

# CAPITAL PROFILE REPORT

PROFILE NAME: <b>CLIMATE RESILIENT CITY FACILITY UPGRADES</b>	<b>UNFUNDED</b>
PROFILE NUMBER: <b>CM-10-0001</b>	<b>PROFILE STAGE: L2 - CapBud 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>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
		<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	-

## PROFILE DESCRIPTION

This profile would provide funding to complete deep energy retrofits to enable emissions neutrality in City owned buildings funding may also be used to support facility specific adaptation renewal work. 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.

## PROFILE BACKGROUND

Climate change is changing everything. This is a critical decade requiring rapid and significant scaling up of climate action. Growing climate risks have clear implications for city resources, local economies and the financial well-being of municipal governments. Climate change could cause direct annual costs of approximately \$1.0 billion and GDP losses estimated at \$2.1 billion annually as early as the 2040s in Edmonton. Those costs increase to approximately \$4.2 billion annually for direct costs and \$6.0 billion for GDP losses as early as the 2070s. It is estimated that the City of Edmonton will own 8% of the impact costs. Investment is needed to reduce GHG emissions (which are causing climate change) and to prepare for the impacts of a changing climate. Buildings are critically important to achieving COE's 2040 carbon neutral goal and will need to transition to become emission neutral. Preliminary analysis has identified 59 City facilities that are more than likely to have flood hazard interactions, and that 29 could be impacted by major floods (an estimated \$5 billion in asset value that may be at risk of damage and service impacts).

## PROFILE JUSTIFICATION

City Council approved Edmonton's Community Energy Transition Strategy, Climate Resilient Edmonton Adaptation Strategy, and Climate Resilience Policy (C627) which requires urgent accelerated and ambitious climate action. This Profile provides funding to accelerate COE's efforts to retrofit and upgrade City buildings and facilities to reduce GHG emissions and to improve their resilience to the impacts of a changing climate. This funding will allow asset managers to retrofit and upgrade buildings and facilities so the assets can serve into the low carbon and new climate future. City buildings and facilities were not historically designed to be carbon neutral or to be ready for the risks of a changing climate. Many building standards and systems were based on past climate observations, which are no longer expected in a changing climate. This profile will enable the continuation and required acceleration of deep retrofits and climate resilience upgrades for city buildings and facilities. This capital cost reflects the incremental cost of doing work on buildings that will be undergoing rehabilitation work. Alignment with building rehabilitation schedules limits the amount of disruption to service operations and customer impacts. The specific energy retrofits and climate resilient upgrades will vary depending on the need of the building. This funding will support additional analysis to identify the correct interventions. Investing in climate resilience upgrades helps protect COE buildings from the increasing frequency and intensity of extreme weather events and new temperature highs. Energy efficient improvements are needed to reduce energy usage, GHG emissions and operating costs.

## STRATEGIC ALIGNMENT

City Council approved Edmonton's Community Energy Transition Strategy, Climate Resilient Edmonton Adaptation Strategy, and Climate Resilience Policy (C627) which requires urgent accelerated and ambitious climate action. This Profile provides funding to accelerate the City of Edmonton's efforts to retrofit and upgrade City buildings and facilities to reduce GHG emissions and to improve their resilience to the impacts of a changing climate.

## ALTERNATIVES CONSIDERED

Administration is currently exploring financing options for completing deep retrofits of 30-50 buildings through participation in the Canada Infrastructure Bank's Public Building Retrofit Initiative. While the group of buildings selected for this CIB project are different than the ones intended to be impacted by this composite fund, this option would also support the emissions reduction targets for City owned buildings. However, choosing the CIB project as an alternative to this project would result in renewal work being completed on City owned buildings that would not include deep retrofits or climate resilience work. This could increase risk to infrastructure damage, increase insurance costs, and lock in carbon consuming equipment beyond the City's 2040 emissions neutral corporation target date in the facilities planned for renewal through Lifecycle management.

## COST BENEFITS

Cost benefits associated with this profile include those related to energy savings for these projects. There will also be savings associated with maintenance improvement from older infrastructure. Adaptation measures will help reduce costs associated with damage caused by a changing climate including extreme weather events. This may also reduce insurance claims.

**CAPITAL PROFILE REPORT****KEY RISKS & MITIGATING STRATEGY**

Risks associated with increasing construction costs have been identified, and these costs will need to be monitored to update cost estimates as applicable.

Hazardous building material abatement and other unforeseen costs. Mitigation includes using the Emissions Neutral Portfolio Plan and Decision Making Framework (which is in development) to help direct decisions around how deep retrofits should be and work with Lifecycle Management to determine which buildings are good candidates for deep retrofits.

Estimated costs in this profile are preliminary estimations. Validation with the key implementers will be required to confirm these estimations.

**RESOURCES**

This profile will be delivered using a combination of internal and external resources. Specialized external resources may be required for some aspects and would be procured in accordance with corporate procurement directives and policies. Resources are required to facilitate project management, technical work and design related work both from UPE and IIS. These can likely be capitalized as part of future project work, as with most capital projects.

**CONCLUSIONS AND RECOMMENDATIONS**

These funds are required to ensure deep energy retrofits and adaptation measures are considered for existing renewal as presented in (CM-11/12/13-0000). Without these funds traditional renewal in these facilities could lock in carbon consuming equipment beyond the City's 2040 emissions neutral corporation target date in the facilities planned for renewal through Lifecycle management. This profile should be funded in full to support climate resilient renewal of City facilities.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Climate Resilient City Facility Upgrades**  
 PROFILE NUMBER: **CM-10-0001**  
 BRANCH: **Infrastructure Planning and Design**

**UNFUNDED**

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	-	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	-	-	-	-	-	-	-	-	-	-
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### CAPITAL BUDGET BY ACTIVITY TYPE (000's)

#### 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>EMISSIONS NEUTRAL CITY FLEET AND EQUIPMENT</b>	<b>UNFUNDED</b>
PROFILE NUMBER:	<b>CM-17-2000</b>	<b>PROFILE STAGE: L2 - CapBud Review</b>
DEPARTMENT:	<b>Urban Planning and Economy</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Planning and Environment Services</b>	LEAD MANAGER: <b>Kent Snyder</b>
PARTNER:	<b>Fleet and Facility Services</b>	PARTNER MANAGER: <b>Eddie Robar</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>100</b>		<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	-

## PROFILE DESCRIPTION

This profile supports climate action related to transitioning City of Edmonton fleet and equipment to zero emissions technology. This profile includes initial planning, design and delivery of zero emissions vehicle fleet and equipment transition, including associated required infrastructure. This profile supports funding to design, construct and equip zero-emission fueling/charging infrastructure and to support the incremental increase in costs for purchasing and deployment of replacement zero-emission vehicles and outdoor power equipment (such as lawnmowers) into service. The scope of this profile includes the replacement and purchase of lower/zero emission light and heavy-duty fleet and power equipment. This profile does not include transitioning the transit fleet to zero emissions.

## PROFILE BACKGROUND

This is a critical decade requiring rapid and significant scaling up of climate action. Investment is needed to reduce Greenhouse Gas (GHG) emissions. This includes preparing the City of Edmonton for a transition to zero-emissions vehicles and outdoor power equipment. Currently, the City of Edmonton's vehicle fleet makes up approximately 8% of our total corporate greenhouse gas emissions. The use of gasoline and diesel vehicles and equipment need to be reduced and transition to zero emissions to meet the City goal of being a Carbon Neutral Corporation by 2040. Further to Edmonton's own climate goals, the Federal Government recently made a commitment in the 2030 Federal Emissions Reduction Plan that all new truck and bus sales will be zero emissions by 2040, and all new car and van sales will be zero emissions by 2035. This sales mandate will impact City of Edmonton's fleet as vehicles become replaced in the upcoming decades, and fosters the need for the City of Edmonton to prepare for this zero-emissions transition.

## PROFILE JUSTIFICATION

City Council approved Edmonton's Community Energy Transition Strategy, Climate Resilient Edmonton Adaptation Strategy, and Climate Resilience Policy (C627) which requires urgent accelerated and ambitious climate action. This Profile provides funding to accelerate COE's efforts to transition vehicles and equipment to zero emissions technology. Zero-emission vehicles include electric and hydrogen vehicles, both of which have the potential to produce no tailpipe emissions, including tailpipe GHG emissions. Zero-emission vehicles and equipment have different fueling needs than the current infrastructure the City has in place for fueling gasoline and diesel-powered vehicles. This funding will enable initial planning, design and delivery of the initial phases of this transition. Funds are required to transition the fleet from combustion engines to zero emissions, including funding significant infrastructure upgrades required to charge/fuel these new vehicles. This replacement and fueling/charging infrastructure profile is required to achieve Energy Transition goals.

## STRATEGIC ALIGNMENT

Transitioning to a zero emissions fleet will directly reduce the City of Edmonton's corporate greenhouse gas emissions and allow the City of Edmonton to be Greener As We Grow, and will support the implementation of the Energy Transition Strategy. Furthermore, transitioning vehicles to zero emissions will reduce tailpipe emissions that contribute to negative air quality, thereby contributing to healthy city goals. Accelerating the transition of zero emissions vehicles and associated charging infrastructure may contribute to a market shift, and increase investment in the "green" technologies and markets, contributing to actions identified in Edmonton's Economic Action Plan and support Catalyze and Converge goals.

## ALTERNATIVES CONSIDERED

The specific technology for zero-emissions vehicles and equipment is not prescriptive in this profile, and different zero-emission technologies can be considered. Alternatives include:

- GHG offsets could be purchased to achieve corporate GHG targets. Carbon offsets are premiums, and there is no Financial Return on Investment for the purchase of offsets, unlike the return on investment for transitioning the fleet. If the City looks to buy offsets, it would be paying the market price, which could be approx \$170/tonne by 2030. The avoided cost of offsets for 8% of corporate emissions would be a substantial step toward meeting the GHG goals.
- Prolonging the life and not replacing light-duty vehicle fleet and powered equipment until future budget cycles (ie. not purchasing new vehicles or equipment until funding for fleet transition is available).

**CAPITAL PROFILE REPORT****COST BENEFITS**

Benefits include, but are not limited to:

- GHG reductions, leading to deferring GHG offsets.
- Improved air quality.
- Reduced urban noise pollution.
- Improved environmental compliance, through the substantial reduction of corporate environmental incidents. (Over 300 annual reported fuel / oil spills)
- Reduced total cost of ownership for fleet assets.
- Alignment with City Plan and Policy.
- Visible corporate climate solution leadership to employees and the broader community.

**KEY RISKS & MITIGATING STRATEGY**

- Not securing the funding will have a direct impact on achieving the City's GHG Plan goals, there is no mitigation for this.
- Not meeting these targets will require GHG offsets to be purchased to meet the Carbon Budget, which has no Financial Return, there is no mitigation for this.
- Global supply chain challenges, production allocations for all vehicles could be limited; the corporate-wide Fleet Strategy and Governance Project will have a vehicle replacement strategy, identifying units to be replaced years in advance; this will support early procurement.
- Current electric grid infrastructure in the City of Edmonton may not be able to support a large number of electric vehicles charging concurrently; the City is working with EPCOR on their long-term strategy for upgrading the grid.

**RESOURCES**

The fleet transition 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 required for some aspects, and would be procured in accordance with corporate procurement directives and policies.

In addition there would be strategic alignment with Fleet and Facility Services who are currently undertaking a corporate wide Fleet Strategy and Governance Project, which will be looking at optimizing fleet size, fleet lifecycle, fleet composition and a fleet reserve review to allow for greening the fleet. This profile would include initial planning, design and delivery of zero emissions vehicle fleet and equipment transition, including associated required infrastructure.

**CONCLUSIONS AND RECOMMENDATIONS**

Ongoing and continued investment is needed for accelerated climate action. This Capital Profile supports the immediate and urgent need to reduce greenhouse gas (GHG) emissions to mitigate the effects of climate change, maintain environmental performance, reduce energy use, and improve air quality. Administration strongly recommends the approval of capital funding for this profile to align with City Vision, Policy and City Plan.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Emissions Neutral City Fleet and Equipment**  
 PROFILE NUMBER: **CM-17-2000**  
 BRANCH: **Planning and Environment Services**

**UNFUNDED**

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		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)													
Revised Budget (if Approved)		-	-	-	-	-	-	-	-	-	-	-	-

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

#### 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>MISSING AND ENHANCED SIDEWALK CONNECTIONS</b>	<b>UNFUNDED</b>
PROFILE NUMBER:	<b>CM-20-3100</b>	<b>PROFILE STAGE: L2 - CapBud 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:	<b>Infrastructure Delivery</b>	PARTNER MANAGER: <b>Craig Walbaum</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>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	-

## PROFILE DESCRIPTION

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 the design and construction of 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.

## PROFILE BACKGROUND

The Mobility Network Assessment, received by Council in February 2022, recommends the establishment of a funded program to continue the implementation of missing sidewalk links. An inventory of missing sidewalk links is maintained by Administration and is updated based on resident sidewalk requests. The missing sidewalk program was discussed at Urban planning committee in March 2019 (CR\_5972) and in June 2019 (CR\_7079). Similar budget allocations have been made towards this work following the recommendations of the 2009 Sidewalks Strategy. The program was put on hold in the 2019-2022 budget cycle due to a reduced allocation, although City Council allocated additional funds towards this work in the 2021 capital budget adjustment which has allowed this work to start again.

## PROFILE JUSTIFICATION

Funding this work would help support a more complete and connected pedestrian network within the city and ensure residents have greater opportunity to access destinations by walking or rolling if they chose. All missing sidewalk links are identified based on resident requests and completing these links ensures that these residents are able to walk where they want or need to walk with supportive infrastructure.

Sidewalks and walking infrastructure is an important component in achieving The City Plan target of 50% of daily trips by transit and active modes. Without safe and complete infrastructure, people cannot rely on this mode of transportation. This profile is recommended by the Mobility Network Assessment due to its alignment with the City Plan in supporting active transportation, safety, 15 minute districts, accessibility and access to transit. This profile is also aligned to actions in the Low Carbon City and Transportation path of Edmonton's Community Energy Transition Strategy as it will enable walkability, with potential to contribute to greenhouse gas emission reductions from transportation.

## STRATEGIC ALIGNMENT

Providing active mode connections and supporting mobility options beyond private vehicles strongly helps to reduce emissions by creating a more walkable and accessible community. Active mode infrastructure promotes physical activity. The work aligns with recommendations of the Mobility Network Assessment.

Provision of missing and enhanced sidewalk links provide improvements for multi-modal access to local destinations, which in turn supports the City Plan vision for 15 minute communities. As we know from The City Plan, "a liveable city is one that allows people to easily complete their daily needs within their District and within a 15-minute travel time by walking, rolling, biking or transit. Although the choice will remain to make those trips by auto, through implementation of The City Plan it will make sense and be more pleasant to travel by foot, bike or transit to get to work, pick up groceries, go to the park, run errands or pick up a coffee. There will be many ways to get around and many places to go nearby." This profile strongly supports this strategic area.

Completion of missing sidewalk links also promotes high quality infrastructure and directly supports an increase in daily trips made by transit and active transportation.

## ALTERNATIVES CONSIDERED

Alternatives would include proceeding without dedicated funding, and only constructing missing sidewalk links through renewal and reconstruction projects. This would substantially slow the completion of connections within the pedestrian network as missing links would only be implemented when projects align and project scope allows sidewalk construction. Roadway renewal projects may not align with priority missing sidewalks meaning some link may not be constructed for many years.

## COST BENEFITS

Cost benefits would include: Reduced traffic congestion; Increase tourism from active travelers and growth of active tourism and economy; Increase spending at active transportation-related businesses; and Increase foot traffic at businesses through the implementation of missing sidewalks.

**CAPITAL PROFILE REPORT****KEY RISKS & MITIGATING STRATEGY**

In rare cases there are concerns with sidewalk construction due to impacts on existing landscaping or allocation of space. These risks can be mitigated by minimizing impact where possible through design and working with the property owners when there are impacts.

Risks associated with not completing this work:

Missing sidewalks can create accessibility challenges for users with limited mobility and limit the potential to support active transportation in areas where sidewalks are missing.

Unpredictable behaviour with pedestrians walking in a general vehicle travel lane, on narrow curbs, or on unmaintained surfaces adjacent to the street.

Reduced accessibility of transit, as some missing links may reduce walking and wheeling accessibility to transit stops and transit centres.

**RESOURCES**

Design and project management of the missing and enhanced sidewalk connections will be completed in-house by Transportation Planning and Design and Transportation Infrastructure Delivery teams. Procurement of a contractor is required for the construction.

**CONCLUSIONS AND RECOMMENDATIONS**

Recommend approval of this Missing and Enhanced Sidewalk Connections profile, to complete missing links in the pedestrian network, aligning with the City Plan and City goals.



# CAPITAL PROFILE REPORT

PROFILE NAME: **Missing and Enhanced Sidewalk Connections**  
 PROFILE NUMBER: **CM-20-3100**  
 BRANCH: **Infrastructure Planning and Design**

**UNFUNDED**  
 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		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)													
Revised Budget (if Approved)		-	-	-	-	-	-	-	-	-	-	-	-

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

#### 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>DISTRICT ENERGY NETWORK STRATEGY AND DISTRICT ENERGY NODES</b>	<b>UNFUNDED</b>
PROFILE NUMBER:	<b>CM-83-0001</b>	<b>PROFILE STAGE: L2 - CapBud Review</b>
DEPARTMENT:	<b>Integrated Infrastructure Services</b>	<b>PROFILE TYPE: Composite</b>
LEAD BRANCH:	<b>Blatchford Redevelopment Office</b>	LEAD MANAGER: <b>Tom Lumsden</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>Utilities</b>	<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	-
		<b>BUDGET REQUEST:</b>	-
		<b>TOTAL PROFILE BUDGET:</b>	-

## PROFILE DESCRIPTION

This profile would provide the funding to plan and design upgrades to Checkpoint 3 for District Energy Network Strategy and District Energy Nodes with funding from Tax Supported Debt. Edmonton’s Community Energy Transition Strategy promotes the pathway of “renewable and resilient energy transition in Edmonton”. This includes to “plan for and enable the development of community renewable energy projects and the expansion of a renewable district energy network”. This profile lays out the immediate near-term opportunities for development of District Energy networks, aligned with the City’s District Energy Strategy. District Energy nodes identifies 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.

## PROFILE BACKGROUND

The profile identifies capital investments and operational impact for the build out requirements for the key district energy nodes beside Blatchford (Downtown, River Crossing, Exhibition Lands and Heritage Valley). It also identifies necessary design and operational support to implement the district energy strategy and the initial years of the operation of the Downtown District Energy Initiative until more buildings become connected. With the growth of the overall district energy portfolio in the City there will also be a need to increase staff contingency. Over the next budget cycle the goal is to introduce two or three new FTEs to the projects.

## PROFILE JUSTIFICATION

The development of a city-wide low carbon district energy network is identified as a big win in Edmonton’s Community Energy Strategy. Starting the development of these low carbon and renewable energy systems in the Blatchford development the City manifested the opportunity and importance of district energy as one of the key actions for climate adaptation and resilience. Design and construction on the Downtown District Energy Initiative is ongoing and further feasibility studies have started in the River Crossing Development and for the Bonnie Doon project. The District Energy Strategy has been developed outlining the pathway for the City to develop the city-wide network over the next decades. Overall expected GHG reduction goals for the full implemented district energy strategy is 240,000 tCO2 per year.

## STRATEGIC ALIGNMENT

This profile is aligned with the goals of the City Plan and Edmonton’s Community Energy Transition Strategy. Edmonton’s Community Energy Transition Strategy promotes the pathway of “renewable and resilient energy transition in Edmonton”. This includes to “plan for and enable the development of community renewable energy projects and the expansion of a renewable district energy network”.

## ALTERNATIVES CONSIDERED

The alternatives for these low or net zero carbon district energy system is business as usual: thermal and energy utility systems. The majority of current energy systems are leaving behind a significant larger carbon footprint and increasing costs. District energy system have various advantages due to the lower carbon footprint, longer term decoupling of fossil fuel costs, better climate adaptation criteria and increased customer comfort. However the challenges are that they are mostly compared to current fossil fuel utility systems which are more cost effective in the short run.

## COST BENEFITS

Eventually these district energy systems are providing cost benefits by decoupling from fossil fuel costs and provide longer lasting resilient infrastructure.

## KEY RISKS & MITIGATING STRATEGY

The recently completed city-wide district energy strategy provides opportunities and processes for the City to initially facilitate, invest, and later divest these district energy network utility assets. A roadmap was developed looking at feasibility studies, policy and planning instruments, and developing external funding opportunities to partner with private industry to bear the investment costs and risk ahead. The City is also actively identifying funding opportunities from other levels of government.

## RESOURCES

Resourcing is included in accordance with the Project Development and Delivery Model (PDDM) utilized within the Integrated Infrastructure Services Department.

# **CAPITAL PROFILE REPORT**

## **CONCLUSIONS AND RECOMMENDATIONS**

Following the goals and objectives of the Edmonton's Community Energy Transition Strategy, this project is recommended for approval until Checkpoint 3 in accordance with the Project Development and Delivery Model (PDDM) utilized within the Integrated Infrastructure Services Department.

# CAPITAL PROFILE REPORT

PROFILE NAME: **District Energy Network Strategy and District Energy Nodes**

**UNFUNDED**

PROFILE NUMBER: **CM-83-0001**

PROFILE TYPE: **Composite**

BRANCH: **Blatchford Redevelopment Office**

### 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		-	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)													
Revised Budget (if Approved)		-	-	-	-	-	-	-	-	-	-	-	-

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

#### 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: **CHINATOWN INFRASTRUCTURE IMPROVEMENTS**  
 PROFILE NUMBER: **CM-20-3102**  
 DEPARTMENT: **Integrated Infrastructure Services**  
 LEAD BRANCH: **Infrastructure Planning and Design**  
 PARTNER:  
 BUDGET CYCLE: **2023-2026**

**UNFUNDED**

PROFILE STAGE: **L2 - CapBud Review**  
 PROFILE TYPE: **Composite**  
 LEAD MANAGER: **Pascale Ladouceur**  
 PARTNER MANAGER:  
 ESTIMATED START: **January, 2023**  
 ESTIMATED COMPLETION: **December, 2026**

Service Category:

Major Initiative:

**GROWTH**

**RENEWAL**

PREVIOUSLY APPROVED:

-

BUDGET REQUEST:

-

TOTAL PROFILE BUDGET:

-

## PROFILE DESCRIPTION

This profile is a composite of capital projects that support the actions identified in the the Chinatown Strategy. The Chinatown Strategy is "a series of actions developed in collaboration with community stakeholders to directly address the give key pillars established in the Chinatown Economic Development Plan. These actions include programmatic and placemaking recommendations to support a thriving and resilient Edmonton Chinatown now and into the future."

The capital project included in this composite include the following:

- 1) Chinatown Streetscaping Improvements
  - 1.1) 97 St Streetscape
  - 1.2) 107A Ave Streetscape
  - 1.3) McCauley Neighbourhood Renewal Chinatown Streetscapes (98 St, 99 St, 100 St, portions of 105 ave)
- 2) Mary Burlie Park Redevelopment

All four of these projects currently have renewal elements planned as part of the Arterial and Neighbourhood Renewal programs that are underway and independent from the Chinatown Strategy Implementation. This growth profile would provide the necessary additional funds to enhance the scope of these base renewal projects to achieve the actions outlined in the Chinatown Strategy.

### Description of Projects:

Chinatown Streetscaping Improvements: Enhancements include wider sidewalks, appropriate landscaping, well designed pedestrian scale lighting and decorative street paving at intersections. The focus area of the Chinatown Strategy is streets and avenues between 97 and 101 Streets and 105 and 107 Avenues.

Mary Burlie Park Redevelopment: Recommended reconfiguration of existing parkspace to enhance utilization and provide much needed open space

## PROFILE BACKGROUND

The Capital Investments in Chinatown Report was taken to Executive Committee in June 2022 which detailed the current capital investments planned and underway in Chinatown. An outcome of Committee discussion on this report was a motion to bring forward an unfunded Capital Profile for consideration in the 2023-2026 Capital Budget to complete the City of Edmonton infrastructure improvements identified within the Chinatown strategy in alignment with planned renewal work.

## PROFILE JUSTIFICATION

Funding this work would enable the already planned/funded renewal work to be enhanced with additional elements that would align the capital investments to the actions identified in the Chinatown Strategy.

### Project Rational

Chinatown Streetscaping Improvements:

- Conditions of some local roads are poor.
- Several existing elements are past serviceable life with new standards in place or irreplaceable.
- Missing sidewalks and street crossings.
- Poor lighting and old infrastructure lends to perception of unsafe environment.
- Lack of public amenities.
- The Chinatown Strategy, actions 14, 15 and 16 places emphasis on enhancing public realm and streetscapes.

Mary Burlie Park Redevelopment:

- Long Standing community concerns
- Underused City asset that is an uninviting and avoided space by general public.
- Safety and security concern to the community.
- Low surveillance, monitoring and lacks maintenance concentrates unfavorable behaviour.
- The Chinatown Strategy, action 13 directs the redevelopment of the space to improve destination appeal and usability

**CAPITAL PROFILE REPORT****STRATEGIC ALIGNMENT**

The projects identified in this profile would create opportunities for creating "greener" infrastructure that aligns with the city of objectives of carbon reduction. Elements such as new tree plantings, active modes facilities and improved pedestrian streetscapes all support "Greener as we Grow"

The investment in capital projects in Chinatown will allow capital work to be further enhanced beyond base renewal requirements. This will allow investment in accessibility and safety improvements that will benefit all users of all ages and abilities. The work will utilize a GBA+ lens to consider how the diverse users of this area will utilize the space and how the streets and area amenities can be made safer and more universally accessible. This investment will also enhance this significant cultural hub's desirability for economic investment, improving vibrancy, attractiveness, and overall public safety.

The investment in enhanced capital improvements in Chinatown will:

- support public space for gathering, reflection and celebration,
- contribute to a safe, walkable, vibrant, and accessible Chinatown,
- support revitalization and vibrancy while honouring the cultural expression of this important area.

This project will advance the City Plan's direction to provide enhancements to the public realm in key nodes.

**ALTERNATIVES CONSIDERED**

Alternatives include continuing with the planned renewal projects already underway including McCauley Neighbourhood Renewal, 97 Street road renewal, and minor enhancements to Mary Murlie Park as part of Boyle Street Neighbourhood Renewal. This alternative would result in infrastructure meeting the objectives of the arterial and neighbourhood renewal programs and would not provide the enhancements outlined in the Chinatown Strategy.

**COST BENEFITS**

The attractiveness of Chinatown will be directly enhanced through these improvements, in turn resulting in a draw for economic development and activity in the area. The projects will enhance livability and safety and will contribute to placemaking.

**KEY RISKS & MITIGATING STRATEGY**

The key risk of not proceeding forward with this profile is the actions identified in the Chinatown Strategy would either not or only partially be implemented as part of the planned renewal projects. This outcome would result in the Chinatown strategy not being fully realized which can result in potentially less uplift in economic and social conditions in Chinatown.

**RESOURCES**

Design and project management of the this work will be completed using a combination of in-house and external services. Contractors will be required to support delivery.

**CONCLUSIONS AND RECOMMENDATIONS**

The Chinatown Strategy identifies key priorities for programs and projects that will directly contribute to supporting Chinatown. This profile directly supports several of these key priorities by facilitating projects that support placemaking, economic development, enhanced programming, address safety and inclusivity, and improve the overall Chinatown area appeal and attractiveness.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Chinatown Infrastructure Improvements**  
 PROFILE NUMBER: **CM-20-3102**  
 BRANCH: **Infrastructure Planning and Design**

**UNFUNDED**

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	-	-	-	-	-	-	-	-	-	-	-	-
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REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	-	-	-	-	-	-	-	-	-	-	-	-
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### CAPITAL BUDGET BY ACTIVITY TYPE (000's)

#### 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>BUILDING GREAT NEIGHBOURHOODS DELIVERY - GROWTH</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>CM-40-9000</b>	<b>PROFILE STAGE: Approved</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:	<b>Parks and Roads Services</b>	PARTNER MANAGER: <b>Anna Dechamplain</b>
BUDGET CYCLE:	<b>2019-2022</b>	ESTIMATED START: <b>January, 2019</b>
		ESTIMATED COMPLETION: <b>December, 2022</b>

<b>Service Category:</b>		<b>Major Initiative:</b>	
<b>GROWTH</b>	<b>RENEWAL</b>	<b>PREVIOUSLY APPROVED:</b>	<b>6,484</b>
<b>100</b>		<b>BUDGET REQUEST:</b>	<b>-</b>
		<b>TOTAL PROFILE BUDGET:</b>	<b>6,484</b>

## PROFILE DESCRIPTION

This composite program supports the development and delivery of growth infrastructure projects by Building Great Neighbourhoods. The provision of funding for a placeholder delivery composite aligns with the corporate requirements of adopting the Capital Governance Policy (C591) and implementing the Project Development and Delivery Model (PDDM) and Project Management Reference Guide (PMRG) to enhance capital infrastructure project oversight. Planning and Design composite profiles allow for the advancement of growth projects from PDDM Checkpoint 1 (strategy handover) through to PDDM Checkpoint 3 (completion of preliminary design) before a project is brought forward to Council for further funding consideration through PDDM Checkpoint 5. The funding for PDDM Checkpoint 3 to PDDM Checkpoint 5 will be provided through standalone capital profiles approved by Council based on the scope, budget and schedule determined at PDDM Checkpoint 3.

Funding for these project-specific standalone profiles will be held within this Building Great Neighbourhoods Delivery composite until PDDM Checkpoint 3 is reached. By doing so, projects brought for funding consideration by Council aim to increase the reliability, accuracy, and transparency of estimates of budget and schedule.

Funding of this profile is essential to the implementation and continued utilization of the PDDM as it provides a funding source for the advancement of delivery of priority capital projects.

## PROFILE BACKGROUND

In 2016, the Integrated Infrastructure Services (IIS) Transformation program 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 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.

## 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 Building Great Neighbourhoods 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.

Funding of this profile will enhance the reliability, accuracy and transparency of estimates of budget and schedule for projects. Project teams will work together through all phases of the projects, resulting in successful project delivery:

- Meeting time and budget expectations
- Identifying and managing risks effectively
- Engaging and collaborating with internal and external stakeholders.

## 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

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 adjustments may be made prior to the tender process.



**CAPITAL PROFILE REPORT****COST BENEFITS**

PDDM provide better information 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.

There is the opportunity to make major changes in project scope if there are problems identified during the early planning and design phases.

**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**

Use of internal for project mgmt, technical review, support, inspections, survey, operational health & safety oversight. External resources to undertake/manage the design & construction work. 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 delivery work in adherence to the PDDM process.

**CAPITAL PROFILE REPORT****CHANGES TO APPROVED PROFILE**

2019 Spring SCBA (#2.1A-1): Transfer \$415K to 19-40-9010 NRP Recon - Alberta Avenue Neighbourhood Renewal includes replacement of roadway base, paving, curbs, gutters, sidewalks, and street lights and coordinates related work for mature tree management, and minor geometric and active modes connections/facilities improvements.

2019 Spring SCBA (#2.1A-4): Transfer \$5.6M to 19-40-9014 NRP Recon - Strathcona Renewal includes replacement of roadway base, paving, curbs, gutters, sidewalks, and street lights and coordinates related work for mature tree management, and minor geometric and active modes connections/facilities improvements.

2019 Spring SCBA (#2.1A-5): Transfer \$287K to 19-40-9015 NRP Recon - Royal Gardens Renewal includes replacement of roadway base, paving, curbs, gutters, sidewalks, and street lights and coordinates related work for mature tree management, and minor geometric and active modes connections/facilities improvements.

2019 Fall SCBA #19-34R/4.9 MSI Reduction Strategy: Based on work completed to date, estimates for the projects associated with this program have been revised. The number of growth projects that the program will deliver has also been reduced to address a funding shortfall corporately. As such, the funding identified is not required to meet the program objectives (\$2.7M).

2019 Fall SCBA #19-34D/4.29 MSI Reduction Strategy: At this time, more work is required to refine the overall definition and business case including scope and locations before advancing capital funding request. Once this work is complete and the needs are better refined and confirmed, a capital request could be considered as part of a future SCBA or with the 2023-26 Capital Budget. There is no known time sensitivity related to the deferral of this work (\$800K).

2020 Spring SCBA (#20-10, 3.1-3): The Eastwood, Elmwood Park, and Yellowhead Corridor East Industrial neighbourhood reconstruction project has reached Checkpoint 3 of the Project Development and Delivery Model and requires approval for delivery within a new stand-alone profile as the project is over the \$5M threshold for renewal. \$613K Funding from CM-40-9000 will be transferred to 20-40-9017.

2020 Spring SCBA (#20-10, 3.1-6): The Grandview Heights neighbourhood reconstruction project has reached Checkpoint 3 of the Project Development and Delivery Model and requires approval for delivery within a new stand-alone profile as the project is over the \$5M threshold for renewal. \$330K Funding from CM-40-9000 will be transferred to 20-40-9018.

2021 Spring SCBA (#21-20, 3.1-8): The Calder Neighbourhood Renewal 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 \$51,900,000, with \$48,480,000 being funded with a transfer from existing capital profiles (\$550K) and the remaining \$3,420,000 being requested as new Local Improvement Levy funding.

2021 Spring SCBA (#21-20, 3.1-9): The Beaumaris Neighbourhood and Alley Renewal 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 \$37,600,000, with \$35,122,222 being funded with a transfer from existing capital profiles (\$300K) and the remaining \$2,477,778 being requested as new Local Improvement Levy funding.

2021 Spring SCBA (#21-20, 3.1-10): The Garneau Neighbourhood Renewal 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 \$36,900,000, with \$34,554,080 being funded with a transfer from existing capital profiles (\$2.9M) and the remaining \$2,345,920 being requested as new Local Improvement Levy funding.

2021 Spring SCBA (#21-20, 3.2-5): This change in scope is required to remove the Grandview Cornerstore project from the Grandview Heights Neighbourhood Renewal project 20-40-9018. The \$330,000 of funding related to this initiative is requested to be transferred back to the Building Great Neighbourhoods composite profile CM-40-9000.

2022 April 4 Council Meeting Item 6.1 (BA#22-5): 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).

Addendum - Additional Capital Profiles for Consideration  
**CAPITAL PROFILE REPORT**

PROFILE NAME: **Building Great Neighbourhoods Delivery - Growth**  
 PROFILE NUMBER: **CM-40-9000**  
 BRANCH: **Building Great Neighbourhoods**

**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
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	12,850	12,533	-	-	-	-	-	-	-	-	25,383
	2019 Cap Council	-9,875	-	-	-	-	-	-	-	-	-	-9,875
	2019 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2020 Cap Council	-667	-276	-	-	-	-	-	-	-	-	-943
	2020 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	-1,142	-2,308	-	-	-	-	-	-	-	-	-3,450
	2021 Cap Capital Budget Adj (one-off)	-27	-	-	-	-	-	-	-	-	-	-27
	2021 Cap Carry Forward	-1,139	1,139	-	-	-	-	-	-	-	-	-
	2022 Cap Capital Budget Adj (one-off)	-	-4,604	-	-	-	-	-	-	-	-	-4,604
Current Approved Budget	-	6,484	-	-	-	-	-	-	-	-	6,484	
APPROVED FUNDING SOURCES	Approved Funding Sources											
	Financial Stabilization Resrv.	-	270	-	-	-	-	-	-	-	-	270
	Pay-As-You-Go	-	6,214	-	-	-	-	-	-	-	-	6,214
Current Approved Funding Sources	-	6,484	-	-	-	-	-	-	-	-	6,484	

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)	-	6,484	-	-	-	-	-	-	-	-	6,484
Requested Funding Source											
Financial Stabilization Resrv.	-	270	-	-	-	-	-	-	-	-	270
Pay-As-You-Go	-	6,214	-	-	-	-	-	-	-	-	6,214
Requested Funding Source	-	6,484	-	-	-	-	-	-	-	-	6,484

**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	-	7,566	-	-	-	-	-	-	-	-	-	7,566
	Contingency	-	-627	-	-	-	-	-	-	-	-	-	-627
	Design	-	-330	-	-	-	-	-	-	-	-	-	-330
	Follow Up Warranty	-	-125	-	-	-	-	-	-	-	-	-	-125
	Total	-	6,484	-	-	-	-	-	-	-	-	-	6,484

**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>BUILDING GREAT NEIGHBOURHOODS: PLANNING AND DESIGN - GROWTH</b>	<b>FUNDED</b>
PROFILE NUMBER:	<b>CM-40-4040</b>	<b>PROFILE STAGE: Approved</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:	<b>Parks and Roads Services</b>	PARTNER MANAGER: <b>Anna Dechamplain</b>
BUDGET CYCLE:	<b>2019-2022</b>	ESTIMATED START: <b>January, 2019</b>
		ESTIMATED COMPLETION: <b>January, 2022</b>

**Service Category:****Major Initiative:**

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

<b>RENEWAL</b>

<b>PREVIOUSLY APPROVED:</b>	<b>3,278</b>
<b>BUDGET REQUEST:</b>	<b>144</b>
<b>TOTAL PROFILE BUDGET:</b>	<b>3,422</b>

**PROFILE DESCRIPTION**

This composite program supports preliminary planning and design work on the enhancements to neighbourhoods for Building Great Neighbourhoods 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, preliminary planning and schematic design). 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, the Integrated Infrastructure Services (IIS) Transformation program 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 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.

**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 planning and design composite profile fund this work 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 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 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.

Alternatives to funding these composite planning and design profiles is for each individual project or each category of projects to go forward for funding for planning and design on its own. This process would be onerous for Administration and Council and has the potential to significantly hinder or delay delivery efforts.

**COST BENEFITS**

The planning and design composite profiles provide better information 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.
- There is the opportunity to make major changes in project scope if there are problems identified during the early planning and design phases.

**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.

**CAPITAL PROFILE REPORT****RESOURCES**

Projects identified in this profile 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 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.

**CHANGES TO APPROVED PROFILE**

2019 Fall SCBA #19-34R/4.8 MSI Reduction Strategy: Based on work completed to date, estimates for the projects associated with this program have been revised. The number of growth projects that the program will deliver has also been reduced to address a funding shortfall corporately. As such, the funding identified is not required to meet the program objectives (\$661K).

2019 Fall SCBA #19-34D/4.28 MSI Reduction Strategy: Community Hubs is a new initiative within the City. A Community Hub represents a multi use facility or amenity that leverages community connection and improves vibrancy.

At this time, more work is required to refine the overall definition and business case including scope and locations before advancing capital funding request. Once this work is complete and the needs are better refined and confirmed, a capital request could be considered as part of a future SCBA or with the 2023-26 Capital Budget. There is no known time sensitivity related to the deferral of this work (\$200k).

2021 Spring SCBA (#21-20, 3.1-8): The Calder Neighbourhood Renewal 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 \$51,900,000, with \$48,480,000 being funded with a transfer from existing capital profiles (\$57K) and the remaining \$3,420,000 being requested as new Local Improvement Levy funding.

2021 Spring SCBA (#21-20, 3.1-10): The Garneau Neighbourhood Renewal 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 \$36,900,000, with \$34,554,080 being funded with a transfer from existing capital profiles (\$400K) and the remaining \$2,345,920 being requested as new Local Improvement Levy funding.

2021 Spring SCBA (#21-20, 3.2-2): This change of scope adjustment is required to add the planning and design costs of the South Side Bike Network and Rail Trail to the Strathcona Neighbourhood Renewal project 19-40-9014. The total funding request for this adjustment is \$400,000 and is funded with a transfer of existing budget from capital profile "CM-40-4040 - Building Great Neighbourhoods: Planning and Design - Growth".

2022 Spring SCBA (#22-11, BM-2): Transfer \$27,989 PAYG from CM-25-0000 to CM-40-4040 (Building Great Neighbourhoods: Planning and Design Growth) to complete planning and design work for the Corner Store Program site as part of the Baturyn Neighbourhood Renewal project.

Addendum - Additional Capital Profiles for Consideration  
**CAPITAL PROFILE REPORT**

PROFILE NAME: **Building Great Neighbourhoods: Planning and Design - Growth**  
 PROFILE NUMBER: **CM-40-4040**  
 BRANCH: **Building Great Neighbourhoods**

**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
APPROVED BUDGET	Approved Budget											
	Original Budget Approved	2,750	2,301	-	-	-	-	-	-	-	-	5,051
	2019 Cap Council	-861	-	-	-	-	-	-	-	-	-	-861
	2019 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2020 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-
	2021 Cap Council	-657	-200	-	-	-	-	-	-	-	-	-857
	2021 Cap Carry Forward	-715	715	-	-	-	-	-	-	-	-	-
	2022 Cap Administrative	-	28	-	-	-	-	-	-	-	-	28
	2022 Cap Capital Budget Adj (one-off)	-	-83	-	-	-	-	-	-	-	-	-83
	Current Approved Budget	518	2,760	-	-	-	-	-	-	-	-	3,278
Approved Funding Sources												
	Pay-As-You-Go	518	2,760	-	-	-	-	-	-	-	-	3,278
Current Approved Funding Sources	518	2,760	-	-	-	-	-	-	-	-	3,278	

BUDGET REQUEST	Budget Request	-	144	-	-	-	-	-	-	-	-	144
	Revised Funding Sources (if approved)											
	Pay-As-You-Go	-	144	-	-	-	-	-	-	-	-	144
Requested Funding Source	-	144	-	-	-	-	-	-	-	-	-	144

REVISED BUDGET (IF APPROVED)	Revised Budget (if Approved)	518	2,904	-	-	-	-	-	-	-	-	3,422
	Requested Funding Source											
	Pay-As-You-Go	518	2,904	-	-	-	-	-	-	-	-	3,422
Requested Funding Source	518	2,904	-	-	-	-	-	-	-	-	3,422	

**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	-1,572	603	-	-	-	-	-	-	-	-	-	-968
	Design	2,089	2,301	-	-	-	-	-	-	-	-	-	4,390
	Total	518	2,904	-	-	-	-	-	-	-	-	-	3,422

**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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-