



CITY OF
FORT SASKATCHEWAN
ALBERTA

2022 CAPITAL BUDGET DELIBERATIONS



BUDGET 2022

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Policy and Program Documents that will be accessible through escribe and online

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BUDGET 2022

Capital Budget in Brief

Municipal infrastructure is essential to providing services critical to the every-day lives of citizens: clean drinking water, fire and municipal enforcement response, safe roads, welcoming and exciting facilities, efficient waste disposal, recreation opportunities and more. To maintain and optimize infrastructure - and build responsibly as our City grows - the City is committed to careful long-term planning and budgeting. We have a responsibility to ensure that the City's infrastructure meets the needs of the community, both now and into the future, to enhance the quality of life and enrich our local economy.

The 2022-2031 Capital Plan is a financial plan for investment in City assets and consists of two components: the approval of the 2022 Capital Budget and the review, update and adoption of the 10-year Capital Plan. The 2022 Capital Budget maintains appropriate service levels and reflects good planning, proactive maintenance, and purchases to accommodate growth.

The 10 Year Capital Plan outlines investment for aging capital assets that require maintenance or replacement, such as water and wastewater infrastructure, roads and City facilities, as well as investment in the construction of new public facilities and infrastructure. On page 3-1, a list of projects indicates which year funds are planned to be allocated to support specific infrastructure and physical asset needs. This 10 Year Capital Plan is a planning and guiding document where projects costs from 2023-2031 are high-level estimates using the best information that is currently available. These estimates are subject to Council's formal budget approvals in the budget year supported by detailed assessments, public engagement, economic fluctuation, and other key considerations.

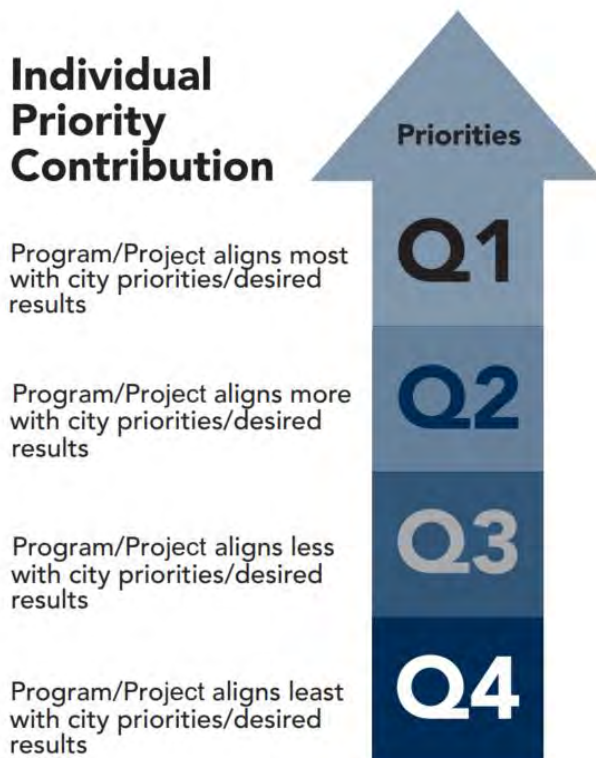
Capital planning can be compared to planning to the replacement of your vehicle in the next three years or to renovate your home in five years. Long-term planning allows the City to tailor projects to the changing needs of the community while responsibly managing its finances. The 2022 Capital Budget and 10-year Capital Plan safeguard the following major capital asset categories:

- **Buildings**, such as the Dow Centennial Centre, Protective Services building and City Hall
- **Engineering Structures (City Projects)**, such as roads, intersections and sidewalks
- **Engineering Structures (Levy Projects)**, such as future expansion of water, sanitary sewer and storm sewer facilities, arterial roadways and pedestrian walkways
- **Land and Land Improvements**, such as green spaces, parks, land for new development, playground structures, outdoor soccer fields and paths for walking and biking
- **Vehicles, Machinery and Equipment**, such as snowplows, heavy equipment, information technology equipment, fire trucks, municipal enforcement vehicles and City fleet

Priority Based Budgeting

The City has adopted Priority Based Budgeting (PBB), a leading best practice for local government to help prioritize spending. PBB serves as a tool and framework for prioritizing and evaluating options for both capital projects and operating programs to help make decisions about resource allocation. It is based on allocating budget dollars to capital projects or programs that bring the greatest value to the community, with the intent to optimize service delivery and maximize value for tax dollars.

The 2022 Capital Budget and 10 Year Capital Plan have been scored using the PBB tools. The process for scoring the capital projects involved departments with capital projects scoring each project against the City's established community and governance results and basic program attributes. Results are drawn from the City's strategic documents (Strategic Plan, Municipal Development Plan, Community Sustainability Plan, community surveys) and are intended to define what the City government is in business to achieve. Basic program attributes are more general to the PBB model and are similar for most municipalities (mandate, reliance, cost recovery, demand and population served). Following the department scoring, a cross-functional subject matter peer review team evaluated the scores for fairness and consistency/validation and established the final score for the projects.



The final scoring identifies a project's alignment with the City's strategic priorities, and places them into one of four quartiles. Projects that are more aligned are assigned to Quartiles 1 and 2 (Q1/Q2), and those that are less aligned are assigned to Quartiles 3 and 4 (Q3/Q4). Detailed results and attribute data was used to support decision-making for the proposed 2022 Capital Budget. Other factors, such as specific needs or constraints and eligibility for grant funding programs, are also taken into consideration.

The table below illustrates the proposed 2022 Capital Budget spending by quartile.

Quartile	Capital Budget
1	\$ 1,621,500
2	14,585,000
3	4,264,200
4	1,092,000
Total	\$ 21,562,700

For more information please refer to [Community and Governance Results](#) and [Basic Program Attributes](#) documents found on The City of Fort Saskatchewan website.

2022 Proposed Capital Budget

Project	Capital Budget	Quartile	Score
22100 Jubilee Recreation Centre Modernization	\$ 1,318,500	1	56.25
20002 Roadway Safety Improvements	75,000	1	52.08
19012 Information Technology Network Infrastructure	138,000	1	50.00
19006 Culture Equipment Lifecycle Replacement	90,000	1	48.96
21012 Veterans Way - Pedestrian Crossing North	3,395,000	2	47.92
19008 Neighbourhood Rehabilitation	4,100,000	2	46.88
19007 Local Road Rehabilitation	2,360,000	2	43.75
19009 Veterans Way Corridor Widening	4,730,000	2	43.75
22018 HVAC Replacement - River Road Lift Station	110,000	3	40.63
19027 Annual Fleet and Equipment Replacement	1,504,200	3	38.54
21034 Township Road 542 Culvert Replacement	1,250,000	3	37.50
22008 Materials Handling Site	1,400,000	3	32.14
22009 Fleet Addition - Vehicle for Electrician	60,000	4	27.08
22013 Fleet Addition - Branch Chipper	52,000	4	26.04
22020 Fleet Addition - Loader, Bucket, Snow Blade	380,000	4	26.04
19018 Sump Pump Retrofit Program	600,000	4	25.00
Total	\$ 21,562,700		

Please refer to section 3 for more information regarding the Proposed 2022 Capital projects detailed PBB scoring.

2022 Capital Budget

The proposed 2022 Capital Budget includes major projects, such as:

- Local road and neighbourhood rehabilitation, including upgrades to water, sewer and storm infrastructure, as well as sidewalks, street lamps, curbs and roadways
- Veterans Way Corridor widening and pedestrian crossing
- Township Road 542 culvert replacement
- Maintenance equipment replacement, including transit buses, truck, street sweeper and skidsteers
- New equipment purchases, including a branch chipper, truck, and loader
- Modernization of the Jubilee Recreation Centre
- Purchase of land and development of a new materials handling site

Capital Budget Asset Categories	2022
Engineering Structures (City Projects)	\$ 16,510,000
Vehicles, Machinery & Equipment	2,334,200
Land & Land Improvements	1,400,000
Buildings	1,318,500
Totals	\$ 21,562,700

Operating Impact of Capital Projects

In accordance with the Operating and Capital Budget Policy ([FIN-024-C](#)), the City develops and adopts operating and capital budgets in an open and transparent manner that takes into consideration Council's strategic priorities, anticipated revenues and expenses, and the short and long-term impacts to the City.

The 2022 Operating Budget includes net expenditures of \$574,240 to cover the operating impacts of capital projects. Certain capital projects produce operating costs for maintenance, additional staffing, utilities, supplies, contracted services, debt repayments, etc. Operating impacts are identified in the respective capital budget requests, as applicable.

Funding Sources

The 2022 Capital Budget is fully funded through reserves, grants, and annual capital funding. The City is fortunate to receive federal and provincial grants, which will fund 56% of the City's 2022 Capital Budget.

For 2022, there is no new debt incurred to support the 2022 Capital Budget. However, debt can be a useful financing tool to fund capital projects by allowing the City to address community needs and make payments over the life of an asset.

Capital Budget Funding Sources	2022
Grant Funding	\$ 12,201,000
Municipal Reserves	6,861,400
Annual Capital Funding	2,355,700
Trade in Values/Proceeds on Disposal	144,600
Total	\$ 21,562,700

Grant Funding – eligible projects may be funded by federal or provincial grants. Whenever possible, grant funds are used ahead of municipal funding sources to reduce the impact on taxpayers. The \$12.2M in grant funding within the 2022 Capital Budget is made up of the following grants: Municipal Sustainability Initiative (MSI; \$7.4M) and Canada Community-Building Fund (CCBF; formerly the Federal Gas Tax Fund; \$4.8M).

Municipal Sustainability Initiative

The Municipal Sustainability Initiative (MSI) capital grant is the most significant grant that the City of Fort Saskatchewan receives from the Province of Alberta. This grant helps support infrastructure needs and manage growth demands. The MSI grant has been instrumental to the City, as it has been used to rehabilitate roadways, build recreation and sports facilities and fund other key priorities. A portion of the annual MSI capital grant allocation can also be used for operating costs for the maintenance of provincial highways.

The MSI program is being extended until 2023-24, after which it will be replaced with the Local Government Fiscal Framework (LGFF). As a result, it is expected that the City will see a reduction in its capital funding in 2022-23 and 2023-24. The decreased funding is due to the redirection of funds to the Economic Recovery Capital Envelope to invest in strategic capital projects.

Province-wide funding levels will be reduced in 2022-23 and 2023-24 to \$485M. Therefore, to help municipalities and Metis Settlements adjust to the reduced average funding, \$1.196B in MSI capital funding was made available in 2021-22 from \$963M in 2020-21. This results in an average funding level of \$722M per year and creates a baseline funding level for the LGFF starting in 2024-25. Therefore, the City continues to reduce its reliance on capital grant funding to fund ongoing capital projects.

The proposed 2022 Capital Budget includes \$7.4M of MSI capital grant funding. Thus, \$1.4M is devoted to ongoing local road and neighbourhood rehabilitation projects and \$6.0M to other capital projects. Together, the proposed 2022 Capital and Operating Budgets have allocated MSI capital funding to the following capital projects and eligible operating costs:

Proposed Capital Budget

- 19007 Local Road Rehabilitation \$ 818 871
- 19008 Neighbourhood Rehabilitation \$ 566,000
- 19009 Veterans Way Widening \$ 4,730,000
- 21034 Township Road 542 Culvert Replacement \$ 1,250,000

Proposed Operating Budget

- Provincial Highway Maintenance \$ 111,300

MSI capital funding is limited to projects that involve the purchase, construction, development, betterment, rehabilitation, or non-routine maintenance of a capital asset that is owned by the City. These projects include roads, bridges, public transit vehicles or facilities, emergency services facilities or equipment, water and wastewater systems, solid waste management facilities and equipment, and other municipal buildings (libraries, public works, culture and community centres and recreation and sports facilities).

However, there are some limitations to the use of the MSI capital grant. First, there is a minimum threshold of at least 5% of the City's current year capital allocation that can be assigned to a project. For example, the City's 2021 MSI capital allocation was approximately \$7.7M—the minimum project threshold that can be used for a capital project is approximately \$385K (other than Provincial Highway Maintenance). Secondly, some activities that are related to or support capital assets are not eligible for MSI capital - these include general administration and operating support, acquisition of fleet vehicles, subdivision construction or development, land purchases that are not intended for a specific capital asset, and land betterment intended for resale.

The chart below illustrates the proposed 2022 MSI capital grant ending balance.

	Opening		2022 Activity		Closing	
	Uncommitted				Uncommitted	
	Balance		Contributions	Withdrawals	Balance	
	\$000s		\$000s	\$000s	\$000s	
MSI Capital Grant	\$ 5,547		\$ 3,103	\$ (7,476)	\$ 1,174	

Note: the chart above is based on the interpretation of the provincial budget (\$3.1M projected MSI capital grant contribution for 2022). This amount will be confirmed following the release of the Province's Budget 2022. The \$1.2M uncommitted balance is planned for the Jubilee Recreation Centre Modernization scheduled for 2023.

Canada Community-Building Fund (CCBF)

The CCBF (formerly the Federal Gas Tax fund) provides predictable and long-term funding to help build and revitalize public infrastructure while creating jobs and supporting economic growth.

This funding is subject to the Federal Government advising the Province of Alberta of its annual provincial funding.

CCBF is limited to capital projects that involve the construction, renewal, or material enhancement of municipal infrastructure. In addition, there are eligible expenditures that qualify for the CCBF funding, such as expenditures associated with acquiring, planning, designing, constructing, or renovating a tangible capital asset.

The proposed 2022 Capital Budget includes \$4.8M of CCBF funding. The CCBF is allocated to the following capital projects:

- 19007 Local Road Rehabilitation \$ 1,541,129
- 21012 Veterans Way Pedestrian Crossing North \$ 3,295,000

Rounded to the nearest thousand dollars

	Opening Uncommitted	2022 Activity		Closing Uncommitted
	Balance	Contributions	Withdrawals	Balance
	\$000s	\$000s	\$000s	\$000s
CCBF	\$ 3,235	\$ 1,613	\$ (4,836)	\$ 12

Municipal Reserve Funding – the City uses reserves to fund some capital projects. Reserves provide the most flexible source for funding capital projects. Specific reserves have been built over time to ensure a sustainable funding source for annual programs, such as the equipment replacement reserves. All other sources of funding must be explored for availability and eligibility prior to using reserve funding. The City follows the Financial Reserves Policy ([FIN-021-C](#)) for managing reserves through consistent standards and guidelines. For details regarding the municipal reserve balances, refer to the Reserve Summary page 23-3 in the Proposed Operating Budget.

Developer Levy Reserve Funding – this funding source holds developer levies collected through developer agreements to fund new asset/infrastructure required due to the growth of the City without placing an undue burden on existing City resources. For example, levy reserve funding is used for future expansion of the City's water, sanitary sewer and storm sewer facilities, as well as arterial roadways and pedestrian walkways. For details regarding the developer levy reserve balances, refer to the Reserve Summary page 23-3 in the Proposed Operating Budget.

Annual Capital Funding – the annual operating budget includes a fixed amount to fund the cost of new capital projects. Annual capital funding is used for ongoing annual programs, such as local road and neighbourhood rehabilitation, sump pump retrofit and roadway safety improvements. Sources of operational funding are from municipal taxes, user fees, fines, etc.

Trade-in Values/Proceeds on Disposal– trade-in values are established by a third party at the time of trading in a particular piece of equipment or vehicle. The proceeds on disposal are the amount received for the property. The funds received are applied to the cost of purchasing the replacement. For example, if a 1/2-ton truck had a trade-in value of \$5,000 and a new truck was \$45,000, the City would pay \$40,000 cash for the truck.

Types of Capital Projects Supported by the 2022 Capital Budget

The proposed 2022 Capital Budget provides funding for:

- **Annual replacement programs** – these capital programs ensure that infrastructure—roads, sidewalks, vehicles, technology—are maintained or replaced in an ongoing and timely manner to meet current standards, prevent infrastructure failure, and maintain the quality of valuable assets.
- **New capital projects** – these represent new infrastructure, technology or equipment required for service delivery.

Annual Replacements Projects

Project 19006 – Culture Equipment Lifecycle Replacement (\$90,000)

Timely replacement of equipment at the Shell Theatre ensures that it remains a flagship theatre in the region, offering residents and visitors a variety of high-quality cultural and entertainment opportunities. This lifecycle replacement program promotes long-term planning and optimizes use of the facility for the delivery of innovative programs.

In 2022, the cost to replace the front of house and monitor audio consoles will be \$90,000, which will be funded through the Culture Services Equipment Reserve. The current audio consoles, which run the audio system in the theatre, have reached the end of their 10 year lifecycle. Replacement of the consoles will be the final piece of the planned audio system overhaul and align with the speaker upgrade that occurred in 2019. The new consoles will provide better sound and new technology to ensure the highest quality audio for programs and events.

Risk Analysis:

Risks to the Project

- Financial – Pricing was completed in 2021 and could fluctuate by the time a unit is purchased. The impacts of COVID-19 have put equipment purchases at risk for price fluctuations and delivery delays. Manufacturing is located in the US; therefore, price fluctuation could occur as a result of the state of the global market and the US dollar exchange rate.

Risk Mitigation of the Project

- This project ensures timely replacement of the audio consoles by eliminating the potential risk of the current consoles failing.
- Eliminates the cost of renting a console and the delays should the current console fail.

Alignment:

- Program Alignment - Theatre and Performing Arts Centre - Series; Theatre and Performing Arts Centre - Rental

- Culture & Recreation Services Department Business Plan, Goal 4 - Optimize use of our facilities; Goal 5 - Excellence in customer service and effective communication; Goal 6 - Long-term planning.
- 2018 – 2022 City of Fort Saskatchewan Strategic Plan, A Vibrant and Thriving Community Outcome - Residents live in vibrant, inclusive and livable neighbourhoods where they are able to participate fully in all aspects of the community; Well Planned and Maintained Municipal Infrastructure Outcome - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Project 19007 – Local Road Rehabilitation (\$2,360,000)

The ongoing annual Local Road Rehabilitation program maintains the City's roadways to ensure the safe and efficient movement of people, goods, and services. Roadways are identified and prioritized for rehabilitation through the Pavement Management Program to maintain the City's road network at an overall Pavement Quality Index (PQI) of 6.5. The 6.5 PQI represents the industry standard and a balance between optimal road condition, required operational maintenance, and reasonable investment levels. For 2022, the project cost of \$2,360,000 will be funded by the Canada Community-Building Fund (CCBF) (formerly the Federal Gas Tax Fund) (\$1,541,129) and Municipal Sustainability Initiative (MSI) funding (\$818,871). Beginning in 2023, the city will continue to reduce reliance on MSI grant funding by moving to Annual Capital Funding.

Originally, \$2,700,000 was slated to be invested in the annual program, as per the 2021 10-Year Capital Plan. The budget for the 2022 program has been reduced by \$340,000 to reflect Council motion (R150-21) from June 8, 2021:

“that Council amend the 2021 Capital Budget by creating a project to resurface River Valley Drive and the parking lots at West River’s Edge in the amount of \$715,000, and that \$340,000 be allocated back to the Capital Projects Reserve from next year's Road Rehabilitation Budget to replenish the reserve.”

Risk Analysis:

Risks to the Project

- Financial - Higher than expected bid prices are a risk to the budget. This is a unit price contract allowing the scope of the project to be adjusted if required.

Risk Mitigation of the Project

- This project maintains the road network at a level that balances capital investment with operational investment.
- This project ensures that the infrastructure reaches its maximum lifespan before complete replacement.

Alignment

- Program Alignment - Capital Construction-Governance; Interdepartmental Engineering Support; Road and Bridge Maintenance
- Fleet Facilities and Engineering Department Business Plan, Goal 4-Develop and implement Asset Management programs for City Infrastructure
- 2018 – 2022 City of Fort Saskatchewan Strategic Plan, Well Planned and Maintained Municipal Infrastructure Outcome - Critical infrastructure is in place, maintained, optimized and strategically planned to meet the future needs of the community.

Project 19008 – Neighbourhood Rehabilitation (\$4,100,000)

The ongoing annual Neighbourhood Rehabilitation program ensures the City's neighbourhood infrastructure, including sidewalks, water lines and sewer lines, meets current standards and is not at risk of failure due to deteriorating conditions. The scheduled work for 2022 includes 103 Street and 108 Street (carried over from 2021 funding) and uses 2022 funding to complete 104 Street between 99 Avenue and 100 Avenue and start a multi-phase program on Lowe Avenue (refer to map on page 1-19). For 2022, the project cost of \$4,100,000 is funded by a combination of Annual Capital Funding (\$884,000), Municipal Sustainability Initiative (MSI) funding (\$566,000) and Utilities Infrastructure Reserve (\$2,650,000). 2022 represents year of the proposed plan to reduce reliance on MSI grant funding by moving to Annual Capital Funding. Beginning in 2023, the city will begin a new multi-year plan to reduce reliance on MSI grant funding for 19007 Local Road Rehabilitation.

Risk Analysis:

Risks to the Project

- Financial - Higher than expected bid prices are a risk to the budget. This is a unit price contract allowing the scope of the project to be adjusted, if required.
- Construction-based - A delay caused by weather is the largest risk to this project. Weather delays could push the completion of landscaping to the following year.

Risk Mitigation of the Project

- This project ensures a reliable road and utility network by replacing infrastructure at the end of its functional life, prior to emergency repairs being required as a result of a failure.
- The infrastructure that is replaced is brought up to current City standards, which are based on best practices.

Alignment:

- Program Alignment - Capital Construction-Community; Capital Construction-Governance; Interdepartmental Engineering Support; Road and Bridge Maintenance; Water Distribution; Sanitary Sewer Collection; Storm Water Drainage and Ditches

- Fleet Facilities and Engineering Department Business Plan, Goal 4- Develop and implement Asset Management programs for City Infrastructure
- 2018 – 2022 City of Fort Saskatchewan Strategic Plan, Well Planned and Maintained Municipal Infrastructure Outcome - Critical infrastructure is in place, maintained, optimized and strategically planned to meet the future needs of the community.

Project 19012 – Information Technology Network Infrastructure (\$138,000)

The City's information technology network infrastructure is the collection of physical and virtual resources that support the flow and processing of information. Timely replacement of critical networking components safeguards the City's digital information from cyber threats. The connectivity between City facilities is made possible with firewalls, routers, switches, wireless access points, security appliances, fibre optics and network storage arrays.

In 2022, the replacement of one core switch is required for \$18,000. Switches make up the backbone of the network's core layer and have built-in intelligence designed to optimize communication across the network. The core switch replacement will help to support the growing online traffic for City operations, which has outgrown the current core switch processing capabilities. Also in 2022, the primary network storage array will be replaced and upgraded for capacity at a cost of \$100,000. The City's main storage, which provides storage for all digital files and the virtual server environment, has reached 90% of maximum capacity. The estimated increase in service and maintenance costs associated with the upgraded primary network storage array is expected to be \$10,000 per year, beginning in 2023. A secondary network storage array will also be purchased for \$20,000, to support the file backups required to transition City operations to Office 365. Also, starting in 2023, an additional transfer to reserve of \$24,500 for lifecycle replacement of the main network storage array and Office 365 backup system, will be required.

These replacements and upgrades will support IT security and data management across the organization and ensure that the City has the storage required to maintain and continue operations. The project's total cost will be \$138,000 for 2022, which will be funded through the Information Technology Equipment Reserve (\$78,000) and Annual Capital Funding (\$60,000).

Risk Analysis:

Risks to the Project

- Supply chain – there have been significant delays in product delivery with back-ordered equipment throughout all the vendors. The supply chain delays could delay the City's transition to Office 365 and create insufficient storage space for data. To mitigate the risk, the product will be ordered early in 2022.

Risk Mitigation of the Project

- The current storage array is estimated to reach its maximum capacity in mid-2022. The network infrastructure is the backbone to how the city operates. Should any component

fail, several services within the city will not continue, such as email, financial systems, business applications, etc.

- Allows Office 365 project to continue as planned.
- Network security is critical, this project provides secure data backups and the ability to install upgrades and patch systems.

Alignment:

- Program Alignment - IT Security and Data Management; Network Infrastructure; Technology supports and enables the PBB programs of all City departments, as well as every program offered by Information Technology.
- Information Technology Department Business Plan, Goal 2 - IT infrastructure; The IT Infrastructure is enhanced and supported to provide tools and resources for Information Technology to operate efficiently and effectively.
- 2018 – 2022 City of Fort Saskatchewan Strategic Plan, Well Planned and Maintained Municipal Infrastructure Outcome - Critical infrastructure is in place, maintained, optimized and strategically planned to meet the future needs of the community.
- 2021 Network Security Assessment Report

Project 19018 – Sump Pump Retrofit Program (\$600,000)

The ongoing annual Sump Pump Retrofit program connects residential sump pumps with the City's underground stormwater system. Areas in the city with a high-water table experience above-average water discharge and saturated soils. The ground saturation has the potential to damage the base under the roads and sidewalks, causing premature failure of the infrastructure. The above-average discharge can lead to slip and fall incidents, creating a liability for the City and residents. The program extends the underground stormwater system to areas of concern, as identified in the [Sump Pump Retrofit Program - Priorities Map](#). This reduces water discharge within the area and minimizes negative drainage impacts to City infrastructure.

This is a continuation of the Sump Pump Retrofit Program, which started in 2017. The 2022 program will focus on houses located on Catalina Court (approximately 30 retrofits), with a total cost of \$600,000 to be funded by Annual Capital Funding.

Risk Analysis:

Risks to the Project

- Financial - Higher than expected bid prices are a risk to the budget. This is a unit price contract allowing the scope of the project to be adjusted, if required.
- Construction-based - Delays caused by weather could postpone completion of the project.

Risk Mitigation of the Project

- This project reduces the amount of continual saturating for private and public property, which extends the life of sidewalks, curbs, and road structures.

Alignment:

- Program Alignment - Capital Construction-Community; Capital Construction-Governance; Storm Water Drainage and Ditches
- Fleet, Facilities and Engineering Department Business Plan, Goal 2-Continue to review and implement best practices
- Public Works Department Business Plan; Goal 2-Manage resources wisely by reducing waste in landfill and upgrading water, drainage and parks infrastructures.
- 2018 – 2022 City of Fort Saskatchewan Strategic Plan, Well Planned and Maintained Municipal Infrastructure Outcome - Critical infrastructure is in place, maintained, optimized and strategically planned to meet the future needs of the community.

Project 19027 – Annual Fleet and Equipment Replacement (\$1,504,200)

The City's fleet and equipment continually undergo condition assessments to evaluate the need for replacement. Factors considered in the assessments are the running cost per hour (a combination of the amortized purchase price and maintenance and repair costs), unit availability, trade-in value, and breakdown history. Ensuring that replacements occur at the optimal time reduces unnecessary maintenance costs and downtime and improves the fleet's fuel economy.

In 2022, the following equipment are scheduled for replacement:

- | | |
|---|------------|
| • 3 Transit Buses (see note 1 for additional details) | \$ 660,000 |
| • Street Sweeper | \$ 400,000 |
| • Lift Truck | \$ 200,000 |
| • 2 Skid Steers | \$ 124,200 |
| • Miscellaneous attachments (planer, breaker, blades) | \$ 80,000 |
| • Light Duty Vehicle | \$ 40,000 |

For 2022, the total cost for replacing the fleet and equipment will be \$1,504,200, which will be funded by the Mobile Equipment & Vehicle Fleet Reserve (\$1,359,600) and trade-in values/proceeds on disposal (\$144,600).

Risk Analysis:

Risks to the Project

- Supply Chain - COVID-19 has resulted in supply chain issues, creating delays in ordering.
- Financial - Fluctuations in the exchange rate (Canadian versus United States dollar) could result in higher than anticipated bid prices

Risk Mitigation of the Project

- This project helps ensure a reliable fleet of vehicles and equipment for operating departments to accomplish their service levels.

Alignment:

- Program Alignment - Capital Procurement; Fleet Planned/Preventative Maintenance; Fleet Repairs
- Fleet Facilities and Engineering Department Business Plan, Goals 2-Excellence in Government; Review/ Right Size Equipment Plan, Goal 4-Develop and implement Asset Management programs for City Infrastructure
- 2018 – 2022 City of Fort Saskatchewan Strategic Plan, Well Planned and Maintained Municipal Infrastructure Outcome - Critical infrastructure is in place, maintained, optimized and strategically planned to meet the future needs of the community.

Note 1: The local transit buses were purchased in 2016, with an estimated useful life of 6 years. The three buses are scheduled for replacement in 2022. In 2020, Fort Saskatchewan passed a resolution along with seven other municipalities to establish the Edmonton Metropolitan Transit Service Commission (EMTSC), a regional transit services commission. The EMTSC is anticipated to be fully operational in September of 2022. When the EMTSC is operational, the participating municipalities will transfer rolling transit assets to the Commission for ongoing repair and replacement. With the pending operational date, Administration consulted with EMTSC and was advised that their preference is for Fort Saskatchewan to replace the buses as per our standard schedule.

The current transit contract provider assessed the existing buses and deemed the buses to be “approaching end-of-life”. This assessment is supported by steadily increasing repair costs over the past five years.

Year	FST Repair Costs	Rental Costs	Total Downtime
2017	\$27,402	\$15,015	\$42,417
2018	\$33,283	\$28,187	\$61,470
2019	\$48,617	\$7,135	\$55,752
2020	\$52,446	\$26,104	\$78,550
2021 (January to June)	\$36,042	\$16,536	\$52,578

Based on reports from other municipalities, supply chain disruptions have increased the procurement period from six months to one year. Given the assessment of the vehicles by the contractor, increased downtime costs, and delayed procurement timelines, Administration recommends the procurement process be started in early 2022, in consultation with EMTSC.

Project 20002 – Roadway Safety Improvements (\$75,000)

As population and traffic volumes in the city continue to increase, the need for crosswalk and intersection safety enhancements grows. The annual funding of this program supports necessary roadway safety improvements, and the City's commitment to Vision Zero, a traffic safety strategy to eliminate all traffic fatalities and severe injuries.

The funding allows the City to plan for large traffic calming projects and implement traffic calming and safety measures as they arise, based on priorities determined through traffic and speed counts and City plans. The practice is considered best practice as it allows the City to respond to undesired behaviour patterns, such as speeding or failing to stop at a crosswalk.

In 2021, preliminary design concepts were developed for traffic calming and access control on 95A Avenue and Westpark Drive. These concepts were generally supported in the 2021 Traffic Safety Survey. For 2022, funds will be allocated to further investigating traffic calming measures at these and other locations. The funds will also be used to conduct a review of specific crosswalk locations.

Risk Analysis:

Risks to the Project

- Financial - Higher than expected bid prices are a risk to the budget. The scope of the project can be adjusted, if required.

Risk Mitigation of the Project

- This project facilitates continuous safety improvements of the city's roadway network and allows areas of concern to be addressed.

Alignment:

- Program Alignment - Capital Construction-Community; Capital Construction-Governance; Interdepartmental Engineering Support; Traffic Safety; Protective Services Analysis
- Fleet, Facilities and Engineering Department Business Plan, Goal 2-Continue to review and implement best practices. Initiative 2.1-Traffic calming planning/implementation
- 2018 – 2022 City of Fort Saskatchewan Strategic Plan, Excellence in Government-Continuous improvement, constantly looking for ways to improve our services through planning, innovation, collaboration and consultation and Well Planned and Maintained Municipal Infrastructure-Strategically manage, invest, and plan for sustainable infrastructure

Project 22018 – Heating, Ventilation, and Air Conditioning (HVAC) Replacement - River Road Lift Station (\$110,000)

The River Road Lift Station was commissioned in 2000 to accommodate wastewater effluent flows to the Capital Region Wastewater Services Commission. The heating and ventilation systems require replacement, as they are original to the building and have reached beyond the end of their 15-year lifecycle. Regular maintenance has extended the life of the system past its expected life; however, a temporary unit failure occurred in 2020, and repairs in the future cannot be guaranteed as parts for the units are obsolete.

This project will serve the current and future residential, commercial, and industrial clients benefiting from the River Road Lift Station.

Replacing the HVAC units will bring the systems up to standard, maintain critical utility infrastructure and minimize unexpected repair costs in the future.

The total cost for the HVAC replacement will be \$110,000, funded by the Utility Infrastructure Lifecycle Maintenance and Replacement Reserve.

Risk Analysis:

Risks to the Project

- Financial - 2021 price estimates are subject to market price fluctuations. To mitigate that risk, a contingency was built into the pricing.
- Vendor sourcing and timelines are not considered a risk for this project at this time.

Risk Mitigation of the Project

- The City's east side depends on this lift station. Therefore, the heating and ventilation units must be maintained with consistent temperature for operating and maintaining the lift station's equipment.
- If this project is not approved, the current heating and ventilation system will remain in place. This will create a higher risk for mechanical failure as experienced in 2020. In addition, repairs will not be guaranteed as parts for the unit are becoming obsolete.

Alignment:

- Program Alignment - Sanitary Sewer Collection System
- Public Works Department Business Plan, Goal 1 - Enhance departmental efficiencies and effectiveness through on-going service and structure reviews, partnership reviews, site planning and internal process.
- 2018 – 2022 City of Fort Saskatchewan Strategic Plan, Well Planned and Maintained Municipal Infrastructure Outcome - Strategically manage, invest, and plan for sustainable municipal infrastructure; Positioned for Growth Outcome - Strategically plan, prepare, and manage responsible and sustainable growth for our residents and business.

References

2021-24 Fiscal Plan (Alberta Budget 2021) – February 25, 2021, (p.18 & 130)

<https://open.alberta.ca/dataset/6f47f49d-d79e-4298-9450-08a61a6c57b2/resource/ec1d42ee-ecca-48a9-b450-6b18352b58d3/download/budget-2021-fiscal-plan-2021-24.pdf>

Canada Community-Building Fund, Government of Alberta

<https://www.alberta.ca/canada-community-building-fund.aspx>

Municipal Sustainability Initiative, Government of Alberta

<https://www.alberta.ca/municipal-sustainability-initiative.aspx>



LEGEND

- 2021 CARRY OVER
- 2022 NEW PROJECT

2022 Capital Budget Deliberations
Nov 15, 2021



CITY OF FORT SASKATCHEWAN

2022 Neighborhood Rehabilitation Program

-
Scale: NTS

Date: October 2021
Drawn: JF

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2022 Proposed Capital Budget

Asset Categories

	Capital Budget	2022 Operating Impact	2023 Operating Impacts
Engineering Structure			
19007 Local Road Rehabilitation	\$ 2,360,000	\$ 340,000	\$ 274,000
19008 Neighbourhood Rehabilitation	4,100,000	76,000	276,000
19009 Veterans Way Corridor Widening	4,730,000	-	14,000
19018 Sump Pump Retrofit Program	600,000	-	-
20002 Roadway Safety Improvements	75,000	-	-
21012 Veterans Way Pedestrian Crossing North	3,395,000	-	16,500
22011 Township Road 542 Culvert Replacement	1,250,000	-	-
Total Engineering Structure	16,510,000	416,000	580,500
Vehicles, Machinery & Equipment			
19006 Culture Equipment Lifecycle Replacement	90,000	-	-
19012 Information Technology Network Infrastructure	138,000	29,500	34,500
19027 Annual Fleet & Equipment Replacement	1,504,200	-	-
21014 Asset Management Software	-	69,500	-
21019 Public Works Fire Protection & Security	-	29,000	-
21033 94 St Widening Phase I	-	7,740	-
22009 Fleet Addition - Vehicle for Electrician	60,000	-	-
22013 Fleet Addition - Branch Chipper	52,000	(14,500)	6,300
22018 HVAC Replacement - River Road Lift Station	110,000	-	-
22020 Fleet Addition - Loader, Bucket, Snow Blade	380,000	32,000	50,000
Total Vehicles, Machinery & Equipment	2,334,200	153,240	90,800
Land & Land Improvements			
21017 Natural Playground Legacy Park	-	-	11,000
22008 Materials Handling Site	1,400,000	5,000	-
Total Land & Land Improvements	1,400,000	5,000	11,000
Buildings			
22100 Jubilee Recreation Modernization	1,318,500	-	-
Total Buildings	1,318,500	-	-
Total	\$ 21,562,700	\$ 574,240	\$ 682,300

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2022 Proposed Capital Budget Funding Sources

	Grant Funding	Reserve Funding	Other Funding Sources	Annual Capital Funding	Debenture Funding	Total
19006 Culture Equipment Lifecycle Replacement	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ 90,000
19007 Local Road Rehabilitation	2,360,000	-	-	-	-	2,360,000
19008 Neighbourhood Rehabilitation	566,000	2,650,000	-	884,000	-	4,100,000
19009 Veterans Way Corridor Widening	4,730,000	-	-	-	-	4,730,000
19012 Information Technology Network Infrastructure	-	78,000	-	60,000	-	138,000
19018 Sump Pump Retrofit Program	-	-	-	600,000	-	600,000
19027 Annual Fleet & Equipment Replacement	-	1,359,600	144,600	-	-	1,504,200
20002 Roadway Safety Improvements	-	-	-	75,000	-	75,000
21012 Veterans Way Pedestrian Crossing North	3,295,000	100,000	-	-	-	3,395,000
21034 Township Road 542 Culvert Replacement	1,250,000	-	-	-	-	1,250,000
22008 Materials Handling Site	-	1,400,000	-	-	-	1,400,000
22009 Fleet Addition - Vehicle for Electrician	-	-	-	60,000	-	60,000
22013 Fleet Addition - Branch Chipper	-	-	-	52,000	-	52,000
22018 HVAC Replacement - River Road Lift Station	-	110,000	-	-	-	110,000
22020 Fleet Addition - Loader, Bucket, Snow Blade	-	-	-	380,000	-	380,000
22100 Jubilee Recreation Centre Modernization	-	1,073,800	-	244,700	-	1,318,500
Total	\$ 12,201,000	\$ 6,861,400	\$ 144,600	\$ 2,355,700	\$ -	\$ 21,562,700

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2022 CAPITAL BUDGET REQUEST

19009 Veterans Way Corridor Widening

Fleet, Facilities & Engineering

Type of request: New initiative; Growth

PBB programs:

Traffic Safety

Capital Construction - Governance

Road and Bridge Maintenance

Traffic Control and Lighting

Challenge / community need:

Traffic flow along the Veterans Way Corridor has become increasingly congested as the city has grown and must be addressed for traffic and pedestrian safety. The Transportation Master Plan was completed in 2018 and stated:

“A key finding of the traffic forecast is that the Veterans Way corridor (Highway 21 and Highway 15 to the City’s northeast boundary) requires widening from 4 to 6 lanes before 35k population.”

A Functional Planning Study was completed in 2020 and defined appropriate actions to expand the corridor from four lanes to six. The project was divided into five phases:

Phase One:	Highway 15 to 101 Street
Phase Two:	101 Street to 112 Street
Phase Three:	84 Street to Highway 15
Phase Four:	Westpark Boulevard to 84 Street
Phase Five:	112 Street past 114 Street

Design of Phase One was completed in 2021. Construction of Phase One is planned to begin in 2022.

Initiative description:

Phase One of the project will widen Veterans Way from the Highway 15/21 intersection to 101 Street to alleviate traffic congestion and provide an adequate level of service to the traveling public along the corridor for the next thirty years.

Construction will begin in 2022 for Phase One. This budget request also includes funding for the design of Phase Two. Preparing the designs for Phase Two now ensures a shovel-ready project is prepared, should grant funding become available. Phase Two design would begin in 2022, with Phase Two construction scheduled for 2025.

The current schedule for the Veterans Way Corridor Widening project is as follows:

Year	Construct	Design
2022	Phase One North Pedestrian Corridor	Phase Two
2025	Phase Two	Phase Three South Pedestrian Corridor
2026	Phase Three South Pedestrian Corridor	Phase Four
2027	Phase Four	Phase Five
2028	Phase Five	

The Functional Planning Study indicates that an interchange will be required for the intersection in the future. Completion of Phase One construction will allow for improved monitoring and a better understanding of how the network will function, which will help determine when an interchange should be completed.

Construction of this phase would be coordinated with the Veterans Way Pedestrian Crossing North – refer to Capital Request 21012.

Alignment

Department Business Plan:

Goal 1 - Help ensure City is prepared for future growth.

Initiative 1.6 - Veterans Way Expansion

2018 – 2022 City of Fort Saskatchewan Strategic Plan:

Positioned for Growth - Strategically plan, prepare and manage responsible and sustainable growth for our residents and businesses.

Well Planned and Maintained Municipal Infrastructure - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Other City reports, plans or studies:

Functional Planning Study (2020)

[Transportation Master Plan \(2018\)](#)

Financial Information

Cost: \$4,730,000 (Class 2)

Funding source:

Municipal Sustainability Initiative (MSI) Grant

Future operating impacts:

Impacts on the 2023 Operating Budget include \$12,100 for contracted repairs and maintenance and \$2,300 for supplies and materials for additional roadway maintenance and snow removal.

Budget analysis:

The Functional Planning Study and detailed design examined efficiencies and cost analysis to determine the most cost-effective solution for expanding the Veterans Way Corridor.

Project risks:Risks to the Project

Construction-based - Risks tied to the project involve those typical of most construction projects, including potential schedule delays, unpredictable tender costs, unknown contractor availability and material supply issues.

Risk Mitigation of the Project

This project will positively affect safety within the community and support Vision Zero, a traffic safety strategy to eliminate all traffic fatalities and severe injuries. It also improves access for Fire Services and Protective Services.

Service Level Impacts

Other City departments impacted by the initiative:

Roads Services (Public Works) - The department will be engaged in planning, design, construction and maintenance of the roadway.

Fire Services and Protective Services - Improved traffic flow will allow for improved incident response.

Service level comparison:

Municipalities strive to continuously improve traffic safety. This project will improve traffic flow and maintain an expressway within the City in a manner consistent with other communities.



2022 Capital Budget Deliberations
November 15, 2021



CITY OF FORT SASKATCHEWAN

Veterans Way Widening
Wetspark Boulevard to 114 St

Date: January 2018

Drawn: P/W

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Dwg. No.
1 of 2

LEGEND

PROJECT LIMITS

Veterans Way Corridor Widening

User Group: Fleet, Facilities & Engineering

Total Cost: 4,730,000

Quartile: 2

Final score (out of 100): 43.8

Description: The Functional Planning Study for the widening of Veterans Way is now complete. The plan identifies the requirements to widen the corridor to 6 lanes which includes intersection improvements, right-of-way acquisition, and pedestrian safety considerations.

Basic Program Attributes:

Score	BPA	Definition
4	Demand	Demand is increasing (based on data point)
1	Mandate	Internal Mandate: Published best practice/guidelines (accreditation, professional organization, Council approved plans/studies, etc.)
4	PopServed	Available and utilized by more than 50% (based on data point)
1	RecoveryCost	Up to 25% of cost is recovered through external sources (user fees, grants, donations, fines, etc.)
4	Reliance	City is sole provider and other service providers do not exist

Results:

Score	Result
2	Responsive Economy
1	Safe Community
0	Thriving Recreation, Culture and Parks
0	Welcoming Community
3	Well-Planned and Maintained Infrastructure
3	Well-Planned Community

2022 CAPITAL BUDGET REQUEST

21012 Veterans Way Pedestrian Crossing North

Fleet, Facilities & Engineering

Type of request: New initiative; Growth

PBB programs:

Traffic Safety

Capital Construction – Governance

Capital Construction - Community

Road and Bridge Maintenance

Trail and Pathway Maintenance

Challenge / community need:

Traffic flow along the Veterans Way Corridor has become increasingly congested as the City has grown and must be addressed for traffic and pedestrian safety. The [2018 Transportation Master Plan](#) and 2020 Functional Planning Study defined appropriate actions, including a five-phase construction project to expand the corridor from four lanes to six lanes.

Construction of Phase One is planned to begin in 2022, with the widening of Veterans Way from the Highway 15/21 intersection to 101 Street.

Once the corridor is widened, pedestrians crossing Veterans Way will be required to cross eight traffic lanes at signalized crossings. Given that a significant amount of the traffic in the corridor consists of commercial vehicles, this creates an intimidating crossing for pedestrians. The 2018 Transportation Master Plan recommended grade-separated pedestrian crossings. The 2020 Functional Planning Study determined that an underpass is the most feasible option, as an overpass would require significant height to accommodate the High Load Corridor.

Planning and design of an underpass was completed in 2021. Through the Traffic Safety Survey (2021), 65% of respondents supported or somewhat supported the construction of the underpass for a safe pedestrian crossing.

Initiative description:

In 2022, a pedestrian underpass will be constructed south of the Highway 15/21 intersection. Construction will align with the Phase One construction of the Veterans Way Corridor widening. The underpass will tie into the City's existing trail network and be a minimum of 4.5 metres wide and 2.5 metres high to ensure high visibility, safety, and ease of maintenance. The underpass will also be lit.

The at-grade Veterans Way pedestrian crossings parallel to the underpass in the intersection of 15/21 will be closed to direct pedestrian traffic through the underpass. The Highway 15 and 94th Street pedestrian crossings adjacent to Veterans Way will remain open. Closing of the at-grade crossings will not only increase safety but will also increase the capacity of the intersection, as traffic signal timing will not have to accommodate pedestrian signals in all directions.

This project will create positive implications for safety within the community and support Vision Zero, a traffic safety strategy to eliminate all traffic fatalities and severe injuries.

Alignment

Department Business Plan:

Goal 1 - Help ensure City is prepared for future growth.

Initiative 1.6 - Veterans Way Expansion

2018 – 2022 City of Fort Saskatchewan Strategic Plan:

Positioned for Growth - Strategically plan, prepare and manage responsible and sustainable growth for our residents and businesses.

Well Planned and Maintained Municipal Infrastructure - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Other City reports, plans or studies:

Functional Planning Study (2020)

[Transportation Master Plan \(2018\)](#)

Financial Information

Cost: \$3,395,000 (Class 2)

Funding source:

\$3,295,000 from the Canada Community-Building Fund (CCBF) (formerly the Federal Gas Tax Fund)

\$100,000 from the Capital Projects Reserve

Future operating impacts:

Impacts on the 2023 Operating Budget include \$1,500 for consulting and professional fees for on-going inspections, \$10,000 for contracted repairs and maintenance, \$2,500 for electricity and \$2,500 for snow removal and street sweeping at the pedestrian underpass approaches.

Budget analysis:

The Functional Planning Study (2020) determined the most cost-effective solution for constructing a pedestrian crossing in the Veterans Way Corridor.

Risk analysis:Risks to the Project

Construction-based - Risks tied to the project involve those typical of most construction projects, including potential schedule delays, unpredictable tender costs, unknown contractor availability and material supply issues. Construction of the pedestrian crossing will also result in temporary lane closures and traffic disruption.

Risk Mitigation of the Project

Constructing a grade-separated pedestrian crossing creates a safe crossing of the Veterans Way Corridor.

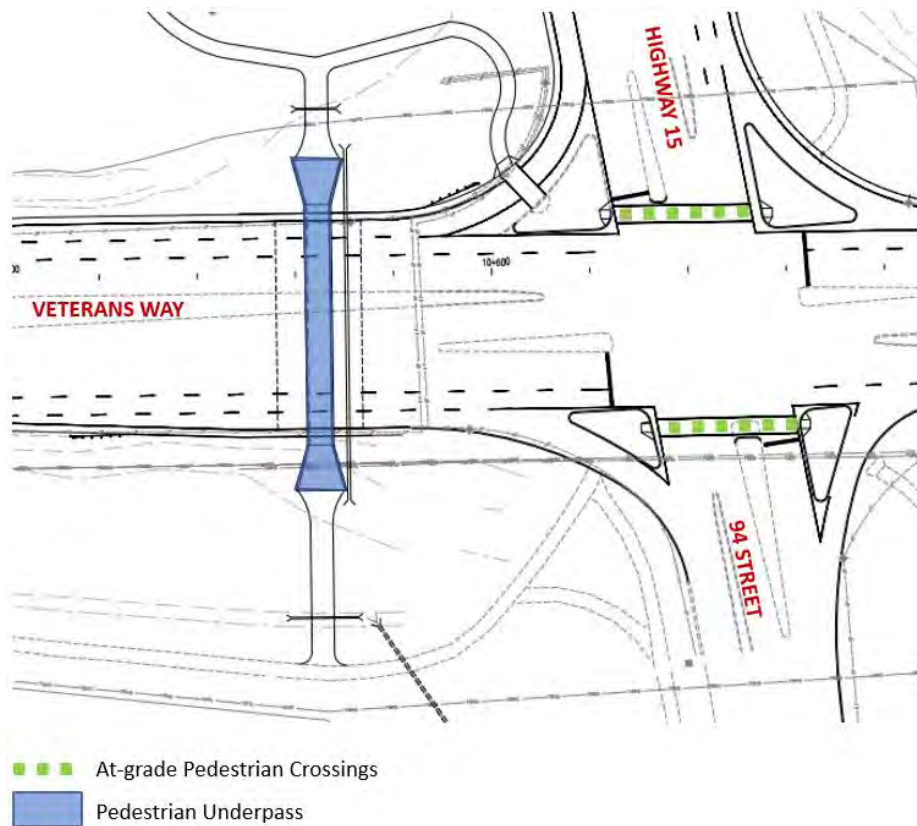
Service Level Impacts

Other City departments impacted by the initiative:

Roads Services and Parks Services (Public Works) - The department will be engaged in planning, design, construction, and maintenance of the roadway or pedestrian crossing.

Service level comparison:

Underpasses are commonly used for pedestrians in high traffic areas. The size and design of the underpass selected for this project has been proven safe in other communities.



Veterans Way - Pedestrian Crossing North

User Group: Fleet, Facilities & Engineering

Total Cost: 3,395,000

Quartile: 2

Final score (out of 100): 47.9

Description: In 2021, planning and design were completed for a pedestrian underpass just north of the Highway 15 / 21 intersection. Construction of the underpass in 2022 will align with Phase One construction of the Veterans Way Corridor widening. The underpass will tie into the City's existing trail network. The underpass will be a minimum of 4.5 metres wide and 2.5 metres high to ensure high visibility, safety, and ease of maintenance.

Basic Program Attributes:

Score	BPA	Definition
4	Demand	Demand is increasing (based on data point)
1	Mandate	Internal Mandate: Published best practice/guidelines (accreditation, professional organization, Council approved plans/studies, etc.)
2	PopServed	Available to more than 50% and utilized by less than 50%
1	RecoveryCost	Up to 25% of cost is recovered through external sources (user fees, grants, donations, fines, etc.)
4	Reliance	City is sole provider and other service providers do not exist

Results:

Score	Result
1	Responsive Economy
3	Safe Community
1	Thriving Recreation, Culture and Parks
2	Welcoming Community
3	Well-Planned and Maintained Infrastructure
1	Well-Planned Community

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2022 CAPITAL BUDGET REQUEST

21034 Township Road 542 Culvert Replacement

Fleet, Facilities & Engineering

Type of request: Lifecycle replacement

PBB programs:

Road and Bridge Maintenance

Capital Construction - Governance

Challenge / community need:

As part of the 2020 annexation, the City took ownership and control of Township Road 542, which crosses Pointe Aux Pins Creek west of Highway 21 at the new south limits.

In the spring of 2021, an inspection of the 3.0-metre diameter culvert was completed. The inspection identified structural cracking of the steel plates along the bolt lines and deformation of the structure. This indicates that the structural integrity of the culvert is failing.

In the summer of 2021, a preliminary engineering report was conducted for geotechnical assessments, environmental investigations, fish habitat analysis, and to provide cost estimates. The report recommends the replacement of the culvert.

Township Road 542 is the primary access to gravel operations and is used by recreational users to access the river valley. Closing the road would inconvenience these operations and would also detour traffic towards the city, and ultimately onto Wilshire Boulevard.

Initiative description:

The Township Road 542 culvert will be replaced, ensuring ongoing access to gravel operations and recreation amenities in the river valley. This project will maintain asset management best practices and ensure optimal traffic flow in the newly annexed area.

Alignment

Department Business Plan: N/A

2018 – 2022 City of Fort Saskatchewan Strategic Plan:

Well Planned and Maintained Municipal Infrastructure - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Other City reports, plans or studies:

Structure No.19 – Structural Plate Corrugated Steel Culvert Replacement, TWP Rd 542 over Pointe Aux Pins Creek – Preliminary Engineering Report (August 2021)

Financial Information

Cost: \$1,250,000 (Class 3)

Funding source:

Municipal Sustainability Initiative (MSI) Grant

Future operating impacts:

The City inspects bridges and major culverts on a rotational cycle. The Township Road 542 culvert is part of this regular maintenance program, and therefore the new bridge will not have impacts on future operating budgets.

Budget analysis:

The inspection and engineering reports reviewed the most cost-effective options for addressing the infrastructure failure.

Risk analysis:Risks to the Project

Construction-based – Risks tied to the project involve those typical of most construction projects, including potential schedule delays, unpredictable tender costs, unknown contractor availability and material supply issues.

Risk Mitigation of the Project

Infrastructure – Ensures structural integrity of the culvert from failing and deteriorating.

Traffic flow and safety - Allows Township Road 542 to remain accessible for gravel operations and other traffic uses.

Service Level Impacts

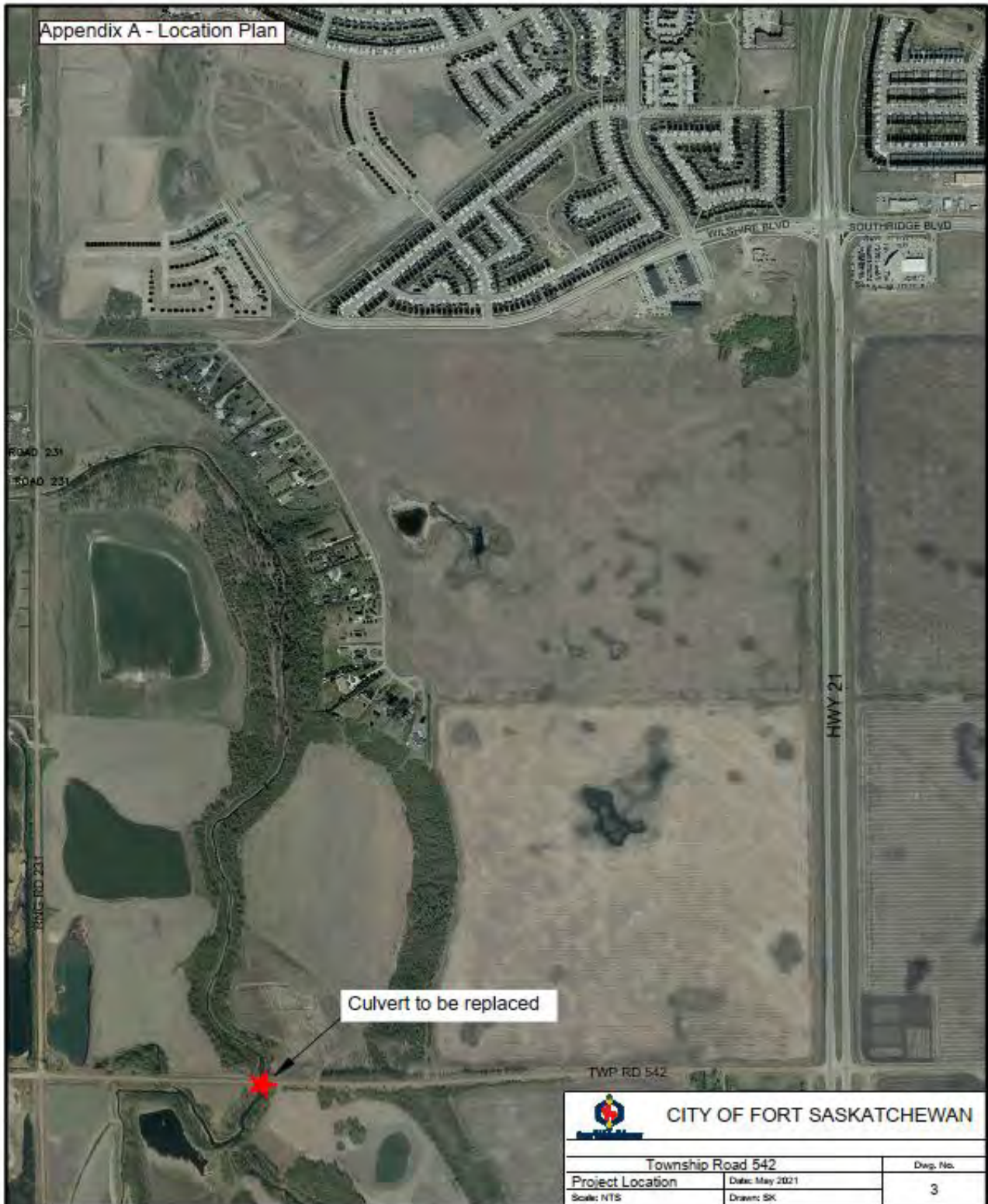
Other City departments impacted by the initiative:

Roads Services (Public Works) - The department may be required to implement interim measures.

Service level comparison:

Replacement of roads infrastructure is common and a required practice for municipalities.





Township Road 542 Culvert Replacement

User Group: Fleet, Facilities & Engineering

Total Cost: 1,250,000

Quartile: 3

Final score (out of 100): 37.5

Description: Municipal assets are essential to providing services critical to the every-day lives of citizens. The City allocates funds to reserves to meet future capital expenditure requirements to ensure the scheduled lifecycle replacement of the City's assets. This project plans for the replacement or refurbishment of a municipal asset.

Basic Program Attributes:

Score	BPA	Definition
2	Demand	Demand is flat
4	Mandate	Federal/Provincial Mandate (Act, Code, Law, Regulation)
0	PopServed	Available and utilized by less than 50%
1	RecoveryCost	Up to 25% of cost is recovered through external sources (user fees, grants, donations, fines, etc.)
4	Reliance	City is sole provider and other service providers do not exist

Results:

Score	Result
1	Responsive Economy
1	Safe Community
0	Thriving Recreation, Culture and Parks
0	Welcoming Community
4	Well-Planned and Maintained Infrastructure
1	Well-Planned Community

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2022 CAPITAL BUDGET REQUEST

22008 Materials Handling Site

Fleet, Facilities & Engineering

Type of request: New initiative; Growth

PBB programs:

Capital Construction - Governance

Challenge / community need:

The City's material handling site is used to stockpile various materials. Asphalt millings and concrete debris generated from neighbourhood and road rehabilitation projects are stored at the site. The materials are later used in the construction of new projects, often as the base for trails, parking lots, and roadways. By repurposing these materials where possible, the City reduces the need to purchase gravel, creating an environmental and financial benefit. Approximately 1,500 cubic metres of material is processed annually, equaling an approximate annual saving of \$90,000.

The City has outgrown the current site, and a larger site with more optimized configuration will address environmental concerns, neighbour complaints, will allow for a more efficient configuration and will provide room for growth.

The site is also occasionally used for seasonal storage of street sweepings and non-contaminated hydrovac material before disposal at an approved landfill. Materials are crushed at the site to a certain specification, when needed. Furthermore, the Fire Department occasionally uses the site to conduct service drills for various scenarios.

The City's current materials handling site is located at the former snow dump (7951 109 Street). The site is bordered by Ross Creek to the east, and a stormwater outfall to the south. Phase I and II Environmental Site Assessments were complete in 2015 and 2016. The reports recommend continuous monitoring to ensure any contaminants are not leaching off-site. Ongoing site monitoring and groundwater analysis was completed in 2019 and 2020 and showed the site is stagnant. The analysis recommended that if the site continues to be used for its current purpose, the site should be regraded to ensure no direct runoff enters Ross Creek. If materials handling was moved off-site, a remediation plan would be undertaken.

The current site is near residential properties, the community garden, and the Fort Saskatchewan Correctional Centre. On occasion, complaints have been received from nearby residents regarding dust, aesthetics, and noise, particularly during evening hours. The property is currently districted EP- Environmental Protection. This type of activity is not compatible with the zoning of the site.

The current size and configuration of the site poses limitations. The active area of the site is approximately 1.0 hectares (2.5 acres) and bordered by creeks. When stockpiles become too large during the construction season, alternative storage locations must be found. The volume of asphalt millings and concrete debris are anticipated to increase in the near future, with additional funding for the Neighbourhood Rehab Program. The site has a single access, is not fenced, and has no barricades to contain or organize the materials. The site requires regrading, and drainage can be an issue.

Initiative description:

The City will purchase and develop a parcel of land to relocate the materials handling site to a more appropriate location. This will reduce the disturbance for residents and make the site more accessible for contractors. It will also create operational efficiencies, support the City in being more environmentally responsible, and provide a larger footprint for the site to accommodate growth in material volume.

The new site would be a minimum of 1.5 hectares (3.8 acres), fenced, appropriately graded, provide two accesses and be located within the industrial district.

Alignment

Department Business Plan: N/A

2018 – 2022 City of Fort Saskatchewan Strategic Plan:

Community Vision - We are stewards of the environment and are committed to using our resources wisely.

Well Planned and Maintained Municipal Infrastructure - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Other City reports, plans or studies:

Functional Planning Study (2020)

[Transportation Master Plan \(2018\)](#)

Financial Information

Cost: \$1,400,000

Funding source:

Land Purchase Reserve

Future operating impacts:

Future operating budgets will support a \$5,000 base charge for electricity to provide for lights and gate controls.

Budget analysis:

The alternative to this project is to keep the materials handling site at its current location.

Risk analysis:

Risks to the Project

Adjacent property owners of the new site may also have concerns with the operations. This risk is considered low as the operations in the Industrial district are similar in nature.

Risk Mitigation of the Project

Environmental - Relocating the materials handling site will remove potential environmental risks related to working near a creek.

Service Level Impacts

Other City departments impacted by the initiative:

Roads Services (Public Works) - The department will be impacted by a change in location for depositing and accessing materials at the site.

Service level comparison:

It is a common practice for municipalities to process waste construction materials. Recycling materials for City projects is a best practice that reduces costs and minimizes environmental impacts.

Existing Materials Handling



Materials Handling Site

User Group: Fleet, Facilities & Engineering

Total Cost: 1,400,000

Quartile: 3

Final score (out of 100): 32.1

Description: The current site where which stores the City's inventory of construction material is situated near a creek and residential homes. A new materials handling site will allow proper setup for hauling and storing of materials. The budget is for the purchase land and land improvements (grading, fencing, lighting).

Basic Program Attributes:

Score	BPA	Definition
4	Demand	Demand is increasing (based on data point)
1	Mandate	Internal Mandate: Published best practice/guidelines (accreditation, professional organization, Council approved plans/studies, etc.)
2	PopServed	Available to more than 50% and utilized by less than 50%
1	RecoveryCost	Up to 25% of cost is recovered through external sources (user fees, grants, donations, fines, etc.)
0	Reliance	Program or service is offered by another provider and is or could be contracted out

Results:

Score	Result
0	Collaboration
1	Financial Stewardship
3	Operational Excellence
2	Resource Management
0	Service Excellence

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2022 CAPITAL BUDGET REQUEST

22009 Fleet Addition – Vehicle for Electrician

Fleet, Facilities & Engineering

Type of request: New initiative
PBB programs: Building Maintenance and Operation – Internal Fleet Planned/Preventative Maintenance Fleet Repairs
Challenge / community need: Within the Operational Budget, Facilities is requesting to reallocate funds from contracted services to staff wages to create an in-house electrician position (refer to Operations Request 72-0207 on pg.6-9 in the 2022 Proposed Operating Budget Document). If the position is approved, a vehicle is required to support the electrician.
Initiative description: The purchase of a vehicle for the new electrician position will allow the department to meet City priorities for increased productivity and efficiency in service delivery.

Alignment

Department Business Plan: Goal 2 - Continue to review and implement best practices. Goal 4 - Develop and implement Asset Management programs for City infrastructure.
2018 – 2022 City of Fort Saskatchewan Strategic Plan: Excellence in Government - Continuous improvement, constantly looking for ways to improve our services through planning, innovation, collaboration and consultation.

Well Planned and Maintained Municipal Infrastructure - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Other City reports, plans or studies:

Operating Budget Request 72-0207 – In-House Electrician

Financial Information

Cost: \$60,000

Funding source: Annual Capital Funding

Future operating impacts:

A reallocation from Contracted Services for the ongoing cost of \$11,200 for fuel, vehicle maintenance, repairs, and replacement results in a zero-budget impact.

Budget analysis:

The department reduced contracted services to cover the staff position and vehicle operating costs, resulting in a net-zero budget impact.

Risk analysis:

Risks to the Project

Financial - The exchange rate is a potential factor. The budget was confirmed in 2021, however should the US or Canadian dollar change dramatically, bid prices could be impacted.

Supply Chain - Delivery timing could be impacted by parts shortages of vehicle manufacturers.

Risk Mitigation of the Project

This addition of this person and the necessary equipment will allow for timely and responsive action within City Facilities.

Service Level Impacts

Other City departments impacted by the initiative: N/A

Service level comparison:

As municipalities grow, it is common to employ in-house tradespeople to maintain facilities and provide them with a vehicle for operations. Reallocating funds will provide Facilities with additional hours of support.

Fleet Addition - Vehicle for Electrician

User Group: Fleet, Facilities & Engineering

Total Cost: 60,000

Quartile: 4

Final score (out of 100): 27.1

Description: The purchase of a vehicle for a new in-house Electrician who will perform electrical work for the City and reduce the need and cost for external contractors. This aligns with operating plan request 72-0207 In-House Electrician.

Basic Program Attributes:

Score	BPA	Definition
4	Demand	Demand is increasing (based on data point)
1	Mandate	Internal Mandate: Published best practice/guidelines (accreditation, professional organization, Council approved plans/studies, etc.)
4	PopServed	Available and utilized by more than 50% (based on data point)
1	RecoveryCost	Up to 25% of cost is recovered through external sources (user fees, grants, donations, fines, etc.)
0	Reliance	Program or service is offered by another provider and is or could be contracted out

Results:

Score	Result
0	Responsive Economy
1	Safe Community
1	Thriving Recreation, Culture and Parks
0	Welcoming Community
3	Well-Planned and Maintained Infrastructure
0	Well-Planned Community

2022 CAPITAL BUDGET REQUEST

22013 Fleet Addition – Branch Chipper Public Works

Type of request: New initiative
PBB programs: Tree and Shrub Maintenance and Horticulture Fleet Planned/Preventative Maintenance Fleet Repairs
Challenge / community need: The City currently owns one branch chipper. A second chipper is required to maintain service levels for the disposal of waste branches from landscape maintenance operations. Parks Services has rented a second chipper since 2017 on a seasonal basis for 4-5 months each year, at an average annual cost of \$19,000. Purchasing a chipper will result in long-term cost savings. Chipper models provided through the rental vendor are not consistent year over year. This could pose a safety risk as staff are not operating the same equipment each season.
Initiative description: The purchase of a second branch chipper will allow the City to utilize in-house equipment at a cost savings of \$8,200 per year and a net payback period of six years. In addition, the equipment will provide consistency in operations, while familiarity with the equipment help reduce the risk of incident for Parks Services staff. Wood chips of non-contaminated branches are used by Parks Services in our mulched beds across the city.

Alignment

Department Business Plan: Goal 4 - Manage resources wisely through planning and enhancement to the Parks system.
2018 – 2022 City of Fort Saskatchewan Strategic Plan: Excellence in Government - Continuous improvement, constantly looking for ways to improve our services through planning, innovation, collaboration and consultation.

Well Planned and Maintained Municipal Infrastructure - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Other City reports, plans or studies: N/A

Financial Information

Cost: \$52,000

Funding source: Annual Capital Funding

Future operating impacts:

Future operating budgets will be reduced by \$14,500 for 2022, decreasing to an \$8,200 net positive financial impact for the City annually starting in 2023. On-going maintenance and fuel costs of \$4,500 will be offset by a \$19,000 reduction in rental costs beginning in 2022 with a \$6,300 ongoing annual transfer to reserve in 2023.

Budget analysis:

The purchase of a branch chipper will reduce operating costs by \$8,200 per year over the equipment's 10-year lifecycle.

Risk analysis:

Risks to the Project

Financial – Pricing was completed in 2021 and could fluctuate by the time a unit is purchased. The impacts of COVID-19 have put equipment purchases at risk. Manufacturing is located in the United States; therefore, price fluctuation could occur as a result of the state of the global market and exchange rates.

Supply Chain - Manufacturing could also be delayed due to difficulties accessing specialized parts to build heavy-duty equipment.

Risk Mitigation of the Project

Financial - The project will eliminate the ongoing need to rent a piece of equipment required for City operation that may or may not be available on the rental market. Purchasing will benefit the City with a net payback of 6 years.

Health and Safety -The project will reduce safety risks from the use of inconsistent rental equipment models.

Service Level Impacts

Other City departments impacted by the initiative:

Fleet Services (Fleet, Facilities and Engineering) – The department will assist with procurement and will be responsible for the ongoing maintenance and replacement.

Service level comparison:

Other communities must dispose of waste material from tree maintenance. This type of operations is standard in the region.



Fleet Addition - Branch Chipper

User Group: Public Works

Total Cost: 52,000

Quartile: 4

Final score (out of 100): 26

Description: The City owns one chipper and rents a second chipper for 3 months per year. If purchased, a second chipper would be put to use over a full year. This will help the Parks Business Unit with addressing tree issues with two chippers year around.

Basic Program Attributes:

Score	BPA	Definition
4	Demand	Demand is increasing (based on data point)
1	Mandate	Internal Mandate: Published best practice/guidelines (accreditation, professional organization, Council approved plans/studies, etc.)
4	PopServed	Available and utilized by more than 50% (based on data point)
0	RecoveryCost	No fees are generated
0	Reliance	Program or service is offered by another provider and is or could be contracted out

Results:

Score	Result
0	Responsive Economy
0	Safe Community
2	Thriving Recreation, Culture and Parks
0	Welcoming Community
3	Well-Planned and Maintained Infrastructure
0	Well-Planned Community

2022 CAPITAL BUDGET REQUEST

22020 Fleet Addition – Loader, Bucket & Snow Blade

Public Works

Type of request: New initiative; Growth

PBB programs:

Snow Clearing and Ice Control

Trail and Pathway Maintenance

Road and Bridge Maintenance

Open Space Turf Maintenance

Transfer Station Drop-Off & Disposal

Recycle Station Drop-Off & Disposal

Organics Drop-Off & Processing

Fleet Planned/Preventative Maintenance

Fleet Repairs

Challenge / community need:

The City owns one loader, a critical piece of heavy equipment that supports service delivery through snow removal, moving dirt, and managing waste at the transfer station. Beginning in 2020, Roads began renting a loader at approximately \$10,000/month to meet service levels for snow removal. During the winter season, rental costs typically range from \$40,000 to \$50,000. This unexpected cost was funded through transfers from the Snow Removal Reserve as the purpose is to provide funds for emergency use for the snow and ice program.

Rental units do not have the coupling system required to connect with City-owned attachments, such as the bucket, blower and blade. As a result, even when a loader is rented, the benefits of renting are limited. When the City's loader is down, City attachments cannot be used with the rental unit, which hinders efficient service delivery. Loader and equipment models provided through the rental vendor are also not consistent year over year. This poses a safety risk as staff are not operating the same equipment each season.

As the City grows and changes, operations that require the use of loaders are increasing. For example, with changes at the Transfer Station, organics are being hauled from the site to accommodate a smaller site footprint, and this activity requires more time utilizing a loader. With the continuous addition of new neighbourhoods, the number of streets and alleyways that require snow removal has also increased.

Initiative description:

In 2022, the purchase of a loader, snow blade and bucket will allow for operational efficiencies. All City-owned loader attachments will be interchangeable to optimize equipment use for maintaining service levels. With the equipment available year-round rather than just during high-demand rental periods, it will add value to Parks, Roads and Utility operations throughout every season and help projects to be completed in a timely manner.

The purchase of a loader in 2022 aligns with the Roads Growth Plan (Operations Request 32-0061 on pg. 5-5 of the 2022 Proposed Operating Budget Document) and will help the department to balance and improve allocations between contract and operating costs.

Alignment

Department Business Plan:

Goal 1 - Enhance departmental efficiencies and effectiveness through ongoing service and structure reviews, partnership reviews, site planning and internal process.

Initiative 1.7 - Review 5-Year Roads Staffing and Resourcing Plan

2018 – 2022 City of Fort Saskatchewan Strategic Plan:

Positioned for Growth – Strategically plan prepare and manage responsible and sustainable growth for our residents and businesses.

Well Planned and Maintained Municipal Infrastructure - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Other City reports, plans or studies:

Operating Budget Request 32-0061 - Roads Growth Plan

Financial Information

Cost: \$380,000

Funding source: Annual Capital Funding

Future operating impacts:

Future operating budgets will support \$32,000 for maintenance and fuel each year starting in 2022, and an annual \$50,000 reserve contribution starting in 2023.

Budget analysis:

The alternative to this purchase is to rent a loader and/or required related equipment. The need for an additional loader became apparent in late 2020 when the 2021 budget was finalized, which means Roads has been renting the loader without a dedicated ongoing budget. If this project is not approved, ongoing funding of \$50,000 will be required.

Risk analysis:Risks to the Project

Financial – Pricing was completed in 2021 and could fluctuate by the time a unit is purchased. The impacts of COVID-19 have put equipment purchases at risk. Manufacturing is located in the US; therefore, price fluctuation could occur as a result of the state of the global market and the US dollar exchange rate.

Supply Chain - Manufacturing could also be delayed due to difficulties accessing specialized parts to build heavy-duty equipment.

Risk Mitigation of the Project

Financial - The project will mitigate the need to rent a loader.

Operational Efficiency - Interchangeable attachments that connect to City-owned loaders allow for a seamless transition between tasks and optimized service delivery. With a second City-owned loader, the equipment can be used year-round to support City programs.

Health and Safety - The project brings consistency in the operation of heavy equipment such as a loader. At times, available units are not compatible with the City's attachments. It will help mitigate safety risks from the use of inconsistent rental equipment models.

Service Level Impacts

Other City departments impacted by the initiative:

Fleet Services (Fleet, Facilities and Engineering) – The department will assist with procurement and be responsible for the ongoing maintenance and replacement.

Service level comparison:

Other municipalities of similar size own at least one loader; Fort Saskatchewan has a lower fleet size compared to communities of similar size in the region.

Municipalities	Population	Number of Loaders Owned
City of Fort Saskatchewan	27,772	1
Town of Bruderheim	1,325	1
Town of Stony Plain	18,550	2
City of Camrose	19,306	2
City of Leduc	34,216	4
City of Spruce Grove	38,392	6



Fleet Addition - Loader, Bucket, Snow Blade

User Group: Public Works

Total Cost: 380,000

Quartile: 4

Final score (out of 100): 26

Description: The addition of a loader will replace the need to rent one from time to time during the winter, as well as help support snow clearing as it is often used to load trucks. The City currently owns just one loader which is used quite heavily (1,500-1,700 hours per year) between Roads, Parks, and Utilities.

Basic Program Attributes:

Score	BPA	Definition
4	Demand	Demand is increasing (based on data point)
2	Mandate	Internal Mandate: City Policy or to fulfill a Contractual Agreement
4	PopServed	Available and utilized by more than 50% (based on data point)
1	RecoveryCost	Up to 25% of cost is recovered through external sources (user fees, grants, donations, fines, etc.)
0	Reliance	Program or service is offered by another provider and is or could be contracted out

Results:

Score	Result
0	Responsive Economy
1	Safe Community
0	Thriving Recreation, Culture and Parks
0	Welcoming Community
3	Well-Planned and Maintained Infrastructure
0	Well-Planned Community

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2022 CAPITAL BUDGET REQUEST

22100 Jubilee Recreation Centre Modernization

Culture & Recreation

Type of request: Lifecycle replacement

PBB programs:

Indoor Ice Arenas

Indoor Dry Surface Arenas

Community Support

Capital Construction – Governance

Capital Construction - Community

Challenge / community need:

The Jubilee Recreation Centre (JRC) is 56 years old and is Fort Saskatchewan's largest arena with a capacity of 1,000 spectators. Elements of the facility are beginning to reflect their age. Deficiencies include the main entrance, public lobby, offices, change room sizes, ventilation, energy efficiencies, lack of barrier-free accesses, and insufficient washroom facilities.

In order to keep the JRC operational long term, the facility requires modernization to meet the needs of the user groups. Renovating the facility has been highlighted in the 2008 and 2015 Recreation, Parks and Culture Master Plans and included in the 10-year Capital Plan since 2011. Concept work was completed in 2010 and 2015.

In the *My Fort, My City, My Say Priorities on Recreation Spending Survey* undertaken in 2021, community groups ranked the Jubilee Recreation Centre modernization as the number one spending priority, and the general public ranked it number seven.

Initiative description:

In 2022, design will be completed for the modernization of the Jubilee Recreation Centre, for all areas within the facility except the ice pad and seating area. Renovations will include the lobby, washrooms, showers, concession, meeting rooms, change rooms and lease spaces. The JRC will last 40+ years, as long as regular maintenance is completed.

The City is taking a construction management approach for the project, bringing in the construction company during the design phase to provide expertise that will complement engineering design work. This approach will create efficiencies, define more accurate cost estimates, and help to determine how to complete construction without closing the rink.

Construction is expected in 2023 and 2024.

Alignment

Department Business Plan:

Goal 1 - Encouraging an active and cultural lifestyle

Goal 4 - Optimize Use of Our Facilities

Goal 6 - Long-term Planning

2018 – 2022 City of Fort Saskatchewan Strategic Plan:

A Vibrant and Thriving Community - Support diverse community needs to create a complete community where everyone, regardless of circumstance is able to experience all the City has to offer.

Well Planned and Maintained Municipal Infrastructure - Strategically manage, invest, and plan for sustainable municipal infrastructure.

Other City reports, plans or studies:

[2021 My Fort, My City, My Say Priorities on Recreation Spending Survey](#)

[2008 Recreation, Culture and Parks Master Plan](#)

[2015 Recreation, Facility & Parks Master Plan Update](#)

[2015 Jubilee Recreation Centre – Redevelopment Designs](#)

Financial Information

Cost: \$1,318,500

Funding source:

Future Facility Operating Reserve (\$1,073,800) and Annual Capital Funding (\$244,700)

Future operating impacts:

Operating impacts for future budgets will be determined after detailed planning is complete.

Budget analysis:

The construction management approach will determine the most cost-effective renovation options.

Risk analysis:Risks to the User Groups

The project is being completed in a way that minimizes the impact on user groups. This will hopefully minimize the time the ice or dry pad will be unavailable for use.

Engaging a construction manager early in the project will help reduce risks to the user groups.

Risks to the Project

Construction-based - Risks tied to the project involve those typical of most construction projects, including potential schedule delays, unpredictable tender costs, unknown contractor availability and material supply issues. The construction management approach will help to mitigate many project construction risks.

Risk Mitigation of the Project

Community use – the modernization will protect the facility's value and improve the user groups, special events bookings and fan experience. This project will also ensure that the facility's status remains a performance arena.

Service Level Impacts

Other City departments impacted by the initiative:

Fleet, Facilities and Engineering - The department will be engaged during planning, design and construction.

Communications - The department will provide support in engagement and communicating progress to the public.

Service level comparison:

Performance arenas are common to larger municipalities. For example, there are performance arenas in Edmonton, St. Albert, Camrose, Strathcona County and Leduc. Municipalities must maintain and renovate these public facilities as part of sustainable asset management programs and to remain attractive for recreation opportunities.

Jubilee Recreation Centre Modernization

User Group: Culture & Recreation Services

Total Cost: 1,318,500

Quartile: 1

Final score (out of 100): 56.2

Description: The 2015 Recreation Facility & Parks Master Plan Update identified the need for a full revitalization and modernization of the Jubilee Recreation Centre to provide arena services in the long term. This project will upgrade the JRC to meet current design standards for dressing rooms, washrooms, accessibility, lobby spaces, circulation, fire, electrical and mechanical systems. The facility is the City's performance arena with capacity of approximately 1,100 people. A building assessment was complete in 2010 and updated in 2014 which concluded that overall the facility is in good condition, however it was built to 1965 standards, so is struggling to meet current needs. The project will upgrade / replace all off-ice areas of the facility bringing the facility up to today's standards and codes.

Basic Program Attributes:

Score	BPA	Definition
2	Demand Mandate	Demand is flat
1		Internal Mandate: Published best practice/guidelines (accreditation, professional organization, Council approved plans/studies, etc.)
2	PopServed RecoveryCost	Available to more than 50% and utilized by less than 50%
2		Up to 50% of cost is recovered through external sources (user fees, grants, donations, fines, etc.)
4	Reliance	City is sole provider and other service providers do not exist

Results:

Score	Result
1	Responsive Economy
1	Safe Community
4	Thriving Recreation, Culture and Parks
3	Welcoming Community
4	Well-Planned and Maintained Infrastructure
1	Well-Planned Community

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***Note: The 10-Year Capital Plan is a planning and guiding document. Project costs (2023-2031) are high-level estimates using the best information that is currently available. These estimates are subject to Council's formal budget approvals in the budget year supported by detailed assessments, public engagement, economic fluctuations, and other key considerations.**

10 Year Capital Plan - By Asset Category															
	City Plans/Studies	Funding Source	2022	5 Year				10 Year					2022		
				2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	Quartile	Score
Engineering Structure															
19007 Local Road Rehabilitation	7	Annual Capital/Grant	2,360,000	\$ 2,750,000	\$ 2,800,000	\$ 2,850,000	\$ 2,850,000	\$ 2,850,000	\$ 2,850,000	\$ 2,850,000	\$ 2,900,000	\$ 2,950,000	\$ 28,010,000	2	43.8
19008 Neighbourhood Rehabilitation		Annual Capital/Grant/Reserve	4,100,000	4,300,000	4,745,000	5,090,000	5,425,000	5,760,000	6,095,000	6,440,000	6,785,000	7,120,000	55,860,000	2	46.9
19009 Veterans Way Corridor Widening	10, 11	Grant	4,730,000	-	-	4,950,000	4,600,000	2,300,000	4,330,000			-	20,910,000	2	43.8
19018 Sump Pump Retrofit Program	8	Annual Capital	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000	4	25.0
20002 Roadway Safety Improvements	4, 9, 10	Annual Capital	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000	1	52.1
21012 Veterans Way - Pedestrian Crossing North	11	Grant/Reserve	3,395,000	-	-	-	-	-	-	-	-	-	3,395,000	2	47.9
21034 Township Road 542 Culvert Replacement	21	Grant	1,250,000	-	-	-	-	-	-	-	-	-	1,250,000	3	37.5
23002 Veterans Way - Pedestrian Crossing South	11	Grant/Reserve	-	-	-	397,500	4,902,500	-	-	-	-	-	5,300,000	2	47.9
23011 Secondary/Alternative Water Source	20	Debt	-	1,000,000	4,000,000	-	10,000,000	-	-	-	-	-	15,000,000	2	41.7
24002 Traffic Lights - 108 Street and 99 Avenue		Annual Capital/Developer Contributions	-	-	300,000	-	-	-	-	-	-	-	300,000	4	29.2
24003 Legacy Park Performance Stage Refurbishment		Annual Capital/Reserve	-	-	-	-	-	-	-	300,000	500,000	200,000	1,000,000	1	51.0
24006 City Limit Entrance Signs		Annual Capital/Reserve	-	-	100,000	750,000	-	-	-	-	-	-	850,000	4	27.1
27007 Paving at Dog Park and Dow Fields	3	Annual Capital/Reserve	-	-	-	-	105,000	1,295,000	-	-	-	-	1,400,000	4	21.9
30004 Clover Park Bridge Replacement	12, 13	Reserve	-	-	-	-	-	-	-	44,250	545,750	-	590,000	3	37.5
Total Engineering Structure			16,510,000	8,725,000	12,620,000	14,712,500	28,557,500	12,880,000	13,950,000	10,309,250	11,405,750	10,945,000	140,615,000		
Vehicle, Machinery & Equipment															
19006 Culture Equipment Lifecycle Replacement		Reserve	90,000	50,900	-	-	-	165,621	19,894		328,368	40,376	695,159	1	49.0
19012 Information Technology Network Infrastructure		Annual Capital/Reserve	138,000	302,000	231,000	304,000	191,000	234,000	206,000	166,000	191,000	270,000	2,233,000	1	50.0
19027 Annual Fleet and Equipment Replacement		Reserve/Trade-in	1,504,200	1,774,800	1,907,500	814,200	1,382,450	997,600	2,088,500	1,669,900	557,200	946,100	13,642,450	3	38.5
20001 Protective Services Equipment Lifecycle Replacement		Reserve	-	-	11,300	63,700		107,300		102,600	12,726		297,626	3	40.6
20032 Harbour Pool Equipment Lifecycle Replacement		Reserve	-	-	-	-	-	30,000	-	-	-	50,000	80,000	1	49.0
20047 Dow Centennial Centre Equipment Lifecycle Replacement		Reserve	-	405,000	15,000	56,000	25,000	50,000	-	1,160,000	122,000	39,000	1,872,000	1	49.0
22009 Fleet Addition - Vehicle for Electrician		Annual Capital	60,000	-	-	-	-	-	-	-	-	-	60,000	4	27.1
22012 Fire Equipment Lifecycle Replacement		Reserve	-	147,000	1,550,000	300,000	400,000	83,000	117,000	2,165,000	91,000	84,000	4,937,000	3	38.5
22013 Fleet Addition - Branch Chipper		Annual Capital	52,000	-	-	-	-	-	-	-	-	-	52,000	4	26.0
22018 HVAC Replacement - River Road Lift Station		Reserve	110,000	-	-	-	-	-	-	-	-	-	110,000	3	40.6
22020 Fleet Addition - Loader, Bucket, Snow Blade		Annual Capital	380,000	-	-	-	-	-	-	-	-	-	380,000	4	26.0
22027 Fleet Addition - Steep Slope Mower and Trailer		Annual Capital	-	70,000	-	-	-	-	-	-	-	-	70,000	4	27.1
23004 Fleet Addition - Arborist Lift Truck		Annual Capital	-	200,000	-	-	-	-	-	-	-	-	200,000	4	31.3
23005 Fleet Addition - Grader with Gate		Grant	-	525,000	-	-	-	-	-	-	-	-	525,000	4	26.0
23009 Mobile Computer Aided Dispatch (CAD) - GPS System Fire Dept		Annual Capital		60,000									60,000	4	29.2
23027 Fleet Addition - Utility Operator Customer Service Truck		Annual Capital	-	57,500	-	-	-	-	-	-	-	-	57,500	4	26.0
25008 Fleet Addition - 5 Ton Tandem Truck and End Dump Trailer		Annual Capital	-	-	-	325,000	-	-	-	-	-	-	325,000	4	22.9
28004 Playground Equipment Lifecycle Replacement		Reserve	-	-	-	-	-	-	149,300	152,300	78,900	-	380,500	2	47.9
Total Vehicle, Machinery & Equipment			2,334,200	3,592,200	3,714,800	1,862,900	1,998,450	1,667,521	2,580,694	5,415,800	1,381,194	1,429,476	25,977,235		
Buildings															
22022 New Arena DCC Planning /Construction	1, 3, 14, 19	Debt	-	-	-	-	-	-	-	829,187	10,103,590	5,650,953	16,583,730	2	45.8
22100 Jubilee Recreation Centre Modernization	3, 19	Annual Capital/Grant/Reserve	1,318,500	5,933,687	5,947,813	-	-	-	-	-	-	-	13,200,000	1	56.3
23016 New Fire Station Planning /Construction		Debt	-	300,000	3,400,000	4,300,000	-	-	-	-	-	-	8,000,000	2	44.8
24008 Transfer Station Freon Removal Building		Reserve	-	-	200,000	-	-	-	-	-	-	-	200,000	4	26.0
24016 Aquatics Planning / Construction	1, 3, 14, 19	Debt/Reserve	-	100,000	2,000,000		18,000,000	24,000,000		-	-	-	44,100,000	2	45.8
25003 Parks Satellite Building		Grant	-	-	56,250	693,750	-	-	-	-	-	-	750,000	2	36.9
26005 West River's Edge (WRE) Community Facility	3, 19	Grant			-	-			-	224,096	2,709,660		2,933,756	2	41.7
Total Buildings			1,318,500	6,333,687	11,604,063	4,993,750	18,000,000	24,000,000	-	1,053,283	12,813,250	5,650,953	85,767,486		
Land & Land Improvements															
21023 Fort Centre Park - Phase 1	6, 19	Annual Capital/Reserve	-	627,500	460,000	460,000	-	-	-	-	-	-	1,547,500	2	47.9
22008 Materials Handling Site		Reserve	1,400,000	-	-	-	-	-	-	-	-	-	1,400,000	3	32.1
23026 West River's Edge Trails	3, 19	Grant	-	1,000,000		-	-	-	-	-	-	-	1,000,000	2	44.8

***Note: The 10-Year Capital Plan is a planning and guiding document. Project costs (2023-2031) are high-level estimates using the best information that is currently available. These estimates are subject to Council's formal budget approvals in the budget year supported by detailed assessments, public engagement, economic fluctuations, and other key considerations.**

10 Year Capital Plan - By Asset Category																
			5 Year					10 Year					2022			
	City Plans/Studies	Funding Source	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	Quartile	Score	
24019 Cemetery Concrete Runners	5	Reserve	-	-	70,000	-	-	-	-	-	-	-	70,000	4	17.7	
24021 Cemetery Master Plan - Area 1 Phase 1	5	Reserve	-	-	100,000	932,000	400,000	-	-	-	-	-	1,432,000	4	24.0	
27009 Fort Centre Park - Phase 2	6	Annual Capital/Reserve	-	-	-	-	-	500,000	1,250,000	1,250,000	1,000,000	1,347,500	5,347,500	2	44.8	
28002 West River's Edge Family Play Area	3, 19	Grant	-	-	-	-	-	-	4,277,282	-	-	-	4,277,282	2	44.8	
Total Land & Land Improvements			1,400,000	1,627,500	630,000	1,392,000	400,000	500,000	5,527,282	1,250,000	1,000,000	1,347,500	15,074,282			
Total Municipal Projects			\$ 21,562,700	\$ 20,278,387	\$ 28,568,863	\$ 22,961,150	\$ 48,955,950	\$ 39,047,521	\$ 22,057,976	\$ 18,028,333	\$ 26,600,194	\$ 19,372,929	\$ 267,434,003			

Funding Sources	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Grant Funds Used										
Municipal Sustainability Initiative (MSI)**	7,364,871	\$ 2,459,871	\$ 3,727,045	\$ 5,978,621	\$ 6,217,371	\$ 2,300,000	\$ 8,607,282	\$ 224,096	\$ 2,709,660	\$ -
Canada Community-Building Fund (formerly the Federal Gas Tax Fund)	4,836,129	1,541,129	1,541,129	1,541,129	1,541,129	1,276,000	976,000	676,000	50,700	-
Total Grant Funds Used	\$ 12,201,000	\$ 4,001,000	\$ 5,268,174	\$ 7,519,750	\$ 7,758,500	\$ 3,576,000	\$ 9,583,282	\$ 900,096	\$ 2,760,360	\$ -
New Debt Issued	\$ -	\$ 1,300,000	\$ 9,400,000	\$ 4,300,000	\$ 28,000,000	\$ 24,000,000	\$ -	\$ 829,187	\$ 10,103,590	\$ 5,650,953
Annual Capital Funds Used	2,355,700	3,245,700	3,694,000	4,175,700	3,814,000	4,899,000	4,969,692	5,885,700	6,310,700	6,125,000
Trade-in Vehicles, Machinery, Equipment and Other Funds	144,600	335,100	164,600	139,100	104,600	139,100	335,100	139,100	104,600	104,600
Total Planned Capital Additions	21,562,700	20,278,387	28,568,863	22,961,150	48,955,950	39,047,521	22,057,976	18,028,333	26,600,194	19,372,929
Reserve Funds Used ***	\$ 6,861,400	\$ 11,396,587	\$ 10,042,089	\$ 6,826,600	\$ 9,278,850	\$ 6,433,421	\$ 7,169,902	\$ 10,274,250	\$ 7,320,944	\$ 7,492,376
Reserve Balance Remaining****	\$ 39,683,915	\$ 33,186,036	\$ 30,990,433	\$ 32,984,864	\$ 32,315,395	\$ 34,763,355	\$ 36,034,834	\$ 34,875,536	\$ 36,678,553	\$ 38,415,438
Operating Impact from Capital Projects	\$ 574,240	\$ 737,000	\$ 736,230	\$ 1,242,511	\$ 3,507,971	\$ 2,326,836	\$ 1,983,770	\$ 1,707,040	\$ 502,654	\$ 978,589
PropertyTax Revenue Increase (assumption is based on 2022 proposed property tax revenue)	1.17%	1.50%	1.50%	2.52%	7.13%	4.72%	4.03%	3.47%	1.02%	1.99%
Debt Limit Used %	19%	16%	22%	22%	39%	51%	46%	42%	44%	43%
City's internal Debt limit %	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Debt Limit Available %	56%	59%	53%	53%	36%	24%	29%	33%	31%	32%

City Plans/Studies

1. 2015 Dow Centennial Centre Master Plan Report

2. 2015 Harbour Pool Concept Report

3. 2015 Recreation Facility & Parks Master Plan Update

4. Capital Region Intersection Safety Partnership

5. 2017 Fort Saskatchewan Cemetery Master Plan

6. 2020 Fort Centre Park Master Plan Update

7. Pavement Network Performance Update

8. Sump Pump Retrofit Program
9. Traffic Calming Policy

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20. Structure No. 19 - Structural Plate Corrugate Steel Culvert (Alberta BF 13462)
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**2022 to 2031 projects are subject to funding availability from by the Province.
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10 Year Capital Plan - By Asset Category													
City Plans/Studies		Funding Source	2022	2023	5 Year 2024	2025	2026	2027	2028	10 Year 2029	2030	2031	Total
Developer Levy Projects													
22007 Medium Industrial - Sanitary Force Main Along CNR Right of Way to 119 Street		Levy	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 1,541,610	\$ -	\$ -	\$ -	\$ 1,541,610
23007 Southfort Drive and Southridge Blvd Intersection Signalization		Levy	-	337,849	-	-	-	-	-	-	-	-	337,849
23010 Southfort Drive Widening Southfort Blvd to Southridge Blvd		Levy	-	2,200,000	-	-	-	-	-	-	-	-	2,200,000
23020 Medium Industrial - Dow Main & Hwy 15 Intersection Upgrade		Levy	-	1,620,000	-	-	-	-	-	-	-	-	1,620,000
23022 Southfort Boulevard Widening - Hwy 21 to Southfort Drive		Levy	-	2,500,000	-	-	-	-	-	-	-	-	2,500,000
23023 Southfort Drive and Southfort Blvd Intersection Signalization		Levy	-	318,362	-	-	-	-	-	-	-	-	318,362
23024 Southfort Drive Widening - South Greenfield Way to Southfort Blvd		Levy	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000
24004 Southridge Boulevard Including Intersection at Hwy 21		Levy	-	-	231,965	-	-	-	-	-	-	-	231,965
24005 Medium Industrial - Josephburg Road from 1st Intersection to 2nd Intersection		Levy	-	-	1,332,927	-	-	-	-	-	-	-	1,332,927
24020 Medium Industrial - 450 mm Water Main - Area 3 to Dow		Levy/Reserve	-	-	622,130	-	-	-	-	-	-	-	622,130
25004 Medium Industrial - Josephburg Road and 1st Road Intersection		Levy	-	-	-	360,000	-	-	-	-	-	-	360,000
25005 Southfort - 525mm 94 Street Deep Sanitary Phase 2		Levy	-	-	-	430,362	-	-	-	-	-	-	430,362
25007 Medium Industrial - 400mm Water Main Along 118 Street		Levy	-	-	-	879,046	-	-	-	-	-	-	879,046
25012 Medium Industrial - 450 mm Water Main Dow Main to 125 Street		Levy/Reserve	-	-	-	1,345,968	-	-	-	-	-	-	1,345,968
26004 88th Ave and 101 Street Intersection A Signalization		Levy	-	-	-	-	388,082	-	-	-	-	-	388,082
27002 Medium Industrial - Josephburg Road and Unnamed Road Intersection		Levy	-	-	-	-	-	360,000	-	-	-	-	360,000
27003 Ridgepoint Gate & Southridge Blvd Intersection Signalization		Levy	-	-	-	-	-	365,698	-	-	-	-	365,698
27004 Southfort Wetland E		Levy	-	-	-	-	-	1,208,267	-	-	-	-	1,208,267
27006 Southfort Overflow from Wetland E to Ross Creek		Levy	-	-	-	-	-	1,206,063	-	-	-	-	1,206,063
28003 94 St Widening - Phase 2		Levy	-	-	-	-	-	-	2,200,000	-	-	-	2,200,000
28011 Medium Industrial - 450 mm Water Main - Josephburg Road to Area 5		Levy	-	-	-	-	-	-	969,803	-	-	-	969,803
28012 Medium Industrial - Sanitary Lift Station at 119 Street		Levy	-	-	-	-	-	-	4,680,000	-	-	-	4,680,000
28014 Medium Industrial - Ross Creek Trunk Twinning		Levy	-	-	-	-	-	-	998,426	-	-	-	998,426
29005 Southfort Yorkville Ditch Upgrade		Levy	-	-	-	-	-	-	-	2,193,604	-	-	2,193,604
29006 Southfort Drainage Parkway 1 Yorkville Ditch		Levy	-	-	-	-	-	-	-	2,588,181	-	-	2,588,181
30002 Medium Industrial - 900mm Sanitary Trunk Along Josephburg Road		Levy	-	-	-	-	-	-	-	-	2,056,483	-	2,056,483
Total Developer Levy Projects			\$ -	\$ 7,976,211	\$ 2,187,022	\$ 3,015,376	\$ 388,082	\$ 3,140,028	\$ 10,389,839	\$ 4,781,785	\$ 2,056,483	\$ -	\$ 33,934,826

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	10 Year Capital Plan - By Asset Category															
Notes	City Plans/Studies	Funding Source	5 Year					10 Year					2022			
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	Quartile	Score	
	Engineering Structure															
6	19007 Local Road Rehabilitation	7	Annual Capital/Grant	\$ 2,360,000	\$ 2,750,000	\$ 2,800,000	\$ 2,850,000	\$ 2,850,000	\$ 2,850,000	\$ 2,850,000	\$ 2,850,000	\$ 2,900,000	\$ 2,950,000	\$ 28,010,000	2	43.8
27	19008 Neighbourhood Rehabilitation		Annual Capital/Grant/Reserve	4,100,000	4,300,000	4,745,000	5,090,000	5,425,000	5,760,000	6,095,000	6,440,000	6,785,000	7,120,000	55,860,000	2	46.9
28	19009 Veterans Way Corridor Widening	10, 11	Grant	4,730,000	-	-	4,950,000	4,600,000	2,300,000	4,330,000			-	20,910,000	2	43.8
	19018 Sump Pump Retrofit Program	8	Annual Capital	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000	4	25.0
	20002 Roadway Safety Improvements	4, 9, 10	Annual Capital	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000	1	52.1
36	21012 Veterans Way - Pedestrian Crossing North	11	Grant/Reserve	3,395,000	-	-	-	-	-	-	-	-	-	3,395,000	2	47.9
5	21034 Township Road 542 Culvert Replacement	20	Grant	1,250,000	-	-	-	-	-	-	-	-	-	1,250,000	3	37.5
28	23002 Veterans Way - Pedestrian Crossing South	11	Grant/Reserve	-	-	-	397,500	4,902,500	-	-	-	-	-	5,300,000	2	47.9
19	23011 Secondary/Alternative Water Source		Debt	-	1,000,000	4,000,000	-	10,000,000	-	-	-	-	-	15,000,000	2	41.7
	24002 Traffic Lights - 108 Street and 99 Avenue		Annual Capital/Developer Contributions	-	-	300,000	-	-	-	-	-	-	-	300,000	4	29.2
	24003 Legacy Park Performance Stage Refurbishment		Annual Capital/Reserve	-	-	-	-	-	-	-	300,000	500,000	200,000	1,000,000	1	51.0
20	24006 City Limit Entrance Signs		Annual Capital/Reserve	-	-	100,000	750,000	-	-	-	-	-	-	850,000	4	27.1
29	27007 Paving at Dog Park and Dow Fields	3	Annual Capital/Reserve	-	-	-	-	105,000	1,295,000	-	-	-	-	1,400,000	4	21.9
4	30004 Clover Park Bridge Replacement	12, 13	Reserve	-	-	-	-	-	-	-	44,250	545,750	-	590,000	3	37.5
	Total Engineering Structure			16,510,000	8,725,000	12,620,000	14,712,500	28,557,500	12,880,000	13,950,000	10,309,250	11,405,750	10,945,000	140,615,000		
	Vehicle, Machinery & Equipment															
21	19006 Culture Equipment Lifecycle Replacement		Reserve	90,000	50,900	-	-	-	165,621	19,894		328,368	40,376	695,159	1	49.0
17	19012 Information Technology Network Infrastructure		Annual Capital/Reserve	138,000	302,000	231,000	304,000	191,000	234,000	206,000	166,000	191,000	270,000	2,233,000	1	50.0
2	19027 Annual Fleet and Equipment Replacement		Reserve/Trade-in	1,504,200	1,774,800	1,907,500	814,200	1,382,450	997,600	2,088,500	1,669,900	557,200	946,100	13,642,450	3	38.5
22	20001 Protective Services Equipment Lifecycle Replacement		Reserve	-	-	11,300	63,700	-	107,300	-	102,600	12,726	-	297,626	3	40.6
23	20032 Harbour Pool Equipment Lifecycle Replacement		Reserve	-	-	-	-	-	30,000	-	-	-	50,000	80,000	1	49.0
24	20047 Dow Centennial Centre Equipment Lifecycle Replacement		Reserve	-	405,000	15,000	56,000	25,000	50,000	-	1,160,000	122,000	39,000	1,872,000	1	49.0
26	24040 Thermal Imaging Cameras		Reserve	-	-	-	-	-	-	-	-	-	-	-		
15	22009 Fleet Addition - Vehicle for Electrician		Annual Capital	60,000	-	-	-	-	-	-	-	-	-	60,000	4	27.1
25	22012 Fire Equipment Lifecycle Replacement		Reserve	-	147,000	1,550,000	300,000	400,000	83,000	117,000	2,165,000	91,000	84,000	4,937,000	3	38.5
31	22013 Fleet Addition - Branch Chipper		Annual Capital	52,000	-	-	-	-	-	-	-	-	-	52,000	4	26.0
7	22018 HVAC Replacement - River Road Lift Station		Reserve	110,000	-	-	-	-	-	-	-	-	-	110,000	3	40.6
18	22020 Fleet Addition - Loader, Bucket, Snow Blade		Annual Capital	380,000	-	-	-	-	-	-	-	-	-	380,000	4	26.0
10	22027 Fleet Addition - Steep Slope Mower and Trailer		Annual Capital	-	70,000	-	-	-	-	-	-	-	-	70,000	4	27.1
1	22440 WatchGuard Software (Municipal Enforcement)		Annual Capital	-	-	-	-	-	-	-	-	-	-	-		
	23004 Fleet Addition - Arborist Lift Truck		Annual Capital	-	200,000	-	-	-	-	-	-	-	-	200,000	4	31.3
	23005 Fleet Addition - Grader with Gate		Grant	-	525,000	-	-	-	-	-	-	-	-	525,000	4	26.0
37	23009 Mobile Computer Aided Dispatch (CAD) - GPS System Fire Dept		Annual Capital	-	60,000	-	-	-	-	-	-	-	-	60,000	4	29.2
8	23025 Outdoor Ice Resurfacer Attachment		Annual Capital	-	-	-	-	-	-	-	-	-	-	-		
9	23027 Fleet Addition - Utility Operator Customer Service Truck		Annual Capital	-	57,500	-	-	-	-	-	-	-	-	57,500	4	26.0
26	24004 City Wide Radio System		Reserve	-	-	-	-	-	-	-	-	-	-	-		
26	24048 Fire Engine Replacement		Reserve	-	-	-	-	-	-	-	-	-	-	-		
26	25002 Fire Services Self-Contained Breathing Apparatus Replacement		Reserve	-	-	-	-	-	-	-	-	-	-	-		
	25008 Fleet Addition - 5 Ton Tandem Truck and End Dump Trailer		Annual Capital	-	-	-	325,000	-	-	-	-	-	-	325,000	4	22.9
14	28004 Playground Equipment Lifecycle Replacement		Reserve	-	-	-	-	-	-	149,300	152,300	78,900	-	380,500	2	47.9
26	26002 Siren System Replacement		Reserve	-	-	-	-	-	-	-	-	-	-	-		
26	27004 Fire Planning Vehicle Replacement		Reserve	-	-	-	-	-	-	-	-	-	-	-		
26	27008 Fire Logistics Vehicle Replacement		Reserve	-	-	-	-	-	-	-	-	-	-	-		
26	28004 Fire Rescue Tools Replacement		Reserve	-	-	-	-	-	-	-	-	-	-	-		
26	29004 Fire Ladder Truck Replacement		Reserve	-	-	-	-	-	-	-	-	-	-	-		
26	29007 AFRRGS Radio System		Reserve	-	-	-	-	-	-	-	-	-	-	-		
26	30003 Fire Wildland Unit Replacement		Reserve	-	-	-	-	-	-	-	-	-	-	-		
	Total Vehicle, Machinery & Equipment			2,334,200	3,592,200	3,714,800	1,862,900	1,998,450	1,667,521	2,580,694	5,415,800	1,381,194	1,429,476	25,977,235		
	Buildings															
32	22022 New Arena DCC Planning /Construction	1, 3, 14, 19	Debt	-	-	-	-	-	-	-	829,187	10,103,590	5,650,953	16,583,730	2	45.8
16	22100 Jubilee Recreation Centre Modernization	3, 19	Annual Capital/Grant/Reserve	1,318,500	5,933,687	5,947,813	-	-	-	-	-	-	-	13,200,000	1	56.3
	23016 New Fire Station Planning /Construction		Debt	-	300,000	3,400,000	4,300,000	-	-	-	-	-	-	8,000,000	2	44.8
	24016 Aquatics Planning / Construction	1, 3, 14, 19	Debt/Reserve	-	100,000	2,000,000		18,000,000	24,000,000	-	-	-	-	44,100,000	2	45.8
30	24008 Transfer Station Freon Removal Building		Reserve	-	-	200,000	-	-	-	-	-	-	-	200,000	4	26.0
12	25003 Parks Satellite Building		Grant	-	-	56,250	693,750	-	-	-	-	-	-	750,000	2	36.9
32	26005 West River's Edge (WRE) Community Facility	3, 19	Grant	-	-	-	-	-	-	-	224,096	2,709,660	-	2,933,756	2	41.7

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	10 Year Capital Plan - By Asset Category														
Notes	City Plans/Studies	Funding Source	5 Year					10 Year					2022		
			2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	Quartile	Score
	Total Buildings		1,318,500	6,333,687	11,604,063	4,993,750	18,000,000	24,000,000	-	1,053,283	12,813,250	5,650,953	85,767,486		
	Land & Land Improvements														
	21023 Fort Centre Park - Phase 1	6, 19	Annual Capital/Reserve	-	627,500	460,000	460,000	-	-	-	-	-	1,547,500	2	47.9
	22008 Materials Handling Site		Reserve	1,400,000	-	-	-	-	-	-	-	-	1,400,000	3	32.1
	23026 West River's Edge Trails	3, 19	Grant	-	1,000,000	-	-	-	-	-	-	-	1,000,000	2	44.8
11	24019 Cemetery Concrete Runners	5	Reserve	-	-	70,000	-	-	-	-	-	-	70,000	4	17.7
34	24021 Cemetery Master Plan - Area 1 Phase 1	5	Reserve	-	-	100,000	932,000	400,000					1,432,000	4	24.0
35	26006 Complete Area 1 Cemetery Expansion	5	Reserve	-	-	-	-	-	-	-	-	-	-		
13	27009 Fort Centre Park - Phase 2	6	Annual Capital/Reserve	-	-	-	-	-	500,000	1,250,000	1,250,000	1,000,000	1,347,500	2	44.8
	28002 West River's Edge Family Play Area	3, 19	Grant	-	-	-	-	-	-	4,277,282	-	-	-	2	44.8
	Total Land & Land Improvements		1,400,000	1,627,500	630,000	1,392,000	400,000	500,000	5,527,282	1,250,000	1,000,000	1,347,500	15,074,282		
	Total Municipal Projects		\$21,562,700	\$20,278,387	\$28,568,863	\$22,961,150	\$48,955,950	\$39,047,521	\$22,057,976	\$18,028,333	\$26,600,194	\$19,372,929	\$ 267,434,003		

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10 Year Capital Plan - By Asset Category													
City Plans/Studies	Funding Source	2022	5 Year				10 Year					Total	
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Developer Levy Projects													
22007 Medium Industrial - Sanitary Force Main Along CNR Right of Way to 119 Street	Levy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,541,610	\$ -	\$ -	\$ -	\$ -	\$ 1,541,610	
23007 Southfort Drive and Southridge Blvd Intersection Signalization	Levy	-	337,849	-	-	-	-	-	-	-	-	337,849	
23010 Southfort Drive Widening - Southfort Blvd to Southridge Blvd	Levy	-	2,200,000	-	-	-	-	-	-	-	-	2,200,000	
23020 Medium Industrial - Dow Main & Hwy 15 Intersection Upgrade	Levy	-	1,620,000	-	-	-	-	-	-	-	-	1,620,000	
23022 Southfort Boulevard Widening - Hwy 21 to Southfort Drive	Levy	-	2,500,000	-	-	-	-	-	-	-	-	2,500,000	
23023 Southfort Drive and Southfort Blvd Intersection Signalization	Levy	-	318,362	-	-	-	-	-	-	-	-	318,362	
23024 Southfort Drive Widening - South Greenfield Way to Southfort Blvd	Levy	-	1,000,000	-	-	-	-	-	-	-	-	1,000,000	
24004 Southridge Boulevard Including Intersection at Hwy 21	Levy	-	-	231,965	-	-	-	-	-	-	-	231,965	
24005 Medium Industrial - Josephburg Road from 1st Intersection to 2nd Intersection	Levy	-	-	1,332,927	-	-	-	-	-	-	-	1,332,927	
24020 Medium Industrial - 450 mm Water Main - Area 3 to Dow	Levy/Reserve	-	-	622,130	-	-	-	-	-	-	-	622,130	
25004 Medium Industrial - Josephburg Road and 1st Road Intersection	Levy	-	-	-	360,000	-	-	-	-	-	-	360,000	
25005 Southfort - 525mm 94 Street Deep Sanitary Phase 2	Levy	-	-	-	430,362	-	-	-	-	-	-	430,362	
25007 Medium Industrial - 400mm Water Main Along 118 Street	Levy	-	-	-	879,046	-	-	-	-	-	-	879,046	
25012 Medium Industrial - 450 mm Water Main Dow Main to 125 Street	Levy/Reserve	-	-	-	1,345,968	-	-	-	-	-	-	1,345,968	
26004 88th Ave and 101 Street Intersection A Signalization	Levy	-	-	-	-	388,082	-	-	-	-	-	388,082	
27002 Medium Industrial - Josephburg Road and Unnamed Road Intersection	Levy	-	-	-	-	-	360,000	-	-	-	-	360,000	
27003 Ridgepoint Gate & Southridge Blvd Intersection Signalization	Levy	-	-	-	-	-	365,698	-	-	-	-	365,698	
27004 Southfort Wetland E	Levy	-	-	-	-	-	1,208,267	-	-	-	-	1,208,267	
27006 Southfort Overflow from Wetland E to Ross Creek	Levy	-	-	-	-	-	1,206,063	-	-	-	-	1,206,063	
28003 94 St Widening - Phase 2	Levy	-	-	-	-	-	-	2,200,000	-	-	-	2,200,000	
28011 Medium Industrial - 450 mm Water Main - Josephburg Road to Area 5	Levy	-	-	-	-	-	-	969,803	-	-	-	969,803	
28012 Medium Industrial - Sanitary Lift Station at 119 Street	Levy	-	-	-	-	-	-	4,680,000	-	-	-	4,680,000	
28014 Medium Industrial - Ross Creek Trunk Twinning	Levy	-	-	-	-	-	-	998,426	-	-	-	998,426	
29005 Southfort Yorkville Ditch Upgrade	Levy	-	-	-	-	-	-	-	2,193,604	-	-	2,193,604	
29006 Southfort Drainage Parkway 1 Yorkville Ditch	Levy	-	-	-	-	-	-	-	2,588,181	-	-	2,588,181	
30002 Medium Industrial - 900mm Sanitary Trunk Along Josephburg Road	Levy	-	-	-	-	-	-	-	-	2,056,483	-	2,056,483	
Total Developer Levy Projects		\$ -	\$ 7,976,211	\$ 2,187,022	\$ 3,015,376	\$ 388,082	\$ 3,140,028	\$ 10,389,839	\$ 4,781,785	\$ 2,056,483	\$ -	\$ 33,934,826	

Notes

1	22110 WatchGuard Software (Municipal Enforcement) project removed. The RCMP has approved to have the municipal enforcement vehicles WatchGuard system linked to their system.
2	19027 Annual Feet & Equipment Replacement - budgets adjusted for cost and updated useful life to better align with operational needs.
3	24020 Medium Industrial - 450 mm Water Main - Area 3 to Dow - move from 2023 to 2024 as the previous piece of line not constructed yet.
4	30004 Clover Park Bridge Replacement - new project; lifecycle replacement. 2018 engineering report estimated end of lifecycle for the bridge between 2028-2033.
5	21034 Township Road 542 Culvert Replacement - new project. Engineering study completed in 2021. Budget based on Class 3 construction estimate.
6	19007 Local Road Rehabilitation 2022 budget was reduced to payback Capital Projects Reserve (motion from June 8, 2021 RCM).
7	22018 HVAC Replacement - River Road Lift Station - new project. Lifecycle replacement of HVAC system. A 3rd party engineering/maintenance contractor indicated that the HVAC is due for replacement.
8	23025 Outdoor Ice Resurfacer Attachment removed; no longer required based on operational assessment.
9	23027 Fleet Addition - Utility Operator Customer Service Truck moved from 2022 to 2023, pending the need to hire an additional Utility Operator to meet meter replacement and other types of demand in 2023.
10	22027 Fleet Addition - Steep Slope Mower & Trailer is back for consideration in 2023. In 2021, Council voted against this capital project.
11	24019 Cemetery Concrete Runners - project moved from 2022 to 2024 as inventory is still adequate at this time.
12	25003 Parks Satellite Building - new project. The building will accommodate summer and winter parks operation on the west and south side of the City (ex., mowers, West River's Edge programs, etc.). Currently, West River's Edge garage is used by Parks for summer operations. In addition, it is a shared amenity with Nordic Ski Club.
13	27009 Fort Centre Park Phase II - new project. This project captures the funding of Phase 2 of Fort Centre Park.
14	28004 Playground Equipment Lifecycle Replacement - new project; lifecycle replacement.
15	22009 Fleet Addition Vehicle for Electrician - new project. Refer to Operation's Budget request 72-0207 In-house Electrician for further details.
16	22100 Jubilee Recreation Centre Renovation Planning/Renovation - design budget increased. To keep the building open during construction, the contractor needs to be on board at the start (no change total project budget).
17	19012 Information Technology Network Infrastructure - budget adjusted for cost, timing and life cycle replacement.
18	22020 Fleet Addition - Loader, Bucket & Snow Blade - project cost revised based on updated quotes (increased from \$350,000 to \$380,000)
19	23011 Secondary/Alternative Water Source - new project. Based on motion passed at June 8, 2021 RCM.
20	24006 City Limit Entrance Signs - new project
21	19006 Cultural Equipment Lifecycle Replacement - audio console replacement budget revised (reduced from \$150k to \$90k).
22	20001 Protective Services Equipment Lifecycle Replacement - with the intended outsourcing of ISDs (request 26-0016 Automated Traffic Enforcement Program Modernization), there is a significant reduction in capital expenditures of Protective services.
23	20032 Harbour Pool Equipment Lifecycle Replacement - with the modernization taken out, the capital projects of replacing lockers, bleachers, and pool heating systems would be removed.
24	20047 DCC Equipment Lifecycle Replacement - due to the DCC and Facilities restructure, a few items under the DCC reserve have moved over to facilities.
25	22012 Fire Equipment Lifecycle Replacement rolled various Fire Equipment Lifecycle Replacement (refer to note 26) into this project to be consistent with the other lifecycle replacement projects. Truck replacement scheduled for 2022 has been moved to 2023.
26	Various Fire Services lifecycle projects rolled into 22012 Fire Equipment Lifecycle Replacement for consistency with the other lifecycle replacement projects.
27	19007 Neighbourhood Rehabilitation funding plan increased to reach optimal level in 2035.
28	19009 & 23002 Veterans Way Corridor Widening & Pedestrian Crossing South moved to start in 2025. Transportation Master Plan update will happen in 2023 and will help inform future phase timing. Phase 1 budget adjusted based on Class 2 construction estimate.
29	27007 Paving at Dog Park and DOW Fields - costing updated based on more accurate unit rates (based on the West River's Edge paving project) and inflation.
30	24008 Transfer Station Freon Removal Building - new project.
31	22013 Fleet Addition - Branch Chipper costing updated based on current quote.
32	22022 New Arena DCC Planning /Construction and 26005 West River's Edge Community Facility budget's adjusted for inflation.
33	22007 Medium Industrial - Sanitary Force Main Along CNR Right of Way to 119 Street - project moved from 2022 to 2028 to be in alignment with 28012 Medium Industrial - Sanitary Lift Station at 119 Street.
34	24021 Cemetery Master Plan Area I Phase I - new project. Based on completing phase 1 as outlined in the Cemetery Master plan, which completes the existing cemetery to provide sufficient interment options until about 2043.
35	26006 Complete Area 1 Cemetery Expansion project was rolled into 24021 Cemetery Master Plan Area 1 Phase 1
36	21012 Veterans Way Pedestrian Crossing North budget updated to reflect Class 2 construction estimate.
37	23009 Mobile Computer Aided Dispatch (CAD) - GPS System Fire Dept - new project

Capital Projects not Included in the 10 Year Capital Plan	
1	Harbour Pool Repurpose/Demolition.
2	Southfort Meadows Rink Amenity may need more funding, will know in the new year.
6	Intersection interchange & industrial bypass.
7	Major infrastructure projects to service the annexed lands to be funded through developer contributions.
8	Public Works Operational Sites - Master Plan Project 2023/2024 with a potential capital investment to site starting in 2025.

Scored 10 Year Capital Plan (2022-2031)

Projects		10 Year Capital Plan	Quartile	Score
22100	Jubilee Recreation Centre Modernization	13,200,000	1	56.2
20002	Roadway Safety Improvements	750,000	1	52.1
24003	Legacy Park Performance Stage Refurbishment	1,000,000	1	51.0
19006	Culture Equipment Lifecycle Replacement	695,159	1	49.0
20032	Harbour Pool Equipment Lifecycle Replacement	80,000	1	49.0
20047	DCC Equipment Lifecycle Replacement	1,872,000	1	49.0
19012	Information Technology Network Infrastructure	2,233,000	1	50.0
21012	Veterans Way - Pedestrian Crossing North	3,395,000	2	47.9
21023	Fort Centre Park - Phase 1	1,547,500	2	47.9
23002	Veterans Way - Pedestrian Crossing South	5,300,000	2	47.9
28004	Playground Equipment Lifecycle Replacement	380,500	2	47.9
19008	Neighbourhood Rehabilitation	55,860,000	2	46.9
22022	New Arena DCC Planning /Construction	16,583,730	2	45.8
24016	Aquatics Planning / Construction	44,100,000	2	45.8
23016	New Fire Station Planning /Construction	8,000,000	2	44.8
23026	West River's Edge Trails	1,000,000	2	44.8
27009	Fort Centre Park - Phase 2	5,347,500	2	44.8
28002	West River's Edge Family Play Area	4,277,282	2	44.8
19007	Local Road Rehabilitation	28,010,000	2	43.8
19009	Veterans Way Corridor Widening	20,910,000	2	43.8
23011	Secondary/Alternative Water Source	15,000,000	2	41.7
26005	West River's Edge (WRE) Community Facility	2,933,756	2	41.7
25003	Parks Satellite Building	750,000	2	36.9
20001	Protective Services Equipment Lifecycle Replacement	297,626	3	40.6
22018	HVAC Replacement - River Road Lift Station	110,000	3	40.6
19027	Annual Fleet and Equipment Replacement	13,642,450	3	38.5
22012	Fire Equipment Lifecycle Replacement	4,937,000	3	38.5
21034	Township Road 542 Culvert Replacement	1,250,000	3	37.5
30004	Clover Park Bridge Replacement	590,000	3	37.5
22008	Materials Handling Site	1,400,000	3	32.1
23004	Fleet Addition - Arborist Lift Truck	200,000	4	31.3
23009	Mobile Computer Aided Dispatch (CAD) - GPS System Fire Dept.	60,000	4	29.2
24002	Traffic Lights - 108 Street and 99 Avenue	300,000	4	29.2
22009	Fleet Addition - Vehicle for Electrician	60,000	4	27.1
22027	Fleet Addition - Steep Slope Mower and Trailer	70,000	4	27.1
24006	City Limit Entrance Signs	850,000	4	27.1
22013	Fleet Addition - Branch Chipper	52,000	4	26.0
22020	Fleet Addition - Loader, Bucket, Snow Blade	380,000	4	26.0
23005	Fleet Addition - Grader with Gate	525,000	4	26.0
23027	Fleet Addition - Utility Operator Customer Service Truck	57,500	4	26.0
24008	Transfer Station Freon Removal Building	200,000	4	26.0
19018	Sump Pump Retrofit Program	6,000,000	4	25.0
24021	Cemetery Master Plan - Area 1 Phase 1	1,432,000	4	24.0
25008	Fleet Addition - 5 Ton Tandem Truck and End Dump Trailer	325,000	4	22.9
27007	Paving at Dog Park and Dow Fields	1,400,000	4	21.9
24019	Cemetery Concrete Runners	70,000	4	17.7
Total		267,434,003		

(Levy projects are not included in the PBB scoring)

For more details on the above capital projects please click [here](#) to see the 2022 Program Reports - Capital Projects.

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