon sequestration, water retention, landscape shading etc. Intangible benefits include the potential for recreation and greenspace programming by partners and the City. Social focal point encouraging civic pride/participation.

## KEY RISKS & MITIGATING STRATEGY

Risks include a need to negotiate with multiple land owners concurrently, not knowing if we will be successful with some, or any. A mitigating strategy is the use of expropriation, although this strategy is seldom used. External funding sources including the River Valley Alliance. The possibility of development of a National Urban Park may influence river valley acquisitions over the budget period.

## RESOURCES

Acquisition budget could include site design, zoning and other property transactions, or demolition if required. Requires staff resources from Real Estate and Planning and Environment Services (Urban Growth and Open Space) for land acquisitions.



## CONCLUSIONS AND RECOMMENDATIONS

Acquisition remains a high priority and we continue to negotiate. Recommendation: Continue responding to all offers and to approach owners where land is required for capital development.

# CAPITAL PROFILE REPORT

PROFILE NAME: River Valley Land Acquisition

**RECOMMENDED FUNDED**

PROFILE NUMBER: CM-17-1001

PROFILE TYPE: Composite

BRANCH: Planning and Environment Services

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,500	2,500	2,500	2,500	-	-	-	-	-	10,000
	Revised Funding Sources (if approved)												
	Parkland Purchase Reserve	-	-	2,500	2,500	2,500	2,500	-	-	-	-	-	10,000
	Requested Funding Source	-	-	2,500	2,500	2,500	2,500	-	-	-	-	-	10,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,500	2,500	2,500	2,500	-	-	-	-	-	10,000
	Requested Funding Source												
	Parkland Purchase Reserve	-	-	2,500	2,500	2,500	2,500	-	-	-	-	-	10,000
	Requested Funding Source	-	-	2,500	2,500	2,500	2,500	-	-	-	-	-	10,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	2,500	2,500	2,500	2,500	-	-	-	-	-
	Total	-	-	2,500	2,500	2,500	2,500	-	-	-	-	-	10,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: River Valley Land Acquisition**

**PROFILE NUMBER: CM-17-1001**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	River Valley Land Acquisition	This profile funds the acquisition of remaining private properties within the boundary of the North Saskatchewan River Valley and Ravine system. The City is under obligation to respond to property offers as The City Plan provides direction for public acquisition of the remaining properties in the boundary.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **SUBURBAN SCHOOL AND PARK LAND ACQUISITION**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-17-1004**

PROFILE STAGE: **Approved**

DEPARTMENT: **Urban Planning and Economy**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Planning and Environment Services**

LEAD MANAGER: **Kent Snyder**

PARTNER: **Real Estate**

PARTNER MANAGER: **Bartosz Jarocki**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Parks**

Major Initiative:

<b>GROWTH</b>
<b>100</b>

<b>RENEWAL</b>

PREVIOUSLY APPROVED:

-
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BUDGET REQUEST:

<b>8,000</b>
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TOTAL PROFILE BUDGET:

<b>8,000</b>
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## PROFILE DESCRIPTION

This profile funds the acquisition of land for suburban school and park use for lands that cannot otherwise be acquired through municipal reserve. Acquisition timing is developer-driven through the subdivision process and should allow for school construction and neighbourhood partnering opportunities. Analysis of development patterns identifies the potential need to purchase park space in River's Edge, Starling, Stillwater, Edgemont, The Orchards at Ellerslie, and McConachie. This assessment may vary resulting in other sites/neighbourhoods being identified. As development patterns change, Administration requires the ability to respond to subdivisions and land purchase needs that could potentially change.

## PROFILE BACKGROUND

This profile supports the acquisition of land for school and park use in conjunction with the subdivision process for lands beyond the municipal reserve dedication level (i.e. parkland over-dedication). Acquisition is developer-driven and is primarily located within developing and future growth areas. This profile further supports the proactive purchase of parkland in advance of subdivision to help achieve cost savings, where appropriate.

## PROFILE JUSTIFICATION

The City has a policy directive to acquire school and park sites, and an obligation to assemble school sites (Joint Use Agreement - Land) and provide community league sites. These sites form the basis of public open space in developing neighbourhoods.

## STRATEGIC ALIGNMENT

Development of an equitable open space system that meets current and future needs of Edmontonians is crucial for realizing the Big City Moves identified in The City Plan. The related Big City Moves are "Inclusive and Compassionate" by providing more equitable access to open space amenities, and "A Community of Communities" by seeking opportunities to achieve multiple outcomes in neighbourhoods including housing, recreation and climate resilience as part of the City's green network.

## ALTERNATIVES CONSIDERED

Consideration could be given to acquire less land for suburban park and school needs in order to reduce the amount of the over-dedication owing to the developer. However, this would require negotiation with school partners and Community Services.

## COST BENEFITS

This initiative will provide the City with an opportunity to purchase land for public space, with continued operational costs for maintenance. Tangible benefits include title to the land with existing landscaping and greenspace benefits of water retention, landscape shading, carbon advantages. Intangible benefits include the potential for Department and community league development, programming, social development, civic pride/participation.

## KEY RISKS & MITIGATING STRATEGY

As neighbourhoods develop land prices increase. Early land acquisition will result in cost savings. The City could negotiate with landowners/developers in advance of subdivision to acquire land at potentially lower costs. Administration could acquire less land or defer the fully assembly of some parks, though this would impact the delivery of school and community parks, and would impact school and community partners.

## RESOURCES

Requires staff resources from Real Estate and Planning and Environment Services (Urban Growth and Open Space) for land acquisitions.

## CONCLUSIONS AND RECOMMENDATIONS

This profile supports land acquisition for suburban school/park development, specifically for lands not available through MR dedication. Recommendation is for full funding required to meet subsequent school/community recreational/development needs.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Suburban School and Park Land Acquisition**  
 PROFILE NUMBER: **CM-17-1004**  
 BRANCH: **Planning and Environment Services**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Revised Funding Sources (if approved)												
	Funds-in-Lieu Reserve	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source												
	Funds-in-Lieu Reserve	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-
	Total	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Suburban School and Park Land Acquisition</b>			
<b>PROFILE NUMBER: CM-17-1004</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Suburban School and Park Land Acquisition	This profile funds the acquisition of land for suburban school and park use for lands that cannot otherwise be acquired through municipal reserve. Acquisition timing is developer-driven through the subdivision process and should allow for school construction and neighbourhood partnering opportunities.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **SURPLUS SCHOOL SITES - FIRST PLACE PROGRAM**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-17-5037**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Real Estate**

LEAD MANAGER: **Bartosz Jarocki**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Economic Development**

Major Initiative:

<b>GROWTH</b>
<b>100</b>

<b>RENEWAL</b>

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>100</b>
TOTAL PROFILE BUDGET:	<b>100</b>

## PROFILE DESCRIPTION

Real Estate is responsible for overseeing the implementation of the Council Approved First Place Program on 20 Surplus School Sites land in various locations in the city. The First Place Program is a City of Edmonton program that gives home buyers who have never before owned property in Alberta the opportunity to purchase their first home. The First Place Program transforms undeveloped building sites into housing options for first-time home buyers by offering deferred land payments. Interested home buyers must meet eligibility requirements as outlined on the programs website. To date, of the initial 20 sites, 15 have been or are under development, three have been removed from the program, and two are remaining to be developed.

The program has created 906 lots to date. Net revenue from the sales is split between Affordable Housing and the participating school board.

## PROJECT LIST

A project list has been attached which represents the current planned work under this profile, however actual projects delivered are subject to change based on Market conditions and other factors.

## PROFILE BACKGROUND

In 2006, the City acquired 20 surplus school sites. The Council directed administration to use the sites for the First Time Home Buyer Program (now First Place Program) and required community design engagement occur in each neighbourhood. The approval of the program also including bulk approval to rezone each site to a compatible use for the program and remove the reserve designation. Two builder partners were selected to work with the City to deliver on this program. The builder partners create the units and sell them to home buyers who meet the criteria. Land payments are deferred for a five year period resulting in lower mortgage requirements for the buyer for the first five years.

## PROFILE JUSTIFICATION

Development of vacant surplus school sites generate revenue to the City (approximately 30+ million in gross revenue from the First Place Program- COE will get 50% of net revenue). In order to realize this revenue potential, Real Estate, acting as landowner on behalf of the City, must cover the upfront cost of subdivision, environmental testing, public consultation and other costs associated with development. These development costs are born upfront at the beginning of a project, whereas the revenue from each site is only recovered after the sale of the land, which occurs five years after the initial investment, due to deferral of land costs. This capital profile will utilize a reserve to provide the necessary funding to bridge this gap.

## STRATEGIC ALIGNMENT

- introduces new built forms into established neighbourhoods
- provides attainable housing
- promotes first time home ownership
- expands the tax base
- redevelops surplus lands

## ALTERNATIVES CONSIDERED

No alternative funding mechanism exists to support the development of First Place Program. Failure to fund this capital profile will result in the inability to proceed with this Council-approved initiative.

## COST BENEFITS

Developing underutilized surplus school site land to create housing options for first time home buyers is a sustainable method of using existing infrastructure, increase vibrancy in neighbourhood and increase tax base.

## KEY RISKS & MITIGATING STRATEGY

Risk and mitigation strategies include:

- Geotechnical and Environmental site conditions. Mitigated by proper due diligence
- Opposition of development and misconceptions about the type of development. Employing an extensive public engagement process that includes series of design engagement

## RESOURCES

The Land Development team delivers this program with the support of the Builder Partners.

## CONCLUSIONS AND RECOMMENDATIONS

Ongoing funding is recommended as this initiative has been given Council approval. Funding this profile will enable the First Place program to continue to achieve goals in The Way Ahead strategic plans.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Surplus School Sites - First Place Program**  
 PROFILE NUMBER: **CM-17-5037**  
 BRANCH: **Real Estate**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	100	-	-	-	-	-	-	-	-	100
	Revised Funding Sources (if approved)												
	Affordable Housing Reserve	-	-	100	-	-	-	-	-	-	-	-	100
	Requested Funding Source	-	-	100	-	-	-	-	-	-	-	-	100

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	100	-	-	-	-	-	-	-	-	100
	Requested Funding Source												
	Affordable Housing Reserve	-	-	100	-	-	-	-	-	-	-	-	100
	Requested Funding Source	-	-	100	-	-	-	-	-	-	-	-	100

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land Improvements	-	-	100	-	-	-	-	-	-	-	-
	Total	-	-	100	-	-	-	-	-	-	-	-	100

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSFORMING SURPLUS CITY LANDS**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-17-5045**

PROFILE STAGE: **Approved**

DEPARTMENT: **Financial and Corporate Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Real Estate**

LEAD MANAGER: **Bartosz Jarocki**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Land**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>16,338</b>
TOTAL PROFILE BUDGET:	<b>16,338</b>

## PROFILE DESCRIPTION

This profile is to fund work required for the transformation of City-owned, surplus land into fully serviced lots for sale. Sale of surplus lands generates revenue, expands the City's tax base, helps achieve various goals in alignment with The City Plan, assists in right-sizing the City's land holdings, and reduces operation and maintenance costs.

This profile provides funding for all capital investments required to bring surplus land to sale including, but not limited to, due diligence, planning, engineering, design, market studies, servicing studies, construction, demolition, engagement, and other activities that may be required. This work may include the hiring of consultants and contractors to complete the required work.

## PROJECT LIST

A project list has been attached which represents the current planned work under this profile, however actual projects delivered are subject to change based on Market conditions and other factors.

## PROFILE BACKGROUND

The City holds land that was acquired for a variety of civic purposes. Occasionally, only a part of the site is required for civic use and the remainder has no civic use. Additionally, over time, sites that initially has a civic purpose may no longer be needed for that use, nor any other civic use. City land holdings are reviewed periodically to ensure land held by the City is required for municipal purposes. If the review finds a holding is no longer required for those purposes, it will result in the land being declared surplus to City needs. Once declared surplus, the site is prepared for sale. Typically, this is through a public offering unless there are specific reasons why this is not practical. Preparing lots for sale often requires undertaking work to improve the site to maximize its value or remove barriers for development. A funding source is required to compete this work.

## PROFILE JUSTIFICATION

Ensuring the City is only holding and maintaining land that is required for civic uses helps reduce operating and maintenance costs. Repurposing and selling the lots generates revenue for the City through the sale, results in tax generation from the developed site and new opportunities for housing, mixed use, commercial and industrial developments. Prior to sale, improvements are made to the site to position it to best achieve alignment with The City Plan. This may including planning, engineering or construction activities.

## STRATEGIC ALIGNMENT

Development and sale of surplus land achieves multiple outcomes in alignment with the City Plan. This includes, but is not limited to:

- helping rebuild the City in an intentional way
- attracting new families to existing communities
- providing diverse forms of housing in existing communities
- creating new opportunities for business investment and growth
- strengthening the City's financial position

## ALTERNATIVES CONSIDERED

No alternative funding mechanism exists to support the development of Surplus City Land. Sale of surplus lands may be difficult or impossible if this profile is not funded.

## COST BENEFITS

Developing unutilized municipal land to create more options for development will revitalize neighbourhoods and communities. This is a sustainable way to create vibrant neighbourhoods and increase tax base. The funds invested to make these lands ready for development will be recovered from future land sale proceeds. This profile is funded by Land Enterprise Retained Earnings, a constrained funding source. Land sales result in a dividend payment to the corporation in alignment with Policy C516B.

## KEY RISKS & MITIGATING STRATEGY

Land transactions are sensitive to the market. Residential, Commercial, and Industrial property development will mitigate this risk. There are also environmental and community risks which are mitigated through site assessments and public engagements.

## RESOURCES

Land Development has a team of planners, engineers, project managers that lead this work. Consultants and contractors are retained, as required, and they are managed by the Land Development team. Expertise throughout the corporation is also leveraged where possible. Property Sales staff negotiate and sell lots.

## CONCLUSIONS AND RECOMMENDATIONS

This profile utilizes a constrained funding source, generates revenue for the City, reduces operating and maintenance costs, and achieves multiple objectives in alignment with The City Plan. It is recommended that this profile be approved.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transforming Surplus City Lands**  
 PROFILE NUMBER: **CM-17-5045**  
 BRANCH: **Real Estate**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,758	10,070	2,207	2,303	-	-	-	-	-	16,338
	Revised Funding Sources (if approved)												
	Land Fund Retained Earnings	-	-	1,758	10,070	2,207	2,303	-	-	-	-	-	16,338
	Requested Funding Source	-	-	1,758	10,070	2,207	2,303	-	-	-	-	-	16,338

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,758	10,070	2,207	2,303	-	-	-	-	-	16,338
	Requested Funding Source												
	Land Fund Retained Earnings	-	-	1,758	10,070	2,207	2,303	-	-	-	-	-	16,338
	Requested Funding Source	-	-	1,758	10,070	2,207	2,303	-	-	-	-	-	16,338

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land Improvements	-	-	1,758	10,070	2,207	2,303	-	-	-	-	-
	Total	-	-	1,758	10,070	2,207	2,303	-	-	-	-	-	16,338

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>AFFORDABLE HOUSING LAND ACQUISITION &amp; SITE DEVELOPMENT</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>19-90-4100</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Community Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Social Development</b>	LEAD MANAGER: <b>Jackie Foord</b>
PARTNER:		PARTNER MANAGER:
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2019</b>
		ESTIMATED COMPLETION: <b>December, 2026</b>

<b>Service Category:</b>	<b>Land</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>28,369</b>
<b>50</b>	<b>50</b>	<b>BUDGET REQUEST:</b>	<b>-1,250</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>27,119</b>

## PROFILE DESCRIPTION

Through various programs and activities, the City of Edmonton supports the creation of new and redeveloped affordable housing units. This overarching composite will support the capital requirements for the Social Development Branch in the fulfillment of its mandate for the 2019-2022 Capital Investment Outlook and in the achievement of the policy directions identified under policy C601 Affordable Housing Investment Guidelines. This scope of work will include the following:  
 Acquisition of parcels of land in neighbourhoods where there is limited or no affordable housing which supports achievement of the goal of ensuring affordable housing is located in all areas of the City. The acquisition of land and existing buildings to further Council's goals of creating new units of permanent supportive housing. Supporting the redevelopment of City-owned social housing sites that have reached the end of their economic life with potential to increase density on these sites. Purchase of inclusionary housing units through the Developer Sponsored program. This composite profile will provide flexible access to funding to allow the City of Edmonton to align to evolving opportunities to leverage funding from other orders of government in the achievement of the City's goals.

An unfunded service package has been included in the 2019-2022 operating budget for 2 FTES at \$0.2 million/year.

## PROJECT LIST

2019-2022 BUDGET CYCLE:  
 Land Acquisition program, Purchase Existing Buildings program, Social Housing Redevelopment program and Inclusionary Housing program

## PROFILE BACKGROUND

Approved in 2016, the City of Edmonton's Affordable Housing Strategy identifies a set of goals and strategies to guide the City's involvement in affordable housing. This profile directly supports a number of strategies defined in the Strategy, including acquiring and developing affordable housing units, dedicating land for affordable housing, and leveraging City housing assets to increase the supply of permanent supportive housing. Affordable housing is fundamental to the physical, economic and social well-being of individuals and families and is a core component of diverse and inclusive communities. Affordable housing is also identified in the EndPovertyEdmonton Road Map as a fundamental "game changer" in addressing poverty and in A Place to Call Home: Edmonton's 10 Year Plan to End Homelessness as foundational to ending homelessness.

## PROFILE JUSTIFICATION

Significant unmet housing needs exist in Edmonton, over 48 000 households struggle to pay their rent each month. Ensuring an adequate supply of affordable housing is important to Edmonton's overall health and prosperity. This initiative is a core component of the City's strategy related to affordable housing development and acquisition. This approach will help achieve City Council's priorities, including affordable housing, in all areas of the city and increase the supply of permanent supportive housing. The funding requested is critical to position the City of Edmonton to leverage financial contributions from other orders of government, non-profit and private sector partners and significantly enhance the City's ability to play a leadership role in increasing the supply of affordable housing in all areas of the city through the creation of a pipeline of investment-ready projects that can attract substantial capital and operating funding contributions from other orders of government.

## STRATEGIC ALIGNMENT

This profile supports "Healthy City" as it aids in Edmonton's evolution to a sustainable, healthy and compact city where citizens are healthy and fulfilled living in a safe and caring community with accessible and affordable housing options. Also contributes to "Urban Places" as it assists in providing a greater range of housing, living and work place choice. Also aids City Council's goal of "Regional Prosperity" by supporting City Council's approved Affordable Housing Strategy and End Poverty Edmonton.

## ALTERNATIVES CONSIDERED

Reduced opportunities to ensure local housing needs are met. Reduced ability to leverage funding from the other orders of government and partners. Re-purpose existing surplus school sites for any type of affordable housing development (amend Policy C583). Fund acquisition of new land through sale of existing surplus sites.

## COST BENEFITS

- Increased ability to leverage City assets in conjunction with federal and provincial investments through the National Co-Investment Fund and other programs
- Achieving the permanent supportive housing targets defined in A Place to Call Home: Edmonton's Updated Plan to Prevent and End Homelessness, which has positive impacts to a range of City services, including Edmonton Police, economic development, and parks and river valley operations

## KEY RISKS & MITIGATING STRATEGY

Not funding this profile would reduce the City's ability to meet the affordable housing needs of Edmonton's, and reduce its ability to attract funding from other orders of government.

## RESOURCES

"The City of Edmonton seeks to purchase goods, services and construction fairly and based on best value. Whenever possible, consideration of environmentally sound products and services and in particular the utilization of post consumer waste will be incorporated."

## CONCLUSIONS AND RECOMMENDATIONS

The funding requested through this profile would be significantly enhance the City's ability to play a leadership role in increasing the supply of affordable housing in all areas of the city through the creation of a pipeline of investment ready projects that can attract substantial contributions from other orders of government.

## CHANGES TO APPROVED PROFILE

2020 Fall SCBA (#20-30, CA 3.10-2): The current fund request advances the Government of Alberta and the City of Edmonton's Municipal Stimulus Program applications - Housing Submission. The project scope has two components - Renewal and Rehabilitation of Existing Buildings and New Construction of Modular Housing Units. Council approved the submission for MSP funding for these items within Council Report FCS00080 on September 21, 2020.

Renewal and Rehabilitation of Existing Buildings: This component includes approximately 26 affordable housing buildings, 1,467 units, over 118,000 SQ.M of building space that have been identified for renewal and rehabilitation. The proposed project scope includes building improvements such as the replacement of furnaces, hot water tanks, doors, windows, exterior decks, roofs and other structural components of the buildings. MSP funds will be distributed to homeEd, Right at Home Housing Society, Greater Edmonton Foundation, and Capital Region Housing Corporation (re: City-owned affordable housing units) as outlined in Attachment 3 of Report FCS00080, with agreements put in place requiring funds to be spent in accordance with MSP guidelines, including timelines.

New Construction of Modular Housing Units: The component will create approximately 50 units of below-market housing in a 4-storey building, on a site that is pre-zoned. The City plans to dispose of the land/building to a non-market housing provider for a nominal amount.

2020 Fall SCBA (#20-30, CA 3.7-3): In response to the City Council's direction on June 8, 2020, Affordable Housing and Homelessness has provided the necessary budget adjustments to transfer existing funding from Capital Profile 19-90-4100 to provide subsidies to fund the construction of housing projects identified in CR\_7838.

Council's decision to fund the capital costs associated with these projects, concomitant with funding from the Canada Mortgage and Housing Corporation, was made in the context of the provincial government not contributing to the projects.

City Council approved the sale of four of the project sites to Homeward Trust on June 29, 2020.

At the November 16, 2020 City Council meeting, through report CS00137, Council approved allocation of \$17,271,052 in funding received from the Canada Mortgage and Housing Corporation Rapid Housing Initiative to the Capital Profile 19-90-4100, and directed Administration to submit a Housing Investment Plan to Canada Mortgage and Housing Corporation to allocate the funds towards two of the housing projects. Additional Rapid Housing Initiative funding may become available for the other projects. Given stringent timelines placed on said funds, these projects may involve City procurements for building construction and/or construction subsidies, with disposition of land/buildings for operation.

2020 Year End (20-39): Council approved a \$200K budget adj. to transfer land servicing budget for Inglewood and Terrace Heights PSH sites from the Housing Profile (19-90-4100) to the Housing operating budget (cc744100) as the City did not know whether CMHC would approve RHI funding-these projects would be managed by Homeward Trust and considered operating in nature via subsidy. In December 2020, CMHC approved RHI funding for these two projects now managed by IIS department. As a result, \$200K must be transferred from the Housing operating budget back to the Housing Capital Profile. This is a One-time impact on 2020.

2021 Spring SCBA (#21-20, 3.1-13): The McArthur Supportive Housing project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$2 million threshold for growth. The total funding request for this profile is \$19,564,059, with \$13,450,493 being funded with a transfer from existing capital profiles and the remaining \$6,113,566 being the addition of new Rapid Housing Initiative (RHI) grant funding that was approved for this project.

2021 Spring SCBA (#21-20, 3.1-14): The Terrace Heights Supportive Housing project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$2 million threshold for growth. The total funding request for this profile is \$17,667,696, with \$13,874,663 being funded with a transfer from existing capital profiles and the remaining \$3,793,033 being the addition of new Rapid Housing Initiative (RHI) grant funding that was approved for this project.

2021 Spring SCBA (#21-20, 3.1-15): The Westmount Supportive Housing project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$2 million threshold for growth. The total funding request for this profile is \$17,623,240, with \$17,312,890 being funded with a transfer from existing capital profiles (\$7.2M) and the remaining \$310,350 being the addition of new Rapid Housing Initiative (RHI) grant funding that was approved for this project.

2021 Spring SCBA (#21-20, 3.1-18): The King Edward Park Supportive Housing project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$2 million threshold for growth. The total funding request for this

profile is \$12,625,044, with \$8,016,912 being funded with a transfer from existing capital profiles and the remaining \$4,608,132 being the addition of new Rapid Housing Initiative (RHI) grant funding that was approved for this project.

2021 Spring SCBA (#21-20, 3.1-19): The Inglewood Supportive Housing project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$2 million threshold for growth. The total funding request for this profile is \$12,345,672, with \$9,297,637 being funded with a transfer from existing capital profiles and the remaining \$3,048,035 being the addition of new Rapid Housing Initiative (RHI) grant funding that was approved for this project.

2021 Spring SCBA (#21-21, CFO-7): The Municipal Stimulus Program (MSP) approved application included \$9.6M in refurbishment and renewal funding to be distributed to HomeEd and other external organizations via funding agreements requiring funds be spent in accordance with MSP guidelines and timelines. Subsidy payments are not considered a capital expenditure so \$9.6M must be transferred from the Affordable Housing Land Acquisition and Site Development capital profile 19-90-4100 to Affordable Housing & Homelessness cost centre 744654.

2021 Fall SCBA (#21-31, CFO-22): Historical budget adjustment to transfer costs from prior years, incurred in 19-90-4100 and funded by the Rapid Housing Initiative for projects at Westmount, King Edward Park, McArthur, Inglewood and Terrace Heights. Budget is being transferred from 19-90-4100 to individual standalone profiles that were created in the Spring 2021 SCBA for these projects.

2022 Spring SCBA (#22-10, 3.3-11): This recosting adjustment is required to transfer \$6,885,708 of funding from the five affordable housing standalone profiles that is no longer required due to all five projects being completed or nearing completion. Based on the updated estimate, construction and contingency, project costs were lower than anticipated. \$5,047,072 of this amount will be transferred back to existing profile "19-90-4100 - Affordable Housing Land Acquisition & Site Development". The remaining \$1,838,636 is Municipal Stimulus Funding, which will be transferred to existing profile "CM-40-9001 - Rural and Industrial Road Upgrading", in order to ensure full utilization of the grant funds.

An estimated \$1,500,000 of the Pay-As-You-Go funding being returned to profile "19-90-4100 - Affordable Housing Land Acquisition & Site Development" will subsequently be transferred, via an Administrative Adjustment, to the Affordable Housing & Homelessness operating budget. This funding will be used for subsidy agreements to Homeward Trust Holding Company in respect of costs relating to Furniture, Fixtures and Equipment for the five permanent supportive housing sites.

2022 June 22 (BA#22-09 CFO): \$1,500,000 of the Pay-As-You-Go funding that was returned to capital profile 19-90-4100 - Affordable Housing Land Acquisition & Site Development in the 2022 Spring SCBA is to be transferred to the Affordable Housing & Homelessness operating budget (Cost Center 744653). This funding will be used for subsidy agreements to Homeward Trust Holding Company in respect of costs relating to Furniture, Fixtures and Equipment for the five permanent supportive housing sites (Inglewood, Terrace Heights, Westmount, King Edward Park and McArthur). Please refer to Ref# 3.3-11 in FCS01144 - Attachment 3 Detailed Budget Adjustments (Page 6) in the June 7, 2022 Council Meeting Agenda (Item 6.1).

# CAPITAL PROFILE REPORT

PROFILE NAME: **Affordable Housing Land Acquisition & Site Development**

**FUNDED**

PROFILE NUMBER: **19-90-4100**

PROFILE TYPE: **Standalone**

BRANCH: **Social Development**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget													
	Original Budget Approved	16,896	9,847	6,564	6,564	6,564	6,564	-	-	-	-	-	53,000	
	2020 Cap Administrative	200	-	-	-	-	-	-	-	-	-	-	200	
	2020 Cap Council	15,780	-	-	-	-	-	-	-	-	-	-	15,780	
	2020 Cap Capital Budget Adj (one-off)	17,271	-	-	-	-	-	-	-	-	-	-	17,271	
	2021 Cap Administrative	-9,674	-	-	-	-	-	-	-	-	-	-	-9,674	
	2021 Cap Council	-51,792	-	-	-	-	-	-	-	-	-	-	-51,792	
	2021 Cap Carry Forward	22,039	-22,039	-	-	-	-	-	-	-	-	-	-	
	2022 Cap Council	-	5,047	-	-	-	-	-	-	-	-	-	-	5,047
	2022 Cap Capital Budget Adj (one-off)	-	-1,463	-	-	-	-	-	-	-	-	-	-	-1,463
<b>Current Approved Budget</b>		<b>10,720</b>	<b>-8,608</b>	<b>6,564</b>	<b>6,564</b>	<b>6,564</b>	<b>6,564</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,369</b>	
Approved Funding Sources														
Pay-As-You-Go		10,756	-11,420	6,564	6,564	6,564	6,564	-	-	-	-	-	25,592	
Rapid Housing Initiative (Federal)		-36	2,813	-	-	-	-	-	-	-	-	-	2,777	
<b>Current Approved Funding Sources</b>		<b>10,720</b>	<b>-8,608</b>	<b>6,564</b>	<b>6,564</b>	<b>6,564</b>	<b>6,564</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,369</b>	

BUDGET REQUEST	Budget Request	-	-1,250	-	-	-	-	-	-	-	-	-	-1,250
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-1,250	-	-	-	-	-	-	-	-	-	-1,250
Requested Funding Source		-	-1,250	-	-	-	-	-	-	-	-	-	-1,250

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	10,720	-9,858	6,564	6,564	6,564	6,564	-	-	-	-	-	27,119
	Requested Funding Source												
	Pay-As-You-Go	10,756	-12,670	6,564	6,564	6,564	6,564	-	-	-	-	-	24,342
	Rapid Housing Initiative (Federal)	-36	2,813	-	-	-	-	-	-	-	-	-	2,777
Requested Funding Source		10,720	-9,858	6,564	6,564	6,564	6,564	-	-	-	-	-	27,119

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	29	3,620	-	-	-	-	-	-	-	-	-	-
Land	10,691	-13,478	6,564	6,564	6,564	6,564	6,564	-	-	-	-	-	23,470
<b>Total</b>		<b>10,720</b>	<b>-9,858</b>	<b>6,564</b>	<b>6,564</b>	<b>6,564</b>	<b>6,564</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,119</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:	2019				2020				2021				2022			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Social Development	-	-	-	4.0	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# CAPITAL PROFILE REPORT

PROFILE NAME: **HERITAGE VALLEY LAND DEVELOPMENT**  
 PROFILE NUMBER: **19-16-5055**  
 DEPARTMENT: **Financial and Corporate Services**  
 LEAD BRANCH: **Real Estate**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Bartosz Jarocki
PARTNER MANAGER:	
ESTIMATED START:	January, 2019
ESTIMATED COMPLETION:	December, 2025

Service Category:	Land	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	22,300
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	22,300

## PROFILE DESCRIPTION

There are approximately 2 km of public roads and servicing to construct on land the City acquired in 2009 to 2011. This development will serve both land for municipal purposes and remnant land to be brought to market. This profile funds required site investigations and detailed design costs associated with future roadways and site servicing connections to remnant lands and also supports future municipal development planned for the site.

## PROFILE BACKGROUND

Between 2009-2011, the City acquired 119.39 acres of land for future municipal uses. Approximately 69 acres of land will be used for future municipal purposes (recreation centre, district park site, and LRT). Approximately 40 acres of remnant land not required for City purposes will be brought to market to recover City acquisition costs and support private development consistent with the Council approved statutory plan.

## PROFILE JUSTIFICATION

The design of public roadways and servicing infrastructure is required to support future municipal developments and development of remnant surplus city lands consistent with the approved statutory plan direction. This expenditure supports the City's planned development and future development by private developers in the area.

## STRATEGIC ALIGNMENT

This capital profile directly contributes to the proposed Council 10-Year Strategic Goals

Healthy City - Heritage Valley land development promotes community progression and citizen involvement. Urban Places - Appropriately developed municipal-use land creates urban places for communities.

## ALTERNATIVES CONSIDERED

No alternatives are available to support this initiative.

## COST BENEFITS

- It is important to complete land planning, engineering and design to
- plan for future course of action
- request capital dollars for construction
- understand future opportunity for land sales and exchange
- understand future cost of servicing

## KEY RISKS & MITIGATING STRATEGY

Future development of civic and private land, and related capital projects may be delayed if the planning and design is not complete.

- City program needs may have changed since the site was acquired in 2009-2011
- Soil conditions may pose challenges for planned development
- Changes to expected level of infrastructure required for development or changes to standards for infrastructure
- Uncertainty about future demand for land for mid to higher density development

## RESOURCES

The funding support will come from Land Enterprise Retained Earnings. Some expenses may be recovered as part of recoverables from Arterial Roadway Assessment (ARA), Permanent Area Contribution (PAC), and EPCOR Water expenses.

## CONCLUSIONS AND RECOMMENDATIONS

Ongoing funding is recommended as this initiative is required to complete a comprehensive analysis and provide a thorough understanding of Heritage Valley Town Center infrastructure requirements which will inform future capital funding requests. Funding this profile will enable Administration to develop a complete community supporting the development of land acquired in 2009-2011 for municipal purposes.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Heritage Valley Land Development**  
 PROFILE NUMBER: **19-16-5055**  
 BRANCH: **Real Estate**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		6,800	2,000	-	-	-	-	-	-	-	-	-	8,800
2020 Cap Council		-	6,500	6,800	200	-	-	-	-	-	-	-	13,500
2021 Cap Carry Forward		-6,459	6,459	-	-	-	-	-	-	-	-	-	-
Current Approved Budget		341	14,959	6,800	200	-	-	-	-	-	-	-	22,300
Approved Funding Sources													
Land Fund Retained Earnings		341	14,959	6,800	200	-	-	-	-	-	-	-	22,300
Current Approved Funding Sources		341	14,959	6,800	200	-	-	-	-	-	-	-	22,300

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)													
Revised Budget (if Approved)		341	14,959	6,800	200	-	-	-	-	-	-	-	22,300
Requested Funding Source													
Land Fund Retained Earnings		341	14,959	6,800	200	-	-	-	-	-	-	-	22,300
Requested Funding Source		341	14,959	6,800	200	-	-	-	-	-	-	-	22,300

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Land Improvements	341	14,959	6,800	200	-	-	-	-	-	-	-	22,300
	Total	341	14,959	6,800	200	-	-	-	-	-	-	-	22,300

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>TRANSPORTATION: NEIGHBOURHOOD ALLEY RENEWAL PROGRAM</b>	<b>RECOMMENDED</b>
PROFILE NUMBER:	<b>CM-27-0000</b>	<b>PROFILE STAGE: Council Review</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Building Great Neighbourhoods</b>	LEAD MANAGER: <b>Craig Walbaum</b>
PARTNER:		PARTNER MANAGER:
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2023</b>
		ESTIMATED COMPLETION: <b>December, 2026</b>

<b>Service Category:</b>	<b>Neighbourhood Renewal</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>5</b>	<b>95</b>	<b>BUDGET REQUEST:</b>	<b>81,310</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>81,310</b>

## PROFILE DESCRIPTION

The Neighbourhood Alley Renewal Program outlines a cost-effective, long-term strategic approach to address Edmonton’s neighbourhood alleys infrastructure needs, and the renewal and rebuilding of alleys (alley pavement structure, lighting, alley crossings, alley curb/gutter and supporting surface drainage infrastructure). The program addresses deteriorating alley road conditions and provides preventative renewal measures to ensure and maintain the safety of road users.

### Scope:

The Neighbourhood Alley Renewal Program includes the renewal of roadway base and paving in existing alleys and related work for alley lighting renewal and upgrades, mature tree management, and enhancements that improve pedestrian or bicycle movement, traffic safety and surface drainage.

This program includes the following major categories: Neighbourhood Alley Reconstruction, Neighbourhood Alley LED/Pole Upgrade, Alley Renewal and Pavement Investment Strategy.

## PROFILE BACKGROUND

The Alley Renewal Program outlines a cost-effective, long-term strategy approach to address the renewal and rebuilding of alleys in existing neighbourhoods.

### Problem/Opportunity:

Currently 63% (764 km) of paved alleys require renewal. Issues such as potholes, water ponding and base failures are common and present significant safety, access reliability and maintenance challenges. Before the approval of the Alley renewal program in 2018, alley renewal only took place either as a result of underground utility renewal projects or local improvements. These activities are not sufficient to effectively meet the current alley renewal and service level needs.

### Current Situation:

A funded alley renewal strategy could effectively combine reconstruction and rehabilitation that allows the overall alley network to improve to "Fair or better" condition within 25 years of 2018 (2019 - 2043). With alleys being an integral part of the City’s transportation network that provides access to residents, businesses and industries, an effective alley renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure.

## PROFILE JUSTIFICATION

Alleys are an integral part of the City’s transportation network as they provide access for residents, businesses and City service vehicles. An effective alley renewal program would ensure the City meets its goals of sustainable and accessible infrastructure. Alleys are critical to the competitiveness of our economy, the quality of life citizens, and the delivery of public services.

Alley infrastructure is to be maintained in accordance to its asset life cycle as outlined in the City’s Alley Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction and overlay) to maximize asset value and asset life.

### Anticipated Outcomes:

Sufficient funding levels will allow for the overall condition of alleys to be "Fair or better" in 25 years (by 2043) as approved by Council in June 2018. Project Planning & Design would occur with ample lead time before construction to allow for coordination with utilities and capitalize on the use of longer term contracts to achieve greater value for money.

### Urgency of Need:

Need to create a predictable funding to meet renewal needs of alleys (issues such as potholes, water ponding and base failures are common) that present significant safety, access, and maintenance challenges. Unpredictable funding levels will impede on the ability to mitigate the effects of rising construction prices and availability during stronger economic times.

## STRATEGIC ALIGNMENT

This work aligns with Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio.

## ALTERNATIVES CONSIDERED

Using life cycle cost/benefit analysis demonstrates that the following alternatives are not as effective to fully funded alley renewal (reconstruction, rehab) program:

Do Nothing/Unfunded Alley Renewal Program - In the absence of a funded alley renewal program, alley renewal only takes place either as a result of underground utility renewal projects or local improvements.

Triage Renewal: simple renewal is completed on alleys that currently require more extensive renewal (reconstruction) to bridge the time when funding is available for alley reconstruction.

Reconstruction First/Worse Only approach: Using the City's Alley Investment Model and life cycle/cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more alleys to receive improvements within 25 years (2019 - 2043), whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Tangible benefits:

- Renewing the aging infrastructure
- Maximizing roadway service life
- Achieving long-term cost savings through reinvestment strategies, increased service level, and customer satisfaction.

Intangible benefits:

- Enhancing the attractiveness
- Safety
- Livability of neighborhoods for residents

## KEY RISKS & MITIGATING STRATEGY

Reconstruction is required when infrastructure reaches the end of its service life. To "do nothing" results in:

- further deterioration and a poorer level of service
- higher risk of safety and failure
- higher maintenance and (triage) renewal costs
- potential access issues for utility vehicles such as waste collection, EPCOR and telephone/internet providers.

## RESOURCES

IIS will lead this work within existing resources. Lifecycle Management in conjunction with Building Great Neighbourhoods Transportation Planning and Design will review and identify the needs. External resources will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

Conclusion:

Alleys are an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective alley renewal strategy ensures the City meets its goals for well maintained, sustainable and accessible infrastructure.

Recommendations

Alley Renewal should be based on a neighbourhood basis and not approached in isolated alley segments except where there is a strong business case to be made.

Alley renewal project selection and prioritization will be primarily driven by condition and utility coordination and further evaluated using other secondary factors that allow opportunities to align with other City initiatives and programs.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transportation: Neighbourhood Alley Renewal Program**

**RECOMMENDED**

PROFILE NUMBER: **CM-27-0000**

PROFILE TYPE: **Composite**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	18,970	20,780	20,780	20,780	-	-	-	-	-	81,310
	Revised Funding Sources (if approved)												
	Neighborhood Renewal Reserve	-	-	18,970	20,780	20,780	20,780	-	-	-	-	-	81,310
	Requested Funding Source	-	-	18,970	20,780	20,780	20,780	-	-	-	-	-	81,310

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	18,970	20,780	20,780	20,780	-	-	-	-	-	81,310
	Requested Funding Source												
	Neighborhood Renewal Reserve	-	-	18,970	20,780	20,780	20,780	-	-	-	-	-	81,310
	Requested Funding Source	-	-	18,970	20,780	20,780	20,780	-	-	-	-	-	81,310

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	16,125	17,663	17,663	17,663	-	-	-	-	-
	Design	-	-	2,846	3,117	3,117	3,117	-	-	-	-	-	12,197
	Total	-	-	18,970	20,780	20,780	20,780	-	-	-	-	-	81,310

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: Transportation: Neighbourhood Alley Renewal Program			
PROFILE NUMBER: CM-27-0000			
BUDGET CYCLE: 2023-2026			
Project Number	Project Name	Description	Percentage Funded
230001	Baturyn Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Baturyn neighbourhood reconstruction.	100
230002	Gariepy Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Gariepy neighbourhood reconstruction.	100
230003	Meyokumin Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Meyokumin neighbourhood reconstruction.	100
230004	Hillview Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Hillview neighbourhood reconstruction.	100
230005	McCauley Neighbourhood (Chinatown BIA Alley)	Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Boyle Street - McCauley neighbourhood reconstruction.	100
230006	Central McDougall Neighbourhood (Chinatown BIA Alley)	Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Boyle Street - McCauley neighbourhood reconstruction.	100
230007	105 Avenue: 100 St. - 101 St. [Columbia Avenue]	Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230008	Glenwood Neighbourhood (W - 163 St.) Neighbourhood (Stony Plain Road BIA Alley)	Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Glenwood (W - 163 St.) neighbourhood reconstruction.	100
230009	Glenwood Neighbourhood (E - 163 St.) Neighbourhood (Stony Plain Road BIA Alley)	Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Glenwood (W - 163 St.) neighbourhood reconstruction.	100
230010	Glenwood Neighbourhood (W - 163 St.)	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Glenwood (W - 163 St.) neighbourhood reconstruction.	100
230011	Hairsine Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required. Coordinated with Hairsine neighbourhood reconstruction.	100
230012	Carlisle Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230013	Allendale Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230014	Bannerman Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230015	Kirkness Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230016	Fraser Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230017	Daly Grove Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230018	Crawford Plains Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230019	Pollard Meadows Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230020	Rideau Park Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230021	Royal Gardens Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230022	Beverly Heights Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100

# CAPITAL PROFILE REPORT

230023	Beverly Heights Neighbourhood (Beverly BIA Alley)	Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230024	Kilkenny Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230025	Strathearn Neighbourhood	Neighbourhood Alley Recon - complete roadway structure is reconstructed, and renewal or replacement of alley lighting as required.	100
230026	Dunluce Neighbourhood, Alley Renewal	Neighbourhood Alley Recon	100
230027	Oliver Neighbourhood (124 Street BIA Alley)	Alley Recon	100
230028	Westmount Neighbourhood (124 Street BIA Alley)	Alley Recon	100
230029	Meyonohk Neighbourhood, Alley Renewal	Neighbourhood Alley Recon	100
230030	Lansdowne Neighbourhood, Alley Renewal	Neighbourhood Alley Recon	100
230031	Gold Bar Neighbourhood, Alley Renewal	Neighbourhood Alley Recon	100
230032	Menisa Neighbourhood, Alley Renewal	Neighbourhood Alley Recon	100
230033	Prince Rupert Neighbourhood (Kingsway BIA Alley), Alley Renewal	Neighbourhood Alley Recon	100
230034	Central McDougall Neighbourhood (Kingsway BIA Alley), Alley Renewal	Alley Recon	100
230035	Spruce Avenue Neighbourhood (Kingsway BIA Alley), Alley Renewal	Neighbourhoods: Alley Recon	100
230036	Blatchford Area Neighbourhood (Kingsway BIA Alley), Alley Renewal	Alley Recon	100
230037	Queen Mary Park Neighbourhood (Kingsway BIA Alley), Alley Renewal	Alley Recon	100
230038	Boyle Street Neighbourhood (Downtown BIA Alley)	Neighbourhood Alley Recon	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **CRL PROJECTS - PLANNING AND DESIGN**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-50-5050**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Economic Development**

Major Initiative:

**GROWTH**  
100

**RENEWAL**

PREVIOUSLY APPROVED:

-

BUDGET REQUEST:

14,386

TOTAL PROFILE BUDGET:

14,386

## PROFILE DESCRIPTION

This composite profile includes funding for planning and design of Catalyst Projects included in the Downtown Community Revitalization Levy (CRL) Plan. As each project progresses through the design process, standalone Capital profiles for each project will be created, drawing on the approved CRL funding. The projects include:

- Warehouse Park (continuation from 2019-2022) - Development of a large, urban park within the Warehouse Campus area in Downtown. The park will accelerate residential development in the area by providing needed amenity space, and will be a high-quality park easily accessible to all Edmontonians.

- Green and Walkable Downtown - This project includes public realm enhancements throughout the CRL area to be implemented gradually over the CRL term. Improvements will be consistent with section 9.4 of the CRL Plan, and may include, but are not limited to: improved paving, street furniture, lighting, trees, planters, pedestrian wayfinding, enhanced green spaces, etc.

Design for several segments are ongoing from the 2019-2022 budget cycle: 99 Street (Jasper-102 Avenue), Judy Padua Way (99 Street to 100 Street), 103a Avenue (97 Street to 101 Street), 99 Street (102 Avenue-103a Avenue), 107 Street (100 Ave-Jasper Ave)

These projects are often in coordination with lifecycle rehabilitation of underground infrastructure (99 Street southern section, Judy Padua Way), lifecycle rehabilitation of roadways (107 Street), or construction of a new pedway (103a Avenue, 99 Street northern section)

Additional segments to be designed through this profile may emerge during the 2023-26 period. They will be identified based on the criteria identified in section 9.4 of the CRL Plan

- 100 Street Pedestrian Bridge (continuation from 2019-2022) - completion of design for pedestrian and cyclist bridge across McDougall Hill, from the plaza at the top of the 100 Street Funicular to the open park space along MacDonald Drive.

- Beaver Hills House Park/Michael Phair Park Upgrades (continuation from 2019-2022) - improvements to Beaver Hills House Park and Michael Phair Park, including public washroom facilities.

- Harbin Gate - new Harbin Gate on 97 Street, immediately north of Jasper Avenue

-Jasper Avenue New Vision (102-109 Street) - refresh concept plan and complete design for streetscape improvements on Jasper Avenue between 102 Street and 109 Street, to include wider sidewalks, higher quality materials and street furnishings, enhanced, pedestrian-scaled street lighting, trees, and planters. The project would create a dignified, attractive, and universally accessible pedestrian realm on Edmonton's Main Street, supporting pedestrian activity and vibrancy, with additional space for circulation and patios. Bay/Enterprise and Corona LRT Stations are located underneath this portion of Jasper Avenue. Previous investigations of the condition of the waterproofing systems identified the need for rehabilitation work to the stations to be constructed in conjunction with the streetscape work (to be funded separately with renewal funding).

## PROFILE BACKGROUND

The Capital City Downtown Plan (Bylaw 15200) was approved by City Council in 2010. It acknowledged that a thriving Downtown is an essential component of any city, and that a prosperous Downtown where people choose to live, do business, shop, and study benefits the entire city. It laid out a vision of Downtown Edmonton as Well-Designed, Accessible, Sustainable, and Vibrant, and described a bold plan to achieve that vision. Central to the plan are a series of Catalyst Projects - strategic public investments in infrastructure that will make the area more attractive to private development and investment.

The Capital City Downtown Community Revitalization Levy (CRL) Plan (Bylaw 16521) was approved by City Council in 2013 and came into effect on January 1, 2015. The CRL provides a dedicated funding source for implementation of the Catalyst Projects included in the CRL Plan. The CRL Plan was amended by City Council on August 31, 2021 (Bylaw 19820) which was subsequently approved by the province in early 2022.



## PROFILE JUSTIFICATION

All Catalyst Projects were developed in consultation with the public and industry stakeholders who confirmed the potential for these projects to accelerate the transformation of Downtown Edmonton, attract private investment, encourage more people to live and do business Downtown, and to make it a more vibrant and beautiful community for all Edmontonians to enjoy.

The Catalyst Projects that have been made to date are demonstrating the potential returns to these investments. Since the CRL began in 2015, there has been more than \$4.5 billion in investment in Downtown Edmonton (completed or under construction). That includes more than 3,800 new residential units and close to 2 million square feet of new office space.

Other benefits have included new community amenities like Alex Decoteau Park, streetscaping on 97 Street, Jasper Avenue, and 103 Avenue, and the environmental benefits of improved stormwater servicing.

The projects selected will continue to advance the transformation of Downtown, building upon momentum initiated in 2015-2018 and maintained through 2019-2022.

Specific to each project, other justifications are:

**Warehouse Park:** Attractive park spaces are an essential building block of a vibrant Downtown where people will want to live, work, and play. The Warehouse area, which is the Downtown district with the greatest potential for redevelopment, currently lacks park space. This is a deterrent to investment and development. This park is essential to creating an attractive community, and is particularly important for attracting families with children to the Downtown.

**Green and Walkable Downtown:** Public Realm improvements have been an integral component of Downtown revitalizations across North America. Sidewalks, streets, and public spaces form an essential part of the public realm Downtown and therefore are critical to the attractiveness of Downtown to residents, workers, visitors, and investors. Along with the aesthetic improvements to Edmonton's Downtown, streetscape improvements are expected to generate increased property values, to increase pedestrian traffic and vibrancy, and to spark additional investment in the Downtown core.

**100 Street Pedestrian Bridge:** This project will improve pedestrian and cyclist connectivity by addressing a long-standing missing link in the active transportation network, and will create a landmark new lookout over the River Valley. It will support the functionality of MacDonald Drive as a vibrant and scenic outlook, and will address unsafe crossings of 100 Street. This project was highlighted as part of a "Big Move" in the Downtown Public Places Plan.

**Beaver Hills House Park/Michael Phair Park Improvements:** The project will renew aging infrastructure within the parks, and will also improve the overall design and function, improving safety and accessibility, and increasing the use of these open spaces in our Downtown. The project will also add a public washroom in an area of high need.

**Jasper Avenue New Vision:** Jasper Avenue from 102 to 109 Street exhibits aging streetscape infrastructure that detracts from its role as Edmonton's Main Street. Underground, the Bay/Enterprise and Corona LRT Stations will require lifecycle maintenance in coming years, including to their waterproofing membranes. Designing the Jasper Avenue streetscape from 102-109 Street in this budget cycle will allow construction to occur in the next budget cycle.

**Harbin Gate:** Replacement of the gate formerly located at 102 Avenue and 97 Street.

## STRATEGIC ALIGNMENT

This work aligns with Greener as we Grow, Rebuildable City, Community of Communities from the City Plan and Urban Places in Connect Edmonton by maintaining or improving service levels and advancing ongoing transformation of Edmonton's communities. The profile further supports the connection of people to what matters to them now and in the future and take into account the impact of our actions on our social, economic and environmental systems.

## ALTERNATIVES CONSIDERED

Alternative approaches to improving the Downtown were contemplated during the consultation phase of the Downtown Plan. At this point, the alternative would be to do nothing.

Doing nothing at this point would limit the attractiveness of the Downtown to new development (particularly the Warehouse Campus area), and fail to meet the needs of a growing number of Downtown residents and workers. There would be significant reputational impact and loss of trust with the community, stakeholders, and developers.

## COST BENEFITS

Benefits of these projects include:

- Increase in park space
- Stimulate private sector residential and commercial investment
- Increased tree canopy
- Improved Downtown attractiveness, vibrancy, and quality of life
- Improved streetscape on multiple Downtown streets
- Improved Safety and Universal Accessibility
- Public health benefits
- Opportunity for Child-friendly facilities in the heart of Downtown
- Positive impression for visitors to the City

## KEY RISKS & MITIGATING STRATEGY

Each component project of this profile has unique risks that will be assessed and mitigated as an essential part of each project. In general, key risks for projects of these types include:

- Discovery of environmental contamination
- Coordination with nearby infrastructure projects and private developments
- Coordination with utilities.
- Discovery of unexpected underground structures.

These risks will be mitigated by following Integrated Infrastructure Services project management practices, appropriate and thorough planning and engagement, proactively meeting with utility agencies and other stakeholders, and carrying adequate contingency allowances within each project budget.

## RESOURCES

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to manage and undertake the work. All procurement of external resources will follow relevant corporate procurement directives & policies.

## CONCLUSIONS AND RECOMMENDATIONS

Recommend advancement of planning and design for Catalyst Projects identified in the Downtown Community Revitalization Levy Plan during the Capital Budget Cycle, followed by advancing delivery as projects reach PDDM Checkpoint 3.

# CAPITAL PROFILE REPORT

PROFILE NAME: **CRL Projects - Planning and Design**  
 PROFILE NUMBER: **CM-50-5050**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	978	5,399	6,073	1,935	-	-	-	-	-	14,386
	Revised Funding Sources (if approved)												
	Debt CRL Downtown	-	-	978	5,399	6,073	1,935	-	-	-	-	-	14,386
	Requested Funding Source	-	-	978	5,399	6,073	1,935	-	-	-	-	-	14,386

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	978	5,399	6,073	1,935	-	-	-	-	-	14,386
	Requested Funding Source												
	Debt CRL Downtown	-	-	978	5,399	6,073	1,935	-	-	-	-	-	14,386
	Requested Funding Source	-	-	978	5,399	6,073	1,935	-	-	-	-	-	14,386

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Design	-	-	978	5,399	6,073	1,935	-	-	-	-	-
	Total	-	-	978	5,399	6,073	1,935	-	-	-	-	-	14,386

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: CRL Projects - Planning and Design			
PROFILE NUMBER: CM-50-5050			
BUDGET CYCLE: 2023-2026			
Project Number	Project Name	Description	Percentage Funded
230001	100 Street Pedestrian Bridge	Design and construction of a pedestrian and cyclist bridge across McDougall Hill, from the plaza at the top of the 100 Street Funicular to the open park space along MacDonald Drive. The new iconic bridge will create a destination landmark, provide a safe and continuous link over McDougall Hill Road, create public access to some of the best views of the river valley, and become a new downtown gathering space that supports year-round use and operations.	100
230002	107 Street Streetscape	Streetscape improvements and reconstruction of roadway and sidewalks on 107 Street, between 100 Avenue and Jasper Avenue.	100
230003	99 Street Streetscape and Library Parkade Membrane Replacement	Streetscape on 99 Street between Jasper Avenue and 102 Avenue, with rehabilitation of the Library Parkade waterproofing membrane, which is located below the roadway. Construction will also include Judy Padua Way (99 Street to 100 Street) which was previously designed as part of the Centennial Plaza project.	100
230004	Beaver Hills House Park - Michael Phair Parks	Beaver Hills House Park - Michael Phair Park Renewal and Enhancements	100
230005	Green and Walkable Downtown - Emerging Opportunities	Funding for Green and Walkable improvement projects within the Downtown CRL area on an opportunistic basis, including partnership for enhancements to the public realm, small-scale, tactical interventions in the public realm, open space acquisition or partnerships that facilitate greater setback, park or plaza opportunities for greening or pedestrian activation networks, or initiating design for Green and Walkable projects that may be considered for funding in future capital budgets.	100
230006	Harbin Gate	Implementation of a Design Build proposal for the new Harbin Gate on 97 Street, immediately south of Jasper Avenue within the new landscaping setback provided. This fulfills the political commitment to the City of Harbin to erect a gate where the local community identified a suitable location for a gate to be located after the original gate was removed as part of the LRT construction.	100
230007	Jasper Avenue New Vision (102-109 Street)	Design and construction of streetscape improvements on Jasper Avenue between 102 Street and 109 Street consistent with the concept plan completed in 2019. Includes wider sidewalks, higher quality materials and street furnishings, enhanced, pedestrian-scaled street lighting, trees, and planters.	100
230008	Warehouse Park	Warehouse Park	100
230009	103a Avenue Streetscaping	103a Avenue Streetscaping	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **DOWNTOWN COMMUNITY REVITALIZATION LEVIES DELIVERY**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-74-4100**

PROFILE STAGE: **Approved**

DEPARTMENT: **Community Revitalization Levies**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Capital City Downtown CRL**

LEAD MANAGER: **Alisa Laliberte**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Economic Development**

Major Initiative:

**GROWTH**  
100

**RENEWAL**

PREVIOUSLY APPROVED: **17,800**

BUDGET REQUEST: **110,150**

TOTAL PROFILE BUDGET: **127,950**

## PROFILE DESCRIPTION

This composite profile includes funding for delivery of several Catalyst Projects included in the Downtown Community Revitalization Levy Plan, to occur between 2023 and 2026. Funding for the design costs of these projects is included in Capital Profile CM-50-5050. As each project progresses through the design process, standalone Capital Profiles for each project will be created, drawing on CRL funding approved as part of this profile. CRL funding may be combined with other funding sources (e.g. renewal funding, third party funding) as appropriate.

The projects are:

Warehouse Park - construction of a large, urban park within the Warehouse Campus area in Downtown, including reconstruction of adjacent roadways and laneways. The park will accelerate residential development in the area by providing needed amenity space, and will be a high-quality park easily accessible to all Edmontonians. The park will include a public washroom. The park is currently in the design process, with construction anticipated in 2024-25. Expenses related to the expropriation of land for the Park may also be funded through this profile.

Green and Walkable Downtown - This project supports enhancements to the public realm throughout the CRL area to be implemented gradually over the CRL Term. Streetscape improvements may include improved paving, street furniture, lighting, trees, soil cells, planters, wayfinding, etc. Street segments anticipated to be improved include, but are not limited to: 107 Street south of Jasper Avenue, 99 Street (Jasper Ave-102 Ave), 103a Avenue (97 Street to 101 Street), 99 Street (102a Ave-103 Ave), 105 Avenue (97 Street-101 Street). This project may also include opportunistic streetscape improvements in conjunction with roadway reconstruction, tactical projects to improve walkability, activation and beauty, partnerships with other organizations to improve Downtown's streets, and other projects consistent with section 9.4 of the CRL Plan. Some of these projects may be funded in whole or in part by other profiles carried over from previous budget cycles.

100 Street Pedestrian Bridge - As part of the "River Valley Promenades" Catalyst Project, construction of a pedestrian/cyclist bridge over McDougall Hill, connecting MacDonald Drive to the 100 Street Funicular. The bridge will address a 'missing link' in the pedestrian/cyclist network, while creating a landmark new attraction Downtown.

Downtown Stormwater Drainage - Delivery of a new section of drainage infrastructure on 104 Street south of Jasper Avenue, previously identified in the 2020 Fall SCBA.

Station Lands Publicly Accessible Amenity Spaces - Up to \$17.8 million in funding for publicly-accessible, privately owned amenity spaces associated with the "Station Lands" development. Relates to operating grants that will be reallocated to the operating budget in future years and funded by the Downtown CRL Reserve.

Beaver Hills House Park/Michael Phair Park Improvements - Green and Walkable enhancements to the public realm of Beaver Hills House Park and Michael Phair Park. Will include construction of a public washroom.

Harbin Gate - Design and construction of a new "Harbin Gate" on 97 Street to recognize and celebrate the history of Chinatown in Edmonton.

## PROFILE BACKGROUND

The Capital City Downtown Plan (Bylaw 15200) was approved by City Council in 2010. It acknowledged that a thriving Downtown is an essential component of any city, and that a prosperous Downtown where people choose to live, do business, shop, and study benefits the entire city. It laid out a vision of Downtown Edmonton as Well-Designed, Accessible, Sustainable, and Vibrant, and described a bold plan to achieve that vision. Central to the plan are a series of Catalyst Projects - strategic public investments in infrastructure that will make the area more attractive to private development and investment.

The Capital City Downtown Community Revitalization Levy (CRL) Plan (Bylaw 16521) was approved by City Council in 2013 and came into effect on January 1, 2015. The CRL provides a dedicated funding source for implementation of the Catalyst Projects included in the CRL Plan. The CRL Plan was amended by City Council on August 31, 2021 (Bylaw 19820) which was subsequently approved by the province in early 2022.

**PROFILE JUSTIFICATION**

All Catalyst Projects were developed in consultation with the public and industry stakeholders who confirmed the potential for these projects to accelerate the transformation of Downtown Edmonton, attract private investment, encourage more people to live and do business Downtown, and to make it a more vibrant and beautiful community for all Edmontonians to enjoy. The Catalyst Projects that have been made to date are demonstrating the potential returns to these investments. Since the CRL began in 2015, there has been more than \$4.5 billion in investment in Downtown Edmonton (completed or under construction). That includes more than 3,800 new residential units and close to 2 million square feet of new office space. Other benefits have included new community amenities like Alex Decoteau Park, streetscaping on 97 Street, Jasper Avenue, and 103 Avenue, and the environmental benefits of improved stormwater servicing. The projects selected for 2023-2026 will continue to advance the transformation of Downtown, building upon this momentum.

Specific to each project, other justifications are:

**Warehouse Park:** Attractive park spaces are an essential building block of a vibrant Downtown where people will want to live, work, and play. The Warehouse area, which is the Downtown district with the greatest potential for redevelopment, currently lacks park space. This is a deterrent to investment and development. This park is essential to creating an attractive community, and is particularly important for attracting families with children to the Downtown.

**Green and Walkable Downtown:** Public Realm improvements have been an integral component of Downtown revitalizations across North America. Sidewalks, streets, and public spaces form an essential part of the public realm Downtown and therefore are critical to the attractiveness and wellness of Downtown to residents, workers, visitors, and investors. Along with the aesthetic improvements to Edmonton's Downtown, streetscape improvements are expected to generate increased property values, to increase pedestrian traffic and vibrancy, and to spark additional investment in the Downtown core.

**100 Street Pedestrian Bridge:** This project will improve pedestrian and cyclist connectivity by addressing a long-standing missing link in the active transportation network, and will create a landmark new lookout over the River Valley. It will support the functionality of MacDonald Drive as a vibrant and scenic outlook, and will address unsafe crossings of 100 Street. This project was highlighted as part of a "Big Move" in the Downtown Public Places Plan.

**Downtown Stormwater Drainage Servicing:** This project forms part of the overall Downtown drainage servicing project identified in the CRL Plan, facilitating redevelopment along 104 Street.

**Beaver Hills House Park/Michael Phair Park Improvements:** The project will renew aging infrastructure within the parks, and will also improve the overall design and function, improving safety and accessibility, and increasing the use of these open spaces in our Downtown. The project will also add a public washroom in an area of high need.

**Harbin Gate:** The original Harbin Gate was removed to facilitate construction of the Southeast Valley Line LRT. This project reflects a commitment to restore or replace the gate, in recognition of its significance to Chinatown, Edmonton's history, and diverse communities.

**Station Lands Amenity Spaces:** Funding for these amenity spaces was approved by City Council on June 14, 2021. These amenity spaces advance the goals of the Downtown Public Places Plan to provide new, high quality publicly accessible amenity spaces in this area of Downtown. They will enhance permeability and connectivity, knitting together the Civic Precinct, Chinatown, and McCauley.

**STRATEGIC ALIGNMENT**

These project contribute to several of the Big City Moves:  
Catalyze and Converge - supporting job growth in the innovation corridor  
Rebuildable City - improving the public realm in priority areas  
Rebuildable City - supporting dwelling unit growth in priority areas  
Greener as we Grow - increasing the number of green spaces  
Greener as we Grow - supporting transportation mode shift

**ALTERNATIVES CONSIDERED**

Alternative approaches to improving the Downtown were contemplated during the consultation phase of the Downtown Plan. At this point, the alternative would be to do nothing. Doing nothing at this point would limit the attractiveness of the Downtown to new development (particularly the Warehouse Campus area), and fail to meet the needs of a growing number of Downtown residents and workers. There would be significant reputational impact and loss of trust with the community, stakeholders, and developers.

**COST BENEFITS**

Benefits of these projects include:  
Increase in park space  
Stimulate private sector residential and commercial investment  
Increased tree canopy  
Improved Downtown attractiveness, vibrancy, and quality of life.  
Improved streetscape on multiple Downtown streets  
Improved Safety and Universal Accessibility  
Public health benefits  
Opportunity for Child-friendly facilities in the heart of Downtown  
Positive impression for visitors to the City  
Provision of public washroom facilities.

## KEY RISKS & MITIGATING STRATEGY

Each component project of this profile has unique risks that will be assessed and mitigated as an essential part of each project. In general, key risks for projects of these types are:

- Cost escalation
- Discovery of environmental contamination
- Coordination with nearby infrastructure projects and private developments
- Coordination with utilities
- Disruption of sidewalks and roads during construction.

These risks will be mitigated by following Integrated Infrastructure Services project management practices, proactively meeting with utility agencies and other stakeholders, and carrying adequate contingency allowances within each project budget.

## RESOURCES

Implementation teams in Integrated Infrastructure Services and Urban Planning and Economy will retain external consultants and contractors as appropriate through the process.

## CONCLUSIONS AND RECOMMENDATIONS

Recommend delivery of seven Catalyst Projects identified in the Downtown Community Revitalization Levy Plan during the 2023-26 Capital Budget Cycle:

- Warehouse Park
- Green and Walkable Downtown
- 100 Street Pedestrian Bridge
- Station Lands Amenity Spaces
- Downtown Stormwater Drainage Servicing
- Beaver Hills House Park/Michael Phair Park Improvements
- Harbin Gate

As each project progresses through the design process, standalone Capital Profiles for each project will be created, drawing on CRL funding approved as part of this profile.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Downtown Community Revitalization Levies Delivery**  
 PROFILE NUMBER: **CM-74-4100**  
 BRANCH: **Capital City Downtown CRL**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Capital Budget Adj (one-off)	-	-	-	10,600	-	7,200	-	-	-	-	-	17,800
	<b>Current Approved Budget</b>	-	-	-	<b>10,600</b>	-	<b>7,200</b>	-	-	-	-	-	<b>17,800</b>
Approved Funding Sources													
	Downtown CRL Reserve	-	-	-	10,600	-	7,200	-	-	-	-	-	17,800
	<b>Current Approved Funding Sources</b>	-	-	-	<b>10,600</b>	-	<b>7,200</b>	-	-	-	-	-	<b>17,800</b>

BUDGET REQUEST	Budget Request	-	-	10,022	45,451	46,358	8,320	-	-	-	-	-	110,150
	Revised Funding Sources (if approved)												
	Debt CRL Downtown	-	-	10,022	45,451	46,358	8,320	-	-	-	-	-	110,150
	<b>Requested Funding Source</b>	-	-	<b>10,022</b>	<b>45,451</b>	<b>46,358</b>	<b>8,320</b>	-	-	-	-	-	<b>110,150</b>

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	10,022	56,051	46,358	15,520	-	-	-	-	-	127,950
	Requested Funding Source												
	Debt CRL Downtown	-	-	10,022	45,451	46,358	8,320	-	-	-	-	-	110,150
	Downtown CRL Reserve	-	-	-	10,600	-	7,200	-	-	-	-	-	17,800
	<b>Requested Funding Source</b>	-	-	<b>10,022</b>	<b>56,051</b>	<b>46,358</b>	<b>15,520</b>	-	-	-	-	-	<b>127,950</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	10,022	56,051	46,358	15,520	-	-	-	-	-
	<b>Total</b>	-	-	<b>10,022</b>	<b>56,051</b>	<b>46,358</b>	<b>15,520</b>	-	-	-	-	-	<b>127,950</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact: Personnel

Branch:	2021				2022				2023				2024			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Parks and Roads Services	-	-	-	-	-	34	34	-	-	73	73	-	-	73	73	-
<b>Total Operating Impact</b>	-	-	-	-	-	<b>34</b>	<b>34</b>	-	-	<b>73</b>	<b>73</b>	-	-	<b>73</b>	<b>73</b>	-



# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Downtown Community Revitalization Levies Delivery</b>			
<b>PROFILE NUMBER: CM-74-4100</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	100 Street Pedestrian Bridge	100 Street Pedestrian Bridge (MacDonald Drive to Funicular Plaza)	100
230002	107 Street Streetscape	Green and Walkable Streetscape Improvements: 107 Street (100 Ave - Jasper Ave)	100
230003	99 Street Streetscape and Library Parkade Membrane Replacement	Green and Walkable Streetscape Improvements: 99 Street (Jasper Ave-102 Avenue, including 101a Avenue from 99 Street to 100 Street), delivered in conjunction with Library Parkade Membrane Replacement	100
230004	Beaver Hills House Park - Michael Phair Park Upgrades	Green and Walkable Public Realm Improvements: Beaver Hills House Park and Michael Phair Park	100
230005	Green and Walkable Downtown - Emerging Opportunities	Green and Walkable Public Realm and Streetscape Improvements within the Downtown CRL area - specific streets to be determined	100
230006	Harbin Gate	Delivery of New Harbin Gate on 97th Street north of Jasper Avenue	100
230007	Downtown Community Revitalization Levies	Delivery of a major new park in the Warehouse District of Downtown, including improvements to the adjacent streets and laneways.	100
230008	Downtown Community Revitalization Levies	Green and Walkable Streetscape improvements on 103a Avenue/104 Avenue between 97 Street and 101 Street, and a portion of 99 Street south of 103a Avenue. To be delivered in conjunction with the 103a Avenue Pedway.	100
230009	Downtown Community Revitalization Levies	Green and Walkable Streetscape Improvements on 105 Avenue between 97 Street and 101 Street. This project forms part of the Station Lands funding agreements.	100
230010	Downtown Community Revitalization Levies	Drainage Servicing in the vicinity of 104 Street, between 100 Avenue and Jasper Avenue.	100
230011	Downtown Community Revitalization Levies	Contribution to publicly-accessible, privately-owned amenity spaces associated with the Station Lands development. These projects form part of the Station Lands funding agreements. These will be operating expenses, funded from CRL reserve, to be transferred to operating in a future budget adjustment.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **SAFE AND LIVABLE COMMUNITY STREETS**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-66-2596**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Parks and Roads Services**

LEAD MANAGER: **Craig McKeown**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

**GROWTH**  
100

**RENEWAL**

PREVIOUSLY APPROVED:

-

BUDGET REQUEST:

17,148

TOTAL PROFILE BUDGET:

17,148

## PROFILE DESCRIPTION

The Safe Mobility Strategy purpose is to achieve Vision Zero through safe and livable streets in Edmonton. Community streets, public participation and engagement, mode shift and supporting safer speeds are all important priorities required to continue progress toward this goal. The Safe and Livable Community Streets profile supports traffic safety and livability improvements to neighbourhoods and community gathering places through programming that includes Speed humps/tables, Vision Zero Street Labs, the Safe Speeds Toolkit, Safe Routes to Schools, traffic calming to support the implementation of the 40 km/h default speed limit, and vibrant streets.

### Safe Routes to School

School safety is a key priority in the Safe Mobility Strategy 2021-2025. The first iteration of this program included working with school boards, schools, and stakeholders to review and understand the safety concerns facing students and parents at schools with elementary grades. Since its inception and until 2022, all of the schools with elementary grades received upgrades. Additionally, these safety measures are now proactively installed at new schools. Despite the conclusion of this initial work, many concerns about safe travel to school for students and families exist. The next iteration of this program will focus more holistically on identifying safe routes to school by working with schools, organizations, and stakeholders. This work will include upgrading crosswalks surrounding schools to increase safety and encourage students and parents to try active modes of transportation to get to school such as walking, biking, or rolling.

### 40 km/h Default Speed Limit Implementation

As part of the 40 km/h default speed limit project, a comprehensive review was completed for residential roads to identify which corridors do not naturally support a reduced speed limit due to design and function. Some of these exception roads had renewal projects that were underway or planned for the upcoming budget cycle. This initiative prioritizes the remaining exception roads that do not have any upcoming work planned but require traffic calming to allow for the speed limit to be lowered to 40 km/h. Additionally, included in this profile are road segments that have been identified as having low compliance to the new speed limit. Similarly, these locations do not have any upcoming renewal work planned and have been prioritized for improvements following the initial evaluation of the new default speed limit.

### Community Activation (Vision Zero Street Labs, Vision Zero School Kits and the Safe Speeds Toolkit)

Launched in 2021, this programming focuses on empowering Edmontonians to lead the way in addressing traffic safety issues within their communities. These programs are community driven and allow for flexible, creative, and temporary traffic calming solutions to take shape. In 2021, there were 5 Street Labs that were installed, and in 2022, 20 Street Labs are expected. To date, the Safe Mobility section has recommended over 100 applications for a Street Lab. The Safe Speeds Toolkit provides Edmontonians with options like creative lawn signs and the ability to request portable driver feedback signs (or speed trailers) to help raise awareness and encourage drivers to slow down. In 2021, nearly 4000 lawn signs and over 500 portable speed trailers were requested throughout Edmonton. Demand for all of these programs continues to significantly increase as initial projects come to life and Edmontonians are excited to join in making their streets safer and more livable.

### Vibrant Streets

This package also supports permanent vibrant streets programming in line with the evolving purpose and function of our streets, including temporary patios, micromobility, decorative painted crosswalks (ie: Pride, indigenous, diversity & inclusion) and decorative traffic control boxes.

This capital profile will have a total operating impact of \$16,640,000 for the full four years of the 2023-2026 budget period.

Note that this capital profile was renamed from "Community Activation Programming" in the 2019-2022 budget cycle to "Safe and Livable Community Streets" in the 2023-2026 budget cycle and reflects the growth scope and budget of the program

## PROFILE BACKGROUND

The Safe Mobility Strategy 2021-2025 is Edmonton's approach to achieving Vision Zero through safe and livable streets. It is a key component of the City's strategic goals for the next 10 years and supports ConnectEdmonton in creating a safe, healthy city for all residents. The Key Actions in the Strategy prioritize safety and livability improvements to neighbourhood streets and community gathering places and speed limit reduction. Diversifying previous efforts that focused solely on high crash locations into actions that support systemic change includes projects and initiatives in community spaces enable the public to get involved, learn about traffic safety and its benefits, and shift culture while improving safety and livability.

## PROFILE JUSTIFICATION

The public is passionate about safe streets and safe speeds, and Council feedback and community insight gathered to develop the Safe Mobility Strategy resulted in the introduction and evolution of the programs outlined in this profile. This profile enables continued progress on these key actions, all of which received significant support through the public engagement process of the Safe Mobility Strategy development and continue to be the most common types of concerns shared with Administration through Council and the public. Additionally, establishing safer and more reliable infrastructure for and access to active modes enables the City Plan's mode shift goal. The mobility network assessment also recommended that funding be allocated towards safety at key locations throughout the mobility network and supports the development of a program to support safety improvements city-wide.

## STRATEGIC ALIGNMENT

- Greener as we Grow: this initiative enables Edmontonians to adapt to a low carbon footprint by promoting alternate modes of transportation.
- Inclusive and Compassionate: outcomes of the equity analysis are applied to prioritize projects and programs to ensure equitable access to safety and livability improvements.
- Community of Communities: the projects included empower Edmontonians to create safe and livable streets in their community.
- Catalyst and Converge: Supports safe communities and attracts new residents/businesses by enabling the safe and orderly movement of people, goods and services.

## ALTERNATIVES CONSIDERED

All locations included for upgrades as part of this profile have been vetted with other renewal and growth programs to remove locations that could be included in the scope of larger projects (i.e.: Neighbourhood Renewal, Mobility Network Assessment priorities).

## COST BENEFITS

This enables Administration to take a proactive approach into activating and building relationships within equity-seeking communities who have not had capacity to access community-led programming in addition to meeting high community demand for projects that impact businesses, Business Improvement Areas and neighbourhoods. This work will increase the vibrancy of City streets and sidewalks with enhanced permanent programs that provide opportunities for the community and external stakeholders to activate City road right-of-way.

## KEY RISKS & MITIGATING STRATEGY

If funding for this work is not allocated through this profile, Administration will not be able to run the programs included. Given that the scope of this work excludes any locations that are included in other renewal programs, this would result in no support being provided to improve traffic safety and livability in neighbourhood and community spaces that are not prioritized through large-scale projects led by Integrated Infrastructure Services.

## RESOURCES

Total operating impact of \$16,640,000 for the full four years of the 2023-2026 budget period. This includes some additional resources that will be required to support the implementation of safe and livable community streets programs.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended that this profile be funded given the safety and livability impacts it creates for Edmontonians and its contribution to the goals of Vision Zero. Approving this program allows Administration to implement programs committed to in the Safe Mobility Strategy enabling safe and livable community streets (Vision Zero Street Labs, Vision Zero School Kits, Safe Speeds Toolkit, Safe Routes to School, and 40 km/h street traffic calming) along with permanent enhanced Vibrant Streets programs and services (temporary patios, micromobility, and decorative crosswalks and traffic control boxes).

# CAPITAL PROFILE REPORT

PROFILE NAME: **Safe and Livable Community Streets**  
 PROFILE NUMBER: **CM-66-2596**  
 BRANCH: **Parks and Roads Services**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	3,663	4,218	5,020	4,247	-	-	-	-	-	17,148
	Revised Funding Sources (if approved)												
	Traffic Safety Automated Enfmt Resrv	-	-	3,663	4,218	5,020	4,247	-	-	-	-	-	17,148
	Requested Funding Source	-	-	3,663	4,218	5,020	4,247	-	-	-	-	-	17,148

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	3,663	4,218	5,020	4,247	-	-	-	-	-	17,148
	Requested Funding Source												
	Traffic Safety Automated Enfmt Resrv	-	-	3,663	4,218	5,020	4,247	-	-	-	-	-	17,148
	Requested Funding Source	-	-	3,663	4,218	5,020	4,247	-	-	-	-	-	17,148

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	3,663	4,218	5,020	4,247	-	-	-	-	-
	Total	-	-	3,663	4,218	5,020	4,247	-	-	-	-	-	17,148

## OPERATING IMPACT OF CAPITAL

Type of Impact: Personnel, Transfer from Reserves & Surplus

Branch:	2023				2024				2025				2026			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Parks and Roads Services	3,514	3,514	-	17.6	346	346	-	1.0	649	649	-	4.2	248	248	-	-
<b>Total Operating Impact</b>	<b>3,514</b>	<b>3,514</b>	<b>-</b>	<b>17.6</b>	<b>346</b>	<b>346</b>	<b>-</b>	<b>1.0</b>	<b>649</b>	<b>649</b>	<b>-</b>	<b>4.2</b>	<b>248</b>	<b>248</b>	<b>-</b>	<b>-</b>

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Safe and Livable Community Streets</b>			
<b>PROFILE NUMBER: CM-66-2596</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Safe and Livable Community Streets	The Safe Mobility Strategy purpose is to achieve Vision Zero through safe and livable streets in Edmonton. Community streets, public participation and engagement, mode shift and supporting safer speeds are all important priorities required to continue progress toward this goal. The Safe and Livable Community Streets profile supports traffic safety and livability improvements to neighbourhoods and community gathering places through programming that includes Vision Zero Street Labs, the Safe Speeds Toolkit, Safe Routes to Schools, traffic calming to support the implementation of the 40 km/h default speed limit, and vibrant streets.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **SAFE CROSSINGS**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-66-2585**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Parks and Roads Services**

LEAD MANAGER: **Craig McKeown**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **June, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>25,875</b>
TOTAL PROFILE BUDGET:	<b>25,875</b>

## PROFILE DESCRIPTION

Safe Crossings Program is one of the key initiatives committed to in the City's Safe Mobility Strategy 2021-2025. This profile targets infrastructure upgrades to support safer and livable street crossings for all road users. It funds the design, specification, procurement of materials and construction associated with the upgrade of crossing locations. Building upon the work of the previous iteration of this profile, the refreshed Safe Crossings program expands upon the measures available to include more options in the toolkit. In addition to the temporary curb extension installation and signal upgrades, the toolkit now includes raised crosswalks, new signalization options (i.e., lead pedestrian intervals), and solar rapid flashing beacons. With this funding, over 200 new locations will be upgraded over the four year period from 2023-2026.

This capital profile will have an operating impact of \$2,332,000 for the full four years of the 2023-2026 budget cycle.

## PROFILE BACKGROUND

Safe crossings are essential to community connectivity, safety, and livability. Since 2016, the City has been investing significantly in pedestrian safety with upgrades completed at over 300 crossings throughout Edmonton. When the Safe Mobility Strategy 2021-2025 was adopted in 2020, it established a call to action to consider new, modern, and proactive ways to further advance making crossings safer through the newly refreshed Safe Crossings Program. The first iteration of the refreshed program which launched in 2022 looked at ensuring that there was equitable access to safety integrated within each step of the program, accelerating the projects with the efficient use of resources and new measures, as well as employ a forward thinking approach as it relates to the prioritization process. The new Safe Crossings program will continue to build upon the previous work, refine the process, as well as continue to introduce new tools to increase safety and livability for all.

## PROFILE JUSTIFICATION

During the development of the Safe Mobility Strategy, the most supported key action during the public engagement phase was safe crossings, and it continues to be of high priority for Edmontonians and Council. Funding for this profile remains consistent with the previously approved capital profiles, but expands upon the scope to allow Administration to add new tools to increase safety for all people. The mobility network assessment also recommended that funding be allocated towards safety at key locations throughout the mobility network and supports the development of a program to support safe crossings.

## STRATEGIC ALIGNMENT

- Inclusive and Compassionate: equitable access to safety and ensuring lived experience is built into the program.
- Community of Communities: this program prioritizes crossings at locations where the community gathers(e.g. schools, senior centers) to create an attractive environment and a sense of connectivity.
- Catalyst and Converge: locations along nodes & corridors (which support 50% of employment in Edmonton) are included and prioritized.

## ALTERNATIVES CONSIDERED

In the development of the Safe Crossings program, opportunities for safety upgrades as part of other planned renewal or reconstruction work are identified and removed from the scope of this capital profile. This helps Administration increase efficiency in completing upgrades at the same time as other planned construction work. However, an extensive list of known crossing improvements without future improvements planned remains and those of highest priority have been included for upgrade through this profile.

## COST BENEFITS

This program targets infrastructure upgrades to support safe crossings. These upgrades contribute to a reduction in traffic fatalities and serious injuries, in alignment with Vision Zero goals, as well as improved livability, mobility, and accessibility for people walking, biking, or rolling.

## KEY RISKS & MITIGATING STRATEGY

If funding is not approved for this profile, Administration will not be able to implement safe crossing upgrades outside of the approved reconstruction projects, as there is no other source of funding available. In the development of the Safe Crossings program, locations were prioritized by incorporating a GBA+ lens to ensure that Administration is identifying locations based on accounting for the need for safe crossings at community gathering locations, incorporating insight and feedback received from Edmontonians, understanding how people are currently using the crossing as well as factoring in how they may be using it in the future.

## RESOURCES

This capital profile will have an operating impact of \$2,332,000 for the full four years of the 2023-2026 budget cycle. This includes additional resources that will be required to support the implementation of the safe crossings program at this scope.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended that this program continues as a permanent addition to the City's capital investment portfolio and be sufficiently funded given the key safety and livability goals that this program achieves.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Safe Crossings**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-66-2585**

PROFILE TYPE: **Composite**

BRANCH: **Parks and Roads Services**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	6,825	6,350	6,350	6,350	-	-	-	-	-	25,875
	Revised Funding Sources (if approved)												
	Traffic Safety Automated Enfmt Resrv	-	-	6,825	6,350	6,350	6,350	-	-	-	-	-	25,875
	Requested Funding Source	-	-	6,825	6,350	6,350	6,350	-	-	-	-	-	25,875

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	6,825	6,350	6,350	6,350	-	-	-	-	-	25,875
	Requested Funding Source												
	Traffic Safety Automated Enfmt Resrv	-	-	6,825	6,350	6,350	6,350	-	-	-	-	-	25,875
	Requested Funding Source	-	-	6,825	6,350	6,350	6,350	-	-	-	-	-	25,875

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	6,825	6,350	6,350	6,350	-	-	-	-	-
	Total	-	-	6,825	6,350	6,350	6,350	-	-	-	-	-	25,875

## OPERATING IMPACT OF CAPITAL

Type of Impact: Personnel, Transfer from Reserves & Surplus

Branch:	2023				2024				2025				2026			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Parks and Roads Services	583	583	-	5.1	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>583</b>	<b>583</b>	<b>-</b>	<b>5.1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Safe Crossings</b>			
<b>PROFILE NUMBER: CM-66-2585</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Safe Crossings Program	Safe Crossings Program is one of the key initiatives committed to in the City's Safe Mobility Strategy 2021-2025. This profile targets infrastructure upgrades to support safer and liveable street crossings for all road users. It funds the design, specification, procurement of materials and construction associated with the upgrade of crossing locations. Building upon the work of the previous iteration of this profile, the refreshed Safe Crossings program expands upon the measures available to include more options in the toolkit. In addition to the temporary curb extension installation and signal upgrades, the toolkit now includes raised crosswalks, new signalization options (i.e., lead pedestrian intervals), and solar rapid flashing beacons. With this funding, over 400 new locations will be upgraded over the four year period from 2023-2026.	100
230002	Safe Crossings	Safe Crossings	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSPORTATION: NEIGHBOURHOODS - RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-25-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Building Great Neighbourhoods**

LEAD MANAGER: **Craig Walbaum**

PARTNER: **Infrastructure Planning and Design**

PARTNER MANAGER: **Jason Meliefste**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Neighbourhood Renewal**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	545,717
TOTAL PROFILE BUDGET:	545,717

## PROFILE DESCRIPTION

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address Edmonton's residential and industrial neighbourhood transportation infrastructure needs that include the renewal and rebuilding of collector and local roadways, sidewalks, and streetlights in existing neighbourhoods.

The Neighbourhood Renewal Program provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways. Neighbourhood streetlighting and traffic control system renewal and upgrades, mature tree management, construction of curb ramps and other intersection improvements, and addressing missing links in the sidewalk and bike network are also included.

This program includes the following major categories: Neighbourhood Reconstruction, Neighbourhood Paving, Local/Collector Road Renewal, and Pavement Investment Strategy.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and streetlights needs in existing neighbourhoods.

### Problem/Opportunity:

By effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows all existing neighbourhoods to equitably receive infrastructure treatments to meet the objectives of 0% poor condition neighbourhoods by 2038.

### Current Situation:

The Neighbourhood Renewal Tax Levy was last increased in 2019 to bring the Neighbourhood Renewal Program to the fully funded state that it is at today. With this funding continuing forward, assuming inflationary pressures are moderate, the program is anticipated to continue progress toward the objectives outlined in the Neighbourhood Renewal Policy C595A.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, rehab, paving, microsurfacing) to maximize asset value and asset life.

### Anticipated Outcomes:

Sufficient funding levels will allow for all City neighbourhood to receive capital improvements within 30 years (2009 - 2038). Neighbourhood project planning can occur two years prior to construction work, offering the opportunity to capitalize on longer term contracts and achieve greater value for money.

### Urgency of Need:

Need to create and maintain a stable/predictable funding to meet renewal needs of (aging) current and future neighbourhoods (because of population and demographic trends).

## STRATEGIC ALIGNMENT

This work aligns with Managing the Corporation in the COE Corp Business Plan

## ALTERNATIVES CONSIDERED

Do Nothing/Unfunded: No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs for the asset to reinstate service.

Triage: Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

Reconstruction Worse Only: The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance allows more improvements within 30 years (2009 - 2038), whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Tangible benefits:

- Renewing the aging infrastructure
- Achieving long-term cost savings through reinvestment strategies
- Increased service level
- Customer satisfaction

Intangible benefits:

- Enhancing the attractiveness
- Safety
- Livability of neighbourhoods for residents

## KEY RISKS & MITIGATING STRATEGY

Reconstruction is required when infrastructure reaches the end of its service life. To "do nothing" results in:

- further deterioration and a poorer level of service
- higher risk of safety and failure
- higher maintenance and (triage) renewal costs

## RESOURCES

IIS will lead this work within existing resources. Lifecycle Management in conjunction with Building Great Neighbourhoods Transportation Planning and Design will review and identify the needs. External resources will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

Conclusion:

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents and businesses, an effective renewal strategy ensures the City meets its goals for well maintained, sustainable and accessible infrastructure.

By effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows all existing neighbourhoods to equitable receive infrastructure treatments to meet the objectives of 0% poor condition neighbourhoods by 2038.

Recommendation:

That funding be approved for the Neighbourhood Renewal Program to continue forward toward the objectives outlined in the Neighbourhood Renewal Policy C595A.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transportation: Neighbourhoods - Renewal**  
 PROFILE NUMBER: **CM-25-0000**  
 BRANCH: **Building Great Neighbourhoods**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2020 Cap Council	-	-	-4,658	-	-	-	-	-	-	-	-	-4,658
	2021 Cap Council	-	-	4,658	-	-	-	-	-	-	-	-	4,658
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	83,646	142,271	159,182	160,619	-	-	-	-	-	545,717
	Revised Funding Sources (if approved)												
	Local Improvements Prop. Share	-	-	3,430	7,660	10,076	11,513	-	-	-	-	-	32,679
	Neighborhood Renewal Reserve	-	-	80,216	134,611	149,106	149,106	-	-	-	-	-	513,038
	Requested Funding Source	-	-	83,646	142,271	159,182	160,619	-	-	-	-	-	545,717

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	83,646	142,271	159,182	160,619	-	-	-	-	-	545,717
	Requested Funding Source												
	Local Improvements Prop. Share	-	-	3,430	7,660	10,076	11,513	-	-	-	-	-	32,679
	Neighborhood Renewal Reserve	-	-	80,216	134,611	149,106	149,106	-	-	-	-	-	513,038
	Requested Funding Source	-	-	83,646	142,271	159,182	160,619	-	-	-	-	-	545,717

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-	-	71,614	122,079	136,816	138,253	-	-	-	-	-
Design		-	-	12,032	20,192	22,366	22,366	-	-	-	-	-	76,956
	Total	-	-	83,646	142,271	159,182	160,619	-	-	-	-	-	545,717

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Transportation: Neighbourhoods - Renewal**

**PROFILE NUMBER: CM-25-0000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Collector - Local Paving - Various locations	Collector - Local Paving	100
230002	Northeast Road Program - Ozerna	Northeast Road Reconstruction - replacement of road with special drainage enhancement, selective concrete repair due to soft subgrade conditions that exist in the area	100
230003	Northeast Road Program - Mayliewan	Northeast Road Reconstruction - replacement of road with special drainage enhancement, selective concrete repair due to soft subgrade conditions that exist in the area	100
230004	Baturyn Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230005	Ottewell Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230006	Gariepy Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230007	Meyokumin Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230008	Hillview Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230009	Overlanders Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230010	McCauley Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230011	Boyle Street Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230012	Glenwood Neighbourhood (W - 163 St.)	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230013	Hairsine Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230014	Dominion Industrial Neighbourhood	Neighbourhood Pavement Renewal - roads are repaved and concrete maintenance activities are coordinated to address sidewalk and curb safety and maintenance concerns.	100
230015	Morris Industrial Neighbourhood	Neighbourhood Pavement Renewal - roads are repaved and concrete maintenance activities are coordinated to address sidewalk and curb safety and maintenance concerns.	100
230016	Huff Bremner Estate Industrial Neighbourhood	Neighbourhood Minor Rehabilitation - roads are repaved and concrete maintenance activities are coordinated to address sidewalk and curb safety and maintenance concerns. This project may easily become a Minor Neighborhood Rehabilitation. due to curb condition..	100
230017	Papachase Industrial Neighbourhood	Neighbourhood Pavement Renewal - roads are repaved and concrete maintenance activities are coordinated to address sidewalk and curb safety and maintenance concerns. This road should be reviewed further and treated as a rehabilitation project.	100
230018	Thornclyff Neighbourhood (S - 82 Ave.)	Neighbourhood Pavement Renewal - roads are repaved and concrete maintenance activities are coordinated to address sidewalk and curb safety and maintenance concerns.	100
230019	Larkspur Neighbourhood (S - 43 Ave.)	Neighbourhood Pavement Renewal - roads are repaved and concrete maintenance activities are coordinated to address sidewalk and curb safety and maintenance concerns.	100
230020	132 Avenue: 90 St. - 113A St.	Collector - Local Recon - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required.	100
230021	132 Avenue: 113A St. - 127 St.	Collector - Local Recon - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required.	100
230022	95 Avenue: 163 St. - 170 St.	Collector - Local Recon with Growth - Enhancement (Bike Infrastructure) - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required.	100

# CAPITAL PROFILE REPORT

230023	105 Avenue: 105 St. - 109 St. [NRP Renewal]	Collector - Local Recon - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required. This project will proceed if the Streetscape project is funded. NRP will fund the renewal portion of the project.	100
230024	Fort Road: 167 Ave. - 18 St.	Collector - Local Rural - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch - drainage improvement as required.	100
230025	Fort Road: 153 Ave. - 167 Ave.	Collector - Local Rural - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch - drainage improvement as required.	100
230026	Yellowhead Trail N Service Rd.: 199 St. - 215 St.	Collector - Local Rural - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch - drainage improvement as required.	100
230027	118A Avenue: 215 St. - 231 St.	Collector - Local Rural - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch - drainage improvement as required.	100
230028	76 Avenue: 17 St. - 34 St.	Collector - Local Rural - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch - drainage improvement as required.	100
230029	76 Avenue: 9 St. - 17 St.	Collector - Local Rural - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch - drainage improvement as required.	100
230030	107 Street: 99 Ave. - 100 Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230031	107 Street: 100 Ave. - Jasper Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230032	81 Avenue: 104 St. - Gateway Blvd.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230033	105 Street: 81 Ave. - 82 Ave.	Collector - Local Repave (coordinated with 81 Avenue from 104 St - Gateway Boulevard Rehab)	100
230034	76 Avenue: 96 St. - 88 St.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230035	76 Avenue: 99 St. - 96 St.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230036	76 Avenue: 88 St. - 79 St.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230037	85 Street: 82 Ave. - 90 Ave. (Traffic Circle)	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230038	117 Street: 40 Ave. - 37 Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100

# CAPITAL PROFILE REPORT

230039	37 Avenue: 117 St. - 111 St.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230040	97 Street: 51 Ave. - 63 Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230041	38 Avenue: 66 St. - Millwoods Rd.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230042	Millbourne Road East: 76 St. - 38 Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230043	Millbourne Road East: 38 Ave. - 36 Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230044	71 Street: 36 Ave. - 34 Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230045	86 Street: Argyll Rd. - S - 56 Ave. (train tracks)	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230046	Dunluce Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230047	Homesteader Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230048	Rossdale Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230049	Oliver Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230050	Meyonohk Neighbourhood	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230051	Belmead Neighbourhood (E - 188 St)	Neighbourhood Reconstruction - roads are repaved; sidewalk, curb and gutter, and street lights are replaced.	100
230052	Belmead Neighbourhood (W - 188 St)	Neighbourhood Rehabilitation - replacement of road with special drainage enhancement, selective concrete repair due to soft subgrade conditions that exist in the area	100
230053	189 Street: 87 Ave. - 95 Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230054	34 Street: 118 Ave. - 121 Ave.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230055	132 Avenue: Fort Rd. - 82 St.	Collector - Local Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **CAPILANO BRIDGE TRAIL (SOUTHWEST) REPAIR**  
 PROFILE NUMBER: **22-34-9400**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Gord Cebryk
ESTIMATED START:	June, 2022
ESTIMATED COMPLETION:	December, 2023

Service Category: **Recreation & Culture** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	6,110
	100	BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	6,110

## PROFILE DESCRIPTION

Engineering Services - Geotechnical Engineering Group noted damage to the paved trail in the River Valley Riverside area, approximately 250 metres west of the Capilano Bridge. Based on a preliminary site review, the trail was made permanently closed due to public safety concerns.

The affected landslide area encompasses a zone of the valley slopes extending over a length of approximately 100 metres along the trail. The instability resulted in the failure of three timber retaining walls above the trail and severe cracking of the trail. Several cracks and subsidence/heave were noted along the trail alignment within the landslide area, indicating both local and deep-seated slope instability.

Renewal of the trail is required to put this trail asset in service and to effectively address this aging asset, improve accessibility/efficient movement for people, increase service level as well as citizen satisfaction. This project will involve detailed engineering assessment, design and construction of the trail repair.

## PROFILE BACKGROUND

This project was identified as a priority for renewal as part of the Open Space: Environmental - Renewal Capital Profile composite (CM 34-0000), which was to fund the project from Checkpoint 1 to 5. As the development of the design progressed, the project estimated reflected the complex nature of this work. Tender bid pricing reflecting the current (2002) market landscape also contribute to the project requiring the creation of its own standalone profile due to the value of the combined project being over the \$5 million dollar threshold for renewal.

## PROFILE JUSTIFICATION

Edmonton's River Valley is the longest stretch of urban parkland in North America and is recognized as one of the most important tourist attractions for Edmonton. River Valley trails and parks that have failing infrastructure can lead to trail closures, injury of citizens, programming and scheduling challenges. The River Valley and Ravine System is a valued asset that requires upgrades, rehabilitation and repair due to aging infrastructure and trail damage.

The risk of not reconstructing this trail with permanent repair will include an unacceptable level of safety risk for the public and pedestrian use of the infrastructure. The continued closure of this trail would have a major adverse impact on public access to the river valley in this area since the only viable alternative routing for commuters and trail users would involve detours into the neighbourhood on top of bank lands along Rowland Road. Without stabilization repairs, the area will continue to degrade with ongoing slope movements and further damage of the existing trail area. This would lead to additional non-localized design and construction challenges and higher costs should future remedial work be contemplated or required.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making discrete and measurable impacts on Council's four strategic goals: healthy city, urban shift, regional economic prosperity, and energy and climate. This project focuses on the healthy city strategic goal.

## ALTERNATIVES CONSIDERED

The alternative of doing nothing or deferring work was deemed unacceptable due to the safety concerns of this deteriorating asset. Furthermore, without stabilization repairs, the area will continue to degrade with ongoing slope movements and further damage of the existing trail area. This would lead to additional non-localized design and construction challenges and higher costs should future remedial work be contemplated or required.

## COST BENEFITS

Trails in the River Valley must be maintained and renewed before its condition requires more extraneous safety concerns and more costly major reconstruction efforts. If adequate renewal investment is not met this will result in a lower level of service, and costly maintenance and reconstruction investments.



## KEY RISKS & MITIGATING STRATEGY

As this asset deteriorates, its components and systems age and will fail. Failure of these systems poses various risks on users of this trail and the lack of rehabilitation activities can lead to closure of the trail system that would impact citizens.

A risk management plan follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and is monitored during regular project team meeting

## RESOURCES

This project will be led by Integrated Infrastructure Services following the Project Development and Delivery Model with Project Manager leads, and external consultants and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

IIS recommends funding approval for Checkpoint 1 to 5, to permit funding for construction and post construction services for this project, in order to address this safety concerns and meet the project commitments.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Capilano Bridge Trail (Southwest) Repair**  
 PROFILE NUMBER: **22-34-9400**  
 BRANCH: **Building Great Neighbourhoods**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	5,810	300	-	-	-	-	-	-	-	-	6,110
	<b>Current Approved Budget</b>	-	<b>5,810</b>	<b>300</b>	-	-	-	-	-	-	-	-	<b>6,110</b>
Approved Funding Sources													
	Munc Sustain. Initiative - MSI	-	5,304	-	-	-	-	-	-	-	-	-	5,304
	Pay-As-You-Go	-	506	300	-	-	-	-	-	-	-	-	806
	<b>Current Approved Funding Sources</b>	-	<b>5,810</b>	<b>300</b>	-	-	-	-	-	-	-	-	<b>6,110</b>

BUDGET REQUEST		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)		-	5,810	300	-	-	-	-	-	-	-	-	6,110
Requested Funding Source													
	Munc Sustain. Initiative - MSI	-	5,304	-	-	-	-	-	-	-	-	-	5,304
	Pay-As-You-Go	-	506	300	-	-	-	-	-	-	-	-	806
	<b>Requested Funding Source</b>	-	<b>5,810</b>	<b>300</b>	-	-	-	-	-	-	-	-	<b>6,110</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	4,425	-	-	-	-	-	-	-	-	-	4,425
	Contingency	-	906	-	-	-	-	-	-	-	-	-	906
	Design	-	283	-	-	-	-	-	-	-	-	-	283
	Follow Up Warranty	-	-	300	-	-	-	-	-	-	-	-	300
	Other Costs	-	196	-	-	-	-	-	-	-	-	-	196
	<b>Total</b>	-	<b>5,810</b>	<b>300</b>	-	-	-	-	-	-	-	-	<b>6,110</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>COMMONWEALTH RECREATION CENTRE SOLAR PHOTOVOLTAIC PROJECT</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>22-10-9312</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Infrastructure Delivery</b>	LEAD MANAGER: <b>Jason Meliefste</b>
PARTNER:	<b>Infrastructure Planning and Design</b>	PARTNER MANAGER: <b>Pascale Ladoucer</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>June, 2022</b>
		ESTIMATED COMPLETION: <b>April, 2023</b>

<b>Service Category:</b>	<b>Recreation &amp; Culture</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>2,545</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>2,545</b>

## PROFILE DESCRIPTION

The City's Corporate Greenhouse Gas Management Plan identifies mitigating strategies for reducing greenhouse gas emissions from City operations. The accelerated deployment of on-site microgeneration solar photovoltaics on City buildings and sites is one of the measures identified by the Plan to reduce greenhouse gas emissions by offsetting the energy used by City buildings. By accelerating the installation of solar photovoltaics from 2019 through 2030, the City will reduce corporate GHG emissions by 10,000 to 15,000 tonnes and are anticipated to have positive financial returns over the lifetime of the assets. The revised Community Energy Transition Strategy sets the path forward for the City with a target for the corporation to be emissions neutral by 2040.

This profile will fund on-site microgeneration solar photovoltaics for the Commonwealth Community Recreation Centre.

## PROFILE BACKGROUND

The acceleration of solar photovoltaic installations on City buildings and sites is one of the tactics recommended as part of the portfolio of options detailed in the City's Corporate GHG Management Plan. The options are supported by best available data and information on capital requirements, life cycle cost benefit analysis, and further informed by extensive input and advice from corporate project planning, design, engineering, and project delivery staff.

The deployment of solar photovoltaic installations could be coordinated with the planned facility rehabilitation schedule that identifies buildings for rehabilitation based on condition needs assessments as well as new building construction designs. The alignment with building rehabilitation and new building constructions schedules will ensure efficient use of time and resources and limit the amount of disruption to service operations and customer impacts.

The Commonwealth Recreation Centre was identified as a potential facility for this program, and work has been done to evaluate the facility's suitability. An assessment has been completed, and the facility identified as a priority for solar panel installation.

## PROFILE JUSTIFICATION

The rigorous analysis and consultation used in developing the Corporate GHG Management Plan found that the business case actions from a Financial Return on Investment (FROI) standpoint, ranging from strongest to weakest, were building energy retrofits, LED street lights, electric buses, large microgeneration solar photovoltaics, and green electricity purchases. All of the options related to investing in City assets, including microgeneration solar photovoltaic systems, have positive net present value benefits over a 20 year period from a FROI standpoint.

Internal discussion has led to the alignment of funds for potential projects on a per-building basis, this alignment is based on the 2019-2022 new construction schedule and on a study to determine which existing facilities could be potential sites for solar installations. Refinement of this allocation will occur as projects are reviewed on a building by building basis for structural and other feasibility. A total of 20MW of solar PV is planned to be installed between 2019-2030 with a total estimated carbon reduction of 10,000 tonnes CO2e.

The project has now completed Checkpoint 3 of the Project Development and Delivery Model. The funding for this project is available within the CM-10-1012 On-Site Microgeneration Solar Photovoltaics. As the funding required to complete this growth project is over \$2 million, a stand-alone profile must be created for the project.

## STRATEGIC ALIGNMENT

Solar photovoltaics contribute to the Greenhouse Gas Management Plan. Strategic alignment includes: CONNECTEDMONTON Strategic Goal Climate Resilience: Edmonton is a city transitioning to a low-carbon future, has clean air and water and is adapting to a changing climate. This project contributes to City Plan, Greener as We Grow, and the outcome: 2.4 Edmonton is a leader in efficient, sustainable and resilient community design, development and living; 2.4.2. Ensure public buildings and infrastructure are sustainable and resilient; Enable green energy generation and distribution systems.

## ALTERNATIVES CONSIDERED

This Commonwealth Recreation Centre Solar Photovoltaic Project is part of the larger program for finding suitable facilities for on-site microgeneration through solar photovoltaic systems. Due to the defined scope of the program, alternatives to solar power were not pursued. Alternative facilities were considered, and the Commonwealth was selected to move forward by the program team and project sponsor as the most suitable facility of 9 potential facilities reviewed at the same time.

## **COST BENEFITS**

The project will install an 599kWDC solar array, with an estimated generation of 648.5 MWh in its first year of operation. The avoided energy cost will be \$67,444.00 per year with a simple payback of 18 years, and an expected life expectancy of 25 years. It will achieve an annual Greenhouse Gas reduction of 304.1 tonnes Co2e/yr in the first full year of operation.

## **KEY RISKS & MITIGATING STRATEGY**

Supply chain issues and the availability of solar panels and the associated electrical equipment are the largest risks to this project. The schedule and cost estimate have taken into account the level of unpredictability in the market.

A risk management plan is in place, which follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and is monitored during regular project team meetings.

## **RESOURCES**

Resources for this project will be internal and external. External resources will be involved to complete the required design and construction. External resources have been procured within the City's required policies and guidelines.

## **CONCLUSIONS AND RECOMMENDATIONS**

The project has completed Checkpoint 3 of the Project Development and Delivery Model. The recommendation is that a stand-alone profile be created for the Commonwealth Community Recreation Centre Solar Photovoltaic project, in accordance with the requirement that stand-alone profiles for growth projects funded from composites be created for projects over the \$2 million threshold.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Commonwealth Recreation Centre Solar Photovoltaic Project**  
 PROFILE NUMBER: **22-10-9312**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2022 Cap Council		-	1,040	1,504	1	-	-	-	-	-	-	-	2,545
Current Approved Budget		-	1,040	1,504	1	-	-	-	-	-	-	-	2,545
Approved Funding Sources													
Tax-Supported Debt		-	1,040	1,504	1	-	-	-	-	-	-	-	2,545
Current Approved Funding Sources		-	1,040	1,504	1	-	-	-	-	-	-	-	2,545

BUDGET REQUEST		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)		-	1,040	1,504	1	-	-	-	-	-	-	-	2,545
Requested Funding Source													
Tax-Supported Debt		-	1,040	1,504	1	-	-	-	-	-	-	-	2,545
Requested Funding Source		-	1,040	1,504	1	-	-	-	-	-	-	-	2,545

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	801	1,481	-	-	-	-	-	-	-	-	2,282
	Design	-	238	23	-	-	-	-	-	-	-	-	261
	Follow Up Warranty	-	-	1	1	-	-	-	-	-	-	-	2
	Total	-	1,040	1,504	1	-	-	-	-	-	-	-	2,545

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **KILLARNEY NEIGHBOURHOOD RECONSTRUCTION**  
 PROFILE NUMBER: **22-40-9028**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE: **Previously Approved**  
 PROFILE TYPE: **Standalone**  
 LEAD MANAGER: **Craig Walbaum**  
 PARTNER MANAGER: **Gord Cebryk**  
 ESTIMATED START: **June, 2022**  
 ESTIMATED COMPLETION: **December, 2024**

Service Category: **Neighbourhood Renewal** Major Initiative: **Great Neighbourhoods**

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>38,932</b>
<b>14</b>	<b>86</b>	<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>38,932</b>

## PROFILE DESCRIPTION

Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, micro surfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

**Do Nothing/Unfunded:** No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

**Band Aid/Triage:** Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

**Reconstruction First/Worse Only:** The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Reconstruction is required to achieve committed service levels.

**Tangible benefits:** renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

**Intangible benefits:** enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.

## KEY RISKS & MITIGATING STRATEGY

### Utility Coordination:

The major utilities in neighbourhoods (drainage, water, gas) may be challenged to coordinate their infrastructure work due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the neighbourhood renewal program. If no coordination is completed, the risk of utilities damaging newly renewed infrastructure increases.

### Mitigation:

Discussions with utility representatives in 2 - 5 years before construction providing time for utilities to secure any necessary condition and renewal data, identify opportunities, resolve issues, and complete the utility work before neighbourhood renewal work is completed.

## RESOURCES

Internal forces and external contractors (via tender process) will be used to complete delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

## CONCLUSIONS AND RECOMMENDATIONS

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Killarney Neighbourhood Reconstruction**  
 PROFILE NUMBER: **22-40-9028**  
 BRANCH: **Building Great Neighbourhoods**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	<b>APPROVED BUDGET</b>											
Approved Budget												
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
2022 Cap Council	-	21,802	15,497	1,633	-	-	-	-	-	-	-	38,932
<b>Current Approved Budget</b>	-	21,802	15,497	1,633	-	-	-	-	-	-	-	38,932
Approved Funding Sources												
Local Improvements Prop. Share	-	3,657	2,438	-	-	-	-	-	-	-	-	6,095
Neighborhood Renewal Reserve	-	18,145	13,059	1,633	-	-	-	-	-	-	-	32,837
<b>Current Approved Funding Sources</b>	-	21,802	15,497	1,633	-	-	-	-	-	-	-	38,932

<b>BUDGET REQUEST</b>	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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<b>REVISED BUDGET (IF APPROVED)</b>	Revised Budget (if Approved)	-	21,802	15,497	1,633	-	-	-	-	-	-	38,932
	Requested Funding Source											
	Local Improvements Prop. Share	-	3,657	2,438	-	-	-	-	-	-	-	6,095
	Neighborhood Renewal Reserve	-	18,145	13,059	1,633	-	-	-	-	-	-	32,837
	<b>Requested Funding Source</b>	-	21,802	15,497	1,633	-	-	-	-	-	-	38,932

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	<b>REVISED BUDGET (IF APPROVED)</b>												
	Construction	-	17,290	12,398	1,306	-	-	-	-	-	-	-	30,994
	Contingency	-	1,405	1,007	106	-	-	-	-	-	-	-	2,518
	Design	-	1,918	1,240	131	-	-	-	-	-	-	-	3,288
	Follow Up Warranty	-	432	310	33	-	-	-	-	-	-	-	775
	Other Costs	-	756	542	57	-	-	-	-	-	-	-	1,356
	<b>Total</b>	-	21,802	15,497	1,633	-	-	-	-	-	-	-	38,932

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **NARP RECON - NORTH GLENORA ALLEYS**  
 PROFILE NUMBER: **21-40-9027**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Gord Cebryk
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2023

Service Category:	Neighbourhood Renewal	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	6,974
1	99	BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	6,974

## PROFILE DESCRIPTION

Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, microsurfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

**Do Nothing/Unfunded:** No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

**Band Aid/Triage:** Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

**Reconstruction First/Worse Only:** The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Reconstruction is required to achieve committed service levels.

**Tangible benefits:** renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

**Intangible benefits:** enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.

## KEY RISKS & MITIGATING STRATEGY

### Utility Coordination:

The major utilities in neighbourhoods (drainage, water, gas) may be challenged to coordinate their infrastructure work due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the neighbourhood renewal program. If no coordination is completed, the risk of utilities damaging newly renewed infrastructure increases.

### Mitigation:

Discussions with utility representatives in 2 - 5 years before construction providing time for utilities to secure any necessary condition and renewal data, identify opportunities, resolve issues, and complete the utility work before neighbourhood renewal work is completed.

## RESOURCES

External contractors (via tender process) will be used to complete development and delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

## CONCLUSIONS AND RECOMMENDATIONS

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

## CHANGES TO APPROVED PROFILE

2022 Spring SCBA (#22-10, 3.3-9): This recosting adjustment (\$2,300,000) is required to transfer \$20,467,000 of unspent Neighbourhood Renewal Reserve funding from various profiles, back to the original composite profile "CM-25-0000 - Transportation: Neighbourhoods - Renewal".

# CAPITAL PROFILE REPORT

PROFILE NAME: **NARP Recon - North Glenora Alleys**  
 PROFILE NUMBER: **21-40-9027**  
 BRANCH: **Building Great Neighbourhoods**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	5,105	3,705	464	-	-	-	-	-	-	-	9,274
	2021 Cap Carry Forward	-2,364	2,364	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	-2,300	-	-	-	-	-	-	-	-	-2,300
	Current Approved Budget	2,741	3,769	464	-	-	-	-	-	-	-	6,974
Approved Funding Sources	Neighborhood Renewal Reserve	2,741	3,769	464	-	-	-	-	-	-	-	6,974
	Current Approved Funding Sources	2,741	3,769	464	-	-	-	-	-	-	-	6,974

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	2,741	3,769	464	-	-	-	-	-	-	-	6,974
	Requested Funding Source											
	Neighborhood Renewal Reserve	2,741	3,769	464	-	-	-	-	-	-	-	6,974
	Requested Funding Source	2,741	3,769	464	-	-	-	-	-	-	-	6,974

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	1,720	3,028	371	-	-	-	-	-	-	-	-	5,119
	Contingency	511	371	46	-	-	-	-	-	-	-	-	927
	Design	408	296	37	-	-	-	-	-	-	-	-	742
	Follow Up Warranty	102	74	9	-	-	-	-	-	-	-	-	185
	Total	2,741	3,769	464	-	-	-	-	-	-	-	-	6,974

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP RECON - CALDER**  
 PROFILE NUMBER: **21-40-9024**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Gord Cebryk
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2024

Service Category:	Neighbourhood Renewal	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	51,900
5	95	BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	51,900

## PROFILE DESCRIPTION

Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, microsurfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

**Do Nothing/Unfunded:** No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

**Band Aid/Triage:** Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

**Reconstruction First/Worse Only:** The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Reconstruction is required to achieve committed service levels.

**Tangible benefits:** renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

**Intangible benefits:** enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.

## KEY RISKS & MITIGATING STRATEGY

Reconstruction is required to achieve committed service levels.

Tangible benefits: renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

Intangible benefits: enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.

## RESOURCES

External contractors (via tender process) will be used to complete development and delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

## CONCLUSIONS AND RECOMMENDATIONS

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP Recon - Calder**

**FUNDED**

PROFILE NUMBER: **21-40-9024**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	10,491	19,362	18,047	4,000	-	-	-	-	-	-	51,900	
	2021 Cap Carry Forward	-4,485	4,485	-	-	-	-	-	-	-	-	-	
	<b>Current Approved Budget</b>	<b>6,006</b>	<b>23,847</b>	<b>18,047</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,900</b>	
	Approved Funding Sources												
	Developer Financing	1	-1	-	-	-	-	-	-	-	-	-	-
	Local Improvements Prop. Share	788	1,264	1,197	171	-	-	-	-	-	-	-	3,420
	Neighborhood Renewal Reserve	5,217	21,977	16,850	3,829	-	-	-	-	-	-	-	47,873
	Pay-As-You-Go	-	607	-	-	-	-	-	-	-	-	-	607
<b>Current Approved Funding Sources</b>	<b>6,006</b>	<b>23,847</b>	<b>18,047</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,900</b>	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	6,006	23,847	18,047	4,000	-	-	-	-	-	-	51,900
Requested Funding Source											
Developer Financing	1	-1	-	-	-	-	-	-	-	-	-
Local Improvements Prop. Share	788	1,264	1,197	171	-	-	-	-	-	-	3,420
Neighborhood Renewal Reserve	5,217	21,977	16,850	3,829	-	-	-	-	-	-	47,873
Pay-As-You-Go	-	607	-	-	-	-	-	-	-	-	607
<b>Requested Funding Source</b>	<b>6,006</b>	<b>23,847</b>	<b>18,047</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,900</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	5,167	22,298	16,603	-	-	-	-	-	-	-	-	44,068
	Contingency	-	-	-	4,000	-	-	-	-	-	-	-	4,000
	Design	839	1,549	1,444	-	-	-	-	-	-	-	-	3,832
	<b>Total</b>	<b>6,006</b>	<b>23,847</b>	<b>18,047</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,900</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>NRP RECON - EASTWOOD/ELMWOOD PARK/YELLOWHEAD CORRIDOR EAST IND</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>20-40-9017</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Building Great Neighbourhoods</b>	LEAD MANAGER: <b>Craig Walbaum</b>
PARTNER:	<b>Parks and Roads Services</b>	PARTNER MANAGER: <b>Gord Cebryk</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>May, 2020</b>
		ESTIMATED COMPLETION: <b>December, 2023</b>

<b>Service Category:</b>	<b>Neighbourhood Renewal</b>	<b>Major Initiative:</b>	<b>Great Neighbourhoods</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>49,700</b>
<b>10</b>	<b>90</b>	<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>49,700</b>

## PROFILE DESCRIPTION

Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, microsurfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile contributes to the Strategic Objective: Movement of People and Goods - Edmonton has an accessible and varied transportation system moving people, goods and services efficiently.

## ALTERNATIVES CONSIDERED

**Do Nothing/Unfunded:** No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

**Band Aid/Triage:** Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

**Reconstruction First/Worse Only:** The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Reconstruction is required to achieve committed service levels.

**Tangible benefits:** renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

**Intangible benefits:** enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.

**KEY RISKS & MITIGATING STRATEGY**

## Utility Coordination:

The major utilities in neighbourhoods (drainage, water, gas) may be challenged to coordinate their infrastructure work due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the neighbourhood renewal program. If no coordination is completed, the risk of utilities damaging newly renewed infrastructure increases.

## Mitigation:

Discussions with utility representatives in 2 - 5 years before construction providing time for utilities to secure any necessary condition and renewal data, identify opportunities, resolve issues, and complete the utility work before neighbourhood renewal work is completed.

**RESOURCES**

External contractors (via tender process) will be used to complete development and delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

**CONCLUSIONS AND RECOMMENDATIONS**

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

**CHANGES TO APPROVED PROFILE**

2020 Fall SCBA (#20-31, CFO 1B-2): MSI/PAYG funding swap between 20-40-9017 NRP Recon Eastwood/Elmwood/Yellowhead Corridor East and CM-22-0000 Transportation Goods Movement. This entry will allow the corporation to maximize MSI utilization.

2021 Spring SCBA (#21-20, 3.4-10): This historical adjustment is required to add \$4,456 of developer financing that was received in 2020 to the capital profile.

2021 Spring SCBA (#21-21, 3.14-8): Capital profiles 16-66-4020 and 18-66-4029 were over-expended on Neighbourhood Renewal funding by a combined total of \$121,874 as per the 2020 year end funding exercise. A transfer is being made from capital profiles 18-66-4024, 20-40-9017, and CM-25-0000 to cover this shortfall.

2021 Spring SCBA (#21-21, CFO-20): This funding source adjustment is required to balance funding sources within specific capital profiles. These profiles were overall on budget at a project level, however contained over/under spends at the funding level. This adjustment will result in all funding sources being balanced. There is a net \$0 impact to all profiles involved, and all funding sources involved.

2021 Fall SCBA (#21-31, CFO-14): Release of allocated funds back to the Neighbourhood Renewal Reserve (NRR) as the project is not expected to incur these costs by final completion. Transfer \$1,435,000 NRR from 20-40-9017 Neighbourhood Renewal Program Reconstruction - Eastwood/Elmwood Park/Yellowhead Corridor East to CM-25-0000 Transportation Neighbourhoods Renewal.



# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP Recon - Eastwood/Elmwood Park/Yellowhead Corridor East Ind**

**FUNDED**

PROFILE NUMBER: **20-40-9017**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2020 Cap Council	30,897	15,580	4,658	-	-	-	-	-	-	-	51,135	
	2021 Cap Administrative	-1,439	-	-	-	-	-	-	-	-	-	-1,439	
	2021 Cap Council	4	-	-	-	-	-	-	-	-	-	4	
	2021 Cap Carry Forward	4,745	-4,745	-	-	-	-	-	-	-	-	-	
	<b>Current Approved Budget</b>	<b>34,207</b>	<b>10,835</b>	<b>4,658</b>	-	-	-	-	-	-	-	-	<b>49,700</b>
	Approved Funding Sources												
	Developer Financing	4	-	-	-	-	-	-	-	-	-	-	4
	Local Improvements Prop. Share	2,591	1,207	-	-	-	-	-	-	-	-	-	3,798
	Munc Sustain. Initiative - MSI	1,006	-	-	-	-	-	-	-	-	-	-	1,006
	Neighborhood Renewal Reserve	30,606	8,968	4,658	-	-	-	-	-	-	-	-	44,232
	Pay-As-You-Go	-	606	-	-	-	-	-	-	-	-	-	606
Tax-Supported Debt	-	54	-	-	-	-	-	-	-	-	-	54	
<b>Current Approved Funding Sources</b>	<b>34,207</b>	<b>10,835</b>	<b>4,658</b>	-	-	-	-	-	-	-	-	<b>49,700</b>	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	34,207	10,835	4,658	-	-	-	-	-	-	-	49,700
	Requested Funding Source											
	Developer Financing	4	-	-	-	-	-	-	-	-	-	4
	Local Improvements Prop. Share	2,591	1,207	-	-	-	-	-	-	-	-	3,798
	Munc Sustain. Initiative - MSI	1,006	-	-	-	-	-	-	-	-	-	1,006
	Neighborhood Renewal Reserve	30,606	8,968	4,658	-	-	-	-	-	-	-	44,232
	Pay-As-You-Go	-	606	-	-	-	-	-	-	-	-	606
	Tax-Supported Debt	-	54	-	-	-	-	-	-	-	-	54
<b>Requested Funding Source</b>	<b>34,207</b>	<b>10,835</b>	<b>4,658</b>	-	-	-	-	-	-	-	-	<b>49,700</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	28,027	7,719	3,727	-	-	-	-	-	-	-	-	39,473
	Contingency	3,090	1,558	466	-	-	-	-	-	-	-	-	5,114
	Design	2,472	1,246	373	-	-	-	-	-	-	-	-	4,091
	Follow Up Warranty	618	312	93	-	-	-	-	-	-	-	-	1,023
	<b>Total</b>	<b>34,207</b>	<b>10,835</b>	<b>4,658</b>	-	-	-	-	-	-	-	-	<b>49,700</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:													
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP RECON - GARNEAU**  
 PROFILE NUMBER: **21-40-9025**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Gord Cebryk
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2024

Service Category:	Neighbourhood Renewal	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>34,900</b>
5	95	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>34,900</b>

## PROFILE DESCRIPTION

Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, microsurfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

**Do Nothing/Unfunded:** No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

**Band Aid/Triage:** Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

**Reconstruction First/Worse Only:** The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Reconstruction is required to achieve committed service levels.

**Tangible benefits:** renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

**Intangible benefits:** enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.

## KEY RISKS & MITIGATING STRATEGY

### Utility Coordination:

The major utilities in neighbourhoods (drainage, water, gas) may be challenged to coordinate their infrastructure work due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the neighbourhood renewal program. If no coordination is completed, the risk of utilities damaging newly renewed infrastructure increases.

### Mitigation:

Discussions with utility representatives in 2 - 5 years before construction providing time for utilities to secure any necessary condition and renewal data, identify opportunities, resolve issues, and complete the utility work before neighbourhood renewal work is completed.

## RESOURCES

External contractors (via tender process) will be used to complete development and delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

## CONCLUSIONS AND RECOMMENDATIONS

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

## CHANGES TO APPROVED PROFILE

2022 Spring SCBA (#22-10, 3.3-9): This recosting adjustment (\$2,000,000) is required to transfer \$20,467,000 of unspent Neighbourhood Renewal Reserve funding from various profiles, back to the original composite profile "CM-25-0000 - Transportation: Neighbourhoods - Renewal".

# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP Recon - Garneau**

**FUNDED**

PROFILE NUMBER: **21-40-9025**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	13,560	13,560	6,180	3,600	-	-	-	-	-	-	-	36,900
	2021 Cap Carry Forward	-6,380	6,380	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	-2,000	-	-	-	-	-	-	-	-	-	-2,000
	<b>Current Approved Budget</b>	<b>7,180</b>	<b>17,940</b>	<b>6,180</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,900</b>
	Approved Funding Sources												
	Local Improvements Prop. Share	355	1,544	448	-	-	-	-	-	-	-	-	2,346
	Neighborhood Renewal Reserve	6,825	13,653	5,146	3,600	-	-	-	-	-	-	-	29,224
	Pay-As-You-Go	-	2,744	586	-	-	-	-	-	-	-	-	3,330
<b>Current Approved Funding Sources</b>	<b>7,180</b>	<b>17,940</b>	<b>6,180</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,900</b>	

BUDGET REQUEST	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	7,180	17,940	6,180	3,600	-	-	-	-	-	-	34,900
	Requested Funding Source											
	Local Improvements Prop. Share	355	1,544	448	-	-	-	-	-	-	-	2,346
	Neighborhood Renewal Reserve	6,825	13,653	5,146	3,600	-	-	-	-	-	-	29,224
	Pay-As-You-Go	-	2,744	586	-	-	-	-	-	-	-	3,330
<b>Requested Funding Source</b>	<b>7,180</b>	<b>17,940</b>	<b>6,180</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,900</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	6,095	16,856	5,686	-	-	-	-	-	-	-	-	28,636
	Contingency	-	-	-	3,564	-	-	-	-	-	-	-	3,564
	Design	1,085	1,085	494	-	-	-	-	-	-	-	-	2,664
	Follow Up Warranty	-	-	-	36	-	-	-	-	-	-	-	36
	<b>Total</b>	<b>7,180</b>	<b>17,940</b>	<b>6,180</b>	<b>3,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>34,900</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP RECON - MALMO PLAINS**  
 PROFILE NUMBER: **21-40-9026**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Gord Cebryk
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2023

Service Category:	Neighbourhood Renewal	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	25,100
7	93	BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	25,100

## PROFILE DESCRIPTION

Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, microsurfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

**Do Nothing/Unfunded:** No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

**Band Aid/Triage:** Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

**Reconstruction First/Worse Only:** The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Reconstruction is required to achieve committed service levels.

**Tangible benefits:** renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

**Intangible benefits:** enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.

## KEY RISKS & MITIGATING STRATEGY

### Utility Coordination:

The major utilities in neighbourhoods (drainage, water, gas) may be challenged to coordinate their infrastructure work due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the neighbourhood renewal program. If no coordination is completed, the risk of utilities damaging newly renewed infrastructure increases.

### Mitigation:

Discussions with utility representatives in 2 - 5 years before construction providing time for utilities to secure any necessary condition and renewal data, identify opportunities, resolve issues, and complete the utility work before neighbourhood renewal work is completed.

## RESOURCES

External contractors (via tender process) will be used to complete development and delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

## CONCLUSIONS AND RECOMMENDATIONS

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP Recon - Malmo Plains**

**FUNDED**

PROFILE NUMBER: **21-40-9026**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	17,000	6,000	2,100	-	-	-	-	-	-	-	25,100	
	2021 Cap Carry Forward	-6,787	6,787	-	-	-	-	-	-	-	-	-	
	Current Approved Budget	10,213	12,787	2,100	-	-	-	-	-	-	-	25,100	
	Approved Funding Sources												
	Local Improvements Prop. Share	1,247	433	-	-	-	-	-	-	-	-	-	1,680
	Neighborhood Renewal Reserve	8,966	12,034	2,100	-	-	-	-	-	-	-	-	23,100
	Pay-As-You-Go	-	320	-	-	-	-	-	-	-	-	-	320
	Current Approved Funding Sources	10,213	12,787	2,100	-	-	-	-	-	-	-	-	25,100

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	10,213	12,787	2,100	-	-	-	-	-	-	-	25,100
Requested Funding Source											
Local Improvements Prop. Share	1,247	433	-	-	-	-	-	-	-	-	1,680
Neighborhood Renewal Reserve	8,966	12,034	2,100	-	-	-	-	-	-	-	23,100
Pay-As-You-Go	-	320	-	-	-	-	-	-	-	-	320
Requested Funding Source	10,213	12,787	2,100	-	-	-	-	-	-	-	25,100

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	8,853	12,307	-	-	-	-	-	-	-	-	-	21,160
	Contingency	-	-	2,079	-	-	-	-	-	-	-	-	2,079
	Design	1,360	480	-	-	-	-	-	-	-	-	-	1,840
	Follow Up Warranty	-	-	21	-	-	-	-	-	-	-	-	21
	Total	10,213	12,787	2,100	-	-	-	-	-	-	-	-	25,100

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>NRP/NARP RECON - BEAUMARIS NEIGHBOURHOOD AND ALLEYS</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>21-40-9023</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Building Great Neighbourhoods</b>	LEAD MANAGER: <b>Craig Walbaum</b>
PARTNER:	<b>Parks and Roads Services</b>	PARTNER MANAGER: <b>Gord Cebryk</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>June, 2021</b>
		ESTIMATED COMPLETION: <b>December, 2024</b>

<b>Service Category:</b>	<b>Neighbourhood Renewal</b>	<b>Major Initiative:</b>	<b>Great Neighbourhoods</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>35,600</b>
5	95	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>35,600</b>

## PROFILE DESCRIPTION

Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, microsurfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

**Do Nothing/Unfunded:** No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

**Band Aid/Triage:** Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

**Reconstruction First/Worse Only:** The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Reconstruction is required to achieve committed service levels.

**Tangible benefits:** renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

**Intangible benefits:** enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.



## KEY RISKS & MITIGATING STRATEGY

### Utility Coordination:

The major utilities in neighbourhoods (drainage, water, gas) may be challenged to coordinate their infrastructure work due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the neighbourhood renewal program. If no coordination is completed, the risk of utilities damaging newly renewed infrastructure increases.

### Mitigation:

Discussions with utility representatives in 2 - 5 years before construction providing time for utilities to secure any necessary condition and renewal data, identify opportunities, resolve issues, and complete the utility work before neighbourhood renewal work is completed.

## RESOURCES

External contractors (via tender process) will be used to complete development and delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

## CONCLUSIONS AND RECOMMENDATIONS

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

## CHANGES TO APPROVED PROFILE

2022 Spring SCBA (#22-10, 3.3-9): This recosting adjustment (\$2,000,000) is required to transfer \$20,467,000 of unspent Neighbourhood Renewal Reserve funding from various profiles, back to the original composite profile "CM-25-0000 - Transportation: Neighbourhoods - Renewal".

# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP/NARP Recon - Beaumaris Neighbourhood and Alleys**

**FUNDED**

PROFILE NUMBER: **21-40-9023**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	11,798	11,150	11,150	3,502	-	-	-	-	-	-	37,600	
	2021 Cap Carry Forward	-2,606	2,606	-	-	-	-	-	-	-	-	-	
	2022 Cap Council	-	-2,000	-	-	-	-	-	-	-	-	-2,000	
	<b>Current Approved Budget</b>	<b>9,192</b>	<b>11,756</b>	<b>11,150</b>	<b>3,502</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,600</b>
	Approved Funding Sources												
	Local Improvements Prop. Share	1,014	638	826	-	-	-	-	-	-	-	-	2,478
	Munc Sustain. Initiative - MSI	348	-	-	-	-	-	-	-	-	-	-	348
	Neighborhood Renewal Reserve	7,831	10,817	10,324	3,502	-	-	-	-	-	-	-	32,475
Pay-As-You-Go	-	300	-	-	-	-	-	-	-	-	-	300	
<b>Current Approved Funding Sources</b>	<b>9,192</b>	<b>11,756</b>	<b>11,150</b>	<b>3,502</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,600</b>	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	9,192	11,756	11,150	3,502	-	-	-	-	-	-	35,600
Requested Funding Source											
Local Improvements Prop. Share	1,014	638	826	-	-	-	-	-	-	-	2,478
Munc Sustain. Initiative - MSI	348	-	-	-	-	-	-	-	-	-	348
Neighborhood Renewal Reserve	7,831	10,817	10,324	3,502	-	-	-	-	-	-	32,475
Pay-As-You-Go	-	300	-	-	-	-	-	-	-	-	300
<b>Requested Funding Source</b>	<b>9,192</b>	<b>11,756</b>	<b>11,150</b>	<b>3,502</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,600</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	8,248	10,864	10,258	-	-	-	-	-	-	-	-	29,370
	Contingency	-	-	-	3,467	-	-	-	-	-	-	-	3,467
	Design	944	892	892	-	-	-	-	-	-	-	-	2,728
	Follow Up Warranty	-	-	-	35	-	-	-	-	-	-	-	35
	<b>Total</b>	<b>9,192</b>	<b>11,756</b>	<b>11,150</b>	<b>3,502</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,600</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>NRP/NARP RECON - LORELEI NEIGHBOURHOOD AND ALLEYS</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>20-40-9019</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Building Great Neighbourhoods</b>	LEAD MANAGER: <b>Craig Walbaum</b>
PARTNER:	<b>Parks and Roads Services</b>	PARTNER MANAGER: <b>Gord Cebryk</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>May, 2020</b>
		ESTIMATED COMPLETION: <b>December, 2022</b>

<b>Service Category:</b>	<b>Neighbourhood Renewal</b>	<b>Major Initiative:</b>	<b>Great Neighbourhoods</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>25,800</b>
<b>10</b>	<b>90</b>	<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>25,800</b>

## PROFILE DESCRIPTION

"Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing alleys, local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives."

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods. The Neighbourhood Alley Renewal Program (NARP) addresses the rebuilding of alleys in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, microsurfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile contributes to the Strategic Objective: Movement of People and Goods - Edmonton has an accessible and varied transportation system moving people, goods and services efficiently.

## ALTERNATIVES CONSIDERED

"Do Nothing/Unfunded: No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

Band Aid/Triage: Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

Reconstruction First/Worse Only: The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost."

## COST BENEFITS

"Reconstruction is required to achieve committed service levels.

Tangible benefits: renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

Intangible benefits: enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents."

## KEY RISKS & MITIGATING STRATEGY

### "Utility Coordination:

The major utilities in neighbourhoods (drainage, water, gas) may be challenged to coordinate their infrastructure work due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the neighbourhood renewal program. If no coordination is completed, the risk of utilities damaging newly renewed infrastructure increases.

### Mitigation:

Discussions with utility representatives in 2 - 5 years before construction providing time for utilities to secure any necessary condition and renewal data, identify opportunities, resolve issues, and complete the utility work before neighbourhood renewal work is completed."

## RESOURCES

Internal forces and external contractors (via tender process) will be used to complete delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

## CONCLUSIONS AND RECOMMENDATIONS

With neighbourhood alleys and local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging alley/local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

## CHANGES TO APPROVED PROFILE

2021 Apr 1 (#21-10, CFO-2): Funding source adjustment to change all MSI Replacement funding to regular MSI in 2022 as MSI was extended for another 2 years as a result of the 2021 Alberta provincial budget (MSI Replacement program deferred to 2024).

2021 Fall SCBA (#21-31, CFO-15): Release of allocated funds back to the Neighbourhood Renewal Reserve (NRR) as the project is not expected to incur these costs by final completion. Transfer \$2,537,000 NRR from 20-40-9019 Neighbourhood/Alley Renewal Program Reconstruction - Lorelei Neighbourhood Alleys to CM-25-0000 Transportation Neighbourhoods - Renewal.

2022 Spring SCBA (#22-10, 3.3-10): This recosting adjustment is required to transfer \$10,000,000 of Neighborhood Renewal Reserve from "20-40-9019 NRP/NARP Recon-Lorelei Neighbourhood and Alleys", to the "CM-25-000 Transportation: Neighbourhoods - Renewal" profile where the funding originated, due to lower than anticipated costs.

# CAPITAL PROFILE REPORT

PROFILE NAME: **NRP/NARP Recon - Lorelei Neighbourhood and Alleys**

**FUNDED**

PROFILE NUMBER: **20-40-9019**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2020 Cap Council	28,161	9,455	721	-	-	-	-	-	-	-	38,337	
	2021 Cap Administrative	-2,537	-	-	-	-	-	-	-	-	-	-2,537	
	2021 Cap Carry Forward	-9,435	9,435	-	-	-	-	-	-	-	-	-	
	2022 Cap Council	-	-10,000	-	-	-	-	-	-	-	-	-10,000	
	Current Approved Budget	16,189	8,890	721	-	-	-	-	-	-	-	-	25,800
	Approved Funding Sources												
	Local Improvements Prop. Share	1,556	968	-	-	-	-	-	-	-	-	-	2,524
	MSI Replacement	-	-	-	-	-	-	-	-	-	-	-	-
Munc Sustain. Initiative - MSI	2,792	-	-	-	-	-	-	-	-	-	-	2,792	
Neighborhood Renewal Reserve	11,841	7,922	721	-	-	-	-	-	-	-	-	20,484	
Current Approved Funding Sources	16,189	8,890	721	-	-	-	-	-	-	-	-	25,800	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	16,189	8,890	721	-	-	-	-	-	-	-	25,800
Requested Funding Source											
Local Improvements Prop. Share	1,556	968	-	-	-	-	-	-	-	-	2,524
MSI Replacement	-	-	-	-	-	-	-	-	-	-	-
Munc Sustain. Initiative - MSI	2,792	-	-	-	-	-	-	-	-	-	2,792
Neighborhood Renewal Reserve	11,841	7,922	721	-	-	-	-	-	-	-	20,484
Requested Funding Source	16,189	8,890	721	-	-	-	-	-	-	-	25,800

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	10,557	6,999	577	-	-	-	-	-	-	-	-	18,133
	Contingency	2,816	946	72	-	-	-	-	-	-	-	-	3,834
	Design	2,253	756	58	-	-	-	-	-	-	-	-	3,067
	Follow Up Warranty	563	189	14	-	-	-	-	-	-	-	-	767
	Total	16,189	8,890	721	-	-	-	-	-	-	-	-	25,800

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **PLEASANTVIEW NEIGHBOURHOOD RECONSTRUCTION**  
 PROFILE NUMBER: **22-40-9029**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE: **Previously Approved**  
 PROFILE TYPE: **Standalone**  
 LEAD MANAGER: **Craig Walbaum**  
 PARTNER MANAGER: **Gord Cebryk**  
 ESTIMATED START: **June, 2022**  
 ESTIMATED COMPLETION: **December, 2024**

Service Category: **Neighbourhood Renewal** Major Initiative: **Great Neighbourhoods**

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>47,418</b>
5	95	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>47,418</b>

## PROFILE DESCRIPTION

Neighbourhood Renewal provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks in existing local and collector roadways and related work for signals and streetlighting rehab/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements.

Partnering with other City programs or initiatives which bring value to the neighbourhood's overall livability have also been identified to leverage opportunities and efficiencies found with Neighbourhood Renewal. This could include improvements to park and open spaces, commercial areas public realm enhancements, and community traffic management and other social or economic uplift initiatives.

## PROFILE BACKGROUND

The Neighbourhood Renewal Program (NRP) outlines a cost-effective, long-term strategic approach to address renewal and rebuilding of roads, sidewalks, and signals and streetlights needs in existing neighbourhoods.

## PROFILE JUSTIFICATION

Neighbourhood infrastructure should be maintained in accordance to its asset life cycle as outlined in the City's Neighbourhood Investment Model. Utilization of a balanced approach of various capital improvement techniques (reconstruction, overlay, micro surfacing) to maximize asset value and asset life.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

**Do Nothing/Unfunded:** No renewal work occurs allowing further deterioration that increases maintenance costs and the risk of asset failure. Significant operating funding will be expended and will provide a poor level of service. If the asset fails, there will be severe/complete loss of service and will require costly emergency repairs to reinstate service.

**Band Aid/Triage:** Simple renewal is completed, even if more extensive renewal is required, until funding is available. Overall cost/benefit analysis demonstrates that this option will be a higher cost and provide a lower overall level of service compared to a timely administered program.

**Reconstruction First/Worse Only:** The City's Investment Model and cost benefit analysis showed that effectively combining reconstruction, rehabilitation, and preventative maintenance, the program allows more improvements within 25 years, whereas a reconstruction-only program would take many more years to complete at a higher cost.

## COST BENEFITS

Reconstruction is required to achieve committed service levels.

**Tangible benefits:** renewing/maximizing service life of aging infrastructure in neighbourhoods and achieving long-term cost savings through reinvestment strategies to increase service levels.

**Intangible benefits:** enhancing the attractiveness of neighbourhoods, offering more active modes options and improved lighting to enhance livability, health, and safety for residents.

## KEY RISKS & MITIGATING STRATEGY

### Utility Coordination:

The major utilities in neighbourhoods (drainage, water, gas) may be challenged to coordinate their infrastructure work due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the neighbourhood renewal program. If no coordination is completed, the risk of utilities damaging newly renewed infrastructure increases.

### Mitigation:

Discussions with utility representatives in 2 - 5 years before construction providing time for utilities to secure any necessary condition and renewal data, identify opportunities, resolve issues, and complete the utility work before neighbourhood renewal work is completed.

## RESOURCES

Internal forces and external contractors (via tender process) will be used to complete delivery. Long term construction contracts for Neighbourhood Reconstruction projects will be coordinated with utility stakeholders and other City initiatives to optimize cost savings and investments.

## CONCLUSIONS AND RECOMMENDATIONS

With neighbourhood local and collector roads being an integral part of the City's transportation network that provides access to residents, businesses and industries, an effective neighbourhood renewal strategy is needed to ensure the City meets its goals for sustainable and accessible infrastructure. Reconstruction is required to achieve committed service levels to effectively manage aging local/collector roads, improve accessibility/efficient movement for people, and increase service level and customer satisfaction.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Pleasantview Neighbourhood Reconstruction**

**FUNDED**

PROFILE NUMBER: **22-40-9029**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	23,709	21,779	1,931	-	-	-	-	-	-	47,418
	Current Approved Budget	-	23,709	21,779	1,931	-	-	-	-	-	-	47,418
	Approved Funding Sources											
	Local Improvements Prop. Share	-	3,296	3,296	-	-	-	-	-	-	-	-
Neighborhood Renewal Reserve	-	19,307	17,377	1,931	-	-	-	-	-	-	-	38,615
Partnership Funding	-	1,106	1,106	-	-	-	-	-	-	-	-	2,212
Current Approved Funding Sources	-	23,709	21,779	1,931	-	-	-	-	-	-	-	47,418

BUDGET REQUEST	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	-	23,709	21,779	1,931	-	-	-	-	-	-	-	47,418
Requested Funding Source												
Local Improvements Prop. Share	-	3,296	3,296	-	-	-	-	-	-	-	-	6,591
Neighborhood Renewal Reserve	-	19,307	17,377	1,931	-	-	-	-	-	-	-	38,615
Partnership Funding	-	1,106	1,106	-	-	-	-	-	-	-	-	2,212
Requested Funding Source	-	23,709	21,779	1,931	-	-	-	-	-	-	-	47,418

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	18,967	17,423	1,545	-	-	-	-	-	-	-	37,935
	Contingency	-	1,541	1,416	126	-	-	-	-	-	-	-	3,082
	Design	-	1,897	1,742	154	-	-	-	-	-	-	-	3,793
	Follow Up Warranty	-	474	436	39	-	-	-	-	-	-	-	948
	Other Costs	-	830	762	68	-	-	-	-	-	-	-	1,660
	Total	-	23,709	21,779	1,931	-	-	-	-	-	-	-	47,418

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>GREENER AS WE GROW TREE PLANTING PROGRAM (IN ABEYANCE)</b>	<b>RECOMMENDED</b>
PROFILE NUMBER:	<b>CM-35-1000</b>	<b>PROFILE STAGE: Council Review</b>
DEPARTMENT:	<b>City Operations</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Parks and Roads Services</b>	LEAD MANAGER: <b>Craig McKeown</b>
PARTNER:		PARTNER MANAGER:
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2023</b>
		ESTIMATED COMPLETION: <b>December, 2030</b>

<b>Service Category:</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>70</b>	<b>30</b>	<b>BUDGET REQUEST:</b>	<b>66,787</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>66,787</b>

## PROFILE DESCRIPTION

This consolidated capital profile focused on tree planting includes funding to continue existing tree planting service levels (base programs) and provide enhanced tree planting levels required in order to meet the City Plan 2 million tree planting goal by 2050, as well as work towards the larger goal of growing Edmonton's urban forest canopy to 20% canopy coverage by 2071 city-wide.

Essential programs include planting new trees through the existing Root for Trees volunteer tree planting program and Naturalization programs (capital growth), as well as expanding renewal tree planting to catch up on replacing a backlog of 16,000 dead trees or spots where dead trees have been removed (capital renewal). Tree planting levels should not be enhanced without these essential programs in place. The Root for Trees program includes the base levels of staffing, equipment, materials and contract work required to continue existing tree planting levels, and provides the program structure to be able to grow the number of trees planted through enhanced tree planting initiatives, also to be funded through this profile. The additional renewal funding is required in order to maintain number of existing park and boulevard trees. Both of these programs are essential for meeting the City's 2 million tree and 20% canopy coverage growth targets. Additionally, the City has been awarded the Trees for Life grant for work to be completed going into 2023, and the Root for Trees program funding (base level program at current service levels) is required in order to meet the tree planting commitments made for that grant.

Funding for enhanced tree planting will cover growth of maintained park and boulevard trees and expanding naturalization tree planting - with funding contributions from the Tree Reserve, and expanding the number of trees the City is able to plant through the popular and oversubscribed Root for Trees volunteer program. This portion of this capital profile will be used as matching funding for the \$50M Federal 2 Billion Trees (2BT) grant application. Funding will also cover project management, detailed design and build administrative costs, public engagement, and communications and education associated with these projects and programs.

To reach 20% forestry canopy by 2071, the 2 million tree planting goal should be completed during the next two budget cycles (23-26 & 27-30). 900 additional net new park and boulevard trees will need to be planted annually and 30 additional hectares of area will need to be planted with naturalized trees and shrubs per year and until 2071. Planning to support this additional tree planting will be completed through the Naturalization Strategy and the Greener As We Grow Capital Project which will identify and map park, boulevard and naturalization tree planting opportunities at a city-wide level, based on the 15 planning districts. Trees will be planted on public land by a combination of IIS led capital planting projects, operational planting programs, and by working with volunteers and not-for-profits through programs such as Root for Trees.

The majority of the City's contribution for funding required for this project is being sought through capital funding. Some aspects of this project will be funded through the City's Tree reserve. This capital profile outlines the City's contributions to this work, including the already awarded Trees for Life grant. This capital profile does not include the estimated funding that the City would receive from the Federal 2BT grant (~\$50M).

If the City is awarded the Federal 2BT grant, approximately 43% of overall project costs may be funded through the 2BT Grant and Trees for Life grant combined. 57% of overall project costs would be provided by the City.

These combined initiatives and funding sources will provide:

- 115,000 naturalization trees and shrubs (or 10 hectares) planted annually by volunteer tree planters through contractors and the Root for Trees program (base level program requirement)
- 3000 replacement park and boulevard trees planted annually (for backlog of dead trees) (essential program to maintain the existing urban forest)
- 900 new park and boulevard trees planted annually (enhanced planting program)
- Up to 350,000 trees and shrubs (or 35 hectares) planted annually through an expanded naturalization and Root for Trees program (enhanced planting program)

Other funding needs for 2023-2026 for maintaining the urban forest, but NOT part of this profile:

- Park and Boulevard tree renewal for approximately 2350 trees incorporated into the Soft Landscaping Capital Renewal Profile.
- Urban Forestry Operations annual base operating budget.
- Urban Forest Management OIC Operational Service Package - required to maintain existing trees taking into account inventory growth from 2019-2022

## PROFILE BACKGROUND

In 2019, during the operating budget deliberation, Council recognized the need for the development of an Urban Forest Asset Management Plan (UFAMP) to support the rationale for additional capital funding to maintain and expand the Urban Forest to reach Corporate environmental and Urban Forestry related targets set forth in the Urban Forest Management Plan (for example reaching 20% canopy cover). Since initiating the UFAMP, City Council approved the City Plan, which set strategic direction and the goal to plant 2 million trees. The UFAMP tree canopy and planting growth projections are aligned with the City Plan and the 20% canopy cover goal. The intent of this profile is to provide funding to implement the design, planting and establishment work required to grow sustainable trees to meet the City's long term goals.

## PROFILE JUSTIFICATION

Without this profile funding to execute the canopy expansion goals would not be feasible and City Plan and other City goals would not be achieved. This profile funding is also required in order for the City to provide matching funding for the Federal 2 Billion Tree grant.

The City of Edmonton has been successful in planting, establishing, maintaining and monitoring over 385,000 park and boulevard trees on City property, as well as 2,500 hectares of forested natural area and 1000 hectares of naturalization area. The City of Edmonton was recognized as one of the first Tree Cities of the World programme in 2019 and has one of the largest healthy elm populations in Canada. The City of Edmonton's urban forest improves our city's air quality, reduces energy consumption, preserves soils, maintains ecological connectivity, promotes biodiversity, keeps the streetscape cool and conserves water resources.

As Edmonton grows, having a healthy urban forest will be critical in ensuring a range of essential ecosystem benefits, reducing climate impacts and creating a welcoming urban environment that continues to attract business growth. A sustainable and resilient urban forest is at the heart of Edmonton's many strategic plans, policies and programs including Breathe: Edmonton's Green Network Strategy, the Natural Connections Strategic Plan, the Climate Adaptation and Resilience Strategy, the Community Energy Transition Strategy, the Urban Forest Management Plan, Corporate Tree Management Policy and the recently approved Public Tree Bylaw.

To deliver on the commitment of a healthy and climate resilient city, the City has set a target of planting two million new trees by 2050 and expand the urban forest canopy from 13% to 20% by 2071. In order to reach 20% forestry canopy by 2071, the City's 2 million tree planting goal should be completed during the next two budget cycles (23-26 & 27-30). With proper stewardship and adequate investments, the benefits from the urban forest can continue for generations, appreciating over time.

Currently, the City of Edmonton's urban forest has a monetary asset value of approximately \$2.7 billion. Edmonton's urban forest provides ecosystem benefits currently valued at \$176 million (based on i-Tree methodology and specific ecosystem services such as carbon sequestration, pollutants removed, and water, air, energy and property benefits). The trees planted as part of this project are estimated to increase the monetary ecosystem benefits provided by the urban forest by approximately 15 per cent as they mature.

To date (2020), the City of Edmonton has been responsible for emitting about 20 megatonnes of greenhouse gas emissions a year. For Edmonton to align with the international target of limiting global warming to 1.5°C, we will aim to work with a local carbon budget of 135 megatonnes. This budget represents the total amount of greenhouse gas emissions permitted from 2020 until 2050. Setting targets based on a carbon budget allows Edmonton to respond to the urgency for change. Every year that emissions are added to the atmosphere essentially reduces the remaining local carbon budget. Edmonton's planting plans involve planting trees through minimal site preparation activities; equipment and soil disturbance are kept to the minimum when possible therefore, limiting additional impacts in the process of planting trees. By planting over 2.5 million more trees and shrubs in Edmonton the impacts of climate change will be further mitigated, as it is estimated the plantings will reduce greenhouse gas emissions by -3,224,297.3 metric tons of carbon dioxide.

To meet the City Plan and UFAMP growth urban canopy goals the total number of trees to be planted each year that are maintained trees and naturalized areas was determined. From those projections the costs to organize the planting plans, do the planting and the 3 year establishment period costs were estimated. Estimates were based on historical unit rates for similar work being completed before and on current contract and staff position hourly rates. The costs estimated are included in this worksheet: <https://docs.google.com/spreadsheets/d/1hZdSv4-4HntfjI4A8y490CL9RXfwjmY5gV9f0-1ohl/edit#gid=24238434>

Other references:

Cash Flow and Funding Source Breakdown:

<https://docs.google.com/spreadsheets/d/1juRtNfF7QIQjYkbKEmWclUf1mbPPIac690I63AdYI0/edit?usp=sharing>

Funding Requirements in more detail - capital, grant, Tree Reserve, and OIC calculations -

[https://docs.google.com/spreadsheets/d/1aPY2LPwNlq\\_L-SgLYGqI6PKhZL-4GoYjOMQMgedk/edit#gid=1365582548](https://docs.google.com/spreadsheets/d/1aPY2LPwNlq_L-SgLYGqI6PKhZL-4GoYjOMQMgedk/edit#gid=1365582548)

## STRATEGIC ALIGNMENT

Greener as We Grow, one of The City Plan Big City Moves, sets a target of planting two million new trees. Growing the urban forest is a nature-based solution that contributes to achieving a community-wide carbon budget of 135 megatonnes and reducing net per-person greenhouse gas emissions to zero. This work aligns with Connect Edmonton and the Edmonton Energy Transition Strategy, to guide the city's journey to becoming climate-resilient. Diversifying the urban forest through planting trees will enable the City to meet forecasted growth targets set out in the Urban Forest Asset Management Plan.

## ALTERNATIVES CONSIDERED

To meet the City's environmental and Urban Forestry goals, trees must be planted. Alternatives to how the canopy is expanded have been and continue to be looked at; including how the City can encourage planting on private property, increase the number of trees planted through developments and how planting may be funded through other streams. Planting trees on City property has been the most impactful way to reach the City goals investigated thus far. With part of this profile funding, the City will continue to work with volunteers, community groups and businesses through the Root for Trees program, on enhanced tree planting initiatives that are focused on community involvement.

## COST BENEFITS

Edmonton's urban forest has a monetary asset value of approximately \$2.7 billion and provides ecosystem benefits currently valued at \$176 million (based on i-Tree methodology and specific ecosystem services such as carbon sequestration, pollutants removed, and water, air, energy and property benefits). The trees planted as part of this project are estimated to increase the monetary ecosystem benefits provided by the urban forest by approximately 15 per cent as they mature.

## KEY RISKS & MITIGATING STRATEGY

### Risks:

- Lack of funding for existing & enhanced tree planting programs
- City does not meet Corporate goals
- Other landuses and utilities limiting open space for tree planting
- Having an unbalanced strategy regarding net new growth tree planting vs renewal of existing tree assets

### Mitigation:

- Continue to submit grant applications to diversify funding sources
- Work with stakeholders to optimize open space areas where green connectivity and more trees will support the City the most
- Build relationships with utility companies to work together on innovative solutions to safely plant trees adequate distances from their infrastructure
- Ensuring balanced resource allocation for the various planting types to align and not have competing initiatives

## RESOURCES

This capital profile accounts for the costs and associated FTE support for tree planting including funding to continue existing tree planting service levels (base programs) and provide enhanced tree planting levels required in order to meet the City Plan 2 million tree planting goal, as well as work towards the larger goal of growing Edmonton's urban forest canopy to 20% canopy coverage by 2071 city-wide.

## CONCLUSIONS AND RECOMMENDATIONS

Without this funding, the City's tree planting and canopy expansion goals would not be feasible. This profile funding is also required for the Federal 2BT grant. It is recommended that the City approve the funding for this profile to be held in abeyance until it is confirmed as to whether the City will be awarded Federal 2BT grant. If the City does not receive the 2BT grant, then it is recommended that at least the funding portion to continue the existing Root for Trees program is approved, as well as the renewal funding required to catch up on the backlog of dead park and boulevard trees to help maintain the existing urban forest. Without the 2BT grant funding for enhanced tree planting levels to help with meeting the City's tree planting and forest canopy targets, Administration would have to bring back additional options for Council's consideration.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Greener As We Grow Tree Planting Program (In Abeyance)**

**RECOMMENDED**

PROFILE NUMBER: **CM-35-1000**

PROFILE TYPE: **Composite**

BRANCH: **Parks and Roads Services**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	7,401	7,686	8,535	8,819	8,657	8,656	8,531	8,502	-	66,787
	Revised Funding Sources (if approved)												
	Corporate Tree Reserve	-	-	1,168	1,214	1,246	1,246	1,246	1,246	1,246	1,246	-	9,860
	Pay-As-You-Go	-	-	5,482	6,473	7,289	7,572	7,410	7,409	7,285	7,256	-	56,177
	Trees for Life Grant	-	-	750	-	-	-	-	-	-	-	-	-
	Requested Funding Source	-	-	7,401	7,686	8,535	8,819	8,657	8,656	8,531	8,502	-	66,787

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	7,401	7,686	8,535	8,819	8,657	8,656	8,531	8,502	-	66,787
	Requested Funding Source												
	Corporate Tree Reserve	-	-	1,168	1,214	1,246	1,246	1,246	1,246	1,246	1,246	-	9,860
	Pay-As-You-Go	-	-	5,482	6,473	7,289	7,572	7,410	7,409	7,285	7,256	-	56,177
	Trees for Life Grant	-	-	750	-	-	-	-	-	-	-	-	-
	Requested Funding Source	-	-	7,401	7,686	8,535	8,819	8,657	8,656	8,531	8,502	-	66,787

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	7,401	7,686	8,535	8,819	8,657	8,656	8,531	8,502	-
	Total	-	-	7,401	7,686	8,535	8,819	8,657	8,656	8,531	8,502	-	66,787

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Greener As We Grow Tree Planting Program (In Abeyance)</b>			
<b>PROFILE NUMBER: CM-35-1000</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Greener As We Grow Tree Planting Program (in abeyance)	Greener As We Grow Tree Planting Program. Without this funding, the City's tree planting and canopy expansion goals would not be feasible. This profile funding is also required for the Federal 2BT grant. It is recommended that the City approve the funding for this profile to be held in abeyance until it is confirmed as to whether the City will be awarded Federal 2BT grant. If the City does not receive the 2BT grant, then it is recommended that at least the funding portion to continue the existing Root for Trees program is approved, as well as the renewal funding required to catch up on the backlog of dead park and boulevard trees to help maintain the existing urban forest. Without the 2BT grant funding for enhanced tree planting levels to help with meeting the City's tree planting and forest canopy targets, Administration would have to bring back additional options for Council's consideration.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **OPEN SPACE - MINOR RENEWAL PROGRAM**  
 PROFILE NUMBER: **CM-39-0000**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Planning and Design**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Composite
LEAD MANAGER:	Pascale Ladouceur
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
	100	<b>BUDGET REQUEST:</b>	11,000
		<b>TOTAL PROFILE BUDGET:</b>	11,000

## PROFILE DESCRIPTION

The Open Space Minor Renewal Composite provides funding to support the renewal for smaller emergent projects for all types of open space assets including but not limited to:

- Play space structures (replacement of equipment and poured-in-place surfacing);
- Park Furniture (eg. tables, benches, fire fixtures, bike racks);
- Auxiliary assets (replacement of fence and bollards);
- Access & circulations systems (minor renewal of unsafe sections of trails, roads and parking lots); and
- Monument restoration at cemeteries.

The projects undertaken within the profile extend the life of existing capital assets, reduce longer term repair costs, and correct potential or impending safety concerns within the parks system. Projects are generally required in order to improve condition; meet user requirements; reduce/prevent injuries, maintenance costs and closures.

## PROFILE BACKGROUND

Edmonton's 1,037 parks range greatly in size, function and amenities provided. As parks age, experience high usage, and have continued exposure to the elements, they develop condition and safety issues that warrant rehabilitation in order to conserve the overall asset to meet user requirements and safety and mitigate poor and very poor asset condition. In these cases the overall asset (i.e. playground or parking lot) is in good condition but there may be components in poor condition that are non-functioning and/or unsafe. Commonly noted rehabilitation requirements include playground and sportsfield conservation; park furniture, sportsfield fixture, fence and bollard replacements; tree replacement; replacement or overlay of isolated sections of trails, roads and parking lots in poor condition; and monument restoration at cemeteries.

## PROFILE JUSTIFICATION

Parks, their amenities, sports fields and play spaces experience degradation due to weather, usage and vandalism impacts. This profile provides critical funds to enable the necessary rehabilitation work to occur to extend the life of an asset, reduce ongoing maintenance costs, prevent service reductions or closures of parks, sports fields, and increase level of service. This source of funding is identified to respond to emerging issues and proactively rehabilitate infrastructure and replace components. Failure to keep up with required rehabilitation work could result in structural failure, increased user injuries, closure of parks and/or amenities, and increased corrective or major maintenance costs at a later date.

Anticipated outcomes are as follow:

1. Parks are safe and enjoyable for all users and meet safety/legislative requirements.
2. Assets are maintained in good condition until the end of their life cycle.
3. Service reduction/closures are avoided; visitation increases.
4. Improved level of service, customer satisfaction

## STRATEGIC ALIGNMENT

This work aligns with Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio.

## ALTERNATIVES CONSIDERED

The City could continue to let these be addressed through maintenance; however, the backlog continues to increase and safety risks and service levels continue to degrade. Additionally, there is reduced rigor without the program development, which provides for more clear criteria and a risk prioritized direction of funds.

## **COST BENEFITS**

### Tangible Benefits:

- Improved park conditions to meet user needs, current standards and safety.
- Improved services and amenities attracting more visitors, events and festivals.
- Cost avoidance by rehabilitating aging park infrastructure thus reducing maintenance costs and injuries

### Intangible Benefits:

- Healthy citizens.
- Contribution to civic pride.
- Meeting citizens' expectations and improving the quality of life of Edmontonians.

## **KEY RISKS & MITIGATING STRATEGY**

Failure of these open space assets poses various risks to the users of the facilities and staff, and the lack of rehabilitation activities can lead to unplanned closures resulting in citizen dissatisfaction. Funding in conjunction with the IIS Program Management will allow administration to address emergent needs in a timely and proactive manner on an yearly basis.

## **RESOURCES**

The projects undertaken within this profile do not require external consulting services and will be delivered through our internal city partners (i.e. Parks and Roads Services).

## **CONCLUSIONS AND RECOMMENDATIONS**

Parks are of significant importance to Edmontonians and experience high usage. Investment in life cycle rehabilitation is a cost-effective method of maximizing the life of park assets to ensure a high level of service is provided to Citizens. It is recommended that the Parks composite be fully funded for 2023-2026.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Open Space - Minor Renewal Program**  
 PROFILE NUMBER: **CM-39-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,750	2,750	2,750	2,750	-	-	-	-	-	11,000
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	2,750	2,750	2,750	2,750	-	-	-	-	-	11,000
	Requested Funding Source	-	-	2,750	2,750	2,750	2,750	-	-	-	-	-	11,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,750	2,750	2,750	2,750	-	-	-	-	-	11,000
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,750	2,750	2,750	2,750	-	-	-	-	-	11,000
	Requested Funding Source	-	-	2,750	2,750	2,750	2,750	-	-	-	-	-	11,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	2,750	2,750	2,750	2,750	-	-	-	-	-
	Total	-	-	2,750	2,750	2,750	2,750	-	-	-	-	-	11,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Open Space - Minor Renewal Program</b>			
<b>PROFILE NUMBER: CM-39-0000</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Cemetery Monument Restoration	Restoration of turf and - or grade beams that support privately owned headstones and monuments	100
230002	Playground Conservation	Renewal of existing playground equipment with the intent of increasing the lifecycle of the asset until full renewal is completed as per the new Community Park Framework.	100
230003	River Valley Access and Circulation Conservation	Renewal of smaller sections of failed trails, road and parking lots in the river valley	100
230004	Access and Circulation Conservation	Renewal of smaller sections of failed trails, road and parking lots not in the river valley	100
230005	Furniture Conservation	Renewal of open space furniture include but not limited to: benches, picnic tables, bike racks, camp stoves, etc...	100
230006	Auxiliary Asset Renewal Program	Renewal of open space furniture include but not limited to: fencing, bollards, etc...	100
230007	Sports Field Conservation	Renewal of certain sports field assets including but not limited to: jumps pits, backstops, tennis court resurfacing, horseshoe pits, etc...	100
230008	Green Shack Conservation	Renewal of green shacks	100

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>OPEN SPACE: CONTAMINATED SITE MANAGEMENT PROGRAM</b>	<b>RECOMMENDED</b>
PROFILE NUMBER:	<b>CM-37-0000</b>	<b>PROFILE STAGE: Council Review</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Infrastructure Planning and Design</b>	LEAD MANAGER: <b>Pascale Ladouceur</b>
PARTNER:		PARTNER MANAGER:
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2023</b>
		ESTIMATED COMPLETION: <b>December, 2026</b>

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
	100	<b>BUDGET REQUEST:</b>	6,000
<b>TOTAL PROFILE BUDGET:</b>			6,000

## PROFILE DESCRIPTION

- Funding is to cover costs for the following (not an exhaustive list):
- evaluation of the entire City land holdings on a cyclical basis to determine suspect sites
  - investigation of known and suspected contaminated sites
  - development and implementation of remedial strategies for legacy sites which have no responsible business area
  - update, enhancement and maintenance of the City's Contaminated Site Management Database
  - development, enhancement and maintenance of a workflow and asset management system for contaminated sites
  - update, enhancement and maintenance of the City's Environmental Site Information Database (ESID) - the geotechnical and environmental library
  - determination of financial reporting requirements for the reporting mandated by legislation: PS3260 - Liabilities for Contaminated Sites - Public Sector Accounting Board standard for reporting liabilities, and PS3280 - Asset Retirement Obligations - Public Sector Accounting Board standard for reporting obligations associated with the retirement of a tangible capital asset, including contamination costs
  - funds for offsetting liabilities declared through PS3260 and PS3280

## PROFILE BACKGROUND

Unmanaged contaminated lands are a financial and environmental liability. An immediate gross estimate of current contaminated site liabilities is over \$36M. Current reported liabilities on the City's financial statement total \$21.5M and are growing. Investment is required to investigate known or suspected contaminated sites and prepare management strategies. By legislation, contamination must be reported to Alberta Environment & Parks and managed according to the Environmental Protection & Enhancement Act. As of 2019, upon discovery, there is a two year timeframe to provide Alberta Environment with an acceptable plan, or alternatively, to have remediated the site. The City has several sites that are beyond this two year time frame for management, but most are grandfathered in prior to the change in legislation in 2019; however, they still require management under the Environmental Protection and Enhancement Act.

## PROFILE JUSTIFICATION

Contaminated sites are subject to regulation under the Environmental Protection and Enhancement Act, as well as federal legislation. Non-compliance with legislation can result in fines as high as \$1M. In addition, City Councillors, the City Manager and other designated officers could be found personally liable for the offense.

Upon discovery and estimation of the liability, the liability must be reported on the financial statement and offset by operating funds. These offsets are generally unexpected and unbudgeted, resulting in a significant impact to business area operating budgets. This fund will be used to provide initial offsetting dollars for business area liabilities if they are unable to resource the funds. As an estimate, reported liabilities offset by the previous fund in 2020 and 2021 were \$2.5M for three sites with another \$2.5M expected before the end of 2022.

## STRATEGIC ALIGNMENT

This work aligns with Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C512 - Environmental Policy makes a commitment to meeting or exceeding applicable environmental legal requirements.

## ALTERNATIVES CONSIDERED

Alternatives include partial funding or no funding. Insufficient funding will place the City in a position of regulatory non-compliance and may lead to enforcement action from Alberta Environment and Parks or federal agencies such as Environment Canada, including potential personal liability of City officials. In addition, unmanaged liabilities are an undesirable financial situation, subject to year over year increase.

## **COST BENEFITS**

Tangible benefits:

- Contaminated sites are managed to protect citizens, employees, and the environment
- Legislative compliance
- Management of risk to finances, public & environmental health
- Management of financial and legal liabilities
- Fewer unbudgeted costs
- Compliance with ISO14001 ENVISO registration

Intangible benefits:

- Environmental stewardship
- Public safety preservation
- Public perception
- Avoidance of costly reactionary actions.

## **KEY RISKS & MITIGATING STRATEGY**

Legislative non-compliance, fines, environmental damage, human health effects, financial risk and potential lawsuits present a significant risk to City infrastructure and public safety. These risks can be lessened through careful prioritization and proactive environmental assessment, design, and remediation.

## **RESOURCES**

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## **CONCLUSIONS AND RECOMMENDATIONS**

It is recommended that this profile be approved. Investment into this profile is minimal compared to the risk and liability that are inherent in relation to the adverse impacts of unmanaged environmental contamination.

Environmental sustainability and integrity of public lands and the City's natural areas is essential to the City of Edmonton.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Open Space: Contaminated Site Management Program**  
 PROFILE NUMBER: **CM-37-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,500	1,500	1,500	1,500	-	-	-	-	-	6,000
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,500	1,500	1,500	1,500	-	-	-	-	-	6,000
	Requested Funding Source	-	-	1,500	1,500	1,500	1,500	-	-	-	-	-	6,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,500	1,500	1,500	1,500	-	-	-	-	-	6,000
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,500	1,500	1,500	1,500	-	-	-	-	-	6,000
	Requested Funding Source	-	-	1,500	1,500	1,500	1,500	-	-	-	-	-	6,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	1,275	1,275	1,275	1,275	-	-	-	-	-
	Design	-	-	225	225	225	225	-	-	-	-	-	900
	Total	-	-	1,500	1,500	1,500	1,500	-	-	-	-	-	6,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **OPEN SPACE: OVERLAND DRAINAGE - RENEWAL**  
PROFILE NUMBER: **CM-38-0000**  
DEPARTMENT: **Integrated Infrastructure Services**  
LEAD BRANCH: **Building Great Neighbourhoods**  
PARTNER:  
BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	<b>Council Review</b>
PROFILE TYPE:	<b>Composite</b>
LEAD MANAGER:	<b>Craig Walbaum</b>
PARTNER MANAGER:	
ESTIMATED START:	<b>January, 2023</b>
ESTIMATED COMPLETION:	<b>December, 2026</b>

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
	<b>100</b>	<b>BUDGET REQUEST:</b>	<b>4,000</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>4,000</b>

## PROFILE DESCRIPTION

This profile consists of the investigation, design and construction of overland drainage work in order to correct flooding and erosion problems which may constitute hazards to the public caused by overland flows. The purpose of this program is to ensure that the existing overland drainage system is functioning properly and efficiently and does not result in a nuisance, flooding, or maintenance problem to the area. Overland drainage and land improvements are undertaken and executed on an as needed basis. These types of projects are usually initiated by the business partners and or citizen complaints.

This profile will also fund the renewal of Low Impact Development (LID) features such as bioswales, dry ponds and naturalized drainage ways.

## PROFILE BACKGROUND

Usually the City receives numerous complaints every year regarding flooding issues and unsafe conditions resulting from overland flows. Citizens' complaints of surface flooding and erosion caused by rainfall and snowmelt have to be investigated, prioritized and addressed. Flooding and erosion hazards to the public include direct flooding and the potential structural damage to both City and private assets. This profile was developed and will be implemented on a priority based on cost-effectiveness of the project. The challenge is to provide enough funding to address the critical areas. If these areas are not addressed, more problems may surface resulting in higher repair costs. The renewal of LID features such as bioswales, dry ponds and naturalized drainage ways will also be captured in the profile to mitigate any concerns of overland drainage.

## PROFILE JUSTIFICATION

Surface flooding and erosion due to overland flow from rainfall or snow melt may create conditions hazardous to the public through direct flooding and / or erosion resulting in potential structure damage to private property or City of Edmonton assets.

## STRATEGIC ALIGNMENT

This work aligns with Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio.

## ALTERNATIVES CONSIDERED

Alternatives include seeking funding through the Capital Supplementary Budget Adjustment process on an yearly basis for urgent projects as a reactive measure. If funding is not received, corrective actions resulting from overland drainage may not occur in a timely manner which may result in closures or damage to private property and / or City of Edmonton assets.

## COST BENEFITS

Tangible Benefits:

- Improved open space assets and park conditions to meet user needs and safety.
- Cost avoidance by rehabilitating aging park infrastructure thus reducing maintenance costs and injuries
- Reduction in injuries and maintenance costs.

Intangible Benefits:

- Healthy citizens.
- Quality of open space assets and parks experiences are improved.
- Meeting citizen's expectations and improving the quality of life of Edmontonians.

## KEY RISKS & MITIGATING STRATEGY

A preliminary risk analysis has been completed. The risk management framework will be applied to all aspects of the project and will continue to develop and evolve as the projects are defined.

## RESOURCES

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended that this profile be approved for 2023-2026 to ensure that the existing overland drainage system and LID features are functioning properly and efficiently and does not result in a nuisance, flooding, or maintenance problems to the areas impacted.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Open Space: Overland Drainage - Renewal**

**RECOMMENDED**

PROFILE NUMBER: **CM-38-0000**

PROFILE TYPE: **Composite**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	Requested Funding Source	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	Requested Funding Source	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	850	850	850	850	-	-	-	-	-
	Design	-	-	150	150	150	150	-	-	-	-	-	600
	Total	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Open Space: Overland Drainage - Renewal**

**PROFILE NUMBER: CM-38-0000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Athlone - Calder Library Site Drainage Improvements	Site drainage improvements improve the Libraries functional and operational program	100
230002	Kernohan Overland Drainage	Site drainage improvements so private property is no longer impacted by overland drainage	100
230003	Glenora Park Utility Renewal	Renewal of stormwater line within Glenora Park	100
230004	Open Space Overland Drainage Program	Site drainage improvements - renewals at future locations during the capital cycle	100



# CAPITAL PROFILE REPORT

PROFILE NAME: **COMMEMORATIVE PROGRAMS**

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: **CM-33-3001**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Parks and Roads Services**

LEAD MANAGER: **Craig McKeown**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>620</b>
TOTAL PROFILE BUDGET:	<b>620</b>

## PROFILE DESCRIPTION

This profile, formerly named "Council Amenities and Benchmark" addresses work focused on improving outdoor amenities. The change in profile name to Commemorative Programs allows for the potential expansion of the commemorative programs from just benches. The removal of the City Council Amenity Program in this capital profile from the last cycle was cancelled in 2019 as per Council direction at the time. The 2023-2026 budget also includes the addition of a seasonal program assistant (Recreation Technician II at \$55,000) to assist the Program Coordinator. There is \$400K in partnership funding for this capital profile with the remainder of \$220K funded through Pay-As-You-Go.

Current split for the 2019-2022 Budget Cycle for CM-33-3001 Council Amenities and Benchmark is \$400K in Partnership Funding and \$71,860.49 in Pay-As-You-Go.

Increase Pay-As-You-Go Funding to \$55,000 per year for the seasonal RT2 (an addition of \$148,140 total).

Total 2023-2026: \$620,000  
\$155,000 annually  
Annual Breakdown:  
Partner Funding: \$100,000  
Pay-As-You-Go: \$55,000

## PROFILE BACKGROUND

This profile addresses work focused on improving outdoor amenities through the commemorative program Benchmark. The Benchmark Program is partner funded and was established to offer citizens the opportunity to honour loved ones, or to celebrate special events. This is done through the refurbishment of an existing park bench or the installation of a new bench and installation of a plaque on the bench.

## PROFILE JUSTIFICATION

Annual addition or refurbishment of up to 75 benches valued collectively at \$100,000 to City parkland partner funded through the Benchmark Program. Commemorative programs support ConnectEdmonton's guiding principle, centred around creating a community that connects people to what matters to them, to serve those here today and those who come after us. New and refurbished benches and park assets enhance and beautify parkland and public spaces, for the benefit of all Edmontonians. When citizens are personally connected to these spaces, their commemoration and physical presence in the park helps activate the park space. Increased park visitorship and pride in the park space helps keep our parks safer, since park users have a vested interest in the space. Adding seating to park spaces also supports accessibility with provision of seating and places to sit and rest while travelling through or recreating in parks.

## STRATEGIC ALIGNMENT

-Greener as we Grow: Using growth as a catalyst for good design and conscientious decisions, this profile is focused on improving outdoor amenities in parks and open spaces.

-Inclusive and Compassionate: It provides affordable, accessible services/amenities by leveraging partner funding instead of relying fully on tax levy for improving outdoor amenities. Adding and refurbishing benches in parks and open spaces, supports accessibility by providing seating and places to rest for a wide variety of park users including families with children, people of different abilities, and seniors.

## ALTERNATIVES CONSIDERED

The program is well supported through partnership funding. Adding pay-as-you-go funding would allow for a seasonal program assistant, which would help the program to grow and expand beyond current levels and offerings.

The use of a reserve for intake and use of donor funds for Commemorative Programs instead of a capital profile was investigated. The program area was advised that the dollar amount required to justify starting and maintaining a reserve is higher than the current Benchmark program brings in.

## **COST BENEFITS**

Annual addition of park amenities of which mostly are fully cost-recovered. Increased park visitation and sustainability of parks.

Intangible Benefits: healthier citizens, quality of parks experience is improved and increased civic pride.

## **KEY RISKS & MITIGATING STRATEGY**

Each individual project within the composite profile has individual risks. Overall risks include timing, escalating costs and budget limitations. Each project will have a clear scope that meets the budget and schedule to reduce these risks.

## **RESOURCES**

All procurement processes will adhere to the City's Procurement of Goods, Services and Construction directive. The amenities will be maintained by the City and will follow the Human Resource Management policies and procedures.

## **CONCLUSIONS AND RECOMMENDATIONS**

Administration recommends this profile for funding.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Commemorative Programs**  
 PROFILE NUMBER: **CM-33-3001**  
 BRANCH: **Parks and Roads Services**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	155	155	155	155	-	-	-	-	-	620
	Revised Funding Sources (if approved)												
	Partnership Funding	-	-	100	100	100	100	-	-	-	-	-	400
	Pay-As-You-Go	-	-	55	55	55	55	-	-	-	-	-	220
	Requested Funding Source	-	-	155	155	155	155	-	-	-	-	-	620

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	155	155	155	155	-	-	-	-	-	620
	Requested Funding Source												
	Partnership Funding	-	-	100	100	100	100	-	-	-	-	-	400
	Pay-As-You-Go	-	-	55	55	55	55	-	-	-	-	-	220
	Requested Funding Source	-	-	155	155	155	155	-	-	-	-	-	620

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	155	155	155	155	-	-	-	-	-
	Total	-	-	155	155	155	155	-	-	-	-	-	620

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Commemorative Programs</b>			
<b>PROFILE NUMBER: CM-33-3001</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Commemorative Programs	Commemorative Programs	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **DRY POND LAND ACQUISITIONS**

PROFILE NUMBER: **CM-16-1232**

DEPARTMENT: **Urban Planning and Economy**

LEAD BRANCH: **Planning and Environment Services**

PARTNER:

BUDGET CYCLE: **2023-2026**

**RECOMMENDED FUNDED**

PROFILE STAGE:	Approved
PROFILE TYPE:	Composite
LEAD MANAGER:	Kent Snyder
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

Service Category:	Land	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	-
100		BUDGET REQUEST:	13,000
		TOTAL PROFILE BUDGET:	13,000

## PROFILE DESCRIPTION

This profile funds the acquisition of land required in support of Epcor's Stormwater Integrated Resource Plan and related flood mitigation work.

The Flood mitigation program is being developed by EPCOR to address flooding issues in Edmonton, upgrading of storm and sanitary pipes and Storm Water Management Facilities (SWMF) ponds, new storage, sewers and sealing of manholes improving overland drainage routes. The Land will remain under title to the City and as such there will be locations where a purchase will be required. The source of funding for these purchases will be from EPCOR Drainage utility as part of their capital projects. However, the land will need to be secured as the first stage. The overall program for flood mitigation was approved in 2019 that identifies preliminary locations and budget based on current information.

## PROFILE BACKGROUND

Epcor is working to implement their Stormwater Integrated Resource Plan, which includes the development of dry ponds across the City. This profile supports the acquisition of school board held open space to advance necessary flood mitigation work. Urban Growth and Open Space supports the strategy phase of this project to assess identified locations and identify land purchase requirements. Where land purchase is required, Real Estate will work with the respective school board to facilitate the transfer of land at market value.

## PROFILE JUSTIFICATION

EPCOR committed to City Council as part of the transition of the Drainage utility to EPCOR to implement the Integrated Resource Planning (IRP) approach to enhance the planning, engineering and operations of the stormwater system in Edmonton. EPCOR has successfully utilized the IRP in the identification and implementation of improvements to the water, wastewater and stormwater systems. The Stormwater Integrated Resource Plan facilitates a systematic approach to assess the impact of different capital and operational alternatives and to prioritize the implementation of these improvements to the stormwater system. EPCOR has identified where future dry ponds are required. These sites are ranked for implementation over the next 20 years. Many of these sites require the use of school board land. This profile supports the land acquisition requirements when non-reserve (i.e. school board held land) is required for a dry pond project.

## STRATEGIC ALIGNMENT

This work supports the "Climate Resilience" strategic goal in ConnectEdmonton by proactively addressing climate challenges and risks. The profile also supports maintaining or improving service levels by strategically acquiring land in mature areas for future development, focusing primarily on existing commitments. The profile demonstrates accountability for our actions on our social, economic and environmental systems.

## ALTERNATIVES CONSIDERED

No alternatives have been considered. This profile is funded through EPCOR who in turn drive the implementation of the Stormwater Integrated Resource Plan and related flood mitigation work.

## COST BENEFITS

The drainage improvements will benefit neighbourhoods throughout the City. It will also ensure that an acceptable level of service is provided to Drainage Services customers, and the City's resources are spent in an effective manner and optimized for flood protection purpose.

## KEY RISKS & MITIGATING STRATEGY

Risks include escalating land values due to timing and inflation costs. As EPCOR is responsible for advancing implementation of the dry pond program, they may be able to seek advance purchase or accelerate land negotiations and reduce risk of escalating land values.

## RESOURCES

EPCOR drainage will fund land acquisitions from the utility rate. Planning and Environment Services with support from Real Estate will coordinate land acquisition.

## CONCLUSIONS AND RECOMMENDATIONS

EPCOR drainage will fund land acquisitions from the utility rate on a project to project basis.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Dry Pond Land Acquisitions**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-16-1232**

PROFILE TYPE: **Composite**

BRANCH: **Planning and Environment Services**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,500	2,000	1,500	8,000	-	-	-	-	-	13,000
	Revised Funding Sources (if approved)												
	EPCOR Contribution	-	-	1,500	2,000	1,500	8,000	-	-	-	-	-	13,000
	Requested Funding Source	-	-	1,500	2,000	1,500	8,000	-	-	-	-	-	13,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,500	2,000	1,500	8,000	-	-	-	-	-	13,000
	Requested Funding Source												
	EPCOR Contribution	-	-	1,500	2,000	1,500	8,000	-	-	-	-	-	13,000
	Requested Funding Source	-	-	1,500	2,000	1,500	8,000	-	-	-	-	-	13,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Land	-	-	1,500	2,000	1,500	8,000	-	-	-	-	-
	Total	-	-	1,500	2,000	1,500	8,000	-	-	-	-	-	13,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Dry Pond Land Acquisitions</b>			
<b>PROFILE NUMBER: CM-16-1232</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Dry Pond Land Acquisitions	This profile funds the acquisition of land required to support EPCOR's Stormwater Integrated Resource Plan and related flood mitigation work. The source of funding for these purchases is EPCOR Drainage utility as part of their capital projects, however land needs to be secured as the first stage.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **NEIGHBOURHOOD PARK DEVELOPMENT PROGRAM - NEW**

PROFILE NUMBER: **CM-36-3636**

DEPARTMENT: **Integrated Infrastructure Services**

LEAD BRANCH: **Building Great Neighbourhoods**

PARTNER:

BUDGET CYCLE: **2023-2026**

**RECOMMENDED FUNDED**

PROFILE STAGE:	Approved
PROFILE TYPE:	Composite
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

Service Category:	Parks	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	5,000
TOTAL PROFILE BUDGET:	5,000

## PROFILE DESCRIPTION

The Neighbourhood Park Development Program (NPDP) is a capital program that provides matching funding for community partners for park development projects on City-owned parkland classified as neighbourhood parks. Examples of projects include playgrounds, landscaping, shelters, community gardens, spray decks, benches, trails, signs, and seniors amenities. The City provides support to partners through the strategy phases, and project management through the concept, design and build phases of park projects on new neighbourhood park sites. This profile addresses both new park development and new elements for more mature parks.

In 2019-2022 there were three levels of matching funding available per neighbourhood: Basic (\$15,000 once every five years), Intermediate (up to \$75,000 once every ten years), Extensive (up to \$250,000 once every 15 years), plus the Outdoor Aquatic Strategy (up to \$125,000 one time per neighbourhood). The profile also funds the City costs to deliver the projects. The composite is intended to complete those projects that have completed the required documentation. The Neighbourhood Park Development program will then be phased out in the 2023-2026 capital budget.

## PROFILE BACKGROUND

The Neighbourhood Park Development Program fund was established in 1983 to support development of playgrounds in new neighbourhoods where parkland remains developed only to base level. The program has been revised, enhanced and updated over the years, most recently in 2009, and has provided an opportunity for communities to undertake park development projects in their own neighbourhoods. Projects may include the development of new park amenities including playgrounds, spray parks, landscaping, shelters, trails, benches, linkages, and access. This program was designed to work in partnership to provide park amenities on community parks. Unfortunately, this has resulted in inequity across the city, as park assets are developed and renewed based on community fundraising capacity and resources rather than the need for new amenities or the condition of existing amenities. The Neighbourhood Park Development Program is proposed to be phased out and replaced with the Community Parks Program in 2023-2026.

## PROFILE JUSTIFICATION

There are approximately 395 community parks in Edmonton. New parks are added to the City's inventory annually and these sites are developed to base level directly by the City or developers. This includes grading, leveling, seeding, trees, sport field fixtures and a park sign. Neighbourhood park development projects provide an opportunity for community residents to enhance park spaces by adding playgrounds, benches and other park features, in partnership with the City, through a shared funding model. Enhancing new neighbourhood recreation and park amenities, allows more programming for a variety of age groups and seasons while considering changing community needs. This allows community groups to leverage City funding to develop higher quality park and public spaces in a timelier manner which then are accessible for all Edmontonians to use and enjoy. It also provides an opportunity for new elements to be added in mature parks to meet the changing needs of a neighbourhood.

## STRATEGIC ALIGNMENT

This composite profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

Alternative: Not to provide shared funding for new park development projects. The City would then be responsible for both base level development and all enhanced park development costs that are currently shared with partners. New parks would be developed to base level providing core, secondary and some speciality amenities. City funding requirements may increase to develop parks.

Alternative: Developers could be asked to develop new park spaces in new neighbourhoods.

## COST BENEFITS

Tax dollars invested by the City are leveraged by community partner funds contributed to the project, however, over the last several budget cycles community park assets have been unequally distributed across the City. Through the funding the City is honoring existing agreements. Moving forward the Community Parks Framework will be used to ensure equitable and sustainable distribution of community park amenities.



**KEY RISKS & MITIGATING STRATEGY**

The risk management framework will be applied to all aspects of the project. Key risks associated include: Financial and Partnership – community engagement is critical to program success. If partners do not have funds available, projects will not be advanced. If capital or partner funding becomes reduced, community opportunities and success will be reduced. Each individual project will have individual risks including: construction timing, contractor availability, escalating costs, budget limitations, internal resources to manage the project and operational limitations. Key risks will be managed by developing clear scopes, schedules and budgets for each individual project. Project plans will then be reviewed by key internal stakeholders prior to approval to proceed.

**RESOURCES**

The administration of funds will be completed by City of Edmonton employees. IIS will manage the individual projects (concept, design and build). Support in strategy of developing projects will be provided through Neighbourhood Services within Community Service Department.

**CONCLUSIONS AND RECOMMENDATIONS**

The Neighbourhood Park Development Program - New is one means by which neighbourhood parkland is enhanced beyond base level development and park amenities are added in cooperation with community partners. Community partners contribute funds and collaborate with the City to develop unique park spaces and amenities that meet neighbourhood needs.

In order to continue to develop great public spaces and leverage community partner funds it is recommended that this request be fully funded. The continuation of this 30 year City Council approved program is recommended.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Neighbourhood Park Development Program - New**  
 PROFILE NUMBER: **CM-36-3636**  
 BRANCH: **Building Great Neighbourhoods**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,957	2,008	853	181	-	-	-	-	-	5,000
	Revised Funding Sources (if approved)												
	Partnership Funding	-	-	367	400	167	67	-	-	-	-	-	1,000
	Pay-As-You-Go	-	-	1,591	1,608	687	115	-	-	-	-	-	4,000
	Requested Funding Source	-	-	1,957	2,008	853	181	-	-	-	-	-	5,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,957	2,008	853	181	-	-	-	-	-	5,000
	Requested Funding Source												
	Partnership Funding	-	-	367	400	167	67	-	-	-	-	-	1,000
	Pay-As-You-Go	-	-	1,591	1,608	687	115	-	-	-	-	-	4,000
	Requested Funding Source	-	-	1,957	2,008	853	181	-	-	-	-	-	5,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	1,657	1,808	753	181	-	-	-	-	-
	Design	-	-	300	200	100	-	-	-	-	-	-	600
	Total	-	-	1,957	2,008	853	181	-	-	-	-	-	5,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Neighbourhood Park Development Program - New</b>			
<b>PROFILE NUMBER: CM-36-3636</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
<b>Project Number</b>	<b>Project Name</b>	<b>Description</b>	<b>Percentage Funded</b>
230001	Neighbourhood Park Development Program Transition	Neighbourhood Park Development Program Transition	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **OPEN SPACE: LANDSLIDE AND EROSION MANAGEMENT PROGRAM**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-34-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

<b>Service Category: Parks</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
	<b>100</b>	<b>BUDGET REQUEST:</b>	<b>21,308</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>21,308</b>

## PROFILE DESCRIPTION

The Landslide and Erosion Management Program Renewal Composite provides funding to support Geotechnical landslide and erosion risk Management and the associated protection and mitigation projects.

**Geotechnical Landslide and Erosion Management Program:**

This Composite Profile will address monitoring, investigation and repair of emergent geotechnical instability and erosion impacts to City lands and existing infrastructure, including road right-of-way, retaining structures, and ravine and river valley infrastructure and trail systems. These geotechnical hazards affect a wide variety of civic infrastructure and pose risks to public safety, mobility, and connectivity. These hazards are inherently unpredictable and have been exacerbated by more prevalent extreme climatic conditions in recent years.

**PAC Creek Erosion Control and Protection Program:**

This Composite Profile would also implement creek erosion protection measures to address the adverse impacts of increased runoff discharge to the creek systems arising from urban development. Payment for work conducted under this portion of the profile will be reimbursed through Permanent Area Contribution (PAC) funds collected from the development industry. Erosion repair and protection measures will be prioritized, designed and constructed at a number of locations along the Whitemud / Blackmud Creeks, Mill Creek, Fulton Creek, Gold Bar Creek, Wedgewood Creek, and Horsehills Creek, in areas where PAC funding has been established and collected. Appropriate creek erosion protection works are required to address vulnerable erosion sites damaged due to increased runoff originating from urban development upstream of the affected areas.

## PROFILE BACKGROUND

The Landslide and Erosion Management Program Renewal Composite will allow the City to proactively monitor geotechnical risks and hazards and respond to emergent and unexpected impacts to City lands and infrastructure and to address the public safety, mobility, and connectivity risks caused by landslides and erosion hazards.

This Profile was created to respond to emergent impacts arising from geotechnical hazards such as landslides and erosion conditions.

Infrastructure situated within or abutting the North Saskatchewan River Valley and Ravine System is vulnerable to distress and damage associated with natural hazards. Landslides and progressive slope movements, as well as adverse erosion impacts, are common phenomena within the river valley and ravine system. These geotechnical hazards may adversely affect public lands and pose an inherent risk to the City's built assets. A range of both natural and manmade factors will influence and trigger the development of these hazards. Historically, this work has helped to ensure that necessary monitoring, investigation and engineering assessment could be undertaken in a timely manner.

## PROFILE JUSTIFICATION

The Landslide and Erosion Management Program Renewal Composite responds to the inherent yet unpredictable geotechnical hazards and the associated impacts to existing lands and infrastructure, and public safety, connectivity, and mobility. A holistic asset management perspective is implemented that takes into account the dynamic natural changes that occur within the river valley and ravine system.

This Profile manages the inherent risks due to landslide and erosion hazards. Such hazards may pose an immediate or longer term threat to City assets. The Profile helps to ensure that the emergent issues are addressed proactively, rather than waiting until a geotechnical hazard increased in size and began to affect critical infrastructure, resulting in greater damages and higher repair costs. The ability to immediately respond to emergent problems minimizes the potential impacts to City assets and the public. The associated risks are managed and lessened through careful prioritization of the remedial projects. Complementary to this work, the PAC Erosion Control and Protection Program supports the implementation of proactive and mitigating erosion protection measures to address the adverse impacts of increased runoff discharge to the creek systems arising from urban development.

## STRATEGIC ALIGNMENT

The Landslide and Erosion Management Program Renewal Composite supports many of the strategic goals of the City Plan. This Composite Profile helps to ensure the viability and sustainability of our environment and built infrastructure, and manages the adverse impacts of climate change on City lands and assets. This Profile protects, restores and maintains the River Valley and Ravine System lands and infrastructure, and associated Open Spaces and Mobility Networks, including public spaces that support health and well being.

**ALTERNATIVES CONSIDERED**

Alternatives include partial funding or no funding. Insufficient funding will impede the City's ability to meet strategic goals. Insufficient funding will also lead to requests for unbudgeted funding, delays, and a backlog to remediate geotechnical hazards, and poses increased risk to City lands and infrastructure, and public safety and mobility. Delays to remediate critical failure conditions will ultimately result in greater damages and higher repair costs.

**COST BENEFITS**

Tangible benefits include the restoration of compromised land assets, management of risk to the public lands and infrastructure, and fewer unbudgeted costs. Intangible benefits include environmental stewardship, public safety preservation, public perception and avoidance of costly reactionary actions.

**KEY RISKS & MITIGATING STRATEGY**

Natural instability and erosion hazards, and associated damages pose a significant ongoing risk to City lands and infrastructure and public safety, connectivity and mobility. These risks can be lessened through strategic monitoring, careful project prioritization, and proactive engineering assessment, design, and construction remediation.

**RESOURCES**

The associated project administration, coordination, and management will be undertaken by the Integrated Infrastructure Services Department. Hazards will be monitored and projects delivered utilizing a combination of internal and external field staff, project management, and engineering resources.

**CONCLUSIONS AND RECOMMENDATIONS**

It is recommended that this profile be approved. Investment into this profile is small in comparison to the risk that is inherent in relation to the adverse impacts of natural hazards and unmanaged conditions. Safe and well-maintained public infrastructure and the environmental sustainability and integrity of public lands and the City's River Valley and Ravine System are essential to the City of Edmonton.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Open Space: Landslide and Erosion Management Program**  
 PROFILE NUMBER: **CM-34-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	5,327	5,327	5,327	5,327	-	-	-	-	-	21,308
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	4,848	4,848	4,833	-	-	-	-	-	14,528
	Pay-As-You-Go	-	-	5,327	479	479	494	-	-	-	-	-	6,780
	Requested Funding Source	-	-	5,327	5,327	5,327	5,327	-	-	-	-	-	21,308

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	5,327	5,327	5,327	5,327	-	-	-	-	-	21,308
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	4,848	4,848	4,833	-	-	-	-	-	14,528
	Pay-As-You-Go	-	-	5,327	479	479	494	-	-	-	-	-	6,780
	Requested Funding Source	-	-	5,327	5,327	5,327	5,327	-	-	-	-	-	21,308

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	-	4,528	4,528	4,528	4,528	-	-	-	-	-	-
Design	-	-	799	799	799	799	-	-	-	-	-	-	3,196
	Total	-	-	5,327	5,327	5,327	5,327	-	-	-	-	-	21,308

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **OPEN SPACE: OPEN SPACES - RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-33-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Craig Walbaum**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Parks**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
12	88

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	6,096
TOTAL PROFILE BUDGET:	6,096

## PROFILE DESCRIPTION

This capital profile supports the planned replacement and rehabilitation of open space assets within the three municipal golf courses, seven municipal cemeteries, the Edmonton Valley Zoo, the John Janzen Nature Centre and Fort Edmonton Park. This profile will also capitalize the annual construction of new cemetery grade beams using funding from the Perpetual Care Reserve.

## PROFILE BACKGROUND

The Open Space program allows for the renewal of sites to meet service requirements, correct safety problems, and respond to poor and very poor assets. Commonly noted renewal requirements include: roads; parking lot resurfacing and renewal; utility and irrigation renewal; trail / cart path rehabilitation, realignment and widening; furniture renewal; and green spaces renewal within municipal golf courses, cemeteries, the Edmonton Valley Zoo, the John Janzen Nature Centre and Fort Edmonton Park.

## PROFILE JUSTIFICATION

These open space amenities experience degradation due to weather and usage impacts. The composite profile provides critical funds to enable the necessary rehabilitation work to occur. In order to keep up with the ongoing replacement needs and realignment requirements of these assets, a source of funding must be identified to respond to emerging issues and proactively replace aging infrastructure. Failure to keep up with required rehabilitation work could result in failure, increased corrective or major maintenance costs at a later date or closure of amenities such as but not limited to, open space sections of Fort Edmonton Park, John Janzen Nature Centre and the Edmonton Valley Zoo, and partial to full closures of the municipal golf courses and cemeteries.

## STRATEGIC ALIGNMENT

This work aligns with the Urban Places component of ConnectEdmonton. and Providing Excellent Services in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio through.

## ALTERNATIVES CONSIDERED

In order to effectively sustain excellence within municipal golf courses, cemeteries, Fort Edmonton Park, the John Janzen Nature Centre and the Edmonton Valley Zoo, funding for ongoing renewal work is required. Instead of composite funding, projects could be approved as individual capital projects. This approach would be less efficient & effective. If funding is not received, rehabilitation of these assets may not occur in a timely manner which may result in safety issues and increased customer complaints.

## COST BENEFITS

Tangible Benefits:

- Improved open space assets and park conditions to meet user needs, current standards and safety.
- Increased usage and revenue generation opportunities.
- Reduction in injuries and maintenance costs.

Intangible Benefits:

- Healthy citizens.
- Quality of open space assets and parks experiences are improved.
- Contribution to civic pride.
- Meeting citizens' expectations and improving the quality of life of Edmontonians.

## KEY RISKS & MITIGATING STRATEGY

Failure of these open space assets poses various risks to the users of the facilities and staff and the lack of rehabilitation activities can lead to unplanned closures resulting in citizen dissatisfaction. Funding in conjunction with the Project Development & Delivery model (PDDM) will allow administration to address planned needs in a timely and proactive manner on an yearly basis, ranking the highest priority issues first.

## RESOURCES

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

Open space assets at these facilities are of significant importance to Edmontonians and experience high usage. Investment in life cycle rehabilitation is a cost-effective method of maximizing the life of park assets to ensure a high level of service is provided to Citizens. It is recommended that the composite be fully funded for 2023-2026.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Open Space: Open Spaces - Renewal**  
 PROFILE NUMBER: **CM-33-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,829	1,829	1,219	1,219	-	-	-	-	-	6,096
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,829	1,829	1,219	1,219	-	-	-	-	-	6,096
	Requested Funding Source	-	-	1,829	1,829	1,219	1,219	-	-	-	-	-	6,096

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,829	1,829	1,219	1,219	-	-	-	-	-	6,096
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,829	1,829	1,219	1,219	-	-	-	-	-	6,096
	Requested Funding Source	-	-	1,829	1,829	1,219	1,219	-	-	-	-	-	6,096

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	1,554	1,554	1,036	1,036	-	-	-	-	-
	Design	-	-	274	274	183	183	-	-	-	-	-	914
	Total	-	-	1,829	1,829	1,219	1,219	-	-	-	-	-	6,096

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Open Space: Open Spaces - Renewal**

**PROFILE NUMBER: CM-33-0000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Edmonton Valley Zoo Fencing	Renewal of both perimeter and interior fencing	100
230002	Edmonton Cemetery Renewal	Renewal of the roads, walkways and water lines within the cemetery	100
230003	Beechmount Cemetery Renewal	Renewal of a portion of road and curbing within the cemetery	100
230004	Victoria Golf Course Clubhouse	Renewal of the cart paths in front of the clubhouse	100
230005	Riverside Golf Course Renewal	Renewal of the course based on the assessment report priorities	100
230006	Mount Pleasant Cemetery Irrigation	Renewal of the irrigation at the cemetery	-
230007	Valley Zoo Irrigation	Renewal of the irrigation at the zoo	-
230008	Northern Lights Cemetery Columbaria	Renewal of the columbaria at the cemetery	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **OPEN SPACE: PARKS - RENEWAL**

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: **CM-32-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Craig Walbaum**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

<b>Service Category: Parks</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
15	85	<b>BUDGET REQUEST:</b>	<b>46,770</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>46,770</b>

## PROFILE DESCRIPTION

The Parks Renewal Composite provides funding to support the rehabilitation and the renewal of parks, aging trails, signage, utilities, parking lots and roads located within neighbourhoods across the City.

Renewal requirements of city park assets including but not limited to:

- Utilities;
- Play space structures (renewal of play equipment, spray parks and skateboard parks to addresses code changes, unsafe equipment and worn out play features);
- Site amenities (eg. tables, seating and signage);
- Sport fields and fixtures (to refurbish worn out and heavily used neighbourhood and district sports fields), running tracks, artificial turf fields and their reuse and fixtures;
- Access & circulations systems (trails, roads and parking lots) on neighbourhood and district parks on table lands.
- City managed assets around stormwater management facilities (SWMF)
- Beds and planters that are in poor/very poor condition that are could be renewed as part of a larger open space renewal project

The projects undertaken within the program extend the life of existing capital assets, reduce longer term repair costs, and correct potential or impending safety concerns within the parks system. Projects are generally required in order to improve condition; meet user requirements; reduce/prevent injuries, maintenance costs and closures.

The funding for the renewal portion of the Community Parks Framework, replacing the Neighbourhood Park Development Program (NPDP), will be provided from this profile. The City is responsible for the provision of core, secondary and some specialty amenities in Community Parks. Using a data driven approach, projects will be identified and prioritized based on considerations such as density, access to amenities, proximity to school sites, demographics and planned growth. Examples of projects include playgrounds, park furnishings, access walkways, landscaping, shade shelters, bike bumps, sledding hills, skatepark elements, basketball courts.

## PROFILE BACKGROUND

Edmonton's 1,037 parks range greatly in size, function and amenities provided. As parks age, experience high usage, and have continued exposure to the elements, they develop condition and safety issues that warrant rehabilitation or replacement in order to meet user requirements and safety and mitigate poor and very poor asset condition. Commonly noted renewal requirements include landscape rehabilitation of sports fields including natural and artificial turf, park area drainage systems, roadway & parking lot resurfacing, utility renewal, trail rehabilitation, running tracks rehabilitation and renewal, managed assets around SWMFs, park furniture and amenities renewal.

Funding for the renewal portion of the Community Parks Framework which will replace NPDP will be funded from this profile. The Community Parks Framework aims to ensure the City investment in development of community park amenities is providing the optimum long-term value through planning, operations and life cycle management.

## PROFILE JUSTIFICATION

Parks, their amenities, sports fields and play spaces experience degradation due to weather and usage impacts. This profile provides critical funds to enable the necessary rehabilitation work to occur to extend the life of an asset, reduce ongoing maintenance costs, prevent service reductions or closures of parks, sports fields, and increase level of service. In order to keep up with the ongoing replacement needs and realignment requirements of these park assets, a source of funding must be identified to respond to emerging issues and proactively rehabilitate or replace aging infrastructure. Failure to keep up with required rehabilitation work could result in structural failure, increased user injuries, closure of parks and/or amenities, and increased corrective or major maintenance costs at a later date.

Anticipated outcomes are as follow:

1. Parks are safe and enjoyable for all users and meet safety/legislative requirements.
2. Assets are maintained in good condition until the end of their life cycle.
3. Service reduction/closures are avoided; visitation increases.
4. Improved level of service, customer satisfaction.

## STRATEGIC ALIGNMENT

This work aligns with the Access and Preserve values. This also maintains the Green and Blue network in City Plan and aligns with Greener as we Grow. The profile also aligns with Healthy City in ConnectEdmonton and Deliver Excellent Services in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio.

## ALTERNATIVES CONSIDERED

Alternatives include seeking funding through the Capital Supplementary Budget Adjustment process on an yearly basis for urgent projects as a reactive measure. If funding is not received, rehabilitation of neighbourhood and district parks may not occur in a timely manner which may result in safety issues and increased customer complaints.

## COST BENEFITS

Tangible Benefits:

- Improved park conditions to meet user needs, current standards and safety.
- Improved services and amenities attracting more visitors, events and festivals.
- Cost avoidance by rehabilitating aging park infrastructure thus reducing maintenance costs and injuries.

Intangible Benefits:

- Healthy citizens.
- Contribution to civic pride.
- Meeting citizens' expectations and improving the quality of life of Edmontonians.

## KEY RISKS & MITIGATING STRATEGY

Failure of these parks assets poses various risks to the users and staff and the lack of rehabilitation activities can lead to unplanned closures resulting in citizen dissatisfaction. Funding in conjunction with the Project Development & Delivery model (PDDM) will allow administration to address planned needs in a timely and proactive manner on an yearly basis, ranking the highest priority issues first.

## RESOURCES

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

Parks are of significant importance to Edmontonians and experience high usage. Investment in life cycle rehabilitation is a cost-effective method of maximizing the life of park assets to ensure a high level of service is provided to Citizens. It is recommended that the Parks composite be fully funded for 2023-2026.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Open Space: Parks - Renewal**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-32-0000**

PROFILE TYPE: **Composite**

BRANCH: **Infrastructure Planning and Design**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	14,031	14,031	9,354	9,354	-	-	-	-	-	46,770
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	12,769	8,513	8,513	-	-	-	-	-	29,795
	Pay-As-You-Go	-	-	14,031	1,262	841	841	-	-	-	-	-	16,975
	Requested Funding Source	-	-	14,031	14,031	9,354	9,354	-	-	-	-	-	46,770

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	14,031	14,031	9,354	9,354	-	-	-	-	-	46,770
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	12,769	8,513	8,513	-	-	-	-	-	29,795
	Pay-As-You-Go	-	-	14,031	1,262	841	841	-	-	-	-	-	16,975
	Requested Funding Source	-	-	14,031	14,031	9,354	9,354	-	-	-	-	-	46,770

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	11,926	11,926	7,951	7,951	-	-	-	-	-
	Design	-	-	2,105	2,105	1,403	1,403	-	-	-	-	-	7,015
	Total	-	-	14,031	14,031	9,354	9,354	-	-	-	-	-	46,770

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Open Space: Parks - Renewal**

**PROFILE NUMBER: CM-32-0000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Clarke Artificial Turf	Renewal and reuse of the artificial turf at Clarke Park	100
230002	Park Renewal Program	Renewal funding for the Community Park Framework and in flight NPDP renewal projects	100
230003	Security Light Reconnection	Reconnection of City owned security lighting in parks that were disconnected by historical projects.	100
230004	Beaver Hills House Park Renewal	Opens Space Asset Management's renewal contribution towards the overall project costs.	100
230005	Baturyn Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230006	Boyle Street Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230007	Calder Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230008	Dunluce Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230009	Gariepy Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230010	Hairsine Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230011	Killarney Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230012	McCauley Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230013	Meyokumin Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230014	Ottewell Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230015	Pleasantview Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	100
230016	Rollie Miles Athletic Facility	The facility is experiencing failure of the track, foundation degradation, fence - cage damage and path & turf damage from roots.	100
230017	Mill Woods Artificial Turf	Renewal of the artificial turf at Mill Woods Park	100
230018	Cumberland & Southbrook Trail Renewal	Renewal of portions of the trail with each neighbourhood	100
230019	Elisnore, Lymburn and Richford Trail Renewal	Renewal of portions of the trail with each neighbourhood	100
230020	Replacement Planting	Replacement soft landscaping (trees) that require site improvements that require design	100
230021	Utilities Renewal Program	Emergent utility failures that require renewal (i.e. electrical, irrigation, water and gas supply)	100
230022	Unplanned Park Renewal Program	Emergent renewal projects within the profile and trails that are on EPCOR land and become the responsibility of the City	100
230023	Dr. Lila Fahlman Soccer Pitch Renewal	Renewal of one soccer pitch at Allard Park	100
230024	The Meadows Soccer Pitch Renewal	Renewal of four soccer pitches at the District Park	100
230025	Poplar Park Soccer Pitch Renewal	Renewal of two soccer pitches at the District Park	100
230026	Baseball Diamond Phase 2	Renewal of baseball diamonds at Forest Heights, Holyrood and John Paul I	100
230027	Baseball Diamond Phase 3	Renewal of baseball diamonds at Kinsmen, Dovercourt, Donnan, Primerose, Katherine Therrien and North Glenora	100
230028	Southside (McNally) Running Track	Renewal of the 400 m running track	100
230029	Clareview Artificial Turf	Renewal and reuse of the artificial turf at Clareview Rec Centre	100
230030	Terra Losa Trail Renewal	Renewal of the gravel trail around the SWMF	100

# CAPITAL PROFILE REPORT

230031	Laurel SWMF Trail and Boardwalk Renewal	Renewal of the trail and boardwalk that runs between the stowm water management facility.	100
230032	Mill Woods Recreation Centre Parking Lot	Renewal of the Mill Woods Recreation Centre parking lot and access road	100
230033	Rundle Park Activity Ponds	Renewal of the many and interconnected activity ponds within Rundle Park	-
230034	Beacon Heights Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230035	Belmead Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230036	Bergman Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230037	Glenwood Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230038	Hillview Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230039	Homesteader Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230040	La Perle Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230041	Meyonohk Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230042	Oliver Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230043	Overlanders Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230044	Rossdale Open Space Asset Renewal	Renewal of open space assets in conjunction with BGN neighbourhood renewal	-
230045	Tukquanow Park Trail	Renewal of the park trails	-
230046	Tiger Goldstick Park Sports Fields	Renewal of the parking lot and entrance road. Renewal of the baseball diamonds.	-
230047	Castle Downs Recreation Centre Parking Lots	Renewal of the parking lot	-
230048	Sifton Park Trail	Renewal of the park trails	-
230049	Gold Bar Ornamental Pond Renewal	Renewal - transform the ornamental pond into a wetland habitat.	-
230050	Rundle Park Irrigation	Park irrigation system renewal	-
230051	Michael Cameron Arena Parking Lot	Renewal of the parking lot	-
230052	Maple Downs Park Parking Lot	Renewal of the parking lot	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **OPEN SPACE: RIVER VALLEY SYSTEM - RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-31-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Craig Walbaum**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

<b>Service Category: Parks</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>8</b>	<b>92</b>	<b>BUDGET REQUEST:</b>	<b>19,410</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>19,410</b>

## PROFILE DESCRIPTION

This composite provides funding for major trail rehabilitation and the renewal and/or refurbishment of aging trails, signage river access, parking lots and roads located in the river valley. When natural forces impact a trail, they can become unsafe for recreational use and for City maintenance activities. This leads to accelerated trail degradation and resulting trail closures. As the river valley and ravine system is ever changing, trails in these areas are more vulnerable to the potential adverse impacts arising from flooding, erosion, and instability. This can lead to degradation of trails ranging from minor distresses to more extensive failures, undermining and damage, and must be factored into the asset management of the trails. Administration is committed to managing the trails' condition through a holistic asset management perspective that takes into account the ever present natural changes that occur in this environment. This profile will fund trail realignments to deal with structural stability to further reduce the potential of any trail collapse and ecological damage. The projects undertaken within the profile will also replace or renew infrastructure in the existing river valley and ravine system which extends the life of existing capital assets or renews aging infrastructure such as river access, signage parking lots and roads.

## PROFILE BACKGROUND

Currently, a number of trails in the river valley and ravine areas require attention to rehabilitate and/or replace. This is mainly due to aging infrastructure and occasionally the proximity of the trail to the river's edge where erosion and slope instability have occurred. If infrastructure is not replaced or rehabilitated, it will lead to trail closures, river valley and ravine areas in disrepair and unsafe conditions for the users of the river valley and ravine.

This profile does not cover pedestrian bridges or stair cases in the river valley as they are included in profile CM-24-0000 Transportation: Bridges & Auxiliary Structures Renewal. All other assets within the river valley parks system would be renewed in the Open Space: Parks Renewal composite profile CM-32-0000. Emerging trail issues that require geotechnical involvement would be funded from the Open Space: Landslide and Erosion Management Program composite profile CM-34-0000.

## PROFILE JUSTIFICATION

Edmonton's River Valley is the longest stretch of urban parkland in North America and is one of the most important tourist attractions for Edmonton with attendance of over 10,000,000 visitors a year. There are approximately 2,621 maintained multi-use trails over 275 km long and 404 roads over 38 km long that are maintained within the River Valley. A river valley system that has failing infrastructure can and has lead to trail closures, programming and scheduling challenges. The River Valley is a valued asset that requires continual rehabilitation and renewal due to aging infrastructure and trail damage. Ongoing funding is needed for re-investment in the River Valley to prevent further deterioration. By providing composite funding, this allows administration to address planned needs in a timely and proactive manner on an yearly basis, ranking the highest priority issues first.

Anticipated outcomes are as follow:

1. Parks are safe and enjoyable for all users and meet safety/legislative requirements.
2. Assets are maintained in good condition until the end of their life cycle.
3. Service reduction/closures are avoided; visitation increases.
4. Improved level of service, customer satisfaction.

## STRATEGIC ALIGNMENT

This work aligns with the Access and Preserve values. This also maintains the Green and Blue network in City Plan and aligns with Greener as we Grow. The profile also aligns with Healthy City in ConnectEdmonton and Deliver Excellent Services in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio through.

## ALTERNATIVES CONSIDERED

Alternatives include seeking funding through the Capital Supplementary Budget Adjustment process on an yearly basis for urgent projects as a reactive measure. If funding is not received, renewal to trails, signage, river access, parking lots and roads may not occur in a timely manner which may result in closures or detours to address safety issues.



## **COST BENEFITS**

Tangible benefits;

- Safe and accessible river valley system for citizens
- Cost avoidance by rehabilitating aging park infrastructure thus reducing maintenance costs and injuries.
- Improved services and amenities attracting more visitors, events and festivals.

Intangible benefits:

- Repeat visits resulting in more revenues for city programs and local businesses.
- Meeting citizens' expectations and improving the quality of life of Edmontonians.

## **KEY RISKS & MITIGATING STRATEGY**

Failure of these river valley trails, roads and other access systems poses various risks to the users and staff within the river valley and the lack of rehabilitation activities can lead to unplanned closures resulting in citizen dissatisfaction. Funding in conjunction with the Project Development & Delivery model (PDDM) will allow administration to address planned needs in a timely and proactive manner on an yearly basis, ranking the highest priority issues first.

## **RESOURCES**

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## **CONCLUSIONS AND RECOMMENDATIONS**

Given the ongoing needs for continued investment in the River Valley to manage trail rehabilitation, river access, parking lots, signage and roads, it is recommended that this profile be funded for 2023-2026.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Open Space: River Valley System - Renewal**  
 PROFILE NUMBER: **CM-31-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	5,823	5,823	3,882	3,882	-	-	-	-	-	19,410
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	5,823	5,823	3,882	3,882	-	-	-	-	-	19,410
	Requested Funding Source	-	-	5,823	5,823	3,882	3,882	-	-	-	-	-	19,410

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	5,823	5,823	3,882	3,882	-	-	-	-	-	19,410
	Requested Funding Source												
	Pay-As-You-Go	-	-	5,823	5,823	3,882	3,882	-	-	-	-	-	19,410
	Requested Funding Source	-	-	5,823	5,823	3,882	3,882	-	-	-	-	-	19,410

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	4,950	4,950	3,300	3,300	-	-	-	-	-
	Design	-	-	873	873	582	582	-	-	-	-	-	2,912
	Total	-	-	5,823	5,823	3,882	3,882	-	-	-	-	-	19,410

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Open Space: River Valley System - Renewal**

**PROFILE NUMBER: CM-31-0000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Rundle Park Parking Lots and Remaining Road Sections	Renewal of the remaining parking lots and road sections within Rundle Park	100
230002	Unplanned River Valley Access and Circulation Program	Emergent projects to be determined	100
230003	Rundle Park Trail	Renewal of the asphalt trail network within Rundle Park	100
230004	Dawson Park Trail Renewal	Renewal of the switchback trail from Ada Boulevard into Dawson Park	100
230005	Highland - 110 Avenue and Trail Renewal	Renewal of 110 Avenue from Ada Boulevard to the Capilano Foot Bridge. Renewal of the trail from the Capilano Foot Bridge to the stairs.	100
230006	Queen Elizabeth Park Road & Parking Lots and Nellie McLung Trail	Renewal of the road, parking lots and trails within these two parks	100
230007	Sir Wilfrid Laurier Park Road and Parking Lots	Renewal of the road and parking lots in this park.	100
230008	Gold Bar Road and Parking Lot Renewal	Renewal of the road and parking lots in this park.	100
230009	Highland's Rivers Edge Trail	Renewal of the river's edge trail that has eroded in sections btw Dawson Park and the Capilano Foot Bridge	100
230010	Allan Stein Trail Renewal	Renewal of the asphalt trail and slumped granular trail.	100
230011	Whitemud Park Trail from Brookside to kihciy askiy	Renewal of the asphalt trail	100
230012	Mill Creek Ravine Signage Renewal	Renewal of the signage within the north and south sections of the ravine	100
230013	MacKenzie Ravine Boardwalk Renewal	Renewal of the boardwalk within MacKenzie Ravine	100
230014	Mackenzie - MacKinnon Granular Trail Renewal	Renewal of the granular trail within MacKenzie and MacKinnon Ravines	100
230015	Terwilliger Park Granular Trail Renewal	Renewal of the granular trail	-
230016	Whitemud Park Trail	Renewal of the granular trail	-
230017	Highlands Trail Connector in Golf Course	Renewal of the asphalt trail	-
230018	Dawson Central Trail	Renewal of the asphalt trail	-
230019	Smith Cossing Trail Inside Whitemud Park	Renewal of the granular trail	-
230020	Capilano Park Trail	Renewal of the asphalt trail	-
230021	Wedgewood Heights Park Trail	Renewal of the asphalt trail	-
230022	Dawson Park Parking Lot and Road Renewal	Renewal of the road and parking lots in this park.	-
230023	Rafter's Landing Parking Lot	Renewal of the parking lot	-
230024	Dawson Park Kinnard Ravine Renewal	Renewal of the trails in the ravine	-
230025	Patricia Ravine Trail from 78 Ave. to Westridge	Renewal of the asphalt trail	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **OPEN SPACE: SOFT LANDSCAPING: RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-35-0000**

**PROFILE STAGE:** **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

**PROFILE TYPE:** **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

**LEAD MANAGER:** **Craig Walbaum**

PARTNER:

**PARTNER MANAGER:**

BUDGET CYCLE: **2023-2026**

**ESTIMATED START:** **January, 2023**

**ESTIMATED COMPLETION:** **December, 2026**

**Service Category:** **Parks** **Major Initiative:**

<b>GROWTH</b>	<b>RENEWAL</b>
<b>33</b>	<b>67</b>

<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>BUDGET REQUEST:</b>	<b>25,000</b>
<b>TOTAL PROFILE BUDGET:</b>	<b>25,000</b>

## PROFILE DESCRIPTION

This profile will fund the renewal of the urban forest canopy within the city and tree grates. Led by the objectives of the Urban Forest Asset Management Plan and the Urban Forest Management Plan and the guiding principles of Connect Edmonton, City Plan, Breathe Strategic Plan, Corporate Tree Management Policy, City Wide Natural Area Management Plan, and Natural Connections Strategic Plan, boulevard and open space trees and tree grates will be replaced through the following objectives:

- Aligning with the Urban Forest Management Plan objective to effectively manage and sustain Edmonton’s urban forest by replacing lost canopy; including the replacement of boulevard and open space trees that have reached the end of their natural lifecycle.
- Aligning with the Urban Forest Management Plan objective to effectively manage and sustain Edmonton’s urban forest by consistently realizing a net gain in tree replacements over same year tree removals.
- Addressing the the opportunity to replace, renew and rebuild horticultural elements of hardscape components in our partnership Business Improvement Areas (BIA).
- Replacement of tree grates.

## PROFILE BACKGROUND

This profile will fund the renewal of the urban forest canopy within the city and tree grates. Led by the objectives of the Urban Forest Asset Management Plan and the Urban Forest Management Plan and the guiding principles of Connect Edmonton, City Plan, Breathe Strategic Plan, Corporate Tree Management Policy, City Wide Natural Area Management Plan, and Natural Connections Strategic Plan, boulevard and open space trees and tree grates will be replaced through the following objectives:

- Aligning with the Urban Forest Management Plan objective to effectively manage and sustain Edmonton’s urban forest by replacing lost canopy; including the replacement of boulevard and open space trees that have reached the end of their natural lifecycle.
- Aligning with the Urban Forest Management Plan objective to effectively manage and sustain Edmonton’s urban forest by consistently realizing a net gain in tree replacements over same year tree removals.
- Addressing the the opportunity to replace, renew and rebuild horticultural elements of hardscape components in our partnership Business Improvement Areas (BIA).
- Replacement of tree grates.

## PROFILE JUSTIFICATION

The urban forest has a value greater than \$2.7B and is appreciating. Since 2000, Edmonton has lost almost 50,000 trees primarily due to drought and associated pests. Despite a combination of operational measures and capital funding over the years, more than 23,000 of these trees are still backlogged to be replaced. In addition, the City loses 3,000 additional boulevard and open space trees per year that also require replacement. The City of Edmonton needs to plant trees for future generations. Trees and shrub beds provide environmental (reduced heat island effect & storm water runoff, improved air quality, essential habitat and corridors for wildlife movement), economic (reduced energy costs, attracts & maintains businesses, extends life of hard infrastructure) and social benefits (aesthetic value, privacy reduced crime, health benefits of reduced pollution and stress) beyond what we can successfully measure. Edmonton has placed a value on maintaining, preserving, and enhancing the urban forest in numerous strategic plans. A healthy, growing, thriving urban forest is part of Edmonton’s future vision.

Exposure to salt from road maintenance, vehicle damage and poor growing conditions due to poor drainage or soil volume or conditions causes significant plant stress and death. To preserve plant material and the aesthetic Edmonton citizens expect, physical modifications and improvements to site conditions must be made to some existing tree spots to ensure survivability of new trees and trees having the ability to live to their expected end of life age. This profile allows for the re-installation of trees with improved growing conditions if necessary (e.g. soil cell technologies).

## STRATEGIC ALIGNMENT

This work aligns with Greener as We Grow in City Plan and Climate Resilience in ConnectEdmonton. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio.

## ALTERNATIVES CONSIDERED

Alternatives include partial funding or no funding. Insufficient funding will impede the City's ability to meet strategic goals and capital plans. Insufficient funding may also lead to a reduction in the functionality and capacity of parks and neighbourhoods that do not reflect the needs of citizens. In addition, insufficient or no funding will lead to a continued decline in Edmonton's tree canopy.

## COST BENEFITS

The profile will contribute to all of the Urban Forest Management Plan Tangible benefits:

- Removing an estimated 225 tonnes of pollutants valued at over \$3M
- Maintaining the sequestration value of the existing urban forest
- Reduce heat island effect and stormwater runoff
- Reduce energy need and improve site services/amenities

Intangible benefits:

- Improved quality of life
- Aesthetic value
- Sense of privacy
- Reduced crime

## KEY RISKS & MITIGATING STRATEGY

A preliminary risk analysis has been completed. The risk management framework will be applied to all aspects of the project and will continue to develop and evolve as the projects are defined.

## RESOURCES

IIS will manage this work within existing resources. External resources to IIS (consultants, contractors, City Operations) will be retained as needed for development or delivery related activities. Removal, stump grinding of dead trees & replacement of new trees will be delivered by City Operations.

## CONCLUSIONS AND RECOMMENDATIONS

The City of Edmonton's urban forest and soft infrastructure are important components of the Greener As We Grow and helping Edmonton reach net zero Green House Gas (GHG).

Recommend that this profile be fully funded. Plant trees today for the well-being and quality of life for today and future generations.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Open Space: Soft Landscaping: Renewal**  
 PROFILE NUMBER: **CM-35-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	6,250	6,250	6,250	6,250	-	-	-	-	-	25,000
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	5,719	5,719	5,719	-	-	-	-	-	17,156
	Pay-As-You-Go	-	-	6,250	531	531	531	-	-	-	-	-	7,844
	Requested Funding Source	-	-	6,250	6,250	6,250	6,250	-	-	-	-	-	25,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	6,250	6,250	6,250	6,250	-	-	-	-	-	25,000
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	5,719	5,719	5,719	-	-	-	-	-	17,156
	Pay-As-You-Go	-	-	6,250	531	531	531	-	-	-	-	-	7,844
	Requested Funding Source	-	-	6,250	6,250	6,250	6,250	-	-	-	-	-	25,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	-	5,312	5,312	5,312	5,312	-	-	-	-	-	-
Design	-	-	937	937	937	937	-	-	-	-	-	-	3,750
	Total	-	-	6,250	6,250	6,250	6,250	-	-	-	-	-	25,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Open Space: Soft Landscaping: Renewal**

**PROFILE NUMBER: CM-35-0000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Urban Tree Renewal	Renewal of trees along boulevards or in hard scaped areas	100
230002	Neighbourhood Tree Renewal	Renewal of trees in neighbourhood locations	100
230003	Tree Grate Renewal	Renewal of tree grates for trees in urban environments	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **WILLIAM HAWRELAK PARK REHABILITATION**

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: **21-32-9101**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Standalone**

LEAD BRANCH: **Infrastructure Delivery**

LEAD MANAGER: **Jason Meliefste**

PARTNER: **Infrastructure Planning and Design**

PARTNER MANAGER: **Pascale Ladouceur**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **December, 2021**

ESTIMATED COMPLETION: **September, 2023**

## Service Category:

## Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
40	60

<b>PREVIOUSLY APPROVED:</b>	6,762
<b>BUDGET REQUEST:</b>	126,900
<b>TOTAL PROFILE BUDGET:</b>	133,662

## PROFILE DESCRIPTION

The William Hawrelak Park Rehabilitation will address lifecycle replacement of the utility, transportation, open spaces and facility infrastructure to better support the site's existing varied and intensive uses and existing park goals and objectives. The scope includes replacement/upgrades of major civil, mechanical, electrical, structural and landscape asset components that have received either a D-Marginal or F-Critical rating in a Building or Open Space Condition Assessment. In addition to the assessments, functional improvements to address safety, accessibility, alignment with policies and strategies, operational efficiencies and building code related items have been identified as part of the scope.

This profile will support completion of detailed design for the extensive rehabilitation requirements of the park, checkpoints 1 to 4 in the 2019-2022 Capital Budget cycle. A separate profile will be presented for Council's consideration in the 2023 - 2026 Capital Budget to support the build stage of the project.

## PROFILE BACKGROUND

The William Hawrelak Park, which opened in 1964 has been identified as a reinvestment priority to conform to the City's strategic alignment of ConnectEdmonton, as well as the City's Infrastructure Asset Management policy. The 2018 Hawrelak Park Capital Investment Plan guides the renewal for the park identifying the renewal and limited growth priorities required to support the current intensive and varied uses of the park. The Hawrelak Park Capital Investment Plan was funded by CM-28-8530 River Valley and Park Renewal Composite in the 2015-2018 budget cycle. The park was identified as a priority as part of the Facility Service Delivery Renewal Composite (CM-12-0000) and Open Spaces River Valley Systems Renewal Composite (CM-32-0000) which funded the dev work. The remainder of the project design requires the creation of its own standalone profile due to the value of the entire design of the project being over the \$5 million dollar threshold for renewal.

## PROFILE JUSTIFICATION

A significant amount of the infrastructure within the park has exceeded its lifecycle (over 40 years old), reinvestment throughout the park is now required to rehabilitate various components. The renewal will maximize the life of the various facilities, maintain a safe and accessible built environment, meet new legislative requirements, align with City policies and ensure the park continues to meet the current service needs of citizens. Addressing all the infrastructure in the park ensures the renewal is approached holistically and interdependencies are considered in the planning and design. The renewal also acknowledges the historical significance due to the architectural design and cultural association of the park pavilions with Municipal Historic Resource Designation being pursued through the project.

## STRATEGIC ALIGNMENT

This profile contribute to the outcome of Edmontonians use facilities and services that promote healthy living.

## ALTERNATIVES CONSIDERED

Alternative construction plan analysis is guided by three principles: 1) minimize the potential duration of service disruption for all park stakeholders, 2) minimize rework or multiple mobilizations, and 3) acknowledge city funding limitations. From these principles, two approaches were identified: 1) a full park closure - proceeding over the least possible duration and 2) phased approach extending over multiple budget cycles. Through further analysis in the design phase and ongoing consultation with stakeholders (including festival and event organizers), Administration has identified the full park closure as the preferred approach. This approach maximizes construction efficiencies and minimizes disruptions to festivals and park users through one single closure of the park. Through the ongoing engagement with stakeholders (including festival and event organizers), this approach will be shared and refined in advance of construction start.

## COST BENEFITS

Tangible benefits: The useful life of the park will be extended and maintenance costs reduced by replacing systems that are at the end of their life cycle. Intangible benefits: The level of service expected by citizens, festival and event organizers will be maintained. User experience will be improved through increased safety, accessibility and user experience. The renewal demonstrates a commitment to sustainability and environmental stewardship (lake upgrades & irrigation approach).



**KEY RISKS & MITIGATING STRATEGY**

A risk management plan follows the steps for risk control, risk register, and assumptions/constraints as outlined in the City's Project Management procedures. The plan outlines the processes used for risk identification, quantitative and qualitative risk analysis. A robust risk register has been created and is monitored during regular project team meetings. The majority of the infrastructure in the park is at the end of life and poses a potential risk of failure with the utilities being the immediate priority. With the proposed renewal approach of a full park closure, the risks associated with the utilities can be mitigated.

**RESOURCES**

The project will be delivered by Integrated Infrastructure Services, utilizing a combination of internal and external resources. A Prime Design consultant was procured through open competition. The delivery method is a construction management approach, which was procured through open competition.

**CONCLUSIONS AND RECOMMENDATIONS**

The rehabilitation will support another 50 years of park use before another renewal is required. Due to the age and condition of the park facilities and open space assets, it is critical to address the renewal as soon as possible. Develop phase funding has been approved under the renewal composite. The recommendation is to transition to a standalone profile to ensure that design from checkpoint 3 - 4 can continue without delay within the 2019-2022 Budget Cycle. This will ensure the project is positioned to start construction in 2023 to mitigate the risks associated with the utility infrastructure. Investment in asset management, maintenance and rehabilitation is a cost-effective method of maximizing the lifecycle and ensuring a high level of service is provided to its citizens.

# CAPITAL PROFILE REPORT

PROFILE NAME: **William Hawrelak Park Rehabilitation**  
 PROFILE NUMBER: **21-32-9101**  
 BRANCH: **Infrastructure Delivery**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	4,262	1,961	538	-	-	-	-	-	-	-	-	6,762
	2021 Cap Carry Forward	-2,450	2,450	-	-	-	-	-	-	-	-	-	-
	<b>Current Approved Budget</b>	<b>1,812</b>	<b>4,411</b>	<b>538</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,762</b>
Approved Funding Sources													
	Munc Sustain. Initiative - MSI	1,745	3,667	402	-	-	-	-	-	-	-	-	5,814
	Pay-As-You-Go	67	744	136	-	-	-	-	-	-	-	-	948
	<b>Current Approved Funding Sources</b>	<b>1,812</b>	<b>4,411</b>	<b>538</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,762</b>

BUDGET REQUEST	Budget Request	-	-	50,000	50,000	26,900	-	-	-	-	-	-	126,900
	Revised Funding Sources (if approved)												
	Tax-Supported Debt	-	-	50,000	50,000	26,900	-	-	-	-	-	-	126,900
	Requested Funding Source	-	-	50,000	50,000	26,900	-	-	-	-	-	-	126,900

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	1,812	4,411	50,538	50,000	26,900	-	-	-	-	-	-	133,662
	Requested Funding Source												
	Munc Sustain. Initiative - MSI	1,745	3,667	402	-	-	-	-	-	-	-	-	5,814
	Pay-As-You-Go	67	744	136	-	-	-	-	-	-	-	-	948
	Tax-Supported Debt	-	-	50,000	50,000	26,900	-	-	-	-	-	-	126,900
	Requested Funding Source	1,812	4,411	50,538	50,000	26,900	-	-	-	-	-	-	133,662

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-2,450	2,450	50,000	50,000	26,900	-	-	-	-	-	-
Design		4,118	1,895	524	-	-	-	-	-	-	-	-	6,537
Other Costs		144	66	14	-	-	-	-	-	-	-	-	224
	<b>Total</b>	<b>1,812</b>	<b>4,411</b>	<b>50,538</b>	<b>50,000</b>	<b>26,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>133,662</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **CENTENNIAL PLAZA RENEWAL**  
 PROFILE NUMBER: **21-10-9104**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	October, 2023

Service Category:	Parks	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>
87	13

PREVIOUSLY APPROVED:	16,153
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	16,153

## PROFILE DESCRIPTION

This capital profile is to complete the design and construction for the renewal of the Centennial Plaza project area. This project will redevelop the Centennial Plaza, the Post Office Clock Tower Plaza and Judy Padua Way. This includes adding new seating, tree and landscape planting, lighting, canopies, a child friendly percent for art piece and the addition of a new secure outdoor playspace licensed to the Edmonton Public Library. The outdoor amphitheatre and the existing statues will be removed. Additional renewal elements includes the replacement of the exterior cladding of the two stair and elevator pavilions, the two parkade entrance ramps, the replacement of the library parkade, road right of way waterproof membrane and parkade structure reinforcement upgrades to support new load requirements due to design.

This project will renew aging infrastructure and capitalize on the revitalization of the library itself. The improvements will enhance the attractiveness of the area, and improve the usability and vibrancy of the space, which is currently underutilized.

## PROFILE BACKGROUND

The Project is located within the City of Edmonton's Civic Precinct. The Civic Precinct forms the heart of the Core Commercial Arts District and is the vibrant heart of Downtown's civic life. The 2013 Civic Precinct Master Plan noted that the Civic Precinct area faced a number of challenges preventing it from reaching its potential, and identified a number of improvements to the physical infrastructure in the Civic Precinct that could promote its vibrancy. When the Capital City Downtown Community Revitalization Levy Plan (Bylaw 16521) was approved in 2013, projects in the Civic Precinct was included as a Catalyst Project.

With the redevelopment of the Stanley A. Milner Library, there is an opportunity to leverage the impact of the new library by improving the public spaces around it, creating more attractive spaces for library events, informal gatherings and other festivals. Together with the City Hall Plaza renewal, and Valley Line LRT, the result will be a more attractive Civic Precinct at the heart of the City.

## PROFILE JUSTIFICATION

The current Centennial Plaza is one that has developed in small stages over the last 60 years. It currently sits on top of the three level parkade structure that services the Stanley A. Milner Library and surrounding Civic Precinct. The project also includes the Post Office Clock Tower Plaza. Originally, the clock tower was a part of Edmonton's first post office and was considered an important landmark following Edmonton's incorporation as a City in 1904. The adjacent Judy Padua Way currently serves as a connector to the Westin Hotel's entry operations and back of house, as well as a drop off location for plaza access. It is considered to be a signature street within the Capital City Downtown Plan. As development happened over a number of stages, over different eras, the current plaza is characterized by an inconsistent palette both in material selection and in form. This project seeks to reconcile these disparate elements into a more cohesive whole.

Centennial Plaza has long been under-utilized relative to its prominent location in the Civic Precinct. An initial concept of Centennial Plaza was completed as part of the library renewal and upgrade project for the Edmonton Design Committee. With the renovations of the Stanley A. Milner Library completed, this has provided more opportunities for openness and movement between the Plaza and the library. Revitalization of the Plaza will leverage the investment in the library to create a more vibrant space, that will include child-friendly amenities which are lacking in this area of Downtown.

The library parkade, which extends underneath Centennial Plaza, 99 Street, and the adjacent sidewalks, requires repairs to its waterproofing system in the coming years. Those repairs will disturb the existing surface of Centennial Plaza and the adjacent areas. This has presented an opportunity for coordination, the waterproofing renewal and surface improvements can take place together, minimizing costs and disruption.

To prepare a design that re-envision the Centennial Plaza project area that includes renewal of existing infrastructure and identification of growth elements. The design will address current and future demands within the geographic boundaries of the project identified by meeting the four main goals including a space that is child-friendly, considers safety and security, embraces and remains vibrant through all seasons and supports the everyday life of visitors with a variety of ways to engage and gather.

## STRATEGIC ALIGNMENT

Re-envisioning the Centennial Plaza project area will align the City's priorities by supporting the City Plan's goal of A ReBuildable City and A Community of Communities, by providing open space infrastructure to encourage healthy living and fosters wellbeing. The addition of informal and formal play spaces encourages intergenerational use and aligns with Child Friendly Edmonton. Additional seating, lighting, trees, and higher quality paving, as well as improvements to Judy Padua Way aligns with Green and Walkable Spaces vision.

## ALTERNATIVES CONSIDERED

Various design alternatives have been explored through the Concept Design and Preliminary Design stages.

Alternatives include:

1. The project does not advance to delivery and the Plaza stays as it. Delaying the project would risk further water infiltration to the Westin Pedway and Library Parkade, the Plaza would continue to detract from the recently renovated Milner Library, continue to frustrate the Westin Hotel, perpetuate the absence of permanent child-friendly amenities, and fail to deliver on a commitment to provide secure outdoor play space for the Library's Daycare tenant.
2. Reducing scope to exclude Judy Padua Way which would be a missed opportunity to unite the two plazas through design, but would still require the waterproof membrane to be replaced over the pedestrian passageway, resulting in road repairs.

## COST BENEFITS

Tangible Benefits

- Infrastructure renewal of Centennial Plaza, Judy Padua Way, Post Office Clock Plaza, and associated structures.
- Improved Accessibility.
- Increase to tree canopy and planted areas.

Intangible Benefits

- Improved perception of security.
- Updated aesthetics, improved aesthetic integration with Milner Library.
- A more functional, interesting, and appealing space, creating a better impression to Downtown visitors.

## KEY RISKS & MITIGATING STRATEGY

A risk identification, analysis and mitigation framework has been applied to this project.

Key risks include:

1. The condition of the infrastructure below surface is unknown. Various studies were conducted, but the state of the structure will not be known until construction begins.
2. Adjacent projects construction may impact the project schedule. Coordination and good communication with project managers from the adjacent projects will support an integrated implementation plan and governance structure.

Construction funding, accurate scoping and scheduling, and continued stakeholder communication and engagement, in conjunction with the Project Development & Delivery Model, will allow for the completion of the plaza renewal to City standards and stakeholder expectations.

## RESOURCES

IIS is providing project management, landscape architecture, architecture, and engineering services to support this project, supported by representatives from UFCSD, Parks and Roads Services, Civic Events, Real Estate, and the Edmonton Public Library.

## CONCLUSIONS AND RECOMMENDATIONS

Conclusion

The Centennial Plaza project will renew and enhance a prominent public space in Downtown Edmonton that has languished in under-use for decades. The project will install child-friendly amenities, offer 4-season appeal, improve safety, accessibility, and functionality, while extending the lifespan of sensitive underground infrastructure.

The recommendation is to proceed with Detailed Design of Delivery of the Centennial Plaza Project, with a targeted completion of 2023.

## CHANGES TO APPROVED PROFILE

2021 Fall SCBA (#21-30, 3.6-4): This transfer is required to move \$500,000 of funding from the Milner Library Renewal & Upgrades standalone capital profile, to the Centennial Plaza Renewal standalone capital profile. This funding had originally been added to the Milner Library profile during the Fall 2016 Supplemental Capital Budget Adjustment to be spent on design for Centennial Plaza. The Centennial Plaza Redevelopment project now has its own standalone profile and all project expenses and funding will be captured within it.

2022 Spring SCBA (#22-10, 3.3-6): This recosting adjustment is required to fund higher than expected costs for capital profile "21-10-9104 - Centennial Plaza Renewal". This \$1,950,000 adjustment will be funded with a transfer from the existing capital profile "CM-74-4100 - Downtown CRL".

# CAPITAL PROFILE REPORT

PROFILE NAME: **Centennial Plaza Renewal**

**FUNDED**

PROFILE NUMBER: **21-10-9104**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	2,840	11,363	-	-	-	-	-	-	-	-	14,203	
	2021 Cap Carry Forward	-2,635	2,635	-	-	-	-	-	-	-	-	-	
	2022 Cap Council	-	-	1,950	-	-	-	-	-	-	-	1,950	
	Current Approved Budget	205	13,998	1,950	-	-	-	-	-	-	-	16,153	
	Approved Funding Sources												
	Corporate Tree Reserve	-	60	-	-	-	-	-	-	-	-	-	60
	Debt CRL Downtown	-	11,894	1,950	-	-	-	-	-	-	-	-	13,844
	Munc Sustain. Initiative - MSI	189	987	-	-	-	-	-	-	-	-	-	1,176
Pay-As-You-Go	16	556	-	-	-	-	-	-	-	-	-	572	
Tax-Supported Debt	-	500	-	-	-	-	-	-	-	-	-	500	
Current Approved Funding Sources	205	13,998	1,950	-	-	-	-	-	-	-	-	16,153	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)												
Revised Budget (if Approved)	205	13,998	1,950	-	-	-	-	-	-	-	-	16,153
Requested Funding Source												
Corporate Tree Reserve	-	60	-	-	-	-	-	-	-	-	-	60
Debt CRL Downtown	-	11,894	1,950	-	-	-	-	-	-	-	-	13,844
Munc Sustain. Initiative - MSI	189	987	-	-	-	-	-	-	-	-	-	1,176
Pay-As-You-Go	16	556	-	-	-	-	-	-	-	-	-	572
Tax-Supported Debt	-	500	-	-	-	-	-	-	-	-	-	500
Requested Funding Source	205	13,998	1,950	-	-	-	-	-	-	-	-	16,153

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-731	11,725	1,950	-	-	-	-	-	-	-	-	12,944
	Design	936	2,273	-	-	-	-	-	-	-	-	-	3,209
	Total	205	13,998	1,950	-	-	-	-	-	-	-	-	16,153

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **CONFEDERATION DISTRICT PARK RENEWAL**  
 PROFILE NUMBER: **21-32-9100**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	
ESTIMATED START:	July, 2021
ESTIMATED COMPLETION:	October, 2024

Service Category:	Parks	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>
10	90

PREVIOUSLY APPROVED:	10,007
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	10,007

## PROFILE DESCRIPTION

This profile is to complete the renewal construction of Confederation District Park. This project includes the redevelopment or refurbishment of existing sports fields, tennis, pickleball and basketball courts, irrigation system, a running track and jump pit, and public access road to current City of Edmonton standards and user expectations. This profile also includes the design and construction of EPCOR funded, owned and operated low-impact development drainage features within the park.

## PROFILE BACKGROUND

District Parks need to accommodate a number of community needs identified in City Council approved plans and strategies including the Breathe Strategy, Live Active, WinterCity, and the Approach to Recreation Facility Planning in Edmonton.

Confederation District Park was identified as a priority for open space renewal as a highly visited park in the mature southwest neighbourhood of Royal Gardens with aging infrastructure and amenities. As part of the 10 Year Capital Investment Agenda, a Master Plan for the park was completed in 2018 which included a concept vision that reimagined a renewed Confederation District Park as a vibrant and lively destination for community members, adjacent schools, user groups and visitors.

In addition to site analysis completed as part of the Master Plan, a study on site drainage issues and low-impact development opportunities was completed in 2017. Based on this study, low-impact development (LID) drainage infrastructure, which manages stormwater runoff through natural landscape features at the source, have been incorporated into the project. The LID will be funded, owned and operated by EPCOR, as per existing agreements with EPCOR.

## PROFILE JUSTIFICATION

The renewal of the park will improve usability of open space amenities for many different types of park users, extend the life of existing capital assets, reduce long term repair costs, improve on-site stormwater runoff management, and correct potential or impending safety concerns.

Parks, their amenities, sports fields and play spaces experience degradation due to weather and usage impacts. This profile provides the funds to enable the necessary rehabilitation and construction work to occur at Confederation District Park to bring existing open space infrastructure up to current standards and maintained or increased levels of service, reduce ongoing maintenance costs, and prevent service reductions or closures due to condition issues. Completing renewal of the park will support the increased use of the site's open space amenities by the adjacent schools and sports user groups.

This profile will also allow for the City to leverage committed EPCOR partner funding to improve the management of stormwater runoff and drainage for both the park site and the surrounding neighbourhood. By collecting and managing stormwater drainage at the source in the park, and from the surrounding neighbourhood, usage of the existing underground drainage system will be reduced, improving the park's functionality as well as EPCOR's efficiency of service to residents.

The planning and design of the project was funded through the Open Space: Parks - Renewal composite CM-32-0000. Construction for the project, and advancement past Checkpoint 3 as per the Project Development & Delivery Model (PDDM), requires the creation of its own standalone profile and Council approval due to the value of the entire project being over the \$5 million dollar threshold for renewal projects.

Funding the renewal of Confederation District Park at this time will ensure that construction is completed on time within the current capital budget cycle, and that the existing District Park site is properly renewed to City standards and asset condition objectives. Proceeding with the renewal scope of work to construction completion will align with stakeholder, school board partners, and community expectations and desires for the project as expressed through continued project engagement.

## STRATEGIC ALIGNMENT

The renewal of Confederation District Park will advance the City's priorities of redeveloping identified priority district park sites, and support the City Plan's goals of A Rebuildable City and A Community of Communities, by providing the supporting open space infrastructure to encourage future population growth through redevelopment in mature neighbourhoods. The inclusion of low-impact development drainage infrastructure along with renewed park amenities aligns with the City's Open Space Policy and Breathe Strategy to maximize benefit of open spaces by providing multifunctional parks.

## ALTERNATIVES CONSIDERED

Alternatives include:

- 1) Reducing the renewal construction scope of work to minimize cost and maintain funding through the Open Space: Parks - Renewal composite as available, eliminating a need for a standalone profile.
- 2) The project may also not be advanced to delivery, leading to the renewal of park infrastructure being deferred indefinitely or cancelled. These alternatives would reduce the ability of the project to meet scope and quality objectives, and could result in park usability and operational issues and increased user complaints.
- 3) Implement the Confederation District Park Master Plan in its entirety: construct all elements that are entirely located on City owned property including growth elements. Additional funding would be required.

## COST BENEFITS

Improved park condition and usability to meet stakeholder, school, and user needs. Increased usage and revenue generation opportunities through bookings of rehabilitated sports fields and courts, and reduced closures. The renewal of existing park amenities will reduce operational costs by redeveloping aging infrastructure.

Leveraging existing EPCOR partner funding to improve park site functionality and neighbourhood services.

## KEY RISKS & MITIGATING STRATEGY

Risk identification, analysis, and mitigation framework has been applied to this project.

Key risks if renewal construction is not completed as planned include:

1. Failure of parks assets may occur which poses various risks to users and staff, and can lead to unplanned closures resulting in citizen dissatisfaction and lost bookings revenue
2. Community, school, and park users' expectations for renewal scope and timing for completion of the project are misaligned with approved funding or scope, leading to complaints

Construction funding, accurate scoping and scheduling, and continued stakeholder communication and engagement, in conjunction with the Project Development & Delivery Model, will allow for the completion of park renewal to City standards and stakeholder expectations.

## RESOURCES

The project will be managed by Integrated Infrastructure Services. External design consultants and construction contractors will be retained following Corporate procurement procedures to complete the delivery of the project. EPCOR will fund and provide expertise for the LID infrastructure.

## CONCLUSIONS AND RECOMMENDATIONS

District parks are of significant importance to Edmontonians and experience high usage and visitation. Investment in park infrastructure and amenity renewal and rehabilitation is a cost-effective way to maximize the life of park assets and to ensure a continued high level of service is provided.

It is recommended that this standalone profile request is fully funded in order to complete construction of the Confederation District Park renewal project on time as per the approved project schedule, and to comply with the City financial procedures regarding profile value threshold requirements for renewal projects. Approval of this profile will also allow for partner funding to be received from EPCOR for the specific low-impact development scope of work.

## CHANGES TO APPROVED PROFILE

2021 Fall SCBA (#21-30, 3.3-3): This recosting adjustment is required to transfer \$1,647,127 of funding from composite profile "CM-32-0000 - Open Space: Parks - Renewal" to "21-32-9100 - Confederation District Park Renewal" due to higher than estimated tender pricing. In addition, \$581,352 of partnership funding is being released from "21-32-9100 - Confederation District Park Renewal".

# CAPITAL PROFILE REPORT

PROFILE NAME: **Confederation District Park Renewal**  
 PROFILE NUMBER: **21-32-9100**  
 BRANCH: **Building Great Neighbourhoods**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	4,850	4,679	351	128	-	-	-	-	-	-	10,007	
	2021 Cap Carry Forward	-2,684	2,684	-	-	-	-	-	-	-	-	-	
	Current Approved Budget	2,165	7,363	351	128	-	-	-	-	-	-	10,007	
	Approved Funding Sources												
	Munc Sustain. Initiative - MSI	2,091	4,706	126	46	-	-	-	-	-	-	-	6,969
	Partnership Funding	-	1,355	203	80	-	-	-	-	-	-	-	1,638
	Pay-As-You-Go	75	1,302	22	2	-	-	-	-	-	-	-	1,400
	Current Approved Funding Sources	2,165	7,363	351	128	-	-	-	-	-	-	-	10,007

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	2,165	7,363	351	128	-	-	-	-	-	-	10,007
Requested Funding Source											
Munc Sustain. Initiative - MSI	2,091	4,706	126	46	-	-	-	-	-	-	6,969
Partnership Funding	-	1,355	203	80	-	-	-	-	-	-	1,638
Pay-As-You-Go	75	1,302	22	2	-	-	-	-	-	-	1,400
Requested Funding Source	2,165	7,363	351	128	-	-	-	-	-	-	10,007

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	1,296	7,328	251	48	-	-	-	-	-	-	-	8,923
	Design	870	35	-	-	-	-	-	-	-	-	-	905
	Follow Up Warranty	-	-	100	80	-	-	-	-	-	-	-	180
	Total	2,165	7,363	351	128	-	-	-	-	-	-	-	10,007

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:													
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **GLENGARRY DISTRICT PARK RENEWAL**  
 PROFILE NUMBER: **21-30-9303**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	November, 2022

Service Category:	Parks	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	7,683
9	91	BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	7,683

## PROFILE DESCRIPTION

This profile is to complete the renewal planning, design and delivery of Glengarry District Park. The project will renew Glengarry District Park which will allow Edmontonians today and those of the future to enjoy this amenity. The scope of work includes the redevelopment or refurbishment of the playground, spray deck, trails, park furniture, trees, naturalized areas, selected sportsfields and related irrigation systems, deep drainage utilities, signage, a new dogs off leash area and a large shade structure. This profile also includes the design and construction of EPCOR funded, owned and operated low-impact development (LID) drainage features within the park.

## PROFILE BACKGROUND

District Parks need to accommodate a number of community needs identified in City Council approved plans and strategies including the Breathe Strategy, Live Active, WinterCity, and the Approach to Recreation Facility Planning in Edmonton.

Glengarry District Park was identified as a priority for open space renewal as a highly visited park in the mature northeast neighbourhood of Glengarry with aging infrastructure and amenities. As part of the 10 Year Capital Investment Agenda, a Master Plan for the park was completed in 2019 which included a concept vision that proposed a renewed Glengarry District Park as a vibrant and lively destination for community members, adjacent schools, user groups and visitors.

In addition to site analysis completed as part of the Master Plan, a review of the on site drainage issues and low-impact development opportunities was done in 2020. Based on this study, low-impact development (LID) drainage infrastructure, which manages stormwater runoff through natural landscape features at the source, have been incorporated into the project. The LID will be funded, owned and operated by EPCOR, as per existing agreements with EPCOR.

## PROFILE JUSTIFICATION

The renewal of the park will improve usability of open space amenities for many different types of park users, extend the life of existing capital assets, reduce long term maintenance costs, improve on-site stormwater runoff management, and address safety concerns.

This profile will also allow for the City to leverage committed EPCOR partner funding to improve the management of stormwater runoff and drainage for both the park site and the surrounding neighbourhood. By collecting and managing stormwater within the park, from the surrounding neighbourhood, usage of the existing underground drainage system will be reduced, improving the park's functionality as well as EPCOR's efficiency of service to residents.

As per PDDM requirements, renewal projects with a delivery budget exceeding \$5 million require creation of a standalone profile and approval by Council in order to proceed beyond checkpoint 3. This project is at checkpoint 3 and this profile will hold funding for the delivery of portions of the Glengarry District Park Renewal project. Proceeding with the renewal scope of work to construction completion will align with stakeholder, school board partners, and community expectations and desires for the project as expressed through continued project engagement.

## STRATEGIC ALIGNMENT

The redevelopment of Glengarry District Park supports the following City of Edmonton strategic plans, policies and procedures: Breathe Edmonton: Celebration & healthy living; Live Active: Building an Active City; Urban Design Framework: Objective 6: Enhance natural systems and enable seamless integration with neighbourhoods; Outdoor Aquatic Strategy: Connecting People; and WinterCity Strategy: Winter Life.

## ALTERNATIVES CONSIDERED

Alternative include:

- 1) Do Not Implement the Phase 1 and 1a of the Glengarry District Park Master Plan: This alternative would leave Glengarry Park in its current state and subject to further degradation. This degradation will result in future asset closures.
- 2) Reduce the renewal construction scope to minimize cost and maintain funding through Open Space: Parks-renewal composite as available, eliminating a need for a standalone profile but drastically reducing the scope of work that needs to be renewed.
- 3) Implement the Glengarry District Park Master Plan in its entirety: Construct all elements that are entirely located on City owned property including growth elements. Additional funding would be required.

## **COST BENEFITS**

A cost benefit analysis was completed by the Project Team to determine the highest priority park features that would provide Edmontonians with a renewed park experience and reduce operational costs, while working within the constraints of the existing budget. The features selected will provide the biggest impact for park users and for generations to come.

## **KEY RISKS & MITIGATING STRATEGY**

One of the key risks is delays in moving between project phases due to funding or timing of funding approvals. The mitigating strategy is for the project to proceed as funds allow. Work will be suspended and resume once funding has been approved.

## **RESOURCES**

Project management and design oversight resources are City internal. An external design consultant has completed the preliminary design and will complete detailed design and other services as required. A general contractor will be retained through tender to complete the construction work.

## **CONCLUSIONS AND RECOMMENDATIONS**

Glengarry District Park has been a functional and recreational asset in north Edmonton for over 50 years. The space has been well used and as a result some assets have failed while others are nearing the end of their useful life cycle. The condition assessment outlined the critical areas for rehabilitation. The areas requiring immediate attention are the water feature, the trail system and realignment of the north and east sport fields due to user conflicts. The playground renewal was identified as a priority for the community. The preliminary design report has been completed in consultation with area internal partners, external stakeholders and general public. Recommend to approve the standalone profile to deliver the Glengarry Park District park renewal project.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Glengarry District Park Renewal**  
 PROFILE NUMBER: **21-30-9303**  
 BRANCH: **Building Great Neighbourhoods**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	4,850	2,008	750	75	-	-	-	-	-	-	-	7,683
	2021 Cap Carry Forward	-2,869	2,869	-	-	-	-	-	-	-	-	-	-
	<b>Current Approved Budget</b>	<b>1,981</b>	<b>4,878</b>	<b>750</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,683</b>
	Approved Funding Sources												
	Munc Sustain. Initiative - MSI	1,814	3,398	600	60	-	-	-	-	-	-	-	5,872
	Partnership Funding	-	274	-	-	-	-	-	-	-	-	-	274
	Pay-As-You-Go	167	1,205	150	15	-	-	-	-	-	-	-	1,537
	<b>Current Approved Funding Sources</b>	<b>1,981</b>	<b>4,878</b>	<b>750</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,683</b>

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		1,981	4,878	750	75	-	-	-	-	-	-	-	7,683
Revised Budget (if Approved)													
	Requested Funding Source												
	Munc Sustain. Initiative - MSI	1,814	3,398	600	60	-	-	-	-	-	-	-	5,872
	Partnership Funding	-	274	-	-	-	-	-	-	-	-	-	274
	Pay-As-You-Go	167	1,205	150	15	-	-	-	-	-	-	-	1,537
	<b>Requested Funding Source</b>	<b>1,981</b>	<b>4,878</b>	<b>750</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,683</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	768	4,677	150	-	-	-	-	-	-	-	-	5,595
	Design	1,213	201	38	-	-	-	-	-	-	-	-	1,451
	Follow Up Warranty	-	-	563	75	-	-	-	-	-	-	-	638
	<b>Total</b>	<b>1,981</b>	<b>4,878</b>	<b>750</b>	<b>75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,683</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **HERITAGE VALLEY DISTRICT PARK**  
 PROFILE NUMBER: **18-28-1014**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	
ESTIMATED START:	January, 2018
ESTIMATED COMPLETION:	December, 2022

Service Category:	Parks	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	10,872
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	10,872

## PROFILE DESCRIPTION

The base level development of the Heritage Valley District Park Site that includes two school sites and numerous sports fields. This profile does not include any facilities located within the site.

## PROFILE BACKGROUND

At the February 13, 2018, City Council meeting, a motion to create a new capital funding profile for the Heritage Valley Recreation Centre and to explore integration and partnership with the Edmonton Public School Board's new high school project was passed. This funding would go towards the Heritage Valley Site Design in order to advance the EPSB high school project.

## PROFILE JUSTIFICATION

Funding would be put towards the site design in order to start the integration with EPSB to create recreation opportunities in the Heritage Valley community. The Heritage Valley Recreation Centre is likely 10 years away from being built and operational, if approved by council as a priority. This initiative would give the community an opportunity for recreation within an integrated school building before a full Recreation Centre can be realized. EPSB has tight timelines with a plan to have the school constructed in June 2019. This funding would be a show of good faith in partnership and integration with EPSB as they move forward with the design and build of their school in 2018.

## STRATEGIC ALIGNMENT

This profile contributes to the corporate outcomes "Edmonton is a healthy city", the Live Active Strategy and the Recreation Facility Master Plan by providing recreation opportunities for the community who would otherwise have none.

## ALTERNATIVES CONSIDERED

Through planning of the greater area this site would have been identified as the district park. No further alternatives will be reviewed.

## COST BENEFITS

N/A

## KEY RISKS & MITIGATING STRATEGY

N/A

## RESOURCES

The project will be managed by City staff and a consultant will be contracted to completed the design work.

## CONCLUSIONS AND RECOMMENDATIONS

This profile is needed to ultimately prepare the site for future developed including a school and sports fields in the short term and a recreation centre in the long term.

**CHANGES TO APPROVED PROFILE**

Spring SCBA 2018: (2.1-05) \$500K of PAYGO funding would go towards the design of the district park and would be the first step in understanding and developing integration opportunities with the Edmonton Public School Board.

2020 Fall SCBA (#20-30, CA 3.6-1): This Transfer between Profiles adjustment is required to consolidate currently approved funding related to the Heritage Valley District Park into a single capital profile. Funding for this project is currently approved in three capital profiles: "18-28-1014 - Heritage Valley District Park", "CM-30-3030 - Open Space: Planning and Design - Growth", and "CM-99-9000 - Infrastructure Delivery - Growth". In preparation for checkpoint 3 of phase 1, this adjustment will consolidate funding into the existing standalone profile "18-28-1014 - Heritage Valley District Park".

The result of this adjustment will be the description of "18-28-1014 - Heritage Valley District Park" being expanded from "site design" to "site design and build (checkpoints 1-5)".

2020 Fall SCBA (#20-31, CFO 1C-1): The updated cost estimate for the Heritage Valley District Park project indicates a shortfall in funding due to unforeseen site conditions such as: the presence of a farm and delayed neighbourhood and transportation development in the project area. Additional PAYGO funding of \$1,100,000 is requested to be transferred from CM-99-9000 Infrastructure Delivery Growth to 18-28-1014 Heritage Valley District Park. The funding will be removed from line item "McConachie West (EPSB K-6) School/Park Site" (total funding available \$1,593,680) as this project was built in 2020 (funded through line item "McConachie School GLS") and these funds are no longer needed.

2021 Fall SCBA (#21-30, 3.2-10): This scope change is required to add various new growth components to the Heritage Valley District Park project. The total cost of these growth additions is \$2,065,445, and includes an irrigation system for premiere fields, landscaping and beautification, and trail upgrades. This scope change is funded with a transfer from existing composite profile "CM-99-9000 -Infrastructure Delivery - Growth".

# CAPITAL PROFILE REPORT

PROFILE NAME: **Heritage Valley District Park**

**FUNDED**

PROFILE NUMBER: **18-28-1014**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2018 Cap Council	500	-	-	-	-	-	-	-	-	-	500
	2020 Cap Administrative	1,100	-	-	-	-	-	-	-	-	-	1,100
	2020 Cap Council	3,852	3,420	-	-	-	-	-	-	-	-	7,272
	2021 Cap Council	-	1,756	310	-	-	-	-	-	-	-	2,065
	2021 Cap Capital Budget Adj (one-off)	-24	-41	-	-	-	-	-	-	-	-	-65
	2021 Cap Carry Forward	-3,534	3,534	-	-	-	-	-	-	-	-	-
Current Approved Budget	1,894	8,668	310	-	-	-	-	-	-	-	-	10,872
Approved Funding Sources												
Pay-As-You-Go	1,894	8,668	310	-	-	-	-	-	-	-	-	10,872
Current Approved Funding Sources	1,894	8,668	310	-	-	-	-	-	-	-	-	10,872

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	1,894	8,668	310	-	-	-	-	-	-	-	10,872
	Requested Funding Source											
	Pay-As-You-Go	1,894	8,668	310	-	-	-	-	-	-	-	10,872
	Requested Funding Source	1,894	8,668	310	-	-	-	-	-	-	-	10,872

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	1,394	8,668	310	-	-	-	-	-	-	-	-	10,372
	Design	500	-	-	-	-	-	-	-	-	-	-	500
	Total	1,894	8,668	310	-	-	-	-	-	-	-	-	10,872

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **KESWICK EAST PARK DEVELOPMENT**  
PROFILE NUMBER: **21-30-9304**  
DEPARTMENT: **Integrated Infrastructure Services**  
LEAD BRANCH: **Building Great Neighbourhoods**  
PARTNER: **Infrastructure Planning and Design**  
BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2023

Service Category: **Parks**

Major Initiative: **Great Neighbourhoods**

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	<b>2,487</b>
BUDGET REQUEST:	<b>-</b>
TOTAL PROFILE BUDGET:	<b>2,487</b>

## PROFILE DESCRIPTION

This profile provides funding for the delivery of the Keswick East Park Development project. This project will complete base level development for the school/park site, which includes installation of utilities, grade/level/seed requirements, sportsfields, site furnishings, and tree planting/landscaping. Project delivery will ensure that the site is ready to accommodate construction of an Edmonton Catholic School Board elementary/junior high school, in accordance with the City's obligations under the Joint Use Agreement. Neighbourhood level park amenities, including sportfields and passive open space, will be provided for the community.

## PROFILE BACKGROUND

This project was not identified for develop and delivery in the 2019-2022 Capital Budget, and was identified in Q2/2020 as a priority for school completion and opening in Fall, 2022. Project development was funded through Open Space: Planning and Design Growth profile CM-30-3030. Planning and design is complete.

## PROFILE JUSTIFICATION

Under the Joint Use Agreement, the City is responsible for the assembly and base level development of school/park sites. This site has been approved for school funding and has been identified as a priority for school construction. Alberta Infrastructure is managing school design/construction through a P3 partnership, with school opening planned for September, 2022. Base level park development must be complete by mid 2022 to ensure the site is ready for school opening.

## STRATEGIC ALIGNMENT

The development of the Keswick East Park site will advance the City's priorities of developing new community school/park sites, and support the City Plan's goal of A Community of Communities, by providing the supporting open space infrastructure to encourage future population growth. The development of new park amenities aligns with the City's Open Space Policy and Breathe Strategy to maximize benefit of open spaces by providing multifunctional parks.

## ALTERNATIVES CONSIDERED

The project is not advanced for delivery, leading to an undeveloped school/park site, and resulting in the City not meeting its obligations under the Joint Use Agreement.

## COST BENEFITS

Completed school/park development to meet school/community needs.

## KEY RISKS & MITIGATING STRATEGY

The key risk if delivery is not completed as planned is that the City does not meet it's obligations to deliver base level park development to support school/park development, in accordance with the Joint Use Agreement with School Boards. Construction funding, accurate scoping and scheduling, and continued stakeholder communication and engagement, in conjunction with the Project Development and Delivery Model, will allow for the completion of park development to City standards and stakeholder expectations.

## RESOURCES

The project will be managed by Integrated Infrastructure Services. External design consultants and construction contractors will be retained following Corporate Procurement procedures to complete the delivery of the project.

## CONCLUSIONS AND RECOMMENDATIONS

Community parks are of significant importance to Edmontonians and experience high usage by citizens and students of adjacent school sites. It is recommended that this standalone profile request is fully funded in order to complete construction of the Keswick East school/park site in accordance with the project schedule to meet the scheduled school opening in September, 2022. Completion of the delivery of this school/park site will allow the City to meet it's obligations under the Joint Use Agreement.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Keswick East Park Development**  
 PROFILE NUMBER: **21-30-9304**  
 BRANCH: **Building Great Neighbourhoods**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	482	1,905	100	-	-	-	-	-	-	-	2,487	
	2021 Cap Carry Forward	-387	387	-	-	-	-	-	-	-	-	-	
	Current Approved Budget	95	2,292	100	-	-	-	-	-	-	-	2,487	
	Approved Funding Sources												
	Canada Community-Building Fund	-	-	100	-	-	-	-	-	-	-	-	100
	Federal Gas Tax Fund	-	2,150	-	-	-	-	-	-	-	-	-	2,150
	Pay-As-You-Go	95	142	-	-	-	-	-	-	-	-	-	237
	Current Approved Funding Sources	95	2,292	100	-	-	-	-	-	-	-	-	2,487

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	95	2,292	100	-	-	-	-	-	-	-	-	2,487
Requested Funding Source												
Canada Community-Building Fund	-	-	100	-	-	-	-	-	-	-	-	100
Federal Gas Tax Fund	-	2,150	-	-	-	-	-	-	-	-	-	2,150
Pay-As-You-Go	95	142	-	-	-	-	-	-	-	-	-	237
Requested Funding Source	95	2,292	100	-	-	-	-	-	-	-	-	2,487

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-5	2,292	100	-	-	-	-	-	-	-	-	2,387
	Design	100	-	-	-	-	-	-	-	-	-	-	100
	Total	95	2,292	100	-	-	-	-	-	-	-	-	2,487

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **KESWICK WEST PARK DEVELOPMENT**  
 PROFILE NUMBER: **21-30-9305**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2023

Service Category:	Parks	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	3,369
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	3,369

## PROFILE DESCRIPTION

This profile provides funding for the delivery of the Keswick West Park Development project. This project will complete base level development for the school/park site, which includes installation of utilities, grade/level/seed requirements, sportsfields, site furnishings, and tree planting/landscaping. Project delivery will ensure that the site is ready to accommodate construction of an Edmonton Public School Board elementary/junior high school, in accordance with the City's obligations under the Joint Use Agreement. Neighbourhood level park amenities, including sportfields and passive open space, will be provided for the community.

## PROFILE BACKGROUND

This project was not identified for develop and delivery in the 2019-2022 Capital Budget, and was identified in Q2/2020 as a priority for school completion and opening in Fall, 2022. Project development was funded through Open Space: Planning and Design Growth profile CM-30-3030. Planning and design is complete.

## PROFILE JUSTIFICATION

Under the Joint Use Agreement, the City is responsible for the assembly and base level development of school/park sites. This site has been approved for school funding and has been identified as a priority for school construction. Alberta Infrastructure is managing school design/construction through a P3 partnership, with school opening planned for September, 2022. Base level park development must be complete by mid 2022 to ensure the site is ready for school opening.

## STRATEGIC ALIGNMENT

The development of the Keswick West Park site will advance the City's priorities of developing new community school/park sites, and support the City Plan's goal of A Community of Communities, by providing the supporting open space infrastructure to encourage future population growth. The development of new park amenities aligns with the City's Open Space Policy and Breathe Strategy to maximize benefit of open spaces by providing multifunctional parks.

## ALTERNATIVES CONSIDERED

The project is not advanced for delivery, leading to an undeveloped school/park site, and resulting in the City not meeting its obligations under the Joint Use Agreement.

## COST BENEFITS

Completed school/park development to meet school/community needs.

## KEY RISKS & MITIGATING STRATEGY

The key risk if delivery is not completed as planned is that the City does not meet it's obligations to deliver base level park development to support school/park development, in accordance with the Joint Use Agreement with School Boards. Construction funding, accurate scoping and scheduling, and continued stakeholder communication and engagement, in conjunction with the Project Development and Delivery Model, will allow for the completion of park development to City standards and stakeholder expectations.

## RESOURCES

The project will be managed by Integrated Infrastructure Services. External design consultants and construction contractors will be retained following Corporate Procurement procedures to complete the delivery of the project.

## CONCLUSIONS AND RECOMMENDATIONS

Community parks are of significant importance to Edmontonians and experience high usage by citizens and students of adjacent school sites. It is recommended that this standalone profile request is fully funded in order to complete construction of the Keswick West school/park site in accordance with the project schedule to meet the scheduled school opening in September, 2022. Completion of the delivery of this school/park site will allow the City to meet it's obligations under the Joint Use Agreement.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Keswick West Park Development**  
 PROFILE NUMBER: **21-30-9305**  
 BRANCH: **Building Great Neighbourhoods**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	541	2,728	100	-	-	-	-	-	-	-	3,369	
	2021 Cap Carry Forward	47	-47	-	-	-	-	-	-	-	-	-	
	Current Approved Budget	588	2,681	100	-	-	-	-	-	-	-	3,369	
	Approved Funding Sources												
	Canada Community-Building Fund	-	-	100	-	-	-	-	-	-	-	-	100
	Federal Gas Tax Fund	-	3,028	-	-	-	-	-	-	-	-	-	3,028
	Pay-As-You-Go	588	-347	-	-	-	-	-	-	-	-	-	241
	Current Approved Funding Sources	588	2,681	100	-	-	-	-	-	-	-	-	3,369

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)		588	2,681	100	-	-	-	-	-	-	-	3,369
Requested Funding Source												
Canada Community-Building Fund		-	-	100	-	-	-	-	-	-	-	100
Federal Gas Tax Fund		-	3,028	-	-	-	-	-	-	-	-	3,028
Pay-As-You-Go		588	-347	-	-	-	-	-	-	-	-	241
Requested Funding Source		588	2,681	100	-	-	-	-	-	-	-	3,369

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	488	2,681	100	-	-	-	-	-	-	-	-	3,269
	Design	100	-	-	-	-	-	-	-	-	-	-	100
	Total	588	2,681	100	-	-	-	-	-	-	-	-	3,369

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **MALCOLM TWEDDLE & EDITH ROGERS DRY PONDS**  
 PROFILE NUMBER: **16-23-9805**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Brian Latte
PARTNER MANAGER:	
ESTIMATED START:	September, 2016
ESTIMATED COMPLETION:	December, 2023

Service Category:	Utilities	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>15,710</b>
50	50	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>15,710</b>

## PROFILE DESCRIPTION

Following the July 2012 storm events, Administration commissioned three consulting firms to investigate the flood and sewer backup problems in Mill Woods and southwest Edmonton communities, and recommend solutions that will reduce the risk of potential flooding in the future. The recommended solutions consist of the installation of stormwater management facilities, and storm and sanitary sewer upgrades. This project was identified in the Expanded Neighbourhood Flood Mitigation Program as a high priority project based on risk level, need and cost-benefit analysis.

The goal is to reduce flooding risk in the Tweddle Place, Michaels Park, Lee Ridge and Richfield neighbourhoods by constructing a 64,000 m<sup>3</sup> dry pond with two cells and approximately 3,300 m of storm and sanitary sewer upgrades in the neighborhoods. Design started in 2015 and construction of the ponds is scheduled for 2017, with other sewer works to follow from 2019 to 2022.

## PROFILE BACKGROUND

### Problem/Opportunity

In July 2012, unusually heavy rains caused flooding of streets and onto adjacent property in the Tweddle Place, Michaels Park, Lee Ridge and Richfield neighbourhoods in the Millbourne area of Mill Woods. This reinforced the need for an upgrade of the drainage system to improve the level of flood protection.

### Current Situation

The Tweddle Place, Michaels Park, Lee Ridge and Richfield neighbourhoods do not have defined major drainage systems as they were constructed prior to the implementation of the dual storm drainage system requirement for both major (surface) and minor (piped) drainage systems, which was introduced in the late 1980s. As a result, surface runoff often ponds to unacceptable levels in certain natural low areas which could inundate homes. Also, stormwater enters the sanitary sewers through low lying manholes which could cause sanitary sewer backup during heavy rains.

## PROFILE JUSTIFICATION

Both sanitary and storm systems in these neighborhoods have limited capacities for major rainfall events such as those that occurred in July 2012. These systems were designed to convey runoff from small and frequent rainfall events without major drainage systems or overland drainage. The storms that occurred in 2012 were more than 5 times the rainfall intensity that the drainage piping systems were designed to convey. In addition, these neighborhoods have low trapped/sag areas with no outlet for storm surface water to drain away.

These neighborhoods experienced extensive surface flooding and significant public and private property damage during the intense rainfall events in 2012. Citizens expressed concerns and frustration related to the flood damage and want to see the project be implemented as quickly as possible. They also have concerns about the drainage system impacts of the First Place development proposed for Michaels Park.

## STRATEGIC ALIGNMENT

It is consistent with and complements the City's overall goals for environmental protection as articulated in The Way Ahead, and contributes to achieving the City's strategic vision.

## ALTERNATIVES CONSIDERED

Alternative 1 (Do-nothing) – For this alternative, the neighbourhoods will be at the same risk level of flooding based on the design standards at the time development occurred. Given the frequency and severity of recent major storm events in Edmonton, the risk of flooding will increase.

During concept design in 2013 a dry pond and sewer upgrades were proposed to mitigate the flood risk in these neighbourhoods. Through further hydraulic modelling, value engineering, risk analysis and constructability reviews the concepts have been refined to the current proposed works as the most cost effective solution.

## COST BENEFITS

The benefits include:

- reduced risk of flooding in the Tweddle Place, Michaels Park, Lee Ridge and Richfield neighbourhoods.
- improved customer service and public satisfaction.

The total estimated project cost is \$78.46 million.

## KEY RISKS & MITIGATING STRATEGY

1. Land Acquisition: Land must be acquired from the Edmonton Public School Board to construct the ponds on the Malcolm Tweddle Park site. The project cannot proceed until the land is acquired. The mitigation is that land acquisition from the Edmonton Public School Board has been initiated and expected to be completed in January 2017.

2. Lack of support from stakeholders.

Mitigation: Align project with stakeholder needs and implement effective public engagement plan.

## RESOURCES

Internal project management, design and construction resources, external engineering consultants and contractors will be required for the design and construction. Community Services resources will be required to maintain it.

## CONCLUSIONS AND RECOMMENDATIONS

Project entails the design and construction of a 64,000 m<sup>3</sup> dry pond with two cells and approximately 3,300 m of storm and sanitary sewer upgrades in the Tweddle Place, Michaels Park, Lee Ridge and Richfield neighbourhoods with a total estimate of \$78.46 million. Design started in 2015 and construction of the ponds is scheduled for 2017, with other sewer works to follow from 2019 to 2022.

This project is expected to provide up to 1 in 100 year level of flood protection for these neighborhoods and reduce the risk of flooding on the street and sanitary sewer backups into basements. This project is consistent with and complements the City's strategic vision of providing cost effective flood mitigation, improving environmental protection and maintaining public health and safety.

## CONTINGENCY OF APPROVAL

Sept 6, 2016 Council Minutes:

"That the Capital Budget Adjustments for the Tawa Dry Pond and Malcolm Tweddle/Edith Rogers Dry Pond projects ... be approved, with the release of funding subject to the City of Edmonton receiving funding approval from the Building Canada Fund.

## CHANGES TO APPROVED PROFILE

2019 Spring SCBA (CA#10): (2.5.15) Drainage transfer to EPCOR resulted in budget change for retained earnings and self liquidating debentures to EPCOR contribution.

2020 Spring SCBA (#20-10, 3.3-13): \$35.5M Release of Epcor Contributions, Federal Building Canada Fund and Other Grants - Provincial as these drainage profiles have been fully transferred to Epcor.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Malcolm Tweddle & Edith Rogers Dry Ponds**  
 PROFILE NUMBER: **16-23-9805**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2016 Cap Capital Budget Adj (one-off)	73,737	2,738	1,989	-	-	-	-	-	-	-	78,463	
	2020 Cap Council	-35,474	-	-	-	-	-	-	-	-	-	-35,474	
	2021 Cap Release to Corp Pool	-27,278	-	-	-	-	-	-	-	-	-	-27,278	
	<b>Current Approved Budget</b>	<b>10,984</b>	<b>2,738</b>	<b>1,989</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,710</b>	
	Approved Funding Sources												
	Drainage Retained Earnings	778	-	-	-	-	-	-	-	-	-	-	778
	EPCOR Contribution	5,293	1,945	1,412	-	-	-	-	-	-	-	-	8,650
	Federal Bldg Canada Fund	-	793	576	-	-	-	-	-	-	-	-	1,369
Other Grants - Provincial	3,998	-	-	-	-	-	-	-	-	-	-	3,998	
Self-Liquid. Debent.-Sanitary	915	-	-	-	-	-	-	-	-	-	-	915	
<b>Current Approved Funding Sources</b>	<b>10,984</b>	<b>2,738</b>	<b>1,989</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,710</b>	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	10,984	2,738	1,989	-	-	-	-	-	-	-	15,710
REVISED BUDGET (IF APPROVED)	Requested Funding Source											
	Drainage Retained Earnings	778	-	-	-	-	-	-	-	-	-	778
	EPCOR Contribution	5,293	1,945	1,412	-	-	-	-	-	-	-	8,650
	Federal Bldg Canada Fund	-	793	576	-	-	-	-	-	-	-	1,369
	Other Grants - Provincial	3,998	-	-	-	-	-	-	-	-	-	3,998
	Self-Liquid. Debent.-Sanitary	915	-	-	-	-	-	-	-	-	-	915
<b>Requested Funding Source</b>	<b>10,984</b>	<b>2,738</b>	<b>1,989</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,710</b>	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-62,753	-	-	-	-	-	-	-	-	-	-	-62,753
	Design	73,737	2,738	1,989	-	-	-	-	-	-	-	-	78,463
	<b>Total</b>	<b>10,984</b>	<b>2,738</b>	<b>1,989</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,710</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **URBAN TREE CANOPY EXPANSION**  
 PROFILE NUMBER: **21-30-9302**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2024

Service Category:	Parks	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	5,431
79	21	BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	5,431

## PROFILE DESCRIPTION

This profile will provide design and delivery for planting new trees and naturalizing areas to expand the urban tree canopy. The project includes planting of approximately 6000 trees in open space parks and transportation corridors. The project is targeted for completion (FAC) by December 31, 2024.

## PROFILE BACKGROUND

Trees are a vital element to the success of a growing city. They provide ecosystem services, reduce heat island effect, mitigate the effects of climate change and provide an inviting space for Edmontonians and visitors to enjoy. This project will support urban canopy growth by designing and planting trees in various locations over the next two years and providing design for future planting.

## PROFILE JUSTIFICATION

The newly adopted City Plan has identified the need to be "greener as we grow" as one of the five transformational directions or "Big City Moves" setting a target to plant 2M new trees by the year 2050. This project will directly support this initiative over the next two years by planting approximately 6,000 new trees and 20ha of naturalization city-wide.

## STRATEGIC ALIGNMENT

This profile supports the City Plan which was developed through public feedback and approved by City council. "We will be climate resilient."

## ALTERNATIVES CONSIDERED

The alternative to not proceeding would significantly limit the opportunity to expand the urban canopy and reach the City Plan target. Further tree planting supports the City's greenhouse gas reduction and Climate Change Action Plan.

## COST BENEFITS

- Trees are a valuable asset that provide cost benefits such as:
- reducing operational costs by reducing turf maintenance through new naturalization areas;
  - contributing to reducing the cost of the City's carbon footprint and supporting climate resiliency;
  - and providing the socioeconomic benefits of having a vibrant, active, livable city as a benefit to all Citizens.

## KEY RISKS & MITIGATING STRATEGY

Not funding this profile will significantly limit the efforts to meet the targets outlined in the City Plan and negatively impact the associated cost benefits and social benefits as described above.

## RESOURCES

Resourcing will be driven by the MSP Guidelines which requires the use of funds to be expended on external resources for design and delivery activities. Internal costs will be tracked to ensure the obligations of the MSP Guidelines are met.

## CONCLUSIONS AND RECOMMENDATIONS

The funding of this profile will allow the Citizens of Edmonton to see a tangible asset resulting from the City Plan, and support Operational goals as noted in the Urban Forest Asset Management Plan. The associated long term benefits of the assets generated through this profile will continue to support positive, responsible urban growth. It is recommended that this standalone profile request is fully funded in order to complete the design and delivery of approximately 6,000 trees and 20ha of naturalization city-wide.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Urban Tree Canopy Expansion**

**FUNDED**

PROFILE NUMBER: **21-30-9302**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	2,318	1,954	580	580	-	-	-	-	-	-	5,431	
	2021 Cap Carry Forward	-240	240	-	-	-	-	-	-	-	-	-	
	<b>Current Approved Budget</b>	<b>2,079</b>	<b>2,193</b>	<b>580</b>	<b>580</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,431</b>	
	Approved Funding Sources												
	Corporate Tree Reserve	52	-	-	-	-	-	-	-	-	-	-	52
	Munc Sustain. Initiative - MSI	84	-84	464	464	-	-	-	-	-	-	-	927
	Municipal Stimulus Program	1,943	57	-	-	-	-	-	-	-	-	-	2,000
	Pay-As-You-Go	-	2,220	116	116	-	-	-	-	-	-	-	2,452
<b>Current Approved Funding Sources</b>	<b>2,079</b>	<b>2,193</b>	<b>580</b>	<b>580</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,431</b>	

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	2,079	2,193	580	580	-	-	-	-	-	-	5,431
Requested Funding Source											
Corporate Tree Reserve	52	-	-	-	-	-	-	-	-	-	52
Munc Sustain. Initiative - MSI	84	-84	464	464	-	-	-	-	-	-	927
Municipal Stimulus Program	1,943	57	-	-	-	-	-	-	-	-	2,000
Pay-As-You-Go	-	2,220	116	116	-	-	-	-	-	-	2,452
<b>Requested Funding Source</b>	<b>2,079</b>	<b>2,193</b>	<b>580</b>	<b>580</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,431</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	1,615	1,705	-	-	-	-	-	-	-	-	-	3,320
	Design	464	293	-	-	-	-	-	-	-	-	-	757
	Follow Up Warranty	-	195	580	580	-	-	-	-	-	-	-	1,355
	<b>Total</b>	<b>2,079</b>	<b>2,193</b>	<b>580</b>	<b>580</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,431</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **HIGH LEVEL BRIDGE REHABILITATION**  
 PROFILE NUMBER: **23-24-0300**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Planning and Design**  
 PARTNER: **Infrastructure Delivery**  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Standalone
LEAD MANAGER:	Pascale Ladouceur
PARTNER MANAGER:	Jason Meliefste
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2028

Service Category:	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>
37	63

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	270,000
TOTAL PROFILE BUDGET:	270,000

## PROFILE DESCRIPTION

The High Level Bridge (B007) is scheduled for renewal beginning in the 2023-2026 budget cycle. The City has also identified the need for an additional or enhanced active mode connections between Downtown and south-central Edmonton. To optimize the City's investment in the upcoming rehabilitation of the High Level Bridge, while also seeking to advance key policy objectives as articulated in The City Plan, the rehabilitation project will explore strategic enhancements for active transportation connections.

The work will include planning, design, and delivery of the rehabilitation and enhancement of High Level Bridge. The renewal option selected optimizes the value of the rehabilitation work on the High Level Bridge by also advancing improvements to the bridge that align with key policy direction, including enhancements to active transportation. This scenario specifically considers rehabilitation combined with active mode enhancements on the upper deck, which align with the vision of the High Level Line between Downtown Edmonton and the Strathcona neighbourhood. Beyond renewal, the key enhancements considered in this scenario include:

- Shared use paths on the upper deck;
- Widening of the lower east deck sidewalk;
- Rehabilitation of the north and south approaches of the upper and lower deck; and
- Maintenance of the streetcar track and provision of safety barriers.

The rehabilitation works combined with active mode enhancements on the upper deck would keep the bridge operational for up to 25 years until the next rehabilitation is required, while also providing immediate improvements to active mode connections between Downtown and Whyte Avenue.

## PROFILE BACKGROUND

The High Level Bridge was constructed by the Canadian Pacific Railway Company between 1910 and 1913. The ownership of the bridge was transferred to the City of Edmonton in 1994. The bridge has historical significance from a transportation and city-building perspective, as a landmark and an icon for Edmonton. The High Level Bridge was designated as a Municipal Historic Resource and legally protected under the provisions of the Historical Resources Act in 1995.

The iconic structure is large and complex. There have been various repairs and structural modifications to the High Level Bridge in its 109+ years of service life. The last major rehabilitation took place in 1995. At that time, the rehabilitation included repairs to the concrete road deck (lower deck), steel structure, widening of west sidewalk and other components, protective coating of some bridge members, and a limited number of aesthetic enhancements (e.g., lighting, handrail painting).

The High Level Bridge requires rehabilitation to further extend its service life. The planned rehabilitation strategy was shared with Executive Committee on April 13, 2022 in IIS report IIS00488 High Level Bridge Lifecycle Strategy.

## PROFILE JUSTIFICATION

Visual inspections of the High Level Bridge are routinely completed as part of regular maintenance. When the visual inspection ratings and condition information show deterioration has reached a certain threshold, an extensive condition assessment is carried out to inform when and what type of renewal interventions may be required. These in-depth inspections of the structure were started in 2018 to understand the bridge's current condition. A further review on load evaluation and assessment was completed in 2020 to gain insight into the bridge's capacity to carry existing loads and potential future transportation loads, such as shared use path upgrades and potential for future mass transit across the North Saskatchewan River. In general, every 25 to 30 years, bridges typically require major rehabilitation to extend service life. The High Level Bridge requires major rehabilitation beginning in the next capital budget cycle (2023-2026) to maintain its structural integrity and safe operation.

## STRATEGIC ALIGNMENT

The High Level bridge provides a valuable mobility connection between the Centre City, the University/Garneau major node and Whyte Avenue primary corridor. The Bike plan identifies the High Level Bridge as a substandard route. The existing shared pathway does not meet current city standards and the bike plan recommends considering opportunities to improve the facility to meet current standards. Incorporating strategic enhancements with this rehabilitation will provide the opportunity to meet Complete Streets design standards, enhance accessibility, and achieve key outcomes of the Bike Plan.



## ALTERNATIVES CONSIDERED

Several alternatives/scenarios were evaluated. These are outlined in detail in the April 13, 2022, Integrated Infrastructure Services report IIS00488 High Level Bridge Lifecycle Strategy. The alternatives explored include:

- Scenarios A1, A2, A3 - Critical Rehabilitation (the minimum);
- Scenarios B1, B2, and B3 - Rehabilitation (to varying degrees); and
- Scenarios C1 and C2 - Replacement / New Bridge.

The selected scenario will address the rehabilitation requirements and strategically enhance the structure for active mode connections. This will also allow for the alignment of the next High Level Bridge rehabilitation with the expected timeline for any required future mass transit connection across the River.

## COST BENEFITS

The scope of work for High Level Bridge rehabilitation is defined only at a strategic level at this time. The next stage of design will define the renewal requirements and the enhancements for active uses and other considerations. This will aid in meeting the City's goals of maintaining current vehicular services and enhancing the active mode connections for the next 25 years.

## KEY RISKS & MITIGATING STRATEGY

Key risks currently identified include the high profile nature of this project, including the historical, public, and urban design significance of this bridge. Mitigations include clear and timely communication with Council and the public, with close attention to historical and other elements of the bridge during planning and design and engagement.

Another key risk is the magnitude of the work expected. Thorough planning and design work will provide increased understanding of the scope of the project and the requirements (including permitting, indigenous engagement, utility impacts, etc)

All risks will be monitored throughout the life of the project and the Risk Register updated and reviewed on a regular basis. The project team will work together to mitigate the risks in a timely manner.

## RESOURCES

This project will require internal and external resources. External consultants are required to support planning and design work, with a contractor for construction. External resources will be retained in alignment with City procurement processes and will be selected via competitive procurement.

## CONCLUSIONS AND RECOMMENDATIONS

The High Level Bridge is a critical bridge structure in Edmonton with historical and public significance. The bridge requires rehabilitation to maintain it in serviceable and safe condition. The major rehabilitation required presents an opportunity to align the work with strategic enhancements to improve accommodation of active users for the next several decades and also supports the key policy objectives as articulated in The City Plan.

It is recommended that this profile be approved to enable planning and design to commence to better inform the project scope, schedule and overall budget. The timeliness of this approval is critical to ensure the bridge planning and design is completed in a timely fashion, allowing for construction in alignment with the renewal schedule.

# CAPITAL PROFILE REPORT

PROFILE NAME: **High Level Bridge Rehabilitation**

**RECOMMENDED**

PROFILE NUMBER: **23-24-0300**

PROFILE TYPE: **Standalone**

BRANCH: **Infrastructure Planning and Design**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	3,000	5,000	19,000	95,000	95,000	53,000	-	-	-	270,000
	Revised Funding Sources (if approved)												
	Tax-Supported Debt	-	-	3,000	5,000	19,000	95,000	95,000	53,000	-	-	-	270,000
	Requested Funding Source	-	-	3,000	5,000	19,000	95,000	95,000	53,000	-	-	-	270,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	3,000	5,000	19,000	95,000	95,000	53,000	-	-	-	270,000
	Requested Funding Source												
	Tax-Supported Debt	-	-	3,000	5,000	19,000	95,000	95,000	53,000	-	-	-	270,000
	Requested Funding Source	-	-	3,000	5,000	19,000	95,000	95,000	53,000	-	-	-	270,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	-	-	11,500	92,500	95,000	53,000	-	-	-
	Design	-	-	3,000	5,000	7,500	2,500	-	-	-	-	-	18,000
	Total	-	-	3,000	5,000	19,000	95,000	95,000	53,000	-	-	-	270,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSPORTATION - MINOR RENEWAL PROGRAM**  
 PROFILE NUMBER: **CM-29-0000**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Planning and Design**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**RECOMMENDED**

PROFILE STAGE:	Council Review
PROFILE TYPE:	Composite
LEAD MANAGER:	Pascale Ladouceur
PARTNER MANAGER:	
ESTIMATED START:	January, 2023
ESTIMATED COMPLETION:	December, 2026

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>
	<b>100</b>

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>15,000</b>
TOTAL PROFILE BUDGET:	<b>15,000</b>

## PROFILE DESCRIPTION

The Transportation Minor Renewal Program provides funding to support minor renewal activities along roadways, alleys, sidewalks and bridges. The projects in this composite address localized failures which exceed the capacity for typical maintenance activities to impact. Projects in this composite could include:

- Replace a portion of a sidewalk block
- Repave a portion of an alley or roadway with multiple localized failures

The projects undertaken within the profile extend the life of existing capital assets, reduce longer term repair costs, and correct potential or impending safety concerns due to asset condition. Projects are generally required in order to improve condition; meet user requirements; reduce/prevent injuries, maintenance costs and closures.

## PROFILE BACKGROUND

As roads age, experience high usage, and have continued exposure to the elements, they develop condition and safety issues that warrant rehabilitation in order to conserve the overall asset to meet user requirements and safety and mitigate poor and very poor asset condition. In these cases the overall asset (i.e. road or sidewalk) is in good condition but there may be portions in poor condition that are non-functioning and/or unsafe. Projects under this profile enable the City to bridge these assets until the next scheduled renewal.

## PROFILE JUSTIFICATION

This profile is supplemental to the transportation, road, LRT and traffic systems renewal profiles and supports incidental occurrences to ensure the asset is operational through the current budget cycle until more significant planned activities, such as rehabilitation or replacement, can be planned for in the next budget cycle.

## STRATEGIC ALIGNMENT

This work aligns with Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio through.

## ALTERNATIVES CONSIDERED

The alternative is to provide no funding and allow the transportation asset to fail for the remainder of the budget cycle, which will negatively transportation assets/or result in an incident.

## COST BENEFITS

- Tangible Benefits:
- Level of service.
  - Increased usage.
  - Decreased asset availability
- Intangible Benefits:
- Safety
  - Improved reliability

## KEY RISKS & MITIGATING STRATEGY

- Reconstruction is required when infrastructure reaches the end of its service life. To "do nothing" results in:
- further deterioration and a poorer level of service
  - higher risk of safety and failure
  - higher maintenance and (triage) renewal costs

## RESOURCES

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

Transportation assets are an integral part of the City's transportation network that provides access to residents, businesses and industries. An effective neighbourhood renewal strategy ensures the City meets its goals for sustainable and accessible infrastructure.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transportation - Minor Renewal Program**  
 PROFILE NUMBER: **CM-29-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	3,750	3,750	3,750	3,750	-	-	-	-	-	15,000
	Revised Funding Sources (if approved)												
	Neighborhood Renewal Reserve	-	-	3,500	3,500	3,500	3,500	-	-	-	-	-	14,000
	Pay-As-You-Go	-	-	250	250	250	250	-	-	-	-	-	1,000
	Requested Funding Source	-	-	3,750	3,750	3,750	3,750	-	-	-	-	-	15,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	3,750	3,750	3,750	3,750	-	-	-	-	-	15,000
	Requested Funding Source												
	Neighborhood Renewal Reserve	-	-	3,500	3,500	3,500	3,500	-	-	-	-	-	14,000
	Pay-As-You-Go	-	-	250	250	250	250	-	-	-	-	-	1,000
	Requested Funding Source	-	-	3,750	3,750	3,750	3,750	-	-	-	-	-	15,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	3,750	3,750	3,750	3,750	-	-	-	-	-
	Total	-	-	3,750	3,750	3,750	3,750	-	-	-	-	-	15,000

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **BUS FLEET & EQUIPMENT REHAB & REPLACEMENT**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-66-3600**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Edmonton Transit Service**

LEAD MANAGER: **Carrie Holton-MacDonald**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Public Transit**

Major Initiative: **Alberta Community Transit Fund**

<b>GROWTH</b>	<b>RENEWAL</b>
<b>2</b>	<b>98</b>

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>40,788</b>
TOTAL PROFILE BUDGET:	<b>40,788</b>

## PROFILE DESCRIPTION

Replacement and mid-life refurbishment of existing bus fleet. Replacement is based on the expected useful life of various buses, with mid-life refurbishments extending the useful life of the larger buses. ETS is working to reduce the average age of the bus fleet to ensure greater reliability, reduce maintenance costs, and improve ridership experience. The future plan is to move towards an average fleet age of 7 years and discontinue mechanical and body mid-life refurbishment. The work within this profile reflects industry standards for managing a transit fleet.

## PROJECT LIST

2023-2026 BUDGET CYCLE: Bus Rehabilitation (includes body and mechanical); Bus Replacements at end of life (includes 40 foot, 60 Foot, 30 foot, Paratransit).

## PROFILE BACKGROUND

This profile contains replacement and mid-life refurbishment of the bus fleet as well as the replacement of onboard equipment. Replacement is based on the expected useful life cycles, with mid-life refurbishments extending the useful life of buses.

## PROFILE JUSTIFICATION

Necessary to maintain integrity and reliability of the current bus fleet. Failure to adequately replace and refurbish the fleet would result in considerable increases in maintenance costs, unscheduled downtime, and poorer / reduced bus service.

## STRATEGIC ALIGNMENT

Project & Asset Management: Addresses issues with aging bus fleet, reduces maintenance costs and ensures bus service can continue to operate efficiently; maintains state of good repair.

Public Safety: Increases passenger safety by reducing the risk of mechanically-related safety incidents on buses.

Environmental Stewardship: Newer fleet emits fewer GHG gasses and uses less energy and resources; offers an environmentally sustainable mobility option.

Movement of Goods and People: Supports maintaining and improving bus service levels and the reliable movement people and goods.

## ALTERNATIVES CONSIDERED

Because routine bus replacement is central to providing reliable bus service, the main alternative is to reduce bus service by removing buses from the fleet as they age past their useful lives. This would have major negative impacts on ridership.

## COST BENEFITS

Tangible Benefits:

- optimized life cycle costs (capital & operating)
- more predictable and stable operating costs
- reduced emissions as cleaner technologies are integrated into replacement buses

Intangible Benefits:

- enhanced bus service, reliability, and safety
- ability to maintain ridership

## KEY RISKS & MITIGATING STRATEGY

The primary risks associated with this profile are:

- capacity limitations for refurbishments
- risk of purchasing vehicles that are not as reliable or efficient as potential alternatives

## RESOURCES

Bus assets and the related maintenance and refurbishment is the responsibility of Fleet Services.

## CONCLUSIONS AND RECOMMENDATIONS

Reliable bus service is central to meeting Transit's strategic goals, and the bus replacement and refurbishment program must be continued. Opportunities to integrate emerging technology and optimize life cycle costs should be continuously evaluated.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Bus Fleet & Equipment Rehab & Replacement**  
 PROFILE NUMBER: **CM-66-3600**  
 BRANCH: **Edmonton Transit Service**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	17,808	7,660	7,660	7,660	-	-	-	-	-	40,788
	Revised Funding Sources (if approved)												
	Canada Community-Building Fund	-	-	10,685	4,596	4,596	4,596	-	-	-	-	-	24,473
	Pay-As-You-Go	-	-	7,123	3,064	3,064	3,064	-	-	-	-	-	16,315
	Requested Funding Source	-	-	17,808	7,660	7,660	7,660	-	-	-	-	-	40,788

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	17,808	7,660	7,660	7,660	-	-	-	-	-	40,788
	Requested Funding Source												
	Canada Community-Building Fund	-	-	10,685	4,596	4,596	4,596	-	-	-	-	-	24,473
	Pay-As-You-Go	-	-	7,123	3,064	3,064	3,064	-	-	-	-	-	16,315
	Requested Funding Source	-	-	17,808	7,660	7,660	7,660	-	-	-	-	-	40,788

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	15,745	7,660	7,660	7,660	-	-	-	-	-
	Fleet Equipment	-	-	2,063	-	-	-	-	-	-	-	-	2,063
	Total	-	-	17,808	7,660	7,660	7,660	-	-	-	-	-	40,788

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Bus Fleet &amp; Equipment Rehab &amp; Replacement</b>			
<b>PROFILE NUMBER: CM-66-3600</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	40' Bus Replacement	2023-2026 40' Bus Replacement	10
230002	Midlife Refurbishment	2023-2026 Bus Midlife Refurbishment	100
230003	60' Bus Replacement	2023-2026 60' Bus Replacement	10
230004	DATS Replacement	2023-2026 DATS Vehicle Replacement	5



# CAPITAL PROFILE REPORT

PROFILE NAME: **LRT SIGNALS AND ELECTRIFICATION RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-66-3300**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Edmonton Transit Service**

LEAD MANAGER: **Carrie Holton-MacDonald**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Public Transit**

Major Initiative:

<b>GROWTH</b>
<b>2</b>

<b>RENEWAL</b>
<b>98</b>

PREVIOUSLY APPROVED:

<b>-</b>
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BUDGET REQUEST:

<b>7,550</b>
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TOTAL PROFILE BUDGET:

<b>7,550</b>
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## PROFILE DESCRIPTION

This profile is to address a number of LRT Electrification & Signal system assets that require renewal, including overhead catenary components & wire, traction power substation components, LRT signal system components, crossing warning systems, switch machines, cabling and control circuitry, and the Centralized Train Control (CTC) System. The work within this profile reflects industry standards for managing transit infrastructure and is in alignment with the recommended RIMS allocation.

## PROJECT LIST

2019-2022 BUDGET CYCLE: SPO Switch Machine & Control Circuit Replacement; LRT Catenary; Impedance bonds moves outside the rails and bonds cable replacement (copper to aluminum); LRT Signal System - Life Cycle Replacement; NE Crossing Equipment (Full replacement); LRT Substation; UNI Signal Room - Signals Vital circuit upgrade + battery backup addition.

2023-2026 BUDGET CYCLE: LRT Catenary - Lifecycle Replacement, LRT Substation Lifecycle Replacement, LRT Signals Lifecycle Replacement.

## PROFILE BACKGROUND

The proposed LRT electrification & signal renewal program addresses the priority issues and aging infrastructure that has reached the end of useful life.

## PROFILE JUSTIFICATION

Life cycle replacements and upgrades required to keep the LRT signals and overhead electrification system in a reliable state. The LRT signal system is safety critical to the operation of the LRT.

## STRATEGIC ALIGNMENT

Project & Asset Management: Addresses issues with aging LRT infrastructure, mitigate costs through preventative maintenance and ensures LRT service can continue to operate efficiently.

Public Safety: The signal system is critical for passenger and pedestrian safety and reduces the risk of rail accidents.

Employee Experience & Safety: Eliminates challenges of working with outdated signaling systems and improves safety of staff throughout.

Movement of People & Goods: Signaling and Traction Power System optimization contributes to overall LRT operational efficiency.

## ALTERNATIVES CONSIDERED

The engineering or the engineering and procurement portions of the work could be performed in advance to improve readiness for when funding is available or failures mandate immediate replacement. This will reduce the total funding demand by only completing the engineering and/or procurement portions first.

## COST BENEFITS

Tangible benefits include: new equipment at start of life cycle; reduced maintenance costs; improved system reliability; improved system functionality.

Intangible benefits include: improved vendor support; increased staff & contractor knowledge of components.

## KEY RISKS & MITIGATING STRATEGY

None.

## RESOURCES

The projects will require external Consultants to complete design and external Contractors to complete construction. The consultants and contractors will be selected through a tender process except where existing contracts mandate the use of EPCOR.

## CONCLUSIONS AND RECOMMENDATIONS

That funding will be approved for this profile to improve the long term viability of the LRT as a safe and reliable method of transportation within the City.



# CAPITAL PROFILE REPORT

PROFILE NAME: **LRT Signals and Electrification Renewal**  
 PROFILE NUMBER: **CM-66-3300**  
 BRANCH: **Edmonton Transit Service**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,510	1,510	2,265	2,265	-	-	-	-	-	7,550
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,510	1,510	2,265	2,265	-	-	-	-	-	7,550
	Requested Funding Source	-	-	1,510	1,510	2,265	2,265	-	-	-	-	-	7,550

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,510	1,510	2,265	2,265	-	-	-	-	-	7,550
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,510	1,510	2,265	2,265	-	-	-	-	-	7,550
	Requested Funding Source	-	-	1,510	1,510	2,265	2,265	-	-	-	-	-	7,550

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	755	755	1,133	1,133	-	-	-	-	-
	Design	-	-	755	755	1,133	1,133	-	-	-	-	-	3,775
	Total	-	-	1,510	1,510	2,265	2,265	-	-	-	-	-	7,550

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: LRT Signals and Electrification Renewal</b>			
<b>PROFILE NUMBER: CM-66-3300</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
<b>Project Number</b>	<b>Project Name</b>	<b>Description</b>	<b>Percentage Funded</b>
230001	LRT Catenary - Life Cycle Replacement	Lifecycle replacement of the LRT's overhead catenary system including feeders, poles, arm assemblies, overhead contact/messenger wire, balance weight assemblies, tie switches, section isolators etc.	29
230002	LRT Substation - Life Cycle Replacement	Lifecycle replacement of the LRT's substation assets including transformers, rectifiers, A/C and D/C switchgear, control systems, batter banks etc.	9
230003	LRT Signal System - Life Cycle Replacement	Lifecycle replacement of the LRT's signalling system including control systems, vital logic programming, signals, relays, axle counters, magnetic trip stops, impedance bonds, B-points, crossing bells/lights/gates/bungalows, the computerized train control system, switch machines etc.	26

# CAPITAL PROFILE REPORT

PROFILE NAME: **NEW TRANSIT BUS GARAGE**

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: **20-20-2022**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Standalone**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER: **Edmonton Transit Service**

PARTNER MANAGER: **Carrie Hotton-MacDonald**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **July, 2020**

ESTIMATED COMPLETION: **December, 2028**

Service Category: **Public Transit**

Major Initiative:

**GROWTH**  
100

**RENEWAL**

PREVIOUSLY APPROVED: **51,000**

BUDGET REQUEST: **316,000**

TOTAL PROFILE BUDGET: **367,000**

## PROFILE DESCRIPTION

This profile includes the land acquisition, planning, design and delivery for a new transit garage for electric and diesel buses, including required maintenance and storage spaces, control centres and supporting facilities.

Specifically, the following activities are anticipated:

- Complete functional programming for the new southeast garage, Davies, Ellerslie expansions and the resulting Paterson operational impacts to PDDM Checkpoint 2.
- Advance concept and preliminary design for Davies and Ellerslie expansions towards PDDM Checkpoint 3.
- Advance planning for establishing the satellite facility and the acceleration of the upgrades to the electric bus charging infrastructure of Centennial Garage and Kathleen Andrews Transit Garages.
- Acquisition of land to advance to concept and preliminary design for the new southeast garage.

The profile also includes the detailed design and delivery of the new southeast garage (PDDM Checkpoint 3 to 5), if support is received for grants from the Federal Government. Tax supported debt is held in abeyance pending a grant from the Federal Government.

## PROFILE BACKGROUND

This profile supports municipal public transit initiatives, with an emphasis on safe, affordable, accessible and environmentally sustainable public transportation options in and between communities. This new profile will fund a transit bus garage as this project is seen as contributing to the broader transit network, and help to achieve enhanced transit service, mode shift, and reduced emissions.

The work completed under this profile is guided by the Edmonton Transit Service Fleet Storage, Operations and Maintenance Facility Strategy, designed to guide the renewal and development of existing and future Edmonton Transit Service fleet storage and maintenance facilities to address the growth, capacity and electrification needs of the fleet through to 2040. Transitioning to a zero-emission transit fleet is a core objective of this work and currently calls for up to 440 electric buses to replace diesel buses by 2030. The Strategy recommends the construction of two new operations and maintenance garages in the southeast and northwest quadrants of the city, enabling a fully electrified bus fleet. The Strategy also recommends a progressive series of upgrades, renewals and expansion projects within existing facilities to accommodate growth, capacity and electrification.

This integrated strategy considers all aspects and infrastructure needed for the storage, operations and maintenance of buses allowing ETS to be responsive to riders' needs. The Strategy includes being more efficient with City resources and identifying what is needed now and in the future. With the foundation of the transit network established, the Strategy supports future city and ridership growth.

## PROFILE JUSTIFICATION

Edmonton Transit Services facilities are at full capacity for storage and maintenance of the bus fleet. Temporary structures are already in use at Ferrier Garage to provide additional capacity. In order to support the electrification and/or growth of the fleet, additional maintenance and storage space is required. To prepare for this, New Transit Bus Garage - Planning & Design was brought forward for consideration to prepare for the opportunity to deliver this facility within the 2023-26 Capital Budget.

## STRATEGIC ALIGNMENT

This project is linked to the objectives of the City Council approved Greenhouse Gas Management Plan for Civic Operations 2019-30, as well as the potential for bus fleet expansion required to support improvement or growth in the bus network services. Edmonton Transit Services does not currently have extra capacity for bus storage and maintenance. Temporary storage in tents are already used at Ferrier Garage.

## ALTERNATIVES CONSIDERED

Three scenarios were explored as options to address and guide the renewal and development of existing and future ETS fleet storage, operations and maintenance facilities. The recommended scenario, which is the Edmonton Transit Service Fleet Storage, Operations and Maintenance Facility Strategy, is designed to meet the City's objectives for growth and electrification, resulting from the hybrid scenario. The recommended approach and strategy builds on the existing storage and maintenance facilities, adds capacity and diversifies fuel sources.

No other alternative allows the City of Edmonton to meet its growth requirements, the Energy Transition Strategy and City Operations Greenhouse Gas Management Plan as well The City Plan.

## **COST BENEFITS**

This profile is intended to allow for the development of the project to a level of detail that will enhance information to Council to make better-informed capital investment decisions.

This profile will ensure there is early investment in planning and design to support a detailed business case; a structured process to evaluate readiness, scope & prioritization; and increased confidence in budget and schedule estimates.

## **RESOURCES**

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to manage and undertake the work. All procurement of external resources will follow relevant corporate procurement directives & policies.

## **CONCLUSIONS AND RECOMMENDATIONS**

Approval of this capital profile allows for the completion of planning and design in accordance with the PDDM process. Capital funds are required to advance the planning and design of capital growth projects in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction. Additionally, funds will be allocated to the delivery of the new garage if support is received for grants from the Federal Government.

## **CHANGES TO APPROVED PROFILE**

2022 Spring SCBA (#22-10, 3.2-1): This scope change is required to fund the acquisition of land to advance to concept and preliminary design for the new southeast garage in "20-20-2022 - New Transit Bus Garage", which is a critical component to the implementation of the ETS Fleet Storage and Maintenance Facility Strategy. Additional details are provided in the June 7, 2022 Integrated Infrastructure Services report "IIS01208 - ETS Fleet Storage Facility Update and Land Acquisition".

# CAPITAL PROFILE REPORT

PROFILE NAME: **New Transit Bus Garage**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **20-20-2022**

PROFILE TYPE: **Standalone**

BRANCH: **Infrastructure Planning and Design**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>APPROVED BUDGET</b>												
Approved Budget												
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
2019 Cap Council	6,000	-	-	-	-	-	-	-	-	-	-	6,000
2021 Cap Carry Forward	-5,055	5,055	-	-	-	-	-	-	-	-	-	-
2022 Cap Council	-	-	45,000	-	-	-	-	-	-	-	-	45,000
<b>Current Approved Budget</b>	<b>945</b>	<b>5,055</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,000</b>
Approved Funding Sources												
Tax-Supported Debt	945	5,055	45,000	-	-	-	-	-	-	-	-	51,000
<b>Current Approved Funding Sources</b>	<b>945</b>	<b>5,055</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,000</b>

<b>BUDGET REQUEST</b>	Budget Request	-	-	2,500	47,500	97,500	92,500	63,250	12,750	-	-	-	316,000
	Revised Funding Sources (if approved)												
	Tax-Supported Debt	-	-	2,500	47,500	97,500	92,500	63,250	12,750	-	-	-	316,000
	Requested Funding Source	-	-	2,500	47,500	97,500	92,500	63,250	12,750	-	-	-	316,000

<b>REVISED BUDGET (IF APPROVED)</b>	Revised Budget (if Approved)	945	5,055	47,500	47,500	97,500	92,500	63,250	12,750	-	-	-	367,000
	Requested Funding Source												
	Tax-Supported Debt	945	5,055	47,500	47,500	97,500	92,500	63,250	12,750	-	-	-	367,000
	Requested Funding Source	945	5,055	47,500	47,500	97,500	92,500	63,250	12,750	-	-	-	367,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>REVISED BUDGET (IF APPROVED)</b>													
	Construction	-5,055	5,055	-	37,500	87,500	87,500	62,500	12,500	-	-	-	287,500
	Design	6,000	-	2,500	10,000	10,000	5,000	750	250	-	-	-	34,500
	Land	-	-	45,000	-	-	-	-	-	-	-	-	45,000
	<b>Total</b>	<b>945</b>	<b>5,055</b>	<b>47,500</b>	<b>47,500</b>	<b>97,500</b>	<b>92,500</b>	<b>63,250</b>	<b>12,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>367,000</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **REGULATED SAFETY UPGRADES AT RAILWAY CROSSINGS**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-66-2194**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Parks and Roads Services**

LEAD MANAGER: **Craig McKeown**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>
<b>100</b>

<b>RENEWAL</b>

PREVIOUSLY APPROVED:

<b>-</b>
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BUDGET REQUEST:

<b>720</b>
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TOTAL PROFILE BUDGET:

<b>720</b>
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## PROFILE DESCRIPTION

Transport Canada approved new Grade Crossings Regulations effective November 28/ 2014 with an original compliance date by the end of 2021. In November 2021 changes were made to the regulations' compliance deadlines to maintain the delicate balance between safety and today's economic realities. The compliance deadlines have been modified to November 28/2024.

Safety upgrades include all, but not limited to, crossing surface, railway signage, inspection, testing and construction of warning systems, record keeping and documentation, whistle cessation processes, obstructions to public crossings, and temporary protection measures required when site work may interfere with safe railway operations. Further, as per the minutes of Oct 28, 2015 Urban Planning Committee meeting, the City is undertaking a review of 15 road railway crossings, specifically to review whistle cessation during nighttime hours and implement gates/lights/bells/etc. as required, aiming to enhance the quality of life for Edmontonians living around the rail crossings. Due to delays from CN Rail and CP Rail, Administration is continuing to work through 7 of the 15 locations.

## PROFILE BACKGROUND

November 28, 2014 Grade Crossings Regulations made effective. Municipalities are required to take necessary measures, in order to fully comply with the new regulations. Compliance deadline has been modified to November 28, 2024. <https://tc.canada.ca/en/rail-transportation/grade-crossings/grade-crossings-regulations-what-you-need-know> Urban Planning Committee Agendas & Minutes Oct 28, 2015 [http://www.edmonton.ca/city\\_government/council\\_committee\\_meetings/transportation-committee-agendas-minutes.aspx](http://www.edmonton.ca/city_government/council_committee_meetings/transportation-committee-agendas-minutes.aspx)

Moved T. Caterina: That Administration:

1. Complete safety reviews of the top 15 priority rail crossings, as required for whistle cessation application to Transport Canada, with funding from existing programs.
2. Prepare a capital profile for any required crossing enhancements for inclusion in the 2016 Fall Supplementary Capital Budget adjustment.

## PROFILE JUSTIFICATION

Municipal road railway crossings must be equipped and upgraded with the infrastructure needed to comply with safety standards inherent in the new Grade Crossings Regulations approved by Transport Canada, effective November 28, 2014. The compliance deadline was adjusted to November 28, 2024. In addition, the profile is required to achieve whistle cessation at identified locations, as directed by City Council.

## STRATEGIC ALIGNMENT

- Inclusive and Compassionate: Improvements address roadway segments/intersections with congestion and/or operational concerns.
- Community of Communities: Improves safety/accessibility through construction of sidewalks and/or shared pathways in areas of demand and to fill in missing link in the active mode network.
- Catalyze and Converge: Increases safety/efficiency which has a positive effect on the reliability of goods movement and investment attraction.
- Community Wellness/Safety-Installing active warning systems/upgrading existing infrastructure would improve safety of Edmontonians/community.

## ALTERNATIVES CONSIDERED

Alternative is to not pursue rail crossing enhancements to support railway grade crossings in the City. This alternative presents negative impacts to Citizen livability and efficient movement of goods. Furthermore, this would be in violation to Transport Canada's new regulations.

## COST BENEFITS

The cost of implementation is a shared cost with railways, which will provide beneficial value to the City in meeting its strategic goals.

## KEY RISKS & MITIGATING STRATEGY

Risk of non-compliance with Transport Canada's regulations effecting railway grade crossings in the City.

## RESOURCES

While personnel capacity exists to implement this work, carryover funding is required to support compliance.



## CONCLUSIONS AND RECOMMENDATIONS

The City is required to comply with Transport Canada's Grade Crossings Regulations by Nov of 2024. This profile is intended to meet these obligations and to meet City Council's direction to achieve whistle cessation at identified locations. Recommendation is to approve this profile in order to comply with Transport Canada's regulations and to achieve whistle cessation at specific locations within the City.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Regulated Safety Upgrades at Railway Crossings**  
 PROFILE NUMBER: **CM-66-2194**  
 BRANCH: **Parks and Roads Services**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	360	360	-	-	-	-	-	-	-	720
	Revised Funding Sources (if approved)												
	Traffic Safety Automated Enfmt Resrv	-	-	360	360	-	-	-	-	-	-	-	720
Requested Funding Source	-	-	360	360	-	-	-	-	-	-	-	-	720

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	360	360	-	-	-	-	-	-	-	720
	Requested Funding Source												
	Traffic Safety Automated Enfmt Resrv	-	-	360	360	-	-	-	-	-	-	-	720
Requested Funding Source	-	-	360	360	-	-	-	-	-	-	-	-	720

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	-	360	360	-	-	-	-	-	-	-	-
Total	-	-	360	360	-	-	-	-	-	-	-	-	720

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Regulated Safety Upgrades at Railway Crossings</b>			
<b>PROFILE NUMBER: CM-66-2194</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Regulated Safety Upgrades at Railway Crossings	<p>Transport Canada approved new Grade Crossings Regulations effective November 28/ 2014 with an original compliance date by the end of 2021. In November 2021 changes were made to the regulations' compliance deadlines to maintain the delicate balance between safety and today's economic realities. The compliance deadlines have been modified to November 28/2024.</p> <p>Safety upgrades include all, but not limited to, crossing surface, railway signage, inspection, testing and construction of warning systems, record keeping and documentation, whistle cessation processes, obstructions to public crossings, and temporary protection measures required when site work may interfere with safe railway operations. Further, as per the minutes of Oct 28, 2015 Urban Planning Committee meeting, the City is undertaking a review of 15 road railway crossings, specifically to review whistle cessation during nighttime hours and implement gates/lights/bells/etc. as required, aiming to enhance the quality of life for Edmontonians living around the rail crossings. Due to delays from CN Rail and CP Rail, Administration is continuing to work through 7 of the 15 locations.</p>	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **TERWILLEGAR DRIVE EXPRESSWAY UPGRADES - ALTERNATE STAGING**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **19-22-9006**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Standalone**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER: **Parks and Roads Services**

PARTNER MANAGER: **Craig McKeown**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2019**

ESTIMATED COMPLETION: **December, 2027**

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>80</b>	<b>20</b>

<b>PREVIOUSLY APPROVED:</b>	<b>239,631</b>
<b>BUDGET REQUEST:</b>	<b>43,821</b>
<b>TOTAL PROFILE BUDGET:</b>	<b>283,452</b>

## PROFILE DESCRIPTION

This profile is for the planning, design and delivery of an integrated, multi-modal roadway upgrading plan to accommodate the projected growth of travel demand in Southwest Edmonton. This plan consists of converting Terwillegar Drive to an expressway (Stage 1), upgrades to the Whitemud Drive/Terwillegar Drive interchange and the rehabilitating/widening the Rainbow Valley Bridges (Stage 2) and upgrading the Anthony Henday Drive /Terwillegar Drive interchange (Stage 3). This profile includes approved funding as part of the Fall 2019 Supplemental Capital Budget Adjustment (SCBA) for the Stage 1 upgrades between Rabbit Hill Road and Whitemud Drive and Stage 2, as well as funding from the Province of Alberta towards the completion of Stage 1, transit and active mode elements in Stage 2, and Stage 3.

Funding approved as part of the Fall 2019 SCBA includes a total of \$104 million towards the following scope of work:

- Stage 1: Planning, design and delivery of the widening of Terwillegar Drive to four lanes in each direction between Rabbit Hill Road and Whitemud Drive (three for motor vehicles and one dedicated lane for transit)
- Stage 2: Planning, design and delivery of supporting upgrades to the Whitemud Drive/Terwillegar Drive interchange, including transit priority measures.
- Stage 2: Planning, design and delivery of supporting upgrades to Whitemud Drive between Fox Drive and 122 Street, including widening and associated upgrades.
- Stage 2: Planning, design and delivery of rehabilitation and widening of the Rainbow Valley Bridges, including transit priority measures.
- Stage 2: Planning and design of the 142 Street pedestrian/cyclist bridge over Whitemud Drive.

In July 2020, the Province of Alberta announced additional funding allowing for the completion of additional stages of the Terwillegar Drive Expressway project, including:

- Stage 1: Delivery of the widening of Terwillegar Drive to four lanes in each direction between Anthony Henday Drive and Rabbit Hill Road (three for motor vehicles and one dedicated lane for transit).
- Stage 1: Delivery of a new shared-use path along the east side of Terwillegar Drive
- Stage 2: Delivery of the 142 Street pedestrian/cyclist bridge over Whitemud Drive.
- Stage 3: Planning, design and delivery of upgrades to the Anthony Henday Drive / Whitemud Drive interchange, including an additional northbound bridge, ramp upgrades, transit priority measures and Terwillegar Drive/170 Street widening.

## PROFILE BACKGROUND

Terwillegar Drive is a major arterial, constructed starting in the 1980s with the intention that it would ultimately become a freeway. Whitemud Drive was originally planned as a facility to accommodate the movement of goods, services and people by motor vehicles. A new plan centred around upgrading Terwillegar Drive to an expressway emerged in mid-2017. In October 2018, Urban Planning Committee approved a motion to advance the expressway plan for Terwillegar Drive.

In the Spring 2019 SCBA, funding was approved for Stage 1 of the plan as well as the planning and design of Stage 2. This funding included partnership funding through the Alberta Community Transit Fund (ACTF). In fall 2019, the ACTF was cancelled and this Capital Profile (19-22-9006) was prepared to account for the elimination of the Province's funding. Funding was approved for an alternate staging plan in the Fall 2019 SCBA. In July 2020, the Province of Alberta committed funding towards the plan, allowing for the completion of all three stages. This amended profile captures the originally approved scope of work and the additional scope of work included in the Province's funding commitment.

## PROFILE JUSTIFICATION

During peak hours, traffic along portions of Terwillegar Drive approaches the available capacity thresholds, resulting in congestion and delays for motorists and a reduction of the speed and reliability of transit services. Additionally, active modes are poorly accommodated along Terwillegar Drive, with major gaps and substandard east/west connections. Upgrades are required to accommodate the anticipated travel demand growth in Southwest Edmonton. This includes accommodating planned transit services and the planned active transportation network (District Connector Network), as well as addressing critical congestion and safety issues along Terwillegar Drive.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience, by creating a community to connect people to what matters to them.

**ALTERNATIVES CONSIDERED**

The alternatives to this profile include the previously approved alternate staging plan (19-22-9006) and advancing the previous freeway plan for Terwillegar Drive. The alternate staging plan included the widening of Terwillegar Drive to four lanes in each direction between Rabbit Hill Road and Whitemud Drive, supporting upgrades to the Whitemud Drive/Terwillegar Drive interchange, supporting upgrades to Whitemud Drive between Fox Drive and 122 Street, the rehabilitation and widening of the Rainbow Valley Bridges, as well as the planning and design of the 142 Street pedestrian/cyclist bridge over Whitemud Drive. Completing only the alternate staging plan would potentially result in the loss of the Provincial funding and lost opportunity support the City's four strategic goals. The previously approved freeway plan would not reflect public priorities, achieve direction from Edmonton's City Council and align with emerging City plans and policies.

**COST BENEFITS**

Tangible benefits include decreased travel time, decreased collision rates, decreased emissions, improved transit use and improved connectivity and access for active modes. Intangible benefits include maintained or improved citizen satisfaction with roadway capacity and transit service in the area.

**KEY RISKS & MITIGATING STRATEGY**

The key risks for this program include the funding being approved prior to Checkpoint #3, potential budget and schedule issues due to the complexity of widening the existing Rainbow Valley Bridges and public perception of the project and construction impacts. Mitigation strategies include advancing the project to Checkpoint #3 as quickly as possible to refine the estimates of cost, budget and schedule, ensuring transparent project management to monitor and control the program's scope, schedule and budget, and information sharing with the public to share details about the project, including the construction impacts.

**RESOURCES**

Planning and design will be completed using several consultants retained through a competitive procurement process. Construction will be completed by one or more contractors retained through the City's tendering process.

**CONCLUSIONS AND RECOMMENDATIONS**

To address critical congestion issues along this corridor, improve the accommodation of transit, and advance planning and design of active mode upgrades, it is recommended that funding for this project be approved.

**CHANGES TO APPROVED PROFILE**

2020 Spring SCBA (#20-11, CM-08): Transfer \$1.3 million of Pay-as-you-go funding from Profile 19-22-9004 (previously approved Terwillegar Drive Stage 1 profile) to the new alternate staging profile 19-22-9006 and apply against carry forward costs for planning and design from 2019 and earlier.

2022 Spring SCBA (#22-10, 3.2-2): This scope change is required to allow for integration of the renewal work for the Rainbow Valley Bridges with the bridge widening included in the Terwillegar Drive Expressway Upgrade project. The total cost of this work is estimated to be \$19,500,000, and would be funded with tax-supported debt. This funding is required now to allow the preliminary construction activities to advance without unnecessarily extending the overall construction schedule or adding additional expense by having it advance separately.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Terwillegar Drive Expressway Upgrades - Alternate Staging**  
 PROFILE NUMBER: **19-22-9006**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		<b>APPROVED BUDGET</b>										
Approved Budget												
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
2019 Cap Council	35,900	35,300	23,500	8,000	-	-	-	-	-	-	-	102,700
2020 Cap Administrative	1,300	-	-	-	-	-	-	-	-	-	-	1,300
2020 Cap Capital Budget Adj (one-off)	5,300	22,500	37,000	25,500	21,000	4,200	1,000	-	-	-	-	116,500
2021 Cap Capital Budget Adj (one-off)	-135	-234	-	-	-	-	-	-	-	-	-	-369
2021 Cap Carry Forward	-22,427	22,427	-	-	-	-	-	-	-	-	-	-
2022 Cap Council	-	19,500	-	-	-	-	-	-	-	-	-	19,500
<b>Current Approved Budget</b>	<b>19,937</b>	<b>99,494</b>	<b>60,500</b>	<b>33,500</b>	<b>21,000</b>	<b>4,200</b>	<b>1,000</b>	-	-	-	-	<b>239,631</b>
<b>Approved Funding Sources</b>												
Pay-As-You-Go	2,010	-1,079	-	-	-	-	-	-	-	-	-	931
Provincial Grant	2,482	25,318	37,000	25,500	21,000	4,200	1,000	-	-	-	-	116,500
Tax-Supported Debt	15,445	75,255	23,500	8,000	-	-	-	-	-	-	-	122,200
<b>Current Approved Funding Sources</b>	<b>19,937</b>	<b>99,494</b>	<b>60,500</b>	<b>33,500</b>	<b>21,000</b>	<b>4,200</b>	<b>1,000</b>	-	-	-	-	<b>239,631</b>

<b>BUDGET REQUEST</b>	Budget Request	-	-	-	-	26,821	15,000	2,000	-	-	-	-	43,821
	Revised Funding Sources (if approved)												
	Tax-Supported Debt	-	-	-	-	26,821	15,000	2,000	-	-	-	-	43,821
	Requested Funding Source	-	-	-	-	26,821	15,000	2,000	-	-	-	-	43,821

<b>REVISED BUDGET (IF APPROVED)</b>	Revised Budget (if Approved)	19,937	99,494	60,500	33,500	47,821	19,200	3,000	-	-	-	-	283,452
	Requested Funding Source												
	Pay-As-You-Go	2,010	-1,079	-	-	-	-	-	-	-	-	-	931
	Provincial Grant	2,482	25,318	37,000	25,500	21,000	4,200	1,000	-	-	-	-	116,500
	Tax-Supported Debt	15,445	75,255	23,500	8,000	26,821	15,000	2,000	-	-	-	-	166,021
<b>Requested Funding Source</b>	<b>19,937</b>	<b>99,494</b>	<b>60,500</b>	<b>33,500</b>	<b>47,821</b>	<b>19,200</b>	<b>3,000</b>	-	-	-	-	<b>283,452</b>	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		<b>REVISED BUDGET (IF APPROVED)</b>											
Construction		9,787	99,194	60,500	33,500	47,821	19,200	3,000	-	-	-	-	273,002
Design		10,150	300	-	-	-	-	-	-	-	-	-	10,450
<b>Total</b>		<b>19,937</b>	<b>99,494</b>	<b>60,500</b>	<b>33,500</b>	<b>47,821</b>	<b>19,200</b>	<b>3,000</b>	-	-	-	-	<b>283,452</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRAFFIC SIGNALS - DEVELOPER AND ARA FUNDED**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-66-2525**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Parks and Roads Services**

LEAD MANAGER: **Craig McKeown**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>16,000</b>
TOTAL PROFILE BUDGET:	<b>16,000</b>

## PROFILE DESCRIPTION

Traffic signals are required due to new developments. Fully funded by private developers and/or Arterial Road Assessments. The need for new signals will fluctuate dependent on the volume of development. Budget is estimated based on historical trends and based on an average cost per location, this profile would be able to construct 16 signals per year.

## PROFILE BACKGROUND

Traffic signals required due to new developments. Fully funded by private developers and/or Arterial Road Assessments. The need for new signals will fluctuate dependent on the volume of development. Budget is estimated based on historical trends.

## PROFILE JUSTIFICATION

Traffic signals are installed based on engineering standards and guidelines to accommodate safe and efficient movement of all travel modes. Traffic signals provide safe crossing and opportunities for pedestrians, cyclists and traffic movements.

## STRATEGIC ALIGNMENT

- Community of Communities and Rebuildable City: This profile supports build out of transportation system through new developments.
- Inclusive and Compassionate: equitable access to safety and ensuring lived experience is built into the program.

## ALTERNATIVES CONSIDERED

This profile exists to capture cost of constructing City owned traffic signals assets. Funding is provided by external parties or recovered through the Arterial Roadway Assessments (ARA) bylaw. Alternative is to remove this profile and consider all such externally funded construction as contributed assets.

## COST BENEFITS

Tangible: new infrastructure at newly developed areas and locations of lengthy wait times. Improvements to function of transportation system, especially impacting safety, such as reduced risk of collisions, reduced volume and severity of collisions, fatalities, and infrastructure damage.

Intangible benefits: efficient movement of goods and people, reduced environmental impacts from vehicle idling (gas emissions), enhanced public safety, efficient traffic management processes.

## KEY RISKS & MITIGATING STRATEGY

Population growth and other demographic factors result in an increasing demand on the Transportation network. Sufficient funding should be provided to implement the appropriate infrastructure to meet the demand.

## RESOURCES

Profile accounts for cost and possible Full-time Equivalent (FTE) support to enable the planning and delivery of up to 16 developer-funded signals per year, and increase from the previous years where 10 signals were funded.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended that this profile be created in the new budget cycle and used to separate the signals that are externally funded from the base tax levy. This leverages funding already put aside through the development process in order to facilitate growth in the transportation system.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Traffic Signals - Developer and ARA Funded**  
 PROFILE NUMBER: **CM-66-2525**  
 BRANCH: **Parks and Roads Services**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	4,000	4,000	4,000	4,000	-	-	-	-	-	16,000
	Revised Funding Sources (if approved)												
	Developer ARA	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Developer Financing	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source	-	-	4,000	4,000	4,000	4,000	-	-	-	-	-	16,000

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	4,000	4,000	4,000	4,000	-	-	-	-	-	16,000
	Requested Funding Source												
	Developer ARA	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Developer Financing	-	-	2,000	2,000	2,000	2,000	-	-	-	-	-	8,000
	Requested Funding Source	-	-	4,000	4,000	4,000	4,000	-	-	-	-	-	16,000

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	-	3,813	3,813	3,813	3,813	-	-	-	-	-	-
Design	-	-	188	188	188	188	-	-	-	-	-	-	750
	Total	-	-	4,000	4,000	4,000	4,000	-	-	-	-	-	16,000

## OPERATING IMPACT OF CAPITAL

Type of Impact: External Services

Branch:	2023				2024				2025				2026			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Parks and Roads Services	-	32	32	-	-	32	32	-	-	32	32	-	-	32	32	-
<b>Total Operating Impact</b>	-	<b>32</b>	<b>32</b>	-	-	<b>32</b>	<b>32</b>	-	-	<b>32</b>	<b>32</b>	-	-	<b>32</b>	<b>32</b>	-



# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Traffic Signals - Developer and ARA Funded</b>			
<b>PROFILE NUMBER: CM-66-2525</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Traffic Signals - Developer and ARA Funded	Traffic signals are required due to new developments. Fully funded by private developers and/or Arterial Road Assessments. The need for new signals will fluctuate dependent on the volume of development. Budget is estimated based on historical trends and based on an average cost per location, this profile would be able to construct 16 signals per year.	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSIT COMMUNICATIONS RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-66-3000**

PROFILE STAGE: **Approved**

DEPARTMENT: **City Operations**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Edmonton Transit Service**

LEAD MANAGER: **Carrie Holton-MacDonald**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Public Transit**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
2	98

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	7,918
TOTAL PROFILE BUDGET:	7,918

## PROFILE DESCRIPTION

Replacement of various transit communications equipment and systems such as ticketing system, control room workstations and main servers that run LRT communication systems; data centre/comm room upgrades at LRT stations & Bus Transit Centres; Traction Power Substations (TPSS) and signal system upgrades; video storage system upgrades; safety/security devices upgrades (cameras, emergency phones, access control, key security); PIDS System Renewal (LED signs, audio devices, & public messaging). The work within this profile reflects industry standards for managing transit communications infrastructure and is in alignment with the recommended RIMS allocation.

## PROJECT LIST

2023-2026 BUDGET CYCLE: Common Infrastructure Environment (Computer, Facilities, Network, and Storage); ETS Security and Safety System Upgrade/Renewal; PIDS System Upgrade/Renewal.

## PROFILE BACKGROUND

The communications systems used by ETS provide a way for fare collection, CCTV surveillance, building management, public address, LED message signs, emergency phones, two-way radio, train control, Edmonton Transit Dispatch System (ETDS) & Transit Operator Performance System (TOPS) replacement, and power substation control to function. These systems range from customer facing to mission critical back-end control systems that affect the functionality of the ETS system on a day to day basis.

## PROFILE JUSTIFICATION

A number of communication systems and equipment are very old and have exceeded their expected life span. Remedial actions are required to maintain the safety and operating efficiency (reliability and serviceability) of the communications systems.

## STRATEGIC ALIGNMENT

Project & Asset Management: Upgrades current software and hardware assets that are crucial for efficient transit service delivery.  
 Technology & Data: Ensures that valid data from various systems can continue to be tracked for performance reporting and decision-making purposes.  
 Public Safety: Updates safety-related systems such as emergency phones, which riders and staff use to report incidents, and CCTV surveillance for greater operational awareness.  
 Employee Experience & Safety: Reliable communications systems are critical to operational effectiveness and safety.

## ALTERNATIVES CONSIDERED

An alternative approach is to continue with the existing systems, leading to increased operating budget for system maintenance, potentially prolonged outages and reduced system flexibility.

## COST BENEFITS

Costs are based on cost experience for previous similar work.

Tangible benefits include lower maintenance cost and increased reliability and serviceability of the communication system and equipment.

Intangible benefits include improvement in Transit operational efficiency and improved safety and security with the implementation of upgraded system and new technology and thus improving citizen's satisfaction.

## KEY RISKS & MITIGATING STRATEGY

Risks include: Costs of goods and services increase at a higher rate than projected and the City's available internal resources are not sufficient to manage the work.

## RESOURCES

LRT Communications Group will be managing all the projects. The projects will require external Contractors for procurement, installation, testing, commissioning and documentation of the system and equipment.

## CONCLUSIONS AND RECOMMENDATIONS

That funding for this profile be approved to upgrade communication system, equipment and associated infrastructure.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Transit Communications Renewal**  
 PROFILE NUMBER: **CM-66-3000**  
 BRANCH: **Edmonton Transit Service**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	1,980	1,980	1,980	1,980	-	-	-	-	-	7,918
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	1,980	1,980	1,980	1,980	-	-	-	-	-	7,918
	Requested Funding Source	-	-	1,980	1,980	1,980	1,980	-	-	-	-	-	7,918

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	1,980	1,980	1,980	1,980	-	-	-	-	-	7,918
	Requested Funding Source												
	Pay-As-You-Go	-	-	1,980	1,980	1,980	1,980	-	-	-	-	-	7,918
	Requested Funding Source	-	-	1,980	1,980	1,980	1,980	-	-	-	-	-	7,918

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	488	488	488	488	-	-	-	-	-
	Equip FurnFixt	-	-	536	536	536	536	-	-	-	-	-	2,145
	Technology	-	-	955	955	955	955	-	-	-	-	-	3,821
	Total	-	-	1,980	1,980	1,980	1,980	-	-	-	-	-	7,918

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME: Transit Communications Renewal**

**PROFILE NUMBER: CM-66-3000**

**BUDGET CYCLE: 2023-2026**

Project Number	Project Name	Description	Percentage Funded
230001	Computer Refresh	Project to fully license Windows Server for unlimited server instances of the latest windows server OS version	100
230002	Storage Replacement	Project to lifecycle the flash storage for all video recordings in the ETS system	100
230003	Network Device Refresh	Project to lifecycle out of date and end of life access switches at the Network Edge	15
230004	Operations Refurbishment	Project to upgrade and enhance the Network Monitoring and Service Management solution to gain better insight into all devices on the network. Project to document and standardize cabling connections and communication rooms in the system and ensure better documentation going forward.	15
230005	Station Cabling refurbishment	Project to begin upgrading some stations with powered fiber to replace legacy cabling	15
230006	Security Refurbishment	Replacement of all cameras at Centennial, Ferrier, Davies, Mitchell, DATS, and Patterson Garage. Replacement of Cameras at 111 Street underpass and McK underpass. Augment and cover blind spots in camera coverage in stations and ETS facilities. Facilitate greater operational awareness of card access system.	15
230007	PAVMS refresh	Renewal of VMS signs and Amplifiers and refresh train arrival software.	15
230008	NICE Recorder refresh	Renewal of the NICE recording system and upgrade.	100
230009	Phone renewals	Renewal of emergency phones in stations and other phone end devices.	15
230010	Radio System renewals	Replacement of radios and radio consoles	5
230011	Control Room renewal	Lifecycle control workstations and Display Wall	100
230012	BMS Panel refresh	Lifecycle Building Management System panels	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSPORTATION: BRIDGES & AUXILIARY STRUCTURES - RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-24-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>20</b>	<b>80</b>

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>209,836</b>
TOTAL PROFILE BUDGET:	<b>209,836</b>

## PROFILE DESCRIPTION

The Bridge and Auxiliary Structure Renewal program outlines a cost effective long term and strategic approach to address Edmonton's Infrastructure needs and the renewal of bridges, culverts, stairs and boardwalks, retaining walls, sound walls and traffic barriers. It also includes related work such as streetlighting and traffic signal rehabilitation, mature tree Management, active mode and other design improvements when required. Whenever possible, the work is conducted in conjunction with relevant growth programs such as roadway widening and LRT/Transit expansion.

### Initiative Description

This composite profile provides for the renewal of bridges and auxiliary structures that approach the end of their service life, that are structurally deficient, and/or functionally obsolete.

### Anticipated Outcomes

The anticipated outcomes of the work of this profile is to maintain or improve condition of the assets to good or very good condition through capital renewal of the asset or components of the asset. This will have a long term impact to infrastructure levels of service and cost of operations.

### Scope

This composite program provides for the renewal (as defined by City Policy C598) of bridges (roadway, rail, pedestrian, culvert), and auxiliary structures such as stairs and boardwalks, noise attenuation walls, retaining walls, and traffic barriers that are structurally deficient and/or functionally obsolete.

### Out of Scope

Work considered as operational maintenance which does not increase the value, or extend the life of the asset or its components beyond their design specifications will be excluded from the scope of this profile.

## PROFILE BACKGROUND

The Bridge and Auxiliary Structure Renewal program outlines a cost effective long term and strategic approach to address Edmonton's Infrastructure needs and the renewal of bridges (roadway, rail, pedestrian, culvert), and auxiliary structures such as stairways and boardwalks, retaining walls, sound walls and traffic barriers.

Renewal of the bridge structures improves the current condition as well as overall inventory condition, improves the selected structure's load carrying capacity to current standards, increases the service/design lives as intended and increases the safety of all users. Additionally, auxiliary structures require renewal or replacement due to deterioration and upon reaching the end of the service life. Maintaining access, transportation movements, public safety and maintaining urban form are key outcomes of this program. The structures must be maintained and proactively renewed before its condition requires more costly reconstruction/replacement.

**PROFILE JUSTIFICATION**

The City owns and operates approximately 412 bridges of different types, that would cost the City over \$2 billion to replace. Renewal of bridge structures improves the overall inventory condition, improves the selected structure's load carrying capacity to meet current standards, increases the service and design lives as intended, and increases the safety of all users. Additionally, auxiliary structures require renewal or replacement due to deterioration and upon reaching the end of the asset life. Maintaining access, public safety and maintaining urban form are key outcomes of this program.

Bridge and auxiliary structure infrastructure should be maintained in accordance to its asset life cycle. Projects under this profile present a balanced approach of various capital improvement techniques (reconstruction, rehabilitation, preventative maintenance) to maximize asset value and asset life.

**Anticipated Outcomes:**

Sufficient funding levels will allow for all City bridge and auxiliary structures to receive capital improvements during optimal renewal intervals.

Typically bridges are designed and built for a scheduled service life of 75 years, with bridge realized lifespans being around 60 to 100 years. Some bridge elements such as the deck, joints/seals and bearings deteriorate faster than other components and their renewal is integrated into rehabilitation projects that occur over the lifespan of the bridge. As an example, under normal environmental conditions and traffic volumes, original bridge decks have an expected life of 40 years and are typically coupled with an asphalt renewal (typically pavement overlay) schedule of 10 to 15 years. Careful design, selection, and timing of rehabilitation strategies ensure the best integration of interventions to effectively and efficiently manage the risk profile and minimize the total cost of ownership of the bridge.

**Urgency of Need:**

The bridge and auxiliary structures assets are maintained and proactively renewed before structural conditions require more costly investment, such as major rehabilitation or replacement. This allows for cost effective investment in maintenance and rehabilitation strategies that extend and maximize the service life of structures. Key to this process is the ongoing inspection of bridge/auxiliary structure condition and careful prioritization of projects.

If adequate renewal investment is not met it will result in a lower level of service, and costly maintenance and reconstruction investments.

To "do nothing" allows further deterioration of the structure which translates to higher maintenance and higher future renewal costs and poor level of service (traffic disruptions, safety) and customer dissatisfaction. The "doing nothing" scenario would allow further deterioration and significant operating dollars will be expended to provide temporary repairs (to maintain traffic safety and access) resulting in a poor level of service. If the asset deteriorates below an acceptable level, there will be a severe or complete loss of service and will require costly emergency repairs or renewal work to reinstate service.

Population growth and other demographic factors result in higher usage of the bridge/auxiliary network and deteriorating rates that will negatively impact the efficient movement of goods and people (transit, bike, pedestrian) public satisfaction (disruption) and traffic safety.

**STRATEGIC ALIGNMENT**

The foundation of Bridge Asset Management is outlined in the City's Infrastructure Asset Management Policy C598, focusing on the following five principles:

- Service Delivery to Stakeholders
- Long-Term Sustainability & Resiliency
- Integrated, Holistic Approaches across City Departments
- Investment Decision-Making
- Innovation & Continuous Improvement

This work aligns with Managing the Corporation in the COE Corp Business Plan

**ALTERNATIVES CONSIDERED**

Renewal of structures is necessary for safety and serviceability. Using life cycle cost/benefit analysis demonstrates that the following alternatives are not as effective to fully funded Bridge and Auxiliary Structure renewal (replacement, rehab) program:

**Do Nothing/Unfunded Program:** No renewal work occurs and allowing further deterioration that increases future maintenance and renewal costs and increases the risk of asset failure while providing a poorer level of service. Unlike a road that someone can still drive on, the structure of a bridge can deteriorate to the point that it is no longer safe to remain open.

**Band Aid/Triage Renewal:** Simple renewal is completed, even if more extensive renewal (major rehab or replacement) is required, to bridge the time when funding is available for full renewal. This provides a lower overall level of service at higher cost over the full life cycle of the structure compared to timely renewal.

**COST BENEFITS**

The tangible benefits of this work include:

- Ensuring bridges and auxiliary structures remain in serviceable, safe condition and extend service/design lives
- Reduction or elimination of unplanned service outages

The intangible benefits of this work include:

- Improved goods and service movement
- Well maintained and reliable assets thus reducing risks
- Reduced congestion
- Enhanced livability and connectivity
- Customer/public satisfaction

## KEY RISKS & MITIGATING STRATEGY

Rehabilitation of existing structure has higher risk than construction of a new structure as the existing condition could be more worse than anticipated during design.

Mitigation: Provide contingency in schedule and funding

Major utilities (drainage, water, gas), railways, transit and traffic operations (detouring) may be challenged to coordinate their infrastructure work or service plans due to lack of resources, condition information, depth of utility lines or funding to meet the timelines of the City renewal program. Mitigate by coordinating with utilities 2-5 years in advance of renewal work to secure any necessary condition and renewal data, identifying opportunities, resolving issues, and completing the utility and/or railway work.

## RESOURCES

IIS will lead this work within existing resources. Lifecycle Management (LCM) with Infrastructure Maintenance (IM) and Transportation Planning and Design (TPD) will review and identify the needs. External resources will be retained to support as needed for development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

Conclusion:

The work in this profile is required to maintain the safety, reliability and current condition of bridges and auxiliary structures. The cost to postpone renewals comes with increasing risk to the public transit infrastructure and ultimately risk to the public. Do nothing allows further deterioration that leads to higher maintenance and higher future renewal costs, poor level of service (traffic disruptions, safety) and customer dissatisfaction. Significant cost will be expended to provide temporary repairs (to maintain traffic safety and lane availability). If an asset deteriorates below an acceptable level, there will be a severe or complete loss of service (i.e., early asset retirement) and will require costly emergency repairs or renewal for the asset to reinstate service.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Transportation: Bridges & Auxiliary Structures - Renewal**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-24-0000**

PROFILE TYPE: **Composite**

BRANCH: **Infrastructure Planning and Design**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	37,771	37,771	73,443	60,852	-	-	-	-	-	209,836
	Revised Funding Sources (if approved)												
	Canada Community-Building Fund	-	-	714	11,449	13,654	14,889	-	-	-	-	-	40,707
	Local Government Fiscal Framework	-	-	-	23,952	54,408	41,826	-	-	-	-	-	120,187
	Pay-As-You-Go	-	-	37,056	2,369	5,381	4,137	-	-	-	-	-	48,943
	Requested Funding Source	-	-	37,771	37,771	73,443	60,852	-	-	-	-	-	209,836

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	37,771	37,771	73,443	60,852	-	-	-	-	-	209,836
	Requested Funding Source												
	Canada Community-Building Fund	-	-	714	11,449	13,654	14,889	-	-	-	-	-	40,707
	Local Government Fiscal Framework	-	-	-	23,952	54,408	41,826	-	-	-	-	-	120,187
	Pay-As-You-Go	-	-	37,056	2,369	5,381	4,137	-	-	-	-	-	48,943
	Requested Funding Source	-	-	37,771	37,771	73,443	60,852	-	-	-	-	-	209,836

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-	-	32,105	32,105	62,426	51,725	-	-	-	-	-
Design		-	-	5,666	5,666	11,016	9,128	-	-	-	-	-	31,475
	Total	-	-	37,771	37,771	73,443	60,852	-	-	-	-	-	209,836

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

**PROFILE NAME:** Transportation: Bridges & Auxiliary Structures - Renewal

**PROFILE NUMBER:** CM-24-0000

**BUDGET CYCLE:** 2023-2026

Project Number	Project Name	Description	Percentage Funded
230001	18 Street over Horsehills Creek (B081)	Bridge Replacement	100
230002	167 Street SW over Whitemud Creek Bridge (B453)	Bridge Replacement	100
230003	Rainbow Valley Bridges (Westbound - B180)	Rehabilitation and widening of the bridge being delivered as part of Stage 2 of the Terwillegar Drive Expansion Program.	100
230004	Rainbow Valley Bridge (Eastbound - B162)	Rehabilitation and widening of the bridge being delivered as part of Stage 2 of the Terwillegar Drive Expansion Program.	100
230005	Kinnaird Bridge on Jasper Ave at 82 St. (B024)	Contract is awarded for minor rehabilitation to be completed in 2023 concurrent to Latta Bridge Replacement project.	100
230006	Low Level Bridge Southbound (B037)	Bridge Rehabilitation - Design work is underway to extend the life of the structure for approximately an additional 20 years.	100
230007	Low Level Bridge Northbound (B001)	Bridge Rehabilitation - Design work is underway to extend the life of the structure for approximately an additional 20 years.	100
230008	98 Avenue Eastbound Bridge over Scona Road (B126)	Bridge Minor Rehabilitation and Roof Girder Strengthening - Construction will be coordinated with northbound Low Level Bridge construction to manage traffic disruption.	100
230009	Scona Road Bridge (B065)	Bridge Rehabilitation work to be coordinated with northbound Low Level Bridge construction to manage traffic disruption.	100
230010	Dawson Bridge (B005)	Bridge Rehabilitation	100
230011	97 Avenue Under CP Rail (B008)	Minor Rehabilitation - Assessment and the work will be coordinated with High Level Bridge Rehab project.	100
230012	Saskatchewan Dr Tunnel under 109 Street (B006)	Rehabilitation and Waterproofing - A new assessment Level 2 is required, and possible Roof Replacement. The work will be coordinated with High Level Bridge Rehab project.	100
230013	Wellington Bridge on 102 Avenue (B003)	Bridge Replacement - Design is underway. Construction is planned to begin after Valley Line West LRT is completed.	100
230014	17 Street over Yellowhead Trail Westbound (B133)	Bridge Rehabilitation - superstructure to be replaced.	100
230015	17 Street over Yellowhead Trail Eastbound (B142)	Bridge Rehabilitation - superstructure to be replaced.	100
230016	Coliseum Station over 118 Avenue (B151) LRT Bridge	Major Bridge Rehabilitation	100
230017	Mackinnon Ravine Trestle (B165) Ped. Bridge	Bridge Replacement - Design is underway. Construction is planned to begin in 2023. Existing bridge has been removed due to load carrying issue.	100
230018	Mill Creek Trestle (B034) Pedestrian Bridge	Bridge Replacement - Rehabilitation consideration given to heritage designated bridge.	100
230019	Beverly Bridge on Yellowhead Eastbound over North Saskatchewan River (B143)	Bridge Rehabilitation	100
230020	50 Street over Whitemud Drive (B202)	Bridge Minor Rehabilitation	100
230021	149 Street over Whitemud Drive (B104)	Bridge Rehabilitation: Scope to be developed, including review of options for rehabilitation vs replacement. 2nd engineering opinion (level 2 assessment) is required as this could make this project as rehabilitation.	100
230022	156 Street Over Whitemud Drive (B105)	Bridge Minor Rehabilitation or Major Maintenance	100
230023	Yellowhead Trail: 142 St. - St. Albert Trail Noise Wall (NW3006), Noisewall Rehab	Replacement to be coordinated with Yellowhead Trail project	100
230024	Yellowhead Trail: St. Albert Trail -127 Street Noise Wall (NW3007), Noise Wall Rehabilitation	Replacement to be coordinated with Yellowhead Trail project	100

# CAPITAL PROFILE REPORT

230025	Yellowhead Trail: 127 Street - 124 Street Noise Wall (NW3008), Noise Wall Rehabilitation	Replacement to be coordinated with Yellowhead Trail project	100
230026	34 Street at 61 Avenue (B057)	Culvert Replacement	100
230027	Mill Creek at 76 Avenue (B038)	Culvert Repair or Replacement based on condition assessment	100
230028	99 Street over Whitemud Drive (B252)	Level 2 assessment planned with Bridge Rehabilitation delivered sometime between 2025 - 2029 with actual schedule determined by assessment results and program budget availability	100
230029	178 Street over Whitemud Overpass (B223)	Level 2 assessment planned with Bridge Rehabilitation delivered sometime between 2025 - 2029 with actual schedule determined by assessment results and program budget availability	100
230030	112 Avenue over Wayne Gretzky Drive (B139)	Level 2 assessment planned with Bridge Rehabilitation delivered sometime between 2025 - 2029 with actual schedule determined by assessment results and program budget availability	100
230031	Clover Bar Bridge on Yellowhead (WB) over at N. Saskatchewan River (B292), Level 2 Assessment	Level 2 Assessment planned for delivery of the project to occur sometime after 2026.	100
230032	Stairs Rehabilitation - Replacement	Stairs Rehabilitation - Replacement; locations to TBD	100
230033	Retaining Wall Rehabilitation - Replacement	Retaining Wall Rehabilitation - Replacement; locations to TBD	100
230034	Guardrail Rehabilitation - Replacement	Guardrail Rehabilitation - Replacement; locations to TBD	100
230035	Bridge Emergent Program	Bridge Emergent Program; locations to TBD	100
230036	Bridge Paving Program	Bridge Paving Program; locations to TBD	100
230037	Bridge Joint Sealant Program	Bridge Joint Sealant Program; locations to TBD	100
230038	LRT Tunnel Assessment Program	LRT Tunnel Assessment Program; locations to TBD	100
230039	Bridge - Aux Assessment Program	Bridge - Aux Assessment Program; Level 2 assessment for Bridge and Auxiliary structures that are to be determined	100

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSPORTATION: GOODS MOVEMENT - ARTERIAL RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-22-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
7	93

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	64,843
TOTAL PROFILE BUDGET:	64,843

## PROFILE DESCRIPTION

The Goods Movement Arterial Renewal Program outlines a cost-effective, long-term strategic approach to address Edmonton's major road infrastructure needs via the renewal and rebuilding of roads, sidewalks, and streetlights and other associated infrastructure.

Provides for the renewal of roadway base, paving, curbs, gutters, and sidewalks on existing major and minor arterial roadways, as well as upgrading of oiled/gravel rural arterial truck routes. Work also includes pavement markings, minor geometric improvements, active modes connection improvements, traffic signal/controller rehabilitation, streetlighting, and land acquisition. This profile also includes equipment and technology used in assessment, programming and delivery of the arterial renewal program.

This program categories include: Arterial Reconstruction, Arterial Rehabilitation, Arterial Pavement Renewal, Rural Road Renewal and Pavement Investment Strategy, and Arterial Streetlight and Traffic Control Renewal.

Out of Scope:  
Alley, local, collector roadways

## PROFILE BACKGROUND

The Goods Movement Arterial Renewal Program outlines a cost-effective, long-term strategic approach to address Edmonton's major road infrastructure needs via the renewal and rebuilding of roads, sidewalks, and streetlights.

Problem/Opportunity:  
Population growth and other demographic factors result in higher usage of arterial roads and deteriorating rates that will negatively impact:  
- efficient movement of goods and people (transit, bike, pedestrian)  
- public satisfaction (potholes, disruption)  
- traffic safety

Arterial networks must be maintained and proactively renewed before its condition requires more costly major reconstruction.

Current Status:  
If adequate renewal investments are not met, it will result in lower level of service and costly maintenance and reconstruction investments.

## PROFILE JUSTIFICATION

In order to maintain an arterial road infrastructure, it should be maintained according to its asset life cycle. Projects under this profile present a balanced approach of various capital improvement techniques (reconstruction, overlay, crack sealing) to maximize asset value and asset life.

Anticipated Outcomes:  
During optimal renewal intervals, all City arterial roads will receive capital improvements if funding levels are adequate.

Urgency of Need:  
It is necessary to provide stable/predictable funding to address the renewal needs of (aging) current and future major roads (because of population and demographic trends) and to mitigate traffic disruption and maintenance (e.g. potholes). Arterial networks must be maintained and proactively renewed before its condition requires more costly major reconstruction.

## STRATEGIC ALIGNMENT

This work aligns with Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio though.

## ALTERNATIVES CONSIDERED

Using life cycle cost/benefit analysis demonstrates that the following alternatives are not as effective to fully funded arterial renewal (reconstruction, rehab) program:

Do Nothing/Unfunded Program - No renewal work occurs and allowing further deterioration that increases maintenance costs and increases the risk of asset failure.

Band Aid/Triage Renewal: Simple renewal is completed, even if more extensive renewal (reconstruction) is required, to bridge the time when funding is available for reconstruction.

Reconstruction First/Worse Only approach: Using Life cycle cost/benefit analysis demonstrates that a reconstruction-only program would take many more years to complete at a significantly higher cost versus the proposed holistic approach (reconstruction, rehab, and preventative maintenance).

## COST BENEFITS

Required to achieve committed service levels (less than 10% of the arterial inventory in need of rehab and maintaining network pavement condition at good).

Tangible benefits:

- Renewing aging infrastructure via cost-effective renewal investments
- Efficient movement of goods and people
- Increased service level and customer satisfaction.

Intangible benefits:

- Reduced environmental impacts
- Enhanced traffic safety.

## KEY RISKS & MITIGATING STRATEGY

Utility, Transit, Traffic Conflict/Coordination: Provide 2 years of planning before construction begins.

Industry/Internal Capacity: Provide time for internal/external resource planning.

Increased Cost of Construction: Competitive tender processes; early tenders for competitive pricing.

## RESOURCES

IIS will lead this work within existing resources. Lifecycle Management (LCM) in conjunction with Transportation Planning and Design (TPD) will review and identify the needs. External resources will be retained to support as needed for planning, development or delivery related activities.

## CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Public infrastructure is essential to residents and businesses. It's critical to the competitiveness of our economy, the quality of life citizens enjoy, and the delivery of public services. Timely, and intentional renewal of this infrastructure is essential to providing good service to the citizens of Edmonton by ensuring infrastructure is safe, and sustainable, while maximizing the value these assets provide. Require program to achieve committed service levels to effectively manage aging arterial roads, ensure efficient movement of goods and people, increase service level and customer satisfaction.

Recommendation

That funding be approved for this profile to renew and maintain the long term sustainability of the City's Arterial road network.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transportation: Goods Movement - Arterial Renewal**  
 PROFILE NUMBER: **CM-22-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**  
 PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	27,882	11,023	12,969	12,969	-	-	-	-	-	64,843
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	10,032	11,802	11,802	-	-	-	-	-	33,637
	Munc Sustain. Initiative - MSI	-	-	25,096	-	-	-	-	-	-	-	-	25,096
	Pay-As-You-Go	-	-	2,786	991	1,166	1,166	-	-	-	-	-	6,109
	Requested Funding Source	-	-	27,882	11,023	12,969	12,969	-	-	-	-	-	64,843

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	27,882	11,023	12,969	12,969	-	-	-	-	-	64,843
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	10,032	11,802	11,802	-	-	-	-	-	33,637
	Munc Sustain. Initiative - MSI	-	-	25,096	-	-	-	-	-	-	-	-	25,096
	Pay-As-You-Go	-	-	2,786	991	1,166	1,166	-	-	-	-	-	6,109
	Requested Funding Source	-	-	27,882	11,023	12,969	12,969	-	-	-	-	-	64,843

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-	-	23,700	9,370	11,023	11,023	-	-	-	-	-
Design		-	-	4,182	1,653	1,945	1,945	-	-	-	-	-	9,726
	Total	-	-	27,882	11,023	12,969	12,969	-	-	-	-	-	64,843

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: Transportation: Goods Movement - Arterial Renewal			
PROFILE NUMBER: CM-22-0000			
BUDGET CYCLE: 2023-2026			
Project Number	Project Name	Description	Percentage Funded
230001	Whitemud Drive: East Anthony Henday Drive - West Anthony Henday Drive	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230002	Whitemud Drive Eastbound Off Ramp: Whitemud Drive Eastbound - 66 Street	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230003	Whitemud Drive Westbound On Ramp: 75 Street - Whitemud Drive Westbound	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230004	Whitemud Drive Westbound: 50 Street Onramp - 75 Street Offramp	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230005	Whitemud Drive Westbound: 75 Street Offramp - 75 Street Onramp	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230006	Whitemud Drive Westbound: 75 Street Onramp - 91 Street Offramp	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230007	Whitemud Drive Westbound: 91 Street Offramp - 91 Street Onramp	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230008	Whitemud Drive Westbound: 91 Street Onramp - 99 Street Offramp	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230009	95 Avenue: 170 Street - 178 Street, Bike Infrastructure Enhancements	Arterial Pave with Growth, Enhancement (Bike Infrastructure) to be coordinated with 95 Avenue (163 St. - 170 St.) collector renewal and bike infrastructure enhancement project	100
230010	95 Avenue: 182 Street - 189 Street	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230011	17 Street Southbound: N-Whitemud Drive - S-Maple Ridge Drive	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	100
230012	101 Street: 102A Avenue - N-102 Avenue	Arterial Paving	100
230013	102A Avenue: 100 Street - 101 Street	Arterial Paving	100
230014	103 Avenue: 101 Street - 104 Street	Arterial Paving	100
230015	103 Avenue: 104 St. - 109 Street	Arterial Paving	100
230016	50 Street Southbound: 153 Avenue - Manning Drive	Arterial Paving	100
230017	50 Street Northbound: Manning Drive - 153 Avenue	Arterial Paving	100
230018	50 Street Southbound: Manning Drive - 137 Avenue	Arterial Paving	100

# CAPITAL PROFILE REPORT

230019	50 Street Northbound: 137 Avenue - Manning Drive	Arterial Paving	100
230020	167 Avenue: 88 St. - 97 St.	Arterial Paving	100
230021	Victoria Trail Southbound: 153 Avenue - 137 Avenue	Arterial Paving	100
230022	Victoria Trail Southbound: 137 Avenue - Yellowhead Trail	Arterial Paving	100
230023	Victoria Trail Northbound: Yellowhead Trail - 137 Avenue	Arterial Paving	100
230024	Victoria Trail Northbound: 137 Avenue - 153 Avenue	Arterial Paving	100
230025	100 Avenue: 102 St. - 109 Street	Arterial Paving	100
230026	101 Street: Jasper Avenue - S-102 Ave	Arterial Paving	100
230027	91 Street SW Northbound: Ellerslie Rd. SW - TUC	Arterial Paving	100
230028	91 Street SW Southbound: TUC - Ellerslie Rd. SW	Arterial Paving	100
230029	Arterial Paving Program	Arterial Paving Program; locations to TBD	100
230030	112 Street: Castle Downs Rd. - 171 Avenue	Arterial Rural Roadway Pavement Renewal - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch & drainage improvement as required.	100
230031	91 Street Southbound: 39 Avenue - 34 Avenue	Arterial Rural Roadway Pavement Renewal - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch & drainage improvement as required.	100
230032	91 Street Northbound: 34 Avenue - 39 Avenue	Arterial Rural Roadway Pavement Renewal - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch & drainage improvement as required.	100
230033	91 Street Southbound: Whitemud Drive - 39 Avenue	Arterial Rural Roadway Pavement Renewal - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch & drainage improvement as required.	100
230034	91 Street Northbound: 39 Avenue - Whitemud Drive	Arterial Rural Roadway Pavement Renewal - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch & drainage improvement as required.	100
230035	Yellowhead Trail Westbound: 89 Street - 107 Street	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230036	Yellowhead Trail Eastbound: 107 Street - 82 Street Off Ramp	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230037	Yellowhead Trail Eastbound Off - On Ramp: 82 Street - Yellowhead Trail Eastbound	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230038	Yellowhead Trail Eastbound Off - On Ramp: 82 Street - Yellowhead Trail Eastbound	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230039	Yellowhead Trail Eastbound Off - On Ramp: 82 Street - Yellowhead Trail Eastbound	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100



# CAPITAL PROFILE REPORT

230040	Yellowhead Trail Eastbound Off - On Ramp: 82 Street - Yellowhead Trail Eastbound	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230041	Yellowhead Trail Eastbound Off - On Ramp: 82 Street - Yellowhead Trail Eastbound	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230042	Yellowhead Trail Eastbound Off - On Ramp: 82 Street - Yellowhead Trail Eastbound	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230043	Yellowhead Trail Eastbound: 82 Street Off Ramp - 66 Street	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230044	Yellowhead Trail Eastbound Off - On Ramp: 50 Street - Yellowhead Trail Eastbound	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230045	Yellowhead Trail Eastbound Off - On Ramp: 50 Street - Yellowhead Trail Eastbound	Arterial Rehabilitation that is coordinated with the Yellowhead Trail Widening project.	100
230046	Yellowhead Trail Eastbound Off Ramp: Yellowhead Trail Eastbound - Victoria Trail	Arterial Paving that is coordinated with Yellowhead Trail Widening	100
230047	Yellowhead Trail Eastbound On Ramp: Victoria Trail Northbound - Yellowhead Trail Eastbound	Arterial Paving that is coordinated with Yellowhead Trail Widening	100
230048	Yellowhead Trail Eastbound On Ramp: Victoria Trail Southbound - Yellowhead Trail Eastbound	Arterial Paving that is coordinated with Yellowhead Trail Widening	100
230049	103A Avenue: 101 Street - 97 Street	Arterial Rehabilitation coordinated with CRL funded 103A Ave (101 St - 97 St) streetscape and pedestrian enhancementsCoordinated with CRL funding. Project limits may extend. Without the CRL funding it could be a pave only project.	100
230050	104 Avenue: 101 Street - 105 Street	Arterial Paving coordinated with growth funded 103A Ave - 104 Ave (97 St - 101 St) - (101 St - 105 St) streetscape and pedestrian enhancements	100
230051	107 Street: 118 Avenue - 123 Avenue	Arterial Rehabilitation that is coordinated with Yellowhead Trail Widening	100
230052	17 Street: 116 Avenue - Hayter Rd.	Arterial Paving that is coordinated with 17 Street over Yellowhead Trail bridge rehab project	100
230053	106 Street: Jasper Avenue - 102 Avenue	Arterial Reconstruction to be coordinated with Warehouse Campus Park project. Mostly funded by the Streetscape and coordinated with the Warehouse Campus. From renewal perspective the road is still in good condition but the curbs and sidewalks needs rehabilitation - Reconstruction. Coordinated with the Warehouse Campus project.	100
230054	McDougall Hill: MacDonald Drive - Rossdale Rd.	Arterial Rehabilitation to be coordinated with Scona Road Bridge - Low Level Bridges Rehab	100
230055	MacDonald Drive: 100 Street - 102 Street	Arterial Pave to be coordinated with Scona Road Bridge - Low Level Bridges Rehab	100
230056	Scona Ramps: Connors Rd. - James Macdonald Br.	Arterial Rehabilitation to be coordinated with Scona Road Bridge - Low Level Bridges Rehab	100
230057	Rossdale Road: 103 Street - Low Level Bridge	Arterial Rehabilitation to be coordinated with Scona Road Bridge - Low Level Bridges Rehab	100
230058	Connors Road: McDougall Hill - Grierson Hill [Northbound Entrance Ramp]	Arterial Rehabilitation to be coordinated with Scona Road Bridge - Low Level Bridges Rehab	100
230059	104 Street: 82 Ave. - Saskatchewan Dr.	Arterial Reconstruction - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required.	-

# CAPITAL PROFILE REPORT

230060	Jasper Avenue: 102 St. - 105 St.	Arterial Reconstruction - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required. For the project to proceed, the Imagine Jasper project has to be funded by council so that we can take advantage of the growth component funding to complete the project.	-
230061	Jasper Avenue: 105 St. - 109 St.	Arterial Reconstruction - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required. For the project to proceed, the Imagine Jasper project has to be funded by council so that we can take advantage of the growth component funding to complete the project.	-
230062	Jasper Avenue: 114 St. - 119 St.	Arterial Reconstruction - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required. For the project to proceed, the Imagine Jasper project has to be funded by council so that we can take advantage of the growth component funding to complete the project.	-
230063	Jasper Avenue: 119 St. - 124 St.	Arterial Reconstruction - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required. For the project to proceed, the Imagine Jasper project has to be funded by council so that we can take advantage of the growth component funding to complete the project.	-
230064	127 Street: S - 127 Ave. (railroad) - 127 Ave.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230065	127 Street: 127 Ave. - 137 Ave.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230066	Saskatchewan Drive: 104 St. - 99 St.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required. Current renewal work is scheduled for 2027-2030 but can be accelerated if coordinated the Saskatchewan Drive Bike and Active Network Improvements - Growth Project upon approval.	-
230067	Saskatchewan Drive: 109 St. - 104 St.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required. Current renewal work is scheduled for 2027-2030 but can be accelerated if coordinated the Saskatchewan Drive Bike and Active Network Improvements - Growth Project upon approval.	-
230068	111 Avenue: 97 St. - 104 St. - 106 St. - 109 St.	Arterial Reconstruction - complete roadway structure is reconstructed including road base, curbs and sidewalk, and renewal or replacement of traffic lighting and signals as required.	-
230069	118 Avenue: Groat Road - 142 St.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230070	178 Street: 118 Ave. - 107 Ave.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230071	107 Avenue: 116 St. - 127 St.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230072	118 Avenue: Groat Road - Kingsway	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230073	106 Street: 111 Ave. - Princess Elizabeth Ave.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230074	Groat Road: 111 Ave. - 118 Ave.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-

# CAPITAL PROFILE REPORT

230075	Stony Plain Road: 158 St. - 167 St.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230076	118 Avenue [Traffic Circle]: 97 St. - 103 St.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230077	90 Avenue: 50 St. - 75 St.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230078	82 Avenue: 83 St. - Mill Creek Bridge	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230079	82 Avenue: Mill Creek Bridge - 99 St.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230080	95 Street: 101 Ave. - 103A Ave.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230081	95 Street: 103A Ave. - 111 Ave.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230082	Bellamy Hill: 97 Ave. - MacDonald Dr.	Arterial Rehabilitation - road surface is milled off and a new asphalt surface is placed, sections of road base are replaced, portions of adjacent curbs and sidewalks are replaced traffic lighting and signals are renewed and bus stop pads are constructed in the roadway where required.	-
230083	97 Street [SBD]: Anthony Henday Dr. OP2 - 167 Ave.	Arterial Rural Roadway Pavement Renewal - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch & drainage improvement as required.	-
230084	97 Street [NBD]: 167 Ave. - Anthony Henday Dr. OP2	Arterial Rural Roadway Pavement Renewal - where rural cross section paved road pavement structure is renewed. Pavement pavement renewal can includes a wide range of renewal options but the typical pavement renewal option for the rural roads pavement overlay with select spot repair to full depth reclamation with shoulder and ditch & drainage improvement as required.	-
230085	100 Avenue: 178 St. - TUC	Arterial Pave	-
230086	111 Avenue: 170 St. - Anthony Henday Dr.	Arterial Pave	-
230087	100 Avenue: TUC - E 215 St.	Arterial Pave	-
230088	124 Street: 107 Ave. - 109 Ave.	Arterial Pave	-
230089	124 Street: Jasper Ave. - 107 Ave.	Arterial Pave	-
230090	97 Street: 107A Ave. - 105 Ave.	Arterial Pave	-
230091	100 Avenue: 109 St. - 116 St.	Arterial Pave	-
230092	Fox Drive: Belgravia Rd. - E - Whitemud Dr.	Arterial Pave	-
230093	Mark Messier Trail: N - 137 Ave. - TUC	Arterial Pave	-
230094	50 Street [NBD]: 34 Ave. - Whitemud Dr. Ramps	Arterial Pave	-
230095	50 Street [SBD]: Whitemud Dr. Ramps - 34 Ave.	Arterial Pave	-
230096	Belgravia Road [EBD]: Fox Dr. - 71 Ave.	Arterial Pave	-

# CAPITAL PROFILE REPORT

230097	Belgravia Road [WBD]: Fox Dr. - 71 Ave.	Arterial Pave	-
230098	71 Avenue [WBD]: Belgravia Rd. - 113 St.	Arterial Pave	-
230099	71 Avenue [EBD]: Belgravia Rd. - 113 St.	Arterial Pave	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSPORTATION: PLANNING AND DESIGN - GROWTH**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-20-2020**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER: **Infrastructure Delivery**

PARTNER MANAGER: **Jason Meliefste**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	<b>757</b>
TOTAL PROFILE BUDGET:	<b>757</b>

## PROFILE DESCRIPTION

This composite program supports preliminary planning and design work on transportation capital projects prior to budget approval. This approach is consistent with Administration's implementation of the Project Development & Delivery Model (PDDM), as well as the Capital Governance Policy that was approved by Council. Funding in the profile will be used to support project development (concept planning, preliminary engineering and other planning and design activities, including public engagement). This composite profile will develop projects that may move to delivery in the current budget cycle or next budget cycle.

## PROFILE BACKGROUND

In 2016, Administration developed the Project Development and Delivery Model (PDDM) to adhere to the Capital Governance Policy (C591). The PDDM is a framework to managing capital infrastructure projects, and aims to achieve the following outcomes:

- Better information to make capital investment decisions.
- Improved project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.
- Systematic evaluation of projects against the initial project business case and scope.

During the subsequent Fall 2016 Supplemental Capital Budget Adjustments (SCBA), Council approved the CM-99-0001 - Infrastructure, Planning and Design - Composite Growth profile, which provided capital funding for the planning and design of projects with the Infrastructure Planning and Design branch through to PDDM Checkpoint 3.

This profile includes the development of Transportation Growth Projects.

## PROFILE JUSTIFICATION

To adhere with the PDDM, planning and design work should be completed on projects prior to the project's budget being approved in its entirety by Council. This composite profile will fund that work so Administration can provide Council with better information regarding the scope, schedule and budget of transportation projects prior to funding the entire project, reducing the risk of cost overruns, schedule issues, and other unforeseen problems.

## STRATEGIC ALIGNMENT

This composite profile furthers the City's Big City Moves, including A Community of Communities, A Rebuildable City, Greener as we Grow, and Inclusive and Compassionate by advancing transportation planning and design projects that support densification, foster gathering places for people, implement environmentally conscious design approaches and material selections, increase greenery, create accessible infrastructure, and enable mode shift through improved active and transit connections.

## ALTERNATIVES CONSIDERED

Planning work for the next budget cycle too late will increase the risk of not meeting the completion schedule and budget. Lack of planning can also lead to increased risk during delivery, increased costs, delays, and reputational impacts. Additionally, funding for the planning and design work is crucial as it allows the projects identified to utilize the PDDM approach, as mandated by Council. Implementation of PDDM will not be possible if funding is unavailable to carry out the planning and design work as indicated.

## COST BENEFITS

The planning and design composite profiles are intended to improve information to Council to make better-informed capital investment decisions:

- Early investment in design to support detailed business cases.
- Structured process to evaluate readiness, scope and prioritization.
- Increased confidence around budget and schedule estimates

## **KEY RISKS & MITIGATING STRATEGY**

One key risk of the PDDM approach surrounds what would occur should a capital project not be approved after spending resources on planning and design. Current mitigation is the ongoing reporting to City Council regarding capital priorities, while future mitigation could be the improvement to the long term capital planning process. This will ensure that projects being advanced through the planning and design composite are Council and City priorities in line with corporate strategies, goals, and objectives.

## **RESOURCES**

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to complete the work. Specialized external resources may be needed for some projects or tasks, procured in accordance with corporate procurement directives and policies.

## **CONCLUSIONS AND RECOMMENDATIONS**

Capital funds are required to advance the planning and design of capital growth projects in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction. Approval of this capital profile is required to fund planning and design work in adherence to the PDDM process.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transportation: Planning and Design - Growth**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-20-2020**

PROFILE TYPE: **Composite**

BRANCH: **Infrastructure Planning and Design**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	42	297	280	138	-	-	-	-	-	757
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	42	297	280	138	-	-	-	-	-	757
	Requested Funding Source	-	-	42	297	280	138	-	-	-	-	-	757

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	42	297	280	138	-	-	-	-	-	757
	Requested Funding Source												
	Pay-As-You-Go	-	-	42	297	280	138	-	-	-	-	-	757
	Requested Funding Source	-	-	42	297	280	138	-	-	-	-	-	757

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Design	-	-	42	297	280	138	-	-	-	-	-
	Total	-	-	42	297	280	138	-	-	-	-	-	757

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Transportation: Planning and Design - Growth</b>			
<b>PROFILE NUMBER: CM-20-2020</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Imagine Jasper Avenue (114 to 124 Street) Detailed Design and Delivery (In Abeyance)	Imagine Jasper Avenue (114 to 124 Street) Detailed Design and Delivery	100



# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSPORTATION: PUBLIC TRANSIT - RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-21-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Public Transit**

Major Initiative: **Alberta Community Transit Fund**

<b>GROWTH</b>	<b>RENEWAL</b>
<b>10</b>	<b>90</b>

<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>BUDGET REQUEST:</b>	<b>31,843</b>
<b>TOTAL PROFILE BUDGET:</b>	<b>31,843</b>

## PROFILE DESCRIPTION

This profile provides for the renewal of the existing public transit systems, equipment and associated infrastructure, incorporating new technology, design codes and City standards as required. This profile includes renewal and minor upgrades of LRT facilities, structures, ancillary equipment, LRT tunnels, bridges and track & right-of-way elements, crossings and turnouts, transit centres, busways and bus stops, system wide wayfinding and barrier free access renewals. Critical projects include addressing safety, security and accessibility issues, track tie and fixation replacement, Backup power and generator systems replacements, elevator and escalator renewals and tunnel/station life safety systems replacements. High priority projects include LRT track turnout replacements, replacement of bus stop pads at end of life, renewal of bus transit centre components, park & ride lot and busway renewal, replacement of mechanical, electrical and building systems equipment in the LRT and bus stations, leakage control, bus stop pad renewal, substations structures, washrooms, sprinkler systems and wayfinding renewals to meet the corporate standard.

## PROFILE BACKGROUND

Edmonton Transit currently has 15 LRT stations, over 41 km of track and 5 km of tunnels, 26 Transit Centres and approximately 7,000 bus stops. A significant amount of transit infrastructure is approaching 40 years of age. A number of assets have exceeded their useful life. The proposed renewal program addresses the most critical of the known issues within this infrastructure. The work in this profile is required to maintain the safety, reliability and condition of ETS bus and LRT base infrastructure. Systems range from customer facing to mission critical back-end systems that affect the functionality of the ETS system on a day to day basis.

Some of the original LRT track sections are more than 40 years old and have deteriorated to a very poor condition. Over the life of this track, ongoing maintenance efforts have kept the train traffic operable. However, due to failing condition, slow orders are often in place which lowers the speed of trains in the area to a safe speed of 30 km/h from an ideal operating speed of 70 km/h.

## PROFILE JUSTIFICATION

Transit centers, LRT stations, and tracks must undergo life cycle replacements to remain safe and reliable. A number of the existing transit systems and equipment are very old and have exceeded their expected life span. Existing infrastructure renewal is required to meet customer needs and restore the safety and operating efficiency (reliability and serviceability) of the various systems. A number of accessibility issues have been identified to be addressed in order to align with barrier-free standards.

Recent condition assessments confirm the appropriateness of performing this work at this time. Deferring this work will result in higher operating and maintenance costs, increased risk to public safety and service impacts (including service delays to accommodate emergent maintenance).

## STRATEGIC ALIGNMENT

This work aligns with the climate resilience section of ConnectEdmonton. It also aligns with Providing Excellent Services and Managing the Corporation in the COE Corp Business Plan. In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio through.

## ALTERNATIVES CONSIDERED

This composite profile aligns with the Guiding Values, Belong, Live, Thrive, Access, Preserve and Create. These guiding values were identified by Edmontonians as to the way they want to experience their future city and are the basis for the City Plans.

In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio. This includes

- Rehabilitation: The action of restoring or replacing parts or components of an infrastructure asset to a former condition or status. Generally, it involves repairing the asset to deliver its original level of service without significant upgrading or renewal, using available techniques and standards.
- Replacement - The action of replacing an infrastructure asset so as to provide similar, or an agreed alternative, level of service.

## **COST BENEFITS**

### Tangible:

- Improved reliability
- Serviceability
- ETS operational efficiency
- Extended asset life
- Reduced operating and maintenance costs
- Reduced in-service impacts.

### Intangible:

- Supports mode shift to transit
- Improved Transit
- Customer experience
- Safety & security
- Barrier-free accessibility
- System functionality
- Vendor support
- New technology advantages
- Code requirements met.

## **KEY RISKS & MITIGATING STRATEGY**

As a facility deteriorates, its components and systems age and fail. Staff and users of these facilities can be adversely affected by the failure of these systems, and the lack of rehabilitation activities can result in unplanned breakdowns leading to loss of income or time within the operations.

## **RESOURCES**

Integrated Infrastructure Services (IIS) will lead this work within existing resources. External resources (consultants, contractors) will be retained to support as needed for development or delivery related activities.

## **CONCLUSIONS AND RECOMMENDATIONS**

The work in this profile is required to maintain the safety, reliability and condition of Edmonton Transit Service infrastructure, particularly LRT facilities and track. The cost to postpone renewals comes with an ever-increasing risk to the public transit infrastructure and ultimately risk to the public. Approval of this capital profile is required to fund planning and design work in adherence to the Project Development & Delivery model (PDDM) process.

Recommendation: That funding be approved for this profile to improve the long-term viability of public transit as a safe and reliable method of transportation within the City that effectively supports strategic goals such as 'Climate Resilience'.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transportation: Public Transit - Renewal**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-21-0000**

PROFILE TYPE: **Composite**

BRANCH: **Infrastructure Planning and Design**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Administrative	-	-	100	-	-	-	-	-	-	-	-	100
	2021 Cap Council	-	-	-100	-	-	-	-	-	-	-	-	-100
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	11,145	9,553	6,369	4,776	-	-	-	-	-	31,843
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	8,694	5,796	4,347	-	-	-	-	-	18,837
	Pay-As-You-Go	-	-	11,145	859	573	430	-	-	-	-	-	13,006
	Requested Funding Source	-	-	11,145	9,553	6,369	4,776	-	-	-	-	-	31,843

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	11,145	9,553	6,369	4,776	-	-	-	-	-	31,843
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	8,694	5,796	4,347	-	-	-	-	-	18,837
	Pay-As-You-Go	-	-	11,145	859	573	430	-	-	-	-	-	13,006
	Requested Funding Source	-	-	11,145	9,553	6,369	4,776	-	-	-	-	-	31,843

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-	-	9,473	8,120	5,413	4,060	-	-	-	-	-
Design		-	-	1,672	1,433	955	716	-	-	-	-	-	4,776
	Total	-	-	11,145	9,553	6,369	4,776	-	-	-	-	-	31,843

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

<b>PROFILE NAME: Transportation: Public Transit - Renewal</b>			
<b>PROFILE NUMBER: CM-21-0000</b>			
<b>BUDGET CYCLE: 2023-2026</b>			
Project Number	Project Name	Description	Percentage Funded
230001	Bay - Enterprise Square LRT Station	Electrical & Switch-gear Renewal	100
230002	Escalator Renewal	Replace 1 escalator at Corona Station, 4 escalators at Government Station, and 1 escalator at Bay Station	100
230003	Elevator Renewal	Replace elevators at Churchill, Government Centre, and University	100
230004	UPS Renewal	Replace end of life UPS units at various Stations, Utility Complexs, Transit Centres, and Transit Garages	100
230005	Station platform renewal	Replace warning tile and rehabilitate platforms at Belvedere Station and Coliseum Station	100
230006	Belvedere Utility Complex and Station HVAC Renewal	Replace the HVAC systems and controls at Belvedere Station and Belvedere Utility Complex	100
230007	Clairview Utility Complex HVAC renewal	Replace the HVAC system and controls at Clareview Utility Complex	100
230008	Stadium Utility Complex HVAC renewal	Replace the HVAC system and controls at Stadium Station Utility Complex	100
230009	Corona Station Electrical System Renewal	Replace electrical systems and switch gear at Corona LRT Station	100
230010	Corona Traction Power Substation	Replace the HVAC system and controls within the Corona LRT Station Traction Power SubStation	100
230011	Heat Trace Replacement	Replace the heat trace from North Portal to Government Centre and South Portal to University	100
230012	Bus Transit Centre pavement renewal	Renew the pavement structure and concrete platforms at the following bus transit centres: Clareview East and Century Park	100
230013	Corona LRT Station	Escalators, Mechanical, Electrical & Switch-gear	-
230014	Belvedere LRT Substation	Mechanical	-
230015	Century Park LRT Station	Platform renewal	-
230016	Government Centre LRT Station	Electrical & Security	-
230017	Stadium LRT Substation	Mechanical	-
230018	University LRT Station	Electrical	-
230019	Clareview LRT Substation	Electrical, Mechanical & Switch-gear	-
230020	Coliseum LRT Station	Structural, Mechanical & Electrical	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **TRANSPORTATION: TRAFFIC SYSTEMS - RENEWAL**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-26-0000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
10	90

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	9,307
TOTAL PROFILE BUDGET:	9,307

## PROFILE DESCRIPTION

This program funds the renewal design and construction of traffic systems such as signs (overhead and ground mount), electronic parking meters, and the traffic control centre and associated system infrastructure.

## PROFILE BACKGROUND

Traffic Systems utilizes technology to manage traffic. This program includes funding for the renewal of existing or expanded traffic control strategies to make the most effective and efficient use of the City's existing multi-modal transportation system.

## PROFILE JUSTIFICATION

This profile covers the infrastructure that is essential to the optimal performance of the transportation system. Renewal of infrastructure is required at the appropriate time to mitigate risk of equipment failure.

## STRATEGIC ALIGNMENT

This work aligns with Deliver Excellent Services and Managing the Corporation in the COE Corp Business Plan In addition, policies such as C598 - Infrastructure Asset Management Policy places significant importance on renewal through investment in existing infrastructure to restore it to its former condition and may extend its service life while not increasing the size of the asset portfolio through.

## ALTERNATIVES CONSIDERED

One alternative is to provide no funding and allow the Traffic Systems to fail, which will negatively impact traffic movement and/or result in an incident Another alternative is partial funding, which will delay the conversion process and result in lesser benefits than intended.

## COST BENEFITS

The benefits of this program include  
 -mitigation of delays and shorter travel times  
 -improved travel reliability  
 -improved safety through operational improvements and incident management  
 -environmental benefits due to less congestion (reduced fuel consumption and vehicle emissions)

## KEY RISKS & MITIGATING STRATEGY

Technological advances should be maintained to maximize beneficial value from investments. Risk is mitigated with sufficient investment.

## RESOURCES

Permanent resources are currently available within the City's existing complement of Full Time Equivalent (FTEs), budget and schedule. EPCOR Technologies will be contracted to carry out some functions of this project. Other consultants and contractors as needed will be assigned.

## CONCLUSIONS AND RECOMMENDATIONS

Timely renewal is necessary to support traffic and pedestrian safety and manage efficient traffic flow. This profile is recommended for funding.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Transportation: Traffic Systems - Renewal**  
 PROFILE NUMBER: **CM-26-0000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	2,327	2,327	2,327	2,327	-	-	-	-	-	9,307
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	2,327	2,327	2,327	2,327	-	-	-	-	-	9,307
	Requested Funding Source	-	-	2,327	2,327	2,327	2,327	-	-	-	-	-	9,307

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	2,327	2,327	2,327	2,327	-	-	-	-	-	9,307
	Requested Funding Source												
	Pay-As-You-Go	-	-	2,327	2,327	2,327	2,327	-	-	-	-	-	9,307
	Requested Funding Source	-	-	2,327	2,327	2,327	2,327	-	-	-	-	-	9,307

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Construction	-	-	1,978	1,978	1,978	1,978	-	-	-	-	-
	Design	-	-	349	349	349	349	-	-	-	-	-	1,396
	Total	-	-	2,327	2,327	2,327	2,327	-	-	-	-	-	9,307

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **103 AVENUE STREETSCAPE**  
 PROFILE NUMBER: **21-50-9101**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	December, 2024

Service Category:	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	5,827
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	5,827

## PROFILE DESCRIPTION

Transportation Planning and Design (TPD) led the concept planning and preliminary design for the 103 Avenue Streetscape project, between 100 Street and 101 Street in 2019, 2020, and 2021. Transportation Infrastructure Delivery (TID) is now working on Detailed Design which is anticipated to be completed in October 2021. TPD is seeking funding approval for the completion of detailed design and construction. The project is planned to be tendered in December 2021 and construction is planned to start in March 2022 and be completed by December 31, 2022.

Streetscaping 103 Avenue will improve the pedestrian realm by increasing the width of sidewalks, providing cohesive furnishings, infrastructure for street activities, and increasing the number of trees. By improving the public realm, Administration expects an increase in the economic activity through ground level retail in the area, increased pedestrian activity, and improvement to existing private development. The improvements should also enhance the public realm and the perception of Edmonton's downtown prosperity and safety. By reinforcing pedestrian and alternative mode priorities, the projects will also increase pedestrian safety from a traffic management perspective, aligning with Vision Zero's goals. Increased usage of the public realm by private businesses and citizens as a gathering place or for commercial gain (patios, busking, festivals, etc.).

EPCOR Drainage will reimburse the City for engineering and construction costs of Low Impact Development (LID) drainage infrastructure. The engineering and construction costs for LID adds up to \$569,700.00. This value is budgeted as part of this funding request from Council but it will be reimbursed to the City by EPCOR Drainage.

## PROFILE BACKGROUND

103 Avenue is a natural connection between the Civic Precinct and the Ice District. 103 Avenue between 100 Street and 101 Street currently has a sidewalk, wide private 'public' setback, low traffic volume, parkade entrances, and some ground floor retail. As the Civic Precinct has been recently reconstructed and Ice District Plaza, JW Marriott Hotel, Stantec Tower and hundreds of residential units are under construction, improving the public realm between the two districts will further enhance the pedestrian connections, create economic opportunity and increase vibrancy. Streetscaping 103 Avenue may also enable better business opportunities along the corridor by providing a better public realm to existing and future commercial infrastructure.

## PROFILE JUSTIFICATION

As 103 Avenue is a link connecting Civic Precinct and Ice District, there is significant support to see 103 Avenue as a green street with opportunities for patios and festivals extending beyond the Ice District and Civic Precinct. Furthermore, the draft Downtown Public Places Plan champions 103 Avenue as a priority for enhancing the public realm and creating a vibrant pedestrian connection between Civic Precinct and Ice District. Transportation Planning and Design (TPD) has worked diligently with internal and external stakeholder to complete concept and preliminary planning design over the past couple of year and have completed a design that balances all the requirements. The project team is currently working on the detailed design stage, which should be completed in October 2021.

Streetscape and public realm improvements have proven to be a central component of Downtown revitalizations in Edmonton and elsewhere. In Edmonton, the transformation of 104th Street began when the City improved the streetscape, including narrowing the roadway and widening the sidewalks. More than 1500 units have been constructed within 100 metres of the street, with more under construction or proposed. Several major investments have also been made along the recently completed section of Jasper Avenue, including renovations to the Telus Plaza, First and Jasper, and the Cambridge Lofts.

## STRATEGIC ALIGNMENT

The streetscape project supports strategic goals within the Way We Grow, specifically regarding Urban Design, Natural Environment, and Complete, Healthy and Liveable Communities. The Streetscape project also advances policies within the Capital City Downtown Plan.

## ALTERNATIVES CONSIDERED

The alternative to advancing this project to detailed design and construction is to delay or cancel the project. The detailed design that will be completed in October 2021 can be shelved for future advancement consideration. 103 Avenue would be reconstructed in the future when reconstruction is required and the life span of existing infrastructure is over (like-for-like replacement). This would be a missed opportunity to implement Council's vision for Green and Walkable Streets.

## **COST BENEFITS**

Streets that provide wider and more attractive spaces for pedestrian circulation and gathering. Streetscaping 103 Avenue will result in more opportunities for planting trees, landscaping in improved growing condition, improved accessibility, and adoption of universal design principles.

## **KEY RISKS & MITIGATING STRATEGY**

Key risks include unforeseen conditions arising during construction. All risks will be monitored throughout the life of the project during detailed design and construction. The Risk Register will continue to be updated and reviewed on a regular basis by the project team and Administration. The project team will work together to mitigate the risks in a timely manner as they arise.

## **RESOURCES**

Internal resources will include a project manager and City support staff. A Design Consultant was retained to complete detailed design and to provide engineering construction services. A Construction Contractor will be hired to complete construction of the streetscape project.

## **CONCLUSIONS AND RECOMMENDATIONS**

IIS recommends funding approval for detailed design and construction (Checkpoint 3 to 5) of streetscaping 103 Avenue between 100 Street and 101 Street, at this time in order to meet the planned project timelines.



# CAPITAL PROFILE REPORT

PROFILE NAME: **103 Avenue Streetscape**  
 PROFILE NUMBER: **21-50-9101**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	226	5,042	448	112	-	-	-	-	-	-	5,827
	2021 Cap Carry Forward	816	-816	-	-	-	-	-	-	-	-	-
	<b>Current Approved Budget</b>	<b>1,042</b>	<b>4,226</b>	<b>448</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,827</b>
	Approved Funding Sources											
	Debt CRL Downtown	1,042	3,656	448	112	-	-	-	-	-	-	-
Developer Financing	-	570	-	-	-	-	-	-	-	-	-	570
<b>Current Approved Funding Sources</b>	<b>1,042</b>	<b>4,226</b>	<b>448</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,827</b>

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	1,042	4,226	448	112	-	-	-	-	-	-	5,827
Requested Funding Source											
Debt CRL Downtown	1,042	3,656	448	112	-	-	-	-	-	-	5,257
Developer Financing	-	570	-	-	-	-	-	-	-	-	570
<b>Requested Funding Source</b>	<b>1,042</b>	<b>4,226</b>	<b>448</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,827</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	816	2,803	364	108	-	-	-	-	-	-	-	4,091
	Contingency	-	1,200	71	-	-	-	-	-	-	-	-	1,271
	Design	218	-	-	-	-	-	-	-	-	-	-	218
	Other Costs	8	223	13	4	-	-	-	-	-	-	-	247
	<b>Total</b>	<b>1,042</b>	<b>4,226</b>	<b>448</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,827</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **103A AVENUE PEDWAY**  
 PROFILE NUMBER: **21-50-9100**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **LRT Expansion and Renewal**  
 PARTNER: **Economic Investment Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Bruce Ferguson
PARTNER MANAGER:	Jeff Chase
ESTIMATED START:	July, 2021
ESTIMATED COMPLETION:	December, 2025

Service Category:	Economic Development	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	26,500
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	26,500

## PROFILE DESCRIPTION

This profile will fund planning, design and construction of an underground Pedway, connecting Churchill LRT Station with the "Station Lands" development site north of 104 Avenue, including a desired connection with the Royal Alberta Museum. The pedway will provide an accessible, convenient, and comfortable connection between a major urban redevelopment, a major museum, and the hub of Edmonton's LRT network. It will also facilitate future expansion of the Downtown District Energy System.

Project is not following the Capital Project Governance Policy, nor developed using Project Development and Delivery Model (PDDM). The estimated total cost of the project are based on concept level estimates not informed by planning or design.

The project will use the Pedway "shell" that was constructed north of 103a Avenue in 2016.

The project may include ancillary costs including, but not limited to: utility relocations, emergency egress structures, construction within the Royal Alberta Museum to accommodate the Pedway, etc.

The City of Edmonton will contribute up to \$26.5 million.

The terms of the City contribution were established at a high level in the June 14, 2021 Council Report UPE00548 and will be refined in subsequent agreements.

This project may be delivered by the City or by Qualico pending further discussion with Qualico and evaluation of options.

This project will be funded by the Downtown CRL. However, at the time of approval, (June 2021), this project is not eligible for funding through the CRL, as the 103a Avenue Pedway is not listed as a Catalyst Project. CRL funds will not be spent on this project unless the Capital City Downtown Community Revitalization Levy Bylaw and Plan is amended to allow it. This will require approval of City Council at a Public Hearing and the Lieutenant Governor in Council.

(UPDATED Feb 23, 2022): On January 26, 2022 the The Lieutenant Governor in Council approved the amendments to City of Edmonton Bylaw 16521, City of Edmonton Capital City Downtown Community Revitalization Levy Bylaw which included the addition of the 103A Avenue Pedway as a separate Catalyst Project. Bylaw 16521 was passed by City Council on August 31, 2021.

## PROFILE BACKGROUND

Qualico is proposing a major development on the "Station Lands" site in the Downtown neighborhood. In order to support the viability of that development, Qualico has proposed that the City construct an underground Pedway from Churchill LRT Station to their lands. The City's contribution to this pedway would be a maximum of \$26.5 million.

In 2014, City Council approved funding to construct the 'shell' of a Pedway under part of the Royal Alberta Museum site, from the Station Lands Property, to the north edge of 103a Avenue. This was constructed in 2015-16.

## PROFILE JUSTIFICATION

Qualico is developing a large site in Downtown known as Station Lands. Qualico has indicated that commitment for both public and publicly accessible infrastructure from the city is needed to de-risk their initial investment of \$184 million. One element of the City's contribution would be to complete an underground pedway in partnership with Qualico from Churchill LRT station to the Station Lands site.

The pedway project aligns with The City Plan direction to "design, build, maintain and operate public infrastructure to facilitate movement and universal accessibility in all seasons", by providing a convenient accessible connection between Churchill LRT Station, the Royal Alberta Museum, and a major mixed-use development (Station Lands).

Completion of the pedway would provide a way for future expansion of the Downtown District Energy system to include connections to Station Lands and other sites north of 103A Avenue. Qualico supports this expansion of the District Energy system and is willing to commit to accommodating it and continuing to explore the possibility to connect the development to the District Energy system.

The Capital City Downtown Plan and Winter City Design Guidelines urge caution and consideration of potential negative impacts before further expanding the pedway system. Further, construction of the pedway may impact the potential future street-level vibrancy of 103A Avenue. Though Administration does not generally support new pedway construction, the particulars of this site, potential district energy connection, development potential, and short-term impacts of job creation and economic impact need to be considered.

## STRATEGIC ALIGNMENT

The project is aligned with City Plan direction to "preserve and strengthen the role of the City Centre" and partner with developers to deliver permanent infrastructure, and "facilitate movement and universal accessibility in all seasons".

## ALTERNATIVES CONSIDERED

The alternative of not constructing the Pedway would make Qualico's investment in the Station Lands site unlikely, and would miss an opportunity to link a major development directly to the LRT. It would also miss an opportunity to facilitate the northward expansion of the Downtown District Energy System.

To ensure an attractive and walkable street level on 103a Avenue that supports vibrant street activity, this profile is recommended in conjunction with an amendment to Capital Profile CM-74-4100 "Downtown CRL" that will fund Green and Walkable streetscape improvements at ground level.

## COST BENEFITS

### Benefits:

- New pedway for the public to access both the RAM and Station Lands development
- Support public transit use
- Encourage redevelopment of Station Lands site, which will generate CRL Revenue
- Facilitate future expansion of the Downtown District Energy System

### Costs:

- Maximum \$26.5 million City contribution
- Operating costs to be determined.

## KEY RISKS & MITIGATING STRATEGY

CRL Plan amendment is not approved, either by City Council or the provincial government -> CRL funds will not be spent on the project until provincial approval is secured.

Costs for Pedway construction are higher than expected. Administration will work with Qualico to share alternative funding approaches such as a local improvement levy or grants for any cost increase component. Pedway development affects street level activity -> Administration recommends simultaneous investment in Green and Walkable streetscape and public realm improvements to create an inviting, attractive, and safe street level environment.

The estimated total cost of the project are based on concept level estimates. At PDDM Checkpoint 3, the project will return to Council for budget adjustment approval.

## RESOURCES

Operating costs associated with the Pedway are unknown at this time. Responsibility for operating costs will be negotiated with Qualico and would be approved separately.

## CONCLUSIONS AND RECOMMENDATIONS

Funding of up to \$26.5 million is provided for design and construction of the 103a Avenue Pedway. Spending from this profile is entirely conditional on Council and provincial approval of an amended Downtown CRL Bylaw which identifies the 103a Avenue Pedway as a Catalyst Project. Until those approvals take place, no CRL funding will be spent on this project.

# CAPITAL PROFILE REPORT

PROFILE NAME: 103A Avenue Pedway

**FUNDED**

PROFILE NUMBER: 21-50-9100

PROFILE TYPE: Standalone

BRANCH: LRT Expansion and Renewal

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Capital Budget Adj (one-off)		100	1,000	6,400	18,000	1,000	-	-	-	-	-	-	26,500
2021 Cap Carry Forward		-100	100	-	-	-	-	-	-	-	-	-	-
Current Approved Budget		-	1,100	6,400	18,000	1,000	-	-	-	-	-	-	26,500
Approved Funding Sources													
Debt CRL Downtown		-	1,100	6,400	18,000	1,000	-	-	-	-	-	-	26,500
Current Approved Funding Sources		-	1,100	6,400	18,000	1,000	-	-	-	-	-	-	26,500

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)													
Revised Budget (if Approved)		-	1,100	6,400	18,000	1,000	-	-	-	-	-	-	26,500
Requested Funding Source													
Debt CRL Downtown		-	1,100	6,400	18,000	1,000	-	-	-	-	-	-	26,500
Requested Funding Source		-	1,100	6,400	18,000	1,000	-	-	-	-	-	-	26,500

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	-	5,000	18,000	1,000	-	-	-	-	-	-	24,000
	Design	-	1,100	1,400	-	-	-	-	-	-	-	-	2,500
	Total	-	1,100	6,400	18,000	1,000	-	-	-	-	-	-	26,500

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: 124 STREET - 109 AVENUE TO 118 AVENUE  
PROFILE NUMBER: 22-22-9700  
DEPARTMENT: Integrated Infrastructure Services  
LEAD BRANCH: Building Great Neighbourhoods  
PARTNER: Infrastructure Planning and Design  
BUDGET CYCLE: 2023-2026

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	May, 2022
ESTIMATED COMPLETION:	December, 2024

Service Category: Roads

Major Initiative: Great Neighbourhoods

<b>GROWTH</b>	<b>RENEWAL</b>
10	90

PREVIOUSLY APPROVED:	21,681
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	21,681

## PROFILE DESCRIPTION

To create a renewal profile rehabilitation of 124 Street (109 Avenue to 118 Avenue) as the value is over \$5M. 124 Street has been identified for rehabilitation due to the poor condition of the roadway surface, curbs and sidewalks within this corridor with an estimated costs of \$22,346,000. Out of this estimated costs, \$665,281.08 has already been incurred in 2021 and prior years under CM-22-0000 Transportation Goods Movement: Arterial Renewal profile. This new request will be \$21,680,718.92 which will be funded from CM-22-0000 Transportation Goods Movement: Arterial Renewal (Munc Sustain. Initiative - MSI of \$7,407,718.92), CM-40-9000 Building Great Neighbourhoods Delivery-Growth (Pay-As-You-Go of \$4,557,000), partnership funding from EPCOR related to LID (\$3,110,000) and pre-committing future budgets from Arterial Renewal profile (Munc Sustain. Initiative - MSI of \$6,606,000).

## PROFILE BACKGROUND

124 Street has been identified for rehabilitation due to the poor condition of the roadway surface, curbs and sidewalks within this corridor.

## PROFILE JUSTIFICATION

Carry out preventative renewal measures to ensure and maintain the safety of road users.  
Carry out preventative renewal measures before the condition of the roadways requires more costly major reconstruction.

## STRATEGIC ALIGNMENT

Aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

Rehabilitation of 124 Street (109 Avenue - 118 Avenue) is planned due to the current poor condition of the roadway. To 'do nothing' will allow:

- Further deterioration and poorer level of service
- Higher risks to safety and premature failure
- Higher maintenance and triage renewal costs

## COST BENEFITS

Tangible Benefits

- Renewing aging infrastructure via cost-effective renewal investments
- Efficient movement of goods and people
- Increased service level and customer satisfaction

Intangible Benefits

- Reduced environmental impacts
- Enhanced traffic safety

## KEY RISKS & MITIGATING STRATEGY

Risk: Utility work planned for the area; Mitigation: Coordinate with utilities early on in the design.  
Risk: Stakeholder Engagement (private property owners and area residents)  
Mitigation: Early public engagement and communication with affected stakeholders during development phase.

## RESOURCES

Internal City resources are available to manage the Delivery of this project. Contracted resources for the construction services will be procured as required to carry out the requirements of this project.

## CONCLUSIONS AND RECOMMENDATIONS

This profile be approved for construction of the 124 Street (109 Avenue - 118 Avenue) Renewal project.

# CAPITAL PROFILE REPORT

PROFILE NAME: 124 Street - 109 Avenue to 118 Avenue

**FUNDED**

PROFILE NUMBER: 22-22-9700

PROFILE TYPE: Standalone

BRANCH: Building Great Neighbourhoods

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2022 Cap Capital Budget Adj (one-off)	-	11,625	9,322	734	-	-	-	-	-	-	-	21,681
	<b>Current Approved Budget</b>	-	11,625	9,322	734	-	-	-	-	-	-	-	21,681
Approved Funding Sources													
	Local Government Fiscal Framework	-	-	-	734	-	-	-	-	-	-	-	734
	Munc Sustain. Initiative - MSI	-	7,408	5,872	-	-	-	-	-	-	-	-	13,280
	Partnership Funding	-	1,710	1,400	-	-	-	-	-	-	-	-	3,110
	Pay-As-You-Go	-	2,507	2,050	-	-	-	-	-	-	-	-	4,557
	<b>Current Approved Funding Sources</b>	-	11,625	9,322	734	-	-	-	-	-	-	-	21,681

BUDGET REQUEST		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)		-	11,625	9,322	734	-	-	-	-	-	-	-	21,681
Requested Funding Source													
	Local Government Fiscal Framework	-	-	-	734	-	-	-	-	-	-	-	734
	Munc Sustain. Initiative - MSI	-	7,408	5,872	-	-	-	-	-	-	-	-	13,280
	Partnership Funding	-	1,710	1,400	-	-	-	-	-	-	-	-	3,110
	Pay-As-You-Go	-	2,507	2,050	-	-	-	-	-	-	-	-	4,557
	<b>Requested Funding Source</b>	-	11,625	9,322	734	-	-	-	-	-	-	-	21,681

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-	9,809	7,598	587	-	-	-	-	-	-	-	17,994
	Contingency	-	1,229	792	73	-	-	-	-	-	-	-	2,095
	Design	-	340	774	59	-	-	-	-	-	-	-	1,173
	Follow Up Warranty	-	246	158	15	-	-	-	-	-	-	-	419
	<b>Total</b>	-	11,625	9,322	734	-	-	-	-	-	-	-	21,681

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **170 STREET PEDESTRIAN BRIDGE**  
 PROFILE NUMBER: **21-20-2100**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	January, 2021
ESTIMATED COMPLETION:	December, 2023

Service Category:	Roads	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	10,424
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	10,424

## PROFILE DESCRIPTION

This profile includes the Detailed Engineering Design and Construction Services of the 170 Street Pedestrian Bridge project. The scope of work includes Detailed Design, Pre-Construction (Tender), Construction, Resident Engineering, and Post-Construction (As-Built) services. Construction is anticipated to begin in 2021 and completed in 2022.

## PROFILE BACKGROUND

The previous grade separated pedestrian bridge located on 170 Street north of 87 Avenue was demolished in 2018. As this bridge provided important east-west pedestrian connectivity across the busy 170 Street arterial roadway for adjacent communities and businesses, there is a strong desire to restore pedestrian connectivity as soon as possible. A concept planning study was completed, identifying a recommended new bridge location, between 87 Avenue and the former pedestrian bridge location. Through 2019 Fall SCBA, this project received funding from Council to expand the project scope beyond concept design to preliminary and detailed design, which is anticipated to be completed in Q2 2021.

## PROFILE JUSTIFICATION

Construction of the 170 Street Pedestrian Bridge will be financed by way of a Local Improvement Tax to be amortized over a period of thirty (30) years, with contributions from adjacent benefitting funding partners.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity, and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

An interim at-grade crossing was constructed in 2019, on the south side of 90 Avenue to provide for the above mentioned pedestrian connectivity until a new bridge is built. This interim pedestrian crossing connects to the alleyway on the east side of 170 Street. If funds for the Delivery of the new grade separated bridge is not available, alternatives such as construction of a new east side sidewalk on 170 Street to allow better pedestrian connectivity, allowing separation from the residential houses.

## COST BENEFITS

Tangible Benefits:

- Improved safety for active mode users
- Enhanced active mode connection for adjacent community, businesses and health care facilities.

Intangible Benefits:

- Mode shift with enhanced active mode connection
- Responding to residents and community interest, increased citizen satisfaction with improved roadway infrastructure.

## KEY RISKS & MITIGATING STRATEGY

Key risks:

- Funding not approved.
- External stakeholder and public expectation, supported by Council, that the new pedestrian bridge would begin construction in 2021.
- if construction of the new pedestrian bridge does not advance in 2021, construction of the new pedestrian bridge is recommended for after VLW LRT construction is completed, i.e. 2028 or later, which may be a significant source of contentious for residents in the community.

Mitigating Strategy:

- Continue to provide project status updates to share information (via project webpage, direct emails to key stakeholders, etc.) on funding status.
- Maintain and encourage use of interim at-grade crossing at 90 Avenue until funding of a new bridge is available.

## RESOURCES

Internal City resources are available to manage this project. External resources (i.e. consulting services) were procured as part of the Develop phase of the project. Contracted resources for the construction services will be procured as required to carry out the requirements of this project.

## CONCLUSIONS AND RECOMMENDATIONS

Delivery funding approval of the new 170 Street Pedestrian Bridge project.

## CHANGES TO APPROVED PROFILE

2021 Fall SCBA (#21-30, 3.2-12): This scope change is required to include additional scope into the delivery of the 170 Street Pedestrian Bridge Project that will allow for final finishing for the site. This includes additions such as landscaping and fencing in the area. The total funding request for this scope change is \$922,649, with all requested funds being a transfer from the existing composite profile "CM-99-9000 - Infrastructure Delivery - Growth".



# CAPITAL PROFILE REPORT

PROFILE NAME: **170 Street Pedestrian Bridge**  
 PROFILE NUMBER: **21-20-2100**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	-	923	-	-	-	-	-	-	-	-	923	
	2021 Cap Capital Budget Adj (one-off)	3,327	5,703	471	-	-	-	-	-	-	-	9,501	
	2021 Cap Carry Forward	-1,397	1,397	-	-	-	-	-	-	-	-	-	
	<b>Current Approved Budget</b>	<b>1,929</b>	<b>8,023</b>	<b>471</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,424</b>
	Approved Funding Sources												
	Canada Community-Building Fund	-	-	372	-	-	-	-	-	-	-	-	372
	Federal Gas Tax Fund	-	7,129	-	-	-	-	-	-	-	-	-	7,129
	Local Improvements Prop. Share	-	1,901	99	-	-	-	-	-	-	-	-	2,000
Pay-As-You-Go	1,929	-1,007	-	-	-	-	-	-	-	-	-	923	
<b>Current Approved Funding Sources</b>	<b>1,929</b>	<b>8,023</b>	<b>471</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,424</b>	

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	1,929	8,023	471	-	-	-	-	-	-	-	10,424
	Requested Funding Source											
	Canada Community-Building Fund	-	-	372	-	-	-	-	-	-	-	372
	Federal Gas Tax Fund	-	7,129	-	-	-	-	-	-	-	-	7,129
	Local Improvements Prop. Share	-	1,901	99	-	-	-	-	-	-	-	2,000
	Pay-As-You-Go	1,929	-1,007	-	-	-	-	-	-	-	-	923
<b>Requested Funding Source</b>	<b>1,929</b>	<b>8,023</b>	<b>471</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,424</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	1,069	6,377	338	-	-	-	-	-	-	-	-	7,785
	Contingency	250	600	46	-	-	-	-	-	-	-	-	896
	Design	385	660	55	-	-	-	-	-	-	-	-	1,100
	Other Costs	225	386	32	-	-	-	-	-	-	-	-	643
	<b>Total</b>		<b>1,929</b>	<b>8,023</b>	<b>471</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **50 STREET CPR GRADE SEPARATION**  
PROFILE NUMBER: **18-66-6503**  
DEPARTMENT: **Integrated Infrastructure Services**  
LEAD BRANCH: **Infrastructure Delivery**  
PARTNER: **Parks and Roads Services**  
BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Craig McKeown
ESTIMATED START:	June, 2018
ESTIMATED COMPLETION:	December, 2027

Service Category: **Roads**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
100	

PREVIOUSLY APPROVED:	179,620
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	179,620

## PROFILE DESCRIPTION

This rail crossing has been identified as one of the City's priority locations for a grade separation to improve traffic flow along 50 Street. The grade separation includes accommodation for future widening of 50 Street but the widening of the road outside the limits of this project is not included with this project. The City has applied for Federal and Provincial funding for the project, and has received funding commitments from both orders of government. A formal agreement with the Federal government, through the National Trade Corridors Fund, is expected in mid-2018 and is contingent on the City demonstrating a commitment to funding the work.

Separate profiles will be advanced for the replacement and widening of the 50 Street over Sherwood Park Freeway bridge, as well as widening of 50 Street between Sherwood Park Freeway and 76 Avenue.

The work includes land acquisition, design and construction.

Preliminary design is currently ongoing to confirm scope, schedule and budget. The scope, schedule, and budget presented in this profile are based on conceptual level analysis that has been completed to date. Adjustments to scope, schedule, and budget will be required in the future as the process progresses.

## PROFILE BACKGROUND

This rail crossing has been identified as one of the priority locations for grade separation to improve traffic flow along 50 Street. The grade separation includes widening of 50 Street at the underpass, between Sherwood Park Freeway and 90 Avenue.

Replacement and widening of the 50 Street over Sherwood Park Freeway bridge, as well as widening of 50 Street between Sherwood Park Freeway and 76 Avenue will be brought forward as separate profiles.

The City has secured Federal and Provincial funding commitments for the work, and is working towards formal funding agreements which require a commitment from City Council for funding. Preliminary design work is underway.

## PROFILE JUSTIFICATION

The 50 Street railway crossing ranks highly on the City's priority list for grade separation due to high traffic volumes and frequent train blockages. The crossing is adjacent to the CP Lambton yards, resulting in multiple, frequent, irregular, and lengthy train crossing and blockages of 50 Street.

The City has made applications to the Provincial and Federal governments for funding commitments. The Provincial government has earmarked funding for this project, and a Federal commitment through the National Trade Corridors Fund is forthcoming. In order to tap into these funding sources, a commitment to fund the balance of the work from City Council is required.

## STRATEGIC ALIGNMENT

This project aligns with the Way We Move by improving access and mobility for goods and services and commuters. By improving capacity and decreasing congestion, this project will improve Edmontonians' ability to move efficiently through the city.

## ALTERNATIVES CONSIDERED

Railway grade separation is required to eliminate significant traffic delays caused by train blockages. The alternative to grade separation is to maintain the existing roadway infrastructure which has delays due to train blockages of the roadway.

## COST BENEFITS

Tangible benefits include decrease travel time, decreased collision rates, and decreased emissions. Intangible benefits include maintained or improved goods and service movement and improved business and citizen satisfaction with roadway capacity in the area.

## KEY RISKS & MITIGATING STRATEGY

Coordination will be required with CP throughout the project to ensure that operations of the railway line are accommodated during construction. Land acquisition and substantial utility relocations will also be necessary, and should be initiated as soon as possible.

**RESOURCES**

The project will require an external Consultant and Contractor to complete design and construction, who will be selected via a competitive process.

**CONCLUSIONS AND RECOMMENDATIONS**

That funding for this widening project be approved to grade separate the railway crossing and decrease congestion in the area.

A funding commitment from City Council will allow for execution of a funding agreement with the Federal Government.

Release of \$6.5M of funding immediately will allow for land acquisition to begin, as well as initiation of design work for utility relocations.

**CHANGES TO APPROVED PROFILE**

Spring SCBA 2018: (2.1-01) Recent indications are that the City will be successful in obtaining federal funding for the grade separation project. This adjustment is to provide funding to begin land acquisition and utility relocation work in anticipation of a formal funding announcement.

The full funding request will be brought forward to City Council for funding as part of the 2019-22 Capital Budget.

2019 Fall SCBA (3.9.1): The 50 Street CP Rail Grade Separation project was approved for capital funding early in the project development (checkpoint 2 as opposed to checkpoint 3). To take advantage of a time-sensitive grant funding opportunity, the funding request was not fully aligned with Capital Governance Policy C591. The project has since progressed in terms of its level of development, including a more fulsome understanding of the scope, schedule, and budget. With this more complete understanding of the scope and budget, it has been determined that additional funding is required for the project. This request is being made to advance the project to Checkpoint 4 (detailed design), in addition to requesting funding for land, and for early construction works. Revised completion date is December 2024.

2021 Fall SCBA (#21-30, 3.3-2): This recosting adjustment is required to fully fund the "50 Street CPR Grade Separation" project so that it can proceed to the delivery phase. The request for \$42,444,166 of additional budget is required due to an updated estimate for the project, which is based on a more comprehensive design and understanding of all the elements that were originally put forward within the original budget request. Specific increases in estimates relate to increased land costs, utility relocations and the added complexities of working near the CP Rail Yard. Recommended funding for this request is tax-supported debt. There is a potential for additional federal funding becoming available to help offset the total additional budget required. Once the outcome of possible federal funding is known and it is determined that the project is eligible for funding, Administration will reduce the total \$42,444,166 million of additional tax-supported debt by the amount of any additional federal funding received.

2022 April 4 Council Meeting Item 6.1 (BA#22-5): The construction tender was issued in February 2022 and closed on March 11, 2022. The recommended tender bid received was higher than the estimated construction budget, resulting in an overall increase in the project budget to \$179.6 million from \$145.3 million (+23.6 per cent). The estimated completion date for the project would be updated from December 2023 to December 2027.

# CAPITAL PROFILE REPORT

PROFILE NAME: **50 Street CPR Grade Separation**  
 PROFILE NUMBER: **18-66-6503**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2018 Cap Council	48,900	30,000	7,700	-	-	-	-	-	-	-	86,600	
	2019 Cap Council	1,993	-6,365	13,194	7,425	27	24	-	-	-	-	16,300	
	2021 Cap Council	-	-	-	22,144	20,300	-	-	-	-	-	42,444	
	2021 Cap Carry Forward	-30,731	30,731	-	-	-	-	-	-	-	-	-	
	2022 Cap Capital Budget Adj (one-off)	-	8,300	12,285	-898	2,243	9,755	2,590	-	-	-	34,276	
	<b>Current Approved Budget</b>	<b>20,162</b>	<b>62,666</b>	<b>33,180</b>	<b>28,672</b>	<b>22,571</b>	<b>9,779</b>	<b>2,590</b>	-	-	-	-	<b>179,620</b>
	Approved Funding Sources												
	Federal Grant	4,758	20,452	14,590	-	-	-	-	-	-	-	-	39,800
Partnership Funding	44	1,331	-	-	-	1,375	-	-	-	-	-	2,750	
Pay-As-You-Go	11,614	1,321	866	773	773	773	380	-	-	-	-	16,500	
Provincial Grant	3,746	13,089	9,397	2,068	-	-	-	-	-	-	-	28,300	
Tax-Supported Debt	-	26,474	8,327	25,831	21,798	7,631	2,210	-	-	-	-	92,270	
<b>Current Approved Funding Sources</b>	<b>20,162</b>	<b>62,666</b>	<b>33,180</b>	<b>28,672</b>	<b>22,571</b>	<b>9,779</b>	<b>2,590</b>	-	-	-	-	<b>179,620</b>	

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	20,162	62,666	33,180	28,672	22,571	9,779	2,590	-	-	-	-	179,620
	Requested Funding Source												
	Federal Grant	4,758	20,452	14,590	-	-	-	-	-	-	-	-	39,800
	Partnership Funding	44	1,331	-	-	-	1,375	-	-	-	-	-	2,750
	Pay-As-You-Go	11,614	1,321	866	773	773	773	380	-	-	-	-	16,500
	Provincial Grant	3,746	13,089	9,397	2,068	-	-	-	-	-	-	-	28,300
	Tax-Supported Debt	-	26,474	8,327	25,831	21,798	7,631	2,210	-	-	-	-	92,270
	<b>Requested Funding Source</b>	<b>20,162</b>	<b>62,666</b>	<b>33,180</b>	<b>28,672</b>	<b>22,571</b>	<b>9,779</b>	<b>2,590</b>	-	-	-	-	<b>179,620</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-13,138	60,166	33,180	28,672	22,571	9,779	2,590	-	-	-	-	143,820
	Design	10,800	-	-	-	-	-	-	-	-	-	-	10,800
	Land	22,500	2,500	-	-	-	-	-	-	-	-	-	25,000
	<b>Total</b>	<b>20,162</b>	<b>62,666</b>	<b>33,180</b>	<b>28,672</b>	<b>22,571</b>	<b>9,779</b>	<b>2,590</b>	-	-	-	-	<b>179,620</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>CAPITAL LINE SOUTH LRT: CENTURY PARK TO ELLERSIE ROAD</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>16-66-7018</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>LRT Expansion and Renewal</b>	LEAD MANAGER: <b>Bruce Ferguson</b>
PARTNER:	<b>Edmonton Transit Service</b>	PARTNER MANAGER: <b>Carrie Hotton-MacDonald</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>July, 2016</b>
		ESTIMATED COMPLETION: <b>December, 2027</b>

<b>Service Category:</b>	<b>Public Transit</b>	<b>Major Initiative:</b>	<b>Public Transit Infrastructure Fund</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>1,100,040</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>1,100,040</b>

## PROFILE DESCRIPTION

Refresh preliminary engineering and resolve issue with station at Twin Brooks and define corridor through the TUC.

[Updated June 29, 2021]: Renamed capital profile from "LRT Prelim Design: Capital Line, Century Park to 41 Ave" to "Capital Line South LRT: Century Park to Ellerslie Road" as per June 14, 2021 - Integrated Infrastructure Services IIS00553.

## PROFILE BACKGROUND

In 2009, Edmonton City Council adopted a long-term LRT Network Plan that defines the future size, scale and operation of Edmonton's LRT System. The Concept Plan for the West Valley line was approved on January 19, 2011 and the Concept Plan for the Downtown section of the Valley line was approved on February 15, 2012. Following two years of design and consultation, the preliminary design of the 27-kilometre urban style LRT from Mill Woods to Lewis Farms was completed on November 14, 2013. During the preliminary design more effort was placed on the Valley Line Stage 1 (Downtown to Millwoods) as it was the next expansion stage to be funded. The preliminary Design on the west leg of the Valley line was completed to approximately a 10% level as the funding was unknown and further in the future.

## PROFILE JUSTIFICATION

Edmonton's LRT Network Plan is a long-term Vision to expand the City's LRT to five lines by 2040. Expanding the LRT system is a key priority for the City in order to meet Edmonton's transportation needs as it continues to grow. At the May 3/4, 2016 City Council meeting the following motion was approved; "2. That the following three LRT design projects be prioritized for further work with the Phase 1 Federal Transit Stimulus funding (alphabetically listed): (a) Capital Line, Century Park to Ellerslie (HSW-1 to update preliminary engineering), (b) Downtown Connector, University to Bonnie Doon (LE-1 for concept planning), (c) Metro Line, North Blatchford to Campbell Road (HNW-2, HNW-3 for preliminary engineering)." Proceeding with this work will ensure the City is shovel ready for Phase 2 of the Federal Transit Stimulus funding.

## STRATEGIC ALIGNMENT

The Way We Move and The Way We Live, as well as the Transit Oriented Development (TOD) grow green and create a compact, more integrated urban environment; alternative transportation modes; the Strategic Objective for Light Rail Transit (LRT) Network

## ALTERNATIVES CONSIDERED

No other alternatives are considered for this project.

## COST BENEFITS

Proceeding with this work will ensure that the City will be ready to maximize stage 2 of the Federal Transit Stimulus funding. Reduction of GHG emissions.

## KEY RISKS & MITIGATING STRATEGY

The key risk is not having the project ready when stage 2 funding is announced. Mitigation is an early start and ensure enough resources are provided. Additional risks include land acquisition, integration with Park and Ride design, Twin Brooks station, and TUC corridor resolution.

## RESOURCES

LRT Delivery of the IIS department will manage with external consulting services.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended that the funding of this profile be approved.

## CONTINGENCY OF APPROVAL

July 12, 2016: Approval is contingent on the City of Edmonton receiving approval of Public Transit Infrastructure Fund grant, and Provincial match funding for individual projects represented in the profile.

## CHANGES TO APPROVED PROFILE

December 6, 2017 Council Minutes Adjustment 17-15:

PTIF#1: Transfer \$7,312,000 from profile CM 66-3501 to profile 16-66-7018 to address additional project scope for Preliminary Design for Capital Line, Century Park to Ellerslie. The scope is expanding to include the completion of delivery method assessment and construction procurement readiness package. The scope will include advancing concept design from Ellerslie Road to 41 Ave SW, including coordination with the province for provincial lands along this section of alignment including the proposed hospital site. The transfer will provide adequate funds to complete this project and leave sufficient funds in CM-66-3501 to complete the work.

PTIF#2: Transfer \$1,050,000 from profile 16-66-3522 to profile 16-66-7018 to address additional project scope for Preliminary Design for Capital Line, Century Park to Ellerslie. The scope is expanding to include the completion of delivery method assessment and construction procurement readiness package. The scope will include advancing concept design from Ellerslie Road to 41 Ave SW, including coordination with the province for provincial lands along this section of alignment including the proposed hospital site. The transfer will provide adequate funds to complete this project and leave sufficient funds in 16-66-3522 to complete the work.

PTIF#3: Transfer \$1,100,000 from profile 16-66-3524 to profile 16-66-7018 to address additional project scope for Preliminary Design for Capital Line, Century Park to Ellerslie. The scope is expanding to include the completion of delivery method assessment and construction procurement readiness package. The scope will include advancing concept design from Ellerslie Road to 41 Ave SW, including coordination with the province for provincial lands along this section of alignment including the proposed hospital site. The transfer will provide adequate funds to complete this project and leave sufficient funds in 16-66-3524 to complete the work.

PTIF#7: Transfer \$338,000 from profile 16-66-7020 to profile 16-66-7018 to address additional project scope for Preliminary Design for Capital Line, Century Park to Ellerslie. The scope is expanding to include the completion of delivery method assessment and construction procurement readiness package. The scope will include advancing concept design from Ellerslie Road to 41 Ave SW, including coordination with the province for provincial lands along this section of alignment including the proposed hospital site. The transfer will provide adequate funds to complete this project and leave sufficient funds in 16-66-7020 to complete the work.

Budget Adjustment 18-16 November 19, 2018: To adjust funding sources on some PTIF projects to match what is on the Provincial application. In some cases, too much PAYG or MSI was being drawn from instead of federal and provincial funding. In other cases, too much federal provincial funding was being drawn from instead of PAYG or MSI.

2020 Spring SCBA (#20-10, 3.4-17): To provide funding for the Neighbourhood Area Structure Plan (Heritage Valley Neighbourhood #14) work that was incurred on the Capital Line Southeast Extension Project, however not eligible to be capitalized and therefore must be transferred to operating.

2020 Fall SCBA (#20-31, CFO 1D-3): To move \$209,807 of budget from 16-66-7018 LRT Prelim Design: Capital Line, Century Park to 41 Ave related to net expenditures incurred for Neighbourhood Area Structure Plan 14 planning work that was deemed to be operating expenditures according to accounting standards. The budget transferred is composed of \$104,903 of Federal PTIF, \$52,452 of Provincial PTIF and \$52,452 of PayGo.

2020 Year End (20-39): To move \$1,025 of Pay-As-You-Go budget from 16-66-7018 LRT Prelim Design: Capital Line, Century Park to 41 Ave related to net expenditures incurred for Neighbourhood Area Structure Plan 14 planning work that was deemed to be operating expenditures (CC 995301) according to accounting standards.

2021 Jan 25 (#21-5): Heritage Valley LRT Dedication Land. Per CR\_7905 this budget adjustment of \$678K is to be funded with Land Fund Retained Earnings. The scope is expanding to include land from 41 Ave to 28 Ave.

2021 Spring SCBA (#21-21, CFO-11): The Public Transit Infrastructure Fund (PTIF) will be expiring this year. These adjustments are a result of the recalibration exercise completed to maximize federal and provincial funding, and to fund project shortfalls within several PTIF bundles (\$53.1K).

2021 June 22, Council Minutes Item #6.9 (#21-13): 1. That the amendment to the Capital Line South LRT Concept Plan: Century Park to Allard/Desrochers, as outlined in Attachment 2 of the June 14, 2021, Integrated Infrastructure Services report IIS00553, be approved. 2. That Capital Profile 16-66-7018 (Capital Line South LRT: Century Park to Ellerslie Road) be amended to increase the budget in the amount of \$1,025,000,000, to reflect partner and municipal funding sources, as outlined in Attachment 3 of the June 14, 2021, Integrated Infrastructure Services report IIS00553, to fund delivery of the project, as outlined in the June 14, 2021, Integrated Infrastructure Services report IIS00553.

- Capital Profile 16-66-7018 will be amended to reflect the modified project scope and the new estimated completion date of December 2027.

A grade separation over Ellerslie Road was approved, including an elevated LRT station north of Ellerslie Road.

Scope adjustment for completion of detailed designed, procurement and construction of the Capital Line South from Century Park to Ellerslie Road including stations at Twin Brooks and Ellerslie Road as well as the Heritage Valley Operations and Maintenance Facility. This also includes the purchase of Light Rail Vehicles.

2021 Fall SCBA (#21-31, DCM-9): The recalibration exercise completed for this Public Transit Infrastructure Fund (PTIF) bundle in the Spring 2021 SCBA took excess \$1,025 budget from the Capital Line South 16-66-7018 and this correction entry is returning this budget back from the Stadium Station profile 19-10-1011 that received the majority of this PTIF bundle's excess funds in the Spring 2021 SCBA.

2022 Spring SCBA (#22-10, 3.6-1): This adjustment is required to transfer the Operating and Maintenance Facility originally planned for capital profile "16-66-7013 - Metro Line LRT (NAIT - Blatchford) Extension" to capital profile "16-66-7018 - Capital Line South LRT: Century Park to Ellerslie Road", which was approved by the Federal Treasury Board.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Capital Line South LRT: Century Park to Ellersie Road**

**FUNDED**

PROFILE NUMBER: **16-66-7018**

PROFILE TYPE: **Standalone**

BRANCH: **LRT Expansion and Renewal**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2016 Cap Capital Budget Adj (one-off)	9,200	-	-	-	-	-	-	-	-	-	9,200	
	2017 Cap Capital Budget Adj (one-off)	5,800	-	-	-	-	-	-	-	-	-	5,800	
	2020 Cap Administrative	-211	-	-	-	-	-	-	-	-	-	-211	
	2020 Cap Council	-481	-	-	-	-	-	-	-	-	-	-481	
	2021 Cap Administrative	54	-	-	-	-	-	-	-	-	-	54	
	2021 Cap Capital Budget Adj (one-off)	928	79,852	175,110	265,206	274,178	175,992	54,412	-	-	-	-	1,025,678
	2021 Cap Carry Forward	-678	678	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	55,750	4,250	-	-	-	-	-	-	-	-	60,000
	<b>Current Approved Budget</b>	<b>14,613</b>	<b>136,280</b>	<b>179,360</b>	<b>265,206</b>	<b>274,178</b>	<b>175,992</b>	<b>54,412</b>	-	-	-	-	<b>1,100,040</b>
	APPROVED FUNDING SOURCES	Federal - Investing in Canada Infrastructure Prgm (ICIP)	-	44,945	69,925	104,156	107,248	68,307	21,386	-	-	-	415,967
		Federal - Public Transit Infrastructure Fund	6,656	-	-	-	-	-	-	-	-	-	6,656
Land Fund Retained Earnings		-	678	-	-	-	-	-	-	-	-	678	
Munc Sustain. Initiative - MSI		3,700	-	-	-	-	-	-	-	-	-	3,700	
Other Grants - Provincial		3,328	-	-	-	-	-	-	-	-	-	3,328	
Pay-As-You-Go		679	-	-	-	1,150	1,149	41	-	-	-	3,019	
Provincial ICIP - matching		-	52,945	69,925	104,156	97,014	-	-	-	-	-	324,040	
Tax-Supported Debt		250	37,712	39,510	56,894	68,766	106,536	32,985	-	-	-	342,653	
<b>Current Approved Funding Sources</b>		<b>14,613</b>	<b>136,280</b>	<b>179,360</b>	<b>265,206</b>	<b>274,178</b>	<b>175,992</b>	<b>54,412</b>	-	-	-	-	<b>1,100,040</b>

BUDGET REQUEST												
Budget Request	-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)												
Revised Budget (if Approved)	14,613	136,280	179,360	265,206	274,178	175,992	54,412	-	-	-	-	1,100,040
Requested Funding Source	Federal - Investing in Canada Infrastructure Prgm (ICIP)	-	44,945	69,925	104,156	107,248	68,307	21,386	-	-	-	415,967
	Federal - Public Transit Infrastructure Fund	6,656	-	-	-	-	-	-	-	-	-	6,656
	Land Fund Retained Earnings	-	678	-	-	-	-	-	-	-	-	678
	Munc Sustain. Initiative - MSI	3,700	-	-	-	-	-	-	-	-	-	3,700
	Other Grants - Provincial	3,328	-	-	-	-	-	-	-	-	-	3,328
	Pay-As-You-Go	679	-	-	-	1,150	1,149	41	-	-	-	3,019
	Provincial ICIP - matching	-	52,945	69,925	104,156	97,014	-	-	-	-	-	324,040
	Tax-Supported Debt	250	37,712	39,510	56,894	68,766	106,536	32,985	-	-	-	342,653
<b>Requested Funding Source</b>	<b>14,613</b>	<b>136,280</b>	<b>179,360</b>	<b>265,206</b>	<b>274,178</b>	<b>175,992</b>	<b>54,412</b>	-	-	-	-	<b>1,100,040</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	9,461	95,864	170,688	265,206	274,178	175,992	54,412	-	-	-	-	1,045,801
	Design	5,151	19,738	8,672	-	-	-	-	-	-	-	-	33,561
	Land	-	20,678	-	-	-	-	-	-	-	-	-	20,678
	<b>Total</b>	<b>14,613</b>	<b>136,280</b>	<b>179,360</b>	<b>265,206</b>	<b>274,178</b>	<b>175,992</b>	<b>54,412</b>	-	-	-	-	<b>1,100,040</b>

# CAPITAL PROFILE REPORT

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:

	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **CENTRAL LRT STATION ESCALATOR RENEWAL**  
 PROFILE NUMBER: **21-25-9501**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **LRT Expansion and Renewal**  
 PARTNER: **Edmonton Transit Service**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Bruce Ferguson
PARTNER MANAGER:	Carrie Hotton-MacDonald
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2023

Service Category: **Public Transit** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>8,200</b>
5	95	<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>8,200</b>

## PROFILE DESCRIPTION

This profile provides for the renewal of the existing public transit system's escalator equipment at Central LRT station and associated infrastructure, incorporating new technology, design codes and City standards as required. This profile includes renewal and minor upgrades of LRT facilities, structures, ancillary equipment, and barrier free access renewals.

## PROFILE BACKGROUND

Edmonton Transit currently has 15 LRT stations. A significant amount of transit infrastructure is approaching 40 years of age. A number of assets have exceeded their useful life. The proposed renewal program addresses the most critical of the known issues within this infrastructure. The work in this profile is required to maintain the safety, reliability and condition of LRT base infrastructure. The systems is customer facing and affects the functionality of the ETS system on a day to day basis.

## PROFILE JUSTIFICATION

Life cycle replacements are required to keep LRT stations in a safe and reliable state. The existing escalators at Central LRT station are very old and have exceeded their expected life span. Existing infrastructure renewal is required to meet customer needs and restore the safety and operating efficiency (reliability and serviceability) of the systems. Accessibility issues have been identified that need to be addressed in order to align with barrier-free standards. Recent condition assessments confirm the appropriateness of performing this work at this time. Deferring this work will result in higher operating and maintenance costs, increased risk to public safety and service impacts (including service delays to accommodate emergent maintenance).

## STRATEGIC ALIGNMENT

The Way We Move - Well maintained infrastructure  
 The Way We Live - Safe Infrastructure for Citizens  
 Corporate Outcomes - Sustainable and Accessible Infrastructure

## ALTERNATIVES CONSIDERED

- 1) Proceed with the work in the current budget cycle (2019 - 2022)
  - 2) Defer construction to next budget cycle (2023 - 2026)
  - 3) Cancel and leave current equipment in place
- Option 1 is recommended

## COST BENEFITS

Increased reliability, serviceability, ETS operational efficiency, extended asset life, reduced operating & maintenance costs and in service impacts. Intangible benefits: Improved Transit customer experience, safety & security, barrier-free accessibility, system functionality, vendor support, new technology advantages, code requirements met.

## KEY RISKS & MITIGATING STRATEGY

Cost: Tender prices may exceed the available budget.  
 Mitigations include detailed cost estimates from cost consultant, early engagement from construction contractor and value engineering of the design.  
 Schedule: Delivery of equipment is extended leading to project not being completed in current budget cycle. Contractor delays.  
 Mitigations include early engagement of construction contractor, early construction mobilizations may be considered, specifications for equipment fast-tracked. Long lead items to be procured as far in advance of construction as possible.

## RESOURCES

The program coordination will be managed by LRT Expansion and Renewal. The projects will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

The work in this profile is required to maintain the safety, reliability and condition of Edmonton Transit Service infrastructure, particularly LRT facilities at Central LRT station. The cost to postpone renewals comes with ever increasing risk to the public transit infrastructure and ultimately risk to the public. Approval of this capital profile is required to fund construction work in adherence to the PDDM process. Recommendation: This profile be approved to improve the long term viability of public transit as a safe and reliable method of transportation within the City.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Central LRT Station Escalator Renewal**  
 PROFILE NUMBER: **21-25-9501**  
 BRANCH: **LRT Expansion and Renewal**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	589	7,511	100	-	-	-	-	-	-	-	8,200
	2021 Cap Carry Forward	87	-87	-	-	-	-	-	-	-	-	-
	<b>Current Approved Budget</b>	<b>676</b>	<b>7,424</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,200</b>
	Approved Funding Sources											
Munc Sustain. Initiative - MSI	643	6,647	90	-	-	-	-	-	-	-	-	7,380
Pay-As-You-Go	34	776	10	-	-	-	-	-	-	-	-	820
<b>Current Approved Funding Sources</b>	<b>676</b>	<b>7,424</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,200</b>

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	676	7,424	100	-	-	-	-	-	-	-	8,200
	Requested Funding Source											
	Munc Sustain. Initiative - MSI	643	6,647	90	-	-	-	-	-	-	-	7,380
	Pay-As-You-Go	34	776	10	-	-	-	-	-	-	-	820
<b>Requested Funding Source</b>	<b>676</b>	<b>7,424</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,200</b>	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	440	7,348	75	-	-	-	-	-	-	-	-	-
Design	236	75	25	-	-	-	-	-	-	-	-	-	336
<b>Total</b>	<b>676</b>	<b>7,424</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,200</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	EDMONTON-STRATHCONA COUNTY PEDESTRIAN BRIDGE	<b>FUNDED</b>
PROFILE NUMBER:	20-20-2024	<b>PROFILE STAGE:</b> Previously Approved
DEPARTMENT:	Integrated Infrastructure Services	<b>PROFILE TYPE:</b> Standalone
LEAD BRANCH:	Infrastructure Delivery	LEAD MANAGER: Jason Meliefste
PARTNER:		PARTNER MANAGER:
BUDGET CYCLE:	2023-2026	ESTIMATED START: December, 2020
		ESTIMATED COMPLETION: December, 2025

<b>Service Category:</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>38,580</b>
100		<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	<b>38,580</b>

## PROFILE DESCRIPTION

This profile is for the planning, design and delivery of the Northeast Edmonton/Strathcona County Pedestrian/Cyclist Footbridge (NE Bridge) over the North Saskatchewan River. The scope of project will comprise the recommended bridge concept and shared-use path connections from a feasibility study conducted in 2019 and, as budget permits, supporting open space and recreational upgrades, accommodation of wildlife passage and access upgrades on the west side of the bridge. The recommended bridge location and concept consists of an S-shaped steel box girder bridge with two pier looks, crossing at approximately 167 Avenue / Twp. Rd. 540. The recommended shared-use path alignments comprise direct connections in the existing Riverside Nature Trail in Strathcona County and NE Edmonton Trails. The anticipated scope of the supporting upgrades will be identified during planning, and may consist of elements such as viewpoints, signage, seating areas, benches, lighting, public artwork, a hand boat launch and dock, a trailhead and parking area in Strathcona County.

This project is a joint initiative between the River Valley Alliance (RVA), Strathcona County and the City of Edmonton. The project funding is anticipated to comprise a 2/3 contribution from the RVA, 1/6 contribution from Strathcona County and 1/6 contribution from the City of Edmonton, subject to future cost sharing agreements. The RVA's funding consists of equal Federal and Provincial contributions (1/3 each).

The project scope will be split into two phases, Phase 1 and Phase 2. Phase 1 comprises the planning and design of the project (PDDM Checkpoints 1 to 3), including public and indigenous engagement to inform the decision making. Phase 2 will comprise the detailed design and delivery of the initiative (PDDM Checkpoints 3 to 5). This profile will provide funding for both phases.

## PROFILE BACKGROUND

In 2012, the City of Edmonton partnered with the River Valley Alliance (RVA) to advance the RVA Phase I Capital Plan 2012-2016. In 2016, the RVA submitted to its member municipalities its 2017-2022 (Phase 2) Draft Capital Plan, a comprehensive list of projects which form the basis for the next funding application to the Provincial and Federal governments. In August 2016, City Council approved the projects subject to establishing a shortlist of priorities for Edmonton, and the subsequent completion of feasibility studies. Three projects, including the NE Bridge, were identified as priorities and in 2019, the City of Edmonton completed a feasibility study for the NE Bridge. The goal of the study was to create certainty around construction timelines and better define the project scope, cost, and schedule. The NE Bridge remains a priority for the RVA and in 2020, and they have announced that they are prepared to commit funding towards the project (up to 2/3 of the cost). This profile provides funding for the planning, design and delivery of the City of Edmonton's contribution, emphasizing the City's shared commitment towards the delivery of this project.

## PROFILE JUSTIFICATION

The NE Bridge project represents an opportunity to enhance access and connectivity to the North Saskatchewan River Valley (NSRV) locally and regionally, building towards a continuous trail system between Devon and Fort Saskatchewan. The project also has the potential to further support policy goals and objectives outlined in the City's draft plan for the NSRV, Ribbon of Green, the City's draft municipal development plan, the City Plan, and the City's draft bicycle transportation plan, the Bike Plan. In turn, the project will incrementally help to support the City's four strategic goals.

The additional Phase 1 RVA partner funding (sourced from Federal and Provincial agencies) must be used or returned by year-end 2024. It is therefore imperative that the City starts planning and design of the project at this point in order to secure funding from our business partners.

## STRATEGIC ALIGNMENT

The NE Bridge project aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's 4 strategic goals: healthy city, urban places, regional prosperity and climate resilience. In addition, this project is also broadly supported by the RVA's strategic plan for the NSRV, A Plan of Action for the Capital Region River Valley Park, as well as the City's draft plan for the NSRV, Ribbon of Green, the City's draft municipal development plan, the City Plan, and the City's draft bicycle transportation plan, the Bike Plan

**ALTERNATIVES CONSIDERED**

The alternative to advancing this project is to delay or cancel the project. This would prevent the City and Strathcona County from capitalizing on the RVA's commitment to fund up to two thirds of the project cost. Delaying or cancelling this project would also not meet City Council's four strategic goals and would also impact the City's relationship with the RVA, as this project is a high priority project for them, and with Strathcona County.

The feasibility report provided alternative bridge options, however, proceeding with any of these other options will not align as well with the performance criteria including cost, constructability within the 2024 funding deadline, minimizing environmental impacts, review/permitting requirements, aesthetics and user experience. The City proposes to advance the recommendation of the feasibility report, including the bridge location, trail alignment and bridge structural concept.

**COST BENEFITS**

The profile is intended to improve information to the Council to make better-informed capital investment decisions and invest early in design to support detailed business cases. The project will be funded equally by Federal, Provincial and Municipal resources. The Federal and Provincial commitment will total  $\frac{2}{3}$  and will be delivered by the RVA. Municipal funding ( $\frac{1}{3}$ ) will be funded equally from Edmonton (□) and Strathcona County (□).

**KEY RISKS & MITIGATING STRATEGY**

Key risks currently identified include: the fixed project budget; unanticipated issues stemming from public/indigenous engagement; longer than expected environmental permitting/approval process; change in project management; inclusion of additional scope; geotechnical permit/approval timelines; project funding deadline of end of 2024; utility permitting and crossing agreements; and timelines to complete supporting studies. All risks will be monitored throughout the life of the project and the Risk Register updated and reviewed on a regular bi-weekly basis. The project team will work together to mitigate the risks in a timely manner.

**RESOURCES**

Internal resources will include a project manager and City support staff. A design consultant and Construction Consultant will be retained to complete planning, design and delivery of the project. A General Contractor will be retained to construct the project.

**CONCLUSIONS AND RECOMMENDATIONS**

The NE Bridge represents a critical element in the development of a connected Capital Region river valley park in the North Saskatchewan River Valley. The bridge has been identified as a priority project by the City, Strathcona County and the RVA. By advancing the project at this time, the City also has an opportunity to leverage substantial partner funding. IIS recommends funding approval for this project at this time in order to ensure adequate time is available to complete more advanced phases in line with the anticipated funding schedule.

**CHANGES TO APPROVED PROFILE**

2022 April 4 Council Meeting Item 6.1 (BA#22-05): As the project has developed, costs for the new bridge have been refined with the increased level of design. Based upon the current design, the overall project is anticipated to cost \$38.6 million (-20% to +30%) of which \$4.4 million has previously been approved. This request is for \$34.2 million of additional funding which will be funded from CM-30-3131 River Valley Alliance Phase 2 - Planning & Design (Pay-As-You-Go of \$408,112), 16-17-6120 West End Trails (Pay-As-You-Go \$46,592; RVA Partnership \$588,259), 16-17-6130 East End Trails (\$1,782,872), additional partnership funding with the River Valley Alliance and Strathcona County (\$24,971,369) and pre-committing future Pay-As-You-Go funding (\$6,382,385). The estimated completion date for the project would be updated from December 2024 to December 2025.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Edmonton-Strathcona County Pedestrian Bridge**  
 PROFILE NUMBER: **20-20-2024**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2020 Cap Council		2,500	1,901	-	-	-	-	-	-	-	-	-	4,401
2021 Cap Carry Forward		-933	933	-	-	-	-	-	-	-	-	-	-
2022 Cap Capital Budget Adj (one-off)		-	3,924	15,747	11,284	3,124	50	50	-	-	-	-	34,180
<b>Current Approved Budget</b>		<b>1,567</b>	<b>6,758</b>	<b>15,747</b>	<b>11,284</b>	<b>3,124</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38,580</b>
Approved Funding Sources													
Partnership Funding		296	6,228	11,010	8,779	2,508	-	-	-	-	-	-	28,820
Pay-As-You-Go		1,271	530	4,737	2,506	616	50	50	-	-	-	-	9,760
<b>Current Approved Funding Sources</b>		<b>1,567</b>	<b>6,758</b>	<b>15,747</b>	<b>11,284</b>	<b>3,124</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38,580</b>

BUDGET REQUEST		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)		1,567	6,758	15,747	11,284	3,124	50	50	-	-	-	-	38,580
Requested Funding Source													
Partnership Funding		296	6,228	11,010	8,779	2,508	-	-	-	-	-	-	28,820
Pay-As-You-Go		1,271	530	4,737	2,506	616	50	50	-	-	-	-	9,760
<b>Requested Funding Source</b>		<b>1,567</b>	<b>6,758</b>	<b>15,747</b>	<b>11,284</b>	<b>3,124</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38,580</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-933	4,858	15,747	11,284	3,124	50	50	-	-	-	-	34,180
	Design	2,500	1,901	-	-	-	-	-	-	-	-	-	4,401
	<b>Total</b>	<b>1,567</b>	<b>6,758</b>	<b>15,747</b>	<b>11,284</b>	<b>3,124</b>	<b>50</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>38,580</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>GATEWAY BLVD RENEWAL (UNIVERSITY AVENUE TO 82 AVENUE)</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>22-22-9701</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	<b>Infrastructure Delivery</b>	LEAD MANAGER: <b>Jason Meliefste</b>
PARTNER:	<b>Parks and Roads Services</b>	PARTNER MANAGER: <b>Gord Cebryk</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>June, 2022</b>
		ESTIMATED COMPLETION: <b>December, 2023</b>

<b>Service Category:</b>	<b>Roads</b>	<b>Major Initiative:</b>	
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>8,228</b>
	<b>100</b>	<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>8,228</b>

## PROFILE DESCRIPTION

University Avenue to 80 Avenue:  
Asphalt surface renewal; replacement of east lane road structure and curb/gutter; replace 79-80 avenue west side walkway, relocating streetlight to back of walk; streetlight upgrades; and, localized walkway replacement.

80 - 82 Avenue:  
Road Reconstruction; addition of east side walkway; upgrades to furnishing zones (trees, festive lights and Low Impact Development); replace street lights, transformers and pedestals; signal upgrades at 80 Avenue; new pedestrian flasher at 81 Avenue; and, extending the Whyte Ave 'heritage feel' between 80 - 82 Avenue.

Construction is planned to start Summer of 2022 and anticipated completion in Fall of 2023.

## PROFILE BACKGROUND

Gateway Boulevard is a corridor that falls under the Goods Movement Arterial Renewal Program (ARP) which addresses deteriorating arterial road conditions and provide preventative renewal measures to ensure and maintain the safety of all road users. This program includes renewal of roadway base, curbs, gutters, and sidewalks, as well as upgrading rural arterial truck routes.

Arterial renewal locations are planned in conjunction with other roadway growth components (such as widening, intersection improvements) and Transit growth components (such as bus lanes, signal priorities, LRT), where possible. The ARP program also coordinates and includes related work for street lighting and traffic signal rehabilitation/upgrades, mature tree management, and minor geometric and active modes connections/facilities improvements (for sidewalks, bike, multi-use paths). Coordination strategies intend to optimize cost savings and city invest.

## PROFILE JUSTIFICATION

Arterial Road infrastructure, such as Gateway Boulevard, should be maintained in accordance with its asset lifecycle as outlined in the City's Arterial Investment Model. Utilization of a balanced approach to various capital improvement techniques (i.e. reconstruction, overlay, crack sealing) to maximize asset value and asset life. Sufficient funding will allow for Gateway Boulevard to receive capital improvements during optimal renewal intervals. This will help create a stable/predictable funding to meet renewal needs of (aging) current and future major roads (because of the population and demographic trends) and mitigate traffic disruption and maintenance (such as potholes).

Population growth and other demographic factors result in higher usage of arterial roads and deteriorating rates that will negatively impact the efficient movement of goods and people (transit, bike, pedestrian), public satisfaction (potholes, disruption) and traffic safety.

## STRATEGIC ALIGNMENT

Aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

The alternative to advancing this project to construction by approving Checkpoint 1 to 5, is to "do nothing". This would allow further deterioration of Gateway Blvd, which translates to higher maintenance and future renewal costs and poor level of service (i.e. potholes, traffic disruptions, safety) and customer satisfaction. Doing nothing on Gateway Boulevard would allow further deterioration that increases maintenance costs and increases the risk of asset failure. Significant operating dollars will be expended to provide temporary repairs (such as potholes to maintain traffic safety and access to the roadway) that will provide a poor level of service. If asset failure occurs, there will be a severe or complete loss of service (such as limited or no roadway access) and will require costly emergency repairs or renewal for the asset to reinstate service.

## COST BENEFITS

Arterial networks, such as the Gateway Boulevard corridor, must be maintained and proactively renewed before its condition requires more costly major reconstruction. If adequate renewal investment is not met this will result in a lower level of service, and costly maintenance and reconstruction investments.

## **KEY RISKS & MITIGATING STRATEGY**

Key risks include unforeseen conditions arising during construction, including damages discovered in utility and drainage infrastructure. All risks will be monitored throughout the life of the project during construction. The Risk Register will continue to be updated and reviewed on a regular basis by the project team and Administration. The project team will work together to mitigate the risks in a timely manner as they arise.

## **RESOURCES**

Internal resources will include a project manager and support staff. A Design Consultant has been retained and upon approval of the construction budget will provide engineering construction and post construction services. A Contractor will be hired to complete the construction of the project.

## **CONCLUSIONS AND RECOMMENDATIONS**

IIS recommends funding approval for Checkpoint 1 to 5, to permit funding for construction and post construction services for this project, in order to meet the planned project timelines.



# CAPITAL PROFILE REPORT

PROFILE NAME: Gateway Blvd Renewal (University Avenue to 82 Avenue)

**FUNDED**

PROFILE NUMBER: 22-22-9701

PROFILE TYPE: Standalone

BRANCH: Infrastructure Delivery

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2022 Cap Council	-	3,134	3,767	-	-	-	-	-	-	-	6,901	
	2022 Cap Capital Budget Adj (one-off)	-	-	1,327	-	-	-	-	-	-	-	1,327	
	Current Approved Budget	-	3,134	5,094	-	-	-	-	-	-	-	8,228	
	Approved Funding Sources												
	Federal Grant	-	735	-	-	-	-	-	-	-	-	-	735
	Munc Sustain. Initiative - MSI	-	1,831	3,234	-	-	-	-	-	-	-	-	5,065
	Pay-As-You-Go	-	568	1,860	-	-	-	-	-	-	-	-	2,428
	Current Approved Funding Sources	-	3,134	5,094	-	-	-	-	-	-	-	-	8,228

BUDGET REQUEST	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	-	3,134	5,094	-	-	-	-	-	-	-	-	8,228
Requested Funding Source												
Federal Grant	-	735	-	-	-	-	-	-	-	-	-	735
Munc Sustain. Initiative - MSI	-	1,831	3,234	-	-	-	-	-	-	-	-	5,065
Pay-As-You-Go	-	568	1,860	-	-	-	-	-	-	-	-	2,428
Requested Funding Source	-	3,134	5,094	-	-	-	-	-	-	-	-	8,228

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-	2,474	4,383	-	-	-	-	-	-	-	-	6,857
	Design	-	554	584	-	-	-	-	-	-	-	-	1,138
	Other Costs	-	106	127	-	-	-	-	-	-	-	-	233
	Total	-	3,134	5,094	-	-	-	-	-	-	-	-	8,228

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:												
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **GLENORA BRIDGE (B097) RENEWAL**  
 PROFILE NUMBER: **21-24-9302**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	December, 2022

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>		
	<b>100</b>	PREVIOUSLY APPROVED:	<b>5,990</b>
		BUDGET REQUEST:	<b>-</b>
		TOTAL PROFILE BUDGET:	<b>5,990</b>

## PROFILE DESCRIPTION

To create a renewal profile for the Glenora Bridge (B097) rehabilitation project as the value is over \$5M. Funds to be drawn from CM-24-0000.

Scope includes:

- Preliminary Design, Detailed Design, and Build phases for bridge rehabilitation.
- Street light and under bridge lighting replacement.

## PROFILE BACKGROUND

The Glenora Bridge (B097) is owned and maintained by the City of Edmonton (City) as part of the roadway network and comprises a critical link in the city's roadway network. The overpass was originally constructed in 1967.

A condition assessment and preliminary rehabilitation strategy report was completed on the bridge in August 2020. It found the need for replacement of the deck surface, repairs of concrete delamination on the substructure, replacement of bridge deck joints, and the need for strengthening of the superstructure to accommodate Alberta legal loads.

## PROFILE JUSTIFICATION

The project has been fast-tracked to be completed in advance of the start of main construction on the Valley Line West LRT project, as 107 Avenue is the detour route for the Stony Plain Road closure.

If the renewal of Glenora Bridge had been delayed until after completion of Valley Line West LRT, then (1) the detour route would not have accommodated legal loads, (2) the renewal of Glenora Bridge would have become more expensive due to worsening of condition, and (3) the schedule would conflict with the planned replacement of Wellington Bridge.

## STRATEGIC ALIGNMENT

Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

Aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

Renewal of structures is necessary for safety and serviceability. The alternative to this work would be to defer renewal of the bridge for several years, resulting in higher operating and capital costs and potential further reductions to service levels.

## COST BENEFITS

Tangible benefits include:

- renewing structures before they deteriorate to a condition deemed unsafe for use.
- considering emerging trends and effects of travelers to achieve benefits over its full asset life.

Intangible benefits include:

- more efficient movement of goods, services and people.
- well maintained inventory, less congestion and enhancement of the lives of Edmontonians.

## KEY RISKS & MITIGATING STRATEGY

Schedule: Resources not sufficient to accommodate the work. Contractor delays.

Mitigations include improved planning and budgeting utilizing PDDM delivery and most current costing/scheduling information available. Bonus/penalty clauses, early construction mobilizations may be considered. Long lead items procured well in advance of construction.

## RESOURCES

The program coordination will be managed by Lifecycle Management. The projects will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

This profile is to be approved for construction of the Glenora Bridge (B097) Rehabilitation project.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Glenora Bridge (B097) Renewal**  
 PROFILE NUMBER: **21-24-9302**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	3,500	2,440	25	25	-	-	-	-	-	-	5,990
	2021 Cap Carry Forward	-888	888	-	-	-	-	-	-	-	-	-
	<b>Current Approved Budget</b>	<b>2,612</b>	<b>3,328</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,990</b>
	Approved Funding Sources											
Munc Sustain. Initiative - MSI	2,533	2,813	23	23	-	-	-	-	-	-	-	5,391
Pay-As-You-Go	78	516	3	3	-	-	-	-	-	-	-	599
<b>Current Approved Funding Sources</b>	<b>2,612</b>	<b>3,328</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,990</b>

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	2,612	3,328	25	25	-	-	-	-	-	-	5,990
	Requested Funding Source											
	Munc Sustain. Initiative - MSI	2,533	2,813	23	23	-	-	-	-	-	-	5,391
	Pay-As-You-Go	78	516	3	3	-	-	-	-	-	-	599
	Requested Funding Source	2,612	3,328	25	25	-	-	-	-	-	-	5,990

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	2,262	3,328	25	25	-	-	-	-	-	-	-	5,640
	Design	350	-	-	-	-	-	-	-	-	-	-	350
	<b>Total</b>	<b>2,612</b>	<b>3,328</b>	<b>25</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,990</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **JASPER AVENUE NEW VISION PHASE 2**  
 PROFILE NUMBER: **17-74-4103**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Economic Investment Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Paul Ross
ESTIMATED START:	January, 2017
ESTIMATED COMPLETION:	December, 2023

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>
91	9

PREVIOUSLY APPROVED:	31,125
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	31,125

## PROFILE DESCRIPTION

This profile begins implementation of the next phase of the Jasper Avenue New Vision Project. The project will feature streetscape improvements to Jasper Ave including wider sidewalks, quality materials, attractive street furnishings and lighting, trees and public art. In addition, repairs are required to the roof slab of the Shaw Conference Centre located under Jasper Ave, as well as to the Frank Oliver Tunnel which is underneath the sidewalk at 100 St. This profile includes concept design for the streetscape from 92 St to 109 St, preliminary and detailed engineering from 96 St to 100 St, and structural engineering of repairs to the Shaw Centre and Frank Oliver Tunnel. Funding for this project will be transferred from existing approved Capital Profiles. There is funding within existing approved Capital Profiles to construct the streetscape, but new funding for the underground infrastructure will be requested as part of the 2019-2022 Capital Budget. Construction will begin in 2019.

## PROFILE BACKGROUND

The streetscape of Jasper Avenue, which was constructed in the 1980s, is dilapidated and in need of improvement. The current cross-section favours a wide roadway, which does not reflect Council's vision of Downtown as pedestrian-friendly and vibrant. The Jasper Avenue New Vision project is listed in the Downtown CRL Plan as a Catalyst Project. Streetscape improvements to Jasper Avenue east of 97 Street are included in the Quarters Urban Design Plan and the Quarters Downtown CRL Plan.

The initial phase of construction between 100 and 102 Streets has created an attractive corridor that prioritizes pedestrians and transit use. Since the improvements began, several properties facing the Avenue have made major investments in their properties that have brought new vibrancy and activity to the area. Structural Assessments of infrastructure located under Jasper Avenue were completed in 2016. These assessments identified significant structural repairs that will be required to the roof slab above the Shaw Conference Centre, which is located under Jasper Avenue. The urgency associated with these repairs makes the 96 Street to 100 Street section the next logical priority for completion.

## PROFILE JUSTIFICATION

This project is a Catalyst Project in the Downtown and Quarters CRL Plans as approved by Council and the Province. It will enhance Jasper Avenue's role as Edmonton's Main Street - an attractive, pedestrian-oriented, and vibrant corridor through the heart of the City. This project is expected to spark investment and improve street-level vibrancy and attractiveness. The design will promote pedestrian activity and transit use, supporting Council's strategic goals. It will also improve pedestrian access to the Quarters and the recently completed Armature streetscape on 96 St. Repairs to the Shaw Centre roof will require removal of the roadway in 2019 - this project will integrate facility and streetscape work to achieve efficiencies and minimize disruption. Repairs are also required to the Frank Oliver Tunnel. The concept planning phase will assess the value of this Pedway to pedestrian circulation and evaluate potential rehabilitation strategies, including its potential closure.

## STRATEGIC ALIGNMENT

This project contributes to The Way Ahead's goal of Transforming Edmonton's Urban Form, The Way We Grow, The Way We Move, and The Way We Live, as well as the Capital City Downtown Plan, Quarters Urban Design Plan, and Quarters and Downtown CRL Plans.

## ALTERNATIVES CONSIDERED

Administration considered three potential segments of Jasper Avenue for the next phase of work: 96 Street to 100 Street above the Shaw Conference Centre, 102 Street to 105 Street above Bay/Enterprise Square LRT Station, and 105 Street to 109 Street above Corona LRT Station.

The 96 Street to 100 Street segment was selected based on the urgency of the structural repairs that are required at the Shaw Conference Centre. The other pieces of underground infrastructure are in better condition and do not have the same level of urgency associated with them.

## **COST BENEFITS**

- Higher quality public realm for Edmonton's Main Street
- Greater pedestrian safety
- Improved Universal Accessibility
- Extend structural life of Shaw Centre
- Attract private sector investment
- Improve connections between major destinations: Shaw Conference Centre, Canada Place, The Quarters, and several Downtown hotels
- Enhanced viability of street-level retail/patios
- Increased property values
- Increased tree canopy
- Enhanced Civic Pride

## **KEY RISKS & MITIGATING STRATEGY**

Risks associated with this project include discovery of additional deterioration to the Shaw Centre, coordination with utility agencies, and potential short-term disruption to traffic and local businesses. Mitigation strategies include ensuring adequate contingencies in project budgets, early involvement of utility agencies in the design process, development of a proactive communication plan, and incorporating 'lessons learned' from the first phase of the Jasper Avenue New Vision project.

## **RESOURCES**

Project Management will be provided by Integrated Infrastructure Services. External consultants will be retained to provide design, engineering, and other services as appropriate.

## **CONCLUSIONS AND RECOMMENDATIONS**

Recommend proceeding with Concept Design for Jasper Avenue (92 to 109 Street), Preliminary and Detailed Engineering for roadway and streetscape (96 Street to 100 Street), Structural Design and Engineering for rehabilitation of the Shaw Conference Centre roof slab and Frank Oliver Tunnel.

## **CHANGES TO APPROVED PROFILE**

2019 Fall SCBA (3.2.6A): Additional funds required to cover Phase 2 of the Jasper Avenue New Vision Project, including streetscape and roadway reconstruction of Jasper Avenue from 97 Street to 100 Street. Note that this work is tied to the Edmonton Convention Centre structure renewal, but is separately funded. Funds to come from UFCSD Profile 15-74-4103. Revised completion date is Dec 2023. Related to UFCSD change request SCBA-C-2019-00132.

2019 Fall SCBA (3.2.6C): Additional funds required to cover Phase 2 of the Jasper Avenue New Vision Project, including streetscape and roadway reconstruction of Jasper Avenue from 97 Street to 100 Street. Note that this work is tied to the Edmonton Convention Centre structure renewal, but is separately funded. Funds to come from UFCSD Profile CM-74-4100. Revised completion date is Dec 2023. Related to UFCSD change request SCBA-C-2019-00133.

2020 Fall SCBA (#20-31, CFO 1B-14): Funding swap between Debt CRL quarters and Debt CRL Downtown.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Jasper Avenue New Vision Phase 2**  
 PROFILE NUMBER: **17-74-4103**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2017 Cap Council		3,400	-	-	-	-	-	-	-	-	-	-	3,400
2019 Cap Council		24,447	3,013	265	-	-	-	-	-	-	-	-	27,725
2021 Cap Carry Forward		-2,042	2,042	-	-	-	-	-	-	-	-	-	-
<b>Current Approved Budget</b>		<b>25,804</b>	<b>5,055</b>	<b>265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,125</b>
Approved Funding Sources													
Debt CRL Downtown		24,797	5,055	265	-	-	-	-	-	-	-	-	30,117
Debt CRL Quarters		1,008	-	-	-	-	-	-	-	-	-	-	1,008
<b>Current Approved Funding Sources</b>		<b>25,804</b>	<b>5,055</b>	<b>265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,125</b>

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		25,804	5,055	265	-	-	-	-	-	-	-	-	31,125
Revised Budget (if Approved)		25,804	5,055	265	-	-	-	-	-	-	-	-	31,125
Requested Funding Source													
Debt CRL Downtown		24,797	5,055	265	-	-	-	-	-	-	-	-	30,117
Debt CRL Quarters		1,008	-	-	-	-	-	-	-	-	-	-	1,008
<b>Requested Funding Source</b>		<b>25,804</b>	<b>5,055</b>	<b>265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,125</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	22,404	5,055	265	-	-	-	-	-	-	-	-	27,725
	Design	3,400	-	-	-	-	-	-	-	-	-	-	3,400
	<b>Total</b>	<b>25,804</b>	<b>5,055</b>	<b>265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31,125</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **LATTA BRIDGE (B027) REPLACEMENT**  
 PROFILE NUMBER: **21-24-9301**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	October, 2023

<b>Service Category:</b>	<b>Major Initiative:</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>19,012</b>
<b>10</b>	<b>90</b>	<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>19,012</b>

## PROFILE DESCRIPTION

To create a standalone profile for the Latta Bridge (B027) Replacement project as the value is over \$5M. Funds to be drawn from CM-24-0000.

Scope includes:

- Preliminary Design, Detailed Design, and Build phases for a full replacement structure for Latta Bridge (B027).
- Minor traffic signal/controller upgrades and street lights design, as required.
- Complete Environmental Impact Assessment (EIA) and Environmental Site Assessment (ESA) for Council review and approval, and obtain environmental permits as required.
- Assessment of existing drainage conditions to ensure proposed structures drain positively.
- Public art.

## PROFILE BACKGROUND

Latta Bridge (B027) was built in 1911, it is owned and operated by the City. The bridge functions as part of the arterial roadway network, carrying two lanes of traffic in each direction. The bridge replacement scope includes preliminary design, detailed design, and tendering.

An assessment report titled "Latta Bridge Condition Assessment" was completed in December 2019. The assessment included a detailed inspection of the bridge, a lifecycle analysis of rehabilitation strategies and a recommended rehabilitation strategy. Based on the Level 2 Assessment, the bridge has reached the end of its service life and requires a full replacement.

## PROFILE JUSTIFICATION

Renewal of bridge structures improves the overall inventory condition, improves the selected structure's load carrying capacity, and increases the safety of all users. Maintaining access, public safety and maintaining urban form are key outcomes of this program.

Latta Bridge is a life-critical structure on a major thoroughfare in Edmonton in need of replacement.

## STRATEGIC ALIGNMENT

Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

Aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

Renewal of structures is necessary for safety and serviceability. The alternative to this work would be to maintain the existing structure in its as is condition (do nothing), recognizing that deterioration will continue and the City would have to post the bridge to a lower weight limit (prohibiting ETS buses) and eventually close it if it could not be reconstructed.

## COST BENEFITS

Tangible benefits include:

- replacing structures before they deteriorate to a condition deemed unsafe for use
- considering emerging trends and effects of travelers to achieve benefits over its full asset life

Intangible benefits include:

- more efficient movement of goods, services and people
- architectural innovations to enhance the cityscape
- well maintained inventory, less congestion and enhancement of the lives of Edmontonians.



## KEY RISKS & MITIGATING STRATEGY

Cost: Tender prices may exceed the available budget. Work scope may be able to be reduced so as not to exceed approved amounts.

Schedule: Resources not sufficient to accommodate the work. Contractor delays.

Mitigations include improved planning and budgeting utilizing PDDM delivery and most current costing/scheduling information available. Bonus/penalty clauses, early construction mobilizations may be considered. Long lead items procured well in advance of construction.

## RESOURCES

The program coordination will be managed by Lifecycle Management. The projects will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.

## CONCLUSIONS AND RECOMMENDATIONS

This profile is to be approved for construction of the Latta Bridge (B027) Replacement project.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Latta Bridge (B027) Replacement**  
 PROFILE NUMBER: **21-24-9301**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	1,218	7,964	7,964	1,815	53	-	-	-	-	-	19,012	
	2021 Cap Carry Forward	-436	436	-	-	-	-	-	-	-	-	-	
	<b>Current Approved Budget</b>	<b>782</b>	<b>8,400</b>	<b>7,964</b>	<b>1,815</b>	<b>53</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,012</b>	
	Approved Funding Sources												
	Canada Community-Building Fund	-	-	4,451	993	-	-	-	-	-	-	-	5,445
	Federal Gas Tax Fund	646	4,532	-	-	-	-	-	-	-	-	-	5,177
	Local Government Fiscal Framework	-	-	-	640	31	-	-	-	-	-	-	671
	Munc Sustain. Initiative - MSI	-	3,044	2,775	-	-	-	-	-	-	-	-	5,819
Pay-As-You-Go	136	825	738	181	22	-	-	-	-	-	-	1,901	
<b>Current Approved Funding Sources</b>	<b>782</b>	<b>8,400</b>	<b>7,964</b>	<b>1,815</b>	<b>53</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,012</b>	

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	782	8,400	7,964	1,815	53	-	-	-	-	-	19,012	
	Requested Funding Source												
	Canada Community-Building Fund	-	-	4,451	993	-	-	-	-	-	-	-	5,445
	Federal Gas Tax Fund	646	4,532	-	-	-	-	-	-	-	-	-	5,177
	Local Government Fiscal Framework	-	-	-	640	31	-	-	-	-	-	-	671
	Munc Sustain. Initiative - MSI	-	3,044	2,775	-	-	-	-	-	-	-	-	5,819
	Pay-As-You-Go	136	825	738	181	22	-	-	-	-	-	-	1,901
<b>Requested Funding Source</b>	<b>782</b>	<b>8,400</b>	<b>7,964</b>	<b>1,815</b>	<b>53</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,012</b>	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-436	5,720	5,283	1,174	-	-	-	-	-	-	-	11,741
	Contingency	155	1,008	1,008	230	3	-	-	-	-	-	-	2,404
	Design	1,027	1,436	1,436	356	48	-	-	-	-	-	-	4,303
	Other Costs	36	236	236	54	2	-	-	-	-	-	-	564
	<b>Total</b>	<b>782</b>	<b>8,400</b>	<b>7,964</b>	<b>1,815</b>	<b>53</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,012</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:												
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **METRO LINE LRT (NAIT - BLATCHFORD) EXTENSION**  
 PROFILE NUMBER: **16-66-7013**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **LRT Expansion and Renewal**  
 PARTNER: **Edmonton Transit Service**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Bruce Ferguson
PARTNER MANAGER:	Carrie Hotton-MacDonald
ESTIMATED START:	January, 2016
ESTIMATED COMPLETION:	December, 2025

Service Category:	Public Transit	Major Initiative:	Public Transit Infrastructure Fund
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	291,116
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	291,116

## PROFILE DESCRIPTION

The profile includes the following work components:

Perform preliminary engineering including engineering analysis on possible grade separation and station at Princess Elizabeth Avenue at Kingsway Mall, detailed design and preparation of tender documents.

Updated May 3, 2019: Profile name changed from LRT Design: Metro Line (NAIT - Blatchford) Extension to Metro Line LRT (NAIT - Blatchford) Extension

## PROFILE BACKGROUND

In 2009, Edmonton City Council adopted a long-term LRT Network Plan that defines the future size, scale and operation of Edmonton's LRT System. The Concept Plan for the NorthWest line was approved on May 1, 2013. The City is presently planning the Blatchford development, this development is a Transit Oriented Development that will be integrated with the North West LRT expansion.

## PROFILE JUSTIFICATION

Edmonton's LRT Network Plan is a long-term Vision to expand the City's LRT to five lines by 2040. Expanding the LRT system is a key priority for the City in order to meet Edmonton's transportation needs as it continues to grow. At the May 3/4, 2016 City Council meeting the following motion was approved; "1. That subject to confirming cost and available funding, the priority for LRT construction be approved as follows, and that the funding for design be the first priority in Phase 1 of the Federal Transit Stimulus funding: (b) Metro Line, NAIT to Blatchford (HNW-1, including potential upgrades near Kingsway Mall & NAIT)." Proceeding with this work will ensure the City is shovel ready for Phase 2 of the Federal Transit Stimulus funding.

## STRATEGIC ALIGNMENT

The Way We Move and The Way We Live, as well as the Transit Oriented Development (TOD) grow green and create a compact, more integrated urban environment; alternative transportation modes; the Strategic Objective for Light Rail Transit (LRT) Network

## ALTERNATIVES CONSIDERED

No other alternatives are considered for this project.

## COST BENEFITS

Proceeding with this work will ensure that the City will be ready to maximize stage 2 of the Federal Transit Stimulus funding. Reduction of GHG emissions.

## KEY RISKS & MITIGATING STRATEGY

The key risk is not having the project ready when stage 2 funding is announced. Mitigation is an early start and ensure enough resources are provided. . Other risks include integration of design with preliminary design of the LRT extension from Blatchford to Campbell Road, industry capacity and an agreement with Kingsway Mall.

## RESOURCES

LRT Delivery of the IIS department will manage with external consulting services.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended that the funding of this profile be approved.

## CONTINGENCY OF APPROVAL

July 12, 2016: Approval is contingent on the City of Edmonton receiving approval of Public Transit Infrastructure Fund grant, and Provincial match funding for individual projects represented in the profile.

**CHANGES TO APPROVED PROFILE**

December 6, 2017 Council Minutes Adjustment 17-15: PTIF#5 - Transfer \$4,500,000 from profile 16-66-7013 to profile 16-66-7017 to address additional project scope for the Design of Valley Line Downtown to Lewis Farms. The additional scope includes the costs of relocating utilities that was not originally contemplated as part of this project. The transfer will provide adequate funds to complete this project and leave sufficient funds in 16-66-7013 to complete the work.

Budget Adjustment 18-16 November 19, 2018: To adjust funding sources on some PTIF projects to match what is on the Provincial application. In some cases, too much PAYG or MSI was being drawn from instead of federal and provincial funding. In other cases, too much federal provincial funding was being drawn from instead of PAYG or MSI.

2019 Apr 30 (#19-08): Item 6.2-2, That the budget for capital profile 16-66-7013 (LRT Design: Metro Line (NAIT - Blatchford) Extension be increased by \$328,000,000, with funding from sources as outlined in Attachment 2 (Budget Request section) of the April 30, 2019, Financial and Corporate Services report CR\_6958.

2019 Fall SCBA (CM.2): PTIF transfer between profiles: additional spend of \$1.7M due to an updated cost estimate on Stadium planning and design.

2020 Fall SCBA (#20-31, CFO 1B-15): To update the funding source name to "Provincial ICIP - matching" as the \$127.2M relate to the Provincial matching funds on the Federal ICIP program for 16-66-7013 and do not relate to the Climate Leadership program.

2021 Spring SCBA (#21-21, CFO-11): The Public Transit Infrastructure Fund (PTIF) will be expiring this year. These adjustments are a result of the recalibration exercise completed to maximize federal and provincial funding, and to fund project shortfalls within several PTIF bundles (\$4.5K).

2022 Spring SCBA (#22-10, 3.6-1): This adjustment is required to transfer the Operating and Maintenance Facility originally planned for capital profile "16-66-7013 - Metro Line LRT (NAIT - Blatchford) Extension" to capital profile "16-66-7018 - Capital Line South LRT: Century Park to Ellerslie Road", which was approved by the Federal Treasury Board.

# CAPITAL PROFILE REPORT

PROFILE NAME: Metro Line LRT (NAIT - Blatchford) Extension

**FUNDED**

PROFILE NUMBER: 16-66-7013

PROFILE TYPE: Standalone

BRANCH: LRT Expansion and Renewal

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget													
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-	
	2016 Cap Capital Budget Adj (one-off)	27,000	-	-	-	-	-	-	-	-	-	-	27,000	
	2017 Cap Capital Budget Adj (one-off)	-4,500	-	-	-	-	-	-	-	-	-	-	-4,500	
	2019 Cap Administrative	850	-	-	-	-	-	-	-	-	-	-	850	
	2019 Cap Capital Budget Adj (one-off)	119,200	142,700	52,500	13,100	500	-	-	-	-	-	-	328,000	
	2021 Cap Administrative	-4	-	-	-	-	-	-	-	-	-	-	-	-4
	2021 Cap Capital Budget Adj (one-off)	-60	-170	-	-	-	-	-	-	-	-	-	-	-230
	2021 Cap Carry Forward	-42,353	42,353	-	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	-55,750	-4,250	-	-	-	-	-	-	-	-	-	-60,000
	<b>Current Approved Budget</b>	<b>100,133</b>	<b>129,133</b>	<b>48,250</b>	<b>13,100</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>291,116</b>
	Approved Funding Sources													
	Climate Leadership Plan - Prov	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal - Investing in Canada Infrastructure Prgm (ICIP)	29,353	50,647	18,600	4,400	200	-	-	-	-	-	-	-	103,200	
Federal - Public Transit Infrastructure Fund	10,868	-	-	-	-	-	-	-	-	-	-	-	10,868	
Munc Sustain. Initiative - MSI	5,619	-	-	-	-	-	-	-	-	-	-	-	5,619	
Other Grants - Provincial	5,743	-	-	-	-	-	-	-	-	-	-	-	5,743	
Pay-As-You-Go	1,116	135	300	100	-	-	-	-	-	-	-	-	1,651	
Provincial ICIP - matching	29,353	50,647	18,600	4,400	200	-	-	-	-	-	-	-	103,200	
Tax-Supported Debt	18,081	27,704	10,750	4,200	100	-	-	-	-	-	-	-	60,835	
<b>Current Approved Funding Sources</b>	<b>100,133</b>	<b>129,133</b>	<b>48,250</b>	<b>13,100</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>291,116</b>	

BUDGET REQUEST													
Budget Request	-	-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		100,133	129,133	48,250	13,100	500	-	-	-	-	-	-	291,116
Revised Budget (if Approved)													
Requested Funding Source													
Climate Leadership Plan - Prov	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal - Investing in Canada Infrastructure Prgm (ICIP)	29,353	50,647	18,600	4,400	200	-	-	-	-	-	-	-	103,200
Federal - Public Transit Infrastructure Fund	10,868	-	-	-	-	-	-	-	-	-	-	-	10,868
Munc Sustain. Initiative - MSI	5,619	-	-	-	-	-	-	-	-	-	-	-	5,619
Other Grants - Provincial	5,743	-	-	-	-	-	-	-	-	-	-	-	5,743
Pay-As-You-Go	1,116	135	300	100	-	-	-	-	-	-	-	-	1,651
Provincial ICIP - matching	29,353	50,647	18,600	4,400	200	-	-	-	-	-	-	-	103,200
Tax-Supported Debt	18,081	27,704	10,750	4,200	100	-	-	-	-	-	-	-	60,835
<b>Requested Funding Source</b>	<b>100,133</b>	<b>129,133</b>	<b>48,250</b>	<b>13,100</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>291,116</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	59,633	129,133	48,250	13,100	500	-	-	-	-	-	-	250,616
	Design	40,500	-	-	-	-	-	-	-	-	-	-	40,500
	<b>Total</b>	<b>100,133</b>	<b>129,133</b>	<b>48,250</b>	<b>13,100</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>291,116</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	MISTATIM INDUSTRIAL & SOUTHEAST INDUSTRIAL ROAD UPGRADING	<b>FUNDED</b>
PROFILE NUMBER:	21-40-9032	PROFILE STAGE: Previously Approved
DEPARTMENT:	Integrated Infrastructure Services	PROFILE TYPE: Standalone
LEAD BRANCH:	Building Great Neighbourhoods	LEAD MANAGER: Craig Walbaum
PARTNER:	Parks and Roads Services	PARTNER MANAGER: Brian Simpson
BUDGET CYCLE:	2023-2026	ESTIMATED START: June, 2021
		ESTIMATED COMPLETION: December, 2023

Service Category:	Roads	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	3,814
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	3,814

### PROFILE DESCRIPTION

The project consists of paving of oil and gravel roads in the Mistatim Industrial & Southeast Industrial Neighbourhoods.

The scope of work includes full depth reclamation, spot repair where needed and paving of roads. Other minor items related to drainage and safety will be addressed on a case by case basis.

### PROFILE BACKGROUND

This is a new standale profile created for these particular neighbourhoods which fall under the broader Municipal Program. The funding for this profile will be transferred from the MSP Composite Profile CM-40-9001

### PROFILE JUSTIFICATION

A standalone profile is required for this project as the cost exceeds \$2M growth. There is no additional funding being requested, rather a transfer from the MSP Composite.

### STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience.

### ALTERNATIVES CONSIDERED

This project would not proceed without approval of a standalone profile.

### COST BENEFITS

Project benefits include: a) preserving infrastructure valued by citizens and will improve safety for users; b) improved municipal road network supports regional prosperity as well, this infrastructure investment helps to attract, retain and support more industrial business; and c) facilitates the efficient movement of People and Goods which enhances competitiveness and position the region to participate in future growth.

### KEY RISKS & MITIGATING STRATEGY

Contractor agreements will be in place to minimize the City's risk during construction activity.

### RESOURCES

The project will be delivered by Integrated Infrastructure Services utilizing primarily external resources.

### CONCLUSIONS AND RECOMMENDATIONS

The approval of this profile will allow the City to complete the upgrading of roads in the Mistatim Industrial & Southeast Industrial Neighbourhoods with the financial support of the Municipal Stimulus Program.

### CHANGES TO APPROVED PROFILE

2022 Spring SCBA (#22-11, CFO-24):Based on the carryforward process, the work in Mistatim and Southeast Industrial is complete and this will allow unused MSP dollars to be utilized before December 2022 as an extension from the Government of Alberta was received for the stimulus funding to the end of 2022. Transfer \$228,457.16 MSP to CM-40-9001 and \$1,022,682 MSP to CM-36-3636.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Mistatim Industrial & Southeast Industrial Road Upgrading**

**FUNDED**

PROFILE NUMBER: **21-40-9032**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	5,050	5	10	-	-	-	-	-	-	-	-	5,065
	2021 Cap Carry Forward	-1,273	1,273	-	-	-	-	-	-	-	-	-	-
	2022 Cap Administrative	-	-1,251	-	-	-	-	-	-	-	-	-	-1,251
	<b>Current Approved Budget</b>	<b>3,777</b>	<b>27</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,814</b>
Approved Funding Sources													
	Municipal Stimulus Program	3,751	3	-	-	-	-	-	-	-	-	-	3,754
	Pay-As-You-Go	26	24	10	-	-	-	-	-	-	-	-	60
	<b>Current Approved Funding Sources</b>	<b>3,777</b>	<b>27</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,814</b>

BUDGET REQUEST		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)		3,777	27	10	-	-	-	-	-	-	-	-	3,814
Requested Funding Source													
	Municipal Stimulus Program	3,751	3	-	-	-	-	-	-	-	-	-	3,754
	Pay-As-You-Go	26	24	10	-	-	-	-	-	-	-	-	60
	<b>Requested Funding Source</b>	<b>3,777</b>	<b>27</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,814</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	3,534	22	-	-	-	-	-	-	-	-	-	3,556
	Design	242	-	-	-	-	-	-	-	-	-	-	242
	Follow Up Warranty	-	5	10	-	-	-	-	-	-	-	-	15
	<b>Total</b>	<b>3,777</b>	<b>27</b>	<b>10</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,814</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **RUNDLE PARK ROAD AND PARKING LOT RENEWAL**  
 PROFILE NUMBER: **21-31-9100**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Delivery**  
 PARTNER: **Infrastructure Planning and Design**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	December, 2021
ESTIMATED COMPLETION:	December, 2022

Service Category:	Major Initiative:
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<b>GROWTH</b>	<b>RENEWAL</b>
10	90

PREVIOUSLY APPROVED:	10,064
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	10,064

## PROFILE DESCRIPTION

The Rundle Park Road and Parking Lot Renewal project requires the creation of a standalone profile due to the value of the total project being over the \$5 million threshold for renewal. Funding will be transferred from CM-31-0000 Open Space River Valley System Renewal to create a new standalone profile. This project has reached Checkpoint 3 of the PDDM. Funding requested is related to the delivery portion of this project (Checkpoints 3 to Checkpoint 5).

## PROFILE BACKGROUND

Rundle Park is owned and maintained by the City of Edmonton, and is a major feature in the City of Edmonton's park system. Rundle Park has been identified as the location for events that are to be temporarily relocated from Hawrelak Park starting in 2023 to allow for the Hawrelak Park renewal project.

The roadways and parking lots in Rundle Park are in need of renewal and strengthening. This profile will fund the renewal and strengthening of the roadways and parking lot P7 in the south of the park. Renewal is required as the roadways in the north portion of the park have become excessively deformed due to underlying settlements in the landfill underneath. Strengthening is required to allow bus traffic in the park for the Hawrelak Park relocation, as well as continued use by bus traffic afterward without damaging the roadways prematurely.

## PROFILE JUSTIFICATION

Rehabilitation of Rundle Park is required because the roads and parking lots have reached a condition where an intervention is required to maintain the Park in serviceable condition.

Rundle Park has been identified as the location for events that are to be temporarily relocated from Hawrelak Park starting in 2023 to allow for the Hawrelak Park renewal project.

Renewal is required as the roadways in the north portion of the park have become excessively deformed due to underlying settlements in the landfill underneath. Strengthening is required to allow bus traffic in the park for the Hawrelak Park relocation, as well as continued use by bus traffic afterward without damaging the roadways prematurely.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience; by creating a community to connect people to what matters to them.

## ALTERNATIVES CONSIDERED

Alternatives include seeking funding through the Capital Supplementary Budget Adjustment process on an yearly basis for urgent projects as a reactive measure. If funding is not received, repairs to trails, staircases, river access and roads may not occur in a timely manner which may result in closures or detours to address safety issues.

## COST BENEFITS

Tangible benefits include having a safe and accessible river valley system for citizens, significant costs are avoided by rehabilitating aging park infrastructure, improved services and amenities which will attract more visitors, events and festivals.

Intangible benefits include repeat visits which may result in more revenues for city programs and local businesses, meeting citizen's expectations and improving the quality of life of Edmontonians.

## KEY RISKS & MITIGATING STRATEGY

Failure of the roadways and parking lots poses various risks to the users and staff within the river valley and the lack of rehabilitation activities can lead to unplanned closures resulting citizen dissatisfaction. Funding in conjunction with the Project Development & Delivery model (PDDM) will allow administration to address planned needs in a timely and proactive manner on an yearly basis, ranking the highest priority issues first.

## RESOURCES

The program coordination will be managed by Lifecycle Management. The projects will be delivered by Integrated Infrastructure Services utilizing a combination of internal and external resources.



## CONCLUSIONS AND RECOMMENDATIONS

Given the condition of the roads and parking lots in Rundle Park, and the need for relocation of events due to the Hawrelak Park renewal in 2023, it is recommended that this profile be funded for 2019-2022.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Rundle Park Road and Parking Lot Renewal**  
 PROFILE NUMBER: **21-31-9100**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	1,776	8,108	181	-	-	-	-	-	-	-	10,064
	2021 Cap Carry Forward	-375	375	-	-	-	-	-	-	-	-	-
	<b>Current Approved Budget</b>	<b>1,401</b>	<b>8,482</b>	<b>181</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,064</b>
	Approved Funding Sources											
Munc Sustain. Initiative - MSI	1,340	7,555	163	-	-	-	-	-	-	-	-	9,058
Pay-As-You-Go	61	928	18	-	-	-	-	-	-	-	-	1,006
<b>Current Approved Funding Sources</b>	<b>1,401</b>	<b>8,482</b>	<b>181</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,064</b>

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	1,401	8,482	181	-	-	-	-	-	-	-	10,064
	Requested Funding Source											
	Munc Sustain. Initiative - MSI	1,340	7,555	163	-	-	-	-	-	-	-	9,058
	Pay-As-You-Go	61	928	18	-	-	-	-	-	-	-	1,006
<b>Requested Funding Source</b>	<b>1,401</b>	<b>8,482</b>	<b>181</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,064</b>	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	807	5,770	120	-	-	-	-	-	-	-	-	6,697
	Contingency	374	1,707	38	-	-	-	-	-	-	-	-	2,119
	Design	172	785	18	-	-	-	-	-	-	-	-	974
	Other Costs	48	220	5	-	-	-	-	-	-	-	-	273
	<b>Total</b>	<b>1,401</b>	<b>8,482</b>	<b>181</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,064</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: VALLEY LINE LRT: DOWNTOWN TO LEWIS FARMS  
 PROFILE NUMBER: 16-66-7017  
 DEPARTMENT: Integrated Infrastructure Services  
 LEAD BRANCH: LRT Expansion and Renewal  
 PARTNER: Edmonton Transit Service  
 BUDGET CYCLE: 2023-2026

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Bruce Ferguson
PARTNER MANAGER:	Eddie Robar
ESTIMATED START:	January, 2016
ESTIMATED COMPLETION:	December, 2027

Service Category:	Public Transit	Major Initiative:	Public Transit Infrastructure Fund
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	2,607,678
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	2,607,678

## PROFILE DESCRIPTION

The profile includes the following work components:  
 Completion of preliminary design including evaluation of possible grade separations along the route. Completion of a project delivery assessment and development of a procurement framework and project agreement. Early engagement with utility companies and the City's Corporate Properties group to undertake utility relocation and land acquisition, respectively.

[Update May 23, 2017] Valley Line West is a 14km urban-style low-floor LRT system connecting downtown Edmonton to Lewis Farms Transit Centre. The delivery of this project will involve design, procurement, construction phases, in addition to operation and maintenance considerations. The profile name is being changed from "LRT Design: Valley Line, Downtown to Lewis Farms" to "Valley Line LRT: Downtown to Lewis Farms" to reflect additional work. Additional work includes land acquisition, utility relocations, detailed engineering, procurement, construction of necessary infrastructure, and purchase of light rail vehicles needed to operate this extension to the low floor LRT network. These components will be brought forward in different stages for Council approval.

## PROFILE BACKGROUND

In 2009, Edmonton City Council adopted a long-term LRT Network Plan that defines the future size, scale and operation of Edmonton's LRT System. The Concept Plan for the West Valley line was approved on January 19, 2011 and the Concept Plan for the Downtown section of the Valley line was approved on February 15, 2012. Following two years of design and consultation, the preliminary design of the 27-kilometre urban style LRT from Mill Woods to Lewis Farms was completed on November 14, 2013. During the preliminary design more effort was placed on the Valley Line Stage 1 (Downtown to Mill Woods) as it was the next expansion stage to be funded. The preliminary Design on the west leg of the Valley Line was completed to approximately a 10% level as the funding was unknown and further in the future.

## PROFILE JUSTIFICATION

Edmonton's LRT Network Plan is a long-term Vision to expand the City's LRT to five lines by 2040. Expanding the LRT system is a key priority for the City in order to meet Edmonton's transportation needs as it continues to grow. At the May 3/4, 2016 City Council meeting the following motion was approved; "1. That subject to confirming cost and available funding, the priority for LRT construction be approved as follows, and that the funding for design be the first priority in Phase 1 of the Federal Transit Stimulus funding: (a) Valley Line, Downtown to Lewis Farms (LW-1, LW-2, LW-3)." Proceeding with this work will ensure the City is shovel ready for Phase 2 of the Federal Transit Stimulus funding.

## STRATEGIC ALIGNMENT

The Way We Move and The Way We Live, as well as the Transit Oriented Development (TOD) grow green and create a compact, more integrated urban environment; alternative transportation modes; the Strategic Objective for Light Rail Transit (LRT) Network

## ALTERNATIVES CONSIDERED

No other alternatives are considered for this project.

## COST BENEFITS

Proceeding with this work will ensure that the City will be ready to maximize stage 2 of the Federal Transit Stimulus funding. Reduction of GHG emissions.

## KEY RISKS & MITIGATING STRATEGY

The key risk is not having the project ready when stage 2 funding is announced. Mitigation is an early start and will ensure enough resources are provided. Other risks include industry capacity (engineering, contract, utilities, and project management), public consultation, and project delivery risks.

## RESOURCES

LRT Delivery of the IIS department will manage with external consulting services.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended that the funding of this profile be approved in order to be shovel ready for Phase 2 of the Federal Transit Stimulus funding.

## CONTINGENCY OF APPROVAL

July 12, 2016: Approval is contingent on the City of Edmonton receiving approval of Public Transit Infrastructure Fund grant, and Provincial match funding for individual projects represented in the profile.

## CHANGES TO APPROVED PROFILE

May 30, 2017, #17-05: "That the updated capital profile 16-66-7017 Valley Line LRT - Downtown to Lewis Farms, and the added scope and funding for land acquisition as set out in Attachment 1 of the May 23, 2017, Integrated Infrastructure Services report CR\_4721, be approved."

2017 Fall SCBA (CA#40): 2.4-08

Historical budget adjustment for period 2012 - 2016. Reallocating \$21M from 11-66-1673 Valley Line LRT to 16-66-7017 Valley Line LRT: Dwtm to Lewis Farm.

Impact to the profile where the funding is being released from is the removal of the scope of work that relates to "opportunity land acquisitions west of Centre West". This adjustment reflects moving the budget currently in Valley Line Southeast to the Valley Line West project that relates specifically to the west opportunistic land purchases in an effort to ensure clear and transparent understanding of project costs for each separate project (Valley Line Southeast and Valley Line West).

December 6, 2017 Council Minutes Adjustment 17-15:

PTIF#5: Transfer \$4,500,000 from profile 16-66-7013 to profile 16-66-7017 to address additional project scope for the Design of Valley Line Downtown to Lewis Farms. The additional scope includes the costs of relocating utilities that was not originally contemplated as part of this project. The transfer will provide adequate funds to complete this project and leave sufficient funds in 16-66-7013 to complete the work.

PTIF#6: Transfer \$100,000 from profile 16-66-7020 to profile 16-66-7017 to address additional project scope for Design of Valley Line Downtown to Lewis Farms. The additional scope includes the costs of relocating utilities that was not originally contemplated as part of this project. The transfer will provide adequate funds to complete this project and leave sufficient funds in 16-66-7020 to complete the work.

Spring SCBA 2018: (2.4-24) To recognize Developer Funding \$81,717 Received in 2017

Budget Adjustment 18-16 November 19, 2018: To adjust funding sources on some PTIF projects to match what is on the Provincial application. In some cases, too much PAYG or MSI was being drawn from instead of federal and provincial funding. In other cases, too much federal provincial funding was being drawn from instead of PAYG or MSI.

Feb 26, 2019: That the capital profile 16-66-7017 adjustment of \$30,504,000 as set out in Attachment 4 of the Feb 11, 2019 IIS report CR\_6677 be approved.

2019 Apr 30 (#19-08): Item 6.2-1, That the budget for capital profile 16-66-7017 (Valley Line LRT: Downtown to Lewis Farms) be increased by \$2,400,325,000, with funding from sources as outlined in Attachment 1 (Budget Request section) of the April 30, 2019, Financial and Corporate Services report CR\_6958.

2019 Spring SCBA (#2.4-28): Recognize \$285K developer funding (rental revenue) from 2018.

2019 Fall SCBA (CM.2): PTIF transfer between profiles: additional spend of \$1.7M due to an updated cost estimate on Stadium planning and design.

2020 Spring SCBA (#20-10, 3.4-11): The % for art work is originally approved in the capital budget. This adjustment accounts for art expenditures incurred in 2019 for 16-66-7017 Valley Line LRT: Downtown to Lewis Farms.

2020 Spring SCBA (#20-10, 3.4-14): Adjustment required to recognize developer funding (rental revenue) realized in 2019 related to Valley Line West LRT properties.

2020 Spring SCBA (#20-10, 3.7-9): The % for art work is originally approved in the capital budget. It is required to be transferred to the operating budget to reflect that art costs are considered an operating expense for accounting purposes. This adjustment transfers funding for "% for Art" to be transferred to operating for the Valley Line West LRT that are forecasted to be spent in 2020.

2020 Fall SCBA (#20-31, CFO 1B-15): To update the funding source name to "Provincial ICIP - matching" as the \$127.2M relate to the Provincial matching funds on the Federal ICIP program for 16-66-7013 and do not relate to the Climate Leadership program.

2020 Fall SCBA (#20-31, CFO 1D-8): To correct the transfer of \$189,500 of Pay-As-You-Go funding for % for Art \$ from the Spring 2020 SCBA where the actual payments were less than the forecasted amount transferred out of capital and into operating.

2021 Spring SCBA (#21-20, 3.14-14): This historical adjustment is required to reduce the overall approved developer funding budget for the Valley Line West LRT project by \$229,505, to account for the excess of rental expenses over rental revenues realized in 2020 related to Valley Line West properties.

2022 Spring SCBA (#22-10, 3.4-4): This historical adjustment is required to reduce the overall approved developer funding budget for the Valley Line West LRT project by \$57,345, to account for the excess of rental expenses over rental revenues realized in 2021 related to Valley Line West properties.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Valley Line LRT: Downtown to Lewis Farms**  
 PROFILE NUMBER: **16-66-7017**  
 BRANCH: **LRT Expansion and Renewal**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
<b>APPROVED BUDGET</b>	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2016 Cap Capital Budget Adj (one-off)	20,000	-	-	-	-	-	-	-	-	-	20,000	
	2017 Cap Council	20,571	-	-	-	-	-	-	-	-	-	20,571	
	2017 Cap Capital Budget Adj (one-off)	138,600	-	-	-	-	-	-	-	-	-	138,600	
	2018 Cap Council	82	-	-	-	-	-	-	-	-	-	82	
	2019 Cap Administrative	-37	-	-	-	-	-	-	-	-	-	-37	
	2019 Cap Council	285	-	-	-	-	-	-	-	-	-	285	
	2019 Cap Capital Budget Adj (one-off)	441,504	591,000	697,325	416,000	175,000	110,000	-	-	-	-	-	2,430,829
	2020 Cap Administrative	190	-	-	-	-	-	-	-	-	-	-	190
	2020 Cap Council	-1,417	-	-	-	-	-	-	-	-	-	-	-1,417
	2021 Cap Council	-230	-	-	-	-	-	-	-	-	-	-	-230
	2021 Cap Capital Budget Adj (one-off)	-	-1,137	-	-	-	-	-	-	-	-	-	-1,137
	2021 Cap Carry Forward	-411,687	411,687	-	-	-	-	-	-	-	-	-	-
	2022 Cap Council	-	-57	-	-	-	-	-	-	-	-	-	-57
	<b>Current Approved Budget</b>	<b>207,860</b>	<b>1,001,493</b>	<b>697,325</b>	<b>416,000</b>	<b>175,000</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,607,678</b>
	<b>APPROVED FUNDING SOURCES</b>	Approved Funding Sources											
Climate Leadership Plan - Prov		-	-	-	-	-	-	-	-	-	-	-	
Developer Financing		178	-	-	-	-	-	-	-	-	-	178	
Federal - Investing in Canada Infrastructure Prgm (ICIP)		22,979	373,321	276,800	164,200	67,800	43,460	-	-	-	-	948,560	
Federal - Public Transit Infrastructure Fund		13,801	-	-	-	-	-	-	-	-	-	13,801	
Munc Sustain. Initiative - MSI		7,012	-	-	-	-	-	-	-	-	-	7,012	
Other Grants - Provincial		6,901	-	-	-	-	-	-	-	-	-	6,901	
Pay-As-You-Go		850	-763	1,300	600	200	-	-	-	-	-	2,186	
Provincial ICIP - matching		47,087	408,513	276,800	164,100	67,800	43,460	-	-	-	-	1,007,760	
Tax-Supported Debt		109,052	220,423	142,425	87,100	39,200	23,080	-	-	-	-	621,280	
<b>Current Approved Funding Sources</b>	<b>207,860</b>	<b>1,001,493</b>	<b>697,325</b>	<b>416,000</b>	<b>175,000</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,607,678</b>	

<b>BUDGET REQUEST</b>												
Budget Request	-	-	-	-	-	-	-	-	-	-	-	-

<b>REVISED BUDGET (IF APPROVED)</b>	Revised Budget (if Approved)	207,860	1,001,493	697,325	416,000	175,000	110,000	-	-	-	-	2,607,678
	Requested Funding Source											
	Climate Leadership Plan - Prov	-	-	-	-	-	-	-	-	-	-	-
	Developer Financing	178	-	-	-	-	-	-	-	-	-	178
	Federal - Investing in Canada Infrastructure Prgm (ICIP)	22,979	373,321	276,800	164,200	67,800	43,460	-	-	-	-	948,560
	Federal - Public Transit Infrastructure Fund	13,801	-	-	-	-	-	-	-	-	-	13,801
	Munc Sustain. Initiative - MSI	7,012	-	-	-	-	-	-	-	-	-	7,012
	Other Grants - Provincial	6,901	-	-	-	-	-	-	-	-	-	6,901
	Pay-As-You-Go	850	-763	1,300	600	200	-	-	-	-	-	2,186
	Provincial ICIP - matching	47,087	408,513	276,800	164,100	67,800	43,460	-	-	-	-	1,007,760
	Tax-Supported Debt	109,052	220,423	142,425	87,100	39,200	23,080	-	-	-	-	621,280
<b>Requested Funding Source</b>	<b>207,860</b>	<b>1,001,493</b>	<b>697,325</b>	<b>416,000</b>	<b>175,000</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,607,678</b>	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

# CAPITAL PROFILE REPORT

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction	-163,226	1,001,493	697,325	416,000	175,000	110,000	-	-	-	-	-	2,236,592
	Design	191,086	-	-	-	-	-	-	-	-	-	-	191,086
	Land	180,000	-	-	-	-	-	-	-	-	-	-	180,000
	<b>Total</b>	<b>207,860</b>	<b>1,001,493</b>	<b>697,325</b>	<b>416,000</b>	<b>175,000</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,607,678</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **WINTERBURN INDUSTRIAL ROAD UPGRADING**  
 PROFILE NUMBER: **21-40-9031**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Building Great Neighbourhoods**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Craig Walbaum
PARTNER MANAGER:	Brian Simpson
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2023

Service Category:	Roads	Major Initiative:	Great Neighbourhoods
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<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	16,051
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	16,051

## PROFILE DESCRIPTION

The project consists of paving of oil and gravel roads and installing sanitary sewer and water mains in the Winterburn Industrial Neighbourhood.

## PROFILE BACKGROUND

This is a new standale profile created for this particular neighbourhood which falls under the broader Municipal Program.

## PROFILE JUSTIFICATION

A standalone profile is required for this project as the cost exceeds \$2M growth.

## STRATEGIC ALIGNMENT

This profile aligns with the strategic objective of making transformational impacts in our community by making a discrete and measurable impact on Council's four strategic goals: healthy city, urban places, regional prosperity and climate resilience.

## ALTERNATIVES CONSIDERED

This project would not proceed without approval of a standalone profile.

## COST BENEFITS

Project benefits include: a) preserving infrastructure valued by citizens and will improve safety for users; b) improved municipal road network supporting regional prosperity; as well, this infrastructure investment helps to attract, retain and support more industrial business; and c) facilitates the efficient movement of People and Goods which enhances competitiveness and positions the region to participate in future growth.

## KEY RISKS & MITIGATING STRATEGY

Contractor agreements will be in place to minimize the City's risk during construction activity.

## RESOURCES

The project will be delivered by Integrated Infrastructure Services utilizing primarily external resources.

## CONCLUSIONS AND RECOMMENDATIONS

The approval of this profile will allow the City to complete the upgrading of roads in the Winterburn Industrial Neighbourhood with the financial support of the Municipal Stimulus Program.

## CHANGES TO APPROVED PROFILE

2021 One Off Budget Adjustment #21-39: This adjustment will allow for unused MSP funding to be utilized before the end of the year. Both profiles are associated with the Rural and Industrial Roads MSP Project. Based on the MSP Guidelines, funding can be transferred between approved MSP projects.

2022 Spring SCBA (#22-11, CFO-23): Based on the carryforward process, the work in Winterburn is complete and this will allow unused MSP dollars to be utilized before December 2022 as an extension from the Government of Alberta was received for the stimulus funding to the end of 2022. Transfer \$119,813.43 MSP to CM-40-9001 and \$1,068,183.71 to CM-22-0000.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Winterburn Industrial Road Upgrading**

**FUNDED**

PROFILE NUMBER: **21-40-9031**

PROFILE TYPE: **Standalone**

BRANCH: **Building Great Neighbourhoods**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	19,730	5	12	-	-	-	-	-	-	-	19,747	
	2021 Cap Capital Budget Adj (one-off)	-1,400	-	-	-	-	-	-	-	-	-	-1,400	
	2021 Cap Carry Forward	-4,437	4,437	-	-	-	-	-	-	-	-	-	
	2022 Cap Administrative	-	-1,188	-	-	-	-	-	-	-	-	-	-1,188
	2022 Cap Capital Budget Adj (one-off)	-	-1,107	-	-	-	-	-	-	-	-	-	-1,107
	Current Approved Budget	13,893	2,146	12	-	-	-	-	-	-	-	-	16,051
	Approved Funding Sources												
	Local Improvements Prop. Share	-	4,320	-	-	-	-	-	-	-	-	-	4,320
Municipal Stimulus Program	12,685	-1,127	-	-	-	-	-	-	-	-	-	11,558	
Pay-As-You-Go	1,208	-1,047	12	-	-	-	-	-	-	-	-	173	
Current Approved Funding Sources	13,893	2,146	12	-	-	-	-	-	-	-	-	16,051	

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	13,893	2,146	12	-	-	-	-	-	-	-	16,051
	Requested Funding Source											
	Local Improvements Prop. Share	-	4,320	-	-	-	-	-	-	-	-	4,320
	Municipal Stimulus Program	12,685	-1,127	-	-	-	-	-	-	-	-	11,558
	Pay-As-You-Go	1,208	-1,047	12	-	-	-	-	-	-	-	173
Requested Funding Source	13,893	2,146	12	-	-	-	-	-	-	-	-	16,051

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	13,238	2,141	-	-	-	-	-	-	-	-	-	15,379
	Design	655	-	-	-	-	-	-	-	-	-	-	655
	Follow Up Warranty	-	5	12	-	-	-	-	-	-	-	-	17
	Total	13,893	2,146	12	-	-	-	-	-	-	-	-	16,051

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME: **YELLOWHEAD TRAIL - 156 STREET TO ST ALBERT TRAIL**  
PROFILE NUMBER: **21-20-9301**  
DEPARTMENT: **Integrated Infrastructure Services**  
LEAD BRANCH: **Infrastructure Delivery**  
PARTNER: **Infrastructure Planning and Design**  
BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE: **Previously Approved**  
PROFILE TYPE: **Standalone**  
LEAD MANAGER: **Jason Meliefste**  
PARTNER MANAGER: **Pascale Ladouceur**  
ESTIMATED START: **June, 2021**  
ESTIMATED COMPLETION: **December, 2023**

Service Category: **Roads** Major Initiative: **Yellowhead Freeway**

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>177,634</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>177,634</b>

## PROFILE DESCRIPTION

This profile supports the delivery phases of a single project (Yellowhead Trail 156 Street to St Albert Trail) that has reached Checkpoint 4 of the Project Development and Delivery Model (PDDM) on the Yellowhead Trail Freeway Conversion Program. Identified in the City's proposed 2019-2022 Capital Budget as a transformational project, the freeway conversion program will upgrade Yellowhead Trail to improve the safety, operational capacity and level of service for this key inter-city, inter-regional and inter-provincial goods movement corridor. The Program includes a number of projects in support of upgrading Yellowhead Trail to a freeway. The Yellowhead Trail freeway will consist of six core lanes with a target operating speed of 80 km/hr. The Yellowhead Trail: 156 Street to St Albert Trail project includes the removal of direct access to and from Yellowhead Trail at 149 Street, 143 Street and 142 Street. Access to adjacent business is maintained through the 156 Street or St. Albert Trail interchanges and the new 2 lane, one-way service roads constructed on the north and south sides of Yellowhead Trail. Additionally the scope of the project includes improvement to the drainage system along with a construction of a surge pond, and improved vertical clearances under the St Albert Trail interchange.

## PROFILE BACKGROUND

The total cost for the Yellowhead Trail Freeway Conversion Program is estimated to be approximately \$1 billion (escalated). On December 8, 2016, the Federal Treasury Board approved the Federal government's contribution of up to \$241.6 million, and on December 13, 2016, an Approval in Principle for these funds was granted Ministerial approval. In a letter dated October 25, 2016, the Provincial government's commitment of up to \$241.6 million of match funding, starting in 2023, was confirmed.

On February 21, 2017, Council approved: (1) the capital profiles and funding sources (including the Federal Building Canada Fund and provincial match funding) for the various portions of the Yellowhead Trail Freeway Conversion Program; and (2) new tax-supported debt of \$510,793,000.

## PROFILE JUSTIFICATION

To adhere with the PDDM, this stand-alone profile will fund project delivery (detail design and construction) in support of the Yellowhead Trail Freeway Conversion Program. As such, Administration can provide Council with better information regarding the scope, schedule and budget, reducing the risk of cost overruns, schedule issues, and other issues.

## STRATEGIC ALIGNMENT

This profile aligns with the council goals of Urban Shift, Energy and Climate and Open & Effective Government.

## ALTERNATIVES CONSIDERED

There are no alternatives for the business case as this follows the corporate process as approved by the Council to follow the Project Development and Delivery Model (PDDM).

## COST BENEFITS

PDDM provides better information to the City Council to make capital investment decisions:  
A structured process to evaluate readiness, scope and prioritization.  
Increased confidence around budget and schedule estimates.

## KEY RISKS & MITIGATING STRATEGY

Current mitigation is the ongoing reporting to City Council regarding capital priorities.

## RESOURCES

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to manage and undertake the work. All procurement of external resources will follow relevant corporate procurement directives and policies

## CONCLUSIONS AND RECOMMENDATIONS

Capital funds have been approved to advance the delivery of the Yellowhead Trail Freeway Conversion Program in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through an increased level of design to ensure realistic expectations are set prior to project tendering and construction. Approval of this capital profile is required to align funding for detailed design and construction work in adherence to the PDDM process.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Yellowhead Trail - 156 Street to St Albert Trail**  
 PROFILE NUMBER: **21-20-9301**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2021 Cap Council	69,000	54,000	54,634	-	-	-	-	-	-	-	177,634	
	2021 Cap Carry Forward	-35,784	35,784	-	-	-	-	-	-	-	-	-	
	Current Approved Budget	33,216	89,784	54,634	-	-	-	-	-	-	-	177,634	
	Approved Funding Sources												
	Federal Bldg Canada Fund	933	25,850	17,284	-	-	-	-	-	-	-	-	44,067
	Provincial BCF - matching	-	-	17,284	-	-	-	-	-	-	-	-	17,284
	Tax-Supported Debt	32,283	63,934	20,067	-	-	-	-	-	-	-	-	116,284
	Current Approved Funding Sources	33,216	89,784	54,634	-	-	-	-	-	-	-	-	177,634

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	33,216	89,784	54,634	-	-	-	-	-	-	-	177,634
Requested Funding Source											
Federal Bldg Canada Fund	933	25,850	17,284	-	-	-	-	-	-	-	44,067
Provincial BCF - matching	-	-	17,284	-	-	-	-	-	-	-	17,284
Tax-Supported Debt	32,283	63,934	20,067	-	-	-	-	-	-	-	116,284
Requested Funding Source	33,216	89,784	54,634	-	-	-	-	-	-	-	177,634

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-15,084	83,304	49,171	-	-	-	-	-	-	-	-	117,391
	Design	8,970	3,240	2,732	-	-	-	-	-	-	-	-	14,942
	Land	39,330	3,240	2,732	-	-	-	-	-	-	-	-	45,302
	Total	33,216	89,784	54,634	-	-	-	-	-	-	-	-	177,634

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **YELLOWHEAD TRAIL - FORT ROAD WIDENING**  
PROFILE NUMBER: **21-20-9302**  
DEPARTMENT: **Integrated Infrastructure Services**  
LEAD BRANCH: **Infrastructure Delivery**  
PARTNER: **Infrastructure Planning and Design**  
BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Jason Meliefste
PARTNER MANAGER:	Pascale Ladouceur
ESTIMATED START:	June, 2021
ESTIMATED COMPLETION:	December, 2023

Service Category: **Roads** Major Initiative: **Yellowhead Freeway**

<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>141,126</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>141,126</b>

## PROFILE DESCRIPTION

This profile supports the delivery phases of a single project (Yellowhead Trail Fort Road Widening) that has reached Checkpoint 4 of the Project Development and Delivery Model (PDDM) on the Yellowhead Trail Freeway Conversion Program. Identified in the City's proposed 2019-2022 Capital Budget as a transformational project, the freeway conversion program will upgrade Yellowhead Trail to improve the safety, operational capacity and level of service for this key inter-city, inter-regional and inter-provincial goods movement corridor. The Program includes a number of projects in support of upgrading Yellowhead Trail to a freeway. The Yellowhead Trail freeway will consist of six core lanes with a target operating speed of 80 km/hr. The Fort Road Widening project includes the widening of Fort Road to a 6 lane cross section between Yellowhead Trail and 66 Street, and the construction of a new industrial collector (125 Avenue) connecting 61 Street to 71 Street. Scope of the work also includes temporary rail structures required to facilitate the twinning of the existing CN underpass, surface and underground storm water facilities, and improved pedestrian connectivity in the area.

## PROFILE BACKGROUND

The total cost for the Yellowhead Trail Freeway Conversion Program is estimated to be approximately \$1 billion (escalated). On December 8, 2016, the Federal Treasury Board approved the Federal government's contribution of up to \$241.6 million, and on December 13, 2016, an Approval in Principle for these funds was granted Ministerial approval. In a letter dated October 25, 2016, the Provincial government's commitment of up to \$241.6 million of match funding, starting in 2023, was confirmed.

On February 21, 2017, Council approved: (1) the capital profiles and funding sources (including the Federal Building Canada Fund and provincial match funding) for the various portions of the Yellowhead Trail Freeway Conversion Program; and (2) new tax-supported debt of \$510,793,000.

## PROFILE JUSTIFICATION

To adhere with the PDDM, this stand-alone profile will fund project delivery (detail design and construction) in support of the Yellowhead Trail Freeway Conversion Program. As such, Administration can provide Council with better information regarding the scope, schedule and budget, reducing the risk of cost overruns, schedule issues, and other issues.

## STRATEGIC ALIGNMENT

This profile aligns with the council goals of Urban Shift, Energy and Climate and Open & Effective Government.

## ALTERNATIVES CONSIDERED

There are no alternatives for the business case as this follows the corporate process as approved by the Council to follow the Project Development and Delivery Model (PDDM).

## COST BENEFITS

PDDM provides better information to the City Council to make capital investment decisions:  
A structured process to evaluate readiness, scope and prioritization.  
Increased confidence around budget and schedule estimates.

## KEY RISKS & MITIGATING STRATEGY

Current mitigation is the ongoing reporting to City Council regarding capital priorities.

## RESOURCES

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to manage and undertake the work. All procurement of external resources will follow relevant corporate procurement directives and policies.

## CONCLUSIONS AND RECOMMENDATIONS

Capital funds have been approved to advance the delivery of the Yellowhead Trail Freeway Conversion Program in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through an increased level of design to ensure realistic expectations are set prior to project tendering and construction. Approval of this capital profile is required to align funding for detailed design and construction work in adherence to the PDDM process.

## CHANGES TO APPROVED PROFILE

2022 Spring SCBA (#22-10, 3.3-4): This recosting adjustment is required due to higher than estimated costs on the reconstruction of the CN Rail bridge structure, land purchases and an increase in the scope of work related to the new EPCOR Water utility and roadway improvements along 66 Street, between Yellowhead Trail and Fort Road. The total cost increase of \$23,728,000 will be funded with a transfer from existing capital profiles "CM-99-9600 - Yellowhead Trail Freeway Conversion: Project Delivery" (\$19,728,000), and "CM-99-0060 - Yellowhead Trail Freeway Conversion: Project Development" (\$4,000,000).

# CAPITAL PROFILE REPORT

PROFILE NAME: **Yellowhead Trail - Fort Road Widening**  
 PROFILE NUMBER: **21-20-9302**  
 BRANCH: **Infrastructure Delivery**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Council		55,169	31,360	30,869	-	-	-	-	-	-	-	-	117,398
2021 Cap Carry Forward		-25,737	25,737	-	-	-	-	-	-	-	-	-	-
2022 Cap Council		-	-	23,728	-	-	-	-	-	-	-	-	23,728
<b>Current Approved Budget</b>		<b>29,433</b>	<b>57,097</b>	<b>54,597</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>141,126</b>
Approved Funding Sources													
Federal Bldg Canada Fund		1,267	23,954	16,855	-	-	-	-	-	-	-	-	42,077
Provincial BCF - matching		-	-	16,855	-	-	-	-	-	-	-	-	16,855
Tax-Supported Debt		28,166	33,142	20,886	-	-	-	-	-	-	-	-	82,194
<b>Current Approved Funding Sources</b>		<b>29,433</b>	<b>57,097</b>	<b>54,597</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>141,126</b>

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		29,433	57,097	54,597	-	-	-	-	-	-	-	-	141,126
Revised Budget (if Approved)		29,433	57,097	54,597	-	-	-	-	-	-	-	-	141,126
Requested Funding Source													
Federal Bldg Canada Fund		1,267	23,954	16,855	-	-	-	-	-	-	-	-	42,077
Provincial BCF - matching		-	-	16,855	-	-	-	-	-	-	-	-	16,855
Tax-Supported Debt		28,166	33,142	20,886	-	-	-	-	-	-	-	-	82,194
<b>Requested Funding Source</b>		<b>29,433</b>	<b>57,097</b>	<b>54,597</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>141,126</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Construction		14,261	55,685	54,597	-	-	-	-	-	-	-	-	124,544
Design		5,793	-	-	-	-	-	-	-	-	-	-	5,793
Land		9,379	1,411	-	-	-	-	-	-	-	-	-	10,790
<b>Total</b>		<b>29,433</b>	<b>57,097</b>	<b>54,597</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>141,126</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>YELLOWHEAD TRAIL FREEWAY CONVERSION: PROJECT DELIVERY</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>CM-99-9600</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Infrastructure Delivery</b>	LEAD MANAGER: <b>Jason Meliefste</b>
PARTNER:	<b>Infrastructure Planning and Design</b>	PARTNER MANAGER: <b>Jason Meliefste</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2019</b>
		ESTIMATED COMPLETION: <b>December, 2027</b>

<b>Service Category:</b>	<b>Roads</b>	<b>Major Initiative:</b>	<b>Yellowhead Freeway</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>400,415</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>400,415</b>

## PROFILE DESCRIPTION

This composite program supports detailed design and construction work on the Yellowhead Trail Freeway Conversion Program. Identified in the City's proposed 2019-2022 Capital Budget as a transformational project, the freeway conversion program will upgrade Yellowhead Trail to improve the safety, operational capacity and level of service for this key inter-city, inter-regional and inter-provincial goods movement corridor. The Program includes a number of projects in support of upgrading Yellowhead Trail to a freeway. The Yellowhead Trail freeway will consist of six core lanes with a target operating speed of 80 km/hr.

## PROJECT LIST

The Yellowhead Trail Freeway Conversion Program will be implemented through a combination of large and small projects and will also include improvements to adjacent roadways to accommodate changing travel patterns.

- \* one-way service roads near 149 Street parallel to Yellowhead Trail to provide alternate access, improvements to off-corridor routes, and traffic signal modifications;
- \* removal of intersections at 149 Street, 143 Street, and 142 Street;
- \* interchange construction at 127 Street;
- \* interchange construction at 121 Street;
- \* access modifications and road network improvements near 89 Street;
- \* Fort Road widening (north of Yellowhead Trail to 66 Street), including widening and upgrades to the CN Rail underpass;
- \* removal of the signal at 66 Street / Yellowhead Trail, and provision of alternative access to the surrounding area;
- \* a new collector road (125 Avenue) connecting westbound Yellowhead Trail from 61 Street to 66 Street and Fort Road; and
- \* Yellowhead Trail widening from west of 50 Street to the North Saskatchewan River.

## PROFILE BACKGROUND

The total cost for the Yellowhead Trail Freeway Conversion Program is estimated to be approximately \$1 billion (escalated). On December 8, 2016, the Federal Treasury Board approved the Federal government's contribution of up to \$241.6 million, and on December 13, 2016, an Approval in Principle for these funds was granted Ministerial approval. In a letter dated October 25, 2016, the Provincial government's commitment of up to \$241.6 million of match funding, starting in 2023, was confirmed.

On February 21, 2017, Council approved: (1) the capital profiles and funding sources (including the Federal Building Canada Fund and provincial match funding) for the various portions of the Yellowhead Trail Freeway Conversion Program; and (2) new tax-supported debt of \$510,793,000.

This profile includes funding for project delivery (detailed design and construction) in support of the Yellowhead Trail Freeway Conversion Program.

## PROFILE JUSTIFICATION

The overall program budget for the delivery (detailed design and construction) of the freeway conversion program was estimated prior to the adoption of the Capital Project Governance Policy C591, which outlines the Project Development & Delivery Method (PDDM).

To adhere with the PDDM, this composite profile will fund project delivery (detailed design and construction) in support of the Yellowhead Trail Freeway Conversion Program. As such, Administration can provide Council with better information regarding the scope, schedule and budget of the individual projects, reducing the risk of cost overruns, schedule issues, and other unanticipated issues during delivery.

## STRATEGIC ALIGNMENT

These composite profiles align with the council goals of Urban Shift, Energy and Climate and Open & Effective Government.

## ALTERNATIVES CONSIDERED

There are no alternatives for the business case as this follows the corporate process as approved by the Council to follow the Project Development and Delivery Model (PDDM).

In this process, multiple checkpoints occur prior to the budget approval for the delivery of a single project, ensuring that budget and schedule commitments are better informed, prior to authorization to construct.

**COST BENEFITS**

PDDM provides better information to the City Council to make capital investment decisions:  
A structured process to evaluate readiness, scope and prioritization.  
Increased confidence around budget and schedule estimates.

**KEY RISKS & MITIGATING STRATEGY**

Current mitigation is the ongoing reporting to City Council regarding capital priorities, while future mitigation could be the improvement to the long term capital planning process. This will ensure that projects being advanced through the planning and design composite are Council and City priorities in line with corporate strategies, goals, and objectives.

**RESOURCES**

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to manage and undertake the work. All procurement of external resources will follow relevant corporate procurement directives & policies

**CONCLUSIONS AND RECOMMENDATIONS**

Capital funds have been approved to advance the delivery of the Yellowhead Trail Freeway Conversion Program in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through an increased level of design to ensure realistic expectations are set prior to project tendering and construction. Approval of this capital profile is required to align funding for detailed design and construction work in adherence to the PDDM process.

**CHANGES TO APPROVED PROFILE**

2020 Spring SCBA (#20-10, 3.1-5): The Yellowhead Trail East Widening (61 Street to the North Saskatchewan River) project requires the creation of a standalone profile due to the value of the entire project being over the \$2 million dollar threshold for growth. This request is to transfer funds (\$31.8M) from a Composite Profile CM-99-9600 to a new stand alone profile.

2020 Spring SCBA (#20-10, 3.1-12): The 123 Avenue (156 Street to 142 Street) Roadway Improvements project requires the creation of a standalone profile due to the value of the entire project being over the \$2 million dollar threshold for growth. This request is to transfer funds \$5.1M from a Composite Profile CM-99-9600 to a new stand alone profile.

2021 Spring SCBA (#21-20, 3.1-6): The Yellowhead Trail - 156 Street to St. Albert Trail project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$5 million threshold for renewal. The total funding request for this profile is \$177,634,225, with all requested funds being a transfer from existing approved budgets (\$121.6M).

2021 Spring SCBA (#21-20, 3.1-7): The Yellowhead Trail - Fort Road Widening project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$5 million threshold for renewal. The total funding request for this profile is \$117,398,379, with all requested funds being a transfer from existing approved budgets (\$100.9M).

2021 Spring SCBA (#21-20, 3.1-16): The Yellowhead Trail - Noise Attenuation System (97 Street to Fort Road) project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$5 million threshold for renewal. The total funding request for this profile is \$14,915,349, with all requested funds being a transfer from existing approved budgets (\$3M).

2021 Spring SCBA (#21-21, CFO-22): As per the 2020 carryforward exercise, a funding swap for tax supported debt profiles will be completed between various IIS profiles.

2022 Spring SCBA (#22-10, 3.3-4): This recosting adjustment is required due to higher than estimated costs on the reconstruction of the CN Rail bridge structure, land purchases and an increase in the scope of work related to the new EPCOR Water utility and roadway improvements along 66 Street, between Yellowhead Trail and Fort Road. The total cost increase of \$23,728,000 will be funded with a transfer from existing capital profiles "CM-99-9600 - Yellowhead Trail Freeway Conversion: Project Delivery" (\$19,728,000), and "CM-99-0060 - Yellowhead Trail Freeway Conversion: Project Development" (\$4,000,000).

2022 Spring SCBA (#22-10, 3.5-4): This funding source adjustment is required to swap \$1,252,484 of Federal Building Canada grant funding and Tax-Supported Debt funding within the Yellowhead Trail Freeway conversion composite profiles "CM-99-0060 - Yellowhead Trail Freeway Conversion: Project Development" and "CM-99-9600 - Yellowhead Trail Freeway Conversion: Project Delivery". This adjustment requires council approval because it will trigger a borrowing bylaw change to come forward later in the year.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Yellowhead Trail Freeway Conversion: Project Delivery**

**FUNDED**

PROFILE NUMBER: **CM-99-9600**

PROFILE TYPE: **Composite**

BRANCH: **Infrastructure Delivery**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	2019 Cap Council	-	-	119,432	133,027	137,013	89,016	24,158	-	-	-	502,646
	2021 Cap Council	-	-	-82,503	-	-	-	-	-	-	-	-82,503
	2022 Cap Council	-	-	-19,728	-	-	-	-	-	-	-	-19,728
	Current Approved Budget	-	-	17,200	133,027	137,013	89,016	24,158	-	-	-	400,415
	Approved Funding Sources											
	Federal Bldg Canada Fund	-	-	7,510	43,376	45,934	12,400	24,142	-	-	-	133,361
	Provincial BCF - matching	-	-	23,800	65,064	68,902	49,680	-	-	-	-	207,445
	Tax-Supported Debt	-	-	-14,109	24,588	22,177	26,937	17	-	-	-	59,609
Current Approved Funding Sources	-	-	17,200	133,027	137,013	89,016	24,158	-	-	-	400,415	

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	17,200	133,027	137,013	89,016	24,158	-	-	-	400,415
	Requested Funding Source											
	Federal Bldg Canada Fund	-	-	7,510	43,376	45,934	12,400	24,142	-	-	-	133,361
	Provincial BCF - matching	-	-	23,800	65,064	68,902	49,680	-	-	-	-	207,445
	Tax-Supported Debt	-	-	-14,109	24,588	22,177	26,937	17	-	-	-	59,609
Requested Funding Source	-	-	17,200	133,027	137,013	89,016	24,158	-	-	-	400,415	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-	-	16,650	132,477	137,013	89,016	24,158	-	-	-	-	399,315
	Design	-	-	550	550	-	-	-	-	-	-	-	1,100
	Total	-	-	17,200	133,027	137,013	89,016	24,158	-	-	-	-	400,415

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# CAPITAL PROFILE REPORT

PROFILE NAME:	<b>YELLOWHEAD TRAIL FREEWAY CONVERSION: PROJECT DEVELOPMENT</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>CM-99-0060</b>	<b>PROFILE STAGE: Previously Approved</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Infrastructure Delivery</b>	LEAD MANAGER: <b>Jason Meliefste</b>
PARTNER:	<b>Infrastructure Delivery</b>	PARTNER MANAGER: <b>Brian Latte</b>
BUDGET CYCLE:	<b>2023-2026</b>	ESTIMATED START: <b>January, 2019</b>
		ESTIMATED COMPLETION: <b>December, 2026</b>

<b>Service Category:</b>	<b>Roads</b>	<b>Major Initiative:</b>	<b>Yellowhead Freeway</b>
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>7,913</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>7,913</b>

## PROFILE DESCRIPTION

This composite program supports concept planning and preliminary design work on the Yellowhead Trail Freeway Conversion Program. Identified in the City's proposed 2019-2022 Capital Budget as a transformational project, the freeway conversion program will upgrade Yellowhead Trail to improve the safety, operational capacity and level of service for this key inter-city, inter-regional and inter-provincial goods movement corridor. The Program includes a number of projects in support of upgrading Yellowhead Trail to a freeway. The Yellowhead Trail freeway will consist of six core lanes with a target operating speed of 80 km/hr.

## PROJECT LIST

The Yellowhead Trail Freeway Conversion Program will be implemented through a combination of large and small projects and will also include improvements to adjacent roadways to accommodate changing travel patterns.

- \* one-way service roads near 149 Street parallel to Yellowhead Trail to provide alternate access, improvements to off-corridor routes, and traffic signal modifications;
- \* removal of intersections at 149 Street, 143 Street, and 142 Street;
- \* interchange construction at 127 Street;
- \* interchange construction at 121 Street;
- \* access modifications and road network improvements near 89 Street;
- \* Fort Road widening (north of Yellowhead Trail to 66 Street), including widening and upgrades to the CN Rail underpass;
- \* removal of the signal at 66 Street / Yellowhead Trail, and provision of alternative access to the surrounding area;
- \* a new collector road (125 Avenue) connecting westbound Yellowhead Trail from 61 Street to 66 Street and Fort Road; and
- \* Yellowhead Trail widening from west of 50 Street to the North Saskatchewan River.

## PROFILE BACKGROUND

The total cost for the Yellowhead Trail Freeway Conversion Program is estimated to be approximately \$1 billion (escalated). On December 8, 2016, the Federal Treasury Board approved the Federal government's contribution of up to \$241.6 million, and on December 13, 2016, an Approval in Principle for these funds was granted Ministerial approval. In a letter dated October 25, 2016, the Provincial government's commitment of up to \$241.6 million of match funding, starting in 2023, was confirmed.

On February 21, 2017, Council approved: (1) the capital profiles and funding sources (including the Federal Building Canada Fund and provincial match funding) for the various portions of the Yellowhead Trail Freeway Conversion Program; and (2) new tax-supported debt of \$510,793,000.

This profile includes funding for project development (concept planning and preliminary design) in support of the Yellowhead Trail Freeway Conversion Program.

## PROFILE JUSTIFICATION

The overall program budget for the development (concept planning and preliminary design) of the freeway conversion program was estimated prior to the adoption of the Capital Project Governance Policy C591, which outlines the Project Development & Delivery Method (PDDM).

To adhere with the PDDM, this composite profile will fund project development (concept planning and preliminary design) in support of the Yellowhead Trail Freeway Conversion Program. As such, Administration can provide Council with better information regarding the scope, schedule and budget for the delivery (detailed design and construction) of the individual projects, reducing the risk of cost overruns, schedule issues, and other unanticipated issues.

## STRATEGIC ALIGNMENT

These composite profiles align with the council goals of Urban Shift, Energy and Climate and Open & Effective Government.

## ALTERNATIVES CONSIDERED

There are no alternatives for the business case as this follows the corporate process as approved by the Council to follow the Project Development and Delivery Model (PDDM).

In this process, multiple checkpoints occur prior to the budget approval for the delivery of a single project, ensuring that budget and schedule commitments are better informed, prior to authorization to construct.

**COST BENEFITS**

The planning and design composite profile provides better information to make capital investment decisions:  
Structured process to evaluate readiness, scope and prioritization.  
Increased confidence around budget and schedule estimates.  
There is the opportunity to make changes in project scope if there are problems identified during the early planning and design phases.

**KEY RISKS & MITIGATING STRATEGY**

Current mitigation is the ongoing reporting to City Council regarding capital priorities, while future mitigation could be the improvement to the long term capital planning process. This will ensure that projects being advanced through the planning and design composite are Council and City priorities in line with corporate strategies, goals, and objectives.

**RESOURCES**

Projects will be delivered using a combination of internal and external resources. Where possible, internal forces will be used to manage and undertake the work. All procurement of external resources will follow relevant corporate procurement directives & policies.

**CONCLUSIONS AND RECOMMENDATIONS**

Capital funds have been approved to advance the planning and design of the Yellowhead Trail Freeway Conversion Program in order to adhere with the Project Development and Delivery Model, and improve project schedule and budget estimates through an increased level of design to ensure realistic expectations are set prior to project tendering and construction. Approval of this capital profile is required to align funding for concept planning and preliminary design work in adherence to the PDDM process.

**CHANGES TO APPROVED PROFILE**

2020 Spring SCBA (#20-10, 3.1-5): The Yellowhead Trail East Widening (61 Street to the North Saskatchewan River) project requires the creation of a standalone profile due to the value of the entire project being over the \$2 million dollar threshold for growth. This request is to transfer funds (\$4.5M) from a Composite Profile CM-99-0060 to a new stand alone profile.

2020 Spring SCBA (#20-10, 3.1-12): The 123 Avenue (156 Street to 142 Street) Roadway Improvements project requires the creation of a standalone profile due to the value of the entire project being over the \$2 million dollar threshold for growth. This request is to transfer funds \$2.5M from a Composite Profile CM-99-0060 to a new stand alone profile.

2021 Spring SCBA (#21-20, 3.1-6): The Yellowhead Trail - 156 Street to St. Albert Trail project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$5 million threshold for renewal. The total funding request for this profile is \$177,634,225, with all requested funds being a transfer from existing approved budgets (\$56M).

2021 Spring SCBA (#21-20, 3.1-7): The Yellowhead Trail - Fort Road Widening project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile as the project is over the \$5 million threshold for renewal. The total funding request for this profile is \$117,398,379, with all requested funds being a transfer from existing approved budgets (\$16.5M).

2021 Fall SCBA (#21-30, 3.1-8): The Relocation of Fire Station 8 to Blatchford project has reached Checkpoint 3 of the PDDM and requires approval for delivery within a new stand-alone profile. The total funding request for this profile is \$23,656,581, with all requested funds being a transfer from existing approved composite profile "CM-99-0060 - Yellowhead Trail Freeway Conversion: Project Development".

2022 Spring SCBA (#22-10, 3.3-4): This recosting adjustment is required due to higher than estimated costs on the reconstruction of the CN Rail bridge structure, land purchases and an increase in the scope of work related to the new EPCOR Water utility and roadway improvements along 66 Street, between Yellowhead Trail and Fort Road. The total cost increase of \$23,728,000 will be funded with a transfer from existing capital profiles "CM-99-9600 - Yellowhead Trail Freeway Conversion: Project Delivery" (\$19,728,000), and "CM-99-0060 - Yellowhead Trail Freeway Conversion: Project Development" (\$4,000,000).

2022 Spring SCBA (#22-10, 3.5-4): This funding source adjustment is required to swap \$1,252,484 of Federal Building Canada grant funding and Tax-Supported Debt funding within the Yellowhead Trail Freeway conversion composite profiles "CM-99-0060 - Yellowhead Trail Freeway Conversion: Project Development" and "CM-99-9600 - Yellowhead Trail Freeway Conversion: Project Delivery". This adjustment requires council approval because it will trigger a borrowing bylaw change to come forward later in the year.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Yellowhead Trail Freeway Conversion: Project Development**

**FUNDED**

PROFILE NUMBER: **CM-99-0060**

PROFILE TYPE: **Composite**

BRANCH: **Infrastructure Delivery**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2019 Cap Council	-	-	13,543	3,613	2,932	2,116	-	-	-	-	22,204	
	2021 Cap Council	-	-	-10,291	-	-	-	-	-	-	-	-10,291	
	2022 Cap Council	-	-	-4,000	-	-	-	-	-	-	-	-4,000	
	Current Approved Budget	-	-	-747	3,613	2,932	2,116	-	-	-	-	7,913	
	Approved Funding Sources												
	Federal Bldg Canada Fund	-	-	543	-	-	-	-	-	-	-	-	543
	Pay-As-You-Go	-	-	1,373	2,102	1,525	969	-	-	-	-	-	5,969
	Tax-Supported Debt	-	-	-2,663	1,511	1,406	1,147	-	-	-	-	-	1,402
Current Approved Funding Sources	-	-	-747	3,613	2,932	2,116	-	-	-	-	-	7,913	

BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	-747	3,613	2,932	2,116	-	-	-	-	7,913
	Requested Funding Source											
	Federal Bldg Canada Fund	-	-	543	-	-	-	-	-	-	-	543
	Pay-As-You-Go	-	-	1,373	2,102	1,525	969	-	-	-	-	5,969
	Tax-Supported Debt	-	-	-2,663	1,511	1,406	1,147	-	-	-	-	1,402
Requested Funding Source	-	-	-747	3,613	2,932	2,116	-	-	-	-	-	7,913

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
REVISED BUDGET (IF APPROVED)	Construction	-	-	-14,291	-	-	-	-	-	-	-	-	-14,291
	Design	-	-	2,171	1,511	1,406	1,147	-	-	-	-	-	6,235
	Land	-	-	10,000	-	-	-	-	-	-	-	-	10,000
	Percent for Art	-	-	1,373	2,102	1,525	969	-	-	-	-	-	5,969
	Total	-	-	-747	3,613	2,932	2,116	-	-	-	-	-	7,913

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **INFRASTRUCTURE DELIVERY - GROWTH**

**RECOMMENDED FUNDED**

PROFILE NUMBER: **CM-99-9000**

PROFILE STAGE: **Approved**

DEPARTMENT: **Integrated Infrastructure Services**

PROFILE TYPE: **Composite**

LEAD BRANCH: **Infrastructure Planning and Design**

LEAD MANAGER: **Pascale Ladouceur**

PARTNER: **Infrastructure Delivery**

PARTNER MANAGER: **Jason Meliefste**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Corporate Support**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
<b>100</b>	

PREVIOUSLY APPROVED:	<b>1,400</b>
BUDGET REQUEST:	<b>124,554</b>
TOTAL PROFILE BUDGET:	<b>125,954</b>

## PROFILE DESCRIPTION

This composite program provides funding for the delivery of Infrastructure capital growth projects. The profile includes infrastructure such as Facilities, Transportation and Open Space. This approach is consistent with Administration's implementation of the Project Development & Delivery Model (PDDM) as well as the Capital Governance Policy that was approved by Council. The work within this profile will deliver projects in this budget cycle.

## PROFILE BACKGROUND

In 2016, Administration developed the Project Development and Delivery Model (PDDM) which has been endorsed by Council through the approval of the Capital Governance Policy (C591). The PDDM is a framework for managing capital infrastructure projects, and aims to achieve the following outcomes:

- Better information to make capital investment decisions.
- Improved project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.
- Systematic evaluation of projects against the initial project business case and scope

Projects funded for delivery through this composite program are developed to PDDM Checkpoint 3 under asset specific planning and design composite programs - CM-10-1010 for Facilities ; CM-20-2020 for Transportation and CM-30-3030 for Open Spaces.

## PROFILE JUSTIFICATION

To adhere with the PDDM, planning and design work should be completed on projects prior to the project's budget being approved in its entirety by Council. The Infrastructure Delivery composite profile holds funding for the implementation so Administration can provide Council with better information regarding the scope, schedule and budget prior to funding the entire project, reducing the risk of cost overruns, schedule issues, and other unanticipated issues.

## STRATEGIC ALIGNMENT

This composite profile allows for the delivery of a wide range of projects across all asset types that further the Big City Moves in a variety of ways, including Community of Communities and Rebuildable City. The work allows for greener infrastructure, energy transition, increased accessibility and connectivity, modernization, improved mobility, healthy living, affordable housing, among a wide range of other benefits.

## ALTERNATIVES CONSIDERED

There are no alternatives for the business case as this follows the corporate process as approved by the Council to follow Project Development and Delivery Model (PDDM).

In this process, multiple checkpoints occur prior to the budget approval for the delivery of a single project, including a detailed business case, ensuring that budget and schedule commitments are better informed, prior to authorization to construct.

## COST BENEFITS

PDDM provides better information to City Council to make capital investment decisions:

- Early investment in design to support detailed business cases.
- Structured process to evaluate readiness, scope and prioritization.
- Increased confidence around budget and schedule estimates.

## KEY RISKS & MITIGATING STRATEGY

One key risk of the PDDM approach surrounds what would occur should a capital project not be approved after spending resources on planning and design. Current mitigation is the ongoing reporting to City Council regarding capital priorities while future mitigation could be the improvement to the long term capital planning process. This will ensure that projects being advanced through the planning and design composite are Council and City priorities in line with corporate strategies, goals, and objectives.

## RESOURCES

Projects identified to be funded from the Infrastructure Delivery composite profiles will be delivered using a combination of internal and external resources. All procurement of external resources will follow relevant corporate procurement directives and policies.

## CONCLUSIONS AND RECOMMENDATIONS

Capital funds are required to be secured to fund the delivery of capital growth projects once PDDM Checkpoint 3 is reached (after planning and design) in order to adhere to the Project Development and Delivery Model, and improve project schedule and budget estimates through increased level of design to ensure realistic expectations are set prior to project tendering and construction.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Infrastructure Delivery - Growth**  
 PROFILE NUMBER: **CM-99-9000**  
 BRANCH: **Infrastructure Planning and Design**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>APPROVED BUDGET</b>												
Approved Budget												
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
2020 Cap Council	-	-	-232	-	-	-	-	-	-	-	-	-232
2021 Cap Administrative	-	-	232	-	-	-	-	-	-	-	-	232
2021 Cap Council	-	-	1,400	-	-	-	-	-	-	-	-	1,400
<b>Current Approved Budget</b>	-	-	1,400	-	-	-	-	-	-	-	-	1,400
Approved Funding Sources												
Pay-As-You-Go	-	-	1,400	-	-	-	-	-	-	-	-	1,400
<b>Current Approved Funding Sources</b>	-	-	1,400	-	-	-	-	-	-	-	-	1,400

<b>BUDGET REQUEST</b>	Budget Request	-	-	9,264	50,713	33,592	30,985	-	-	-	-	-	124,554
	Revised Funding Sources (if approved)												
	Local Government Fiscal Framework	-	-	-	33,637	21,171	22,308	-	-	-	-	-	77,116
	Munc Sustain. Initiative - MSI	-	-	4,011	-	-	-	-	-	-	-	-	4,011
	Pay-As-You-Go	-	-	5,254	17,075	12,422	8,677	-	-	-	-	-	43,428
	<b>Requested Funding Source</b>	-	-	9,264	50,713	33,592	30,985	-	-	-	-	-	124,554

<b>REVISED BUDGET (IF APPROVED)</b>	Revised Budget (if Approved)	-	-	10,664	50,713	33,592	30,985	-	-	-	-	-	125,954
	Requested Funding Source												
	Local Government Fiscal Framework	-	-	-	33,637	21,171	22,308	-	-	-	-	-	77,116
	Munc Sustain. Initiative - MSI	-	-	4,011	-	-	-	-	-	-	-	-	4,011
	Pay-As-You-Go	-	-	6,654	17,075	12,422	8,677	-	-	-	-	-	44,828
	<b>Requested Funding Source</b>	-	-	10,664	50,713	33,592	30,985	-	-	-	-	-	125,954

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>REVISED BUDGET (IF APPROVED)</b>													
	Construction	-	-	10,664	50,713	33,592	30,985	-	-	-	-	-	125,954
	<b>Total</b>	-	-	10,664	50,713	33,592	30,985	-	-	-	-	-	125,954

## OPERATING IMPACT OF CAPITAL

Type of Impact: External Services, Personnel

Branch:	2024				2025				2026				2027			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Fire Rescue Services	-	-	-	-	-	-	-	-	-	6,719	6,719	36.5	-	-	-	-
Fleet and Facility Services	-	-	-	-	-	-	-	-	-	240	240	-	-	-	-	-
Parks and Roads Services	-	400	400	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	<b>400</b>	<b>400</b>	-	-	-	-	-	-	<b>6,959</b>	<b>6,959</b>	<b>36.5</b>	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: Infrastructure Delivery - Growth			
PROFILE NUMBER: CM-99-9000			
BUDGET CYCLE: 2023-2026			
Project Number	Project Name	Description	Percentage Funded
230001	Big Lake Fire Station	Big Lake Fire Station	-
230002	Cumberland Fire Station	New Cumberland Fire Station (Delivery)	100
230003	Equity, Diversity & Inclusion (EDI) and OHS Renewal of current Fire Stations	Equity, Diversity & Inclusion (EDI) and Occupational Health and Safety (OHS) Improvements in renewals of current Fire Stations (Delivery)	100
230004	Grand Trunk Leisure Centre - Hot tub safety improvement	Construction of a replacement hot tub to address health, safety, & accessibility issues present within the existing hot tub. Current hot tub does not meet health and safety regulations established by Provincial or accessibility guidelines as established by the City	100
230005	Imagine Jasper Avenue (114 to 124 Street) (In Abeyance)	Imagine Jasper Avenue (114 to 124 Street) Detailed Design and Delivery: This project includes the detailed design and construction for the Imagine Jasper Avenue streetscape from 114 Street to 124 Street. The funds for this work will be held in abeyance, contingent on the Government of Canada's approval of grant funding under Infrastructure Canada's Active Transportation Fund. The City applied for funding under this program in March 2022 and has not yet received confirmation of funding. If approved, the grant would be used toward the streetscape of Jasper Avenue (114 Street to 124 Street), in combination with renewal funding.	100
230006	Secord South Grade Level Seed	Secord South - Base Level Park Development of school park site	100
230007	SNIC Sand - Salt Pile Storage (Planning and Design) & SNIC Sand - Salt Pile Storage (Delivery)	Sand and Salt Pile Storage Site Regulatory Upgrades (Delivery)	100
230008	Snow Storage Site Upgrades (Planning and Design) and Snow Storage Site Upgrades (Delivery)	Snow Storage Site Regulatory Upgrades (Delivery)	100
230009	Swimming Pools and Aquatic Facilities - Occupational Health and Safety (OHS) Improvements	Installation/Construction of Occupational health and safety (OHS) Improvements for Swimming Pools and Aquatic Facilities including a standardized gas detection safety system (chlorine gas, carbon dioxide, ozone and carbon monoxide) as well as the conversion of aging chlorine gas systems and related infrastructure (distribution system, chlorine room) to a non-chlorine gas system in the following facilities <ul style="list-style-type: none"> <li>- O'Leary</li> <li>- Mill Woods</li> <li>- Hardisty</li> <li>- Londonderry</li> <li>- Grand Trunk</li> </ul>	100
230010	Walker Fire Station	Walker Fire Station (Delivery)	100
230011	Wedgewood Fire Station	Wedgewood Fire Station	-

# CAPITAL PROFILE REPORT

PROFILE NAME: LIBRARY MATERIALS

**RECOMMENDED  
FUNDED**

PROFILE NUMBER: CM-20-0051

PROFILE STAGE: **Approved**

DEPARTMENT: Boards and Commissions

PROFILE TYPE: **Composite**

LEAD BRANCH: Public Library

LEAD MANAGER: **Pilar Martinez**

PARTNER:

PARTNER MANAGER:

BUDGET CYCLE: 2023-2026

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

Service Category: **Recreation & Culture**

Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>
5	95

PREVIOUSLY APPROVED:	-
BUDGET REQUEST:	24,682
TOTAL PROFILE BUDGET:	24,682

## PROFILE DESCRIPTION

Library materials have been identified for replacement in the capital budget to ensure continued customer access to informational and recreational physical collections. Library collections include the costs of library books, DVD's, CD's, video games and digital content, as well as the processing and cataloguing costs associated with it. Funding for these expenditures come primarily from EPL's operating budget. These resources are considered core and fundamental to the delivery of library service to EPL customers.

Investment over the next budget cycle is summarized below:

2023-2026 Budget Cycle (\$24.6M)  
 \$ 4.3 million in collections per year  
 \$ 1.8 million in salaries per year

## PROFILE BACKGROUND

As stated in our Collection Department policy, a strong library collection is fundamental to excellent library service. EPL strives to develop diverse, robust collections, anticipating customer demands, and reflecting strategic goals, in order to fulfill a foundational library mandate. EPL continually assesses its collections to ensure they are remaining current and in good physical condition. Deselection and replacement of library materials is a crucial part of maintaining robust and responsive public library collections.

## PROFILE JUSTIFICATION

Robust collections are the foundation of exceptional library service. Maintaining relevant and current collections is critical to the success in achieving the EPL's strategic goals. The level of investment reflects EPL's evidence-based calculations for material replacement required over the budget period, including the incorporation of anticipated cost escalation as forecasted by the industry (2.5% over the 4 years). Furthermore, EPL has recognized the shift in demand of library collections from physical materials to digital formats in the cost estimates. Licenses and subscriptions for digital content are in the range of \$4M per year. A number of EPL's library collections and subscription purchases originate in the US and current exchange rates significantly erode EPL's purchasing power. In addition, demand for digital content continues to grow consuming an ever-increasing portion of EPL's materials budget. In some cases, libraries pay three to five times more for e-books than consumers while at the same time libraries experience caps and time limits on customer e-book use. This project aligns with City Council priorities to ensure Edmonton is an inclusive and compassionate community; Edmonton has appropriate and accessible infrastructure; Edmonton has robust infrastructure that ensures the continuity of critical services. This will allow EPL to provide the services that are accessible and available.

## STRATEGIC ALIGNMENT

This project aligns with the following City Council Priorities:

- Inclusive and Compassionate: Edmontonians are healthy and fulfilled; Edmonton has appropriate and accessible infrastructure; Edmonton is a safe and caring community
- Catalyze and Converge: Edmonton has robust infrastructure that ensures the continuity of critical services.

## ALTERNATIVES CONSIDERED

As part of the assessment of alternatives for library collections, EPL continually conducts assessments of vendors for best value, selection, and customer service. Collections are the foundational asset for EPL and must be kept current in order to avoid significant loss of customers and public reputation.

## COST BENEFITS

The current service delivery model requires EPL to develop, maintain and provide access to strong library collections. This is a foundational fundamental library service.



## **KEY RISKS & MITIGATING STRATEGY**

Delays and/or reduction in replacement of library materials puts library customer service at significant risk since quality collections require ongoing development and replacement. As a mitigating strategy, EPL would be unable to purchase library titles and/or as many copies of popular titles to satisfy customer demand, resulting in less new material entering the collections, longer customer wait times and an overall deterioration in customer service.

## **RESOURCES**

Collection development is an ongoing process requiring professional judgement and expertise. Staff must balance anticipated demand and customer requests with the appropriate use of space and fiscal responsibility.

## **CONCLUSIONS AND RECOMMENDATIONS**

The Library requires the timely development and replacement of library materials. The Library recommends that funding for this project be approved.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Library Materials**  
 PROFILE NUMBER: **CM-20-0051**  
 BRANCH: **Public Library**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Composite**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-
	Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	6,171	6,171	6,171	6,171	-	-	-	-	-	24,682
	Revised Funding Sources (if approved)												
	Pay-As-You-Go	-	-	3,083	3,083	3,083	3,083	-	-	-	-	-	12,333
	Pay-As-You-Go - Library	-	-	3,087	3,087	3,087	3,087	-	-	-	-	-	12,349
	Requested Funding Source	-	-	6,171	6,171	6,171	6,171	-	-	-	-	-	24,682

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	6,171	6,171	6,171	6,171	-	-	-	-	-	24,682
	Requested Funding Source												
	Pay-As-You-Go	-	-	3,083	3,083	3,083	3,083	-	-	-	-	-	12,333
	Pay-As-You-Go - Library	-	-	3,087	3,087	3,087	3,087	-	-	-	-	-	12,349
	Requested Funding Source	-	-	6,171	6,171	6,171	6,171	-	-	-	-	-	24,682

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
		Equip FurnFixt	-	-	4,328	4,328	4,328	4,328	-	-	-	-	-
	Other Costs	-	-	1,842	1,842	1,842	1,842	-	-	-	-	-	7,369
	Total	-	-	6,171	6,171	6,171	6,171	-	-	-	-	-	24,682

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **BLATCHFORD REDEVELOPMENT IMPLEMENTATION**  
 PROFILE NUMBER: **14-02-2106**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Blatchford Redevelopment Project**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Tom Lumsden
PARTNER MANAGER:	
ESTIMATED START:	January, 2013
ESTIMATED COMPLETION:	December, 2038

Service Category: **Economic Development** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	631,925
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	631,925

## PROFILE DESCRIPTION

Development of former City Centre Airport into a sustainable mixed use community: planning, preliminary and detailed engineering, construction of infrastructure, and sale of serviced properties.

## PROFILE BACKGROUND

Blatchford will be a world-leading mixed-use community for up to 30,000 people. As set out in Council's vision, this walkable, transit-oriented, family-friendly and sustainable community will be built over 20–25 years, with the first stage starting in 2014.

July 2009 City Council voted to redevelop and close (in phases) the City Centre Airport. May 16, 2012, Council approved the City Centre Area Redevelopment Plan (Bylaw 16033), establishing the framework for future implementation of the redevelopment concept. In November 2013, the City Centre Airport closed.

## PROFILE JUSTIFICATION

On June 10, 2014 City Council approved the Blatchford Concept Plan Implementation report and Business Case report which described the proposed approach to achieve the Council defined vision for the project and the objectives of the Area Redevelopment Plan. The detailed financial analysis for the recommended scenario (5A) was also approved, along with Council's first motion to have administration provide a Capital Profile and funding strategy for Council's consideration.

## STRATEGIC ALIGNMENT

Blatchford contributes to The Way Ahead by increasing density; to The Way We Grow by being healthy and livable; to The Way We Move by enhancing use of transit, walking and bikes; and to The Way We Green by being a sustainable community.

## ALTERNATIVES CONSIDERED

The June 10, 2014 Business Case report to Council included the recommended and approved scenario along with 4 others. The proforma evaluates each stage, including an analysis of requirements (capital, servicing & resources) vs. financial return.

## COST BENEFITS

Project cost estimates include traditional on-site charges (e.g. sewer, road, earthwork, curb/gutter) and non-traditional outcomes such as a district energy system, low impact drainage design features, urban agriculture opportunities and significantly enhanced park space. Blatchford will generate net profit, from which investments will be made in strategic municipal initiatives and environmentally sustainable infrastructure.

## KEY RISKS & MITIGATING STRATEGY

Key risks include economic slowdown, residential market competition, cost escalation and interest rate risk. Blatchford will be reevaluated annually to ensure that activities and staging are adapted to respond to market conditions and forecasts.

## RESOURCES

The Blatchford project team will lead project activities with the support of internal staff and external consultants, expert advisors and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

Given The Way Ahead vision, it is recommended funding be established for the Blatchford Redevelopment project land development activities to contribute to housing supply, housing affordability, community building and livability.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Blatchford Redevelopment Implementation**

**FUNDED**

PROFILE NUMBER: **14-02-2106**

PROFILE TYPE: **Standalone**

BRANCH: **Blatchford Redevelopment Project**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
2013 Cap Capital Budget Adj (one-off)		56,212	-	-	-	-	-	-	-	-	-	-	56,212
2014 Cap Capital Budget Adj (one-off)		257,524	14,246	14,674	29,869	29,600	29,600	29,600	29,600	20,600	20,600	99,800	575,713
2021 Cap Carry Forward		-136,907	136,907	-	-	-	-	-	-	-	-	-	-
<b>Current Approved Budget</b>		<b>176,829</b>	<b>151,153</b>	<b>14,674</b>	<b>29,869</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>20,600</b>	<b>20,600</b>	<b>99,800</b>	<b>631,925</b>
Approved Funding Sources													
Blatchford Lands Retained Earnings		96,287	151,153	14,674	29,869	29,600	29,600	29,600	29,600	20,600	20,600	99,800	551,383
Tax-Supported Debt		80,542	-	-	-	-	-	-	-	-	-	-	80,542
<b>Current Approved Funding Sources</b>		<b>176,829</b>	<b>151,153</b>	<b>14,674</b>	<b>29,869</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>20,600</b>	<b>20,600</b>	<b>99,800</b>	<b>631,925</b>

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)		176,829	151,153	14,674	29,869	29,600	29,600	29,600	29,600	20,600	20,600	99,800	631,925
Revised Budget (if Approved)													
Requested Funding Source													
Blatchford Lands Retained Earnings		96,287	151,153	14,674	29,869	29,600	29,600	29,600	29,600	20,600	20,600	99,800	551,383
Tax-Supported Debt		80,542	-	-	-	-	-	-	-	-	-	-	80,542
<b>Requested Funding Source</b>		<b>176,829</b>	<b>151,153</b>	<b>14,674</b>	<b>29,869</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>20,600</b>	<b>20,600</b>	<b>99,800</b>	<b>631,925</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Other Costs	176,829	151,153	14,674	29,869	29,600	29,600	29,600	29,600	20,600	20,600	99,800	631,925
	<b>Total</b>	<b>176,829</b>	<b>151,153</b>	<b>14,674</b>	<b>29,869</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>29,600</b>	<b>20,600</b>	<b>20,600</b>	<b>99,800</b>	<b>631,925</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

# CAPITAL PROFILE REPORT

PROFILE NAME: **PARKING CONTROL TECHNOLOGY**  
 PROFILE NUMBER: **14-66-2570**  
 DEPARTMENT: **City Operations**  
 LEAD BRANCH: **Parks and Roads Services**  
 PARTNER: **Parks and Roads Services**  
 BUDGET CYCLE: **2023-2026**

**FUNDED**

PROFILE STAGE:	Previously Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	Gord Cebryk
PARTNER MANAGER:	Gord Cebryk
ESTIMATED START:	August, 2014
ESTIMATED COMPLETION:	December, 2015

Service Category:	Roads	Major Initiative:	
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<b>GROWTH</b>	<b>RENEWAL</b>
60	40

PREVIOUSLY APPROVED:	14,594
BUDGET REQUEST:	-
TOTAL PROFILE BUDGET:	14,594

## PROFILE DESCRIPTION

The City of Edmonton is in need of modernizing its current on-street and off-street parking operations along with the underlying technology. This includes replacement of 3,300 meters and technology supporting 5 off-street facilities for an existing inventory of approximately 6,000 stalls. New technology will provide for uniformity of parking management, pricing flexibility, additional customer payment options (e.g. credit card, cell phone) resulting in an overall improved customer experience. The new system will deliver additional efficiencies in enforcement and payment collection. With a digitally based parking system, the resulting data will provide for the business intelligence needed to support improved parking planning.

## PROFILE BACKGROUND

The City of Edmonton is in need of modernizing and revitalizing its current on-street and off-street parking operations along with the underlying technologies and IT systems. Current systems and processes are outdated and manually intensive, which do not take advantage of efficiencies and greater revenue potential that can be achieved with new technologies. As well, opportunities for achieving greater levels of customer service are not possible without a technology refresh. Industry proven opportunities for achieving greater levels of customer service can be achieved along with lowering operating costs through the modernization of parking controls. The City has undertaken a pilot program on some downtown locations. The public has reacted favorably to this pilot.  
 eg. favorable response to surveys and increased use of technology through the use of credit card and mobile applications.

## PROFILE JUSTIFICATION

The Way Ahead and the Way We Prosper - a modernized suite of parking related services promotes Edmonton as a world-class City.  
 The Way We Move - People and goods to move efficiently with available and affordable access to parking.  
 The We Live - Sustainable balance between affordability of parking, demand, and congestion in City's high-demand areas.  
 The Way We Finance - Financial sustainability with parking revenue contribution to financial obligations.  
 Tangible Benefits: Increased Utilization, Increased Operational Efficiency (i.e. Cash Management, Collection, Enforcement), Parking Rate Optimization, and Improved Patron Convenience,  
 Intangible Benefits: Improved Parking Planning with New Data, Growth for Entertainment District, and Improved Community Responsiveness.

## STRATEGIC ALIGNMENT

Primarily contributes to a Shift in Edmonton's Transportation Mode where transit and active modes of travel are supported with a more mobile and cashless public. Also contributes to The Way We Prosper by Ensuring Edmonton's Financial Sustainability.

## ALTERNATIVES CONSIDERED

1. Replace meters and parking facility systems with similar technologies (i.e. mechanical meters and cardkeys) estimated at \$4.5M , 2. Pay-by-plate technology for On-street, Off-street, and Parking Enforcement systems \$12M, 3. Privatization model

## COST BENEFITS

\$5M- Pay Stations Equipment (On-street and Off-street) and Installation, \$2.5M- Parking Facility Gates and Signals, \$3.5M- Parking Information Systems and Network Infrastructure, \$1.0M- Integration with City Systems (SAP, POSSE, Ticketing, etc)  
 Tangible Benefits: Improved Patron Convenience, Increased Revenues, Improved Community Responsiveness  
 Intangible Benefits: Improved Parking Planning with New Data, Growth for Entertainment District

## KEY RISKS & MITIGATING STRATEGY

Citizen's expectations, changing demand and supply of parking, impact on traffic movement, impact of downtown development, payment and collection options, and revenue optimization. Investment in new technology minimizes risks.

## RESOURCES

Existing mix of internal and external resources to be optimized. Costs include existing meter removal, installation of new system including hardware and software, pay stations and way finding equipment, and internal resources (Law, IT, Operations).

## CONCLUSIONS AND RECOMMENDATIONS

Recommendations are to proceed with full implementation of new parking systems and technologies. The key elements will address needs for Improved Patron Convenience, Improved Responsiveness to the needs of the Community, and Increased Revenues

**CHANGES TO APPROVED PROFILE**

2022 Spring SCBA (#22-10, 3.2-3): This scope change is required to fund the procurement and implementation of retrofitting 431 e-Park machines which will not be Europay, Mastercard and Visa (EMV) compliant for VISA transactions on Oct 15th, 2022 and potentially Mastercard at a later date. This will result in a penalty of 15 cents per transaction processed for the COE and a potential loss of revenue. The total cost of retrofitting the 431 machines is \$2,800,000, and would be funded with new Pay-As-You-Go funding from the corporate pool.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Parking Control Technology**  
 PROFILE NUMBER: **14-66-2570**  
 BRANCH: **Parks and Roads Services**

**FUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		12,000	-	-	-	-	-	-	-	-	-	-	12,000
2018 Cap Release to Corp Pool		-206	-	-	-	-	-	-	-	-	-	-	-206
2021 Cap Carry Forward		-1,950	1,950	-	-	-	-	-	-	-	-	-	-
2022 Cap Council		-	700	2,100	-	-	-	-	-	-	-	-	2,800
<b>Current Approved Budget</b>		<b>9,845</b>	<b>2,650</b>	<b>2,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,594</b>
Approved Funding Sources													
Other		9,845	1,950	-	-	-	-	-	-	-	-	-	11,794
Pay-As-You-Go		-	700	2,100	-	-	-	-	-	-	-	-	2,800
<b>Current Approved Funding Sources</b>		<b>9,845</b>	<b>2,650</b>	<b>2,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,594</b>

BUDGET REQUEST													
Budget Request		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)													
Revised Budget (if Approved)		9,845	2,650	2,100	-	-	-	-	-	-	-	-	14,594
Requested Funding Source													
Other		9,845	1,950	-	-	-	-	-	-	-	-	-	11,794
Pay-As-You-Go		-	700	2,100	-	-	-	-	-	-	-	-	2,800
<b>Requested Funding Source</b>		<b>9,845</b>	<b>2,650</b>	<b>2,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,594</b>

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Equip FurnFixt	8,500	-	-	-	-	-	-	-	-	-	-	8,500
	Technology	1,345	2,650	2,100	-	-	-	-	-	-	-	-	6,094
	<b>Total</b>	<b>9,845</b>	<b>2,650</b>	<b>2,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,594</b>

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:	2015				2016				2017				2018			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Transportation Operations	-	-	-	3.0	-	-	-	-3.0	-	-	-	-2.0	-	-	-	-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-3.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-2.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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# APPENDIX B

## GROWTH PROJECTS RECOMMENDED



## APPENDIX B - GROWTH PROJECTS RECOMMENDED




### Growth Projects Previously Approved

Growth Projects Pre-Approved for Funding		Funding Source	Checkpoint <sup>1</sup>				
			1	2	3	4	5
<b>TRANSFORMING FOR THE FUTURE</b>							
LRT Expansion	Capital Line South LRT: Century Park to Ellerslie Road	Constrained / Debt	●	●	●	●	●
	Metro Line LRT (NAIT - Blatchford) Extension	Constrained / Debt	●	●	●	●	●
	Valley Line LRT: Downtown to Lewis Farms	Constrained / Debt	●	●	●	●	●
Yellowhead Trail Freeway Conversion	Yellowhead Trail - 156 Street to St Albert Trail	Constrained / Debt	●	●	●	●	●
	Yellowhead Trail - Fort Road Widening	Constrained / Debt	●	●	●	●	●
	Yellowhead Trail Freeway Conversion: Remaining Delivery	Constrained / Debt	●	●	●	●	●
Blatchford Redevelopment	Blatchford Redevelopment Implementation	Constrained	●	●	●	●	●

● Current Funding Checkpoint     
 ● Recommended Funded Checkpoint     
 ● Checkpoint(s) Remaining

<sup>1</sup> Definitions of PDDM Checkpoints are provided in Budget Building Blocks section of 2023-2026 Proposed Capital Budget

Growth Projects Pre-Approved for Funding (Continued)		Funding Source	Checkpoint <sup>1</sup>				
			1	2	3	4	5
<b>RECREATION AND CULTURE</b>							
Recreation and Cultural Programming	Commonwealth Recreation Centre Solar Photovoltaic Project	Debt	●	●	●	●	●
	Coronation Park Sports and Recreation Centre	Debt	●	●	●	●	●
	Iron Works Building Rehabilitation	Debt	●	●	●	●	●
	Lewis Farms Community Recreation Centre and Library	Debt	●	●	●	●	●
	Rollie Miles Leisure Centre Design	Unconstrained	●	●	●	●	●
	Valley Zoo - Nature's Wild Backyard Phase II	Debt	●	●	●	●	●
Recreational and Sport Facility Access Service	Kihciy Askiy Sacred Earth	Unconstrained	●	●	●	●	●
<b>SOCIAL SUPPORT</b>							
Affordable Housing and Homelessness Service	Affordable Housing Land Acquisition & Site Development	Unconstrained	●	●	●	●	●
<b>PUBLIC SAFETY</b>							
Fire Rescue Service	Fire Station #8 Relocation - Blatchford	Debt	●	●	●	●	●
Edmonton Police Service	CRIMM - CAD-RMS Integration, Modernization and Maximization	Constrained / Unconstrained	●	●	●	●	●

 Current Funding Checkpoint     
  Recommended Funded Checkpoint     
  Checkpoint(s) Remaining

<sup>1</sup> Definitions of PDDM Checkpoints are provided in Budget Building Blocks section of 2023-2026 Proposed Capital Budget




Growth Projects Pre-Approved for Funding (Continued)		Funding Source	Checkpoint <sup>1</sup>				
			1	2	3	4	5
<b>MOVEMENT OF PEOPLE AND GOODS</b>							
Active Pathways and Roads Service	103 Avenue Streetscape	Debt	●	●	●	●	●
	103A Avenue Pedway	Debt	●	●	●	●	●
	50 Street CPR Grade Separation	Constrained	●	●	●	●	●
	Edmonton-Strathcona County Pedestrian Bridge	Constrained / Unconstrained	●	●	●	●	●
	Missing Sidewalk Links	Unconstrained	●	●	●	●	●
	Terwillegar Drive Expressway Upgrades	Constrained/Debt	●	●	●	●	●
<b>LAND DEVELOPMENT</b>							
Residential, Commercial and Industrial Land Development Service	Heritage Valley Land Development	Constrained	●	●	●	●	●
<b>ENVIRONMENTAL PROTECTION</b>							
Parks and Open Space Access Service	Centennial Plaza Renewal	Debt	●	●	●	●	●
	Heritage Valley District Park	Unconstrained	●	●	●	●	●
	Permanent Washrooms	Unconstrained	●	●	●	●	●
	Urban Tree Canopy Expansion	Unconstrained	●	●	●	●	●
<b>PROJECT AND ASSET MANAGEMENT</b>							
Facility Management and Maintenance	Ambleside Integrated Site - Phase 1	Debt	●	●	●	●	●

● Current Funding Checkpoint     
 ● Recommended Funded Checkpoint     
 ● Checkpoint(s) Remaining

<sup>1</sup> Definitions of PDDM Checkpoints are provided in Budget Building Blocks section of 2023-2026 Proposed Capital Budget




### Growth Projects Recommended for Funding

Growth Projects Recommended for Funding		Funding Source	Checkpoint <sup>1</sup>				
			1	2	3	4	5
<b>RECREATION AND CULTURE</b>							
Recreation and Cultural Programming	Grand Trunk Leisure Centre - Hot tub safety improvement	Unconstrained	●	●	●	●	●
	Harbin Gate	Debt	●	●	●	●	●
	Lewis Farms Community Recreation Centre and Library (Recosting)	Debt	●	●	●	●	●
	Swimming Pools and Aquatic Facilities - OHS Improvements	Unconstrained	●	●	●	●	●
<b>PUBLIC SAFETY</b>							
Edmonton Police Service	Police IT - Applications Enhancement	Constrained / Unconstrained	●	●	●	●	●
Fire Rescue Service	Big Lake Fire Station (Land)	Unconstrained	●	●	●	●	●
	Cumberland Fire Station	Unconstrained	●	●	●	●	●
	Equity/Diversity/Inclusion (EDI) and Occupational Health and Safety (OHS) growth of current Fire Stations	Unconstrained	●	●	●	●	●
	Walker Fire Station	Unconstrained	●	●	●	●	●
	Wedgewood Fire Station (Land)	Unconstrained	●	●	●	●	●
Traffic Safety Service	Safe Crossings	Constrained	●	●	●	●	●
	Safe and Livable Community Streets	Constrained	●	●	●	●	●

 Current Funding Checkpoint     
  Recommended Funded Checkpoint     
  Checkpoint(s) Remaining



<sup>1</sup> Definitions of PDDM Checkpoints are provided in Budget Building Blocks section of 2023-2026 Proposed Capital Budget

Growth Projects Recommended for Funding (Continued)		Funding Source	Checkpoint <sup>1</sup>				
			1	2	3	4	5
<b>MOVEMENT OF GOODS AND PEOPLE</b>							
Active Pathways and Roads Service	100 Street Pedestrian Bridge	Debt	●	●	●	●	●
	103a Avenue Streetscaping	Debt	●	●	●	●	●
	105 Avenue Streetscaping	Debt	●	●	●	●	●
	107 Street Streetscape	Debt	●	●	●	●	●
	99 Street Streetscape and Library Parkade Membrane Replacement	Debt	●	●	●	●	●
	Drainage Service - 104th Street (100 Avenue to Jasper Avenue)	Debt	●	●	●	●	●
	Green and Walkable Downtown - Emerging Opportunities	Debt	●	●	●	●	●
	Imagine Jasper Avenue (114 to 124 Street) (In Abeyance)	Constrained / Unconstrained	●	●	●	●	●
	Regulated Safety Upgrades at Railway Crossings	Constrained	●	●	●	●	●
	Snow and Ice Control Sand/Salt Pile Storage	Unconstrained	●	●	●	●	●
	Snow Storage Site Upgrades	Unconstrained	●	●	●	●	●
	Terwillegar Drive Expressway Upgrades (Recosting)	Constrained/Debt	●	●	●	●	●
Transit Service	LRT Tunnel Intruder Technology	Unconstrained	●	●	●	●	●
	New Transit Bus Garage (In Abeyance)	Debt	●	●	●	●	●
	Train to Wayside Technology	Unconstrained	●	●	●	●	●

 Current Funding Checkpoint     
  Recommended Funded Checkpoint     
  Checkpoint(s) Remaining




<sup>1</sup> Definitions of PDDM Checkpoints are provided in Budget Building Blocks section of 2023-2026 Proposed Capital Budget

Growth Projects Recommended for Funding (Continued)		Funding Source	Checkpoint <sup>1</sup>				
			1	2	3	4	5
<b>LAND DEVELOPMENT</b>							
Residential, Commercial and Industrial Land Development Service	Edmonton Exhibition Lands	Constrained	●	●	●	●	●
	Industrial-Commercial-Investment Land Acquisition and Development	Constrained	●	●	●	●	●
	Real Estate Investment Purchase	Constrained	●	●	●	●	●
	Real Estate Transportation Legacy Land Acquisition	Constrained	●	●	●	●	●
	Residential/Mixed-Use Land Acquisition and Development	Constrained	●	●	●	●	●
	River Crossing Redevelopment	Constrained	●	●	●	●	●
	Transforming Surplus City Lands	Constrained	●	●	●	●	●

 Current Funding Checkpoint     
  Recommended Funded Checkpoint     
  Checkpoint(s) Remaining

<sup>1</sup> Definitions of PDDM Checkpoints are provided in Budget Building Blocks section of 2023-2026 Proposed Capital Budget




Growth Projects Recommended for Funding (Continued)		Funding Source	Checkpoint <sup>1</sup>				
			1	2	3	4	5
<b>ENVIRONMENTAL PROTECTION</b>							
Parks and Open Space Access Service	Beaver Hills House Park/Michael Phair Park Upgrades	Debt	●	●	●	●	●
	Commemorative Programs	Constrained / Unconstrained	●	●	●	●	●
	District Park Land Acquisition	Constrained	●	●	●	●	●
	Dry Pond Land Acquisitions	Constrained	●	●	●	●	●
	Greener As We Grow Tree Planting Program (In Abeyance)	Constrained / Unconstrained	●	●	●	●	●
	Mature Area Land Acquisition	Constrained	●	●	●	●	●
	Natural Areas Acquisition	Constrained	●	●	●	●	●
	Neighbourhood Park Development Program	Unconstrained	●	●	●	●	●
	River Valley Land Acquisition	Constrained	●	●	●	●	●
	Secord South Grade Level Seed	Unconstrained	●	●	●	●	●
	Suburban School and Park Land Acquisition	Constrained	●	●	●	●	●
	Warehouse Park	Debt	●	●	●	●	●

 Current Funding Checkpoint     
  Recommended Funded Checkpoint     
  Checkpoint(s) Remaining

<sup>1</sup> Definitions of PDDM Checkpoints are provided in Budget Building Blocks section of 2023-2026 Proposed Capital Budget



Growth Projects Recommended for Funding (Continued)		Funding Source	Checkpoint <sup>1</sup>				
			1	2	3	4	5
<b>TECHNOLOGY AND DATA</b>							
Open City Technology	Corporate Integrated Data Solution (CIDS)	Unconstrained	●	●	●	●	●
	Information Security and Disaster Recovery Enhancements	Unconstrained	●	●	●	●	●
	Next Generation 9-1-1 (NG911) IP Call Handling	Unconstrained	●	●	●	●	●
	Taxation Assessment Collections System (TACS) Transformation	Unconstrained	●	●	●	●	●
	Technology Implementation - Growth	Unconstrained	●	●	●	●	●
	Urban Planning & Economy Service Transformation	Unconstrained	●	●	●	●	●

 Current Funding Checkpoint     
  Recommended Funded Checkpoint     
  Checkpoint(s) Remaining

<sup>1</sup> Definitions of PDDM Checkpoints are provided in Budget Building Blocks section of 2023-2026 Proposed Capital Budget

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# APPENDIX C

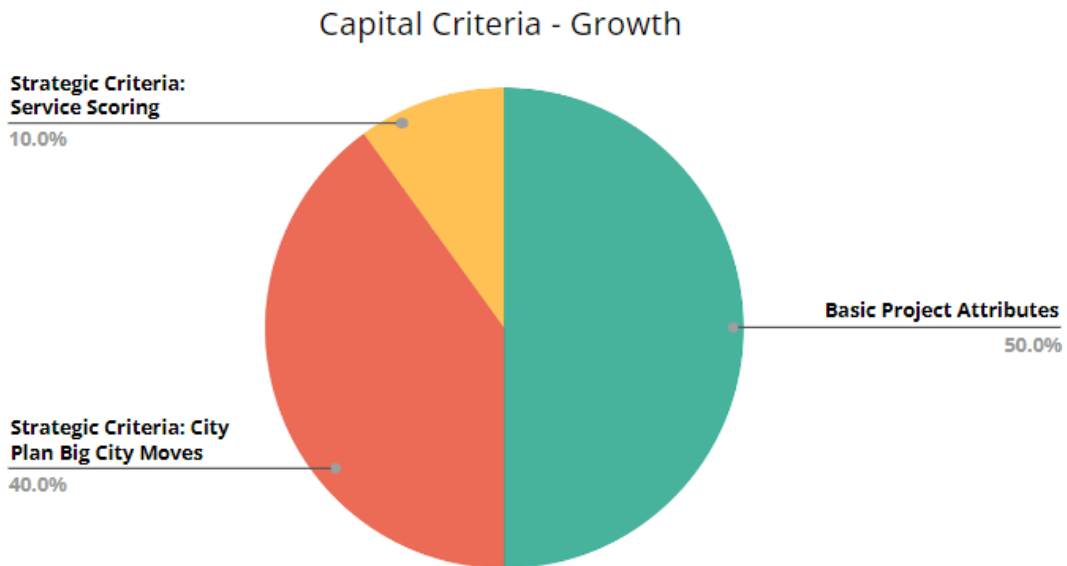
## CAPITAL BUDGET GROWTH PRIORITIZATION CRITERIA



## APPENDIX C: GROWTH PROJECT PRIORITIZATION CRITERIA

### Overview

To develop the 2023-2026 capital budget, Administration assessed all the growth projects against prioritization criteria to evaluate and produce a ranking of the projects. Prioritization criteria fell into the following categories:



### Strategic Alignment - City Plan Big City Moves

Each growth project was assessed for whether it contributes to a direct, indirect, neutral or negative impact on the City Plan's Big City Moves. The Big City Moves are:



**Criteria for Scoring All Big City Moves**

Points	Criteria
2	<b>Direct Impact</b> - Measurable Favorable impact
1	<b>Indirect Impact</b> - Supportive of favourable impact
0	<b>No Impact</b> - Does not impact
-1	<b>Negative Impact</b> - Unfavourable impact

*Greener as We Grow*

A commitment to use growth as a catalyst for good design and conscientious decisions. Greener As We Grow puts Edmontonians at the forefront of two important trends for our region—continuing to develop a healthy city while also paying attention to what will surely be one of the great challenges of our future: protecting and enhancing our land, air, water and biodiversity. Areas of focus include:

- Loss of habitat
- Protection of natural areas
- Carbon sinks
- Reducing waste
- Increasing the number of green spaces
- Greenhouse Gas (GHG) Reduction
- Carbon budget
- Transportation mode shift

*Inclusive and Compassionate*

We are rooted in concepts and efforts to improve equity, end poverty, eliminate racism and make clear progress towards Truth and Reconciliation. Focus areas include:

- Affordable housing
- No chronic or episodic homelessness
- Inclusivity
- Anti-racism
- Addressing poverty
- Reducing household expenditures
- Providing affordable, accessible services and amenities

### *Community of Communities*

Making big city life feel less anonymous and more personal. It's about welcoming new residents and developing housing, recreation, schools and employment in all of our districts that can be better accessed through all forms of transportation. Areas of focus include:

- 15-minute districts
- Transportation mode shift
- City density in targeted areas
- Household expenditures on transportation
- Enhanced service levels in targeted areas

### *Catalyze and Converge*

Putting Edmonton into position to continually improve its competitiveness and readiness in a changing world. We must create the conditions, places and partnerships to retain the talent we have and attract new talent. Edmonton will support culture and create beautiful and smartly designed urban spaces and places. We will become a creative and entrepreneurial hub around which investment, innovation, technology and talent will gather. Focus areas include:

- Targeting job growth in nodes and corridors, and the innovation corridor
- Investment attraction
- Reliability of goods movement
- Industrial land supply
- Employment growth in Edmonton

### *Rebuildable City*

A way of planning for the flexibility and imagination we must demonstrate to keep our city vibrant and livable in the face of shifting local and global trends. Being A Rebuildable City is the best way to ensure that our efforts are always moving towards a better and more efficient city, rather than having to start over with every major social, environmental and technological change. Focus areas include:

- Dwelling unit growth in priority areas
- Completion of developing or redeveloping areas
- Improvements in the public realm in priority and redeveloping areas
- Leveraging other projects to activate priority growth areas

### **Strategic Alignment - Service Scoring**

Each growth project submitted for consideration was linked to the service (from operating priority-based budgeting) that it most aligns with. Once linked, the operating score that the service received will be brought into the overall capital score. This linkage ensures that the strategic importance of the services that assets are built to provide is considered as part of the overall consideration for capital scoring.

### Basic Project Attributes

Basic Project Attributes capture the important aspects of capital projects outside of their strategic importance. They are criteria that would remain consistent between cycles, even as strategic goals change. The seven basic project attributes used in prioritizing the 2023 to 2026 Capital Budget are as follows:



#### Mandate to Provide Asset

Mandate to Provide Asset is measuring whether there is any previous authority to carry out a capital project.

#### Criteria for Scoring “Mandate to Provide Asset”

Points	Criteria
4	The consequence of not funding the project will result in the City not meeting Federal or Provincial Directives / Regulations and/or Legislation
3	Council has directed this project as a priority via prior committed funding (for example: land and/or design)
2	Council has directed this project as a priority via a motion
1	Project is identified in a Strategic or Master/Concept Plan
0	No mandate to provide the project

### Reliance on City to Provide Asset

Reliance on City to Provide Asset is measuring how dependent citizens are for the City to build the asset. In some cases the City is the sole provider of an asset (e.g.: fire stations), and in others, the private industry also provides similar assets (e.g.: gyms).

#### Criteria for Scoring “Reliance on City to Provide Asset”

Points	Criteria
4	Fully reliant on City to provide asset due to City’s obligation or as the sole provider of the asset
3	Significant reliance on City due to City being primary provider of the asset with very few alternative providers
2	Moderate degree of reliance on City as several other alternative providers can reasonably provide asset
1	Minimal reliance on City as many alternative providers can easily provide asset
0	No Reliance on City to provide asset/service and no/minimal impact if asset is not provided by alternative providers

### Portion of Community or Organization Served

Portion of Community or Organization Served is measuring how many citizens or employees will access or use the capital asset. Higher points are awarded for assets that are used by a greater number of people.

#### Criteria for Scoring “Portion of Community or Organization Served”

Points	Criteria
4	Significant portion of community/organization served
3	Majority of community/organization served
2	Considerable portion of community/organization served
1	Small portion of community/organization served
0	Minimal or no community/organization served



### Change in Demand for Asset

Change in Demand for Asset is measuring whether there is an increased demand for the asset.

#### Criteria for Scoring “Change in Demand for Asset”

Points	Criteria
4	Asset experiencing a significant increase in demand (e.g. 20% or more)
3	Asset experiencing a modest increase in demand (e.g. 10% to 20%)
2	Asset experiencing minimal to no change in demand (e.g 0% to 10%)
1	Asset experiencing a modest decrease in demand (e.g reduction of 0% to 10%)
0	Asset experiencing a significant decrease in demand (e.g. reduction of more than 10%)

### Corporate Operational Risk

Corporate Operational Risk is measuring the risk of not being able to provide existing levels of service if the project is not funded.

#### Criteria for Scoring “Corporate Operational Risk”

Points	Criteria
4	Imminent risk to corporate operations if project is not funded
3	Very likely risk to corporate operations if project is not funded
2	Likely risk to corporate operations if project is not funded
1	Possible risk to corporate operations if project is not funded
0	No risk to corporate operations if project is not funded

### Cost Recovery of Asset Investment

Cost Recovery of Asset Investment is measuring whether there is a cost recovery associated with the asset either from an external funding contribution or return on investment through operating savings.

#### Criteria for Scoring “Cost Recovery of Asset Investment”

External Funding Contribution:

Points	Criteria
4	Greater than 75% of asset funded with an external contribution
3	51% to 75% of asset funded with an external contribution
2	26% to 50% of asset funded with an external contribution
1	11% to 25% of asset funded with an external contribution
0	0% to 10% of asset funded with an external contribution

Return on Capital Investment:

Points	Criteria
4	Greater than 50% Return on Capital Investment
3	31% to 50% Return on Capital Investment
2	11% to 30% Return on Capital Investment
1	1% to 10% Return on Capital Investment
0	0% Return on Capital Investment

### *Safety of Community or Organization*

Safety of Community or Organization is measuring the impact to the safety of citizens (for assets providing public services) or employees (for assetings providing supporting services) if the project is not funded. Safety risk refers to the potential for physical, psychological or material harm.

#### **Criteria for Scoring “Safety of Community or Organization”**

Points	Criteria
4	Imminent risk to public or employee safety if project is not funded
3	Very likely risk to public or employee safety if project is not funded
2	Likely risk to public or employee safety if project is not funded
1	Possible risk to public or employee safety if project is not funded
0	No risk to public or employee safety if project is not funded

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# APPENDIX D

## OPERATING IMPACTS OF CAPITAL



## APPENDIX D - OPERATING IMPACTS OF CAPITAL

Operating impacts of capital include debt servicing costs when a capital project is funded with tax-supported debt, and all other costs associated with operating or maintaining a capital asset after it has been put into service.

The following tables show the operating impacts of capital for all new growth projects recommended within the proposed 2023-2026 capital budget.

### Incremental Debt Servicing Costs of New Growth Projects in 2023-2026 Proposed Capital Budget

(\$000's)	2023	2024	2025	2026	2027	2028	2029	2030	Total
New Transit Bus Garage	36	857	4,354	7,468	6,862	4,302	844	-	24,723
High Level Bridge Rehabilitation	44	251	592	2,661	7,529	7,017	3,510	-	21,604
LRV Replacements	-	-	551	2,520	1,987	4,287	5,653	4,640	19,638
William Hawrelak Park Rehabilitation	729	3,688	3,425	1,660	-	-	-	-	9,502
Lewis Farms Community Recreation Centre and Library (Recosting)	-	-	-	470	2,328	1,758	66	-	4,622
Terwillegar Drive Expressway Upgrades - Alternate Staging (Recosting)	-	-	410	1,891	980	130	-	-	3,411
<b>Total Incremental Debt Servicing Costs</b>	<b>809</b>	<b>4,796</b>	<b>9,332</b>	<b>16,670</b>	<b>19,686</b>	<b>17,494</b>	<b>10,073</b>	<b>4,640</b>	<b>83,500</b>
<b>Estimated Tax Levy Increase Required</b>	<b>0.05%</b>	<b>0.25%</b>	<b>0.46%</b>	<b>0.78%</b>	<b>0.87%</b>	<b>0.74%</b>	<b>0.41%</b>	<b>0.18%</b>	<b>3.74%</b>

### Incremental Other Net Operating Impacts of Capital of New Growth Projects in 2023-2026 Proposed Capital Budget

(\$000's)	2023	2024	2025	2026	2027	2028	2029	2030	Total
Cumberland Fire Station	-	-	-	4,687	-	-	-	-	4,687
Walker Fire Station	-	-	-	2,273	1,524	-	-	-	3,797
New Transit Bus Garage	-	-	-	-	3,000	-	-	-	3,000
Computer Aided Dispatch Implementation	703	-	2	1	-	-	-	-	673
Warehouse Park	-	-	-	-	610	-	-	-	610
Snow Storage Site Upgrades	-	400	-	-	-	-	-	-	400
Computer Aided Dispatch	-	-	358	-	-	-	-	-	358
Beaver Hills House Park/Michael Phair Park Upgrades	-	-	-	-	262	-	-	-	262
Train to Wayside Technology Operating Impacts of Capital	-	-	122	122	-	-	-	-	244
100 Street Pedestrian Bridge	-	-	-	-	175	-	-	-	175
Developer and ARA Traffic Signals	32	32	32	32	-	-	-	-	128
103a Avenue Streetscaping	-	-	-	-	87	-	-	-	87
Greener As We Grow Tree Planting Program (In Abeyance)	-	-	-	-	13	-	70	-	83
Snow and Ice Control Sand/Salt Pile Storage	-	-	-	-	10	40	-	-	50
Harbin Gate	-	-	-	-	50	-	-	-	50
99 Street Streetscape and Library Parkade Membrane Replacement	-	-	-	-	35	-	-	-	35
105 Avenue Streetscaping	-	-	-	-	32	-	-	-	32
107 Street Streetscape	-	-	-	-	25	-	-	-	25
Green and Walkable Downtown - Emerging Opportunities	-	-	-	-	20	-	-	-	20
<b>Total Other Incremental Operating Impacts</b>	<b>735</b>	<b>399</b>	<b>513</b>	<b>7,115</b>	<b>5,843</b>	<b>40</b>	<b>70</b>	<b>-</b>	<b>14,715</b>
<b>Estimated Tax Levy Increase Required</b>	<b>0.04%</b>	<b>0.02%</b>	<b>0.03%</b>	<b>0.33%</b>	<b>0.26%</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>	<b>0.68%</b>

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# APPENDIX E

## UNFUNDED PROJECT LIST



## APPENDIX E - UNFUNDED GROWTH PROJECT LIST

Unfunded growth projects presented in this appendix have been sorted into the following three tables:

- Unfunded Growth Projects - Previously Designed
- Unfunded Growth Projects - Other
- Unfunded Growth Projects - Boards and Commissions

### Unfunded Growth Projects - Previously Designed

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
<b>Facilities</b>				
Century Place Densification  <i>(Funded to Checkpoint 2)</i>	Detailed design and construction of renovation of multiple floors of Century Place to increase the number of workstations and achieve densification objectives. Selected floors will be fully renovated and abated in coordination with the overall accommodation strategy for downtown and rehabilitation projects in Century Place.	75,000,000	Class 5: - 50% to + 100%	CM-10-1010 Facility: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Operational Yards OHS/Security Improvements  <i>(Funded to Checkpoint 3)</i>	Delivery of design work completed in 2022 for City Operations yards and facilities to address operational health and safety and security issues. These projects will also fund the purchase of equipment and furniture required to ensure safe operations within the yards and facilities.	4,750,000	Class 3: - 20% to + 30%	CM-10-1010 Facility: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
Riverbend Library Relocation <i>(Funded to Checkpoint 2)</i>	Development design, detailed design and construction of a new library branch in the Terwillegar district, in replacement of the Riverbend Library Branch, addressing the growing needs and population in the south central communities.	20,000,000	Class 5: - 50% to + 100%	CM-10-1010 Facility: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Rollie Miles Recreation Centre <i>(Funded to Checkpoint 3)</i>	Detailed design and construction of the proposed Rollie Miles Recreation Centre. This scope will also include replacing existing tennis courts, installation of a multipurpose court and the demolition of Scona Pool & Edmonton Federation of Community Leagues Building.	75,300,000	Class 5: - 50% to + 100%	CM-10-1010 Facility: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Rossdale Power Plant Redevelopment <i>(Funded to Checkpoint 2)</i>	Advancement of priority investments in the provincially designated Rossdale Power Plant, building off the Rossdale Power Plant Advanced Assessment and Priority Rehabilitation project. This will ensure we are meeting our legislated obligations to maintain this historic structure, while allowing steps toward allowing public access and reuse of the Power Plant over time. These investments would focus on structural requirements, code considerations and life-safety updates.	18,000,000	Class 5: - 50% to + 100%	New profile required

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
<b>Transportation</b>				
101 Avenue (76 Street to 50 Street) Streetscape  <i>(Funded to Checkpoint 2)</i>	Preliminary, detailed design and construction streetscape improvements to 101 Avenue corridor.	35,709,000	Class 4: - 30% to + 50%	CM-20-2020 Transportation: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
105 Avenue, 101 Street and 105 Street  <i>(Funded to Checkpoint 3)</i>	Detailed design and construction of shared use path and enhanced pedestrian realm between 101 Street and 105 Street.	4,000,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth
105 Avenue, 105 Street and 109 Street  <i>(Funded to Checkpoint 3)</i>	Detailed design and construction of shared use path and enhanced pedestrian realm between 105 street and 109 street.	12,500,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth
66 Street (23 Avenue to Ellerslie) 4 Lane Widening  <i>(Funded to Checkpoint 2)</i>	Planning and design for widening of 66 Street from 23 Avenue to the Transportation Utility Corridor, widening of 66 Street over Anthony Henday Drive and widening of 66 Street from the Transportation Utility Corridor south to Ellerslie Road. Funding will allow work to Checkpoint #3	24,750,000	Class 4: - 30% to + 50%	CM-20-2020 Transportation: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
<p>Active Transportation Improvements:</p> <p><i>(Funded to Checkpoint 2 / 3)</i></p>	<p>Design and delivery for some or all of the following active transportation network improvements:</p> <p>Active Transportation Improvements:</p> <ul style="list-style-type: none"> <li>- Fort Road from approximately 127 Avenue to 153 Avenue</li> <li>- 127 Street from Yellowhead trail to 137 Avenue</li> <li>- 102 Avenue from 136 Street to 139 Street</li> <li>- 106 Street from Princess Elizabeth Avenue to 118 Avenue</li> <li>- 105 Avenue from 101 Street to 97 Street</li> <li>- 100 Avenue/102 Street from 102 Street to 103 Street</li> <li>- Area Network from the area of Bonnie Doon, Strathearn, Holyrood and Idylwyld</li> <li>- Area Network for the neighbourhoods in and around the Northlands/Exhibition lands site</li> </ul> <p>The work completed to date includes planning only for some locations, and planning and design for other locations. This unfunded project would complete the design and construction for the locations and areas noted.</p>	<p>31,100,000</p>	<p>Class 5: - 50% to + 100%</p>	<p>CM-20-2020 Transportation: Planning and Design - Growth</p> <p>CM-99-9000 Infrastructure Delivery - Growth</p>
<p>Saskatchewan Drive Rehabilitation and Bike Network Improvements (104 Street to 109 Street)</p> <p><i>(Funded to Checkpoint 3)</i></p>	<p>Detailed design and construction of shared use path widening between 104 and 109 Street along Saskatchewan Drive. Include minor reconfiguration at 109 Street to accommodate Shared Use Path widening.</p>	<p>4,400,000</p>	<p>Class 4: - 30% to + 50%</p>	<p>CM-99-9000 Infrastructure Delivery - Growth</p>

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
Saskatchewan Drive Rehabilitation and Bike Network Improvements (99 Street to 104 Street)  <i>(Funded to Checkpoint 3)</i>	Detailed design and construction of shared use path widening and roadway reconstruction along Saskatchewan Drive between 99 Street and 104 Street. Work could be coordinated with Strathcona neighbourhood renewal to the south.	33,200,000	Class 4: - 30% to + 50%	CM-99-9000 Infrastructure Delivery - Growth
<b>Open Spaces</b>				
Bryan Anderson Athletic Grounds - Concept Plan to Delivery  <i>(Funded to Checkpoint 2)</i>	Planning, design and delivery of the Bryan Anderson Athletic Grounds Concept Plan to Checkpoint #5. This project includes trails, artificial turf facility, lighting and other park amenities.	10,500,000	Class 4: - 30% to + 50%	CM-10-1010 Facility: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Cemeteries - Northern Lights & South Haven (Phase 1 Completion)  <i>(Funded to Checkpoint 3)</i>	Detailed design and delivery of Phase 1 to Checkpoint #5. This project completes implementation of Phase 1 Municipal Cemeteries Master Plan. It includes increasing the number of Muslim burial spaces, development of the Columbaria area, additional roads to service burial areas, etc.	6,300,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth
Cemeteries - Northern Lights & South Haven (Phase 2)  <i>(Funded to Checkpoint 3)</i>	Detailed design and delivery of Phase 2 to Checkpoint #5. Phase 2 includes the remaining elements to fully develop all sections within Northern Lights and South Haven cemeteries to meet the existing and future needs of the citizens of Edmonton and surrounding communities.	12,000,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
Confederation District Park (Growth Elements)  <i>(Funded to Checkpoint 3)</i>	Detailed design and delivery of the Confederation Park Concept Plan growth elements to Checkpoint #5. This project includes delivery of the playground and fitness equipment.	2,220,000	Class 4: - 30% to + 50%	CM-99-9000 Infrastructure Delivery - Growth
Coronation District Park  <i>(Funded to Checkpoint 1 / 2*)</i>	Planning, design and delivery of an updated Concept Plan for Coronation Park to Checkpoint #5. This project includes an update to the Concept Plan to address user needs and reflect recent facility development, and includes pedestrian connections (pathways and trails), improved vehicular access and parking, tree planting, plaza and picnic areas, recreational amenities, etc.	20,000,000	Class 5: - 50% to + 100%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Dawson Master Plan & Kinnaird Ravine  <i>(Funded to Checkpoint 2*)</i>	Planning, design and delivery of the Dawson Master Plan & Kinnaird Ravine to Checkpoint #5. This project includes all five phases of the Master Plan including the main activity node, trails, plantings, amenity improvements, pedestrian bridge and Rat Creek daylighting.	27,000,000	Class 4: - 30% to + 50%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Dogs in Open Spaces - Callingwood  <i>(Funded to Checkpoint 3)</i>	Planning, design and construction to Checkpoint #5 for an off leash dog area to provide standard amenities. Project scope includes earthworks to address improved drainage.	650,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth
Gallagher Park  <i>(Funded to Checkpoint 2)</i>	Design and delivery of Phase 1 of the Gallagher Park Concept Plan to Checkpoint #5. This project includes improved access and safety within the park as well as upgrades to basic park infrastructure. This includes: installation of sidewalks and paths, primary park entry upgrades, additional wayfinding, and accessible public washrooms.	7,000,000	Class 4: - 30% to + 50%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
Glengarry District Park (Growth Elements) <i>(Funded to Checkpoint 3)</i>	Detailed design and delivery of the remaining growth elements in Glengarry District Park to Checkpoint #5. This project includes delivery of the skateboard park, mountain bike skills park and basketball courts.	3,004,000	Class 3: - 20% to + 30%	21-30-9303 Glengarry District Park Renewal
Indigenous Interpretive Park - River Crossing <i>(Funded to Checkpoint 3)</i>	Planning , co-design and delivery with Indigenous partners to Checkpoint #5. This project will integrate with the Traditional Burial Grounds and Fort Edmonton Cemetery, Touch the Water Promenade and the Rosedale Transportation Network in the heart of River Crossing. It will establish a space to gather, hold ceremony, and celebrate Indigenous culture; and will meaningfully contribute to reconciliation.	15,000,000	Class 5: - 50% to + 100%	CM-99-9000 Infrastructure Delivery - Growth
Irrigated Sports Fields (Bryan Anderson) <i>(Funded to Checkpoint 3)</i>	Detailed design and delivery of sportsfield enhancement to Checkpoint #5. This project includes installation of irrigation and enhancement to premier sports fields.	3,100,000	Class 5: - 50% to + 100%	CM-99-9000 Infrastructure Delivery - Growth
Ivor Dent Phase III <i>(Funded to Checkpoint 4)</i>	Delivery of Phase 3 of the Ivor Dent Sports Park to Checkpoint #5. The project includes the delivery of additional parking amenities.	1,500,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth
John Fry Sports Park Master Plan Update <i>(Funded to Checkpoint 2)</i>	Planning, design and delivery of John Fry Park Concept Plan to Checkpoint #5. This project includes support for a number of partner led amenities, sports fields, landscaping and trails.	7,350,000	Class 4: - 30% to + 50%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth



**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
Londonderry District Park <i>(Funded to Checkpoint 2)</i>	Planning, design and delivery of the Londonderry Athletic Grounds Master Plan to Checkpoint #5. The project involves the delivery of two phases of the Master Plan and includes trails, landscaping, artificial turf facility, signage, and open space amenity enhancements.	24,000,000	Class 4: - 30% to + 50%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Community Parks Amenities <i>(Funded to Checkpoint 1)</i>	Planning, design and delivery of community park amenities to Checkpoint #5. This project includes the delivery of park amenities to base level development in community parks in alignment with the Community Parks Framework.	5,500,000	Class 4: - 30% to + 50%	New Profile Required
North Shore Promenade <i>(Funded to Checkpoint 2)</i>	Planning, design and delivery of the North Shore Promenade from Checkpoint #2 to Checkpoint #5. This project includes improved trail network, improved accessibility, lookouts, daylighting of Groat Creek and a new pavilion to support four season programming and washrooms.	97,000,000	Class 4: - 30% to + 50%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Oleskiw Master Plan <i>(Funded to Checkpoint 2*)</i>	Planning and design of Oleskiw Master Plan to Checkpoint #5. This project includes trails, signage, amenities, slope stabilization and naturalization.	12,000,000	Class 4: - 30% to + 50%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
Upgrade baseball diamonds - Bryan Anderson Athletic Grounds (4) and Meadows (3) <i>(Funded to Checkpoint 3)</i>	Detailed design and construction of seven upgraded baseball diamonds at Bryan Anderson and Meadows District Parks to Checkpoint #5. This project will upgrade the existing turf infields for the four (4) ball diamonds at the Bryan Anderson Athletic Grounds (BAAG) as well as the three (3) ball diamonds near the Meadows District Park.	1,500,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth
Queen Elizabeth (Phase III) <i>(Funded to Checkpoint 2)</i>	Planning, design and delivery of Phase 3 & Phase 5 of Queen Elizabeth Park to Checkpoint #5. The project includes trail improvements, bike skills park, upgrades to the existing washroom, and other park amenities.	7,600,000	Class 4: - 30% to + 50%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Rollie Miles Athletic Grounds - Park Redevelopment <i>(Funded to Checkpoint 3)</i>	Detailed design and delivery of the redevelopment of Rollie Miles Park to Checkpoint #5. This project includes trails, sportfield renewal, a dog park, landscaping and other amenity improvements.	10,800,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth
Terwillegar Park <i>(Funded to Checkpoint 2*)</i>	Planning, design and delivery of Terwillegar Park (Metropolitan Park) to deliver the Concept Plan to Checkpoint #5. This project has three phases and includes, improved trails, upgraded entrance and parking, signage, a washroom/pavilion and other park amenities.	20,000,000	Class 5: - 50% to + 100%	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Terwillegar Towne Grade Level Seed <i>(Funded to Checkpoint 3)</i>	Detailed design and delivery of base level development in Terwillegar Towne Community Park. This includes the addition of base level amenities including pathways, tree planting, and sports field amenities.	835,000	Class 3: - 20% to + 30%	CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
Touch the Water Promenade  (Funded to Checkpoint 3)	Detailed design and delivery of Touch the Water to Checkpoint #5. This project will allow the City to advance delivery of the Touch the Water Promenade which includes improved walkways, a plaza space, plantings, improved access to the power plant, pumphouses, and the river. This work is considered essential for the successful development of a signature amenity in the central river valley, and will support advancement of other projects in the River Crossing area, including the Rossdale Power Plant, the River Crossing Redevelopment project and the Interpretive Park.	34,060,000	Class 3: - 20% to + 30%	16-17-6160 Touch The Water Promenade
<b>Projects Previously Designed - No Longer Prioritized</b>				
107 Avenue (142-156 Street) Improvements  (Funded to Checkpoint 3)	Construction of improvements of 107 Avenue from 142 to 156 Street.	15,000,000	Class 3: - 20% to + 30%	N/A
135 Street / SW Anthony Henday Drive Interchange  (Funded to Checkpoint 1)	Concept plan update and completion of preliminary design for future AHD / 135 Street interchange. Funding will allow work to checkpoint 3.	151,800,000	Class 5: - 50% to + 100%	N/A
142 Street Traffic Circle Replacement  (Funded to Checkpoint 4)	Construction of a signalized intersection at 107 Avenue and 142 Street. Detail design is already funded.	13,300,000	Class 3: - 20% to + 30%	N/A

## Unfunded Growth Projects - Previously Designed (Continued)

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
167 Avenue (76 Street - 52A Street) 4 Lane Widening  <i>(Funded to Checkpoint 3)</i>	Construction of widening of 167 Avenue from 52A Street to 76 Street to 4 lanes.	19,500,000	Class 3: - 20% to + 30%	N/A
17 Street (76 Avenue to Sherwood Park Freeway) 4 Lane Urbanization  <i>(Funded to Checkpoint 2)</i>	Planning and design of the widening of 17 Street to the four lane divided urban arterial interim stage (of ultimate 6 lane urban) between 76 Avenue and Sherwood Park Freeway. Funding will allow work to Checkpoint #3.	5,700,000	Class 4: - 30% to + 50%	N/A
215 Street (Webber Greens Drive to Stony Plain Road) 4 Lane Widening  <i>(Funded to Checkpoint 2)</i>	Planning and design of widening of 215 Street from Webber Greens Drive to Stony Plain Road to 4 lanes (of the ultimate 6 lane configuration). Funding will allow work to Checkpoint #3.	23,400,000	Class 4: - 30% to + 50%	N/A
215 Street (Whitemud Drive to Webber Greens Drive) 4 Lane Widening  <i>(Funded to Checkpoint 2)</i>	Planning and design of widening of 215 Street from Whitemud Drive to Webber Greens Drive to 4 lanes (of the ultimate 6 lane configuration). Funding will allow work to Checkpoint #3.	20,600,000	Class 4: - 30% to + 50%	N/A

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
23 Avenue Urbanization - South Boulevard and Sidewalk (Rabbit Hill to Terwillegar)  <i>(Funded to Checkpoint 2)</i>	Planning and design of 23 Avenue Urbanization for installation of median curb and gutter between Rabbit Hill Road and Terwillegar Drive. Funding will allow work to Checkpoint #3.	9,300,000	Class 4: - 30% to + 50%	N/A
34 Street (76 Avenue to Sherwood Park Freeway) 4 Lane Urbanization  <i>(Funded to Checkpoint 2)</i>	Planning and design of urbanization and widening of 34 Street from 76 Avenue to the Sherwood Park Freeway to 4 lanes. Funding will allow work to Checkpoint #3.	6,050,000	Class 4: - 30% to + 50%	N/A
50 Street (153 - 167 Avenue) 4 Lane Widening  <i>(Funded to Checkpoint 2)</i>	Planning and design of widening of 50 Street from 153 Avenue to 167 Avenue to 4 lanes.	6,600,000	Class 4: - 30% to + 50%	N/A
66 Street (158 Avenue to 167 Avenue) 4 Lane Widening  <i>(Funded to Checkpoint 3)</i>	Construction of widening of 66 Street from 158 Avenue to 167 Avenue to 4 lanes.	5,720,000	Class 3: - 20% to + 30%	N/A
Parsons Road (19 Avenue - Ellerslie Road) 4 Lane Widening  <i>(Funded to Checkpoint 3)</i>	Detailed design and construction of the widening of Parsons Road to ultimate four lane configuration, including intersection improvements (turn bays, signals).	14,300,000	Class 3: - 20% to + 30%	N/A

**Unfunded Growth Projects - Previously Designed (Continued)**

Project Name	Project Description	Estimate of Additional Funding to Checkpoint 5	Estimate Accuracy	Profile to be Amended / Created if Funded
Whitemud Drive (207-215 Street) 4 Lane Widening  <i>(Funded to Checkpoint 2)</i>	Construction of widening of Whitemud Drive from 207 Street (Guardian Road/Lewis Estates Boulevard) to 215 Street (Winterburn Road) to 4 lanes.	8,250,000	Class 4: - 30% to + 50%	N/A
<i>(Funded to Checkpoint 2)</i>	Planning, design and delivery of open space elements to Checkpoint #5. The project includes the remaining open space elements (sportsfields, trails, landscaping, etc) for Dermott District Park but is dependent on the siting of the arena.	2,500,000	Class 4: - 30% to + 50%	N/A

**Unfunded Growth Projects - Other**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
<b>Affordable Housing</b>				
Walker Fire Station Supportive Housing Component	Supportive Housing component of a potential co-located Fire Station and Supportive Housing infrastructure project.	N/A	\$31,290,000	CM-99-9000 Infrastructure Delivery - Growth
Affordable Housing 2023-2026 Growth Funding	Funding in this composite profile supports the City of Edmonton's continued investment in affordable housing and is required to meet the objectives of the proposed 2023-2026 <i>Affordable Housing Investment Plan</i> . The plan includes work to create and rehabilitate 2700 units of affordable housing and requires both capital and operating investments over the next four years. The funding in the profile supports the development of supportive housing, surplus school sites, land acquisition and site preparations. The funding in this profile is necessary to allow the City of Edmonton to fully maximize funding opportunities from other orders of government.	N/A	\$91,700,000	19-90-4100 - Affordable Housing Land Acquisition & Site Development
<b>Climate Adaptation and Energy Transition Strategy</b>				
Climate Resilient City Facility Upgrades (Linked to City's Renewal Program)	This profile would provide funding to complete deep energy retrofits to enable emissions neutrality in City owned buildings. City buildings and other facilities are the largest source of COE corporate emissions, making up about 46 per cent of corporate GHG emissions. The scope of this profile would include work that is required for the buildings that are undergoing renewal as part of the 2023-2026 budget cycle to be upgraded for energy efficiency as required by C627 Existing Building Procedure. Approval of matching grant funding of up to \$21 million to support this work is currently outstanding.	\$12,000,000	\$53,000,000	New Profile Required

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
Climate Resilient City Facility Upgrades - Canada Infrastructure Bank Partnership	This profile would provide funding for energy retrofits (design, project management and construction costs) in approximately 33 City owned buildings beyond those undergoing renewal as part of the 2023-2026 budget cycle. Ultimate funding for this project would be based on ongoing discussions with the Canadian Infrastructure Bank to finance the project through the Canada Infrastructure Bank Building Retrofit Program or through an alternative financing source, possibly tax-supported debt. Approval of matching grant funding of up to \$25 million to support this work is currently outstanding.	\$31,000,000	\$135,000,000	New Profile Required
Climate Resilient City Infrastructure Upgrades	This profile would fund initial planning, design, and delivery of actions to adapt City of Edmonton infrastructure systems for changing climate conditions. This would allow Edmonton's infrastructure and assets to be prepared to withstand the impacts of a changing climate. This profile would focus on the highest risk areas first, and would need to be part of a longer term capital plan. The scope of this profile would include the City's transportation, rail, active transportation, fuel supply and engineered green infrastructure. This profile would not include funding for upgrading City Buildings and Facilities or EPCOR infrastructure.	\$5,900,000	\$23,500,000	New Profile Required



**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
Climate Resilience Investment Accelerator Fund	This profile would fund a climate resilience accelerator to expand capital funds available for City initiatives and 2023-2026 Budget profiles to support ConnectEdmonton’s climate resilience goal of transitioning to a low carbon future that is adapting to a changing climate. This composite profile would support City initiatives to go “further and faster” to accelerate climate action. The composite will enable reductions in GHG emissions or adaptations to prepare for a changing climate on an opportunity basis to align with other capital projects or Council priority projects. The profile would also be used to fund opportunities to leverage external funding, opportunities to deliver climate action at a significantly reduced cost, or for Council directed priority projects. The funding could be used for planning, design and delivery of scaled up or accelerated action.	N/A	\$50,000,000	New Profile Required
Solar PV and Energy Storage Installations at City Sites	This profile would support accelerated climate action, specifically for renewable and local energy generation installations on appropriate land uses at City sites. The scope of this profile includes solar PV and associated battery storage systems. The scope includes \$25 million to support the design and delivery of 10 megawatts of solar PV installations and \$11 million for energy storage systems.	N/A	\$36,000,000	New Profile Required
Emissions Neutral City Fleet and Equipment	This profile would support accelerated climate action related to transitioning the City of Edmonton fleet and equipment to zero emissions technology. This profile would include initial planning, design and delivery of zero emissions vehicle fleet and equipment transition, including associated required infrastructure. The scope of this profile would include the City’s light and heavy duty fleet, however would not include transitioning the transit fleet to zero emissions.	\$1,200,000	\$10,000,000	New Profile Required

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
District Energy Network Strategy and District Energy Nodes	<p>This infrastructure is a critical upfront investment needed before any development at key areas including River Crossing and Exhibition Lands. This profile would fund the immediate near-term opportunities for development of District Energy networks, aligned with the City's District Energy Strategy. District Energy nodes identified for this profile are the Downtown, River Crossing, Exhibition Lands, Heritage Valley and the Bonnie Doon development. Investment need and strategy is foreseeing the City funding and facilitating the initial development of District Energy nodes and then over time divesting them as assets to private companies/ utilities to only invest in new nodes in accordance with the Strategy.</p>	\$8,250,000	\$34,500,000	New Profile Required
River Flooding Defence	<p>This profile would advance actions to help protect people, infrastructure and property from potential severe river flood impacts. The profile would support planning, design work, and initial delivery of flood mitigation measures related to river and ravine flood risk. The scope would focus on identifying future river and ravine flood risk potential in Edmonton due to a changing climate, and initial delivery of interventions to mitigate that risk. The funding for planning, design and initial delivery will allow Administration to provide Council with better information regarding the scope and budget prior to funding the entire project.</p>	\$5,000,000	\$25,000,000	New Profile Required

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
Nature Based Climate Solutions	This profile would support climate action through accelerating the planning, design and delivery of nature based climate solutions efforts including ecosystem restoration, conservation, naturalization and daylighting. Nature based solutions work by increasing carbon storage (removing carbon from the atmosphere), or by offsetting greenhouse gas emissions. The intent of this profile is to provide a capital composite to accelerate nature based solution implementation and support adaptation efforts.	\$15,000,000	\$50,000,000	New Profile Required
<b>Fleet Storage and Maintenance Facility Strategy</b>				
Davies DATS Maintenance Expansion	This profile will fund the design and construction activities required to expand the south shop which will include six service bays and a secure yard expansion into the existing parking area.	\$2,000,000	\$8,000,000	CM-10-1010 Facilities: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Ellerslie Transit Fleet Maintenance Expansion	This profile will fund the design and construction activities to expand the Ellerslie facility to add four articulated bus body bays, three articulated bus paint/prep booths, one wash bay, and expand parking.	\$6,950,000	\$27,750,000	CM-10-1010 Facilities: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
E-Bus Infrastructure Expansion	This profile will fund additional chargers, and the associated work required, at the Kathleen Andrews Transit Garage and Centennial Garage.	\$8,700,000	\$34,650,000	CM-10-1010 Facilities: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
<b>Exhibition Lands Redevelopment - Tax-Supported Components</b>				
Exhibition Lands - 115 Ave Station	The scope of the project includes planning, design and delivery of a new neighbourhood scale LRT station and plaza at 115 Ave. It will be the focal point and entrance to the north transit village serving the first phase of the Exhibition Lands development. The project includes improved pedestrian, bike, and transit connectivity for existing areas and redevelopment areas, and Improved development appeal of all lands within the station's 400-800m walksheds.	\$1,600,000	\$28,000,000	CM-20-2020 Transportation: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Exhibition Lands - 119 Ave Station	The scope of the project includes planning, design and delivery of a new neighbourhood scale LRT station and plaza at 119 Ave. It will serve as the focal point and entrance to the south transit village. The project includes improved pedestrian, bike, and transit connectivity for existing areas and redevelopment areas, and Improved development appeal of all lands within the station's 400-800m walksheds. The station includes connections to the relocated bus facility that will be relocated from the Coliseum Station. There are planning and cost efficiencies by completing the preliminary design of this station at the same time as the 115 Avenue station.	\$2,100,000	\$34,000,000	CM-20-2020 Transportation: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Borden Park Reconfiguration & Expansion	Following Council's adoption of the Edmonton Exhibition Lands Planning Framework & Implementation Strategy in the Spring of 2021, the redevelopment of this area is a clear priority for Council. The transformational nature of the project also aligns with the Big City Moves of the City Plan, with several City Building capital projects also making large impacts to the Exhibition Lands and community as a whole. Scope of work includes planning and design for the expansion of Borden Park, which is a crucial pillar of the Exhibition Lands neighbourhood redevelopment.	\$900,000	\$9,000,000	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
Edmonton Coliseum Demolition	<p>Following Council's adoption of the Edmonton Exhibition Lands Planning Framework &amp; Implementation Strategy in the Spring of 2021, the redevelopment of this area is a clear priority for Council. The transformational nature of the project also aligns with the Big City Moves of the City Plan, with several City Building capital projects also making large impacts to the Exhibition Lands and community as a whole. The scope of work includes the demolition of the Coliseum to free-up developable lands at the north quadrant of the Exhibition Lands site area, which can be sold to the development community for fair market value. Additionally, the demolition will save the City roughly \$1.25M annually in operations costs associated with maintaining the now "dark" facility.</p>	N/A	\$35,000,000	CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
<b>Open City Technology</b>				
Additional OCT Growth Projects	<p>These technology projects were prioritized by various departments in the city following the corporate priority based budgeting process that took place earlier this year. The funding is required for the planning and implementation phases of these projects, including the acquisition, implementation, testing and training activities. These projects are:</p> <p>Increased Security Posture &amp; Capabilities (\$6M), Google Drive Lifecycle Management (\$2M), 2023-2026 RAMS (Recreation and Attractions Management System) Technology Enhancements- (\$2.6M), Business Licensing, Vehicle for Hire, Compliance, and Enforcement Technology (\$450K), Customer Relationship Management Rationalization (\$3.5M), Citizen Engagement model with Digital Citizen ID (\$4M), Rapid Transformation Service (Low Code) (\$2M), FCS6 CPSS - Fill technology gaps not covered by existing Systems- (\$1.85M), IVOS (Insurance and Claims Management System) Replacement (\$800K), Network Drive Lifecycle Management Exploration Project (\$1.2M), Enterprise Commons Operationalization (\$4M), Dispatch &amp; Scheduling Software (\$1.55M), Increased/ Integrated Remote Work Functionality (\$500K), Future Proof Initiatives (\$3M), Quality Assurance Test automation (\$1M), Smart City Operating Strategy (Eco Counters) (\$105K), APM (Application Performance Monitoring) Implementation (\$1M), Legacy Applications Updating (\$1M), Strategy and business case for fiber network management (\$250K), and HASTUS Modules Addition (\$535K).</p>	N/A	\$37,367,500	Various

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
<b>Mass Transit Network</b>				
Transit Priority Measures Program	Planning, design and delivery of transit priority measures at 14 key locations on major transit routes with significant delays to transit service. These locations are expected to improve transit speed and reliability to a large number of passengers and improve operational efficiency of the transit system. Interventions to be considered include static adjustments to signal timing, signal timing based on detecting transit vehicles, queue jump lanes, and banning conflicting turning movements. Each study will also indicate what time periods the intervention will be active.	\$2,000,000	\$7,100,000	CM-20-2020 Transportation: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
<b>Open Space</b>				
Community Park Amenities	Planning, design and delivery of community park amenities to Checkpoint #5. This project includes the delivery of park amenities to base level development in community parks in alignment with the Community Parks Framework.	\$550,000	\$5,500,000	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
Dogs in Open Spaces (various)	Planning, design and delivery for the enhancement, decommissioning and replacement of dog off leash areas to Checkpoint #5. This project includes the enhancement of 22 existing neighbourhood or River Valley/Ravine level off-leash areas, enhancement of 1 existing off-leash area to a District level off-leash area, establishment of 8 new neighbourhood level off-leash areas in underserved areas, establishment of 2 new District level off-leash areas, decommissioning of 3 existing neighbourhood off-leash areas and replacement of 3 decommissioned neighbourhood level off-leash areas.	\$1,300,000	\$12,800,000	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
School and Community Park Development (Base Level Park Development)	Planning, design and delivery of base level park development of multiple park sites to Checkpoint #5. These sites include future school sites: Edgemont school/community park, Pilot Sound District Park, Rosenthal school/community park, Laurel East and Laurel West school/community park, Windermere District Park, Oxford District Park, Cavanagh school/community park, Stillwater school/community park and Hawks Ridge school/community park. Urban Village Parks include Albany Village Park and Carlton Village Park.	\$5,400,000	\$45,000,000	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
River Valley - New River Valley Land - Safety, Security and Accessibility	Planning, design and delivery to Checkpoint #5 to support safe opening of the park. The City of Edmonton has recently purchased a 77 hectare parcel of land, as well as facilities present, in the northeastern portion of the River Valley with the intent of adding this area into the River Valley Parks network. The site is not designed for open public access. A level of improvement is required to allow the public to fully access and utilize the site. This project includes interim improvements as well as a park concept plan which will guide the long term use and development of this new park.	\$500,000	\$4,000,000	CM-30-3030 Open Space: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth
<b>Transportation</b>				
137 Avenue / Anthony Henday Drive Ramps	When Alberta Transportation was preparing to construct northwest Anthony Henday Drive, an interchange at 137 Avenue / Anthony Henday Drive was planned and designed. Alberta Transportation placed earthworks for the future ramps to prepare for future interchange construction. However, funding was not allocated toward paving the ramps at the time of construction of northwest Anthony Henday Drive. This project would entail the design and construction of ramps at 137 Avenue / Anthony Henday Drive in NE Edmonton.	\$750,000	\$7,300,000	CM-20-2020 Transportation: Planning and Design - Growth  CM-99-9000 Infrastructure Delivery - Growth



**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
Missing or Enhanced Active Modes Support	<p>Planning, design, and delivery of missing active modes connections prioritized as part of the City's September 2020 Bike Plan by providing funding for the planning, design, and construction of new bike infrastructure as both independent projects and where opportunity allows for synergies with other capital funded work (such as roadway rehabilitation). The Mobility Network Assessment and Bike Plan Implementation Guide have identified several active modes connections as near term priorities. The projects would include improvements supporting cycling, micromobility, and pedestrians within the proposed bicycle network. The profile also includes funding for other capital costs associated with supporting active transportation including pedestrian and bicycle wayfinding, and bike parking. The work may include the installation of adaptable infrastructure solutions on bike routes if appropriate. The profile also includes funding to support additional funding required to supplement renewal projects and support enhancements or growth elements that support active transportation not covered by renewal project budgets, thereby improving efficiency in program delivery.</p>	\$5,500,000	\$22,500,000	<p>CM-20-2020 Transportation: Planning and Design - Growth</p> <p>CM-99-9000 Infrastructure Delivery - Growth</p>
Missing and Enhanced Sidewalk Connections	<p>The missing sidewalk connections composite profile focuses on filling in missing links in the pedestrian network in alignment with the sidewalk strategy and missing sidewalk request list. The program includes funding for constructing missing sidewalk links as both independent projects and where opportunity allows for synergies with other capital funded work (such as roadway rehabilitation). The Mobility Network Assessment process has identified several high-rated missing sidewalk connections which would be considered for funding as part of this composite profile. The composite profile considers additional funding for missing sidewalk connections on an opportunity basis to align with other capital projects as well the completion of the links identified as a high priority through the sidewalk strategy and missing sidewalk request list.</p>	\$650,000	\$13,615,000	<p>CM-20-2020 Transportation: Planning and Design - Growth</p> <p>CM-99-9000 Infrastructure Delivery - Growth</p>

**Unfunded Growth Projects - Other (Continued)**

Project Name	Project Description	Estimated Cost for Planning and Design to PDDM Checkpoint 3 (Class 5: -50% to +100%)	Order of Magnitude Total Project Estimate (Class 5: -50% to +100%)	Profile to be Amended/Created if Funded
Intersection Improvements Composite Program	<p>The intersection operational improvements composite package focuses on targeted intersection improvements to improve operations for general vehicle traffic - this includes both overall intersection operations, as well as operations of specific movements at intersections by providing funding for constructing operational improvements as both independent projects and where opportunity allows for synergies with other capital funded work (such as roadway rehabilitation). The Mobility Network Assessment process has identified several high-rated intersections which will be considered as part of this composite program which can also include funding for more targeted operational improvements which can be constructed on an opportunity basis to address existing operational deficits.</p>	\$1,300,000	\$17,800,000	<p>CM-20-2020 Transportation: Planning and Design - Growth</p> <p>CM-99-9000 Infrastructure Delivery - Growth</p>
Corner Stores Program	<p>The Corner Store Program (CSP) Capital Profile, in alignment with the Neighbourhood Renewal Program, provides growth funding for streetscape enhancements to neighbourhood commercial areas.</p> <p>Improvements are meant to improve accessibility for people with disabilities, encourage alternative forms of transportation to commercial sites, create amenities for community connection, address safety and security concerns, enhance aesthetics and improve conditions for the businesses within.</p> <p>In addition to streetscape upgrades, the CSP, through Policy C616 offers property owners matching grants to renovate their building and upgrade private property. The building and private property renovations are coordinated to compliment the streetscape improvements and share the same goals of improving accessibility, encouraging alternative modes of transportation, community connection, safety and security, aesthetics and business conditions.</p>	\$780,000	\$7,600,000	<p>CM-40-4040 Building Great Neighbourhoods: Planning and Design-Growth</p> <p>CM-40-9000 Building Great Neighbourhoods Delivery - Growth</p>

**Unfunded Growth Projects - Boards and Commissions**

Board or Commission	Unfunded Projects Submitted for Consideration
Edmonton Public Library	In addition to the Riverbend Library Relocation listed within the previously designed section of the unfunded project list, Edmonton Public Library submitted the "Woodcroft Library Relocation and Expansion Concept Design" project for consideration in the 2023-2026 capital budget. The total estimated cost to bring this project to checkpoint 3 of the PDDM is \$2,125,000. The total project cost to checkpoint 5 is estimated to be \$20,350,000. Both estimates are class 5 (-50% to +100%).
Edmonton Police Service	Additional projects that were submitted by Edmonton Police Service but not recommended for funding are included as part of Appendix F.
Fort Edmonton Park Management Company	<p>FEMCO submitted multiple projects for Administration to consider within the 2023-2026 capital budget prioritization process. Unlike other unfunded projects, there is constrained funding identified to fund some of these projects (in the form of Fort Edmonton Foundation partnership funding and remaining Building Canada Grant funding from the Fort Edmonton Park Expansion project completed in the 2019 to 2022 cycle).</p> <p>Administration continues to work with FEMCO to prioritize and attempt to utilize constrained funding sources in a manner that results in no additional costs being borne by the City.</p>
Explore Edmonton	Explore Edmonton submitted growth projects for consideration related to EXPO Centre (Hall D Enhancements and Sports Excellence), Edmonton Convention Centre Enhancements

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## APPENDIX F - EDMONTON POLICE SERVICE (EPS) UNFUNDED PROJECTS

### 2023 - 2026 Budget Overview

Renewal and major rehabilitation of existing assets will continue to be a focus for EPS over the next four-year period, as well as responding to the needs of a growing city.

EPS bases its four-year budget on various sources of information, including existing inventory information, renewal cycles, the EPS ten-year Strategic Facilities Plan, crime trends and recognition of technology that can assist the EPS in achieving its goals and priorities. The proposed capital budget includes Information Technology (IT) enhancements that increase access to intelligence and provide better connectivity and resource deployment for emergency response, as well as In-Car Video and Expansion of Police Seized Vehicle Storage Lot.

### Renewal

The concept of renewal refers to investment in existing infrastructure to restore it to an efficient operational condition and extend its service life. Capital investment in renewal extends the period of service potential but does not change the replacement value of the asset. The Edmonton Police Commission (EPC) approved a proposed capital budget request for lifecycle equipment, vehicles, and information technology for a total of \$99.163 million to replace this equipment as it reaches the end of its expected life.

EPS Funding Requested (\$000's)	2023	2024	2025	2026	Total 2023 to 2026
Radio Life Cycle	3,950	3,950	4,917	585	13,402
Police IT Systems - Infrastructure Sustainment	11,037	5,312	6,457	5,247	28,053
Police IT Systems - Applications Sustainment	4,270	4,718	5,078	4,912	18,978
Police Equipment	2,335	1,557	2,556	1,634	8,082
Vehicle Replacements	7,709	7,612	7,738	7,589	30,648
<b>Total Funding Requested</b>	<b>29,301</b>	<b>23,149</b>	<b>26,746</b>	<b>19,967</b>	<b>99,163</b>

City Administration allocated \$48.064 million for EPS renewal projects.

COE Allocated Funding (\$000's)	2023	2024	2025	2026	Total 2023 to 2026
Radio Life Cycle	1,004	1,004	1,250	149	3,407
Police IT Systems - Infrastructure Sustainment	2,805	1,350	1,641	1,334	7,130
Police IT Systems - Applications Sustainment	1,085	1,199	1,291	1,249	4,824
Police Equipment	594	396	650	415	2,055
Vehicle Replacements	7,709	7,612	7,738	7,589	30,648
<b>Total Funding Allocated</b>	<b>13,197</b>	<b>11,561</b>	<b>12,570</b>	<b>10,736</b>	<b>48,064</b>

The following table includes the unfunded amounts of the renewal projects.

Unfunded (\$000's)	2023	2024	2025	2026	Total 2023 to 2026
Radio Life Cycle	2,946	2,946	3,667	436	9,995
Police IT Systems - Infrastructure Sustainment	8,232	3,962	4,816	3,913	20,923
Police IT Systems - Applications Sustainment	3,185	3,519	3,787	3,663	14,154
Police Equipment	1,741	1,161	1,906	1,219	6,027
Vehicle Replacements	-	-	-	-	-
<b>Total Unfunded Amount</b>	<b>16,104</b>	<b>11,588</b>	<b>14,176</b>	<b>9,231</b>	<b>51,099</b>

If these projects are not fully funded, EPS will be challenged to provide public safety services to the standard communities expect, including the potential for unplanned or unexpected downtime of systems that support the police. This downtime could happen to a mission-critical system, which would severely impact the police’s ability to respond to requests for support. It also increases the likelihood of exposure to a security risk, compromising sensitive information and public safety. EPS would also have difficulty meeting current legislative obligations and responding to new legislative changes.

In addition, not fully funding EPS renewal projects will not allow for planned, proactive maintenance activities to current radios and equipment, infrastructure, and applications. For police radios and equipment, this could have significant impacts to officer safety, in addition to the lack of a coordinated and effective response to public requests for support. Information Technology infrastructure includes storage

and backup equipment that is provided on a pay as you go basis. This vendor owned equipment physically resides within EPS data centres. If there is no sufficient funding, this equipment will need to be returned to the vendor. This would result in an inability to run police dispatch, records management, intelligence systems, and data retention systems, which would be detrimental to EPS’ provision of public safety. For applications, this means that updates and upgrades will not be available, which could lead to exposure to security risks, application errors or unexpected outages. This means that much larger investments will be required in the near future to replace radios and equipment, infrastructure, and applications.

**Growth**

The Edmonton Police Commission approved a proposed capital budget request for the following growth projects.

EPS Funding Requested (\$000's)	2023	2024	2025	2026	Total 2023 to 2026
In Car Video	9,059	181	-	-	9,240
Expansion of Police Seized Vehicle Storage Lot (PSVSL)	7,356	392	621	-	8,369
Police IT Systems - Applications Enhancements	4,110	4,500	3,005	2,825	14,440
<b>Total Funding Requested</b>	<b>20,525</b>	<b>5,073</b>	<b>3,626</b>	<b>2,825</b>	<b>32,049</b>

City Administration allocated \$11.835 million for IT Systems – Applications Enhancement project.

COE Allocated Funding (\$000's)	2023	2024	2025	2026	Total 2023 to 2026
In Car Video	-	-	-	-	-
Expansion of Police Seized Vehicle Storage Lot (PSVSL)	-	-	-	-	-
Police IT Systems - Applications Enhancements	3,780	3,850	2,070	2,135	11,835
<b>Total Funding Allocated</b>	<b>3,780</b>	<b>3,850</b>	<b>2,070</b>	<b>2,135</b>	<b>11,835</b>



The following table includes the unfunded amounts of the growth projects.

Unfunded (\$000's)	2023	2024	2025	2026	Total 2023 to 2026
In-Car Video	9,059	181	-	-	9,240
Expansion of Police Seized Vehicle Storage Lot (PSVSL)	7,356	392	621	-	8,369
Police IT Systems - Applications Enhancements	330	650	935	690	2,605
<b>Total Unfunded Amount</b>	<b>16,745</b>	<b>1,223</b>	<b>1,556</b>	<b>690</b>	<b>20,214</b>

# CAPITAL PROFILE REPORT

PROFILE NAME: **IN CAR VIDEO**

**UNFUNDED**

PROFILE NUMBER: **23-60-1621**

PROFILE STAGE: **Entry - CBO Review**

DEPARTMENT: **Boards and Commissions**

PROFILE TYPE: **Standalone**

LEAD BRANCH: **Police Service**

LEAD MANAGER: **Chief ITO Ron Anderson**

PARTNER: **Police Service**

PARTNER MANAGER: **Supt Warren Driechel**

BUDGET CYCLE: **2023-2026**

ESTIMATED START: **January, 2023**

ESTIMATED COMPLETION: **December, 2026**

<b>Service Category: Protection</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>-</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>9,240</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>9,240</b>

## PROFILE DESCRIPTION

The In Car Video (ICV) project supports enhancing officer safety, improving agency accountability, and reducing liability. The ICV project will deliver a solution equipping 450 EPS patrol, traffic, supervisor, and tactical unit vehicles with ability to capture video and audio in and outside vehicles. This will provide an audio/visual record of events inside the viewing area of the cameras as they occur.

## PROFILE BACKGROUND

A complete ICV solution includes technology and business functional components. This includes technology that is mounted in the vehicle and networked to provide remote access to live and recorded video. Additional technology is required for the storage, review, evidence, retrieval, and disclosure of video. Business functions will require new and changed staff responsible for the optimal use, retention, management, and disclosure of video evidence. Furthermore, existing policies and processes will require review and will be changed or augmented as needed to support this extensive use of video technology.

EPS initiated the ICV Project in 2020, and to date have progressed through the procurement of an ICV solution in 2021 and have performed preliminary evaluation of proposals. A technical evaluation is now underway. If funded, the final steps of procurement and implementation could occur.

## PROFILE JUSTIFICATION

With ICV being available in policing since the early 1980's, the benefits and policies around this technology are well established. The use of ICV is expected to modernize the Edmonton Police Service, increase public accountability, protect members, provide EPS with essential data, and improve court outcomes.

A comprehensive report from the International Association of Chiefs of Police identified ICV assisted and had a significant effect on an officers' ability to respond to complaints. Some of the findings in this report:

- Complaints were increasingly resolved or dealt with at the first line rather than being forwarded to internal affairs for formal investigations.
- For internal investigations using videotape evidence the officer was exonerated 93% of the time.
- ICV also de-escalated aggression citing that the more experience an officer had, the more likely they were to use the camera as a tool to de-escalate a confrontational situation. Of the participating officers, nearly half (48%) reported citizens become less aggressive after learning the event was being recorded.

## STRATEGIC ALIGNMENT

The EPS is committed to advancing the strategic goal of encouraging innovation to build community safety. Video technology, a widely used law enforcement tool, is effective at gathering surveillance in real-time scenarios.

In-Car Video is one of several components of a broader video management strategy that EPS is undertaking to provide additional public transparency, support active police operations, and improve court outcomes.

This profile is aligned with the EPS Strategic Plan and supports Goal #1: Balance Support & Enforcement which prioritizes understanding the circumstances of people.

## ALTERNATIVES CONSIDERED

EPS considered two different forms of member supported video.

- In Car video (ICV)
- Body Worn Video

In late 2013, a business case was created for ICV and in early 2014 a project request was made to run a pilot project with ICV on 10 traffic cars, but the request was unsupported at the time due funding not being available.

The EPS ran a pilot project on the use of body cameras in 2010-2014. A report was released in 2015 that showed there would need to be a significant investment in network infrastructure. It also found that BWV did little to reduce the use of force and had several security and legal concerns raised around it's usage. It did not find a reduction in the use of force incidents, nor in the amount of complaint investigations.

EPS initiated the ICV Project in 2020, and to date have progressed through the procurement of an ICV solution in 2021. A technical evaluation is now underway. If funded, the final steps of procurement and implementation could occur.

## COST BENEFITS

The use of ICV is expected to modernize the Edmonton Police Service, increase public accountability, protect members, provide EPS with essential data, and improve court outcomes.

## KEY RISKS & MITIGATING STRATEGY

A key risk in implementing ICV are the resource demands to review, manage, and store a growing amount of video data. This is a known risk that EPS is managing through the execution of an Operational Video Strategy that aims to put in place all the human resources, policies, processes, and technology foundation required to support not just ICV but the growing number of video sources such as: private citizen CCTV, public and private partners, witness dashcams.

## RESOURCES

Achieving the benefits of this solution will require change and an investment on behalf of the Service. In addition to the personnel and technology required to plan, procure, and implement the ICV Solution, it is anticipated that the ongoing integration of ICV into Police operations will also require changes to policy, privacy considerations, and additional personnel and technology resources to review, manage, store, and retain the growing amount of video collected.

## CONCLUSIONS AND RECOMMENDATIONS

It is recommended to fund to deliver the In-Car Video project which will include final steps of solution procurement and solution delivery.

# CAPITAL PROFILE REPORT

PROFILE NAME: **In Car Video**

**UNFUNDED**

PROFILE NUMBER: **23-60-1621**

PROFILE TYPE: **Standalone**

BRANCH: **Police Service**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget											
Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget	-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	9,059	181	-	-	-	-	-	-	-	9,240
	Revised Funding Sources (if approved)												
	Unfunded	-	-	9,059	181	-	-	-	-	-	-	-	9,240
Requested Funding Source	-	-	9,059	181	-	-	-	-	-	-	-	9,240	

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	9,059	181	-	-	-	-	-	-	-	9,240
	Requested Funding Source												
	Unfunded	-	-	9,059	181	-	-	-	-	-	-	-	9,240
Requested Funding Source	-	-	9,059	181	-	-	-	-	-	-	-	9,240	

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Technology	-	-	9,059	181	-	-	-	-	-	-	-	-
Total	-	-	9,059	181	-	-	-	-	-	-	-	-	9,240

## OPERATING IMPACT OF CAPITAL

Type of Impact: Material & Equipment, Personnel

Branch:	2023				2024				2025				2026			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Police Service	-	33	33	-	-	698	698	2.0	-	57	57	-	-	64	64	-
<b>Total Operating Impact</b>	-	<b>33</b>	<b>33</b>	-	-	<b>698</b>	<b>698</b>	<b>2.0</b>	-	<b>57</b>	<b>57</b>	-	-	<b>64</b>	<b>64</b>	-

# CAPITAL PROFILE REPORT

PROFILE NAME:	RELOCATION OF POLICE SEIZED VEHICLE STORAGE LOT (PSVSL)	<b>UNFUNDED</b>
PROFILE NUMBER:	23-60-1391	<b>PROFILE STAGE: Entry - CBO Review</b>
DEPARTMENT:	Boards and Commissions	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH:	Police Service	LEAD MANAGER: DC Alan Murphy
PARTNER:	Police Service	PARTNER MANAGER: A/ED Jason Halayko
BUDGET CYCLE:	2023-2026	ESTIMATED START: January, 2023
		ESTIMATED COMPLETION: December, 2026

<b>Service Category:</b>	Protection	<b>Major Initiative:</b>	
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<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
64	36	<b>BUDGET REQUEST:</b>	8,369
		<b>TOTAL PROFILE BUDGET:</b>	8,369

## PROFILE DESCRIPTION

This project proposes to expand the current lot to accommodate the increasing demand for vehicle storage space as the City of Edmonton continues to grow. The project recommends acquisition of the Calder Park and Ride lot, directly east of the present Police Seized Vehicle Storage Lot (PSVSL) location. The expansion of the lot will better serve EPS and the public in the long term.

The EPS has submitted an application to the City to acquire the land.

## PROFILE BACKGROUND

PSVSL has a capacity to hold 840 vehicles, including limited space for oversized units that are towed by EPS or Bylaw Enforcement Services. PSVSL has an agreement with Edmonton Transit Services (ETS) to use the adjacent Calder Park and Ride lot as an overflow during specific times of the year. However, during the period of special events from June to November each year, the Calder lot must be vacated of all vehicles so that ETS can operate the park and ride for transit users. This agreement has helped to mitigate the space issues over the years, but there have been instances when the Calder Park and Ride lot was unavailable to use as an overflow, and towed vehicles have had to be stored in the aisles between the existing rows. This makes it difficult for tow truck drivers to navigate the lot, and increases the risk of damage to stored vehicles due to the overcrowding. To effectively plan for future City growth, it is unreasonable to expect to continue to use Calder Park and Ride lot as an overflow storage lot.

## PROFILE JUSTIFICATION

The opportunity of having either expanded existing PSVSL or two separate tow lot locations dedicated to accepting tows from either the south or the north side of the City would have a positive impact to the towing operation, and in the case of a north and south side lot, may reduce the officers' waiting time for tow truck operators to arrive that they currently face.

## STRATEGIC ALIGNMENT

This profile expands a facility important to delivering community safety in Edmonton. The EPS Strategic Plan was developed with the mission "to be relentless on crime and a leading partner in building community safety". This capital profile supports the mission of EPS.

Improving community safety is critical to achieving the City of Edmonton Social Well-being and Community Safety priority and a strong contributor to the priorities of Corporate Resource Stewardship, Employee Safety and Well-being, and Strategy, Business and Innovation.

## ALTERNATIVES CONSIDERED

Option A: North Side Tow Lot-expansion of PSVSL into Park and Ride lot

- Most cost-effective option, minimal infrastructure, additional 450 stalls
- Public safety risks with congestion during Park and Ride events. Canine Unit is required to respond to emergency calls

Option B: North Side Tow Lot - expansion of PSVSL into Canine location if Canine moves to a different location

- Costs only involve demo of existing Canine building, security fit up costs & additional trailer
- Canine Unit would require relocation

Option C: Build a South Tow lot if EPS is unable to expand at the current North Tow Lot.

- Better serve tow contractors and EPS officers by reducing the time that a tow truck is out of service
- Most expensive option & significant operating budget impact

Option D: Status quo

- ETS continues to operate a Park & Ride shuttle service for major stadium and special events June to November & requires PSVSL to vacate or halt use of that storage space.

## COST BENEFITS

To continue to provide this service, the EPS requires additional vehicle storage space. The current location is ideal as it is central. Expansion of the facility will either require the EPS to obtain the Calder Park and Ride location, relocate the Canine Unit and take over that available space, or the development of a second south side location. The development of a second south side location will be much more costly than the first two options.

## KEY RISKS & MITIGATING STRATEGY

Operational Support - continually operates at near or sometimes beyond maximum capacity during the summer months. Expansion either at current north side location or a south side new location significantly reduces likelihood and severity of potential safety & liability issues.

Response Time - by not having sufficient land available to run the PSVSL operation, the EPS service levels to other calls are reduced or contribute to less effective traffic enforcement outcomes. Expansion significantly reduces severity of risk.

Property Management - current lot has insufficient capacity to appropriately store the many vehicles and larger pieces of equipment that are seized on an annual basis and are in close proximity. Expansion provides additional capacity and spaced and stored appropriately.

## RESOURCES

Subject to approval, the EPS would acquire City of Edmonton owned land so that the land could be prepared for surfacing, security equipment, installation of fencing as well as for additional trailer space. The anticipated start date of the project is 2023.

EPS will conform to all City of Edmonton procurement policies and procedures for securing materials, supplies, equipment and contractors.

## CONCLUSIONS AND RECOMMENDATIONS

To address the issue of continuously operating at near maximum capacity, improve on overall tow operation efficiency, and to appropriately meet the long term needs of the EPS and the citizens of the City of Edmonton, this initiative proposes that the EPS negotiates with the City of Edmonton to acquire the Calder Park and Ride location in order to expand the storage capacity of PSVSL.

It is recommended that capital funding be approved to proceed with this project.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Relocation of Police Seized Vehicle Storage Lot (PSVSL)**  
 PROFILE NUMBER: **23-60-1391**  
 BRANCH: **Police Service**

**UNFUNDED**  
 PROFILE TYPE: **Standalone**

## CAPITAL BUDGET AND FUNDING SOURCES (000's)

APPROVED BUDGET		Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Approved Budget												
Original Budget Approved		-	-	-	-	-	-	-	-	-	-	-	-
Current Approved Budget		-	-	-	-	-	-	-	-	-	-	-	-

BUDGET REQUEST	Budget Request	-	-	7,356	392	621	-	-	-	-	-	-	8,369
	Revised Funding Sources (if approved)												
	Unfunded	-	-	7,356	392	621	-	-	-	-	-	-	8,369
Requested Funding Source		-	-	7,356	392	621	-	-	-	-	-	-	8,369

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	7,356	392	621	-	-	-	-	-	-	8,369
	Requested Funding Source												
	Unfunded	-	-	7,356	392	621	-	-	-	-	-	-	8,369
Requested Funding Source		-	-	7,356	392	621	-	-	-	-	-	-	8,369

## CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
	Construction		-	-	-	392	529	-	-	-	-	-	-
Equip FurnFixt		-	-	-	-	92	-	-	-	-	-	-	92
Land		-	-	7,356	-	-	-	-	-	-	-	-	7,356
Total		-	-	7,356	392	621	-	-	-	-	-	-	8,369

## OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:																
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
Total Operating Impact	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-