

# Responses to City Council Questions on the 2023–26 Proposed Capital Budget

Parameters:

Budget Type: Capital

Budget Year: 2023-26

Sorted By: Councillor

Questions removed due to duplication:

- 23-068C
- 23-107C
- 23-253C

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-001C

**Document Page #:** N/A

**Asked By:** Councillor Cartmell

**Question:**

What is the total cost to design and construct a typical skateboard park? On the basis that one design could be used at multiple locations.

**Answer:**

**Infrastructure Planning and Design Branch**

As outlined in the Urban Parks Management Plan, skate parks are provided in District Parks, which serve multiple neighbourhoods and accommodate many more users. Skate parks at these locations have costs ranging from \$1,000,000 to \$1,500,000. While some design savings could be realized by standardizing a design that could be applied at multiple locations, there will continue to be site-specific factors that will drive cost variances. For example, these include the local soil (geotechnical conditions), electrical service connections, access etc.

This approach would offer minimal savings (estimated at 1%) of the total cost of the design and construction. Based on district park development engagement, communities have identified a desire that these district level amenities are uniquely designed with different types of elements to accommodate varying levels of abilities and interests. This approach to engage on community infrastructure projects is in alignment with Public Engagement Policy C593A.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-002C

**Document Page #:** N/A

**Asked By:** Councillor Cartmell

**Question:**

What is the total cost to design and construct a typical splash pad? On the basis that one design could be used at multiple locations.

**Answer:**

**Infrastructure Planning and Design Branch**

Splash pads at Community Park locations generally range in cost from \$600,000 to \$750,000. For District Parks which are often larger with more features and serve a larger number of visitors, the estimated cost ranges from \$750,000 to \$1,000,000. While some design savings could be realized by standardizing a design that could be applied at multiple locations, there will continue to be site-specific factors that will drive cost variances. For example, these include the local soil (geotechnical conditions), which vary across the city and may require stabilization measures, as well as the availability and proximity to water, sanitary and electrical service connections. This approach would offer minimal cost savings (estimated at 1%) of the total cost of the design and construction.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-003C

**Document Page #:** 63

**Asked By:** Councillor Cartmell

**Question:**

Please provide a breakdown of investments in affordable housing, operating versus capital, in 2019-2022 budget.

**Answer:**

**Social Development Branch**

In 2019 City Council directed Administration to adopt a new strategy for ensuring the construction of affordable housing in Edmonton. This approach centered on the development of an Affordable Housing Investment Plan (2019-2022), which proactively identified a pool of funding that could be used by the City of Edmonton to plan for and incentivize the development of affordable housing. Previous approaches had largely relied on waiting for confirmation of funds from other orders of government prior to approving City-owned funds.

The Affordable Housing Investment Plan is based on a leverage model, in which the City of Edmonton provides land, limited funding and strategic support to developers of affordable housing to make more affordable housing projects viable while attracting additional investment, particularly from other orders of government. City funds are to be leveraged in two ways - through the attraction of funds directly to the City of Edmonton (as in the case of the Rapid Housing Initiative), and also through the attraction of funds from other orders of government directly to shovel-ready projects created by nonprofit housing developers.

The 2019-2022 Affordable Housing Investment Plan allocated \$132.7 million over four years for the purpose of creating 2,500 units of affordable housing. This funding was provided through a mix of capital and operating funding (the sources of funding are included in the attached table).

- The City exceeded its four year targets by supporting the creation of 2,728 new affordable housing units across the City, including 644 supportive housing units.
- This contribution leveraged four dollars for every dollar invested by the City, including nearly \$200 million from other levels of government and \$351 million in equity from providers, resulting in a direct investment of \$689 million in affordable housing.
- The majority of the budgeted amount of \$132.7 million for the 2019-2022 Affordable Housing Investment Plan is projected to be fully allocated by the end of this year. \$7 million in unallocated capital funding will be used in the 2023-2026 budget cycle.

Attached is a financial breakdown of the Affordable Housing Investment Plan 2019-2022 Budget - highlighting Operating vs Capital.

Budget 2023-2026 currently includes approximately \$25.7 million total in operating funding and approximately \$7 million remaining in unallocated capital funding approved during the previous budget cycle that can be used to support the implementation of a 2023-2026 Affordable Housing Investment Plan. This funding can be used to support the creation of 300 -400 units of affordable housing in Edmonton over the next four years.

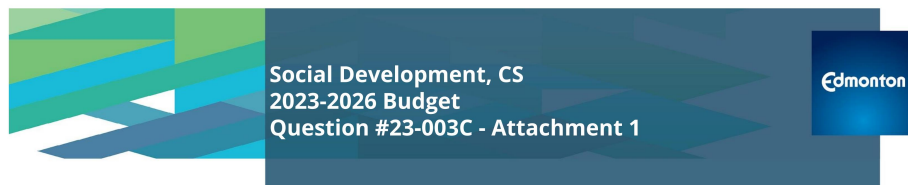
# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-003C

**Document Page #:** 63

**Asked By:** Councillor Cartmell



## Affordable Housing Investment Plan - 2019-2022 Capital & Operating Budget Breakdown

\$000	Funding Source	2019-2022 Budget <sup>1</sup> (at start of cycle)	2019-2022 Actuals & Committed Funding <sup>2</sup>	2023-2026 Total (Funded)	2023-2026 New Budget Request (Unfunded)
Operating	Tax Levy Funding	\$ 24,000	\$ 25,500 <sup>3</sup>	\$ 24,000 <sup>4</sup>	\$ 74,804 <sup>5</sup>
	Affordable Housing Reserve	35,000	34,452	0	0
	First Place Program Revenue	4,700	5,992	1,692	0
	<b>City Contributions</b>	<b>63,700</b>	<b>65,944</b>	<b>25,692</b>	<b>74,804</b>
	Provincial Municipal Stimulus Program	0	9,600	0	0
	Provincial Block Funding	16,000	16,641	0	0
	<b>Provincial Contributions</b>	<b>16,000</b>	<b>26,241</b>	<b>0</b>	<b>0</b>
	<b>Federal Rapid Housing Initiative <sup>6</sup></b>	<b>0</b>	<b>25,865</b>	<b>0</b>	<b>0</b>
	<b>Total Operating</b>	<b>\$ 79,700</b>	<b>\$ 118,050</b>	<b>\$ 25,692</b>	<b>\$ 74,804</b>
Capital	<b>City Funding (Pay-As-You-Go)</b>	<b>53,000</b>	<b>44,680</b>	<b>7,000</b>	<b>91,676</b>
	<b>Provincial Municipal Stimulus Program</b>	<b>0</b>	<b>13,460</b>	<b>0</b>	<b>0</b>
	<b>Federal Rapid Housing Initiative <sup>6</sup></b>	<b>0</b>	<b>35,144</b>	<b>0</b>	<b>0</b>
	<b>Total Capital</b>	<b>\$ 53,000</b>	<b>\$ 93,284</b>	<b>\$ 7,000</b>	<b>\$ 91,676</b>

- Budget amount as reflected on [CR 6252 - Updated Affordable Housing Investment Plan 2019-2022](#) (Page 7)  
Note: Housing Reserve of \$51 million included both the Affordable Housing Reserve and Provincial Block Funding amounts in the table above
- 2019-2022 Actuals & Committed Funding reflect new funding and transfers between capital and operating that occurred throughout the budget cycle
- 2019-2022 Actual Tax Levy Funding exceeds Budget due to a \$1.5 million transfer from Capital to Operating to provide subsidies to Homeward Trust for furniture, fixtures and equipment at five permanent supportive housing sites. This transfer was included in [Attachment 3](#) (Ref 3.3-11, Page 6) of [FCS01144 - Spring 2022 Supplemental Capital Budget Adjustment](#) presented to Council on June 7, 2022
- 2023-2026 Tax Levy Funding of \$24 million is comprised of \$6 million in annual base budget funding
- 2023-2026 New Budget Request of \$74.8 million in tax levy funding would be above the \$24 million in the base budget and would equate to a 1.03% tax increase starting in 2023

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-003C

**Document Page #:** 63

**Asked By:** Councillor Cartmell

6. *An announcement regarding a third round of Rapid Housing Initiative funding is expected at the end of November. It is unknown when the application process will open. A contribution of City funding would be required in order to fully leverage federal funding through the Rapid Housing Initiative program.*

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-004C

**Document Page #:** 106

**Asked By:** Councillor Cartmell

**Question:**

Should this be delayed pending further provincial evaluation of photo radar?

**Answer:**

**Parks and Roads Services Branch**

This capital profile provides Administration with the ability to proceed with purchasing required replacement Automated Enforcement (AE) equipment, pending the lifting of the Province of Alberta's current moratorium on new equipment. The timeline in place for the current moratorium is until December 1, 2022, and the City has not received communication outlining about changes to that timeline.

Funding for this profile will come from the Traffic Safety Automated Enforcement Reserve. If the moratorium is not lifted in December 2022, the approved budget would remain unspent but available in the Reserve, allowing Administration to efficiently begin procurement processes for the equipment when able to do so. Given the age of this equipment, ongoing delays are likely to lead to equipment becoming non-operational, resulting in both safety and revenue impacts. Finally, the Province of Alberta's new Automated Traffic Enforcement Guideline requires changes to existing equipment in order to be in compliance with new requirements.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-005C

**Document Page #:** 114

**Asked By:** Councillor Cartmell

**Question:**

Please provide cost breakdown of \$3.8M Budget Request.

**Answer:**

**Edmonton Transit Service Branch**

The \$3.8M for the capital profile consists of:

-\$0.1M for station and portal review and engineering

-\$1.5M for hardware

-\$2.2M for installation, testing, and commissioning

These capital cost estimates are based on preliminary project scoping with a cost uncertainty of +/- 30%.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-006C

**Document Page #:** 120

**Asked By:** Councillor Cartmell

**Question:**

Please provide cost breakdown of \$\*M funding request

**Answer:**

**Edmonton Transit Service Branch**

The \$8M for the capital profile consists of:

- \$1.6M for project management, systems architecture and engineering
- \$3.5M for system hardware and software
- \$2.9M for installation, testing, and commissioning

These capital cost estimates are based on preliminary project scoping with a cost uncertainty of +/- 30%.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-007C

**Document Page #:** 178

**Asked By:** Councillor Cartmell

**Question:**

Please provide scope descriptions and cost estimates for each facility.

**Answer:**

**Infrastructure Planning and Design Branch**

An overarching theme of the City's objectives for asset management is that assets are planned, acquired, maintained, renewed, decommissioned and divested to support the delivery of City programs and services, while ensuring the best value to the City, per the Infrastructure Asset Management Policy C598.

The renewal program funding was distributed proportionally to the RIMS ideal allocations across the different asset types and refined to ensure the assets with the highest needs were resourced sufficiently, with a focus on addressing health, safety and mandated work. Within the asset allocation, renewal projects are prioritized using a combination of quantitative and qualitative data, such as physical condition, asset age and typical renewal schedules, as well as health and safety considerations, alignment with Council priorities, and adjacencies with other projects.

As the funding for the renewal composites is approved at the beginning of every 4 year capital cycle, the projects that are funded from this composite are either (1) currently in the planning and design phase or (2) will be initiated for planning and design in 2023. Administration used the findings of the Building Condition Assessment Reports to prioritize the assets for investment. The detailed scope of the individual projects are not yet established, as the scope definition is part of the work leading up to PDDM Checkpoint 2. The scope, schedule and budget for the delivery phase have not yet been determined.

Some examples of anticipated scopes are:

- Structural: waterproof membrane; building envelope; windows, curtain wall and doors; roof membrane and insulation; civil site works; interior finishes.
- Mechanical: HVAC; furnaces; building automation systems; plumbing.
- Electrical: transformers; switchboards; panelboards; control centers; lighting.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-008C

**Document Page #:** 183

**Asked By:** Councillor Cartmell

**Question:**

Please provide site specific work scopes and budget estimates.

**Answer:**

**Infrastructure Planning and Design Branch**

An overarching theme of the City's objectives for asset management is that assets are planned, acquired, maintained, renewed, decommissioned and divested to support the delivery of City programs and services, while ensuring the best value to the City, per the Infrastructure Asset Management Policy C598.

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# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-009C

**Document Page #:** 249

**Asked By:** Councillor Cartmell

**Question:**

Was a cost-benefit analysis completed on leasing vs. purchase? If so, can it please be provided? Can purchases be put off a year or two?

**Answer:**

**Fleet and Facility Services Branch**

This profile draws funding from the Fleet Replacement Reserve that is collected through an annual calculated contribution based on useful life and replacement value for each piece of equipment. The Fleet Replacement Reserve is specifically dedicated to the replacement of vehicles and equipment as per policy. Changing this would result in the City of Edmonton not being able to replace current vehicles at the end of their life cycle in a sustainable manner.

Cost-benefit analyses are done regularly. These calculations take into account capital cost, end of life value, maintenance, usage, downtime, etc. In most circumstances owning fleet units makes the most economic sense for the City of Edmonton. Many vehicles owned by the City of Edmonton have tool racks, lifts, or other speciality equipment (such as lights etc.) that require extensive costs to remove and repair if they were to be leased and returned after the lease was completed. In addition, Heavy trucks and equipment are generally only available to lease through a "lease-to-purchase" arrangement, which result in a higher overall cost to the buyer over time. Generally, renting/leasing makes sense for periods of shorter than 9 months/year and for unmodified light-duty vehicles.

Purchasing new fleet vehicles can be delayed and currently we look at vehicle repair costs, kilometers/hours, and overall condition of the vehicle at the end of its life cycle. Prior to finalizing the annual replacement plans, we review the usage, maintenance costs, and downtime and recommend deferring replacement by one year when the vehicle is in good condition and appears to have useful life remaining. Keeping a vehicle that is not in good condition escalates operational expenses (repairs/failures) and oftentimes results in a reduction of availability due to downtime.

In addition Fleet and Facility Services are currently undertaking a corporate wide Fleet Strategy and Governance Project which will be looking at optimizing fleet size, fleet lifecycle and composition.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-009C

**Document Page #:** 249

**Asked By:** Councillor Cartmell

ATTACHMENT 1

## **Lease versus Own**

Fleet and Facility Services regularly analyzes leasing vs renting vs purchasing for new equipment where leases are commercially available to ensure the City is getting the best value. We also benchmark against other similar municipal corporations to determine where leasing procurement has been successful with these organizations. Where appropriate, lease and rental options are included on RFPs when tendering to get information to perform analysis of own versus lease on that type of equipment. Leasing has previously been utilized when there were insufficient capital dollars to provide for the outright initial purchase of the vehicles.

The current fleet complement includes a large proportion of units where leasing from vendors is not an option as there is no readily available market offering specialized heavy vehicles and equipment for lease. This is true for paving equipment, road grinders, graders, specialty equipment, waste collection vehicles etc.

Many vendors will offer a capital lease with a required buyout for units built to City specification for the benefit of smaller buyers that cannot manage the total capital cost upfront. In the case of the City, this leads to extra financing costs, usage limitations/penalties and buy out requirements for heavily modified assets. As per accounting rules as soon as there is a buyout option the lease changes from an operating to a capital lease.

## **Can purchases be put off a year or two?**

### **Replacement Deferral**

The Vehicle and Equipment Replacement Profile is fully funded from the Fleet Services Replacement Reserve that is collected through an annual calculated contribution based on useful life and replacement value for each piece of equipment. Reducing the capital profile would not result in any savings as the funds in the replacement reserve are specifically dedicated to the replacement of vehicles and equipment as per policy.

A thorough evaluation is completed each year to ensure that the scheduled replacement year of the unit is optimized to ensure the lowest total life cycle cost and adjusted accordingly if replacement is required or can be deferred. At this stage, we also review the utilization and fit of the asset to the operational area to ensure the replacement is justified. By deferring the replacement of vehicles and equipment, it would result in increased repair and maintenance costs and negatively impact the timing of any future replacement.

Ideal replacement plans attempt to balance life cycle optimization while distributing replacement as smoothly as possible. Mass purchases have negative impacts as the age of the assets (ie. average fleet age) which results in higher maintenance costs, burdened repair facilities, and operational areas with lowered availability. Delaying life cycle refresh has a cascade effect on future maintenance costs, capacities, and plans.

The Operating budget is set based on the assumption that a portion of the fleet is renewed every year, so the net effect of deferring replacements is to incur unbudgeted maintenance costs for units that are past their life cycle. This deferral would require an adjustment to the operating budget for customers.

Deferring replacement may also present issues with operations groups as a unit's availability decreases

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-009C

**Document Page #:** 249

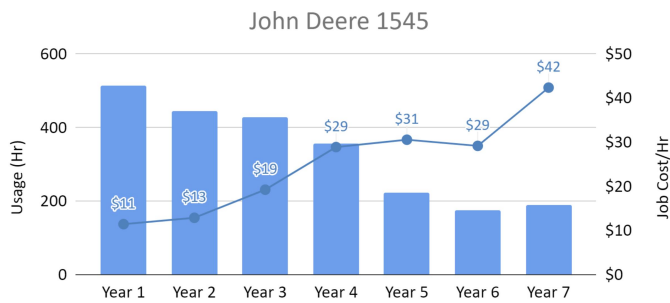
**Asked By:** Councillor Cartmell

throughout its life, leading to a greater potential for missing program goals due to a lack of an adequately available fleet.

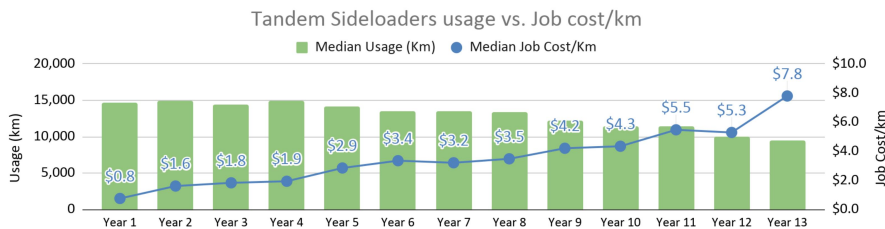
**Replacement Deferral (Operational Cost Escalation Examples)**

The following examples illustrate the escalation of maintenance related costs and reduction in usage when a vehicle/equipment passes its life cycle. These examples are taken from the 2020 Program and Service Review project.

This example is for equipment used by the Parks and Roads team for turf maintenance.



This example is for a tandem sideloader used by Waste Services.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-010C

**Document Page #:** 307

**Asked By:** Councillor Cartmell

**Question:**

Can a cost breakdown be provided? I would like a wholistic view, and cost breakdown of all Exhibition Lands profiles- Land (CM-17-5046), new LRT stations and Coliseum demolition.

**Answer:**

**Real Estate Branch**

The proposed budget recommends approval of the Exhibition Lands Development (CM-17-5046), which is intended to cover costs related to schematic and detailed planning, design and engineering of the overall neighbourhood and initial development phases, demolition of "Northlands" structures on site (excluding Coliseum), deep and shallow utility removal/upgrading/replacement and delivery of initial neighbourhood surface infrastructure. A more detailed breakdown is listed below:

- Demolition of existing Northlands structures: \$9.1M
- Planning, Design, Engineering & Monitoring: \$7.6M
- Construction: \$33.0M
- Closeout & Post: \$3.4M

The remaining projects related to Exhibition lands are included in the unfunded list and are not recommended for funding in the 2023-2026 budget.

The planning and design of the 115 Ave LRT station included schematic and detailed design of the new proposed LRT station. This has been deemed a growth project. The proposed budget for the 119 Ave LRT station planning and design is estimated at \$2.1M, however this work is planned for future budget cycles and is not being considered for 2023-2026 and as such, this is not referenced in the attached cost breakdown below (Attachment 1).

The planning and design of the reconfigured and expanded Borden Park includes schematic and detailed design of the new proposed LRT station. This is a growth project.

The proposed budget for the Coliseum demolition is based on a Class C budget provided by third party demolition contractors during the 2019-2022 capital cycle and adjusted for market cost factors and contingency items.

More detailed descriptions of all the unfunded projects can be found in Appendix E on pages 668-669 of the proposed capital budget.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-010C

**Document Page #:** 307

**Asked By:** Councillor Cartmell

**Question #:** 23-010C - Attachment 1

Below is the breakdown of capital budget items considered for the 2023-2026 budget cycle related to the Edmonton Exhibition Lands Redevelopment:

Function	Proposed Budget Profile	Budget (\$000s)	Funding Type
<b>Current Proposed Profiles (recommended)</b>			
Land Development	CM-17-5046 Edmonton Exhibition Lands	\$53,119	Constrained (Land Enterprise Retained Earnings)
<b>Current Related Profiles (unfunded)</b>			
115 Ave LRT Station - Design	CM-20-2020 Transportation Planning & Design	\$1,600	Unfunded Tax Levy
Borden Park Reconfiguration & Expansion - Design	CM-30-3030 Open Space Planning & Design	\$900	Unfunded Tax Levy
Coliseum Demolition	CM-99-9000 Infrastructure Delivery	\$35,000	Unfunded Tax Levy
<b>Future Capital Budget Profiles</b>			
119 Ave LRT Station - Design	<i>N/A - Future Capital Budget cycle</i>	\$2,100	Unfunded Tax Levy

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-011C

**Document Page #:** 354

**Asked By:** Councillor Cartmell

**Question:**

Surplus City Lands-can a project list please be supplied?

**Answer:**

**Real Estate Branch**

Current planned and anticipated surplus land development projects are:

- McConachie site redevelopment
- Rosedale Industrial Redevelopment
- CPR Irvine Industrial Redevelopment
- Pleasantview
- Potter Greens
- Parsons Industrial
- Potential surplus school site redevelopment
- Other miscellaneous, undefined projects.

New projects may be advanced in place of currently planned ones if necessary or advantageous. Where appropriate, engagement with the community and Councilors will be undertaken prior to development of surplus holdings.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-012C

**Document Page #:** 363

**Asked By:** Councillor Cartmell

**Question:**

What would be the implications of cutting the funding for alley renewal by 50%?

**Answer:**

**Building Great Neighbourhoods Branch**

A 50% reduction in funding for the Alley Renewal Program would have the following implications:

- The 2023-2026 Alley Renewal Program would be reprogrammed to reflect the reduced funding.
- The reprogramming would be based off prioritization that considers factors such as physical condition, coordination with neighbourhood renewal and utilities and current contractual commitments.
- The majority of projects currently programmed in the cycle would be subject to a delay in commencement of construction by 1 or more years.
- 14 of 28 Alley Renewal projects that were planned to commence construction in the 2023-2026 budget cycle would be delayed to 2027-2030. This would equate to approximately 58 lineal kilometres of alleys. These delays would cascade to future budget cycles as well.
- The reduced funding would slow the program's ability to address the large number of poor condition alleys in the city, resulting in more alleys staying in poor condition in the long term and resulting in higher maintenance costs to maintain alleys in poor condition.
- Long term target of no Very Poor (F) condition alleys by 2043 would not be achieved and NRP Policy would need to be amended.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-013C

**Document Page #:** 368

**Asked By:** Councillor Cartmell

**Question:**

Please provide a cost breakdown of supported projects.

**Answer:**

**Infrastructure Planning and Design Branch**

The projects funded from this composite are currently in the planning and design phase. The scope, schedule and budget for the delivery phase have not yet been determined. When PDDM Checkpoint 3 is reached, Council will be informed on the scope, schedule and budget at a subsequent Supplemental Capital Budget Adjustment. The delivery of the projects developed under CM-50-5050 CRL Projects - Planning and Design is anticipated to be funded from CM-74-4100 Downtown Community Revitalization Levies Delivery.

Planning and Design budget for the projects are listed below. The majority of the projects are in progress, they started in the 2019-2022 budget cycle.

100 Street Pedestrian Bridge - \$1.49 million

107 Street Streetscape - \$1.16 million

99 Street Streetscape and Library Parkade Membrane Replacement - \$715,000

Beaver Hills House Park - Michael Phair Parks - \$425,000, including funding from the renewal program

Harbin Gate - \$1.1 million

Jasper Avenue New Vision (102-109 Street) - \$5.37 million

Warehouse Park - \$3.06 million

103a Avenue Streetscaping - \$4.42 million

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-014C

**Document Page #:** 373

**Asked By:** Councillor Cartmell

**Question:**

Please provide a cost breakdown of supported projects.

**Answer:**

**Infrastructure Planning and Design Branch**

The projects anticipated to be funded by this composite are currently in the development phase. The scope, schedule and budget for the delivery phase have not yet been determined. When PDDM Checkpoint 3 is reached, Council will be informed on the scope, schedule and budget at a subsequent Supplemental Capital Budget Adjustment.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-015C

**Document Page #:** 382

**Asked By:** Councillor Cartmell

**Question:**

Please provide a prioritized list of locations

**Answer:**

**Parks and Roads Services Branch**

The dynamic inventory of locations considered through the Safe Crossings Program grows and evolves as new crossings are added to the City's network or as existing locations are identified for upgrades. Each year, this list of locations is reviewed to incorporate updated information and data, which can result in changes to prioritization. This allows for a nimble response to new and emerging safety concerns on Edmonton's streets. This approach also ensures that the list of locations is current and is prioritized based on the principles outlined in the Safe Crossings program ([https://edmonton.ca/transportation/traffic\\_safety/traffic-safety-engineering](https://edmonton.ca/transportation/traffic_safety/traffic-safety-engineering) )

CM-66-2585 enables funding to address approximately 400 locations over the 2023-2026 budget period. Administration has included an attachment titled "Attachment 1 - Safe Crossings Locations List" showing these locations, which has been included as a separate attachment to this report due to its size. The document lists the 466 locations that have currently been identified and prioritized as needing engineering improvements to support safer and more livable streets in Edmonton. The current scope of this capital budget request will result in improvements at the vast majority of these locations.

Following budget approval, the list of the locations identified for upgrades will be posted on the Safe Crossing Interactive map (<https://public.tableau.com/app/profile/city.of.edmonton>), and more specific information is updated annually to include the improvement type and construction timelines for that year's projects.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-016C

**Document Page #:** 464

**Asked By:** Councillor Cartmell

**Question:**

Will work in this profile include evaluation of the existing mountain bike trail network?

**Answer:**

**Building Great Neighbourhoods Branch**

CM 31-0000 currently does not include the mountain bike network of trails as these trails are not developed and maintained by the City. Therefore, the associated age and condition of these trails are not assessed or accounted for within our inventory.

As part of the Operating Budget, an unfunded service package has been prepared to respond to a Council motion associated with the River Valley Planning and Modernization project and the completion of a Trail Strategy, which will support implementation of the Ribbon of Green Strategic Plan. The proposed River Valley Trail Strategy would identify an approved trail network (including paved, granular and natural tread/single-track trails) and develop trail management recommendations in the River Valley and Ravine System. If funding is approved, this work would be led by the Urban Planning & Economy Department.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-017C

**Document Page #:** 467

**Asked By:** Councillor Cartmell

**Question:**

Will this profile include rehabilitation of the trail leading from 53Ave into Whitemud Ravine? Descriptions are not clear.

**Answer:**

**Building Great Neighbourhoods Branch**

The repair of this trail portion is not included in CM-31-0000 however it is included in another profile (Profile CM-34-0000 Open Space Environmental Renewal). This project is anticipated to be completed in 2023.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-018C

**Document Page #:** 509

**Asked By:** Councillor Cartmell

**Question:**

Please provide anticipated overall project schedule.

**Answer:**

**Infrastructure Planning and Design Branch**

The New Transit Bus Garage capital profile 20-22-2022 provides funding for the following work related to the new southeast garage:

- Complete functional programming to PDDM Checkpoint 2.
- Acquisition of land.

This work is anticipated to be completed by Q3 2023.

The profile also includes the detailed design and delivery of the new southeast garage (PDDM Checkpoint 3 to 5), if support is received for grants from the Federal Government. Tax supported debt is held in abeyance pending a grant from the Federal Government. If the grant is received and Council approves the project to move forward at the time of or ahead of Administration reaching PDDM Checkpoint 2, the following schedule is anticipated:

PDDM Checkpoint 3 - Q2 2024

PDDM Checkpoint 4 - Q4 2024

PDDM Checkpoint 5 - Q1 2029 - anticipated start of operations in the new garage

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-019C

**Document Page #:** 509

**Asked By:** Councillor Cartmell

**Question:**

Will the design of the new transit garage anticipate hydrogen fueled buses?

**Answer:**

**Infrastructure Planning and Design Branch**

Yes, the recommendation from the ETS Fleet Storage & Maintenance Facility Strategy is that the new Southeast Transit Garage will be most functional in responding to the growth challenges by being able to accommodate multiple fuel sourced buses inclusive of Diesel Buses, Electric Buses, and Hydrogen Buses.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-020C

**Document Page #:** 521

**Asked By:** Councillor Cartmell

**Question:**

Please provide a prioritized list of locations.

**Answer:**

**Parks and Roads Services Branch**

CM-66-2525 Developer and ARA Funded Signals requests funding for up to 16 traffic signals annually. The list of signal installation locations is confirmed on an annual basis and accommodates rapidly developing areas, which can lead to changes impacting the roadway network. The following 10 locations are currently planned for the 2023 program:

New Traffic Signal Locations

- Hiller Rd SW - 175 St SW
- Savaryn Dr SW - 91 St SW
- 25 Ave SW - Savaryn Dr SW
- 25 Ave SW - Shaw Way SW
- 51 Ave - 34 St
- Roper Rd - 34 St
- Edgemont Way - 199 St
- Webber Greens Dr (North of) - Winterburn Rd

Traffic Signal Rebuild Locations

- 153 Ave - 18 St
- 56 Ave - 34 St

Work is underway to determine up to 6 more locations for the 2023 program, if this capital profile is approved. Annual confirmation of locations enables a nimble response to emerging development needs and priorities, making our streets safer and more livable. Once locations are confirmed, they will be shared publicly along with status updates and anticipated completion timelines. Additional locations will be added for 2024-2026 as development occurs and assessments are carried out.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-021C

**Document Page #:** 530

**Asked By:** Councillor Cartmell

**Question:**

Have the schedules of the Rainbow Valley bridges and the 149st bridge been coordinated such that both projects do not proceed simultaneously? Access to southwest Edmonton from the core is gained by getting onto Whitemud either at 149st or at Calgary Trail or 109st. If both accesses are restricted, a lot of people will be unhappy.

**Answer:**

**Infrastructure Planning and Design Branch**

As part of the Terwillegar Drive Expansion project, the westbound Rainbow Valley Bridge is planned to be closed in 2024. The eastbound Rainbow Valley Bridge is planned to be under construction starting in 2025.

Though design has not yet started, at this early stage, the anticipated construction timeline for 149 Street Bridge over Whitemud Drive is approximately 2025/2026. More will be known about the project scope, timelines and traffic accommodation requirements as the project advances through the design process.

The planning, design and construction teams will work to ensure construction is coordinated for the two projects to minimize traffic impacts as much as possible.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-022C

**Document Page #:** 630

**Asked By:** Councillor Cartmell

**Question:**

Please provide cost estimate for 100st Pedestrian Bridge

**Answer:**

**Infrastructure Planning and Design Branch**

The 100 St. Pedestrian Bridge is currently in the planning and design phase, pre-checkpoint 3. We are anticipating reaching PDDM Checkpoint 3 by Q2 of 2023, when the scope, schedule and budget for the delivery phase will be shared with Council.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-023C

**Document Page #:** 630

**Asked By:** Councillor Cartmell

**Question:**

105 Avenue, funded for street scaping, but not for bike lane? IS this correct?

**Answer:**

**Building Great Neighbourhoods Branch**

105 Avenue (97 Street to 101 Street) is planned to be renewed as part of the Boyle Street Neighbourhood Renewal Project. The preliminary plans for this stretch include renewal of roads and streetlighting, streetscaping, creation of a shared street and installation of a Shared-Used Path that will serve as the active transportation facility. The 105 Avenue Streetscaping project that is recommended for growth funding (as part of the Downtown Community Revitalization Levies profile CM-74-4100) would supplement the renewal budget to complete the streetscaping elements in this area. These funding sources combined would fund all elements of the project including both the streetscaping and active transportation elements.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-024C

**Document Page #:** 651

**Asked By:** Councillor Cartmell

**Question:**

Please provide cost to advance Riverbend Library to Checkpoint 3

**Answer:**

**Infrastructure Planning and Design Branch**

Riverbend Library is currently funded to PDDM Checkpoint 2. The cost to advance Riverbend Library to PDDM Checkpoint 3 is \$800,000.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-025C

**Document Page #:** 654

**Asked By:** Councillor Cartmell

**Question:**

Please provide cost to advance Bryan Anderson Athletic Grounds to Checkpoint 3

**Answer:**

**Building Great Neighbourhoods Branch**

Some district park amenities that have already completed design to Checkpoint 3 including two irrigated sports fields and upgrades to four ball diamonds. The estimated cost to advance the remaining Bryan Anderson Athletic Grounds Concept Plan amenities to Checkpoint 3 is \$371,000. This includes design for the relocation of the future school site and sports fields required to accommodate an Artificial Turf Facility (ATF). Parking lot and pathway connections are also included within the scope of work.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-026C

**Document Page #:** 660

**Asked By:** Councillor Cartmell

**Question:**

Please provide cost to advance 17st (76Ave to Whitemud) to Checkpoint 3

**Answer:**

**Infrastructure Planning and Design Branch**

Planning for the future widening of 17 Street from Whitemud Drive to Sherwood Park Freeway was completed in 2012. Under the Arterial Roads for Development Bylaw 14380, developers in the Maple Ridge and South East Industrial area are responsible for 4-lanes of 17 Street from Whitemud Drive to Sherwood Park Freeway.

Currently, an area developer is advancing work aimed at upgrading 17 Street from north of Whitemud Drive (at approximately 51 Avenue) to north of 58 Avenue. This work includes two new northbound lanes (to bring 17 Street to 4-lanes), in addition to a shared-use path on the east side of 17 Street. The timeline for this work is not yet confirmed

At the same time, funding is in place for the rehabilitation of the existing lanes of 17 Street from north of Whitemud Drive to South of Maple Ridge Drive. This rehabilitation is scheduled for construction in 2023. The rehabilitation is taking into account the widening work planned by the developer and will include new streetlighting.

Advancing the design of 17 Street (76 Avenue to Whitemud Drive) to PDDM Checkpoint 3 is anticipated to cost \$750,000.

The project referred to in Appendix E - Unfunded Growth Project List (page 660) is 17 Street from 76 Avenue to Sherwood Park Freeway. While the question was related to 17 Street (76 Avenue to Whitemud), information for the area to the north is also noted below:

17 Street (76 Avenue to Whitemud Drive) is currently at PDDM Checkpoint 2. The cost to advance this work to PDDM Checkpoint 3 is estimated at \$500,000.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-027C

**Document Page #:** 661

**Asked By:** Councillor Cartmell

**Question:**

Please provide cost to advance 34st (76Ave to Whitemud) to Checkpoint 3

**Answer:**

**Infrastructure Planning and Design Branch**

Conceptual planning (PDDM Checkpoint 2) for the widening of 34 Street to 6-lanes was completed in 2012. The first stage for 34 Street would include widening to 4-lanes. The widening of 34 Street is the shared responsibility of the City and area developers as outlined in the Arterial Roads for Development Bylaw 14380. The Arterial Roads for Development Bylaw 14380 outlines that Developers are responsible for the first 4-lanes of 34 Street from Whitemud Drive to the CN Railway Tracks. The responsibility to upgrade 34 Street from north of the railway tracks to Sherwood Park Freeway is shared 50/50 between area developers and the City.

Developers are in the early stages of advancing the widening of 34 Street from Whitemud Drive to north of Roper Road. Construction is anticipated to begin in the next few years.

No developer activity to upgrade 34 Street from north of Roper Road to Sherwood Park Freeway is anticipated in the foreseeable future. To advance 34 Street (76 Avenue to Whitemud Drive) to PDDM Checkpoint 3 is anticipated to cost \$1,250,000.

The project referred in Appendix E - Unfunded Growth Project List (page 661) is for 34 Street from 76 Avenue to Sherwood Park Freeway. While the question was related to 34 Street (76 Avenue to Whitemud), information for the area to the north is also provided. To advance 34 Street (76 Avenue to Sherwood Park Freeway) to PDDM Checkpoint 3 is anticipated to cost \$500,000.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-028C

**Document Page #:** 661

**Asked By:** Councillor Cartmell

**Question:**

Urbanization of 23rd Ave (Rabbit Hill to Terwillegar) - is there any kind of incremental tax levy that could be applied to nearby neighborhoods to fund this project?

**Answer:**

**Infrastructure Planning and Design Branch**

Urbanization of 23 Avenue from Rabbit Hill Road to Terwillegar Drive could be paid for by a local improvement tax; however, it is generally not appropriate to use incremental tax revenue from the general property tax base to support specific projects within the City as it would result in a compartmentalization of the City's property tax base. There are a number of steps that would need to be advanced in order for a local improvement levy to be used. There will be a need to clearly define the benefiting area and to articulate how those benefits accrue to the area, more than the city as a whole. There is a potential, as with any local improvement project, for property owners within the benefitting area to stop the local improvement project from proceeding to the bylaw if petitioned in accordance with the CityPolicy C619 - Local Improvement. If the project does proceed to Bylaw and Council passes the local improvement bylaw, then construction of the urbanization of 23 Ave could begin. The construction would need to be completed and the local improvement levy (tax) would need to be put on the tax roll within 5 years from the date that the local improvement notice was sent.

Regarding off-site levies: It is important to note that the area surrounding 23 Avenue (Rabbit Hill Road to Terwillegar Drive) is well developed. There is not enough development left in that area for an off-site levy to be effective. Such approaches are more appropriate at the beginning of neighbourhood development.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-100C

**Document Page #:** 73

**Asked By:** Councillor Hamilton

**Question:**

Clarification: The highlights mention \$27.8M dividend paid over 10 years. How was that spread out?

Follow up: what was the total operating cost in this branch required to generate the \$27.8M in dividends?

**Answer:**

**Real Estate Branch**

The breakdown of the annual dividend and operating costs over the past 10 years is provided in the attached table. All operating costs are funded through the Land Enterprise business model. Operating profit after accounting for the dividend increases Land Enterprise Retained Earnings which can then be re-invested into projects within the Land Enterprise business.

Administration is presenting a revised Land Development Policy, C511, to Executive Committee on January 18, 2023 which includes several evaluated dividend payment options. These options may result in increased dividend payments that could be allocated to specific Council directed initiatives.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-100C

**Document Page #:** 73

**Asked By:** Councillor Hamilton

Question#: 23-100C - Attachment 1

Over the last ten years (2013-2022), Land Enterprise has produced \$341.8 million in land sales revenue, generating a net profit of \$103.2 million. The breakdown of the annual dividend and operating costs over this ten year period is provided below.

	<b>Dividend (\$ millions)</b>	<b>Operating Costs (\$ millions)</b>
2013	6.1	3.6
2014	1.4	3.9
2015	2.7	4.5
2016	4.1	4.6
2017	3.4	4.5
2018	0	4.5
2019	1	4.6
2020	2.1	4.6
2021	2.7	4.6
2022	4.3	5.2
<b>Total</b>	<b>27.8</b>	<b>44.5</b>

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-101C

**Document Page #:** 73

**Asked By:** Councillor Hamilton

**Question:**

What is the total value of the City's real estate portfolio? How is it split (eg. Industrial, greenfield, residential, brownfield, etc?)

**Answer:**

**Financial & Corporate Services Department**

A current portfolio wide valuation is not readily available as the level of work to undertake this would be substantial and is over and above what is required to deliver the service. Land valuation estimates related to land development projects are undertaken when they are being considered for advancement and a due diligence level proforma is created. Given this, while Administration is not able to provide a portfolio wide valuation estimate, we are able to provide high level retail estimates for projects that will be advanced in the 2023-2026 budget cycle. These are preliminary estimates that are revised as the project continues to advance. These retail estimates are based on the assumption that the requested capital profiles are approved and the investments can be made. These estimates are only for stages that are started during this budget cycle and do not include the remaining lands that will be advanced in future budget cycles. Not all stages started during this budget cycle will be available for sale during this budget cycle.

CM-16-2010 - Industrial-Commercial-Investment Development: \$70.0 million

CM-16-2020 - Residential/Mixed-Use Development: \$81.7 million

CM-17-5045 - Transforming Surplus City Lands: \$22.2 million

CM-17-5046 - Edmonton Exhibition Lands: \$47.1 million

Total Value: \$221.0 million

Note that CM-17-5047 - River Crossing Redevelopment has not been included at this time as phasing will be informed by upcoming Council direction on the establishment of a governance structure in River Crossing, expected in Q1 2023. Should a governance structure for River Crossing be established, implementation of the River Crossing project would align with any guidance received through that structure.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-102C

**Document Page #:** 338

**Asked By:** Councillor Hamilton

**Question:**

Re: Residential/Mixed Land use development

This profile is requesting \$35M to prepare the land for sale. What is the timeline horizon to subdivision and sale?

What is the projected revenue from the sales of this land? Is it possible to break it down by parcel?

**Answer:**

**Financial & Corporate Services Department**

The \$35 million requested for this profile is for the development of five projects located within the Goodridge Corners neighbourhood. These projects will happen sequentially, rather than simultaneously. It also funds amendments for the Goodridge Corners Neighbourhood Area Structure Plan and Aster Neighbourhood Structure Plan. It may also fund a development stage in Aster if servicing from adjacent landowners becomes available.

Typical timelines from subdivision to sale of fully serviced lots is two to three years, depending on the complexity of the project followed by another two years of closeout.

Profit margins will vary from development to development, but the majority of developments in Goodridge Corners are anticipated to have 50 percent profit margins. In other words, we anticipate to roughly double the money invested from this profile within two to three years.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-103C

**Document Page #:** 651

**Asked By:** Councillor Hamilton

## **Question:**

Understanding that a new profile would have to be created, would the project scope include the pump house? Is there the potential for revenue generating opportunities at this site?

I understood there was a small amount of funding set aside for updating and modernizing the building envelope. Can you verify if this is the case and how much funding is eligible?

Last, given that the power plant is on the Alberta Provincial Historic Resources list, is there the potential for partner funding for the infrastructure?

## **Answer:**

### **Infrastructure Planning and Design Branch**

The next phase of the Rossdale Power Plant Redevelopment project is anticipated to focus on addressing the structural deficiencies required in order to install new roofs on each of the buildings. Without new roofing the buildings will continue to be exposed to the elements and sustain damage to their structural integrity and to some heritage elements.

Funding was provided in the 2019-2022 budget cycle, capital profile 19-17-0601 River Crossing / West Rossdale Redevelopment, to develop and implement the Rossdale Power Plant Strategic Renovation Plan for all structures on the Rossdale Power Plant site (including the two pump houses). The following scopes of work were initiated:

- Assessments (completed)
  - Historic Building Record and Condition Assessment
  - Building and Fire Code Analysis
  - Conservation Plan
  - Scope Definition Plan (for rehabilitation and establishment of a priority list)
- Design and Construction of High Priority Scopes (currently underway), including the following critical building envelope investments:
  - Roof replacement and initial structural upgrades of Pump House #2
  - Detailed Structural investigation
  - Roof patching repairs on the Turbine Hall and Switch House (completed) - as noted above, full roof replacements are required for the Turbine Hall and Switch House, however this work cannot advance until structural enhancements are completed.

Once the High Priority Scopes are completed, if funding remains available with the 19-17-0601 River Crossing / West Rossdale Redevelopment capital profile, Administration would advance the next priority items per the Rossdale Power Plant Strategic Renovation Plan.

Potential for Partner Funding: Administration contemplates partnerships will be a key component of the City's ability to advance the long term vision for reuse of the Power Plant; these could be public or private partnerships (with the City maintaining ownership of the building). Consideration of different operating models and partnerships will be key next steps as we seek to advance the long-term vision for reuse of the Rossdale Power Plant.

Limited funding opportunities currently exist to support historic resources in need of renovation and redevelopment. As a Provincial Historic Resource, the Rossdale Power Plant qualifies for up to \$50,000 annually from Alberta Culture to assist in ongoing maintenance of the historic features of the building. Due to capacity limitations on their program, it is rare that

# Responses to City Council Questions on the Proposed Capital Budget

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property owners can access the full \$50,000 (it is a 50-50 matching grant program) annually.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-104C

**Document Page #:** 81

**Asked By:** Councillor Hamilton

**Question:**

Data management is an increasing cost for the city. Given the increased demand for storing data, can you speak to how the city deaccessions data (policy and processes)? Should there be a data budget for the organization?

Additionally, given that FOIP can have an impact on how much data is retained by the corporation, has this come up in any policy-based conversations with the GOA?

**Answer:**

**Financial & Corporate Services Department**

Cit-e File is the way that Administration manages records and information at the City of Edmonton. Cit-e File is a classification and retention schedule that organizes and applies lifecycle management rules (how long we keep it and when we need to destroy it) to all corporate records in any media.

Cit-e File enables the City to implement enhanced records, data, and information management practices. It also increases the City's ability to meet business, legal and accountability requirements, including legislation, access to information requests, security, legal holds and discoveries. This improves the ongoing management of corporate information, regardless of format, medium, location or line of business.

The City currently occupies 54,000 cubic feet of storage (Corporate Records Centre) for physical records, 2.95 petabytes of data in data centres and 2.1 petabytes in Google Cloud Platform.

An example of how Administration is managing its data is the Corporate Integrated Data Solution (CIDS) (Capital Profile 23-51-1906 found on Attachment 1 page 259 of the 2023-2026 Capital Budget 23-51-1906). This project will develop infrastructure that will allow the City to meet the organizational long-term needs of reporting, analytics, privacy, ethics and legal requirements while gaining efficiencies that will save time and money. This project will also enable the ability to apply lifecycle management rules, such as deaccessioning data, that our current legacy systems prevent us from fully implementing. This current recommended capital profile is for \$3 million for 2023 and 2024, along with an operating expense of \$6.5 million for the entire four year budget.

Currently data stewardship (which includes data governance) is performed within the respective business areas as part of business functions as time and resourcing permits with corporate oversight and guidance. Independent budgets related to data deaccession have not been requested.

Data is maintained in accordance with the disposition and retention schedule. The Corporate Access and Privacy Team (Office of the City Clerk) works with the Office of the Information and Privacy Commissioner as required through legislation.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-105C

**Document Page #:** 322

**Asked By:** Councillor Hamilton

**Question:**

Re: Industrial Commercial Land Development

Is there a plan to do pre-sales on this type of land prior to undertaking the servicing so there is a guaranteed occupant when that work is done?

**Answer:**

**Financial & Corporate Services Department**

Industrial-Commercial-Investment Land Development projects are typically undertaken with the purpose of creating fully serviced lots based on market conditions, rather than on a strictly build-to-suit basis. This approach has been undertaken to help ensure that fully serviced industrial lots are always available within the City of Edmonton as guided by the Land Development Policy C511. This approach was undertaken for the City's recent development in Southeast Industrial where we developed 14 fully serviced industrial lots ranging in size from 0.9 to 4.4 acres. Development began in 2019 and the lots were brought to market in 2022. All lots are currently under sales agreement negotiations. Based on feedback from buyers and the quick absorption of these lots, the City's development approach is filling a need in the industrial market.

Administration does also work with potential interested buyers who approach the City with specific requests in mind and may require a build-to-suit. Generally speaking, these requests are few and far between, but do happen and are explored.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-106C

**Document Page #:** N/A

**Asked By:** Councillor Hamilton

**Question:**

What is the current balance in the Land Fund Retained Earnings pool?

**Answer:**

**Capital Budget Office Branch**

The operating retained earnings balance for Land Enterprise as of December 31, 2021 is \$147.5 million. Of that amount, \$72.2 million is related to the value of land for resale and \$39.3 million is held to offset strategic historical land purchases made on behalf of other City areas which is to be repaid in future years.

The remaining available operating retained earnings balance is \$36.0 million. Portions of this balance are already allocated for ongoing projects.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-283C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

Where was the purchase of the EPS replacement airplane in the previous budget? Which budget line? Which budget line and which year was the original purchase of the airplane? Are there other mischaracterized or concealed items in the budget?

**Answer:**

**Edmonton Police Service Department**

The replacement fixed wing aircraft was funded from the vehicle replacement capital profile within the 2019-2022 approved capital budget cycle.

The Vehicle Replacement capital profile does not provide budget line-item details. This format is consistent with the City of Edmonton capital profiles.

The original aircraft was purchased in 1993 for \$92,000. Additional costs of \$159,320 have been incurred since 1993 for a total capital cost of \$251,320. There are no records of specific capital profiles going back to 1990 due to the migration between different systems (SAP and capital budget system).

The EPS follows the City of Edmonton budget and procurement approval processes with respect to the budget and purchase of all capital assets. All appropriate approvals were received with respect to the acquisition of the fixed wing aircraft.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-284C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

Where was the purchase for the EPS Airplane Hanger in Villeneuve reflected in past budgets? Who owns the hanger (City of Edmonton?) ? How is it budgeted for renewal? What state of repair is it in? How much has been spent on the airplane capital since first flight (1990?)

**Answer:**

**Edmonton Police Service Department**

The City Council approved closure of City Center Airport in 2010, and it was officially closed in November 2013.

As a result of this closure, EPS moved its fixed wing airplane to Villeneuve in 2013.

The hanger in Villeneuve is leased via the City of Edmonton. As part of the lease agreement, the EPS is responsible for proportional lease cost and custodial and maintenance services. The owner of the property is responsible for renewal or repairs of the hanger.

The original aircraft was purchased in 1993 for \$92,000. Additional costs of \$159,320 have been incurred since 1993 for a total capital cost of \$251,320. Maintenance, hangar lease costs and operating costs have been managed within operating budgets.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-285C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

Do boards and commissions (for example: EPL, EPS, Other) have the ability to pay for their capital with their operating?

**Answer:**

**Capital Budget Office Branch**

Boards and Commissions have the ability to transfer funds from Operating to Capital if they determine a purchase of equipment or goods need to be capitalized to align with Canadian Public Sector Accounting Standards. This is done through the Supplemental Capital Budget Adjustment (SCBA) process. However, Boards and Commissions do not have sufficient funds in their operating budget to fund larger Capital Projects and are funded through the City Capital Budget Process. Where agencies, boards and commissions are funded for a specific purpose under an agreement they are required to use the funding in accordance with the terms of that agreement.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-286C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

What projects are eligible for Canadian Infrastructure Bank? Which projects have been or are under consideration?

**Answer:**

**Capital Budget Office Branch**

The Canada Infrastructure Bank (CIB) is part of the federal government's Investing in Canada Plan; created in 2017, the CIB presents another opportunity to secure financing for municipal infrastructure projects. The Bank's purpose is to leverage its \$35B endowment to attract private capital and co-invest with private-sector and institutional investors in new, revenue generating infrastructure projects to advance projects that might not otherwise be built or would not be built with private sector involvement. CIB's focus is specifically in the areas of public transit, green infrastructure, trade and transport, broadband, and clean power. More recently they have rolled out priority investment initiatives, such as zero emission bus and building energy retrofits programs, as part of the federal government's strengthened actions of the Climate Plan.

The CIB does not provide grant funding and is not intended to replace existing infrastructure funding models, such as grants and public-private partnerships, but rather seeks to complement and expand these models by providing another option to help structure and finance new capital projects. City administration has had discussions with CIB staff on potential civic projects that align with the CIB's focus areas, namely LRT expansion, transit infrastructure and fleet electrification, clean energy to advance our district projects and building retrofits for civic buildings.

The City is currently benefiting from the CIB's Zero Emission Bus (ZEB) program through \$14.4M in low-interest debt financing towards the purchase of 20 additional electric buses. The City is also evaluating the CIB's Public Building Retrofits Initiative (PBRI), which finances the upfront capital costs of energy-efficient building retrofits, to determine if it is financially viable to leverage the program for energy retrofits of City-owned buildings.

Funding provided through these CIB programs impacts the City's debt limit. As such, leveraging these programs is advisable only where lending rates are more favourable than traditional borrowing and/or where these programs offer less risk than traditional borrowing options.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-287C

**Document Page #:** 204

**Asked By:** Councillor Janz

**Question:**

Police headquarters: please provide a full line by line of the \$24,265,000. What enhancements are being made to the officers mess? What other office spaces have been considered?

**Answer:**

**Infrastructure Planning and Design Branch**

The scopes of work and associated proportion of the budget for the Police Headquarters Rehabilitation project are identified below.

The majority of the project involves the rehabilitation of the core major building systems (roof, building envelope, sprinkler and fire alarm, mechanical, electrical, building controls, and building safety systems). The non-core systems work includes upgrading lighting to LED to improve building energy consumption, improving accessibility (e.g. washrooms, locker rooms, ramps, handrails), incorporating GBA+ components (e.g. gender neutral washrooms), and interior finishes.

Mechanical systems (HVAC, building controls, plumbing, sprinklers, etc) = 38%

Electrical systems (LED lighting, fire alarm, building safety systems, etc.) = 27%

Architectural systems (Building envelope, roof, interior finishes) = 35%

The scope of work taking place in the officer's mess includes replacing lighting fixtures with LED to improve building energy consumption and replacing the flooring with new tile. As for the offices, the scope of work includes LED light replacement and upgrading the ramps to meet building code requirements.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-288C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

Rollie Miles - What cost savings can be achieved if design is complete with regard to the park renewal and demolitions?  
What funding is earmarked for the demolition of Scona pool?

**Answer:**

**Infrastructure Planning and Design Branch**

Administration does not anticipate any cost savings related to the design of the Rollie Miles Park renewal and the demolition of Scona Pool as there is no interconnection between the projects. Scona Pool is located on land owned by the Edmonton Public School Board. Working with EPSB, we anticipate that the pool demolition project will grade, and sod the footprint of the pool. This aligns with the Rollie Miles Park master plan, and the preliminary design completed for the park renewal.

There is currently funding in place to complete the design to PDDM Checkpoint 3 of the demolition of Scona Pool through the Rollie Miles Recreation Centre project currently underway (CM-10-1010 CP-10200). Funding for demolition work will be confirmed once design is complete.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-289C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

With the enhancements to Terwillegar drive, how much shorter will the commute times be? What opportunities are there to reduce spending on Terwillegar?

**Answer:**

**Infrastructure Planning and Design Branch**

The current travel time along Terwillegar Drive, from south of Anthony Henday Drive to Whitemud Drive, is approximately 8 minutes, both in the northbound direction in the morning peak hour and in the southbound direction in the afternoon peak hour. By 2030, the travel time is projected to increase to 12 minutes in both peak directions.

With the upgrades planned as part of the Terwillegar Drive expansion, the projected travel time by 2030 is anticipated to be reduced by 3 minutes to approximately 9 minutes in both peak directions. The travel time is expected to be similar to today's, while volume is expected to increase by approximately 50%.

Once budget pressures were realized due to inflationary pressures a comprehensive exercise to examine cost saving options was completed to help reduce project over expenditures. All discrete pieces that could be removed without negatively impacting the project goals were already removed from the project scope.

If the \$43M budget increase is not approved, the project value could be reduced by removing the new pedestrian bridge adjacent to the Rainbow Valley bridges, the noise barrier adjacent to Ramsay Heights (along the west side of Whitemud Drive, between 45 Avenue and 47A Avenue), or some connecting roadway renewal work on Whitemud Drive. The scope of the planned capacity improvements, such as the ramp widening at the Whitemud Drive/Terwillegar Drive interchange or widening along Whitemud Drive could also be reconsidered. However, such changes would require design adjustments and some redesign depending on the extent of re-scoping..

If directed to adjust the scope additional planning work and public communication would be required, resulting in potential delays. If the delays impact the project schedule outlined in the Contribution Agreement with the Province an amendment would be required.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-290C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

Many communities often remark that they were promised something. This ranges from developer playgrounds to recreation centres. Could administration provide a list of promises that have been made? Are there memorandums or contracts or other binding documents that exist, binding or obligating the city to a project?

**Answer:**

**Capital Budget Office Branch**

The commitments to infrastructure improvements are the result of council approving a capital project/program, commitments based on conditions of development by the private sector and through community fundraising opportunities. Administration cannot comment on perceived promises made to the community.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-291C

**Document Page #:** 472

**Asked By:** Councillor Janz

**Question:**

What are the options to delay the enhancements to Hawrelak park? Which systems will fail and when? What opportunities or alternatives are there to provide washrooms or minimum health and safety pieces? What would be the implications of a multi-year delay to the project?

**Answer:**

**Infrastructure Planning and Design Branch**

Based on the City's asset management processes and Infrastructure Asset Management Policy C598 practices, Administration has determined that the renewal needs to proceed now to mitigate the operating and maintenance challenges currently faced by the City and event organizers, mainly around the site services and utilities as the immediate priorities. Delaying re-investment in the underground utilities that have surpassed their lifecycle poses the greatest risk with unplanned loss of service currently experienced expected to increase along with the cost of the repairs. A holistic approach to the renewal provides the most efficient and cost effective construction approach while minimizing impacts to all stakeholders.

We understand the importance of the pedestrian and cycling link around the park and that connection will remain open during the park closure. Efforts will be made to prioritize the completion of the washroom by the Buena Vista footbridge. Until such a time that a park washroom is available, washrooms will be available in Emily Murphy Park and Laurier Park.

A delay in the implementation of the project would increase the operating and maintenance challenges currently faced by the City and event organizers, mainly around the site services and utilities impacting the City's operating budget. Additional operational costs would be incurred if William Hawrelak Park remained open in 2023-2025 as operational teams are being redeployed to open a new park during the Hawrelak Park closure. Supporting services such as food service, paddle boat and skate rentals will not be available as contracts were not secured anticipating the three year closure period. Signature festival and event relocation decisions have been made and agreed to and festival planning in these new locations is underway. The complex work completed with the festival and event organizers since 2019 to find suitable alternative locations would have to be restarted, continuing to create uncertainty for these events and their participants.

In addition, William Hawrelak Park Rehabilitation is currently recommended to be funded with 100% tax-supported debt. The capital projects proposed to be fully financed with tax-supported debt in the 2023-2026 capital budget would result in tax-supported debt servicing reaching 97 per cent of the 18 per cent tax-supported debt limit in the new proposed Debt Management Fiscal Policy. If William Hawrelak Park Rehabilitation is not financed through tax-supported debt at this time, as recommended in the capital budget, there will likely not be sufficient debt room available to finance it with debt in future years, especially if debt room that becomes available by not debt financing William Hawrelak Park Rehabilitation is used for other priorities.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-292C

**Document Page #:** 455

**Asked By:** Councillor Janz

**Question:**

CM-33-0000 Open Spaces Renewal - Cemeteries, Golf courses (riverside and Victoria, others?)- what potential items can be held in abeyance until council can determine a golf course master plan and strategy?

**Answer:**

**Infrastructure Planning and Design Branch**

A number of program and service reviews were recently completed outlining the City's approach to municipal golf services. At this time, strategies and plans are in place guiding the continued operations and supporting capital and operating decisions.

Municipal golf course master plans have been completed between 2011 and 2020 focusing on the capital renewal and development required to maintain operations. In addition, Administration assessed the condition of the three City owned golf courses and their specialized assets in 2020. These assessments and master plans guided the prioritization of work required at each golf course per the Infrastructure Asset Management Policy C598.

The studies recommended renewal of greens and tees and bunkers at Riverside Golf Course within the 2023-2026 budget cycle with additional renewal work required in future cycles. Prior to implementing the renewal at Riverside, Administration is conducting further analysis to map out the timing of this work. The analysis will take place in 2023 to determine the staging of the renewal later in the fiscal cycle to meet any budgetary constraints while addressing the most critical conditions, with renewal on these areas beginning in 2024.

In addition to the renewal identified at Riverside, the study identified portions of Rundle Golf Course and Victoria Golf Course recommended for renewal in future budget cycles. Administration also identified an immediate need to address cart paths and player safety at Victoria Golf Course.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-293C

**Document Page #:** N/A

**Asked By:** Councillor Janz

## **Question:**

There are significant budgets for replacement/renewal of assets. There is no obvious info on the rates of renewal or replacements. Are we getting good value from our assets over their lifetime? Where is the life cycle analysis for this? What other sector comparators exist and which do we use?

## **Answer:**

### **Infrastructure Planning and Design Branch**

An overarching theme of the City's objectives for asset management is that assets are planned, acquired, maintained, renewed, decommissioned and divested to support the delivery of City programs and services, while ensuring the best value to the City, per the Infrastructure Asset Management Policy C598.

One of the key components of the renewal program is understanding the state and physical condition of assets. Administration uses a standardized rating system to evaluate the state and condition of existing infrastructure assets. A standardized 5-point rating system on a scale of A to F (Very Good to Very Poor) is used to identify asset condition. The rating system enables a comparison of disparate asset types regardless of their complexity. The five point rating method is consistent practice amongst Canadian municipalities. Administration assesses the physical condition of our assets on an ongoing basis, which not only informs the programming of renewal, but it also provides data on the impact of our renewal investments.

Based on the 2021 Infrastructure State and Condition report, the City's existing assets remain in good to very good condition in the vast majority of asset classes, with 52.2% in Good and Very Good condition, 38.7% in Fair condition and 9.1% in Poor or Very Poor condition. A good measure of the effectiveness of the City's renewal programs is the percentage of assets in poor and very poor condition, which has improved from 16% in 2011 to 9.1% in 2020.

Administration uses its Risk Based Infrastructure Management System (RIMS) to predict the optimal funding for the renewal of existing infrastructure. The model uses an asset's current physical condition, target physical condition, renewal investment options/costs and expected life cycle deterioration curve to model the effect of different investment options and their timing throughout the asset's life.

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

In the Infrastructure Asset Management Policy C598, it states that asset management is the coordinated activities of an organization to realize value from assets. In addition to the above activities, the following support realizing the best value from our assets:

- Capital Project Governance Policy C591 and Project Development and Delivery Model used during the build and renewal activities;
- Asset Maintenance Plans and Asset Management Plans developed and implemented for each asset type; and
- Asset rationalization framework under development.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-294C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

What Level of construction penalty or additional costs would be incurred by redesigning Lewis Farms to be more like Rollie Miles or Terwillegar Rec?

**Answer:**

**Infrastructure Planning and Design Branch**

The program for Lewis Farms Recreation Centre is comparable to the Terwillegar Recreation Centre and so a redesign like Terwillegar Recreation Centre would not be cost effective. If council were to direct a scope reduction to redesign to match the program of Rollie Miles (only aquatic and fitness) it would mean the removal of ice rinks, the public library, the district park and the operational yard. This program reduction would need to be confirmed either directed by council or through additional public engagement. Once the new program is confirmed the facility would be redesigned. This redesign would be an additional cost, result in delay to the current schedule and add escalation costs for the additional delays to the project.

If there are significant scope changes to the project there may also be implications to existing contracts in place. The City may be required to pay damages to the contractor and the consultant if the contract was substantially changed at this time..

As per Council Report CR-6773, the dollars per square metre of this facility continue to be in alignment with other major recreational centers.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-295C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

To confirm, if funded, which profiles benefit the Edmonton Police Service?

**Answer:**

**Corporate Response**

Edmonton Police Service:

EPS has specific renewal and growth requests outlined in the budget document (Appendix F starting on page 677 lists all funded and unfunded projects). In terms of "benefit", while the intent of this characterization is not clear, we would note that impact might be a more purposeful characterization, as most City growth profiles have indirect impact on EPS and the services provided by EPS. For example, if approximately 30% of growth capital is spent on LRT expansion, that LRT represents additional stations that require EPS patrol and response, thus requiring resource adaptations or growth. When the city approves new neighborhoods or grows through annexation, there is literally new ground to cover. There is an ongoing need to contemplate these impacts within planning processes as they proceed so that growth is managed and planned for at the outset.

City Operations:

Capital profile "CM-25-3003 - Vehicle and Equipment Service Lift Program" has two projects listed on the project list on page 158 related to lifts at Police Headquarters. This profile is not specific to the Edmonton Police Service. The Vehicle and Equipment Service Lift Program is used by mechanics to maintain all City of Edmonton vehicles (Parks and Roads Services, Waste, Integrated Infrastructure etc.), as well as external partners, including Alberta Health Services and Edmonton Public Libraries. This profile is to ensure legislative compliance, environmental requirements and the safety of the mechanics and staff in the City of Edmonton's Fleet and Facility Services branch. EPS pays the full cost of the service from the City of Edmonton.

Integrated Infrastructure Services:

If approved, the following IIS-managed capital profiles would benefit Edmonton Police Service:

21-11-9600 EPS-Police Headquarters Rehabilitation

CM-11-0000 Facility: Safety and Security - Renewal

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-296C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

What potential are there for cost savings in reducing the square footage of roads in future “like for like” renewals?

**Answer:**

**Infrastructure Planning and Design Branch**

“Like for like” roadway renewal projects are rare in recent years. This type of approach would typically be focused on limited condition-based scopes of work to extend the service life of the asset (asphalt overlays) until such times a fulsome renewal is possible. Limited condition-based renewals present limited opportunity for changes to a roadway’s cross-section, including reduction of square footage of roadway.

There are a number of factors that influence the ability to reduce the overall square footage of roads through the renewal process. Some key factors include existing underground utilities, drainage infrastructure (such as catch basins), condition of the existing infrastructure and overall network capacity.

Projects that are scheduled for reconstruction would include review of current and future roadway operations, and would consider network requirements, missing active mode connections, adjusting lane widths to current standards, “right sizing” the roadway, safety improvements, and other strategic enhancements.

Generally speaking, if an asset is not up for reconstruction or the existing concrete portions of the roadway are not up for significant rehabilitation, the additional capital costs above the required renewal to reduce the road footprint would not be offset by future cost savings for maintenance within the assets life cycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-297C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

High Level Bridge - can we confirm a park, not merely a single use path will be on the top deck? Please elaborate on the budgeted top deck experience. Can tourism funding streams or other cultural or historical funding be included?

**Answer:**

**Infrastructure Planning and Design Branch**

Planning for the High Level Bridge is in the initial stages. As outlined in IIS report IIS00488 High Level Bridge Lifecycle Strategy presented to Executive Committee on April 13, 2022, and as indicated in the capital profile 23-24-0300 High Level Bridge Rehabilitation:

“The work will include planning, design, and delivery of the rehabilitation and enhancement of High Level Bridge. The renewal option selected optimizes the value of the rehabilitation work on the High Level Bridge by also advancing improvements to the bridge that align with key policy direction, including enhancements to active transportation. This scenario specifically considers rehabilitation combined with active mode enhancements which align with the vision of the High Level Line between Downtown Edmonton and the Strathcona neighbourhood.”

The planning stage of the project will be critical to identify the vision for the bridge. While the project is first and foremost a renewal project, enhancements for active modes and placemaking are of key importance to this project. While implementation of a park can not be confirmed until the project advances through planning and design and until a better idea of cost of enhancements is understood, it can be confirmed that the vision for the High Level Line is informing the enhancements being contemplated.

Administration looks to leverage any available funding opportunities for civic projects as a matter of course. Currently, there are no large envelopes of provincial or federal culture funding to support a project of this size and scope. While there are some culture and historical preservation grants available, these are very modest (typically less than \$100,000) and a bridge project is not a natural fit for these types of programs. As part of COVID-19 recovery there were some available tourism grants. The focus of these programs, however, was to support tourism businesses and tourism organizations; they were not tailored to support municipal infrastructure primarily utilized by local residents, which would preclude a municipal bridge as a candidate project.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-298C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

What percentage of each capital project are communications and engagement (per profile, percentage and in dollars please)?

**Answer:**

**DCMO - Communications and Engagement Branch**

Annual capital program expenditures are currently averaging approximately \$1.3 billion. The investment in communications and engagement project support generally averages in the range of 0.4 per cent to 0.6 per cent of project expenditures. However, communications and engagement support for the capital program is not explicitly tracked or budgeted on a per-profile basis.

This is because communication and engagement needs vary significantly between profiles, depending on various factors, including project scope, scale and public impact, as well as the level of disruption Edmontonians or businesses may experience during different stages of a construction project. Some profiles, like routine technology updates, require minimal support, while transformational profiles, such as LRT delivery, require intensive communications and engagement support. There is also a need to balance the ability to reach diverse audiences in innovative and meaningful ways with the need to do the work efficiently and effectively within a given time frame and available funding limits.

Not all communications and engagement services are charged to specific projects either. For example, direct, dedicated resources may be charged to specific projects or to a portfolio of projects. Direct resources are most often communication or engagement advisors. Indirect resources for various communications functions, while impactful and critical to project success, are generally not charged to projects nor included in their proposed budgets. Indirect services would include creative services, digital services, media relations and procurement.

In general, annual estimated communications and engagement resources supporting infrastructure projects average approximately \$7 million, which includes both internal personnel support and external consultants. We currently rely on consultants because the public engagement services team is not large enough to deliver the significant volume of engagement activities the City undertakes on an annual basis. Using external consultants helps the City meet its legislative requirements for engagement and perform a higher volume of engagement activities. External consultants can also provide specialized expertise and are useful when a third party is required to ensure objectivity.

A detailed estimate of the resources used to support infrastructure projects is provided in Attachment 1. This estimate does not include other indirect resources that contribute to the management and oversight of capital projects throughout their lifespan, such as 311 services and ongoing communications as capital projects are concluded and made available for public use.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-298C

**Document Page #:** N/A

**Asked By:** Councillor Janz

## Question #23-298C - Attachment 1

Below is a breakdown of estimated annual communications and engagement resources supporting infrastructure projects:

Resource	Support Type	Dollars	Funding Source
Blatchford Marketing and Sales	Direct	\$0.4M	Blatchford Dev/Utility
Communications and Engagement	Direct	\$2.2M	Capital Projects
External Communications Consultants - LRT	Direct	\$2.0M	Capital Projects
External Engagement Consultants - Sample projects include: Building Great Neighbourhoods, Open Spaces, Transportation and Facility Planning and Design Projects	Direct	\$2.2M	Capital Projects

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-299C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

How much does it cost to build one KM of active pathway? Of sidewalk? Of roadway? Same question but for servicing costs of each..

**Answer:**

**Infrastructure Planning and Design Branch**

The following provides average costs to build one kilometre of various types of infrastructure. Note that the average costs are approximate and are based on standard design specifications and historical costs for materials, labour, and equipment. Context varies from location to location and costs vary accordingly.

- 3.0m wide asphalt shared pathway - \$0.5 million/km
- 1.8m wide concrete sidewalks - \$0.5 million/km
- 2 lane (bi-directional) bike Lane - \$0.8 million/km
- 2 lane (bi-directional) roadway - \$2.9 million/km

Also note that these are high level costs assuming brand new infrastructure. In many cases retrofit projects may include updating existing infrastructure, or working within constraints. For example, retrofit projects often make use of existing infrastructure for bike lanes potentially reducing the cost estimate provided above.

As noted, the specific costs vary from project to project depending on the local context and design. Costs are also influenced by the type of infrastructure being installed. For example, a project may utilize adaptable infrastructure (similar to that used for the Downtown bike network), which may be a cheaper alternative in some contexts.

Servicing Costs can be broken down into two main components, snow and ice control/removal and overall maintenance costs. The below costs are averages based on historical data and can vary depending on location.

Average snow and ice control costs on an annual basis for various types of infrastructure are noted below:

- Walkways: \$1.22/m<sup>2</sup>
- Civic Walks (these are the P1 walkways and facilities): \$10.31/m<sup>2</sup>
- Divided Bike Lanes \$9,457.84/km
- Roadway Snow and Ice Control \$5,275/lane km

Average maintenance costs on an annual basis for various types of infrastructure are noted below. These costs include inspections, necessary replacements, repairs and general maintenance.

- Active pathways, including bike lanes - \$178/km
- Sidewalks - \$738/km
- Roadway Asphalt Repair Maintenance - \$1,285/km

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-300C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

What is the monetary and percentage total of spending in A) Renewal and B) Growth for 1) cars 2) active transportation 3) sidewalks?

**Answer:**

**Infrastructure Planning and Design Branch**

The breakdown of investment is as shown below and when referenced against Table 7 in the Proposed Capital Budget 2023-2026, incorporates spending from growth and renewal standalones and composites within Active Pathways and Roads Service (Roads, sidewalks, bridges, bike lanes), Parks and Open Space Access Service (Shared Use Paths, trails), and the transformational Yellowhead Trail projects. The percentages represent the percentage of the proposed overall capital investment for 2023-2026.

Roads (Inc. Roadway and Bridges)

Growth: \$837 million - 12%

Renewal: \$965.2 million - 13.84%

Total: \$1802.1 million - 25.84%

Active Transportation (Inc. Ped. Bridges)

Growth: \$66.2 million - 0.95%

Renewal: \$53.7 million - 0.77%

Total: \$119.9 million - 1.72%

Sidewalks

Growth: \$38.7 million - 0.55%

Renewal: \$163.3 million - 2.34%

Total: \$202 million - 2.9%

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-301C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

What are each of the reserves and how much funding are in each?

**Answer:**

**Financial & Corporate Services Department**

This information is now available as part of the 2023-2026 Proposed Operating Budget Appendix D: Reserve Funds (page 849). A description of reserves starts at page 849 and reserve balances actual and forecasted are listed by reserve by year on page 862.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-302C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

If a profile is funded by debt, can a portion be shifted to a different sources such as tax levy to create debt room? At a later date?

**Answer:**

**Capital Budget Office Branch**

Funding sources for capital projects can be changed through Council approved budget adjustments. This includes using a different funding source for a project previously approved with debt financing, such as pay-as-you-go.

If the debt is no longer required for the project and has not yet been borrowed for, additional debt room would become available.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-303C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

Photo radar: What are the implications of switching to regular bylaw staff enforcement and what equipment would be required? <https://urbanaffairs.ca/your-say/letter-city-of-edmonton-should-use-peace-officers-over-photo-radar/>

**Answer:**

**Parks and Roads Services Branch**

Automated enforcement was established to positively impact road safety through the efficient use of technology and staff resources to be present at many locations throughout Edmonton while reducing the safety risks associated with staff conducting in person enforcement. Switching from the current approach to using bylaw officers to conduct in person enforcement would require detailed analysis to fully outline the contractual, financial, legal and logistical (including, but not limited to equipment needs) implications. Of significance would be exploring with the Province of Alberta and the Edmonton Police Service whether authorities and permissions would be granted for bylaw officers to perform this type of enforcement, which is not currently in place.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-304C

**Document Page #:** 382

**Asked By:** Councillor Janz

## **Question:**

CM-66-2585 (Safe Crossings) is for upgrading pedestrian crossings that have been identified as dangerous. It's being funded with \$26m entirely from the photoradar fund, which it indicated is enough to upgrade 400 intersections. 1 - There were 659 such intersections identified in the 2018 report. How many are currently on the list? How much additional funding would be required to upgrade all crossings that have been identified? In order to do more intersections, are tradeoffs being made by using inexpensive but less effective treatments? (For instance, using mostly rapid flashing beacons, rather than full signals, even knowing that RFBs aren't as effective) If the photoradar fund comes up short, will this program be reduced in scope, or would the committed funds be found elsewhere?

## **Answer:**

**Parks and Roads Services Branch**

Q1 - There were 659 such intersections identified in the 2018 report. How many are currently on the list? How much additional funding would be required to upgrade all crossings that have been identified?

CM-66-2585 enables funding to upgrade approximately 400 locations over the 2023-2026 budget period. Administration has included an attachment titled "Attachment 1 - Safe Crossings Locations List" showing these locations, which has been included as a separate attachment to this report due to its size. The document lists the 466 locations that have currently been identified and prioritized as needing engineering improvements to support safer and more livable streets in Edmonton. The current scope of this capital budget request will result in improvements at the vast majority of these locations.

2. In order to do more intersections, are tradeoffs being made by using inexpensive but less effective treatments? (For instance, using mostly rapid flashing beacons, rather than full signals, even knowing that RFBs aren't as effective) When planning improvements, the Transportation Association of Canada's Pedestrian Crossing Control Guide (national standard), the City's guidelines, and the recommendations from the June 2017 Pedestrian Crosswalk Audit are used to determine the type of safety measure required for each location. Safety requirements always take precedence over cost in identifying the appropriate type of control for the crossing.

3. If the photoradar fund comes up short, will this program be reduced in scope, or would the committed funds be found elsewhere?

Declining Automated Enforcement revenues over the last few years prompted City Council to pass a motion on June 7, 2022, that directed Administration to incorporate a strategy as a part of the proposed 2023-2026 operating budget to replace the projected revenue shortfall for the Traffic Safety and Automated Enforcement Reserve with funding from the tax-levy. Safe Mobility Program Funding" service package is included on page 124 of the "Proposed Operating Budget 2023-2026". Through this service package, a tax levy request is being made due to the decline in automated enforcement revenue and a resulting projected deficit in the Traffic Safety Automated Enforcement Reserve (TSAER).



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-305C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

What are the repercussions of using all debt room, and how could it jeopardize other projects? Future funding partnerships?

**Answer:**

**Capital Budget Office Branch**

The proposed Debt Management Fiscal Policy C203D has three debt servicing limits:

26% of City revenues - Total debt servicing (21% to 26% limit only to be used for emergency purpose)

21% of City revenues - Total debt servicing

18% of net tax-supported expenditures - Tax-supported debt servicing

Each of these limits and permitted borrowing within each of the ranges is discussed in detail in the revised Debt Management Fiscal Policy Report (FCS01494 Debt Management Fiscal Policy Update), which was discussed with Council on October 17, 2022.

If the full tax-supported debt servicing room, up to the 18% limit, is used, no further projects can be financed with 100% tax-supported debt. Once the 18% limit is reached, tax-supported borrowing is only permitted for projects with at minimum 1/3 matching funding, emergency purposes, or for projects that are financed with self-supported tax guaranteed debt.

If debt servicing reaches the 21% of City revenues limit, no additional borrowing is permitted unless for emergency purposes. Also, if debt servicing reaches the 21% limit, the City would likely face a credit downgrade. A downgrade to the City's credit rating can have both reputational and financial impacts. Administration does not recommend increasing the City's debt level to a point that would trigger a credit rating downgrade. Risks for a credit rating downgrade include:

- Reputational Risk- A downgrade to the City's credit rating would indicate to lenders and the public that the City's financial health is trending downwards.
- Cost of Borrowing- A downgrade to the City's credit rating could result in higher borrowing costs if the City is deemed higher risk.
- Ability to Borrow- A downgrade to the City's credit rating could subject the City to greater credit scrutiny with its lenders.

In addition, using all available debt room would limit Council's flexibility in using debt to finance key infrastructure projects over the remainder of the budget cycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-306C

**Document Page #:** N/A

**Asked By:** Councillor Janz

**Question:**

CM-21-0012 notes "In recent years the scope and functions of Peace Officers and the Animal Care and Control Centre (ACCC) have expanded, and the need for the appropriate tools and equipment to complete their duties has also grown."

What is the division of responsibilities between the City's role (ACCC) and EPS's role and animal related unit(s)?

**Answer:**

**Community Standards and Neighbourhoods Branch**

In 2019, the City assumed responsibility for the enforcement of the Animal Protection Act (APA) from the Edmonton Humane Society (EHS).

A team of four APA Peace Officers and an APA Peace Officer Sergeant investigate offences under the Act and provide regulatory inspection services. This involves complex investigations and can include the execution of search warrants at residential and commercial locations and the seizure of animals, sometimes in large quantities. Examples include a seizure of 75 birds and a seizure of 71 reptiles.

The Animal Cruelty Investigations Unit (ACIU) of the Edmonton Police Service (EPS) investigates Criminal Code offences involving animals and also has the authority to enforce the APA. These units frequently work together closely as complaints and investigations unfold.

The addition of APA enforcement work assumed from the EHS has driven significant change to the needs at the Animal Care and Control Centre (ACCC) to provide veterinary medical care, surgeries, and custodial care for a greater variety and volume of animal species that are seized in these investigations. The original design, resourcing and equipment of the ACCC was intended for short term shelter animal care; predominantly for cats and dogs. The ACCC is currently providing medical and care services for stray and abandoned animals and all animals seized under the APA or Criminal Code by the City and the EPS.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-307C

**Document Page #:** 83

**Asked By:** Councillor Janz

**Question:**

Can you please provide more information about what the "Corporate technology investment framework", what the budget for it is, and what it seeks to provide that the city doesn't already?

**Answer:**

**Financial & Corporate Services Department**

The framework guides the City's investments in technology. Demand for new and upgraded technology consistently outstrips available funding, and the framework guides prioritization and a peer-review process that applies a corporate lens to decision-making and makes the best use of limited resources.

There is no directly associated budget for the corporate technology investment framework. Rather, the costs associated with the framework, which guides the City's technology investment, are embedded in the areas that provide oversight and guidance to the process (i.e., meeting to assess and approve a new technology investment). The time associated with providing this function to the City would primarily be operational.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-209C

**Document Page #:** 106

**Asked By:** Councillor Knack

**Question:**

Profile: Automated Enforcement Assets CM-66-2597 (Page 106)

The profile states that the number of mid-block and intersection collisions were similar to the city-wide average. Does that mean that in locations where we don't have these assets that we are experiencing similar reductions in collisions? If yes, why would we replace assets if there isn't a measurable decrease in collisions through the use of these assets?

**Answer:**

**Parks and Roads Services Branch**

The specific statistic is one of many data points the City is required to be reported annually to the Province of Alberta. It is not an accurate representation of the value and impact of automated enforcement for three key reasons:

1. It compares 2021 against 2019, which does not account for the many impacts of COVID on travel patterns.
2. It requires reporting on all automated mobile enforcement sites together, including locations where we had a limited enforcement presence.
3. It does not account for the impact of automated enforcement on intersections, where we typically see higher crash reduction numbers.

A robust deployment scheduling system, developed in collaboration with researchers at the University of Alberta, directly influences the scheduling of mobile automated enforcement at approved locations in Edmonton. Due to the moratorium on new enforcement sites in place by the Province of Alberta, deployment has been limited to our existing site inventory since late 2019. However, the deployment scheduling system takes into account current data from enforcement sites and schedules accordingly. This has led to a decreased presence at locations where enforcement is less impactful, enabling deployment of enforcement resources to the most in need locations where we are permitted to be present through the current Automated Traffic Enforcement Guideline.

When we look at sites that received at least 50 deployment hours per year in 2019 - 2021, we found that there was a 23% reduction in midblock and intersection collisions, which is higher than the citywide 21% reduction. When we look at sites where we spent at least 100 hours, which represents over a quarter of our 2021 sites, the collision reduction increased further to 27%. This indicates that consistent and frequent enforcement generates higher collision reductions. This finding can be further reinforced by research conducted by the University of Alberta which found that the number of visits, and the amount of time spent by mobile automated enforcement at each location has an impact on the collision reductions and safety improvements.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-210C

**Document Page #:** 120

**Asked By:** Councillor Knack

**Question:**

Profile: Train to Wayside Technology 23-21-3002 (Page 120)

This profile references cellular technology. Will this allow future consideration of full cellular service for customers when using the LRT in tunnels? If so, what additional work is needed within this profile to implement that or would this require a separate body of work?

**Answer:**

**Edmonton Transit Service Branch**

There are two streams of work underway related to underground cellular access. This capital profile supports cellular technology that would be on a private network and separate frequency band which would not be accessible to public cell phone carriers. This is necessary in order to ensure network security and reliability for transit service operations and maintenance. The infrastructure for this system would not overlap with what would be required for public carriers. The second stream of work underway is looking at providing public cell coverage for transit riders, through exploring partnership opportunities with local private service providers/carriers.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-211C

**Document Page #:** 184

**Asked By:** Councillor Knack

**Question:**

Profile: Lewis Farms Recreation Centre and Library 15-21-5785 (Page 184)

What is the current status for accessing swimming programs and public swimming in Edmonton? I have heard from parents that swimming programs can fill up within 15 minutes of being open to the public. Is that true? How quickly are programs filling up, including programming for those with accessibility needs?

What is the estimated delay to the project if the recommended approach is approved? How much will that add to the cost of the project to complete that redesign based on current cost escalation? Based on the original budget for the Coronation Recreation Centre, how much did the cost increase both in total dollars and percentage change? How does that compare to the Lewis Farms Recreation Centre/Library?

**Answer:**

**Infrastructure Planning and Design Branch**

Citizens can register for programs online, through [MoveLearnPlay.edmonton.ca](https://MoveLearnPlay.edmonton.ca), by contacting 311, as well as at the front counter in any City of Edmonton Recreation Centre. Citizens with a recreation membership are able to register 24 hours in advance of the general public.

Swim registration fill rates vary based on the location and time (i.e. after school and weekend times are desirable). Higher demand sites and program times do fill up quickly; however, in general swim programs are not fully filled within the first 15 minutes. Adapted swim programs generally do not fill, and there are spots available across the City depending on time and location.

Most classes fill based on the following breakdown:

- 2% registrations received prior to enrollment opening to public (members registering)
- 36% registrations received the day registration opens
- 45% registrations received in the following 30 days
- 17% registrations after 30 days of opening

Without further adjustment beyond that in the current recommendation, the delay to the construction completion has been estimated at up to six months. Additional cost for design and further escalation has been considered and is built into the recommendation. The cost for further delay at this point would mean further reductions of planned programs.

Coronation Park Sports and Recreation Centre was originally approved at \$112.26 million in 2018 and then approved for construction (checkpoint 4) by City Council at \$153.41 million at the Fall 2021 Supplemental Capital Budget Assessment. The program was not reduced and the total increase in cost was \$41.15 million, a 26.8% increase over the final approved amount.

The current approved budget for Lewis Farms Recreation Centre and Library (which also includes a district park and operational yard) is \$311.6 million. Building the existing program would require council approval for an additional \$58 million (18.6%) to address the shortfall due to inflation.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-212C

**Document Page #:** 249

**Asked By:** Councillor Knack

**Question:**

Profile: Vehicle and Equipment Replacement CM-25-1001 (Page 249)

As we are replacing these 661 vehicles, are we looking to replace certain vehicles with smaller vehicles as we adjust how we reconstruct roads in communities (ex: narrower roads to help with traffic calming)?

**Answer:**

**Fleet and Facility Services Branch**

Fleet and Facility Services are currently undertaking a corporate wide Fleet Strategy and Governance Project, which will be looking at optimizing fleet size, fleet lifecycle, fleet composition and a fleet reserve review to allow for greening the fleet.

The unfunded capital profile 'Emissions Neutral City Fleet and Equipment' (Appendix E, p.665) was introduced due to the Fleet Reserve structure and like-for-like requirements. This profile would include initial planning, design and delivery of zero emissions vehicle fleet and equipment transition, including associated required infrastructure. The scope of this profile would include the City's light and heavy duty fleet. However, it would not include transitioning the transit fleet to zero emissions.

We are actively introducing smaller vehicles, hybrids etc., as a part of the replacement schedule.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-213C

**Document Page #:** 322

**Asked By:** Councillor Knack

**Question:**

Profile: Industrial-Commercial-Investment Land Development C/M-16-2010 (Page 322)

Has there been any consideration given to our unserviced industrial land within the city and how further development of new industrial land may or may not be impacted by this? What is the current market supply for industrial land in Edmonton? Is there a shortage of industrial land within the City of Edmonton?

**Answer:**

**Real Estate Branch**

Unserviced and serviced industrial land generally attract different buyers. Unserviced land will typically attract buyers interested in undertaking horizontal development or build to suit developments. Serviced land typically attracts buyers looking for shovel ready sites. The City works with both types of buyers in various scenarios, but development of City industrial land creates serviced lots that generally appeal to the latter group.

Approximately 22 percent of Edmonton's industrial vacant land was located in the established non-residential area in 2021, a total of 1,451 ha including 825 ha of zoned and vacant industrial land and 626 ha of reserved land zoned as AG (agricultural) and AGI (industrial reserve). Information on how much of this land is fully serviced is not currently available. Based on the annual absorption rate of 42 ha over the past five years, it is estimated that at this pace, the zoned industrial land in established non-residential areas can accommodate industrial growth for 20 years. However, the economic slowdown in 2016 and COVID-19 pandemic impacts in 2020 significantly decreased annual vacant land absorption rates compared to before 2017 (annual absorption rate of 156 ha from 2012 to 2016). Faster industrial growth is expected in the short term with economic recovery following the impacts of COVID-19 in 2020, however, it is to be seen whether that recovery is sustained over the long term (City of Edmonton Mid-Year 2022 Economic Update, p. 1). Redevelopment and intensification of underutilized industrial land provide an opportunity for a more stable land supply, beyond currently available vacant industrial land, to support mid-term to long-term industrial growth.

Following the pandemic, there was a sharp increase in demand for serviced industrial land. A recent Industrial-Commercial-Investment (ICI) land development project was the Southeast Industrial project. The City developed 14 fully serviced industrial lots ranging in size from 0.9 to 4.4 acres. Development began in 2019 and the lots were brought to market in 2022. All lots are currently under sales agreement negotiations. Part of this demand is driven by industrial building vacancy rates continuing to decrease (3.6%, down 1.3% from this time last year), attractive rental rates in Edmonton which are gradually increasing but less costly than other parts of the Country and an increase in new construction of large purpose built facilities to support the distribution and logistics sector.

Vacancy is expected to continue to decrease and level out in 2023 as both a slowing economy and significant speculative completions (new builds that were not pre-sold/leased) come onto the market. While new product will remain in high demand, backfilling spaces in older buildings may become more difficult.

As the Bank of Canada continues to raise interest rates, sales volume has slowed from 2021. Year to date sales volume has dropped over 20% from this time last year. One bright spot on the sales front are small bay owner/ users who have remained very active. Considering this there will continue to be significant demand for the smaller industrial sites that the City brings to market. In fact it would appear that the City industrial lands sales are filling a niche market for the smaller bay owner/users who are looking to have a manageable smaller parcel of land with a smaller shop or built to suit development, that is affordable.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-214C

**Document Page #:** 325

**Asked By:** Councillor Knack

**Question:**

Profile: Mature Area Land Acquisition CM-17-1020 (Page 325)

Will this profile now include the purchase of individual or smaller lots in order to develop pocket parks?

**Answer:**

**Planning and Environment Services Branch**

Yes. This profile supports the acquisition of land in support of broader open space objectives. Land acquisition may include individual or smaller lots (i.e. a pocket park) or individual lots as part of a broader strategy to assemble a larger park over time.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-215C

**Document Page #:** 373

**Asked By:** Councillor Knack

**Question:**

Profile: Downtown CRL Delivery CM-74-4100 (Page 373)

How much is the 100th Street Pedestrian Bridge? If that wasn't advanced, what would that funding be able to do in terms of making our downtown core more walkable and bikeable?

**Answer:**

**Infrastructure Planning and Design Branch**

The 100 Street Pedestrian Bridge is currently in the planning and design phase. We are anticipating reaching PDDM Checkpoint 3 by Q2 of 2023, when the scope, schedule and budget for the delivery phase will be shared with Council. The bridge is an important missing link for the bike/share used path network connecting 100 Avenue to 99 Street and the River Valley system via the 100 Street Funicular.

If the 100 Street pedestrian bridge was not advanced, the funding could potentially be redirected to other catalyst projects included in the Downtown CRL Plan. The Downtown CRL includes the "Green and Walkable Downtown" Catalyst Project which already supports a range of pedestrian- and cyclist- friendly improvements to the public realm within the CRL Area. The recent improvements to 97 Street between Jasper Avenue and 102 Avenue or current work on 103 Avenue adjacent to City Hall, with narrowed roadways, more trees and greenery, enhanced lighting, upgraded crosswalks and street furniture would be examples. 106 Street east of the new Warehouse Park is also being planned.

If the funds proposed for the bridge were reallocated to Green and Walkable projects, Administration would identify street segments for improvement based on a number of factors, including their place in the pedestrian and cyclist networks, the existing condition of roadway and sidewalk, adjacent land use, and critically, coordination with other street re-construction projects. Of note, the 100 Street Pedestrian Bridge is an important missing link for the bike/share used path network connecting 100 Avenue to 99 Street and the River Valley system via the 100 Street Funicular.

(Note that the Downtown CRL Area is not the same as the Downtown neighbourhood - the CRL excludes areas west of 109 Street, south of 100 Avenue, and several blocks either side of 101 Street south of 102A Avenue.)

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-216C

**Document Page #:** 378

**Asked By:** Councillor Knack

**Question:**

Profile: Safe and Liveable Community Streets CM-66-2596 (Page 378)

How much funding is allocated to Street Labs in this profile and how does that compare to when the program was first started? How quickly will we be able to reach the 100 communities currently on the list with the recommended funding?

**Answer:**

**Parks and Roads Services Branch**

Please see attachment for response.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-216C

**Document Page #:** 378

**Asked By:** Councillor Knack



**Question 23-216C:**

How much funding is allocated to Street Labs in this profile, and how does that compare to when the program was first started? How quickly will we be able to reach the 100 communities currently on the list with the recommended funding?

**Answer:**

The initial capital funding (\$350,000 per year in 2021 and 2022) allowed for Administration to launch the Vision Zero Street Labs program and better understand the needs and desires the public has for neighbourhood traffic calming projects. We learned that the public is interested in complex installations affecting multiple locations within an area, and the number of projects that could be accommodated within existing FTE and labour resources and fleet equipment required for installation.

On June 7, 2022, City Council passed a motion directing Administration to expedite the initiatives within the CM-66-2596 Safe and Livable Community Streets profile to create capacity for the high public demand received to date. As a result, capital and operating impacts of capital funding requests for 2023-2026 are significantly higher than in previous years.

This capital profile allows Administration to deliver up to 140 projects in 2023-2026. Depending on public interest, these projects could be located in the same or in different neighbourhoods/communities throughout the city. The capital funding is required for materials and additional equipment to deliver projects on the street. Additional operating dollars for 2023-2026 are required for FTEs, including labour costs, to successfully deliver the increased volume and complexity of projects for the program.

Finally, the additional capital funding requested for 2025 and 2026 will support an increase in project delivery as well as create a path for some adaptable measures to transition into permanent installations.

Capital costs & operating costs are broken down in the table below in thousands ("000s).

	# of Street Labs Capital	Operating
2022	22 350	533 (Base)
2023	30 1,622	1,683
2024	30 1,692	1,833
2025	40 2,282	1,917
2026	40 2,372	1,917

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# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-217C

**Document Page #:** 382

**Asked By:** Councillor Knack

**Question:**

Profile: Safe Crossings CM-66-2585 (Page 382)

On page 382 it states that with this funding, over 200 new locations will be upgraded but on page 385, it states that over 400 new locations will be upgraded. Which is the correct number? How many locations are still on the overall list?

**Answer:**

**Parks and Roads Services Branch**

CM-66-2585 enables funding to address approximately 400 locations over the 2023-2026 budget period. Unfortunately, the 200 locations identified on page 382 is an error.

Administration has included an attachment titled "Attachment 1 - Safe Crossings Locations List" showing these locations, which has been included as a separate attachment to this report due to its size. The document lists the 466 locations that have currently been identified and prioritized as needing engineering improvements to support safer and more livable streets in Edmonton.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-218C

**Document Page #:** 386

**Asked By:** Councillor Knack

**Question:**

Transportation: Neighbourhoods - Renewal (Page 386)

La Perle is not listed for Neighbourhood renewal in this next budget cycle and yet Belmead is. Being both communities are in a similar condition and are adjacent to each other, is there any opportunity to consider a joint renewal project since these communities are in the same state, have similar designs, and were built at the same time? If yes, what would an estimated cost be to add that to the capital budget?

**Answer:**

**Building Great Neighbourhoods Branch**

Belmead and La Perle have both been identified as needing neighbourhood-wide renewal in the medium-term (2026-2028), as shared on the 2022 Neighbourhood Renewal Ward Updates. Given the proximity and adjacency of Belmead and La Perle, these projects will be coordinated together for Neighbourhood Renewal. It is anticipated that Belmead would commence construction first, with La Perle commencing the following year. Given this, Belmead was included in the listed projects as it may commence construction in the 2023 - 2026 budget cycle, with La Perle anticipated to commence construction early in the 2027 - 2030 budget cycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-219C

**Document Page #:** 386

**Asked By:** Councillor Knack

**Question:**

Transportation: Neighbourhoods - Renewal (Page 386)

Since Neighbourhood Renewal started, how many communities have yet to receive any microsurfacing, overlay, or reconstruction? What is the current estimated timeline for each of those communities to receive attention, excluding alley renewal, under the program?

**Answer:**

**Building Great Neighbourhoods Branch**

As shown in Attachment 1 of Council Report IIS01330 - Neighbourhood Renewal Funds, the Neighbourhood Renewal Program has completed 213 neighbourhood-wide renewal projects (excluding alley renewal) in 181 of Edmonton's 300+ neighbourhoods. Neighbourhoods beyond the medium term for prioritization for renewal continue to be monitored generally without a defined starting year until they enter into planning within the medium term (i.e. up to 8 years out).

As defined in the Neighbourhood Renewal Program Policy C595A, the long-term target of the program is to achieve no Poor (D) or Very Poor (F) condition neighbourhoods by 2038. With this, the program will continue to address neighbourhoods based on condition as we work towards this program target. The general timelines for the life cycle approach after completion of a neighbourhood reconstruction are as follows;

1. Microsurfacing (roads are re-sealed to extend lifespan) - year 10
2. Roadway Overlay (roads are re-paved and sidewalk segment repairs completed to eliminate trip hazards) - year 30
3. Microsurfacing - year 40
4. Reconstruction (roads are re-paved, streetlights and sidewalks are replaced) - year 60

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-220C

**Document Page #:** 386

**Asked By:** Councillor Knack

**Question:**

Transportation: Neighbourhoods - Renewal (Page 386)

189th Street from 87th Avenue to 95th Avenue is listed for rehabilitation. Will this allow for the narrowing of the road by adding in a multi-use trail which would also address major traffic safety concerns? If not, when might that be possible considering a multi-use trail will be added to 95th Avenue from 163rd Street to 189th Street and there is another multi-use trail at 189th Street heading west on 87th Avenue. This would create a missing link for a significant bike connection.

**Answer:**

**Infrastructure Planning and Design Branch**

189 Street (87 Ave to 95 Ave) is included for funding in 2023-2026 under Capital Profile CM-25-0000 Transportation: Neighbourhoods - Renewal and will be coordinated as part of the La Perle and Belmead Neighbourhood Renewal projects. Based on the condition of the infrastructure, the corridor is currently anticipated to undergo rehabilitation, which will include a new asphalt surface, partial replacement of roadway base, localized replacement of curbs and sidewalks, and select replacement of traffic lights and signals.

This project, however, is currently not yet at PDDM Checkpoint 1. The full scope will be defined during the planning stage (Checkpoint 1 to Checkpoint 2), including analysis of the benefits and impacts of road adjustments (such as narrowing and active mode improvements).



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-221C

**Document Page #:** 459

**Asked By:** Councillor Knack

**Question:**

Open Space: Parks - Renewal CM-32-0000 (Page 459)

Belmead and Glenwood Open Space Renewal do not look to be funded although the Neighbourhood Renewal is funded. Does this create a situation where we might end up duplicating work if they aren't funded at the same time as the Neighbourhood Renewal work?

**Answer:**

**Building Great Neighbourhoods Branch**

The Neighbourhood Renewal program does seek to integrate other projects and programs as part of a Neighbourhood Renewal program as it provides efficiencies related to planning, design, public engagement and potentially construction. However, there are times where the renewal schedules or funding opportunities do not align for integration.

Condition assessments for Belmead and Glenwood Open Space renewal are underway. Opportunities for integration will be considered and prioritized, where appropriate in the 2023-2026 budget cycle. Open Space Renewal projects in Belmead and Glenwood can occur after the Neighbourhood Renewal with little duplicate work (depending on the scope of the Open Space Renewal).

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-222C

**Document Page #:** 459

**Asked By:** Councillor Knack

**Question:**

Open Space: Parks - Renewal CM-32-0000 (Page 459)

For the Terra Losa trail renewal why isn't this being considered for full paving versus keeping it a gravel trail? Was this looked at using a GBA+ lens considering this community is primarily made up of seniors and is adjacent to the Westend Seniors Activity Centre?

**Answer:**

**Building Great Neighbourhoods Branch**

This project is currently progressing from Checkpoint 1 and was initially identified for renewal due to the condition of the existing gravel trail. The project scope will be reviewed, including considering gravel and a paved surface, to determine the appropriate type of trail for the project to meet the City's strategic goals and service levels. A GBA+ lens will be applied and input will be received from the users and maintainers of the trail asset. If through concept development it is determined that paving is required, the project will need to be prioritized and additional funding allocated within the composite profile.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-223C

**Document Page #:** 472

**Asked By:** Councillor Knack

**Question:**

William Hawrelak Park Rehabilitation 21-32-9101 (Page 472)

While I understand the need to close the entire park for this work, will the new work completed allow for phased closure the next time renewal is needed versus a full closure?

**Answer:**

**Infrastructure Planning and Design Branch**

We don't anticipate that the park would need a full closure again. William Hawrelak Park has an extensive multilayered network of services to support the programming in the park. Through the design process careful consideration was given to the alignment of the infrastructure and where possible services have been colocated.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-224C

**Document Page #:** N/A

**Asked By:** Councillor Knack

**Question:**

While the full widening of Winterburn Road and Webber Greens Drive are not recommended for funding in this budget, are any upgrades planned for Webber Greens Drive or Winterburn Road in this capital budget? If yes, what profile captures that work and what work is specifically planned?

**Answer:**

**Infrastructure Planning and Design Branch**

At this time, no widening or other improvements to Webber Greens Drive or Winterburn Road are recommended as part of the Capital budget. Developers have completed their required improvements to 215 Street and Webber Greens Drive; remaining enhancements are the responsibility of the City and currently remain unfunded.

Strategically managing investments in the mobility network may mean that operations at some locations may not meet public expectations during peak traffic conditions.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-225C

**Document Page #:** 659

**Asked By:** Councillor Knack

**Question:**

What is the plan to address the safety issues at the traffic circle at 107th Avenue/142nd Street? How many times has this location been in the top 10 locations for accidents every year?

**Answer:**

**Parks and Roads Services Branch**

There are no changes planned for the 107 Avenue / 142 Street traffic circle as part of the Proposed Capital Budget 2023-2026 due to the following:

Historically, there has been an average of 83 crashes per year at this traffic circle, the majority of which are rear-end and property damage only crashes; there have been no fatalities in the last 10 years, and on average, less than 1 major injury per year. While this location has been among the top locations in terms of overall crash locations, it is not a top crash location based on Vision Zero crashes (i.e., serious injuries and fatalities).

Earlier this summer, Administration implemented a number of safety improvements at this traffic circle which included: advanced warning signs with a 35 km/h advisory speed limit, lane designation signs and markings, extended the solid line pavement markings to restrict lane changes closer to the approaches, and directional signs. We continue to monitor the performance of this location and will explore other potential measures as needed.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-226C

**Document Page #:** 671

**Asked By:** Councillor Knack

**Question:**

Transit Priority Measures Program (Page 671)

Where are the 14 key locations that would be upgraded if this were to be funded?

**Answer:**

**Infrastructure Planning and Design Branch**

The 14 locations presented as part of this unfunded capital profile include locations that will support existing ETS routes and align with implementation of future mass transit routes outside of any mass transit infrastructure that would be planned and designed for the B1 and B2 mass transit routes. They were informed by both a Transit Priority Measures study and Mobility Network Assessment that reflects Mass Transit Planning to 1.25 million. The locations are as follows:

- 28 Avenue & Hewes Way
- 25 Avenue & Hewes Way
- 23 Avenue & Hewes Way
- Jasper Avenue & 95 Street
- 97 Avenue & Bellamy Hill Road
- Yellowhead Trail & St. Albert Trail
- 142 Avenue & Manning Drive
- 137 Avenue & St. Albert Trail
- 109A Avenue & 97 Street
- 118 Avenue & Wayne Gretzky Drive
- 118 Avenue & 80 Street
- Jasper Avenue & 106 Street
- Jasper Avenue & 105 Street
- Jasper Avenue & 97 Street

The priorities listed above assume the eventual implementation of mass transit routes B1 and B2. Should the planning and design of mass transit routes B1 and B2 be delayed substantially, there may be re-prioritization required.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-430C

**Document Page #:** 0

**Asked By:** Councillor Paquette

**Question:**

(In reference to Attachment 2-responses to Council motionsPg 1) With all the investment going into Balwin/Belvedere currently, when does the City recommend we further advance the profile for funding Balwin/Belevedere Revitalization? The project is currently funded to Checkpoint 3, what is the rationale for not advancing funding in this 4-year budget?

**Answer:**

**Building Great Neighbourhoods Branch**

As indicated in the 2023-2026 Proposed Capital Budget (page 52), "the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources."

Typically, projects are brought forward for funding at Checkpoint 3; however, only those growth projects that met the criteria listed above were advanced for Council's consideration as part 2023-2026 recommended budget.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-391C

**Document Page #:** 162

**Asked By:** Councillor Principe

**Question:**

Phase II of the Valley Zoo's Nature's Backyard is cited as 50 million dollars and will require significant redesign to be implemented. Are new animals expected to be introduced with this project? Further, is it possible to narrow the scope of the work to instead focus on the habitats of the animals as per the Canadian Association of Zoo and Aquariums standard, as with CM-12-0300 (Valley Zoo Animal Enclosure Renewal and Enhancement) as opposed to a complete redesign of the Inner Zoo?

**Answer:**

**Infrastructure Planning and Design Branch**

There are new animal species planned to be added after completion of this work that are not currently in the zoo's collection including fallow deer, black-footed ferrets, burrowing owls, capybara, beaver and agouti.

The difference between the Nature's Wild Backyard Phase (NWBY) Phase II project and the Valley Zoo Animal Enclosure Renewal and Enhancement is that the NWBY project is guided by the Valley Zoo Master Plan approved by City Council in 2005. The project involves more than upgrading enclosures to meet Canada's Accredited Zoos and Aquarium (CAZA) standards, it also prioritizes replacing utility infrastructure and reimagining/revitalizing an area of the zoo that is no longer fit to host visitors or home animals.

An update to the design for NWBY Phase II is required whether the current project is implemented now or deferred. Updates are required to align with current City policies, building codes and CAZA standards, which have changed since the original design was completed. If the project was paused to focus solely on rehabilitation of existing infrastructure it would require initiating a new scope and design. The time and investment spent to date on the design would be a sunk cost; however, this work would be used to inform a new program and design should that be the direction decided to pursue.

This project includes new homes for the existing red foxes, meerkat, gibbon, tamarin, wallaby, select birds, and tractable animals collections. When these animals are moved to their new homes, the area of their previous enclosures will offer required space to expand other animal homes to meet current CAZA standards. This project ensures the zoo is able to provide the necessary standard of infrastructure to support these animals. If this project was deferred or canceled, upgrades to these animal's current enclosures would still be required to meet established Canada's Accredited Zoos and Aquarium (CAZA) standards and industry best practices or the zoo would risk having to reduce its collection and send some animals away to other zoos, further reducing the visitor experience.

Pausing the implementation would also increase the risk of higher project costs due to escalation and the potential for contractual implications with contracted services. In addition, some areas of the zoo would have to continue to operate on temporary utility lines as Phase 1 of NWBY required the cessation of permanent services and the utility work cannot be completed until Phase II implementation.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-393C

**Document Page #:** 425

**Asked By:** Councillor Principe

## **Question:**

Is the 50 million dollar federal grant expected (as opposed to hoped) for the Greener as We Go profile? Is this grant transferable to other city tree-planting initiatives such as CM-35-0000 (Open Space: Soft Landscaping: Renewal) and for the 21-30-9302 (Urban Tree Canopy Expansion)? If so, will there be city savings? If the grant is not transferable, is it possible to combine the two external profiles into the Greener as We Go profile to utilize federal funds? If the grant for Greener as We Go is not approved, will the profile still remain as-is with City funding?

## **Answer:**

**Parks and Roads Services Branch**

Is the 50 million dollar federal grant expected (as opposed to hoped) for the Greener as We Go profile?  
The City is in the final stages of the federal 2 Billion Tree (2BT) grant application and we expect that we will likely be successful in receiving approval for our grant funding request of \$50M.

Is this grant transferable to other city tree-planting initiatives such as CM-35-0000 (Open Space: Soft Landscaping: Renewal) and for the 21-30-9302 (Urban Tree Canopy Expansion)? If so, will there be city savings?  
These grants are not transferable to other city tree-planting initiatives such as CM-35-0000 (Open Space: Soft Landscaping: Renewal) and for the 21-30-9302 (Urban Tree Canopy Expansion) because the rules of the federal grant include that the grant funds need to fund new tree planting and not existing work. We also cannot use existing work as matching for the 2BT Grant.

If the grant is not transferable, is it possible to combine the two external profiles into the Greener as We Go profile to utilize federal funds?

We have combined a number of existing profiles into this one profile to ensure we have base essential tree planting programs in place to provide the structure for enhanced tree planting levels, as well as to maximize the amount of grant funding we can qualify for to apply for enhanced tree planting, including:

- The Root for Trees Capital Profile (matching funding for the already approved Trees for Life Grant)
- Capital Renewal funding to catch up with a backlog of 16,000 dead tree replacements (this is over and above the 2350 trees that will be replaced through the existing Open Space: Soft Landscaping: Renewal profile) (Matching funding for the 2BT Grant).
- Capital Growth: Funding for enhanced tree planting through the Root for Trees volunteer program and expansion of naturalization tree planting (Matching funding for the 2BT Grant).
- Cashflow for Tree Reserve for increased park and boulevard tree planting (matching funding for the 2BT grant).
- Cashflow for the already confirmed Trees for Life Grant which supports growth of the Root for Trees volunteer tree planting program.

This new profile is supplemented by profile 21-30-9302 Urban Tree Canopy Expansion which contains an active project that would continue to the end of 2024. Tree planting expansion would then continue under CM-35-1000.

If the grant for Greener as We Go is not approved, will the profile still remain as-is with City funding?

If the City does not receive the 2BT grant, the abeyance condition currently placed on the profile would not be met, and the City funds currently recommended (but held in abeyance) could not be used to fund the scope of this capital profile. If this situation occurs, Administration would return to City Council immediately where Council would be able to determine where the City funding from this capital profile should be utilized (taking into account all capital priorities). At that time, Council could choose to direct City funds back to this profile to proceed with a revised scope of this work.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-394C

**Document Page #:** 238

**Asked By:** Councillor Principe

**Question:**

The budget proposes 238 million for new Light Rail Vehicles. What is the timeline on the procurement process? The budget also proposes the purchase of a new LRV fleet as early as 2023. Will the new LRV's be compatible with the new fleet? Is it possible to delay the purchase of the fleet until the new LRV's have been purchased to ensure compatibility?

**Answer:**

**Edmonton Transit Service Branch**

Capital Profile 25-21-1000 is a profile to replace the aging U2 LRV Fleet with modern LRVs and is therefore considered a growth profile.

The other capital profile for LRVs is a composite renewal profile (CM-66-3400). This profile is for continuous replacing of LRV components to keep the existing LRV Fleet in safe operational condition.

The capital profile 25-21-1000, if funded, would have new LRVs projected to arrive over the 2027 to 2029 period. The procurement process is expected to begin in 2023 with a contract in place by 2024. The renewal funding in CM-66-3400 would still be required in order to ensure sufficient LRVs are in operation during the interim period. There would not be any compatibility concerns with the new train as the public tender would require them to meet the operational needs of our existing track, signal and electrification system.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-412C

**Document Page #:** 660

**Asked By:** Councillor Principe

**Question:**

What is the status of discussions with developers concerning timelines related to the widening of 167 Ave from 76 St. to McConachie Blvd.? In the budget the project description reads 52 A St. to 76 St. at a cost of \$19.5 million. Since widening is currently underway from 52A St. to McConachie Blvd. would there not be a decrease in the amount of funding required to complete the project?

**Answer:**

**Infrastructure Planning and Design Branch**

Administration has ongoing discussions with developers about the widening of 167 Avenue.

- The 167 Avenue / 66 Street roundabout has been assigned to an area developer as a condition of their development advancing. The servicing agreement, however, is not yet signed and timelines of the improvements are unknown.
- Developers are also working toward the widening of 167 Avenue from 52A Street to 59A Street (McConachie Way). A servicing agreement has been signed to complete the construction with a substantial completion date by end of 2023.
- The sections of widening for 167 Avenue from 59A Street (McConachie Way) to McConachie Boulevard and from McConachie Boulevard to 66 Street are the City's responsibility and will not be completed by area developers. City funding will be required to complete this portion of widening on 167 Avenue.

The cost to widen 167 Avenue would be reduced in accordance with work being completed by area developers as per the ARA Bylaw. Taking into consideration the widening from 52A Street to 59A Street (McConachie Way) underway by developers, the cost to widen the remaining section of 167 Avenue is estimated to be:

- 167 Avenue (59A to 66 Street) - \$3,049,000 (-30% to +50%)
- 167 Avenue (76 to 66 Street) - \$4,690,000 (-30% to +50%)
- Roundabout at 66 Street / 167 Avenue - \$3,628,000 (-20% to +30%)

Note that the costs outlined on page 660 (Attachment 1) of the FCSO1393 Proposed 2023-2026 Capital Budget Council report for the widening of 167 Avenue (52A Street to 76 Street) represent costs for the widening 167 Avenue including a signalized intersection at 66 Street. The approval of a roundabout at this location reduced the overall costs for the corridor widening.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-415C

**Document Page #:** 661

**Asked By:** Councillor Principe

**Question:**

What would be the cost to widen 66 St. from 158 Ave. to 170 Ave. as opposed to stopping at 167 Ave.?

**Answer:**

**Infrastructure Planning and Design Branch**

Planning for the widening of 66 Street and the widening of 167 Avenue has been completed to PDDM Checkpoint 2, while planning and design for a roundabout at 66 Street / 167 Avenue has been completed to PDDM Checkpoint 3. The cost to widen 66 Street from 158 Avenue to 170 Avenue is estimated at \$6,815,000 (-30% to +50%); this cost does not include the roundabout at 66 Street / 167 Avenue. The construction of the roundabout at 66 Street / 167 Avenue is estimated at \$3,628,000 (-20% to +30%).

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-177C

**Document Page #:** 9

**Asked By:** Councillor Rice

**Question:**

Additional Budget Detail:

In Figure 1 of the proposed 2023-2026 capital budget (Capital Budget by Corporate Outcome), please provide a breakdown of what is included in the "Movement of People and Goods" category, which represents 32.8% of the capital budget. Is there any overlap between the "Movement of People and Goods" category with the "LRT Expansion" category?

**Answer:**

**Infrastructure Planning and Design Branch**

The Movement of Goods and People category includes investment in the following service areas:

- Active Pathways and Road Service (Roads, bridges, sidewalks, active pathways, roadways support sites)
- Parking Services (Parking Control Technology)
- Transit Service (Buses, LRVs, and related equipment, transit stations and garages)

The LRT Expansion includes three major expansion projects, including:

- Metro Line Blatchford Expansion
- Valley Line West
- Capital Line South

The projects within these categories are intended to complement each other, and there is no overlap in terms of the capital budget amounts. In cases where LRT expansion projects intersect with roadway projects, the work between the projects is coordinated to ensure the appropriate project is funding and delivering the appropriate work.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-180C

**Document Page #:** N/A

**Asked By:** Councillor Rice

## **Question:**

Capital Cost Overruns:

Within the proposed 2023-2026 capital budget in general, are items such as projections for inflation, labour shortages, supply chain issues, or other contingencies factored into the budget? What measures are in place to ensure there will be no surprises concerning potential cost overruns with respect to new capital projects?

## **Answer:**

### **Infrastructure Planning and Design Branch**

Capital projects are planned, managed and delivered per the Capital Project Governance Policy C591 and the Project Development and Delivery Model (PDDM), "ensur[ing] that sufficient information is prepared in advance of the Capital Budget process to support informed investment decisions."

The Development phase of the project - from PDDM Checkpoint 1 to 3 - is focused on defining the scope and developing the design to a point where a schedule and budget can be estimated with confidence within the set level of accuracy (usually - 20% to + 30%). Also initiated during the Development phase is risk management. Through the risk management process, risks to the project's successful delivery are identified, analyzed, mitigated where possible and monitored throughout the lifecycle of the project.

Through the project definition, lessons learned from previous projects and our industry partners, along with information on the overall context - including inflation and supply chain challenges - are taken into account in the budget development and risk management.

When a decision is made to fund a project for the Delivery phase at PDDM Checkpoint 3, there remains risks with the ultimate cost and schedule. Work completed between PDDM Checkpoints 3 and 4 to refine the project continues to increase the accuracy of the cost estimates (from - 20% to + 30% at Checkpoint 3 to - 10 % to + 15% at Checkpoint 4) and risk management strategies. Until the construction tender is completed and a contract is awarded, Administration is working on budgetary estimates and cannot control external influences, such as supply chain issues and inflationary pressures.

The PDDM and risk management strategies will not prevent every instance of risks materializing on a project. There are unknown situations that cannot be anticipated and that could impact a project's scope, schedule or budget, and in some cases, could result in a decision to no longer proceed with a project. Additionally, Administration focuses on managing risks through the appropriate mitigation measures and contingencies, while ensuring resources are optimized through a program approach. This means that while we maintain contingencies within a project budget or capital profile, we do so at a level that accounts for the needs and risks of a given project, which increases the efficiency of Administration's capital planning. Should an unknown risk materialize, funding may be requested from capital composites or other corporate funding source, so that project contingencies remain reasonable and do not unnecessarily encumber City resources that could otherwise be used to advance other priorities.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-182C

**Document Page #:** N/A

**Asked By:** Councillor Rice

**Question:**

Capital Project Delays:

In recent years, there have been a number of high-profile capital projects that experienced delays. What measures does the city have in place to ensure there are no future delays in major capital projects? How does the proposed 2023-2026 capital budget factor in project delays?

**Answer:**

**Infrastructure Delivery Branch**

The Project Develop and Deliver Model (PDDM) is based on projects passing through checkpoints at pre-determined project lifecycle phases. Cost and schedule estimates are refined from the order of magnitude estimates as more accurate information is determined and developed.

Project-specific contingencies are included in all estimates (cost and schedule) and are based on the risks associated with each project. Unforeseen delays in projects may still occur. The City is determined to include comprehensive upfront planning and design to optimize the balance between asset lifespan, asset usability and total cost of ownership. Through the proposed 2023-2026 capital budget, the City is determined to efficiently balance resources to optimize the value of the capital program for all Edmontonians.

Performance measures and reporting processes are in place to allow Administration to closely track the progress of all capital projects against planned performance. In particular, the Capital Financial update, Performance Reporting (Enterprise Performance Management) and Building Edmonton. Project action plans are identified and flagged through these reporting processes to address any potential risks on capital project delivery.

The 2023-2026 proposed budget is part of the Strategic Planning Framework. An annual review of strategic initiatives ensures continuous improvement. The reviews include project management excellence, project oversight and integration with business partners. Initiatives are aligned with our risks to ensure current mitigation strategies are linked.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-186C

**Document Page #:** 9

**Asked By:** Councillor Rice

**Question:**

Population Growth Compared with the Balance Between Capital Growth and Renewal:

Within the city's 2023-2026 proposed \$7.75 billion capital budget, 67.9% of proposed expenditures is for growth infrastructure which is slightly more than double of the 32.1% allocated for renewal of infrastructure. Considering that the city's projected population growth is only 1.6% annually between 2023 and 2026, does this approximately 70:30 ratio represent the optimal balance that offers the best value to Edmontonians for the tax dollars they pay? The growth component seems that it might be high, relatively speaking. Would it make more sense to focus more on renewal?

**Answer:**

**Capital Budget Office Branch**

The term "growth" when used for the capital budget refers to investments in new assets and projects that add to or enhance components of existing infrastructure assets that improves the type of service provided and/or improves functionality. Growth represents 67.9% of the overall recommended budget, however the breakdown of that growth investment is as follows:

- \$4.168 billion of previously approved growth investment (these projects include Three LRT expansion projects (Valley Line West, Capital Line South Phase 1 and Metro Line to Blatchford), Two recreation centres (Lewis Farms and Coronation), The Yellowhead Trail Freeway Conversion Project, and Blatchford redevelopment.
- \$0.311 billion of growth projects funded with constrained funding (the majority of this amount was Land Fund Retained Earnings, which is constrained for use in only land development projects).
- \$0.168 billion of growth projects funded with unconstrained funding sources for projects mandated by legislation or have high safety impacts.
- \$0.074 billion of growth projects funded with unconstrained funding sources that have a high strategic alignment to The City Plan, and also have match funding available to offset the total cost of the projects to the City.
- \$0.542 billion of debt financing towards growth projects (this amount includes the debt financing for the new South East Transit Garage, the recosting increase for the Terwilligar Drive Expressway Upgrade Project, and new debt for Downtown Community Revitalization projects which is repaid using the Downtown CRL Levy).

As seen above, most of the capital budget growth investment relates to previously approved projects, and using constrained funding sources that are constrained towards those specific projects. Overall, the Proposed 2023-2026 Capital Budget limited the amount of unconstrained funding invested into new growth to only those projects mandated by legislation, with high safety impacts, and high priority projects eligible to receive funding from partners and other orders of government, or projects funded with constrained funding sources.

A growing population increases the need for capital investment in growth (e.g., recreation facilities, upgrading road capacity, transit investments, etc.); however, the relationship is not one-to-one and there is often a significant lag in how that need translates into a capital investment proposal. As well, the level of investment is determined by the type of project being proposed and its cost. Project costs are determined by market pricing for each factor, which is independent of population growth rates. For example, a capital project for the construction of a new recreation facility is in response to observed demand (through population growth) for City-provided recreation that can be addressed by constructing a new facility in a given area. This observed demand is informed by household and population growth, and potentially population growth projections if available. The cost to construct a new recreation facility is then determined by its design and market rates to construct the project accordingly.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-188C

**Document Page #:** N/A

**Asked By:** Councillor Rice

**Question:**

Public Requests for Increases in Renewal Spending:

Some Edmontonians through the city's budget engagement process have requested increasing investment for renewal projects including parks and road services, neighbourhood renewal, and community, recreation, and neighbourhood services. How are these requests from Edmontonians for infrastructure renewal addressed in the proposed capital budget?

**Answer:**

**Infrastructure Planning and Design Branch**

In comparison to the previous capital budget, there is less funding available for renewal in the proposed 2023-2026 Capital Budget. To help support the renewal of infrastructure that are important to both Edmontonians and that are critical for the City to support providing services to citizens, Administration has recently presented the following options to Council:

- Re-allocation of Neighbourhood Renewal Funds to other renewal priorities: This option in itself does not increase renewal investment, it does however redirect renewal investment to assets that are extremely underserved by the amount available to them. (IIS01330 Neighbourhood Renewal Funds, October 17, 2022, City Council)

- New Dedicated Renewal Fund: This option, based on the Neighbourhood Renewal Program, uses successive tax levy increases to create a new dedicated fund to support renewal of a specific portfolio of assets. This option can be expanded, with additional tax levy increases to fund any number of asset portfolios, or even the entirety of the renewal program. (IIS01338 Options for a New Dedicated Tax Levy, October 17, 2022, City Council)

- Rightsizing of the Asset Inventory: This option does not increase the renewal investment, but rather reduces the renewal financial requirements. Administration is already progressing on this option with the development of an Asset Rationalization Framework. (IIS01349 Rationalizing and Right Sizing Municipal Assets (PRIVATE), October 12, 2022, Executive Committee)

In addition to these options, Administration is also continuing to work with other orders of government to secure grants in support of renewal.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-190C

**Document Page #:** N/A

**Asked By:** Councillor Rice

**Question:**

Neighbourhood Renewal:

Some residents from mature neighbourhoods in Ward Ipiihkoohkanipiahtsi expressed that capital investment for renewal of roads and sidewalks is too infrequent. A common comment I have received from residents, is they do not see enough evidence of their tax dollars being invested in their own neighbourhoods. Is there any flexibility within the proposed 2023-2026 capital budget for increasing the frequency of neighbourhood road and sidewalk renewal that would balance residents' desire for quality infrastructure with their desire to keep their property taxes as low as reasonable?

**Answer:**

**Building Great Neighbourhoods Branch**

The Neighbourhood Renewal program is a long-term strategic approach to renew and rebuild roads, sidewalks and street lights in existing neighbourhoods and collector roadways. The program balances the need to rebuild in some neighbourhoods with a preventive maintenance approach in others

The program was built around optimizing the investment in neighbourhood infrastructure across the city to achieve the targets outlined in Neighbourhood Renewal Program Policy C595A and this is currently funded at an appropriate level to meet the policy objectives. Neighbourhood Renewal projects have and continue to be prioritized primarily based on asset condition. Other criteria related to integration with other programs and funding opportunities also play a role in this prioritization.

The following neighbourhoods in Ipiihkoohkanipiahtsi have been identified as needing neighbourhood-wide renewal in the medium-term.

Neighbourhood Name	Renewal Type	Possible Construction Start
Blue Quill	Reconstruction	2026 - 2028
Steinhauer	Reconstruction	2026 - 2028
Skyrattler	Reconstruction	2026 - 2028

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-193C

**Document Page #:** 10

**Asked By:** Councillor Rice

**Question:**

Existing Debt:

Since the proposed 2023-2026 capital budget is calling for increased tax-supported debt, it is important to understand existing debt. What is the city's current debt amount and what is the projected implication on taxation rates over the next four years based on the city's current debt? What are the city's annual debt amounts going back in history including covering any years in which there may have been no debt? From a budgeting perspective, is there a responsible way in which capital projects can move forward while moving towards eliminating the city's debt over a period of time?

**Answer:**

**Capital Budget Office Branch**

The City's debt and total debt servicing levels from 2000 to 2026 are shown in the below table (Attachment 1). Attachment 1 provides of view of existing debt and debt servicing costs based only on previously approved projects.

Based on currently approved borrowing, the total tax increase for the related debt servicing is 5.9% over the period 2023-2026 with annual tax increases between 1.2% to 1.7%. Attachment 2 provides additional details .

Page 24-28 of the proposed 2023-2026 capital budget discusses the different types of constrained and unconstrained capital funding sources available to the City to fund its capital budget. Administration is continuously working with other orders of government to secure grant funding and understand future grant funding opportunities in order to help deliver on Council's key priorities. Through the capital budget process, Council will decide how to leverage the available funding sources in order to meet their goals and objectives. Historically Council has chosen to use debt to advance key infrastructure projects. Please see the response to 23-195C which outlines the rationale for the use of debt and reducing the city's reliance on debt.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-193C

**Document Page #:** 10

**Asked By:** Councillor Rice

## Question #23-193C - Attachment 1 - Historical Debt and Debt Servicing

Year	Outstanding Debt	Total Debt Servicing
2026 (Forecasted)	4,880,621	501,901
2025 (Forecasted)	4,793,923	456,505
2024 (Forecasted)	4,502,300	409,602
2023 (Forecasted)	4,102,312	369,249
2022	3,862,766	353,576
2021	3,546,570	335,975
2020	3,407,145	313,179
2019	3,202,765	301,097
2018	3,046,194	284,343
2017	2,912,130	264,616
2016	3,338,950	341,022
2015	3,033,223	285,745
2014	2,895,724	319,428
2013	2,426,187	255,777
2012	2,232,921	223,516
2011	1,973,819	188,104
2010	1,840,233	172,625
2009	1,508,719	138,671
2008	1,043,438	103,124
2007	758,873	77,595
2006	544,035	60,280
2005	470,300	55,785
2004	417,504	55,036
2003	367,248	63,961
2002	377,021	88,329
2001	411,293	100,394
2000	316,316	97,343

Note: The outstanding debt and debt servicing in this table include tax-supported, self-supporting tax guaranteed and self liquidating debt and only include previously approved projects.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-193C

**Document Page #:** 10

**Asked By:** Councillor Rice

<b>Question #23-193C - Attachment 2 - Tax Levy Impact of Debt</b>					
<b>Incremental Impact (\$000's)</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2023-2026 Sub-Total</b>
Tax Supported Debt Servicing (previously approved)	24,211	31,804	33,091	26,158	<b>115,264</b>
<i>Equivalent Tax Levy Increase (%)</i>	<i>1.34%</i>	<i>1.67%</i>	<i>1.65%</i>	<i>1.24%</i>	<b>5.89%</b>
Tax Supported Debt Servicing (proposed 2023-2026)	809	4,796	9,332	16,200	<b>31,137</b>
<i>Equivalent Tax Levy Increase (%)</i>	<i>0.04%</i>	<i>0.25%</i>	<i>0.46%</i>	<i>0.77%</i>	<b>1.53%</b>
Total Tax-Supported Debt Servicing	25,020	36,600	42,423	42,358	<b>146,401</b>
<i>Equivalent Tax Levy Increase (%)</i>	<i>1.39%</i>	<i>1.92%</i>	<i>2.11%</i>	<i>2.00%</i>	<b>7.42%</b>

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-194C

**Document Page #:** 10

**Asked By:** Councillor Rice

**Question:**

New Tax-supported Debt:

If the proposed additional \$1.1 billion of tax-supported debt is approved, what is the projected implication on taxation rates for the next four years and beyond? What would the effect be on taxation rates be if the capital projects that are proposed move forward, but there is no new borrowing during the 2023-2026 budget period?

**Answer:**

**Capital Budget Office Branch**

The tax-levy increase percentage related to only new capital projects proposed to be financed with tax-supported debt in the capital budget from 2023-2030 is 3.6% in total. Annually the tax-levy increase ranges from 0.2% to 1.5%.

Please see the table below for more details.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-194C

**Document Page #:** 10

**Asked By:** Councillor Rice

Question #23-194C - Attachment 1 - Tax Levy Impact of Debt										
Incremental Impact (\$000's)	2023	2024	2025	2026	2023-2026					2023-2030 Total
					Sub-Total	2027	2028	2029	2030	
Tax Supported Debt Servicing (previously approved)	24,211	31,804	33,091	26,158	<b>115,264</b>	17,916	2,565	(3,982)	(3,472)	<b>128,291</b>
<i>Equivalent Tax Levy Increase (%)</i>	<i>1.3%</i>	<i>1.7%</i>	<i>1.6%</i>	<i>1.2%</i>	<b>5.9%</b>	<i>0.8%</i>	<i>0.1%</i>	<i>-0.2%</i>	<i>-0.1%</i>	<b>6.5%</b>
Tax Supported Debt Servicing (proposed 2023-2026)	809	4,796	9,332	16,200	<b>31,137</b>	17,358	15,736	10,007	4,640	<b>78,878</b>
<i>Equivalent Tax Levy Increase (%)</i>	<i>0.0%</i>	<i>0.3%</i>	<i>0.5%</i>	<i>0.8%</i>	<b>1.5%</b>	<i>0.8%</i>	<i>0.7%</i>	<i>0.4%</i>	<i>0.2%</i>	<b>3.6%</b>
Total Tax-Supported Debt Servicing	25,020	36,600	42,423	42,358	<b>146,401</b>	35,274	18,301	6,025	1,168	<b>207,169</b>
<i>Equivalent Tax Levy Increase (%)</i>	<i>1.4%</i>	<i>1.9%</i>	<i>2.1%</i>	<i>2.0%</i>	<b>7.4%</b>	<i>1.6%</i>	<i>0.8%</i>	<i>0.2%</i>	<i>0.0%</i>	<b>10.1%</b>

Note: Negative amounts for current approved in 2029 and 2030 are due to more currently approved debt being paid off in these years than is being added. This is a result of most of the borrowing on currently approved projects is projected to be complete prior to 2029.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-195C

**Document Page #:** 10

**Asked By:** Councillor Rice

**Question:**

Debt Financing:

Continued increased borrowing could imply that our city is not living within its means. In Figure 2 of the proposed 2023-2026 capital budget (Capital Budget Funding Sources), debt financing is listed as the largest capital funding source. Are such year-over-year increases in debt financing on an ongoing basis sustainable? What are the alternatives?

**Answer:**

**Capital Budget Office Branch**

There are a number of reasons that the City uses debt to optimize its capital program as follows:

- The use of debt allows the city to construct large projects without having to accumulate enough savings to pay for all of the costs at once
- The use of debt allows the user of capital assets to pay for capital assets over the life of the infrastructure providing generational equity. If a municipality were to accumulate savings to pay for an infrastructure project it can mean that the taxpayers paying for the project are not the ones benefiting from the project.
- It is difficult for municipalities to accumulate funds over long periods of time as public expectation is that taxes raised are used in the short term.
- Debt can smooth the financial impact of a large capital program that does not consume resources at a consistent level.
- Use of debt often provides match funding allowing the City to access provincial and federal programs giving the City the ability to build infrastructure that would otherwise be unaffordable.

For a more detailed understanding of why the City uses debt please see the City's Debt Discussion Paper - [https://www.edmonton.ca/sites/default/files/public-files/assets/TWWF\\_Debt\\_WhitePaper.pdf?cb=1629441188](https://www.edmonton.ca/sites/default/files/public-files/assets/TWWF_Debt_WhitePaper.pdf?cb=1629441188)

Long term financial sustainability is important. The purpose of the proposed Debt Management Fiscal Policy C203D is to allow the City to use debt to finance key infrastructure projects, while maintaining levels of debt that are affordable and sustainable for the City. The debt servicing limits in the proposed debt policy are based on keeping debt at a level that is financially sustainable and affordable for the City of Edmonton.

To reduce the reliance on debt the City would need to decrease the size of the City's capital program, secure more funding in the form of grants, or raise taxes to increase the base level funding in the operating budget that can be contributed to capital. Page 24-28 of the proposed 2023-2026 capital budget discusses the different types of constrained and unconstrained capital funding sources available to the City to fund its capital budget. Administration is continuously working with other orders of government to secure grant funding and understand future grant funding opportunities in order to help deliver on Council's key priorities.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-197C

**Document Page #:** 31

**Asked By:** Councillor Rice

**Question:**

Debt and Debt Servicing Limits:

What are the pros and cons of revising the city's policy to create new debt and debt servicing limits? Would the proposed new debt and debt servicing limits result in more debt that would in-turn result in the need for increased taxation in the long term? Is this sustainable?

**Answer:**

**Capital Budget Office Branch**

As with any City policy, it is good practice to review and update financial policies once every 3-5 years. Reviewing the debt policy allows for Council to make updates to the limits to reflect the current environment and best practice.

In general, the new proposed debt servicing limits provide a similar amount of unconstrained borrowing room as the current debt servicing limits in the Debt Management Fiscal Policy, but allows City Council to consider further tax-supported borrowing when matching funding is available from external sources, or for emergency purposes, or for capital projects financed through self-supported tax-guaranteed debt.

The purpose of the proposed Debt Management Fiscal Policy C203D is to allow the City to use debt to finance key infrastructure projects, while maintaining levels of debt that are affordable and sustainable for the City.

The proposed policy only establishes revised debt servicing limits. The actual amount of debt borrowed to finance capital projects is a decision to be made by Council, and is restricted by the limits established in the debt policy. New debt borrowings would result in additional debt servicing costs. Those debt servicing costs are repaid through different funding sources depending on the type of debt. The different types of debt are discussed on page 30 of the proposed 2023-2026 capital budget as well as the revised Debt Management Fiscal Policy Report (FCS01494 Debt Management Fiscal Policy Update) that was discussed with Council on October 17, 2022. For tax-supported debt, the debt servicing is funded through tax-levy. Higher levels of debt will require increased taxes to pay the debt servicing. Based on current assumptions, \$100 million in tax-supported debt would result in annual debt servicing costs of \$7.2 million, which would require an estimated 0.4% tax increase.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-198C

**Document Page #:** 35

**Asked By:** Councillor Rice

**Question:**

Interest Rates:

What effect will projected interest rate changes have on the city's budget over the next four years? Will the 2023-2026 capital budget need to have a line item to cover increased interest rate costs from tax-supported debt-funded capital projects that were implemented prior to the 2023-2026 budget? If so, what are these costs projected to be?

**Answer:**

**Capital Budget Office Branch**

The City forecasts the debt servicing impacts of approved projects based on current interest rates with an annual estimated increase of 0.25% per year. This is based on historical average increases on 25 year borrowing through the Alberta Treasury Board (previously Alberta Capital Financial Authority).

The effect of rising interest rates is built into the 2023 - 2026 budget . The forecasted interest rates on 25 year borrowing used in the development of the 2023-2026 budget cycle are based on current interest rate of 5.05% as of September 2022 and escalated as follows:

2023 - 5.30%  
2024 - 5.55%  
2025 - 5.80%  
2026 - 6.05%

The annual tax-supported debt servicing impact of previously approved capital projects (prior to the 2023-2026 capital budget) over the 2023-2026 capital budget by year is:

2022 - \$301 million  
2023 - \$316 million  
2024 - \$353 million  
2025 - \$392 million  
2026 - \$422 million

Doubling the standard interest rate increase assumption to 0.5% increase in rates per year equates to a gradual increase in debt servicing up to \$10 million per year by 2026. For every \$100 million of borrowing over 25 years, a one per cent increase in interest rate results in an estimated annual increase in debt servicing of \$0.7 million (resulting in an increase in the total cost of borrowing of \$17.5 million over the 25 year life of the loan).

Over the course of the budget cycle Administration monitors fluctuations in debt servicing costs that result from the timing of borrowing and changes in interest rates through the supplementary budget adjustment process.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-203C

**Document Page #:** 74

**Asked By:** Councillor Rice

**Question:**

Heritage Valley Town Centre Land Development:

Heritage Valley Town Centre land development including a district park is mentioned in the proposed 2023-2026 Capital Budget. How is this land development reflected in the proposed 2023-2026 capital budget? Can additional details be provided including scope, schedule and budget?

**Answer:**

**Real Estate Branch**

The Heritage Valley Town Center Land Development project is already fully funded and underway. This project includes all planning, preliminary engineering, detailed design, fees and assessments, construction and closeout of the 119 acre development. The development will create an estimated 3,000 residential units located within a future transit oriented development including high density residential units, a stormwater management facility, and several connecting roadways. It also provides critical infrastructure to the new Father McCaffery Catholic High School and the associated district park. The district park was funded through the 2019-2022 budget under a separate capital profile (18-28-1014). There is approved budget in the 2023-2026 budget cycle to complete some construction and address warranties.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-204C

**Document Page #:** 77

**Asked By:** Councillor Rice

**Question:**

Heritage Valley District Park:

With respect to the Heritage Valley District Park, what specifically does the term "delivery" refer to? Can details be provided including scope, schedule and budget?

**Answer:**

**Building Great Neighbourhoods Branch**

Delivery refers to the advancement of the project to detailed design for refinement of cost estimates and procurement for construction activities to complete the park.

For the Heritage Valley District Park, the current approved budget is \$10.9M. Heritage Valley District Park scope is base-level development which includes:

- Turf (grass);
- Trees;
- Plantings & naturalization,
- Shared use trails;
- Park sign;
- Sliding hill;
- Baseball diamonds;
- Various grass based sports fields

Funding for this project was approved in the 2019-2022 budget cycle and construction commenced Q2 2021 and construction is due to be complete in Q3 2023.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-205C

**Document Page #:** 484

**Asked By:** Councillor Rice

**Question:**

Heritage Valley Sports Fields:

Is the development of sports fields (including items such as tennis courts) in the Heritage District Park factored into the 2023-2026 capital budget?

**Answer:**

**Building Great Neighbourhoods Branch**

In the 2023-2026 Capital Budget, the remaining funding of \$310,000 for Heritage Valley District Park is carry forward from the 2019-2022 budget to complete the Base-Level construction and warranty requirements. This includes various grass based sports fields however the current scope of work does not include other amenities such as tennis courts or other hard surface courts.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-206C

**Document Page #:** 78

**Asked By:** Councillor Rice

**Question:**

Playground Conversion:

What specifically is meant by "Playground Conservation: Deliver"? Does this involve replacing older playground equipment with new playground equipment, for example? Can additional details be provided?

**Answer:**

**Building Great Neighbourhoods Branch**

Playground Conservation is the annual renewal to existing playspace equipment that is in fair to poor condition on City of Edmonton property. The funding renews aging infrastructure (eg, slides, ladders and spinners) with the intent of increasing the lifecycle until a full renewal of the playspace can be undertaken in alignment with the Community Park Framework.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-207C

**Document Page #:** 21

**Asked By:** Councillor Rice

**Question:**

Economic Development:

Within the proposed 2023-2026 capital budget, how much investment will be made to support the projected economic development (i.e., including industrial development and job creation)?

**Answer:**

**Economic Investment Services Branch**

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

Capital investments made by the City serve to meet municipal operating requirements, such as waste water treatment facilities and fire halls, while many others serve to enable and entice residents to live in Edmonton and businesses to start, grow and relocate in Edmonton. Capital investments directly benefit the economy through jobs and output, but are primarily made to support liveability for Edmontonians, private sector investments, as well as future growth.

Many of the projects included in the 2023-2026 Capital Budget support economic development indirectly, for instance by facilitating safe and efficient transportation, creating and maintaining attractive amenities, or enhancing the City's ability to provide services. A project like the Yellowhead Trail Freeway Conversion project is a significant investment in support of industrial development by improving the movement of goods and services, thereby supporting productivity. Similarly, investments in LRT network expansion facilitate the efficient and convenient movement of people and provide options for the talent pool to move about the City.

The City's Land Development business area is projecting to invest \$41.1 million on industrial land development activities to ensure ongoing serviced industrial lot supply within the City, which will provide opportunities to attract new private sector investment, creating new jobs and facilitating economic growth in the City and region.

In the Downtown, the Community Revitalization Levy (CRL) Catalyst Projects were developed in consultation with public and private stakeholders to accelerate the transformation of Downtown Edmonton to attract private investment, encourage people to live and do business, and to make it a more active, vibrant and beautiful community for all Edmontonians to enjoy. The Catalyst Projects to date demonstrate the potential returns of these investments. Since the CRL began in 2015, there has been more than \$4.5 billion in investment in Downtown Edmonton (completed or under construction). This includes more than 3,800 new residential units and close to 2 million square feet of new office space.

Projects such as the Rogers Place, Alex Decoteau Park, stormwater drainage servicing, streetscaping on 97 Street, Jasper Avenue, and 103 Avenue, and the planned Warehouse Park have all contributed to attracting investment by making the downtown attractive. These projects will continue to advance its transformation. The projects selected for 2023-2026 (pages 374-375) represent \$142.2 million of investment in the Downtown and continue to build upon existing momentum.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-108C

**Document Page #:** 207

**Asked By:** Councillor Rutherford

**Question:**

The capital profile states, "Fire Station 8 to be vacated at its current location is November 2022" and the new Blatchford station is "anticipated to be operational in 2025." Additionally, Cumberland Fire Station isn't expected to be operational until the end of 2026. The profile acknowledges that the closure of the current Fire Station 8 "will result in a decrease in response times for some neighbourhoods in the central and northwest parts of the city." From a safety lens,

A) Are there any options to accelerate the PDDM stages and planned opening of the Cumberland Fire Station?

B) Is there an interim strategy to address response times to the impacted neighbourhoods in the central and northwest parts of the city for the service gap that will exist for the next 3-4 years?

C) If there is an interim strategy, will there be operating impacts of this? Questions to be cross referenced with Project Number 230002 - Cumberland Fire Station.

**Answer:**

**Infrastructure Planning and Design Branch**

A) Administration is advancing the development and delivery of the Blatchford Fire Station using the Integrated Project Delivery methodology, a proven collaborative delivery method that maximizes efficiency in the design and delivery process with our industry partners. The intended outcome is to deliver the facility in the shortest amount of time possible while meeting quality standards of project management and resulting building. The same delivery method is being explored for the Cumberland Fire Station.

B) Since the Capital Profile was created, project timelines have been updated and it is now expected that Station 8 will be closed at the end of 2023. A new station will be built in the Blatchford neighbourhood which will provide coverage and support to the area. The new station is expected to be operational by Q4 2025.

Resources (pumper truck, equipment and firefighters) from Station 8 will be redeployed to an alternate location such as Station 17 in Castle Downs or Station 10 in Lauderdale for approximately 24 months. Fire Rescue Services (FRS) deployment and modeling strategies ensure that FRS provide coverage throughout the city and that service standards for response times are met. However, until the new replacement station is built, some neighbourhoods in the central and northwest parts of the city may see increased response times. For the duration that Station 8 is closed and until the new Blatchford station is operational, expected response times will be impacted by approximately 3 seconds city wide (this equates to a 1.8 per cent increase in response time). Service levels will improve when the new Cumberland station is operational by 2026. FRS monitors performance on a regular basis to ensure Edmontonians receive the best service with the resources available.

C) There are no anticipated material operating budget impacts related to temporarily relocating resources from Station 8 to Station 17 or 10.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-109C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

Are there any capital considerations for the On-Demand network - if either not funded in operating or alternatively expanded/adjusted?

**Answer:**

**Edmonton Transit Service Branch**

As the on-demand service is operated by a contracted service provider, all of the costs associated with this service are operating costs and there are no capital costs. At this point in time there is not an option for bringing the service in house and purchasing the vehicles through capital, as we do not currently have the garage space to store and maintain them. Options for making the on-demand service permanent as well as expanding the service are outlined in unfunded service packages in the operating budget.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-110C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

Can Administration provide a heat map or other data to show capital spending geographically within Edmonton over the last 5-10 years? Is there any readily available information on spending from an equity perspective?

**Answer:**

**DCMO - Integrated Infrastructure Services Branch**

A heat map of capital spending is not readily available. However, A map of active capital infrastructure projects can be found at [building.edmonton.ca](http://building.edmonton.ca); there active projects are shown and can be viewed by ward.

A large portion, approximately 45%, of the capital that the city delivers is tied to multiple wards or is delivered city-wide. This capital work benefits Edmontonians regardless of geographic region where they live. Capital projects that the city delivers include infrastructure ranges from roads, facilities and open spaces, to IT infrastructure, transit fleet and land purchases. Some of these assets can be mapped while others such as the ETS fleet and large projects like LRT benefit many geographic locations throughout the city. The investment in our communities can also come from different orders of government, developers, business partners and utilities which is not captured by the city's capital budget.

Investing decisions are also aligned to meet strategic priorities (as set by council) which is done to align service levels across the City. However, this may not be fully represented by geographic area investment due to existing amenities not just where more recent investment has occurred.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-111C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

What current shared use paths within Edmonton do not have lighting infrastructure? What would the cost be to add lighting on these paths to ensure more usability year-round?

**Answer:**

**Infrastructure Planning and Design Branch**

Using a desktop analysis overlapping shared use paths with locations of nearby poles, an estimated 25% of the City's shared use paths do not have lights. An estimate of 8,000 lights may be required based on a standard layout at an order of magnitude estimated cost of \$200 million (-50% to +100%) to address all the identified locations.

This is a very high level analysis and significant planning and design work, including individual site validation, would be required to confirm the lighting requirements per location, adjacency of other projects, and location of power sources to understand the full cost of lighting the shared use paths.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-112C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

Are the 127 Street active mode missing links unfunded in this budget cycle?

**Answer:**

**Infrastructure Planning and Design Branch**

Delivery of active mode improvements to 127 Street (Yellowhead Trail to 137 Avenue) remains unfunded at this time.

Due to funding constraints, renewal of 127 Street is also not funded under Capital Profile CM-22-0000 Transportation: Goods Movement - Arterial Renewal with the 2023-2026 Capital Budget. Further, funding has not been allocated to standalone active mode improvements along this route.

Funding was allocated in Fall 2021 SCBA for planning and design of active mode connections, including a number of locations, such as 127 Street. However, the funding is insufficient to complete both planning and design for all locations identified, including 127 Street. Further, 127 Street would benefit from alignment with other programs, including renewal anticipated to occur in the 2027-2030 budget cycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-113C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

What opportunities are there within the Capital Budget to address changes to recently upgraded infrastructure that is not functioning as intended? E.g., Linear Park Off-Leash Dog Park.

**Answer:**

**Infrastructure Planning and Design Branch**

The proposed 2023-2026 Capital Budget identifies recommended growth projects based on the prioritization outlined on pg. 37 of the Capital Budget document. Outside of these recommended projects, Administration would require direction from council to include additional scope of projects beyond their recommended budgets or to fund other growth priorities.

Regarding the Linear Park Off-Leash Dog Park, the Inglewood Linear Park project was completed in 2021. The project was funded by the Neighbourhood Revitalization program as part of the Inglewood Neighbourhood Renewal standalone profile 19-40-9013.

The Inglewood Neighbourhood is in the final phases of construction.. We are currently working on a design and cost estimate to mitigate interactions with dogs and cyclists. This work is within the scope of this project and will be funded using the standalone profile 19-40-9013.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-114C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

Commonwealth Lawn Bowling Club Building/Facility - Is this building/facility included in the capital or operating budget? Are there any facility condition reports?

**Answer:**

**Infrastructure Planning and Design Branch**

The Commonwealth Lawn Bowling Club Building is owned by the City and leased to the community group. The capital renewal responsibility for this facility remains with the City, and so, it is considered in the prioritization of renewal in the capital budget. There is no funding allocated to this facility within the 2023-26 Capital Budget, as other facilities are in greater need of renewal. The City does not have any operating budget for the operation and maintenance of this facility, as operation and maintenance of the facility is the tenant's responsibility; including repairs and emergent maintenance.

Two building condition assessments were completed on the facility in the past 10 years. The first in 2013 and the other in 2020. Based on the 2020 assessment, the facility was rated overall in Fair (C) condition.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-115C

**Document Page #:** 9

**Asked By:** Councillor Rutherford

**Question:**

The Capital Budget proposed growth is \$4.8 B - where are some places/ opportunities to reduce this including previously approved Council decisions?

**Answer:**

**Infrastructure Planning and Design Branch**

As indicated in the 2023-2026 Proposed Capital Budget (page 52), "the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources."

As such, within the Growth Projects Recommended for Funding (pages 628-632), limited opportunities exist to reduce the overall budget without impacting the ability for Administration to respond to legislative, safety or parks/open space/green network priorities; or to reallocate the funding as it is constrained to deliver specific projects or programs (Community Revitalization Levies, grants for other levels of governments, Land Enterprise, etc.)

As it relates to the Growth Projects Previously Approved (pages 625-627), the following considerations should be given in reviewing any opportunities for reduction in funding:

- Impact of the project on the legislative, health and safety or security mandate of the City;
- Stage of the project, as previously approved projects may be in the delivery phase, where construction has started and the City has contractual commitments, the consequences of stopping the project could be significant and costly from both a financial and reputation perspective;
- Funding sources, as it may not be possible to reallocate the funding if it is constrained to deliver specific projects or programs (Community Revitalization Levies, grants from other levels of government, Land Enterprise, etc.); and
- Impact to the City's ability to meet its strategic objectives (The City Plan, Energy Transition Strategy, Mass Transit, etc.)

Ultimately the decision on if projects should be paused, reduced or cancelled is a decision that council will make considering the information provided above.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-116C

**Document Page #:** 526

**Asked By:** Councillor Rutherford

**Question:**

What is the total proposed Capital Budget for renewal, specifically for bridge projects, in this budget including any standalone and composite amounts?

**Answer:**

**Infrastructure Planning and Design Branch**

During 2023-2026, the total proposed Capital Budget for bridge renewal is \$340.53 million.

This includes all bridges identified under CM-24-0000 Transportation: Bridges & Auxiliary Structures - Renewal as well as standalone Capital Profiles associated with bridge renewal - High Level Bridge, Latta Bridge and Rainbow Valley Bridges, part of the Terwillegar Drive project.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-117C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

What is the total cost proposed in the Capital Budget for road or vehicle movement, including standalone and composite profiles?

**Answer:**

**Infrastructure Planning and Design Branch**

Table 7 of the Proposed 2023-2026 Capital Budget in Attachment 1 (page 55) presents the total growth and renewal investment in Active Pathways and Roads Service. As the detailed scope of the individual projects are not yet established - scope definition is part of the work leading up to PDDM Checkpoint 3, the scope, schedule and budget for the delivery phase of individual projects have not yet been determined. As such the following breakdown is an estimate of investment for the Roads Service, removing the investment anticipated to be for Active Pathways, based on past project experience:

The following is the amount included in the capital budget for roads, bridges, support assets (e.g. snow storage sites). Please note that these values include the transformational Yellowhead Trail Freeway Conversion project within the growth category.

- Growth: \$837 million
- Renewal: \$965.1 million
- Total: \$1,802.1 million

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-118C

**Document Page #:** 462

**Asked By:** Councillor Rutherford

**Question:**

Does project number 23008 - Dunluce Open Space Asset Renewal - include an enclosed dog park in Orval Allen Park?

**Answer:**

**Building Great Neighbourhoods Branch**

The Dunluce Open Space Asset Renewal includes renewal of existing Open Space assets. This Neighbourhood Renewal project is early in the design process. At this time no decisions have been made regarding the open space amenities or the inclusion of a dog off leash area. As the project progresses through the development phase, the entirety of the scope will be determined.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-119C

**Document Page #:** 10

**Asked By:** Councillor Rutherford

**Question:**

The proposed Capital Budget has 1.1 billion in new tax-supported debt - is this amount going to keep the current credit rating or does this reliance on debt put this at risk?

**Answer:**

**Capital Budget Office Branch**

There are many factors that S&P Global takes into account when providing a credit rating assessment including the economy, institutional framework, financial management, budgetary performance, liquidity, and debt burden.

In the most recent S&P credit rating for Edmonton, S&P indicated that it expects the City to be conservative in its use of debt in the next budget cycle, and that Edmonton would put itself at risk of a downgrade if there were further sustained increases to the direct debt burden.

Significant increases in debt or debt servicing levels have the potential to negatively impact the City's credit rating. A downgrade to the City's credit rating can have both reputational and financial impacts. Administration does not recommend increasing the City's debt level to a point that would trigger a credit rating downgrade. Risks for a credit rating downgrade include:

- Reputational Risk- A downgrade to the City's credit rating would indicate to lenders and the public that the City's financial health is trending downwards.
- Cost of Borrowing- A downgrade to the City's credit rating could result in higher borrowing costs if the City is deemed higher risk.
- Ability to Borrow- A downgrade to the City's credit rating could subject the City to greater credit scrutiny with its lenders.

The total debt servicing limit of 21% of City revenues proposed in the new debt policy is based on maintaining a strong credit rating of at least AA (the City's current credit rating). As part of the credit rating process for the City of Edmonton, S&P Global Ratings evaluates the City's direct debt level, which is the ratio of total debt over revenues. Based on a review of the details of previous credit rating reports for the City, Administration believes that as the City approaches a 240% direct debt to operating revenue ratio (calculated as total outstanding debt divided by total operating revenues), S&P would consider downgrading the City's debt rating. At this level of debt burden a larger portion of the City's budget would be allocated towards debt servicing, which would likely begin to negatively impact the City's financial health. The 240% direct debt to operating revenue ratio threshold corresponds to a total debt service level of 21% of City revenues.

The \$1.1 billion being considered in the 2023-2026 Capital Budget would leave the City short of the 21% total debt servicing limit, and projecting to be just over 18% of tax-supported net operating expenditures.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-120C

**Document Page #:** 10

**Asked By:** Councillor Rutherford

**Question:**

The proposed Capital Budget indicates that "no additional tax-supported debt room would be available for 100 per cent debt-funded projects until 2029." Does the proposed Capital Budget leave room for financial opportunities should matching funds from other orders of government, or other funding sources, become available?

**Answer:**

**Capital Budget Office Branch**

The proposed debt policy allows for debt financed project approval when in the constrained category if there is at least one-third external funding. It also allows for self-supporting tax guaranteed debt and borrowing for emergency purposes as defined in the proposed policy. Self-liquidating debt is also allowed when constrained.

After considering the \$1.1 billion in new tax-supported debt proposed in the 2023-2026 capital budget, Council would still have approximately \$2.8 billion in debt room over the 2023-2026 capital budget for tax-supported debt within the constrained category.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-121C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

If the City hits its debt limit and there are further cost escalations of projects, (E.g., if inflation or material costs are higher than anticipated), how is this managed through the 4-year cycle?

**Answer:**

**Capital Budget Office Branch**

If a project was previously approved to be financed with debt, subsequent cost escalations can be considered with debt financing even if the City has already reached or exceeded its debt servicing limits provided the cost escalations relate to the current scope of the project. Debt should be used as a last resort for financing these cost escalations, and should only be leveraged if all other funding sources have been exhausted.

Additional debt financing would not be permitted for scope changes if the City has already reached or exceeded its debt servicing limits.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-122C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

Is there enough debt room should funding become available for Metro-Line NW LRT construction continuation in the next budget cycle?

**Answer:**

**Capital Budget Office Branch**

In the next budget cycle, from 2027-2030, there is approximately \$3.5 billion in available room within the constrained borrowing category (as defined in the proposed Debt Management Fiscal Policy C203D), before the City reaches the 21% debt servicing limit. Tax-supported borrowing up to the 21% limit is permitted if the capital project has at minimum 1/3 external funding, is financed through self-supported tax guaranteed debt, or required for emergency capital construction purposes.

In the case of the Metro-Line LRT (Blatchford to Castledowns) the total project cost is currently estimated to be \$1.2 billion (this would change depending on the actual year of implementation), and assuming 1/3 funding from each level of government, the City would be required to fund at least \$400 million. Based on currently approved borrowing, and borrowing proposed in the 2023-2026 capital budget, there is sufficient borrowing room (\$3.5 billion) to fund the City's anticipated portion of the Metro-Line (Blatchford to Castledowns) project costs in the next budget cycle.

The \$3.5 billion constrained debt room in the 2027-2030 cycle would be available to finance other Council priorities with matching funding from other orders of government as well.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-123C

**Document Page #:** 19

**Asked By:** Councillor Rutherford

**Question:**

With the proposed Capital Budget, are we on track to achieve the infrastructure goal of being a carbon neutral corporation by 2040 and reducing emissions by 50% by 2030?

**Answer:**

**Financial & Corporate Services Department**

No - the City of Edmonton is still short of meeting its goal of being a carbon neutral corporation by 2040 and reducing emissions by 2030. The 2023-2026 proposed capital, operating and utility budgets include recommended funding for projects that will reduce GHG emissions by 31,000 tonnes CO<sub>2</sub>e over the four-year period for the corporation. Based on the current state emissions forecasts, including GHG impacts of the quantifiable capital projects and operating service packages proposed in the 2023-2026 budget, the City of Edmonton as a corporation will have an annual carbon deficit of 169,000 tonnes CO<sub>2</sub>e by 2040. This means by 2040 when the corporate emissions are expected to be neutral with no net impact, the City will still have annual GHG emissions of 169,000 tonnes CO<sub>2</sub>e. The corporate carbon budget, which is the maximum emissions allowed from 2022 until 2040 for the corporation to be carbon neutral by 2040, is 2.25 million tonnes CO<sub>2</sub>e. The corporation is forecasted to use the corporate carbon budget, or deplete the allowable emissions, by 2032.

The corporation only has one target, which is to be emissions neutral by 2040. The community has a target to reduce carbon emissions by 50% by 2030. This target will also not be met based on current forecasts.

The City continues to work towards its target of becoming a carbon neutral corporation by 2040. Administration brought forward a corrective action plan in June of this year, which included actions such as embedding climate resilience into City service and processes, using new decision making processes and tools which prioritize climate and energy transition considerations, procuring low carbon energy and carbon offsets, as well as infrastructure investments. While infrastructure investment is a critical lever of change, there are other operational changes the City can make to help make progress toward our target, including procuring renewable energy (see unfunded Operating Package: Supplemental Corporate Energy Transition Implementation pg. 243). Without infrastructure investment in this budget cycle the City would need an increasing Operating budget to procure carbon offsets and to cover additional carbon tax costs.

Along with infrastructure investment, partnership and advocacy are critically important to reduce community emissions 50 per cent by 2030 and reach carbon neutrality by 2050. The City will need to continue and increase its work to advocate for funding, regulatory changes and bolder action. The City also will need to activate climate resilient urban development, which requires infrastructure investment, but also includes non-infrastructure related actions such as full implementation of the Clean Energy Improvement Program.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-124C

**Document Page #:** 12

**Asked By:** Councillor Rutherford

**Question:**

How does the proposed Capital Budget advance the four strategic goals for 2019-2028 of Healthy City, Urban Places, Regional Prosperity, and Climate Resilience and to what extent?

**Answer:**

**Capital Budget Office Branch**

The four strategic goals of ConnectEdmonton are well aligned to the City Plan Big City Moves. The strategic alignment of growth projects to each Big City Move is shown in figure 7 (page 38) of the Proposed 2023-2026 Capital Budget. For example, Figure 7 (page 38) shows the amount of the growth capital budget that either has a direct, indirect, or no impact on the Big City Move "Catalyze and Converge", which has a direct alignment to the ConnectEdmonton Edmonton goal of Regional Prosperity. Although Administration was guided by the strategic goals, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources.

As these criteria were only applied to growth projects, this figure does not capture strategic alignment that in some instances would be better aligned in the renewal budget such as the Big City Move of Rebuildable City. In addition, instances of Inclusive and Compassionate align more heavily with the operating budget and the Community Safety and Well-being initiatives.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-125C

**Document Page #:** 14

**Asked By:** Councillor Rutherford

**Question:**

How are Council's 6 priorities reflected in the proposed Capital Budget?

**Answer:**

**Capital Budget Office Branch**

The six Council Priorities are well aligned to the City Plan Big City Moves and ConnectEdmonton Goals (see page 14 of the Proposed Capital Budget). Potential growth projects were initially ranked using the criteria outlined in Appendix E (page 635), which included alignment with the City Plan Big City Moves. However, with nearly all unconstrained funding being required to meet renewal needs, further prioritization was required. As a result, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources.

The strategic alignment of growth projects to each Big City Move is shown in figure 7 (page 38) of the Proposed 2023-2026 Capital Budget. As these criteria were only applied to growth projects, this figure does not capture strategic alignment that in some instances would be better aligned in the renewal budget such as the Big City Move of Rebuildable City. In addition, instances of Inclusive and Compassionate align more heavily with the operating budget and the Community Safety and Well-being initiatives.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-126C

**Document Page #:** 43

**Asked By:** Councillor Rutherford

**Question:**

What is the timeline for implementation of the Enterprise Asset Management system work that is identified as ongoing?  
What is the current governance system in place?

**Answer:**

**Infrastructure Planning and Design Branch**

The City's asset management program is governed overall through guidance from policy C598 - Infrastructure Asset Management, and the Infrastructure Strategy. Different areas of the City have different levels of asset management maturity and so their asset management governance models, tools, and processes differ from area to area. One of the principles of the asset management policy is a focus on continuous improvement. As such, Administration is implementing the Enterprise Asset Management (EAM) program to enable stronger asset management practices among all the City's asset areas.

The EAM program implementation focuses on five streams for asset management enablement:

- Governance: Establishing better governance structures, accountability, and stronger alignment with corporate strategies
- People: Building common asset management language, improving coordination and collaboration
- Data and Analytics: Improving access to asset data, data quality, and linking data for better asset decision making
- Processes: Develop consistent, standardized, and lean processes among the various asset types
- Technology: Integrating various asset management systems and databases, developing tools to standardize and automate asset related tasks and simplify decision making.

With limited funding available to implement a single EAM technology solution for the City, the EAM program will be implemented using a staged approach. This staged approach will focus on incremental improvements, using existing technologies and systems while ensuring all asset types adhere to a common governance model. Where practical, technology solutions will be utilizing and integrating existing systems, rather than developing new systems.

The EAM program implementation is planned to span five years for the incremental implementation, with ongoing process and system enhancements beyond this timeline. The program is governed by the Corporate Asset Management Steering Committee, comprised of various Branch Managers from across the corporation.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-127C

**Document Page #:** 64

**Asked By:** Councillor Rutherford

**Question:**

Can you provide all business cases regarding the EPS North West Campus facility?

**Answer:**

**Edmonton Police Service Department**

We have attached a copy of the public capital profile for the North West Campus facility, which was provided through budget processes at the time of approval : 12-60-1376 Northwest Campus Capital Profile.pdf . Please let us know if there is a specific question or issue that is not covered off in this document. There are no other public documents on this capital profile.

# Responses to City Council Questions on the Proposed Capital Budget

Document: Capital Budget Book

Question #: 23-127C

Document Page #: 64

Asked By: Councillor Rutherford

## CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME: <b>NORTHWEST CAMPUS</b>	<b>RECOMMENDED FUNDED</b>
PROFILE NUMBER: <b>12-60-1376</b>	<b>PROFILE STAGE: Approved</b>
DEPARTMENT: <b>Boards and Commissions</b>	<b>PROFILE TYPE: Standalone</b>
LEAD BRANCH: <b>Police Service</b>	LEAD MANAGER: <b>CAO Linda Revell</b>
PARTNER: <b>Infrastructure Delivery</b>	PARTNER MANAGER: <b>Jorge Castellanos</b>
BUDGET CYCLE: <b>2009-2011</b>	ESTIMATED START: <b>January, 2012</b>
	ESTIMATED COMPLETION: <b>March, 2019</b>

<b>Service Category: Protection</b>	<b>Major Initiative:</b>
<b>GROWTH</b>	<b>RENEWAL</b>
100	
<b>PREVIOUSLY APPROVED:</b>	119,475
<b>BUDGET REQUEST:</b>	-
<b>TOTAL PROFILE BUDGET:</b>	119,475

### PROFILE DESCRIPTION

The Northwest Campus project encompasses the design and construction of a single facility to house a new Arrest Processing Facility and a Training Centre in conjunction with a new Northwest Division Station. These facilities will be designed to maximize common areas and economies of scale to provide needed facilities. The Training Centre will also provide recruit and on-going mandatory and elective training for the EPS.

The campus would house approximately 250 staff members and provide training space for all EPS staff and up to 70 detainee cells. The Training Centre would also be available for other City and outside agency training needs. Community use would be factored into the design.

Previously approved 07-60-1375 North West Division Station for land and design is included as part of this profile.

See section on "Changes to Approved Profile" for details on approved and proposed change requests.

### PROFILE BACKGROUND

Facilities are often referred to as the "bricks and mortar" infrastructure that supports the operational responsibilities of any organization. Over time, best practice methodologies have been applied to assess the condition, capacity and functionality of facilities.

Capacity and functionality are not the only conditions that the EPS must look at when reviewing its space and facility needs. Advances in technology, building HVAC (heating, ventilation and air conditioning) systems and security have infringed on working space, reducing the effective area available for operational and support functions. At the same time, office space has had to accommodate larger furniture that is more ergonomically suitable and able to position computers and other technology needs for staff use. Increasingly, Occupational Health and Safety concerns related to the workplace play a critical role in the use of existing space and in the planning for new space.

### PROFILE JUSTIFICATION

Each individual facility is required to address critical needs of the EPS:

A. Northwest Division Station is required based on projected workload to efficiently deploy patrol members, strengthen ownership of territory and make more time available for proactive police work.

B. A new Arrest Processing Facility will replace the existing facility located in EPS Headquarters:

\*The current facility constructed to hold 23 people including staff. The number of detainees is regularly over 35 currently.

\* Detainees frequently held three or more to a cell leading to severe personal security, health and Charter issues, for officers and detainees.

C. A new Training Centre includes:

\* Centralization of all staff and equipment in one place for better efficiencies than separate areas. The current recruit training centre lease will expire in 2016.

\* Increased emphasis on training to meet provincial standards, investigative quality and mitigate civil litigation against the EPS.

### STRATEGIC ALIGNMENT

Considering the North West Campus as a single entity and its connection to the "Ways":

\*The Way We Live – Increased efficiency supporting a safe city;

\*The Way We Green – Increased efficiency of facility operations and smaller overall footprint.

### ALTERNATIVES CONSIDERED

The EPS considered originally three separate facilities to meet the distinct needs of each. Based on feedback from the Strategic Facilities Plan and to achieve efficiencies and reduce overall costs, the project was approved to proceed as a campus.

### COST BENEFITS

Initial cost estimates were at a conceptual level and were considered to be +/- 50% accurate.

In reviewing the initial size estimates and expected costs with Buildings Design and Construction at the time, significant savings were expected from combining all the facilities. Overall expected savings were anticipated to be the equivalent of the cost of constructing a single standalone facility.

City of Edmonton

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# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-127C

**Document Page #:** 64

**Asked By:** Councillor Rutherford

## CAPITAL PROFILE REPORT

Profile Page 2

### KEY RISKS & MITIGATING STRATEGY

High Risk: Failure to protect the health, safety and security of EPS members or members of the public through the consistent provision of adequate facilities.

### RESOURCES

All City of Edmonton policies and procedures will be followed for this profile. The EPS will work closely with Project Management and Maintenance Services throughout design and construction.

### CONCLUSIONS AND RECOMMENDATIONS

On completion of three separate business cases (attached), the EPS quickly realized that these individual facilities would be expensive to build and moving forward with three separate facility requests would not be an efficient use of tax dollars.

### CHANGES TO APPROVED PROFILE

Since the original approval, detailed space planning has increased the accuracy of estimates to a +/- 20% accuracy level. This planning revealed that the original square footage estimates were significantly lower than requirements.

Functional changes within the EPS moved the Detainee Management Unit to the newly created Investigation Management and Approval Centre (IMAC). As this area built their processes, adjacency of the detainee function and the resulting court and investigative documents became closely integrated. Consistent support for the detainee management function was provided through close physical proximity of the other areas. It was determined that physical adjacency would be required between the functions continuing into the future adding to the overall square footage requirements.

In addition, the land originally identified for the campus was no longer available resulting in delays while a new parcel was located and the appropriate plans and zoning were completed. This parcel is in Goodridge Corners and adjacent to the new Remand Centre making it an ideal site but also a more expensive one. This added \$2.75 million to the project.

The overall size increase and inflationary costs due to the delay of the project and the addition of the remainder of the IMAC functional area totaled \$25.405 million dollars. At the July 16, 2014 City Council Meeting an additional \$8.2 million in funding was approved by City Council to be added to this project. This funding was the result of deferred financing changes for this project as it is being funded through Tax Supported Debt.

The remaining \$17.205 million for construction increases is proposed to be approved in the 2015-18 Capital Budget. One package for \$9.31 million for the Detainee Management facility and a second package for \$7.895 million to construct the IMAC facility are proposed for Tax-Supported Debt financing.

Nov 29, 2016 Council Minutes Item 6.2: 1. That the budgeted completion date for the Northwest Police Campus (12-60-1376) identified in Attachment 2 of the November 29, 2016, Financial and Corporate Services report CR\_3330, be changed from December 31, 2017, to March 31, 2019.

2019 Spring SCBA (#2.3-1): \$790K - Project costs are higher than planned mainly due to a higher overhead rate than was originally considered in the initial project estimate.

2019 Fall SCBA (3.7.12): Percent for Art transfers from the Police Capital budget to the Police Operating budget as Pay-As-You-Go.

2020 Spring SCBA (#20-11, BM-76) Funding for the extended network coverage installation at the Northwest Campus was originally budgeted within Northwest Campus capital profile. Transfer from Northwest Campus to Public Safety Radio Network required to account for all the costs related to extended network coverage within the Public Safety Radio Network profile. This is an administrative adjustment between existing capital profiles less than \$2.0 million, zero net change to the 2019-2022 approved capital budget and no scope changes to these two capital profiles.

2020 May 11 (#20-16, CR\_8260): \$8M additional funding for the complete replacement of the roof at NW Campus.

# Responses to City Council Questions on the Proposed Capital Budget

Document: Capital Budget Book

Question #: 23-127C

Document Page #: 64

Asked By: Councillor Rutherford

## CAPITAL PROFILE REPORT

Profile Page 3

PROFILE NAME: **Northwest Campus**  
 PROFILE NUMBER: **12-60-1376**  
 BRANCH: **Police Service**

**RECOMMENDED FUNDED**

PROFILE TYPE: **Standalone**

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

	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
<b>APPROVED BUDGET</b>												
Approved Budget												
Original Budget Approved	81,455	-	-	-	-	-	-	-	-	-	-	81,455
2012 CBS Budget Adjustment	-11,173	-	-	-	-	-	-	-	-	-	-	-11,173
2013 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2013 CBS Budget Adjustment	11,173	-	-	-	-	-	-	-	-	-	-	11,173
2014 Cap Budget Request for Next Cycle	17,205	-	-	-	-	-	-	-	-	-	-	17,205
2014 Cap Capital Budget Adj (one-off)	8,200	-	-	-	-	-	-	-	-	-	-	8,200
2014 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2015 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2016 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2017 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2018 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2019 Cap Council	190	-	-	-	-	-	-	-	-	-	-	190
2019 Cap Capital Budget Adj (one-off)	4,600	-	-	-	-	-	-	-	-	-	-	4,600
2019 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2020 Cap Administrative	-175	-	-	-	-	-	-	-	-	-	-	-175
2020 Cap Capital Budget Adj (one-off)	8,000	-	-	-	-	-	-	-	-	-	-	8,000
2020 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Carry Forward	-3,242	3,242	-	-	-	-	-	-	-	-	-	-
<b>Current Approved Budget</b>	<b>116,233</b>	<b>3,242</b>	-	-	-	-	-	-	-	-	-	<b>119,475</b>
<b>Approved Funding Sources</b>												
Pay-As-You-Go	12,730	85	-	-	-	-	-	-	-	-	-	12,815
Tax-Supported Debt	103,503	3,157	-	-	-	-	-	-	-	-	-	106,660
<b>Current Approved Funding Sources</b>	<b>116,233</b>	<b>3,242</b>	-	-	-	-	-	-	-	-	-	<b>119,475</b>

BUDGET REQUEST	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET APPROVED	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Revised Budget (if Approved)	116,233	3,242	-	-	-	-	-	-	-	-	119,475
Requested Funding Source											
Pay-As-You-Go	12,730	85	-	-	-	-	-	-	-	-	12,815
Tax-Supported Debt	103,503	3,157	-	-	-	-	-	-	-	-	106,660
<b>Requested Funding Source</b>	<b>116,233</b>	<b>3,242</b>	-	-	-	-	-	-	-	-	<b>119,475</b>

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

REVISED BUDGET APPROVED	Activity Type	Prior Years	2022	2023	2024	2025	2026	2027	2028	2029	2030	Beyond 2030	Total
Construction		35,378	3,242	-	-	-	-	-	-	-	-	-	38,620
Other Costs		80,855	-	-	-	-	-	-	-	-	-	-	80,855
<b>Total</b>		<b>116,233</b>	<b>3,242</b>	-	-	-	-	-	-	-	-	-	<b>119,475</b>

### OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:	2016				2017				2018				2019				
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	
Police Service	-	-	-	29.0	-	-	-	17.0	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	-	-	-	<b>29.0</b>	-	-	-	<b>17.0</b>	-	-	-	-	-	-	-	-	-

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-128C

**Document Page #:** 106

**Asked By:** Councillor Rutherford

**Question:**

In the Operating Investment Outlook 2023-2032 presented to Council, the forecast for 2023 -2026 indicated that the City of Edmonton will not receive a surplus and will record shortfalls in revenue from Automated Enforcement. Given this scenario presented to Council, will the proposed Capital investment of 3.67 million in Automated Enforcement Assets change the forecasted scenario?

**Answer:**

**Parks and Roads Services Branch**

No, the proposed capital investment of \$3.67M as stated in CM-66-2597 Automated Enforcement Assets will not change the forecasted scenario of the Traffic Safety Automated Enforcement Reserve. This capital profile enables the purchase of critically required replacement equipment at locations that have existing speed and crash history and have been factored in for ongoing automated enforcement presence in the forecasted revenue for 2023-2026. If the equipment is not replaced, it is highly likely that existing equipment will need to be decommissioned and removed, which will have a negative impact on safety, and revenue levels will be lower than what is currently forecasted.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-129C

**Document Page #:** 106

**Asked By:** Councillor Rutherford

**Question:**

The Capital profile on Automated Enforcement Assets states that "[a]utomated enforcement, including Mobile Photo Enforcement (MPE) and Intersection Safety Devices (ISDs), makes Edmonton's street safer as a proven countermeasure for increasing traffic safety." Can Administration provide the academic evidence to support this statement?

**Answer:**

**Parks and Roads Services Branch**

Both academic research and the City's traffic data and analysis have shown that automated enforcement is an important tool for reducing speed and crashes. Research completed by the University of Alberta in 2022 found that mobile automated enforcement (MAE) was effective in reducing the risk of speeding-related collisions by 33% and all types of collisions by 22%. This research also found that the number of visits and the amount of time spent by MAE at each location has an impact on reducing the risk of collisions. Traffic safety benefits are also realized at intersection safety device sites, where the academic research found that there were significant reductions in collisions ranging from 12% to 25% for all types of collisions.

Data published in the City's 2021 Vision Zero Annual Report ([https://www.edmonton.ca/sites/default/files/public-files/assets/PDF/Vision\\_Zero\\_Annual\\_Report\\_2021.pdf](https://www.edmonton.ca/sites/default/files/public-files/assets/PDF/Vision_Zero_Annual_Report_2021.pdf)) further demonstrate the safety impacts of automated enforcement.

Two academic reports have been attached further discussing the research on the impact of mobile speed enforcement and intersection safety devices referenced above. Due to their size, these reports have been included as the following separate attachments to this report:

- Attachment 2 - Impact of Mobile Speed Enforcement Academic Report
- Attachment 3 - Accident Analysis and Prevention Academic Report



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-130C

**Document Page #:** 71

**Asked By:** Councillor Rutherford

**Question:**

Carlisle is proposed for Neighbourhood and Alley Renewal, and Dunluce for Neighbourhood Renewal. Which other neighbourhoods in Ward Anirniq are considered next in line in future budget cycles for both alley and neighbourhood renewal? How are neighbourhoods assessed for priority in these programs? Are there any contemplated changes in how neighbourhoods are assessed from the current process? What has changed in the prioritization process from the inception of the program?

**Answer:**

**Building Great Neighbourhoods Branch**

The following neighbourhoods in Ward Anirniq have been identified as needing neighbourhood renewal in the medium-term:

Neighbourhood Name	Renewal Type	Possible Construction Start
Dunluce	Reconstruction	2023 - 2025
Dunluce	Alley Reconstruction	2025 - 2027
Caernarvon	Reconstruction	2026 - 2028
Carlisle	Reconstruction	2026 - 2028
Carlisle	Alley Reconstruction	2026 - 2028
Hagmann Estate Industrial	Microsurfacing	2023 - 2026

Neighbourhood Renewal projects have and continue to be prioritized primarily based on asset condition. Other criteria related to integration with other programs and funding opportunities also play a role in this prioritization. There is no plan to adjust how neighbourhoods are prioritized for neighbourhood renewal.

Since inception of the program in 2008, the Neighbourhood Renewal program has evolved to integrate other programs into the scope of its projects, which can impact the schedule as to when a project occurs. Some examples of programs that are assessed for integration with Neighbourhood Renewal projects include, but are not limited to, safe mobility enhancements, active transportation enhancements, neighbourhood revitalization enhancements, Cornerstores Program, community park renewal and enhancements.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-131C

**Document Page #:** 487

**Asked By:** Councillor Rutherford

**Question:**

Why are the proposed Capital profiles for Keswick Park divided into two profiles of East and West?

**Answer:**

**Building Great Neighbourhoods Branch**

Keswick Park (East) is the project to complete base level development for the Edmonton Catholic School Board's Joan Carr Catholic School site and adjacent community park. Keswick Park (West) is the project to complete base level development for the Edmonton Public School Board's Joey Moss School site and adjacent community park. The project delivery cost for each project exceeded the \$2 million threshold for growth projects to be funded through the composite profile. The projects were advanced as two separate projects with funding requested in two standalone profiles as part of the 2021 Spring SCBA. Both park sites were substantially completed in the 2019-2022 capital budget. The funds identified in 2023 are carry forward from the 2019-2022 budget and are needed to complete warranty and project close-out.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-132C

**Document Page #:** 100

**Asked By:** Councillor Rutherford

**Question:**

There are several district parks with identified renewal and growth including - Centennial Plaza, Confederation District Park, Glengarry District Park, Heritage Valley District Park, and Keswick East and West Park Development. Why are the budget allocations primarily in 2023?

**Answer:**

**Building Great Neighbourhoods Branch**

These projects were identified as part of the 2019-2022 Capital Budget and will be substantially completed by the end of 2022. The funding carried forward from the 2019-2022 budget and cash flowed through 2023 and 2024 is to complete construction, address warranty work by the contractors and related project management activities.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-133C

**Document Page #:** 110

**Asked By:** Councillor Rutherford

## **Question:**

What are the statistics on call volume trends for animal care and control to the City of Edmonton for the last 4 years? The proposed Capital Profile on "Community Standards and Neighbourhoods - Equipment Conservation" says that it does not include growth for new equipment - what would the cost of new equipment be, if required, based on increased demand? Or is this accounted for in another profile?

## **Answer:**

### **Community Standards and Neighbourhoods Branch**

1) Please refer to the table included below in 23-133C Attachment 1: Equipment Conservation (ACCC & Enforcement Officers) Capital Profile CM-21-0012 for this data.

2) This renewal project will provide the funding required to replace items currently within the inventory that have reached the end of their functional life as per the replacement schedule from the Risk Based Inventory System (RIMS). This includes the following:

- The equipment required to allow Enforcement Officers to perform routine duties in a safe and effective manner such as bullet resistant vests
- Medical equipment and items required to support the veterinary operations of the Animal Care and Control Centre (ACCC)

Examples of this equipment and its cost includes:

- Heart Rate monitor - \$15,000
- Cat Kennel Replacement Housing - \$10,000 (for each bank of 4)
- Autoclave - \$7,000
- Anesthetic Machine - \$6,000 each (ACCC uses three of these machines)
- Reptile Housing Enclosure - \$4,000 (new equipment needed for APA seizures)
- Mobile Radio - \$5,000
- Officer Body Armour - \$1,000
- Extendable Baton and Holder - \$125

Should a new type of equipment be required that is not currently being used, a new Service Package or Capital Growth Profile would be put forward.

3) As new FTEs are added to meet demand, their expected equipment costs are included along with salaries and benefits as part of the service package or initiative that is put forward for approval. For example:

- CS-45: Animal Welfare
- SP-26a/CS-04: Encampment and Unsheltered Homelessness Response
- CS-60: Transit Safety Resource Stabilization

Replacement and growth for Enforcement Officer equipment as well as for medical equipment for the Animal Care and Control Centre are not included in another profile.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-133C

**Document Page #:** 110

**Asked By:** Councillor Rutherford



## Equipment Conservation (ACCC & Enforcement Officers) Capital Profile CM-21-0012 (23-133C)

### Question:

- 1) What are the statistics on call volume trends for animal care and control to the City of Edmonton for the last 4 years?

### Answer:

- 1) The data is as follows:

<b>Animal Control</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022 (to Sept 30)</b>
Animal Control Complaints	12,514	10,768	11,845	9,023
APA Events	1,640	1,617	1,464	1,126
<b>Animal Care</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022 (to Sept 30)</b>
# Incoming Animals to ACCC	6,540	3,523	4,685	3,664
Number of Pet Licences (Dog + Cat)	94,714	87,708	86,415	84,213

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-134C

**Document Page #:** 116

**Asked By:** Councillor Rutherford

**Question:**

In Phase 3 of the Capital Profile on 'Parks and Roads Services - Equipment Renewal' it states that "[i]t is possible that the work may also be further subdivided in the future, depending on the City's selection of priorities." Please provide an explanation and elaborate on this statement.

**Answer:**

**Parks and Roads Services Branch**

This statement acknowledges the fact that based on the approved funding amount, further prioritization of locations may be needed to ensure that all yards have equal availability of racks.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-135C

**Document Page #:** 116

**Asked By:** Councillor Rutherford

**Question:**

If Administration recommends funding for all 148 racks be approved related to employee safety, why is the recommend budget amount not the total amount required to meet safety requirements?

**Answer:**

**Parks and Roads Services Branch**

Administration developed a budget starting with an Ideal allocation to understand the full extent of renewal required. For sander racks, the ideal investment is \$3 million. Based on the amount of funding available through the renewal program, many of the renewal profiles were reduced to only 24% of the "ideal" renewal investment amount. This resulted in a renewal budget within the 2023-2026 Capital Plan of only \$727K for the sander racks. All sander racks are currently decommissioned to protect employees. The current practice being employed is to use multiple resources to complete the mounting and dismounting of sanders and dump boxes from tandem

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-136C

**Document Page #:** 123

**Asked By:** Councillor Rutherford

**Question:**

Where does the revenue generated go to, as referenced in the capital profile for the Commonwealth Stadium Equipment?

**Answer:**

**Community Recreation and Culture Branch**

The revenue generated from stadium events goes to offset the unbudgeted expenses and costs to host major events at the Stadium. A portion of the revenue generated at the Stadium from events is allocated to the replacement of aging or outdated equipment that may include tills, concession equipment, point of sale systems, menu boards, etc. This equipment replacement at the Stadium assists to ensure the Stadium meets industry standards and trends when it comes to customer expectations and experience at the Stadium during major events.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-137C

**Document Page #:** 127

**Asked By:** Councillor Rutherford

**Question:**

For the signage replacement - does this include any costs associated with the Clareview Recreation Centre "Jump Start" work? If so, how much?

**Answer:**

**Community Recreation and Culture Branch**

Signage for the sponsored name change will be funded by the Jump Start naming project, not from the composite.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-138C

**Document Page #:** 127

**Asked By:** Councillor Rutherford

**Question:**

What was the budget allocation for this composite profile in the 2019-2022 budget, and how much was used?

**Answer:**

**Community Recreation and Culture Branch**

Budget allocated in 2019-2022 for the Equipment Conservation composite was \$5,066,924 and was fully expended to replace aging equipment across Community Recreation and Culture amenities.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-139C

**Document Page #:** 132

**Asked By:** Councillor Rutherford

**Question:**

The profile for fire rescue equipment replacement outlined that it covers equipping approximately 40 recruits. Where is growth in net new FTE's accounted for?

**Answer:**

**Fire Rescue Services Branch**

Recruit numbers as outlined in capital profile CM-70-0001 are based on the projected number of retirements that will take place. Equipment for net new firefighters is accounted for through capital profiles for new stations. The City will not exceed FTE numbers for firefighters with this planned recruitment. It is, however, important to ensure new recruits have the best equipment we can give them from a safety perspective.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-140C

**Document Page #:** 143

**Asked By:** Councillor Rutherford

**Question:**

Does the City get an annual report on EPS equipment and fleet growth and renewal purchases? Can the Edmonton Police Commission provide a detailed breakdown of EPS equipment and fleet growth and renewal expenses for the 2019-2022 period (most recent numbers).

**Answer:**

**Edmonton Police Service Department**

Consistent with all other City Departments, EPS participates in an annual data collection by the City of Edmonton to inform the Infrastructure State and Condition report and Risk-Based Infrastructure Management System (RIMS). The City of Edmonton Infrastructure State and Condition report has been provided to the City Council on an annual basis. The most recent 2021 Infrastructure State and Condition report was provided to City Council on April 26, 2022 as part of Memorandum from Office of the Deputy City Manager of Integrated Infrastructure Services.

This report includes information about the EPS assets, replacement value, average age, expected life and condition at asset portfolio and asset class level. This is the same level of information that is provided for all other City of Edmonton Departments.

It will not be possible to provide a detailed breakdown of 2019-2022 EPS equipment purchases requested in this question within the time allocated for Councilors' questions, but the above-noted report represents a strong representation of the current state and this report will be updated in line with the City of Edmonton's reporting processes.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-141C

**Document Page #:** 646

**Asked By:** Councillor Rutherford

**Question:**

Can the Edmonton Police Commission provide a similar breakdown of capital impacts on operating budget as done by City Administration on pages 646 & 647 of the proposed Capital Budget?

**Answer:**

**Edmonton Police Service Department**

Please see response below.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-141C

**Document Page #:** 646

**Asked By:** Councillor Rutherford

Question #: 23-141C

The Edmonton Police Commission supported three proposed growth capital profiles noted in the table below. Two profiles have associated operating impacts of capital. They are presented in the following table.

Operating Impacts of Capital - Growth	2023	2024	2025	2026	Subtotal 2023-26	FTEs
In Car Video	33	698	57	64	852	2.0
Police IT Systems - Applications Enhancement	287	326	304	262	1,179	8.0
Expansion of Police Seized Vehicle Storage Lot	-	-	-	-	-	-
<b>Total</b>	<b>320</b>	<b>1,024</b>	<b>361</b>	<b>326</b>	<b>2,031</b>	<b>10</b>

The EPS revised Funding Formula is intended to provide funding to manage the operating impacts of capital projects.

If the budget request for the above noted capital profiles is approved, the 2023 portion of the operating impacts would be covered by the funding formula. If the funding formula is approved prior to the next budget cycle, the balance of the impacts noted here would also be covered within the funding formula.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-142C

**Document Page #:** 162

**Asked By:** Councillor Rutherford

**Question:**

Can you breakdown the composite (CM-12-0300) into the individual projects and their associated cost? (Valley Zoo Animal Enclosure Renewal and Enhancement)

**Answer:**

**Infrastructure Planning and Design Branch**

The enclosures in this composite have been selected to ensure the Zoo continues to meet industry standards into the future as enclosures near the end of their lifespan. Unlike Nature's Wild Backyard Phase II, the scope of these enclosures is largely renewal and rehabilitation, rather than complete replacement.

Given this project is at the strategy phase, the exact breakdown of each project element and its associated costs are not available at this time. The following is a breakdown of the enclosures that have been identified as a priority for needing renewal and enhancement and what the scope entails:

**Grevy Zebras:** Replacement of the existing stalls and improvements to the handling system. This would include improving the restraint system contained within the existing barn with modern equivalents to address the most urgent safety hazards.

**Grevy Zebras:** Design for the replacement zebra barn to PDDM Checkpoint 3. Completing the initial design phase during this budget cycle will expedite the final design and construction phases of the replacement barn during the 2027-2030 budget cycle. The new stalls and handling systems would be transferred into the new zebra facility and reused in order to reduce the total associated capital costs.

**Bactrian Camels:** Adding a permanent outdoor holding area outside of the two front camel rooms, including a proper training area, additional man gates into the yards and improved visitor encounter space.

**Sichuan Takin:** Fencing reinforcement as well as addition and reconfiguration of gates, handling tubs and chutes are required between the Takin yards/holdings for staff and animal safety.

**Birds of Prey:** Expansion of the enclosure to allow for flight, improved nesting area and "off-exhibit" area.

**Elephant:** Upgrades to HVAC and lighting, additional yard space and enrichments.

**Trout Ponds & Seal/Sea Lion Pool:** Study investigating the ongoing leaks in both the seal pool's basin and trout ponds.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-143C

**Document Page #:** 235

**Asked By:** Councillor Rutherford

**Question:**

Is the therapeutic pool for the Valley Zoo elephant included in the Nature's Wild Backyard phase 2 project?

**Answer:**

**Infrastructure Planning and Design Branch**

The original scope and design of Nature's Wild Backyard (NWBY) phase II includes water amenities for both beavers and capybaras, however, not for larger mammals. However, the consulting team has been asked to explore the feasibility of revising the current design of the planned water amenity to accommodate larger mammals. Adjusting the specifications of a planned amenity may prove more cost effective than building a separate new amenity for larger mammals. We anticipate this feasibility study along with cost and schedule impacts to be complete by the end of 2022.

A gap analysis of the design changes required to address the budget and construction implications of this review will be assessed for feasibility to incorporate into NWBY Phase II once complete. In addition, an assessment of the impacts associated with updates to zoo and animal care standards, City policies and the Alberta Building Code is underway. Once complete, the team will have a better understanding of the expected costs related to these changes, as well as the impacts of inflation, to implement the full project scope. If additional funding is not feasible, the team will explore phasing the current design.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-144C

**Document Page #:** 162

**Asked By:** Councillor Rutherford

**Question:**

What does the plan to divest in some animals/ species look like over the next several years if this profile is not approved in part or in full?

**Answer:**

**Community Recreation and Culture Branch**

A full review of the Zoo's Collection Plan would be undertaken with a focus on animals located in enclosures that are near the end of their lifespan. This review would include additional animals if Nature's Wild Backyard Phase II (NWBY Phase II) is delayed or canceled by Council as NWBY Phase II provides new habitats for the red foxes, meerkats, gibbons, tamarins, wallabies, select birds and tractable animals whose current enclosures have reached the end of their lifespan.

The review and associated plan would include:

- Consideration for reducing the number of animals within select species in our collection to provide more space, greater animal movement and safer handling for animal care;
- Prioritizing animals that are deemed critical to the Zoo's focus on conservation including emphasis on animals that are part of a Species Survival Program or other international conservation program;
- Researching and identifying potential new homes for animals in our collection with accredited facilities that have the space, capacity and interest to accept them on a temporary and/or permanent basis (note: relocating animals can take many years due to permit requirements, cross border transportation issues and logistics);
- Choosing not to replace or acquire new animals when animals in our collection pass away (note: many animals in the Zoo's collection are considered geriatric);
- Seeking other funding opportunities including grants, safety composites, and partner support to address the aging infrastructure;
- Acquiring a portable animal restraint system to reduce the need to use anesthesia for minor veterinary procedures, a practice that is not a preferred option given the health and safety risks;
- Investing in smaller, incremental, targeted animal enclosure upgrades to address emerging hazards; and
- Consider installing more electric fencing to prevent current fencing from further deterioration (note: electric fencing is not endorsed in the industry as a primary enclosure perimeter).

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-145C

**Document Page #:** 174

**Asked By:** Councillor Rutherford

**Question:**

For composite CM-11-0000 (Facility: Safety and Security - Renewal), are there only 3 projects listed under the composite that are funded? Can administration also breakdown an example of the 20/80 split with growth and renewal of this composite and what this would look like in one of the listed funded projects?

**Answer:**

**Infrastructure Planning and Design Branch**

There are only three projects funded from within this profile: Fire Station No. 7 (Highlands), Fire Station No. 22 (Oliver) and Fire Station No. 42 (Emergency Response Centre).

We are unable to provide examples of what the growth components could be in the above listed facilities, as the detailed scope of the individual projects are not yet established. The scope definition is part of the work leading up to PDDM Checkpoint 2.

Examples of uses of growth funding from previous projects include aligning existing spaces with the updated Edmonton Fire Rescue Services space programming standards, specifically areas used by staff and areas where equipment is stored.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-146C

**Document Page #:** 178

**Asked By:** Councillor Rutherford

**Question:**

Profile CM-12-0000 has a project in the composite (230008) called Valley Zoo Renewal Program (Various). What is anticipated here?

**Answer:**

**Infrastructure Planning and Design Branch**

The major components of the planned renewal include the structural, architectural, mechanical, electrical & civil systems within the following facilities: Saito Centre, Animal Hospital, Quarantine Buildings, Quonset Huts, Llama House, Wolf House, Tiger Building, Swift Fox Exhibit, African Veldt Building, and Reindeer Barn.

As the funding for the renewal composites is approved at the beginning of every 4 year capital cycle, the projects that are funded from this composite are either (1) currently in the planning and design phase or (2) will be initiated for planning and design in 2023. Administration used the findings of the Building Condition Assessment Reports to prioritize the assets for investment. The detailed scope of the individual projects are not yet established, as the scope definition is part of the work leading up to PDDM Checkpoint 2. The scope, schedule and budget for the delivery phase have not yet been determined.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-147C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

General Question: When the percentage funded is below 100 - does this mean that in that composite - X percent of the required renewal work is getting accomplished? E.g. CM-61-3235 - are we planning to replace 24% of bus shelters needing replacement of 24% of all bus shelters?

**Answer:**

**Capital Budget Office Branch**

The ideal renewal investment for the entire City over the 2023-2026 Capital Budget is \$3.5 billion; however, the available funding for renewal is only 54 percent of this ideal requirement. Once renewal programs with constrained funding (e.g., Neighbourhood renewal) and bridges (which are funded to their ideal level to mitigate for increased risk of failure) are considered, the remainder of the renewal program is funded at 30.4 percent of its ideal investment.

The "Percentage Funded" column of each project list attached to the capital profiles in Appendix A represents the percentage of the Risk-based Infrastructure Management System (RIMS) Ideal investment that is being recommended for funding (based on the amount of funding available described above). Using bus shelters as an example (from the stated question), if a project list identified bus shelters as 24% funded, this would indicate 24% of the RIMS ideal investment for bus shelters was recommended for funding, and not 24% of all bus shelters in the City.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-148C

**Document Page #:** 204

**Asked By:** Councillor Rutherford

**Question:**

CM-11-0000 and 21-11-9600 are cross referenced - highlighting that "the EPS-Police Headquarters Rehabilitation forms part of the Facility Safety and Security Renewal Capital profile". What does this mean? Does a portion of that composite contribute above the total profile budget for 21-11-9600 and if so, how much?

**Answer:**

**Infrastructure Planning and Design Branch**

All Facilities Renewal projects are categorized into four major categories:

Safety and Security: Facilities that support delivery of services related to citizen safety (Police, Fire, Ambulance (provincially delivered))

Service Delivery: Facilities that support front line services (recreation centres, seniors centres, assembly buildings)

Service Support: Facilities that support service operations (maintenance facilities, transit garages, office buildings)

Public Transit: Facilities that support transit services (LRT stations and substations)

The EPS-Police Headquarters, related to citizen safety, was formed from CM-11-0000, and created into a standalone profile as it exceeds the threshold for a project within a composite. As a standalone, should this project exceed its allocated budget, it will draw additional funds from CM-11-0000. If this project completes under budget, the excess funds are intended to be returned to CM-11-0000 to be allocated to other safety and security facility renewal.

This standalone does not currently draw any additional funding from CM-11-0000.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-149C

**Document Page #:** 206

**Asked By:** Councillor Rutherford

**Question:**

General Question: Why do some of the capital profiles have a budget line (capital budget by activity type) for contingency and others do not? How does administration determine when contingency is needed?

**Answer:**

**Infrastructure Planning and Design Branch**

Typically capital profiles do not include a budget by activity type for contingency as contingencies are kept confidential to protect the interest of the City as it procures goods and services in a competitive market. There can however be examples where this information is listed to support the delivery and procurement methodology.

The contingency amount budgeted in the project varies depending on size and complexity of the projects. Administration evaluates the projects on a regular basis and makes adjustments to projects, which includes reducing the contingency amount as the project cost clarity is realized. Due to project complexity, releases can be a combination of factors such as scope changes, changes in pricing or other reasons which will include unused contingency, but those amounts are not tracked or reported by category and incrementally change over the project's life. For all of these reasons it would be very difficult to try and quantify this as a total number from previous budget cycles.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-150C

**Document Page #:** 207

**Asked By:** Councillor Rutherford

**Question:**

The Blatchford Fire Station relocation includes funding for land purchase. Isn't the land within Blatchford already City-owned?

**Answer:**

**Infrastructure Planning and Design Branch**

The land is owned by the Blatchford Redevelopment Office which is considered an enterprise, and as per the City's land governance guidelines, the City is required to pay the enterprise fair market value for the land that is required for City purposes and services.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-151C

**Document Page #:** 229

**Asked By:** Councillor Rutherford

**Question:**

What is the scope for construction and rehabilitation of phase 2 for Peter Hemingway Fitness and Leisure Centre? What stage of PDDM is phase 2 in? What would be the cost to move this project forward to the next PDDM checkpoint this in budget cycle?

**Answer:**

**Infrastructure Planning and Design Branch**

The Phase 2 scope of work includes replacement of D (poor condition; functionality is inadequate) and F (fail or critical condition; functionality has been severely compromised with a high risk of failure) condition rated components. The scope would include work on structural exterior frames, curtain wall systems, replacement of roofing and soffit assemblies, exterior doors, insulation, ventilation, fire protection, pool lighting, perimeter drainage, elevator and repair of mechanical room slab flooding issues.

Through Phase 1, the project was approved and has completed Phase 2 detailed design up to Checkpoint 4 and is tender ready. The next step currently recommended in the 2023 to 2026 budget is to advance this project for delivery as part of the 2023-2026 budget from the proposed renewal composite. Administration will then bring a standalone profile with the budget required in the first half of 2023 for council approval.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-152C

**Document Page #:** 229

**Asked By:** Councillor Rutherford

**Question:**

When will the phase 1 rehabilitation work be completed for Peter Hemingway Pool? Are there other considerations that Council should be aware of in the rehab of this building such as other items that remain in D or F condition that may fail during the next 4 years? For example, are there any items scheduled in phase 2 that could have cost or service impacts if they fail before replacement? What is the likelihood of this scenario and would there be anything worth considering adding to phase 1 while the pool is already closed?

**Answer:**

**Infrastructure Delivery Branch**

Administration is recommending that Phase 2 overlaps with Phase 1 work underway. Both Phase 1 and 2 work will address D (poor condition; functionality is inadequate) and F (fail or critical condition; functionality has been severely compromised with a high risk of failure) condition rated components.

Phase 1 includes the design and construction of critical work required to keep the building operational, such as new boilers and pool basin repairs.

Design for Phase 2 is underway and is recommended for delivery as part of the 2023-2026 renewal composite. Phase 2 work is expected to be completed while the pool is still closed, overlapping with Phase 1, and expected to be completed by Q2 of 2026. The condition rating of the majority of Phase 2 components is F (critical), which requires immediate attention in order to ensure continued use and safety of staff and public. This includes failed and leaking aluminum curtain wall systems and roof assembly which are past lifecycle. It also includes foundation and drainage issues causing basement flooding and building code non-compliant pool lighting. These scopes, if not addressed immediately through rehabilitation, would require annual dedicated operational expenses for temporary repairs, which would result in another shutdown in the near future.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-153C

**Document Page #:** 237

**Asked By:** Councillor Rutherford

**Question:**

Are there any other funding options for this project (Nature's Wild Backyard Phase 2), other than tax-supported debt?

**Answer:**

**Infrastructure Delivery Branch**

The funding identified for this profile is \$5.4M in partnership funding, and \$44.9M in tax supported debt. The tax supported debt funding was approved by council in December of 2021 as the most appropriate funding source for this profile. All constrained and unconstrained funding has been allocated within the Proposed 2023 to 2026 Capital Budget. Slides 42 and 43 of the Proposed 2023 to 2026 Capital Budget presented to Council on October 31, 2022 provided options for funding council amendments to the capital budget.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-154C

**Document Page #:** 238

**Asked By:** Councillor Rutherford

**Question:**

LRV Replacements - What does the 2% growth account for in this standalone profile?

**Answer:**

**Edmonton Transit Service Branch**

Growth funding is required for adding any features that are not like for like replacement of the existing asset. The 2% growth component in this profile represents added features to the new trains including automated passenger counters, a train to track worker protection system being integrated into the train, and pantograph collision detection system.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-155C

**Document Page #:** 246

**Asked By:** Councillor Rutherford

**Question:**

LRV Fleet & Equipment Renewal - Is the total profile budget request amount specifically for the SD 160 fleet?

**Answer:**

**Edmonton Transit Service Branch**

This profile contains renewal work for both U2 and SD 160 LRVs. Both LRV fleet types have components that are nearing the end of their useful life and scheduled to be replaced. The renewal work on the U2 LRVs is still necessary to ensure the full LRV fleet is available for service reliability until the new replacement LRVs are commissioned.

The replacement of the remaining U2 fleet with modern LRVs is captured in capital profile # 25-21-1000.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-156C

**Document Page #:** 275

**Asked By:** Councillor Rutherford

**Question:**

Police IT - Applications Enhancement - Please provide a breakdown of this composite and an explanation of any interconnection or interdependence with profiles CM-60-1461,1460, and 1433.

**Answer:**

**Edmonton Police Service Department**

Police IT - Applications Enhancement is CM-60-1461 and broadly encompasses the projects provided on page 278 of Attachment 1 - Proposed 2023-2026 Capital Budget. This includes additional or expanded technology solutions that add to and enhance the capability of EPS software applications and systems deployed in support of police operations. The focus over the next four years will see the completion of legislatively required technology projects, expanded use of technologies that realize organizational efficiencies and assist in the intelligent analysis, capture, management, retention and disclosure of existing data and information sources.

CM-60-1461 is interdependent with CM-60-1460 and CM-60-1433. The other profiles are investments in the renewal and sustainment of the existing Police IT software applications and hardware technologies. The new technology solutions implemented as part of CM-60-1461 will subsequently require renewal and sustainment through CM-60-1460 and CM-60-1433.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-157C

**Document Page #:** 277

**Asked By:** Councillor Rutherford

**Question:**

What are the FTEs specifically for as referenced in this profile? Can EPS redirect funds within existing services to fund these positions? Are these positions comprised of sworn officers or public employees (Eg; CSU-52)?

**Answer:**

**Edmonton Police Service Department**

All 8 positions are CSU52 (civilian). These FTE's are required as the growth in applications solutions will create additional requirements to operate and manage going forward. There are no staff available to redeploy to this project.

The EPS revised Funding Formula is intended to provide funding to manage the operating impacts of capital projects. City Council approved the revised Funding Formula for 2023. If City Council approves the funding for the Application Enhancement capital project, operating impacts of capital in 2023 will be funded within the Funding Formula allocation. Council will consider Funding Formula allocation for 2024-2026 in Q1, 2023.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-158C

**Document Page #:** 275

**Asked By:** Councillor Rutherford

**Question:**

Police IT - Applications Enhancement: The profile states that "there are changing and new regulatory and legislated requirements that make most of the projects in this profile mandatory." What are the projects referred to in this statement that are legislative requirements? What are the regulatory and legislative changes? What are the mandatory requirements per legislation?

**Answer:**

**Edmonton Police Service Department**

The mandatory requirements under the Alberta Evidence Act and Canada Evidence Act require that Police Agencies provide both first party disclosure and third-party disclosure of all evidence. All digital notes, evidence collected by officers on cell phones, and video must be stored, managed, and disclosed at the request of the court system. Failing to do this presents significant prosecutorial risk. The projects that meet this requirement are: Digital Notes, Mobile Officer Enablement, Operational Video Ingestion (enabling access to additional third-party video sources such as faith-based organizations, public spaces, shopping malls, event venues), and Integrated Digital Evidence Management and Disclosure system are legislative requirements under the Alberta Evidence Act and Canada Evidence Act. Crown requires all evidence collected by Police agencies.

This profile also anticipates new federal and provincial laws, along with changes to federal and provincial IT systems that require mandatory systems changes at EPS. Recent examples include Alberta Bill 21, Canada Bill C-75, APIS, and Clare's Law. In each of these instances, other orders of Government made these legislative changes, and EPS was required to adapt to these changes at our own expense. Over the coming years we expect the following mandatory requirements of new legislation: race-based data collection (federal law) and additional phases of the Administrative Penalty Information System (APIS). Each of these legislative changes may result in projects to implement additional technology solutions or change current systems to meet the new legislative requirements.

There are several tracking and reporting requirements that are required due to unique OH&S, union obligations, and tax laws that the police are subject to. These are not within the scope to be delivered by the City's Enterprise Commons initiative and therefore must be implemented separately.

Alberta Evidence Act ([https://www.kings-printer.alberta.ca/570.cfm?frm\\_isbn=9780779830978&search\\_by=link](https://www.kings-printer.alberta.ca/570.cfm?frm_isbn=9780779830978&search_by=link))

Canada Evidence Act (<https://laws-lois.justice.gc.ca/eng/acts/c-5/fulltext.html>)

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-159C

**Document Page #:** 279

**Asked By:** Councillor Rutherford

**Question:**

Police IT - Applications Sustainment: What does the 5% growth account for in this composite profile?

**Answer:**

**Edmonton Police Service Department**

The profile allows for 5% to growth to recognize the flexibility available when completing lifecycle and sustainment work. Upgraded software and replacement systems sometimes offer up significantly more capability and features than the original system and projects can therefore represent this small percentage of growth.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-160C

**Document Page #:** 279

**Asked By:** Councillor Rutherford

**Question:**

Police IT - Applications Sustainment: What are the systems that are outdated? Are there any systems that are outdated and will be phased out?

**Answer:**

**Edmonton Police Service Department**

Some specific examples of outdated systems include Alarm Control, Property Exhibit Database, Digital Media Database. Each of these are scheduled for replacement in the upcoming budget cycle.

Additionally, EPS systems Computer Aided Resource Management (CARM), Orgplus, HR Storefront, HR Interfaces, Learning Management System are outdated legacy systems that are currently operated by EPS. These are planned to be phased out or replaced as part of the City of Edmonton led Enterprise Commons initiative. Until that initiative is completed, EPS continues to rely on these systems. Where the scope of the Enterprise Commons initiative doesn't cover EPS needs, these outdated systems will need to be replaced by a different system at EPS cost.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-161C

**Document Page #:** 287

**Asked By:** Councillor Rutherford

**Question:**

Police IT - Applications Sustainment: Can the "Alternatives Considered" in Technology Applications Renewal CM-18-1510, including "focus on the most urgent" and "focus on the most visible from public and organizations perspective" or a similar comparable, be considered for alternative considered for Police IT?

**Answer:**

**Edmonton Police Service Department**

For composite profiles, EPS utilizes an IT project governance structure that determines priority. This includes allocating funding to: projects required due to legislative requirements, those that mitigate a public or member safety concern, and those that would mitigate an operational risk. Through this prioritization process, the focus would be like that identified in Technology Applications Renewal CM-18-1510.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-162C

**Document Page #:** 294

**Asked By:** Councillor Rutherford

**Question:**

Please provide a breakdown of how to read the sections referenced as "Operating Impact of Capital", using the table on page 294 as an example. Why are FTEs not funded every year?

**Answer:**

**Open City and Technology Branch**

A sample Capital Profile report guide is provided in Appendix A beginning on Page 89. For Operating Impacts of Capital, budgeted costs and FTEs are shown incrementally; that is, costs and FTEs will only show the incremental change from one year to the next. FTEs are shown for the year they are added. For the example on page 294, 2 new FTEs are added in 2023, an additional 2 in 2024 and then no new FTEs in 2025 or 2026. Four FTEs are associated with the operating impacts of capital for this profile.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-163C

**Document Page #:** 295

**Asked By:** Councillor Rutherford

**Question:**

Technology Implementation - Growth: "This profile funds the planning and implementation phase of approved technology projects,...". Please provide a list of the projects included in this profile.

**Answer:**

**Open City and Technology Branch**

The Technology Implementation - Growth profile (CM-18-1514) currently only includes one project for the 2023-2026 cycle: Computer Aided Dispatch (CAD) for Peace Officers and General Enforcement.

There were originally 21 technology implementation growth projects identified across the organization as part of this profile. Due to the capital funding constraints, only one project was ultimately selected for funding. As noted in question 23-029C, only projects meeting the following criteria would be considered for recommendation: mandated by legislation, high safety impact, funded with constrained funding, or high priority with identified partner/grant funding. When applying this criteria to CM-18-1514, only the Computer Aided Dispatch (CAD) for Peace Officers and General Enforcement project was recommended.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-164C

**Document Page #:** 307

**Asked By:** Councillor Rutherford

**Question:**

Edmonton Exhibition Lands - Can you provide the most recent Master Growth Project List?

**Answer:**

**Real Estate Branch**

Exhibition Lands Development (CM-17-5046) proposes a capital budget profile amount of \$53.119M, to be focused on the primary development expenses (land development planning, engineering, design and construction activities) related to the Exhibition Lands. This profile is recommended as a part of the 2023-2026 capital budget funded by Land Enterprise Retained Earnings.

All other unfunded growth profiles related to Exhibition Lands (District Energy Network Strategy and District Energy Nodes, 115/119 Ave LRT Stations, Borden Park Reconfiguration and Coliseum demolition) can be found within Appendix E of the proposed budget, page 666 and 668.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-165C

**Document Page #:** 307

**Asked By:** Councillor Rutherford

**Question:**

Edmonton Exhibition Lands - What is the estimated revenue of from the sale of land for "privately-led neighbourhood redevelopment"?

**Answer:**

**Real Estate Branch**

Administration's initial projected gross revenue estimates for the sale of all City-owned development parcels at the Exhibition Lands range from \$100 to \$120M over the 30 year development horizon. These preliminary projections are expected to change as the level of improvements and infrastructure spending on and adjacent to sellable parcels is determined through market and developer feedback and negotiations, as well as by overall market factors relating to the value of developable infill land in the Central Edmonton quadrant.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-166C

**Document Page #:** 313

**Asked By:** Councillor Rutherford

**Question:**

District Park Land Acquisition (FMP Repayment): If this balance has to be paid, and is outstanding from 2010/11, why is there no previously approved amount to account for repayment in the previous budget?

**Answer:**

**Planning and Environment Services Branch**

In the 2019-2022 capital budget cycle, there was \$4 million approved for CM-17-1024 (\$1 million/year). This capital profile was created in 2015 through a supplemental capital budget adjustment which initially allocated \$1 million annually between 2016-2018. This profile is funded through the Funds in Lieu of Reserve account.

# Responses to City Council Questions on the Proposed Capital Budget

Document: Capital Budget Book

Question #: 23-166C

Document Page #: 313

Asked By: Councillor Rutherford

Approved 2019-2022 Capital Profiles (Original Budget)

## CAPITAL PROFILE REPORT

Profile Page 1

PROFILE NAME:	DISTRICT PARK LAND ACQUISITION (FMP REPAYMENT)	<b>FUNDED</b>
PROFILE NUMBER:	CM-17-1024	PROFILE STAGE: <b>Approved</b>
DEPARTMENT:	Urban Form & Corporate Strategic Development	PROFILE TYPE: <b>Composite</b>
LEAD BRANCH:	City Planning	LEAD MANAGER: <b>Peter Ohm</b>
PROGRAM NAME:		PARTNER MANAGER: <b>Chris Hodgson</b>
PARTNER:	Real Estate	ESTIMATED START: <b>January, 2015</b>
BUDGET CYCLE:	2015-2018	ESTIMATED COMPLETION: <b>December, 2022</b>

Service Category:	Land	Major Initiative:	
<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	<b>12,000</b>
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	<b>12,000</b>

### PROFILE DESCRIPTION

This profile funds the repayment to Corporate Properties for District Activity Parks acquired in 2010/2011 for Windermere and Heritage Valley through the Future Municipal Purposes (FMP) strategy. This profile commits some reserve funding for FMP repayment while ensuring the reserve accounts are not over extended.

### PROFILE BACKGROUND

This profile funds the repayment towards District Activity Parks acquired in 2010/2011 for Windermere and Heritage Valley for future municipal purposes (FMP).

### PROFILE JUSTIFICATION

These sites form the basis of public district open space in new suburban structure plans. Budget approval is required to authorize repayment of the FMP account.

### STRATEGIC ALIGNMENT

This profile will make a positive impact on how we manage our business in terms of financial sustainability. By processing these repayments, we are consciously taking into account the impact of our actions on our economic systems.

### ALTERNATIVES CONSIDERED

There are no alternatives that provide the same outcome. The lands required for district level park requirements have been purchased using corporate resources and must be reimbursed.

### COST BENEFITS

Acquisition of public space and compliance with the Joint Use Agreement. Tangible benefits include title to the land with existing landscaping and greenspace benefits of water retention, landscape shading, carbon advantages and recreational programming. Intangible benefits include civic pride/participation.

### KEY RISKS & MITIGATING STRATEGY

As inflationary pressure on land values increases and area structure plans build out, a business case for early purchase was approved by Council in 2010/2011 and land was acquired at that time.

### RESOURCES

This is a required repayment for land acquisitions through Corporate Properties. Requires planner time from Urban Planning and Environment and accounting time for administration. Funding is provided from the Funds In Lieu of Reserves account.

### CONCLUSIONS AND RECOMMENDATIONS

District Activity Parks for high schools, recreation facilities and field use are the formal mechanism providing public infrastructure to a population of approximately 80,000. Recommend systematic repayment as reserve cash flows allow.

### CHANGES TO APPROVED PROFILE

2015 Fall SCBA (CA#40): (3.1.21) This budget adjustment will provide Administration the authority to use \$3.0 million of the Municipal Reserve revenues generated from subdivisions for FMP repayment to Corporate Properties.

2017 Fall SCBA (CA#40): 2.5-08 Administration has evaluated the current balances of the Funds in Lieu of Reserve (FILR) and Parkland Purchase Reserve (PPR) accounts and recommends partial reimbursement to the Land Enterprise Retained Earnings (LERE). Sufficient revenues from the Windermere basin have been collected to contribute \$3.0M to the Windermere District Park debt and \$2.0M from the PPR will act as a bridge financing for the Heritage Valley District Park debt.



# Responses to City Council Questions on the Proposed Capital Budget

Document: Capital Budget Book

Question #: 23-166C

Document Page #: 313

Asked By: Councillor Rutherford

Approved 2019-2022 Capital Profiles (Original Budget)

## CAPITAL PROFILE REPORT

Profile Page 2

PROFILE NAME: District Park Land Acquisition (FMP Repayment)  
 PROFILE NUMBER: CM-17-1024  
 BRANCH: City Planning

**FUNDED**  
 PROFILE TYPE: Composite

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

	Prior Years	2018	2019	2020	2021	2022	2023	2024	2025	2026	Beyond 2026	Total	
APPROVED BUDGET	Approved Budget												
	Original Budget Approved	-	-	-	-	-	-	-	-	-	-	-	
	2015 Cap Council	2,000	1,000	-	-	-	-	-	-	-	-	3,000	
	2016 Cap Capital Budget Adj (one-off)	-	-	-	-	-	-	-	-	-	-	-	
	2017 Cap Council	5,000	-	-	-	-	-	-	-	-	-	5,000	
	2018 Cap Budget Request for Next Cycle	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	4,000
	<b>Current Approved Budget</b>	<b>7,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,000</b>
	Approved Funding Sources												
	Funds-in-Lieu Reserve	5,000	1,000	1,000	1,000	1,000	1,000	-	-	-	-	-	10,000
	Parkland Purchase Reserve	2,000	-	-	-	-	-	-	-	-	-	-	2,000
<b>Current Approved Funding Sources</b>	<b>7,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,000</b>	
BUDGET REQUEST	Budget Request	-	-	-	-	-	-	-	-	-	-	-	
REVISED BUDGET (APPROVED)	Revised Budget (if Approved)	7,000	1,000	1,000	1,000	1,000	1,000	-	-	-	-	12,000	
	Requested Funding Source												
	Funds-in-Lieu Reserve	5,000	1,000	1,000	1,000	1,000	1,000	-	-	-	-	10,000	
	Parkland Purchase Reserve	2,000	-	-	-	-	-	-	-	-	-	2,000	
	<b>Requested Funding Source</b>	<b>7,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,000</b>	

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

	Activity Type	Prior Years	2018	2019	2020	2021	2022	2023	2024	2025	2026	Beyond 2026	Total
REVISED BUDGET (APPROVED)	Land	7,000	1,000	1,000	1,000	1,000	1,000	-	-	-	-	-	12,000
	<b>Total</b>	<b>7,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,000</b>

### OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:	Rev				Exp				Net				FTE			
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE
<b>Total Operating Impact</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-166C

**Document Page #:** 313

**Asked By:** Councillor Rutherford

Approved 2019-2022 Capital Profiles (Original Budget)

## CAPITAL PROFILE REPORT

Profile Page 3

PROFILE NAME: District Park Land Acquisition (FMP Repayment)

PROFILE NUMBER: CM-17-1024

BUDGET CYCLE: 2015-2018

Project Number	Project Name	Start Date	End Date	Description
000001	FMP Repayment	1/1/2019	12/31/2022	This project will transfer funds to Corporate Properties for the FMP repayment of the Windermere and Heritage Valley District Parks
006947	(BC) District Park Land Acquisition (FMP Repayment)	1/1/2015	12/31/2018	Budget Carrier
007336	HERITAGE VALLEY (FMP REPAY)	1/1/2019	12/31/2022	
007337	WINDERMERE PARK (FMP REPAY)	1/1/2019	12/31/2022	

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-167C

**Document Page #:** 316

**Asked By:** Councillor Rutherford

**Question:**

District Park Land Acquisition (News ASPs): What districts are being considered for land acquisition in the 2023-2026 budget cycle?

**Answer:**

**Planning and Environment Services Branch**

This profile is targeting the acquisition of the Riverview District Park site (Riverview ASP), Decoteau District Park (Decoteau ASP) and Horse Hill District Park (Horse Hill ASP). The park sites are located in the following districts:

Riverview - West Henday District  
Decoteau - Ellerslie District  
Horse Hill - Horse Hill District

Administration will work to complete the assembly of these future district park sites as opportunities arise over the course of the 2023-2026 capital budget cycle.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-168C

**Document Page #:** 322

**Asked By:** Councillor Rutherford

**Question:**

Industrial-Commercial-Investment Land Development: The profile states that a "project list has been attached which represents the current planned work under this profile"; attachment not found. Please provide the project list.

**Answer:**

**Real Estate Branch**

The project list for this profile includes:

- closeout of a recent development in Southeast Industrial,
- Rampart Industrial earthworks,
- two new developments in Rampart Industrial; and,
- a development in Ellerslie Industrial.
- The profile may also potentially include a business employment development in Goodridge Corners.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-169C

**Document Page #:** 325

**Asked By:** Councillor Rutherford

**Question:**

Mature Area Land Acquisition: If this profile amount was increased, what are the next areas as priorities?

**Answer:**

**Planning and Environment Services Branch**

Administration is currently reviewing acquisition priorities which will be further informed through District Planning work and the open space network analysis work that Administration has advanced as part of the unfunded City Plan Implementation operating service package.

A prioritized list is not ready at this time. The current distribution of reserve funds across all reserve funded profiles reflects a balanced interest in anticipated acquisition efforts in developing areas as well as the redeveloping (mature) areas. Increasing reserve funding in this profile may impact acquisition requirements in other profiles including CM-17-1004 (Suburban School and Park Land Acquisition).

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-170C

**Document Page #:** 330

**Asked By:** Councillor Rutherford

**Question:**

Natural Areas Acquisition: Why is there no budget allocation for 2025 and 2026?

**Answer:**

**Planning and Environment Services Branch**

As referenced in UPE01321 Options to Strengthen Natural and Agricultural Lands Protections Report, the Natural Area Reserve Fund, which funds this profile is fully subscribed. The identified expenditures in 2023 and 2024 reflect ongoing efforts to acquire two additional natural area sites in the Decoteau and Riverview Area Structure Plans. Additional funding for natural area protection has not been recommended by Administration in the proposed 2023-26 Capital Budget (see Attachment 2 of FCS01393 Proposed Capital Budget report) and therefore Administration does not anticipate additional funds in this profile to continue acquisition efforts beyond 2024. Future funding requests to support acquisition of additional priority natural areas would require an alternate funding source - either through reserve funding (i.e. the Parkland Purchase Reserve or Funds in Lieu of Reserve Account) or additional Pay as You Go funding.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-171C

**Document Page #:** 338

**Asked By:** Councillor Rutherford

**Question:**

Residential/Mixed-Use Land Development: The profile states that a "project list has been attached which represents the current planned work under this profile"; attachment not found. Please provide the project list.

**Answer:**

**Real Estate Branch**

The project list for this profile includes:

- multiple residential stages in Goodridge Corners,
- amendments to the Goodridge Corners Neighbourhood Area Structure Plan and the Aster Neighbourhood Structure Plan,
- Oxford Park,
- planning and design of a stage in Aster may also begin towards the end of the budget cycle if the opportunity arises, however this is subject to the availability of servicing from adjacent landowners, and,
- Administration is also evaluating whether to develop lands in Schonsee or sell them as is.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-172C

**Document Page #:** 348

**Asked By:** Councillor Rutherford

**Question:**

Suburban School and Park Land Acquisition: How is this profile different from Natural Areas Land Acquisition (CM-17-3017)?

**Answer:**

**Planning and Environment Services Branch**

The Suburban School and Park Land Acquisition is funded through the Funds in Lieu of Reserve and is intended to support the acquisition of land for school and park purposes. This profile is the primary tool to assemble school and community parks for sites that cannot be assembled through land dedication as part of the land development process. This profile ensures that the City is able to fund the acquisition of school and community sites and complete land assembly obligations in accordance with the Joint Use Agreement.

Natural Areas Land Acquisition (CM-17-3017) is funded through the Natural Area Reserve Fund. This funding source was approved by Council in 2009 to support the acquisition of priority table land natural areas for protection. The identified natural area acquisition priorities do not include existing or planned school/community sites.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-173C

**Document Page #:** 351

**Asked By:** Councillor Rutherford

**Question:**

Surplus School Sites - First Place Program: Is this program winding down? Are there operational costs associated?

**Answer:**

**Real Estate Branch**

Of the original 20 sites included in the First Place Program, only two remain to be developed: Dunluce and Sifton Park. The development of these sites is driven by our builder partners. We anticipate public engagement to begin in Dunluce in 2023 with construction shortly to follow. The timing of Sifton Park will be reviewed once Dunluce is completed. The First Place Program, in its current iteration, will conclude after these two sites are developed. Administration is exploring options for future attainable housing programs that could reach similar outcomes to the First Place Program.

There are operating costs associated with the delivery of this program, but these costs are covered through the sale of the land.

Net revenue from the First Place Program is distributed between the Affordable Housing Reserve and the School Board. For 2023-2026 contribution to the Affordable Housing Reserve is expected to be \$1.7 Million.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-174C

**Document Page #:** 354

**Asked By:** Councillor Rutherford

**Question:**

Transforming Surplus City Lands: What are the barriers to selling surplus land as-is?

**Answer:**

**Real Estate Branch**

Each surplus parcel is unique and, therefore, there is a diverse range of barriers that may be required to be addressed prior to sale in order to make them more attractive to potential buyers and result in timely redevelopment and tax uplift. Some barriers that commonly exist are subdivision, rezoning, community opposition, site servicing, demolition, geotechnical conditions, and contaminated site cleanup, to name a few. These barriers often create uncertainty with potential buyers that can complicate and extend land sales due to conditions of sale, discourage buyers from submitting offers, or result in significantly reduced sale prices.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-175C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

In the proposed Capital Budget, how many net new permanent public washrooms facilities are proposed, and what are the locations?

**Answer:**

**Infrastructure Planning and Design Branch**

There are no new permanent public washrooms included in the Proposed 2023-2026 Capital budget.

Two permanent modular public washrooms were funded in the current 2019-2022 budget and are being planned for installation in Alex Decoteau Park and Kinistniaw Park in Q1 2023. In addition, the new Warehouse Park project funded by the CRL in the 2019-2022 budget cycle will also provide new public washroom facilities when completed.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-176C

**Document Page #:** 428

**Asked By:** Councillor Rutherford

**Question:**

What is the Corporate Tree Reserve balance at?

**Answer:**

**Parks and Roads Services Branch**

All reserve balances are contained in the operating budget (pg. 862). The Tree Reserve is under the name "Tree Management".

The 2022 opening reserve balance was \$9,793,277.

The 2022 year-end reserve balance is projected to be \$6,762,000. Multi year commitments of the tree reserve are connected to the 2BT federal grant.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-178C

**Document Page #:** 437

**Asked By:** Councillor Rutherford

**Question:**

Open Space: Overland Drainage - Renewal: What is the scope and scale of addressing major areas of concern?

**Answer:**

**Infrastructure Planning and Design Branch**

Projects within this profile address overland drainage concerns originating on City owned open spaces and parkland. This profile funds the planning, design and construction / reconstruction of overland drainage systems to prevent flooding and potential structural damage to private property and / or decrease the City's operational costs. The scale and scope varies per project within the composite but can range from regrading a site to improve drainage to introducing servicing to drain the site and connecting to stormwater infrastructure. These overland drainage projects are within the City's open space and park system and are outside of EPCOR's regulatory and agreement obligations.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-179C

**Document Page #:** 441

**Asked By:** Councillor Rutherford

**Question:**

Commemorative Programs: Can you provide details on how the projects and/or amenities are initiated and selected for program funding? Can you elaborate on what "park assets" entails?

**Answer:**

**Parks and Roads Services Branch**

Commemorative programs and projects or amenities can be initiated directly by residents by following the request process on the City's website: [https://www.edmonton.ca/programs\\_services/programs-tribute-honour](https://www.edmonton.ca/programs_services/programs-tribute-honour).

This capital profile is focused on commemorative benches. When donors submit a request directly to the program coordinator via the online form (or through direct email or 311), they either submit a desired location or we help them find a location. When an existing bench is not able to be found, it's possible that a new bench can be installed and the program coordinator will assess locations for need. All applicant benches are funded through their contribution. As much as possible we try to address requests in the order they are received. Sometimes when donors apply late in the year, we sometimes have to perform the bench refurbishment or installation the following year, because we cannot do work past a certain point in the fall due to dropping temperatures and the ground freezing.

Currently the program is largely focused on identifying existing benches that can be commemorated, but when there is not an existing bench available and there is a need for seating in an area, a new bench can be installed.

In 2022 Administration started working on a project to assess areas of the City that require benches, using an accessibility and equity lens. This work will continue in 2023 and is intended to help prioritize new commemorative bench locations.

This capital profile is focused on the commemorative bench program currently, however, Administration is looking into the possibility of expanding the program to include other "park assets" (for example, picnic tables).

Outside of this capital profile we also manage the Commemorative Trees program which is another commemorative asset that can be installed in parks.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-181C

**Document Page #:** 445

**Asked By:** Councillor Rutherford

**Question:**

Dry Pond Land Acquisitions: Does the City get reimbursed in full from EPCOR for this profile amount?

**Answer:**

**Urban Planning and Economy Department**

Yes. This Profile is fully funded by EPCOR. Land acquisitions for dry ponds are funded by EPCOR in accordance with the capital profile.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-183C

**Document Page #:** 458

**Asked By:** Councillor Rutherford

**Question:**

What is the total amount for the Edmonton Valley Zoo in the proposed Capital budget, including all standalone and composite profiles for both growth and renewal projects?

**Answer:**

**Infrastructure Planning and Design Branch**

The following profiles within the Proposed Capital Budget 2023-2026 contain projects for the Edmonton Valley Zoo:

- CM-33-0000 Open Spaces Renewal - includes scope to upgrade general facility fencing (excluding animal enclosures)
- CM-12-0300 Valley Zoo Animal Enclosure Renewal and Enhancement
- 22-12-9007 Valley Zoo - Nature's Wild Backyard Phase II - approved by Council in the 2021 Fall Supplemental Capital Budget Adjustment

The total proposed investment within these profiles is approximately \$59.6 million, comprising \$8.2 million in renewal investment and \$51.4 million in growth investment.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-184C

**Document Page #:** 472

**Asked By:** Councillor Rutherford

**Question:**

William Hawrelak Park Rehabilitation: Can Administration please breakdown the scope change on this profile and identify what is renewal and what is growth? How does this project address accessibility and universal design in this plan?

**Answer:**

**Infrastructure Planning and Design Branch**

William Hawrelak Park Rehabilitation includes the renewal of the existing infrastructure that is in critical condition and the growth investment required to support how the park functions today and for the next 50 years. The enhanced elements address safety, accessibility, code and legislative requirements, alignment with policies and strategies, user experience and operational efficiency. It is important to note that no new programmatic functions are being contemplated as part of the renewal of this park.

The open space assets consist of 74% renewal and 26% growth. The renewal scopes of work include all of the utilities, deep and shallow, the road, parking lots and curb renewal, irrigation system, river inlet and outfalls. The growth elements support safety through the addition of lighting, accessibility through pathways and improvements to the lake water quality as directed by Council.

The facility assets consist of 61% renewal and 39% growth. The renewal scopes of work include the lifecycle replacement of mechanical, electrical and structural components of the facilities. The majority of the growth improvements are related to upgrades to the undersized service yard and the accessibility improvements including gender inclusive washrooms and improvements to the amphitheatre to support the festival and event groups. Also included are improvements to the main pavilion to include gender inclusive washrooms and improvement to vendor services.

Accessibility was one of the key design considerations for the project. The project team consisting of an accessibility sub-consultant completed an accessibility audit to identify key areas of improvement for the park. These improvements include an accessible pathway to circulate around the park and in between facilities, adjustments to grading at entry points including the amphitheatre and washrooms, the addition of gender inclusive washrooms, barrier free counter in the main pavilion concession area, hearing loop at the amphitheatre and accessible picnic site

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-185C

**Document Page #:** 487

**Asked By:** Councillor Rutherford

**Question:**

Similar to the Keswick Park Development, are there any similar joint use agreement obligations that need to be considered for the Catholic High School at Castledowns Park?

**Answer:**

**Building Great Neighbourhoods Branch**

Under the Joint Use Agreement - Land, the City has met its obligations to the Edmonton Catholic School Division (ECSD) by providing a suitable school building site to meet the educational needs of the ECSC, and for the initial development and maintenance of the future school site located at the Castle Downs District Park. Upon completion of the school site development, the City will continue to be responsible for maintenance of the District Park sports fields and amenities located on the Joint Use Site outside of the school building site. The ECSD will be responsible for maintenance of the school building site upon completion of the school.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-187C

**Document Page #:** 494

**Asked By:** Councillor Rutherford

**Question:**

Urban Tree Canopy Expansion: Should this project be ongoing? The profile mentions that it ends in December 2024 - is this replaced with the CM-35-1000 composite going forward?

**Answer:**

**Building Great Neighbourhoods Branch**

The Urban Tree Canopy Expansion profile includes an active project that will continue through to the end of 2024. This program will transition to CM-35-1000 once the Federal 2 Billion Tree Grant funding program is secured.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-189C

**Document Page #:** 496

**Asked By:** Councillor Rutherford

**Question:**

As the High Level Bridge Rehabilitation is at the strategic level - are we anticipating budget adjustments going forward as the costs become more known and how are we accounting for that within this 4-year budget? Would the potential growth be scaled back if there are cost escalations?

**Answer:**

**Infrastructure Planning and Design Branch**

Prior work for High Level Bridge included exploration of scenarios and costs for renewal and enhancements to High Level Bridge. Debt room for the High Level Bridge rehabilitation project has been earmarked at the high end of the estimated cost to ensure room is available for cost escalation as the project planning and design advances. The project will be designed to meet the budget set with the 2023-2026 Capital Budget. The project is first focused on renewal of the bridge. Growth elements will be scaled according to the budget available.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-191C

**Document Page #:** 504

**Asked By:** Councillor Rutherford

**Question:**

What is the average fleet age of the DATS fleet? How many in the fleet are scheduled to be replaced? Is there any need for growth within the DATS fleet? When was the last time that this fleet was increased?

**Answer:**

**Edmonton Transit Service Branch**

- The City has a lifecycle program for all of the fleet, and we follow this model for planning renewal in every budget cycle.
- The City-owned DATS bus fleet was increased from 97 buses to 101 buses over the previous capital budget cycle.
- Currently, the average age of the City-owned DATS fleet is 5.1 years, however, an additional 33 replacement buses are scheduled to begin arriving in December, 2022. With the arrival of these new buses the average Fleet age will be 2.0 years
- By Q1 2023, 78 of the total 101 buses in the City-owned DATS Fleet will have been replace in the past 2.5 years from approved funding in the 2019-2022 capital budget
- The 2023-26 bus replacement capital profile provides funding for an additional six DATS replacement buses
- Because demand for DATS service is only at 75% of its pre-COVID level, there is sufficient service available to accommodate projected growth in trip volume over the 2023-26 budget cycle and no need for growth in this four-year cycle.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-192C

**Document Page #:** 512

**Asked By:** Councillor Rutherford

**Question:**

Are there any cost share agreements or requirements for CN to contribute to the safety upgrades at rail crossings?

**Answer:**

**Parks and Roads Services Branch**

Yes, CN Rail and CP Rail cost share the implementation of the new road railway crossings with the City in order to fully comply with Transport Canada's Grade Crossings Regulations.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-196C

**Document Page #:** 512

**Asked By:** Councillor Rutherford

**Question:**

Will this profile address all 15 identified crossings?

**Answer:**

**Parks and Roads Services Branch**

CM 66-2194 Regulated Safety Upgrades at Railway Crossings requests carryover funding to complete safety upgrades required by Transport Canada's Grade Crossings Regulations by November 28, 2024. Currently, 8/15 locations within the original scope of this profile have been completed. This funding will enable Administration to finish the remaining 7 locations, which have not yet been completed due to delays with CN Rail and CP Rail.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-199C

**Document Page #:** 538

**Asked By:** Councillor Rutherford

**Question:**

What is the current road condition assessment of 127 Street from YHT - 137 Ave? Why is this not prioritized on this list and what would the cost be to add this?

**Answer:**

**Infrastructure Planning and Design Branch**

Based on the City's recent visual condition assessment for 127 Street (Yellowhead Trail to 137 Avenue), the road surface was in a poor condition, while sidewalks and curb & gutter were in good to fair condition. Currently renewal is planned to advance in the 2027 - 2030 capital budget cycle based on current priorities and available budget. Higher priority major arterial road rehabilitation and reconstruction projects scheduled ahead of 127 Street remain unfunded for delivery in this upcoming budget cycle; including Jasper Avenue (102 St - 109 St, 114 St - 124 St), 104 Street (82 Ave - Saskatchewan Dr). These locations are in poorer condition and/or have the potential to be integrated with other capital programs (i.e Imagine Jasper).

Due to enhancements required (including active mode infrastructure and completion of missing links), the project will require thorough planning, design, and public engagement to examine options and trade offs. Until the design work is completed we do not have an estimated cost.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-200C

**Document Page #:** 581

**Asked By:** Councillor Rutherford

**Question:**

Is there any additional cost/ opportunity to rename the Frank Oliver Tunnel within the scope of this work? Has this already been contemplated? Is this profile linked at all with CM-20-2020 Project # 230001?

**Answer:**

**Infrastructure Planning and Design Branch**

The Jasper Avenue New Vision Phase 2 Capital Profile 17-74-4103 (approved during the 2019-2022 Capital Budget) refers to a tunnel under 100 Street as the Frank Oliver Tunnel. The name was incorrectly used and does not refer to an official name. Further, as part of the Jasper Avenue New Vision Phase 2 work completed, this tunnel was abandoned and permanently blocked off. No further renaming is contemplated as the tunnel no longer exists.

Capital profile 17-74-4103 (Jasper Avenue New Vision) was approved for streetscaping along Jasper Avenue from 97 Street to 100 Street, while project 230001 in CM-20-2020 is earmarked for the Imagine Jasper Avenue streetscaping from 114 Street to 124 Street. The profiles cover geographically different areas and are not linked.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-201C

**Document Page #:** 616

**Asked By:** Councillor Rutherford

**Question:**

Does this composite profile also include salaries at 1.8 million/year and if so, how is this accounted for in capital?

**Answer:**

**Edmonton Public Library Department**

The Library Materials composite profile includes \$1.8 million in salaries per year. Salaries for staff who deal directly with physical collections are capitalized in accordance with public sector accounting standards as they form part of selecting, developing and maintaining the physical collection, a capital asset.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-202C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

General question: What are the consequences of bringing projects to checkpoint 3 and then not moving forward with the project at that point?

**Answer:**

**Infrastructure Planning and Design Branch**

Capital projects are planned, managed and delivered per the Capital Project Governance Policy C591 and the Project Development and Delivery Model (PDDM) gated process, "ensur[ing] that sufficient information is prepared in advance of the Capital Budget process to support informed investment decisions."

Significant pauses between the PDDM Checkpoints impact the flow of the project through the project management lifecycle and may require scopes of work previously completed to be validated, updated or redone entirely. These activities increase the schedule and budget of the projects.

For example:

- Codes, standards and policies may have changed and the design would need to be updated for permits and certifications to be granted.
- Contracts with external vendors may have lapsed or been closed, requiring procurement activities to be restarted to reengage or replace the needed expertise.
- Public engagement may need to be redone, as the community's needs and understanding of the project may have changed.

Additionally, when projects are initiated into development, the community is engaged and expectations of the outcome are created. While Administration always communicates the phase of the project and the funding approved by Council to manage expectations of the public, projects that are paused after Checkpoint 3 can create disappointment in the community and lead to reputation harm to the City.

As was shared in the Capital Investment Outlook 2023-2032, there are currently 59 growth projects that have had design funding approved in previous budget cycles and would require funding approval for the remaining design and delivery to proceed, with a total estimate of \$1.970 billion. These projects are in development at stages between PDDM Checkpoints 1 and 3.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-208C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

What is the total proposed Capital Budget that contributes to active mode growth in both composite and standalone profiles as recommended by Administration?

**Answer:**

**Infrastructure Planning and Design Branch**

The detailed scope of individual projects included in the Proposed 2023-2026 Capital Budget are not all established at this time. Scope definition is part of the work leading up to PDDM Checkpoint 2. As such, the following estimate is provided based on past project experience of the proportional split of the Active Pathways and Roads Service projects:

Growth:

- Sidewalks: \$38.7 million
- Active Pathways (Including pedestrian bridges): \$66.2 million

Total Growth: \$104.9 million

Renewal:

Approximately \$217 million will be spent on renewal of sidewalks and active pathways that will also contribute to the growth of active modes.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-240C

**Document Page #:** 650

**Asked By:** Councillor Rutherford

**Question:**

Unfunded Growth Projects - Previously Designed. (Operational Yards OHS/Security Improvements) - If there are OHS impacts and it is already funded to checkpoint 3, why was this not prioritized for funding? Is there funding from a composite that can go to this?

**Answer:**

**Parks and Roads Services Branch**

There are a number of projects that have design completed to checkpoint 3, but were not recommended for delivery in this budget cycle based on the growth prioritization process outlined on page 37. There is no funding available in a composite profile for this project within the Proposed 2023 to 2026 Capital Budget (as all funding was allocated out), however this project would likely come forward at a future supplemental capital budget adjustment as recommended, should funding become available during the 2023 to 2026 capital budget cycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-247C

**Document Page #:** 655

**Asked By:** Councillor Rutherford

**Question:**

Unfunded Growth Projects - Previously Designed. (Coronation District Park). It states funded to checkpoint 1/2\* - what does this star mean? Would this not be a priority to ensure capacity for the facility opening as it discusses updates based on the new facility to vehicle access and parking as well as pedestrian connections? What are the impacts of the facility opening without these considerations? What would it cost to get to checkpoint 3?

**Answer:**

**Building Great Neighbourhoods Branch**

The Master Plan is currently identified to be between Checkpoint 1 and 2 as updates to the plan are needed to reflect the recent development in the park. The asterisk is to denote that the previous Master Plan was completed prior to the City's adoption of the Project Develop and Delivery Model (PDDM).

The Coronation District Park Master Plan was part of the first round of design work on the Coronation Sports Centre in 2014. The second round of design work (2018 - current) on the Sports Centre did not include design work related to the park as a whole. The current design work concentrates on the work in the vicinity of the facility to incorporate it into the park. The parking and vehicle connections necessary to support the facility are included as part of the Sports Centre. Improvements to pedestrian connections to the existing amenities in the park and to the new facility were an important part of the proposed changes to the park master plan. There have been changes to the site plan for the Coronation Sports Centre that have occurred since the Master Plan was completed in 2014.

Funding in the 2019-2022 or 2023-2026 capital budgets was not identified to update the District Park Master Plan. The estimated cost to complete the update to the District Plan to Checkpoint 3 is \$250,000.

The Coronation Park Sports and Recreation Centre facility construction is currently underway and scheduled to be completed in 2026.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-248C

**Document Page #:** 657

**Asked By:** Councillor Rutherford

**Question:**

When unfunded projects state "New Profile Required" does Administration need a motion prior to budget debate to give direction to create these profiles?

**Answer:**

**Capital Budget Office Branch**

Administration does not require a motion prior to budget deliberations to create a new capital profile. If Council chooses to make an amendment to fund an unfunded project that requires a new capital profile, this amendment would be made during deliberations, and Administration would bring forward a profile for Council to review prior to voting on the amendment. Council will have the opportunity to work with Administration to draft their anticipated amendments prior to budget deliberations beginning, in order to confirm correct wording, amounts, and profile references. If a member of Council anticipates making an amendment that requires a new capital profile, advanced notice of this to Administration would be valuable in ensuring the profile is brought forward in a timely manner.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-249C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

What considerations/ strategic direction does Administration currently use to consider integration of climate resilience into the Capital plan?

**Answer:**

**Capital Budget Office Branch**

The four strategic goals of ConnectEdmonton are well aligned to the City Plan Big City Moves. The strategic alignment of growth projects to each Big City Move is shown in figure 7 (page 38) of the Proposed 2023-2026 Capital Budget.

How a project was assessed in the City's Carbon Budget was a key contributor to the Greener As We Grow Score assigned to each growth project.

2 points = projects that had medium or high decreased emissions and projects that supported climate adaptation initiatives.

1 point = projects that had low decreased emissions.

0 points = projects that were carbon-neutral, had no impact, or where the net impact was immaterial or could not be determined.

-1 point = Projects that had an overall increase in carbon emissions.

Potential growth projects were initially ranked using all of the prioritization criteria (including Greener as we grow). However, with nearly all unconstrained funding being required to meet renewal needs, further prioritization was required. As a result, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources. Even with this strategy to reduce growth investment and allocate as much unconstrained funding as possible to renewal, the unconstrained-funded portion of the renewal program was still only funded to a level of 30.4%.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-252C

**Document Page #:** 672

**Asked By:** Councillor Rutherford

**Question:**

Unfunded Growth Projects - Other. What are the costs specifically for the Albany Village Park and the Carlton Village Park? What are the proposed locations of these projects?

**Answer:**

**Building Great Neighbourhoods Branch**

Albany Village Park is located at 565 Albany Way NW and Carlton Village Park is located at 516407 139 Street NW; 16332 136 Street NW; 13620 163 Ave NW.

Both projects are currently in strategy and have not yet reached Checkpoint 1. The scope of work includes base level park development (grade, level, seed/sod), sport field fixtures, landscape requirements (trees/shrubs), park signage, and a playground.

Cost estimates for planning, design and delivery are not currently available as these projects have not yet reached Checkpoint 1

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-255C

**Document Page #:** 672

**Asked By:** Councillor Rutherford

**Question:**

Unfunded Growth Projects - Other. Is there an economic benefit to the drive ramps at 137 Ave and Anthony Henday? For example, would these benefit the industrial areas in the vicinity?

**Answer:**

**Infrastructure Planning and Design Branch**

The addition of ramps at 137 Avenue and Anthony Henday Drive have economic benefits and generally benefit development in the surrounding industrial area. Further details are shared with the November 22, 2022 Urban Planning and Economy Report UPE01222 Industrial Infrastructure Projects - Prioritization, Evaluation and Outcome. This report will present information associated with the ramps at 137 Avenue and Anthony Henday Drive, and will outline the prioritization of this transportation infrastructure and other projects that support industrial growth in Edmonton.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-258C

**Document Page #:** 674

**Asked By:** Councillor Rutherford

## **Question:**

Unfunded Growth Projects - Other. (Corner Store Program). Can Administration discuss the benefits of the Corner Store Program and the impacts of not funding this program further? Noting the description also outlines accessibility considerations as an example. What kind of feedback has the City received from business owners on this program?

## **Answer:**

### **Economic Investment Services Branch**

The 2023-2026 Capital Budget (page 674) includes an unfunded growth project of \$8.38 million to fund 59 streetscape projects in various stages of the Project Development and Delivery Model.

Twenty two of the 59 projects have already reached significant milestones within the PDDM process, representing \$5.2 million of the \$8.38 million Capital Budget request. These 22 projects impact 32 property owners and 144 businesses who, through engagement in concept and design work completed over the course of two to three years, are anticipating streetscape upgrades over and above standard neighbourhood renewal. Many of the property owners have also made, or are in the process of making investments in their property to compliment the anticipated streetscape upgrades.

Not funding at least these 22 projects poses a reputational risk to the City by not meeting the expectations of these owners and the communities who have been working with the City for two to three years on planning these projects. Furthermore, proposed streetscape upgrades will need to be redesigned which will place additional burden on City resources.

Program Outcomes: The Corner Store Program aims to deliver streetscape improvements and building renovations that improve community connection and economic viability of the Local Node, which in turn supports 15 minute communities. To do this, the program focuses on the following goals:

- Create barrier free spaces for all modes of transportation
- Connect commercial properties to bike networks
- Increase the perception and experience of safety
- Build more attractive and functional streetscapes
- Add placemaking elements that make the area more interesting
- Install features that facilitate community connection and gathering

Program Feedback: The Corner Store Program began as a pilot working with six commercial areas from 2016-2019. During that time the program completed property owner, business owner and community surveys to evaluate the impact of the program. The survey results were overwhelmingly positive and demonstrated the CSP was impactful in improving conditions for all stakeholders and effective in achieving program outcomes. While the program no longer conducts formal surveys, the results experienced at program sites and reported by program participants are consistent with the pilot projects survey results.

- Reduced vacancy: At the start of the CSP pilot vacancy was 13 of a total 47 commercial spaces or 28%. Today, there is zero vacancy in the same six commercial areas. This reduction in vacancy is consistent with the results being achieved at other Corner Store sites across the City.
- Community survey results: When asked if the Corner Store Program has been a benefit to the neighbourhood, 428 respondents across the six pilot projects said "yes" 91% of the time.
- Improved business conditions: Business owners report increased foot traffic, increased sales and improved vibrancy from streetscape upgrades.
- Economic Stimulus: The CSP incentivized private spending on commercial properties that was unlikely to occur otherwise.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-259C

**Document Page #:** 675

**Asked By:** Councillor Rutherford

**Question:**

Unfunded Growth Projects - Boards and Commissions. (Edmonton Public Library). Can the EPL provide the business case for the Woodcroft Library Relocation? What are the impacts of this not being funded to checkpoint 3 in the current budget? Reflecting on the Coronation District Park - are these projects (both unfunded) inter-connected and is there a way to integrate them? Would this reduce the cost at all for the Woodcroft Library Relocation to get to checkpoint 3?

**Answer:**

**Edmonton Public Library Department**

The current Woodcroft demonstrates a high level of activity for EPL branches, ranking in the top five of circulation activity and sixth in total visits of all 21 EPL locations. As one of the older EPL facilities, Woodcroft has not received a significant renovation since its re-opening in 1998 and currently does not meet the standard for medium-sized branches. The condition rating of "Good" assigned by the City of Edmonton indicates that it has minor deterioration or defects but is performing well and meeting its intended purpose. The main risks with not proceeding with the relocation are ongoing challenges with accessibility, visibility and delivery of library services in the community, inability to meet Edmontonians' needs for library services and inability to benefit from efficiencies of construction and site planning of the recreation centre.

Furthermore, it will enable environmental efficiencies and a reduction in greenhouse gas through its design, connection with the planned LRT route, and a reduction in required public parking.

The Woodcroft Library Relocation and the Coronation District Park projects have interconnected elements that will benefit from coordination. That coordination could be achieved through separate projects or one integrated project depending on the alignment of funding. The cost savings during design would likely be minimal as the projects require different types of specialized consulting services.

The Community and Public Services Committee reviewed a report on October 30, 2019 outlining options for the Woodcroft Library Co-Location at the recreation site, however, it was not supported for advancement by City Council.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-271C

**Document Page #:** 463

**Asked By:** Councillor Rutherford

**Question:**

What is the estimated cost for the Castle Downs Recreation Centre Parking Lots? What would the cost be to add the other Castle Downs parking lot and any growth measures to address community noise and after hours use of the parking lots? Or alternatively is this included as a consideration in Project Number 230008 - Dunluce Open Space Asset Renewal?

**Answer:**

**Infrastructure Planning and Design Branch**

The detailed scope and related budget of individual projects listed under CM-32-0000: Open Space: Parks - Renewal are not yet established, as the scope definition is part of the work leading up to PDDM Checkpoint 3. In addition, the Castle Downs Recreation Centre Parking Lots is currently not funded as part of the 2023-2026 capital budget.

Based on the relatively good physical condition of the other parking lots on the Castle Downs District Park site, they have not been prioritized for funding within the 2023-2026 capital budget.

The scope of work for the Dunluce Open Space Asset Renewal (Project Number 230008) includes only breezeways, trails and fencing and this work will be coordinated and completed with the Neighbourhood Renewal Program.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-272C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

In the 2015 - 2018 capital budget (profile 15-21-1040) \$838,000 was allocated to the Wellington/ African Multi-cultural Centre. Of this amount, only \$165,000 was used and the rest of the budget was to be held until audit recommendations were completed. The recommendations were cleared in January of 2021 by the Office of the City Auditor. However, the remaining funds held were reallocated due to fiscal challenges in 2019 - per attachment 1 of CS01279 report on August 8 2022. Was there any consideration to put this profile back in the 2023-2026 budget, given the City of Edmonton's proclamation to recognize the UN International Decade for People of African Descent and the focus on anti-racism work? What would the proposed budget be to fund this project through to checkpoint 3 of the PDDM?

**Answer:**

**Infrastructure Planning and Design Branch**

The work to respond to the August 8, 2022, Community and Public Services Committee meeting motion, directing Administration to work with the Africa Centre on the potential relaunch of the Africa Centre Facility Project, is documented in the November 21, 2022 Council Report CS01445 Potential Relaunch of the Africa Centre Facility Project.

Administration and the Africa Centre have reached a consensus that a full refresh of the project at the Strategy Phase is the best course of action. This would include a new business case and public engagement plan and implementation. The new business case would bring the project back up to the Strategy Phase of the Project Development and Delivery Model at pre-Checkpoint #1 and provide clarity on how the project could potentially proceed through Checkpoints #1 to #3. The business case would also determine if this is a Community Led/Community Funded and Operated Facility or a City Funded and Operated project. Until the business case is completed we cannot provide an estimate to fund the project to Checkpoint #3.

Based on the timing of the work with Africa Centre and the need to refresh the strategy, it was determined to be premature to include a capital funding request in the 2023-2026 Capital Budget.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-274C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

How much and under what composite would it be for Inglewood (Linear Park) get gates on either side to mitigate interactions with dogs and cyclists?

**Answer:**

**Building Great Neighbourhoods Branch**

The Inglewood Linear Park project was completed in 2021. The project was funded by the Neighbourhood Revitalization program, as part of the Inglewood Neighbourhood Renewal standalone profile 19-40-9013.

The Inglewood Neighbourhood is in the final phases of construction. We are currently working on a design and cost estimate to mitigate interactions with dogs and cyclists. This work will be funded using the standalone profile 19-40-9013.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-275C

**Document Page #:** 468

**Asked By:** Councillor Rutherford

**Question:**

Open Space - Soft Landscaping: Renewal. Does this include any permaculture projects in the 33% Growth portion? If not, is it contemplated under any other capital profiles?

**Answer:**

**Building Great Neighbourhoods Branch**

CM-35-0000 Open Space Soft Landscaping capital profile is focused on the renewal of urban forest canopy, including replacement of dead boulevard and open spaces trees and the replacement of tree grates. The growth funding within the profile is for the addition of soil cells at certain locations to ensure renewal trees have sufficient soil volumes and better growing conditions.

Permaculture is not in scope of this profile, but options for permaculture are available through other existing projects, programs and processes. For example:

- Community groups interested in establishing permaculture gardens/areas can participate in the existing community garden program. Some community garden groups already incorporate permaculture into their community garden spaces.
- As part of the existing community garden program, Administration is working on guidelines for community gardens and edible landscapes, which will be released publicly soon. This will help groups with their edible landscaping projects, which can include community gardens, orchards, permaculture or other edible landscapes (e.g. cultural garden spaces).
- Through the Root for Trees program the City has supported fruit forest plantings with volunteers that incorporate permaculture principles. The City's naturalization program also incorporates permaculture principles.
- There is an operating service package submitted for urban farms and gardens to enhance the existing community garden program, and also to fund a project that will look into the feasibility of establishing an urban farm program/process for larger scale urban farming in Edmonton in parks and open spaces. If this project moves ahead, it would include industry engagement. It is possible that through that engagement groups/urban farmers/companies/social enterprises could raise the desire or need for permaculture as part of future urban farming opportunities.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-277C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

General Question: Can Administration outline what flexibility is built into the composite profiles or any contingency funding amounts that would be standard within them?

**Answer:**

**Infrastructure Planning and Design Branch**

There are a few different types of capital composite profiles and the management of contingencies is different for each type.

For Renewal Composite Profiles, funding is allocated based on the RIMS ideal allocations across the different asset types and refined to ensure the assets with the highest needs were resourced sufficiently, with a focus on addressing health, safety and mandated work. Administration then prioritizes the renewal project within the asset allocation using a combination of quantitative and qualitative data, such as physical condition, asset age and typical renewal schedules, as well as health and safety considerations, alignment with Council priorities, and adjacencies with other projects.

As projects are developed, the scope, schedule and budget are refined and inform the funding needs of individual projects under the Renewal Composites Profiles. Generally, no funding is earmarked for contingency within the capital profiles, but rather, Administration uses a program management approach to ensure the priority projects are completed and all available funding is spent. This means that projects may be started for planning and design, but not funded for delivery until the next budget cycle if projects with higher priority have increased needs and require additional funding.

For Growth Composite Profiles, such as CM-10-1010 Facility Planning and Design-Growth or CM-99-9000 Infrastructure Delivery - Growth, Council approves the list of projects to be funded from growth and the funding allocated to each composite. Generally, no funding is earmarked for contingency within the capital profiles, but built into the estimate of each individual project based on the level of development.

Given that projects are approved individually by Council for the Growth Composite Profiles, Administration would consult with Council if a project requires additional funding that cannot be accommodated within the composite allocation without impacting another project. However, as many projects are developed or delivered within the composites, a program management approach is still possible, where funding not required by an individual project to meet its intended outcome can be reallocated to another project in need of additional funding.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-279C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

Are improvements included in the proposed Capital Budget - including signaling of intersections along St. Albert Trail between 118 Ave and YHT - and into the neighbourhoods of Dovercourt and Sherbrooke? If so, what profile would this be under? If not, what would the cost be? Is there any budget available from YHT Trail Freeway Conversion Program that could support these improvements?

**Answer:**

**Parks and Roads Services Branch**

Work is underway to assess and plan for full signal upgrades at both Dovercourt Avenue and 122 Avenue along St. Albert Trail. Current traffic patterns are anticipated to continue long term, as traffic is channelized to St. Albert Trail and 156 Street as a result of network changes associated with the Yellowhead Trail Freeway Conversion. As such the Yellowhead Trail Freeway Conversion program will provide funding support for work associated with the signal upgrades. Updated timelines will be available Q1 2023.

The Yellowhead Trail Freeway Conversion program will fund the installation of asphalt speed humps in the Dovercourt neighbourhood. These are in addition to a Vision Zero Street Lab that was installed in the neighbourhood in 2022.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-281C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

General Question: Would there not be identified operating costs for any growth projects? Why do some growth projects not identify any operational costs? For example, does the City consider the overall percentage of growth? E.g., KMs of growth in roads or active pathways in city operations.

**Answer:**

**Infrastructure Planning and Design Branch**

Administration has identified the operating impacts of capital for new recommended growth projects within Appendix D of the Proposed 2023-2026 Capital Budget and provided an overview of new operating impacts of capital within slides 45 and 46 of the Proposed 2023 to 2026 Capital Budget presentation on October 31, 2022. For previously approved growth projects, operating impacts of capital are included for Council's review as part of the 2023-2026 Operating Budget.

It is important to note that not all growth projects have Operating Impacts of Capital. A few examples include:

- Projects funded for development or land acquisition only;
- Projects funded for development and delivery that have not reached PDDM Checkpoint 3;
- Replacement or improvements to existing assets (i.e. Swimming Pools and Aquatic Facilities - Occupational Health and Safety (OHS) Improvements); and
- Projects leading to operational efficiencies compensating for additional maintenance requirements (i.e. Commonwealth Recreation Centre Solar Photovoltaic Project)

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-282C

**Document Page #:** 637

**Asked By:** Councillor Rutherford

## **Question:**

Greener as We Grow - Areas of Focus per p. 637; Loss of habitat, Protection of natural areas, Carbon sinks, Reducing waste, Increasing the number of green spaces, Greenhouse Gas (GHG) Reduction, Carbon budget, Transportation mode shift. Of these listed Areas of Focus, are there areas without, or with minimal, investment in this capital budget? If so, are there any unfunded profiles that would address that gap?

## **Answer:**

### **Planning and Environment Services Branch**

For Edmonton to be Greener as We Grow, decisions and areas of focus must consider environmental, ecological and climate goals. There are several unfunded Capital Profiles that would support the listed Greener as We Grow areas of focus.

Loss of habitat, Protection of natural areas, Carbon sinks, Increasing the number of green spaces. There are currently Capital profiles to support habitat protection, protection of natural areas, carbon sinks, increasing green spaces, including:

- Nature Based Climate Solutions (page 667)
- Natural Area Protection service package (FCS01394, 2023-26 Proposed Operating Budget and Plans p. 89)

Reducing waste - Waste reduction initiatives are outlined in the Waste Services Utility Capital Budget, which will be released on November 10. The Waste Services utility aims to lead by example by focusing on waste reduction activities, diversion programs, and supporting Edmontonians, businesses and institutions in their waste management practices. Programs that promote waste reduction through a Zero Waste Framework contribute to the City's Corporate Outcomes and waste diversion goals established in the 25-year Waste Strategy. Although there is no defined profile, waste reduction initiatives that are beyond the status quo (for example, deconstructing and recycling an old building instead of a typical demolition) are not currently funded, which is a barrier to achieving additional waste reduction. An Industrial, Commercial and Institutional sector program strategy will be developed over the next four years with the City influencing the industrial, commercial or institutional (ICI) waste sector through policy mechanisms as a regulator.

Greenhouse Gas (GHG) Reduction and Carbon budget - There are currently unfunded Capital profiles to support GHG reductions and climate adaptation action including:

- Climate Resilient City Facility Upgrades (Linked to City's Renewal Program (page 663)
- Climate Resilient City Facility Upgrades - Canada Infrastructure Bank Partnership (page 664)
- Climate Resilient City Infrastructure Upgrades (page 664)
- Climate Resilience Investment Accelerator Fund (page 665)
- Solar PV and Energy Storage Installations at City Sites (page 665)
- Emissions Neutral City Fleet and Equipment (page 665)
- District Energy Network Strategy and District Energy Nodes (page 666)
- River Flooding Defence (page 666)
- Nature Based Climate Solutions (page 667)
- E-Bus Infrastructure Expansion (page 667)

Transportation mode shift -

Transit: There are several unfunded capital profiles related to support mode shift to transit

- Mass Transit Route B1 and B2 BRT Route Planning, Design and Construction, Concept, Design, and Delivery of remaining components of the Mass Transit Network at 1.25M population - Motion required by Council to increase capital profile CM-20 -2020 Transportation: Planning and Design - Growth (Proposed 2023-2026 Capital Budget, Attachment 2, Page 4)

# Responses to City Council Questions on the Proposed Capital Budget

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- Transit Priority Measures Program (page 671)
- Windermere North (Ambleside) Transit Centre and Park and Ride - Design Delivery - Motion required by Council to increase capital profile CM-20-2020 Transportation: Planning and Design - Growth (Proposed 2023-2026 Capital Budget, Attachment 2, page 2)
- Metro Line NW Extension Blatchford to Castledowns - Motion required by Council to increase capital profile 16-66-7020 LRT Prelim Design: Metro Line: Blatchford to Campbell Rd (Proposed 2023-2026 Capital Budget, Attachment 2, page 3)

Active Modes: There are several unfunded capital profiles related to support mode shift to active modes. Note that the first five capital profiles reflect different approaches to delivery of active mode infrastructure and include overlap in scope (only one of the four proposed profiles needed).

- Bike Plan Implementation Approach 1 (Proposed 2023-2026 Capital Budget, Attachment 3, Pg 4.)
- Bike Plan Implementation Approach 2 (Proposed 2023-2026 Capital Budget, Attachment 3, Pg 7.)
- Bike Plan Implementation Approach 3 (Proposed 2023-2026 Capital Budget, Attachment 3, Pg 12.)
- Active Transportation Improvements (page 653)
- Missing or Enhanced Active Modes Support (page 673)
- Saskatchewan Drive Rehabilitation and Bike Network Improvements (104 Street to 109 Street) (page 653)
- Saskatchewan Drive Rehabilitation and Bike Network Improvements (99 Street to 104 Street) (page 653)
- Missing and Enhanced Sidewalk Connections (page 673)

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-315C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

Is the North West Edmonton Seniors Society(NWESS) facility city owned and leased to NWESS? If yes, has or is disposition of this facility been contemplated?

**Answer:**

**Infrastructure Planning and Design Branch**

This facility is owned by the City of Edmonton and leased to the North West Edmonton Seniors Society (NWESS). The facility is in Good (B) condition based on the last building condition assessment. This facility is not currently being contemplated for disposal.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-321C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

## **Question:**

North West Edmonton Seniors Society facility (NWESS): In 2018, Administration previously provided the following response to a former City Councillor on the proposed Capital Budget 2019-2022 regarding the status of the NWESS facility, and continuing to move the project forward in planning and design.

"A business case (operating budget) is currently in development to investigate possible options, including but not limited to, a new building, functional adaptive reuse of existing building, or a partnership with another City or Private facility at another possible location. The business case, when completed, would inform the first step required before a project can be initiated and considered eligible for any capital funding. This project is currently at checkpoint 0. The unfunded project included in the budget is conditional on the business case being developed and approved and is not recommended for capital investment at this time. Administration is currently working with the North west Edmonton Seniors Society as well as seven other potential community partners to develop the business case required to inform any future capital budget requests. Once the community partners establish components such as a functional needs assessment, funding strategy and an operating plan to complete the strategy phase the community partners may qualify for a Community Facility Partner Capital Grant program which include a planning grant and an operating grant. Until these components are established an estimate of funding required for the planning and design is not possible."

What steps have been taken by Administration to work with the NWESS in the last 4 years? What has changed in the status of the expansion or facility move since this response in 2018? While a memo was sent to City Council on November 3, 2022 - which outlines the history and maintenance cost expenditures of NWESS facility - it does not outline planning and design work that's happened, and relocation efforts, or the partnership work with the City.

## **Answer:**

### **Infrastructure Planning and Design Branch**

The Northwest Hub Collaborative consisting of ABC Headstart, Area One Council, Al Rachid Mosque and NWESS formed in 2018. Funding was approved by the City in 2019 for Business Case Development but the Coalition was unable to meet the terms of the funding agreement and consequently it was not executed and has now expired. During the COVID-19 pandemic response, the partner organizations focus and priorities shifted and meetings stopped. To date the project has not progressed past the business case and is considered inactive.

In addition to support through the Northwest Hub Collaborative, Administration continued to meet with NWESS related to a future facility. With changing opportunities and COVID-19, work has not progressed and no business case has been completed. In Spring 2021 NWESS identified to Administration that due to COVID-19 impacts, any work on facility expansion or development has been paused. To date, NWESS have not reactivated these conversations. Should NWESS be interested in resuming planning and discussions with the City, a City resource from Neighbourhood Services is assigned to the group and available to support them.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-427C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

**Question:**

In the proposed 2019-2022, the estimated total budget amount for In-Car Video was \$5.1 million, with a budget request of \$2.0 million - Which was funded.

The profile for CRIMM (page 305 capital budget) indicates under "Changes to Approved Profile" that \$4,016,244 from previously approved funding will be transferred from the In-Car Video profile (20-60-1620) to partially fund the CRIMM Program which will "modernize EPS' records management system."

In the proposed 2023-2026 capital budget, the total estimated cost for In-Car Video is \$9.24 million - as an unfunded capital profile 23-60-1621 (p. 682).

In the recommended for funding Capital profile on Police IT - Applications Sustainment CM-60-1460, "in-car video" is listed under project number 230048 (2023-2026 Operational Video Management Systems) - Total profile budget of \$4.82 million. (p. 279-282).

In the recommended for funding Capital Profile for Police IT - Applications Enhancement CM-60-1461, "in-car video" is listed as an example of "2023-2026 Operational Video Systems Growth" included in the capital budget request of \$11.8 million dollars (p. 275-278).

Can the Edmonton Police Commission outline plainly for public transparency, all funding previously approved for in-car video, a breakdown of actuals to date, any transfers or changes in the 2019-2022 budget, as well as proposed transfers or changes in the 2023-2026 budget? Additionally, can the Edmonton Police Commission explain the cost escalation in proposed in-car video request for the 2023-2026 budget, as well as, any operating impacts of capital for this specific project - both previously approved or requested in the upcoming budget?

**Answer:**

**Edmonton Police Service Department**

See attached.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-427C

**Document Page #:** N/A

**Asked By:** Councillor Rutherford

In December, 2021, City Council approved the removal of a previously planned budget increase by \$10.9M from the EPS 2022 Operating Budget. The planned increase was intended to fund the ongoing operation of the In Car Video program. As a result of not having funds to operate the program, EPS and EPC agreed to request funding for the project as part of 2023-2026 capital and operating budgets.

The EPS revised Funding Formula is intended to provide funding to manage the operating cost impacts arising from capital projects. City Council approved the revised Funding Formula for 2023. If City Council approves the funding for In Car Video capital project, operating impacts of capital in 2023 will be funded within the Funding Formula allocation. Council will consider Funding Formula allocation for 2024-2026 in Q1, 2023.

## Summary of the In Car Video Budget changes

Timelines	20-60-1620 In-Car Video	Total
2020 Fall SCBA	Approved budget transfer from Vehicle Replacement profile	\$ 2,000,000
2021 Spring SCBA	Approved budget transfer from Operating	\$ 3,100,000
	Total budget	\$ 5,100,000
2022 Spring SCBA	Transfer from In Car Video to Computer Automated Dispatch and Records Management System Integration, Modernization, and Maximization (CRIMM)	(\$4,016,244)
	Total budget for In Car Video Pilot Project	\$ 1,083,756
	Project to date actuals (September 30, 2022)	\$ 939,281
	Remaining budget to complete the pilot	\$ 144,475

## September 30, 2022 In Car Video project to date actuals.

20-60-1620 In-Car Video	2020	2021	2022	Total
Labor Resources	238,040	388,715	218,055	844,810
Wireless Network Site Survey & Access Points			94,471	94,471
<b>Actual Expenditures</b>	<b>\$ 238,040</b>	<b>\$ 388,715</b>	<b>\$ 312,526</b>	<b>\$ 939,281</b>

## Change in the Cost Estimate

The budget at that time was estimated before vendors had provided pricing. The initial work on the In-Car Video project in 2021 included preparation of a tender/procurement instrument. Responses have been received and a vendor has been chosen to complete a proof-of-concept, which is presently underway. The budget requested for 2023-26 is based on the pricing submitted by proponent vendors.

## Operating impacts of In Car Video, presented on incremental basis.

Operating Impacts of Capital, \$000	2023	2024	2025	\$2,026	Subtotal 2023-26	FTEs
In Car Video	\$ 33	\$ 698	\$ 57	\$ 64	\$ 852	2.0

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-044C

**Document Page #:** 30

**Asked By:** Councillor Salvador

**Question:**

To date, \$2,500,000 has been spent on design for Valley Zoo Nature's Wild Backyard. What are the implications of pausing Nature's Wild at the current phase?

**Answer:**

**Infrastructure Planning and Design Branch**

The Valley Zoo Nature's Wild Backyard (NWBY) Phase II project replaces infrastructure and guest amenities that are at the end of their lifespan. The enclosures being replaced have gone through years of incremental retrofits in an effort to maintain an adequate level of visitor experience and appropriate care for the animals; however, due to the deterioration of the infrastructure and evolving zoo standards, further investment in these aging exhibits is not recommended.

This project ensures the zoo is able to provide the necessary standard of infrastructure to support these animals. If this project was deferred or canceled, upgrades to these animal's current enclosures would still be required to meet established Canada's Accredited Zoos and Aquarium standards and industry best practices or the zoo would risk having to reduce its collection and send some animals away to other zoos, further reducing the visitor experience.

Pausing the implementation would also increase the risk of higher project costs due to escalation and the potential for contractual implications with contracted services. In addition, some areas of the zoo would have to continue to operate on temporary utility lines as Phase 1 of NWBY required the cessation of permanent services and the utility work cannot be completed until Phase II implementation.

The Edmonton Valley Zoo Development Society has committed to providing \$5.4 million in partnership funding toward the capital build of Phase II. As of October 2022, the Society has raised \$1 million and secured an additional \$400,000 in sponsor commitments toward the \$5.4 million total. Delay to the project may jeopardize this funding and inhibit additional sponsor investment.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-045C

**Document Page #:** 38

**Asked By:** Councillor Salvador

**Question:**

Figure 7: Growth Project Alignment with Big City Moves shows that there were negative impacts generated by capital projects as they relate to our strategic goal of Greener As We Grow. What are the capital projects generating negative impacts? What alternatives do we have to avoid or mitigate these impacts?

**Answer:**

**Capital Budget Office Branch**

Buildings were assessed to negatively contribute to Greener As We Grow criteria if not constructed to the new Emission Neutral Building standard in Climate Resilience Policy (C627) or if the retrofit did not include energy improvements

Land development initiatives were assessed to negatively contribute to Greener As We Grow criteria if the development resulted in new buildings and roads. This assessment did not factor in the location, intensity of uses and mix of uses. Dense urban development, in infill areas, can be supported by existing infrastructure, soft services, and a robust transportation network that allows for lower impact mobility through shorter trips and low carbon trips. Administration's ability to assess GHG impacts of development is an area that will need to improve.

Transportation initiatives were assessed to negatively contribute to Greener As We Grow criteria if the project led to the expansion of roadway capacity and did not include multi-modal roadway upgrades, or did not support public or active transportation.

The projects assessed as having a negative Greener As We Grow impact were as follows:

- Coronation Park Sports and Recreation Centre
- Equity/Diversity/Inclusion (EDI) and Occupational Health and Safety (OHS) Renewal of current Fire Stations
- First Place Program
- Heritage Valley Land Development
- Industrial-Commercial-Investment Land Development
- Iron Works Building Rehabilitation
- Lewis Farms Community Recreation Centre and Library
- McConachie surplus Site Preparation
- Residential/Mixed-Use Land Development
- Rollie Miles Leisure Centre Design
- Safe Crossings
- Yellowhead Trail - 156 Street to St Albert Trail
- Yellowhead Trail - Fort Road Widening
- Yellowhead Trail Freeway Conversion: Project Delivery
- Yellowhead Trail Freeway Conversion: Project Development

For more information on carbon impacts of capital projects, please refer to the 2023 to 2026 Carbon Budget.

Alternatives to avoid or mitigate these impacts are:

- Not proceeding with the project where feasible
- Increasing design standards for facility projects
  - Many of these are projects that have been fully designed or scoped before C627 Climate Resilience Policy was in place and therefore are not emissions neutral designs.

# Responses to City Council Questions on the Proposed Capital Budget

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- Changing the design of these buildings to meet higher standards would involve redesign costs and timeline alterations, and would not be feasible for projects that are in construction.
- Purchasing renewable energy. The operating package "Supplemental Corporate Energy Transition Implementation" includes funds to support procurement of renewable energy to offset operational emissions from gas based heating systems.
- Implementing policies for City-led land development projects. Proposed policy revisions are underway to increase energy efficiency targets with a goal of enabling net zero in alignment with the Community Energy Transition Strategy. Revisions to Policy C511, the Land Development Policy will be presented to Executive Committee on January 18, 2023.

Alternatives provided above would require direction from Council in most cases.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-046C

**Document Page #:** 55

**Asked By:** Councillor Salvador

**Question:**

Please separate costs for active pathways, sidewalks and roads service in Table 7. Please include costs for both growth and renewal, and total replacement value.

**Answer:**

**Infrastructure Planning and Design Branch**

The detailed scope of the individual projects are not yet established, as the scope definition is part of the work leading up to PDDM Checkpoint 3. The scope, schedule and budget for the delivery phase have not yet been determined. As such the following breakdown is an estimate of investment within the noted Active Pathways and Roads Service in Table 7 based on past project experience:

Active Pathways and Roads Service Investments Contributing to Active and Vehicular Travel

Growth:

- Roads (Including roadway bridges): \$357.1 million
  - Sidewalks: \$34.6 million
  - Active Pathways (Including pedestrian bridges): \$54.8 million
  - Other (Pedway): \$25.4 million
- Total Growth: \$471.9 million

Renewal:

- Roads (Including bridges): \$965.2 million
  - Sidewalks: \$163.3 million
  - Active Pathways (Including pedestrian bridges): \$40.1 million
  - Other (Service Yards): \$20.0 million
- Total Renewal: \$1,188.6 million  
Total Active Pathways and Roads Service: \$1,660.5 million

Note: In addition to the amounts reported above, the Yellowhead projects, listed as transformational, and the Parks and Open Space Access Service also contribute to active pathways and roads service. For reference, the full breakdown of active pathways service is included below:

All Investments Contributing to Active and Vehicular Travel

Roads Investment (Inc Roadway Bridges)

- Growth: \$837 million
- Renewal: \$965.2 million
- Total: \$1802.1 million

Active Transportation Investment (Inc. Ped. Bridges)

- Growth: \$66.2 million
- Renewal: \$53.7 million
- Total: \$119.9 million

Sidewalk Investment

- Growth: \$38.7 million
- Renewal: \$163.3 million

# Responses to City Council Questions on the Proposed Capital Budget

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- Total: \$202 million  
Total \$2,124.0 million

Note: The Other category was removed from this dataset as these assets do not specifically support a mode of travel.

Using the 2021 Inventory, the total replacement value for assets supporting active and vehicular travel is approximately \$15.6 billion, or approximately 50% of the City's replacement value. This value includes assets from both the Active Pathways and Roads, and Parks and Open Space Access services. The following table breaks down the replacement values by the above categories:

- Roads (incl. road bridges, streetlights, signals, barrier/separation infrastructure)	\$12.9 billion	
- Active Transportation (incl. ped. bridges)		\$0.6 billion
- Sidewalks		\$2.1 billion
- Total:		\$15.6 billion

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-047C

**Document Page #:** 57

**Asked By:** Councillor Salvador

## Question:

Can you provide a breakdown of the phasing for the Yellowhead Freeway? How much has been completed and what remains? What are our obligations to our partners and contractual obligations to contractors?

## Answer:

**Infrastructure Delivery Branch**

### Program Overview

The Yellowhead Trail program is approximately halfway through meeting its objectives with significant progress and commitments already made toward completion of its intended improvement goals. It is also significantly supported financially by both the Federal and Provincial Governments with two thirds funding coming from these orders of Government (not including land purchase requirements).

The program is being implemented through a combination of large and small projects, including off-corridor network improvements to support the new freeway, local businesses and communities. These projects (from west to east) are:

1. 156 Street to St. Albert Trail; including the removal of the at-grade signalized intersections on Yellowhead Trail at 149 and 142 Street - under construction
  - a. Off-corridor network improvements
    - 128 Avenue (156 Street to St. Albert Trail) - completed/in-service
    - 124 Avenue (149 Street to 142 Street) - completed/in-service
    - 123 Avenue (156 Street to 142 Street) - completed/in-service
2. St. Albert Trail to 97 Street; including the removal of the at-grade signalized intersections at Yellowhead Trail and 127, 124, 121, and 107 Street - preliminary design underway
3. 125A Avenue (97 Street to 82 Street) Improvements; including the removal of the at-grade signalized intersection at Yellowhead Trail and 89 Street completed/in-service
4. Noise Attenuation Wall Replacement (97 Street to Fort Road); including a new active mode corridor along the south side of the new wall, integrating a shared-use path, green spaces, amenity nodes and lighting - under construction
5. 66 Street Area Network Improvements; includes the removal of the at-grade signalized intersection at Yellowhead Trail and 66 Street - preliminary design to begin in 2023
6. Fort Road Widening (Yellowhead Trail to 66 Street) - under construction
7. East Widening (61 Street to the North Saskatchewan River) - completed/in-service

### Contractual Commitments

The City has entered into a number of agreements with consultants and contractors with respect to this project. There are significant legal, financial and reputational consequences associated with terminating these agreements. While Consulting Agreements generally allow the City to reduce scope or delete work, there are financial consequences to doing so. Construction Agreements generally do not allow the City to reduce scope without significant legal and financial implications.

### Funding Partners Contribution Agreements

1. Government of Canada (New Building Canada Fund)
  - maximum contribution of \$241.6M
  - contribution to-date is approximately \$40.0M

To receive the maximum contribution through this agreement The City is required to complete the project in accordance with

# Responses to City Council Questions on the Proposed Capital Budget

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the agreement which is to continue with all phases identified through construction and have the upgraded corridor in-service. Any portions not completed as agreed to are expected to require the City to reimburse all or part of this contribution.

## 2. Government of Alberta

- maximum contribution of \$241.6M
- provincial contributions to begin in 2023

To receive the committed contributions from the Government of Alberta, the City is required to complete all phases of the project through construction and have the upgraded corridor in-service. If future work does not proceed as committed, these contributions would not be provided to the City.

## Land Acquisition

Efforts have been made to minimize impacts to the adjacent business and residential communities along the corridor. With approximately \$90M spent to date, all land requirements have been identified and negotiations are ongoing with numerous property owners or their designated agents to work towards agreements.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-048C

**Document Page #:** 663

**Asked By:** Councillor Salvador

**Question:**

If the Affordable Housing 2023-2026 Growth Funding remains unfunded, will we have enough shovel ready projects to fully leverage current and future provincial and federal programs?

**Answer:**

**Social Development Branch**

No. A lack of additional funding would make it extremely challenging to access future provincial and federal grant programs. While some opportunities would remain available in the short term, it would be difficult to meet supportive and affordable housing targets in both the immediate and long term.

The Affordable Housing Investment Plan is based on a leverage model, in which the City of Edmonton proactively and predictably provides land, limited funding and strategic support to developers and operators of affordable housing. City funds are leveraged in two ways:

1. Through the attraction of funds directly to the City of Edmonton (as in the case of the Rapid Housing Initiative). The capital growth profile contains the funding necessary to leverage current and future federal and provincial programs, including fully leveraging the Rapid Housing Initiative, which is key to achieving Council's supportive housing goals. At least two more rounds of RHI funding are expected over the next four years, and the unfunded Affordable Housing Growth profile includes the budget needed to attract the maximum amount that can be expected for Edmonton under this program. Additional programs offered on a similar model to RHI but targeting different housing needs are also expected from the federal government over the next four years.

2. Through the attraction of funds from other orders of government directly to shovel-ready projects in Edmonton created by nonprofit housing developers. The capital growth profile contains the funds needed to unlock City land contributions, by providing the budget required to prepare City-owned sites for disposition to nonprofit housing providers and to acquire new sites in parts of the City where affordable housing is limited. This creates a predictable pipeline of land that can be used by affordable housing providers to create shovel-ready projects capable of attracting additional investment from other orders of government.

This strategy and City Council's approval of \$132.7 million for the Affordable Housing Investment Plan 2019-2022, allowed the City of Edmonton to exceed its four year targets of supporting the creation of 2,500 new units of affordable housing, including 600 units of supportive housing. As of November this year, the Plan has successfully created 2,728 new units, including 644 supportive housing units and invested in the renewal of 1,859 existing units of affordable housing. The City's contribution leveraged four dollars for every dollar invested by the City of Edmonton, including nearly \$200 million in funding from other orders of government and \$351 million in equity from providers, resulting in a direct investment of \$689 million in affordable housing projects in Edmonton since 2019.

The current unfunded Affordable Housing Capital Growth profile constitutes \$91.7 million and approximately 1,027 units of the overall approximately \$166 million in new funding being requested over the next four years to support the creation of 2,700 new units of affordable and supportive housing through the proposed Affordable Housing Investment Plan 2023-2026, presented to Executive Committee on June 29, 2022. The funding request for the remaining \$75 million (of the total \$166 million) is currently contained within the unfunded Affordable Housing and Homelessness Prevention Service Package referenced on page 187 of the 2023-2026 Proposed Operating Budget. Neither the operating or capital is currently funded. Council could choose to amend the budget for all or a portion of capital and operating. Administration is examining the 2022

# Responses to City Council Questions on the Proposed Capital Budget

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annual financial results and the potential to dedicate annual surplus on a one time basis to address key housing initiatives.

Should both funding requests remain unfunded, a total of approximately \$32.7 million (including \$7 million in unallocated capital approved in the previous budget cycle and \$25.7 million in operating funding) is expected to be available for affordable housing over the next four years. This funding could support the creation of approximately 300-400 units of affordable housing.

Please also see the response to question 23-378C.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-049C

**Document Page #:** 663

**Asked By:** Councillor Salvador

**Question:**

The Edmonton Affordable Housing Needs Assessment advises that "Approximately 1 in 7 Edmonton households (49,000) were found to be in Core Housing Need, and this number is expected to increase to 59,000 by 2026." If the Affordable Housing 2023-2026 Growth Funding remains unfunded, what is the risk that we fail to reach our targets in the Updated Affordable Housing Strategy.

**Answer:**

**Community Services Department**

If the Affordable Housing 2023-2026 Growth Funding remains unfunded, it is highly unlikely that the City will meet targets of creating or rehabilitating 2,700 units of affordable housing over the next four years. The Affordable Housing Growth Funding is expected to contribute approximately 1,027 units of the total 2,700 unit goal.

The City's Affordable Housing Investment Plan was created to provide consistency and predictability to incentivize affordable housing investment. With this emphasis, the City exceeded its 2019-2022 targets by supporting the creation of 2,728 new affordable housing units across the City, including 644 supportive housing units, which was facilitated by approximately \$132.7 million capital and operating budget commitments. This contribution leveraged four dollars for every dollar invested by the City, including nearly \$200 million from other levels of government and \$351 million in equity from providers, resulting in a direct investment of \$689 million in affordable housing.

In the 2023-2026 budget cycle, there is annual City operating funding of \$6 million and an expected \$1.7 million contribution from the First Place Program revenue resulting in \$25.7 million of operating funding to be invested over the next four years. Additionally, there is approximately \$7 million in unallocated capital funding approved during the previous budget cycle that will be used to support the implementation of the 2023-2026 Affordable Housing Investment Plan. This combined funding would be able to stimulate the growth of approximately 300 to 400 affordable housing units.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-050C

**Document Page #:** 663

**Asked By:** Councillor Salvador

## **Question:**

Are we able to estimate the potential economic impact and public sector cost avoidance of funding the Affordable Housing 2023-26 growth profile?

## **Answer:**

**Social Development Branch**

The Affordable Housing Investment Plan is based on a leverage model, in which the City of Edmonton provides land, limited funding and strategic support to developers of affordable housing. This increases the number of viable affordable housing projects while attracting additional investment, particularly from other orders of government.

The City's 2019-2022 plan exceeded unit targets - 2,728 affordable housing units, including 644 supportive housing units – and leveraged four dollars for every dollar invested, including nearly \$200 million from other levels of government and \$351 million in equity from providers, resulting in a direct investment of \$689 million in affordable housing. The capital grant program, in particular, leveraged more than six dollars for every dollar invested.

Applying the same overall leverage factor of 4 to 1, the Capital Profile would equate to \$458 million in direct economic investment. Further, the unfunded Affordable Housing and Homelessness Prevention Service Package could leverage \$375 million in direct economic investment with a total of \$833 million in total economic investment from the combined unfunded Capital Profile and Operating Service Package.

While affordable housing attracts investment, it is nearly impossible to calculate the full scope of public sector cost avoidance. Numerous cost-benefit studies exist for housing first programs, and while they vary in scope and length, they tend to point to overall benefits for affordable housing, with higher service cost savings for individuals with complex needs.

For example, the Mental Health Commission of Canada's gold-standard Chez Soi study, which followed 2,000 participants in five Canadian cities for two years, found that every \$10 invested in housing first programs for the highest needs clients (i.e. supportive housing) realized approximately \$22 dollars in systems savings. And that these savings were in addition to immeasurable benefits to the quality of life for individuals and the overall community. BC Housing contracted a third party to conduct a Social return on investment (SROI) study investigating the social return on investment across its investments in affordable housing. The report found that for every dollar invested in affordable housing, between two and three dollars is generated in benefits for individuals, communities and governments, with the highest returns when housing is targeted for and contains supports for marginalized populations.

For a local example, a 2019 Alberta Health Services study of Ambrose Place (42 supportive housing units) looked at the real life health records of residents pre and post housing and found significant health system savings:

- Emergency Department visits decreased by 61% (from 8.66 to 3.39 visits per resident).
- Hospitalization rates decreased by 65% (from 39.58 to 13.78 days per resident).
- EMS events decreased by 38% (from 5.06 to 3.13 events per resident).
- Emergency Department and hospitalization costs decreased by 39% (from \$28,040 to \$17,599.22 per resident).

Administration commissioned a literature review of justice system savings in 2020 by the University of Alberta's Centre for Healthy Communities. The review looked at thirteen case studies, and determined that "regardless of the housing intervention type, all studies that assessed cost impacts on the justice system reported a decrease in justice system expenditures. This decrease in costs was a result of significant reductions in contacts with police, arrests and jail night stay

# Responses to City Council Questions on the Proposed Capital Budget

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costs. Of noteworthy impact, one permanent supportive housing initiative reported a 99 per cent decrease in contacts with police or arrests each month of housing. In another example, a jail night stay costs for 268 individuals decreased from \$72,085.33 USD (6 months prior to housing) to \$15,732.94 USD only six months after placement in permanent supportive housing.”

The costs of homelessness to the City of Edmonton alone are considerable, a large segment of calls for service for Edmonton Fire Rescue and the Edmonton Police Service are driven by social disorder. Annual direct cost of encampment clean up to the City of Edmonton is estimated to be approximately \$4.6 million per year.

This estimation includes the 2021 calculated cost of \$3,932,850 (a detailed breakdown is available in the 2021 Evaluation report) and an additional increase of \$0.86 million on a one-time basis, to fund the homelessness and encampment response strategy as so moved on the May 9th, 2022 City Council meeting.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-051C

**Document Page #:** 652

**Asked By:** Councillor Salvador

**Question:**

Please provide more detail on the cost to advance 101 Avenue to Checkpoint 3. Would this phase include a safety audit of the current design? How does this profile interact with the prioritization of 101 Avenue in the Bike Plan Implementation Approach?

**Answer:**

**Infrastructure Planning and Design Branch**

The 101 Avenue Streetscape project is currently at PDDM Checkpoint 2. The cost to advance the project to PDDM Checkpoint 3 is estimated at \$1,350,000.

When advanced, the next stage of design would start with a safety audit of the conceptual plan. This safety audit would include engagement of an external specialty consultant to review the plan and provide recommended actions to ensure the final design will safely accommodate various modes of users, including cyclists, pedestrians and vehicles.

In relation to the accelerated bike plan implementation approaches, 101 Avenue is a priority district connector route in the Bike Plan. The accelerated bike implementation approaches focus on completion of the district connector network, high priority routes, and areas with high bike trip potential. As a result, if the accelerated bike plan implementation were advanced, 101 Avenue could be subject to installation of adaptable bike infrastructure. The type and alignment of infrastructure would be different in the accelerated approach versus the streetscape plan.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-052C

**Document Page #:** 323

**Asked By:** Councillor Salvador

**Question:**

The Mature Area Land Acquisition capital profile mentions that there are specific uses for the profile, "as well as unique or unanticipated opportunity purchases in other neighbourhoods that may arise over the budget cycle." Could this include the purchase of closed school sites?

**Answer:**

**Planning and Environment Services Branch**

Yes. This profile has been used to support the acquisition of closed school sites in developed/redeveloping neighbourhoods and could do so again in the future. Often these opportunities present themselves outside of the formal budget process and are not known at the time of budget development.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-053C

**Document Page #:** 241

**Asked By:** Councillor Salvador

**Question:**

What alternative financing measures have been explored for the LRV replacements? Would they be eligible for federal funding through the Permanent Public Transit Fund or the Infrastructure Bank? What was the result of discussions with Calgary regarding joint procurement?

**Answer:**

**Financial & Corporate Services Department**

Prior to the start of the Permanent Transit Fund, which commences in 2026, there is no public transit funding available that would support LRV replacement.

The Permanent Transit Fund is to provide \$3B nationally per year. Program development is currently ongoing and many aspects of the program remain unclear. For example, how this funding will flow to recipients (i.e. allocation based, project based, or a mix of the two) or what types of public transit infrastructure will be funded, has not yet been determined. The City expects that LRVs will likely be an eligible project category under the Permanent Transit Fund, however, this will not be confirmed until the program guidelines, currently in development, are released.

The federal government, when announcing the Permanent Transit Fund, committed to stakeholder engagement to inform the program. City staff are participating in this engagement process and are advocating that all types of capital infrastructure related to public transit be eligible for funding, including renewal projects. The City also recently submitted formal written input to the federal government on program scope and parameters.

The LRV replacement project would likely not be a good candidate for CIB financing. While public transit is a priority sector for the CIB, its mandate is to invest in new infrastructure that is revenue generating using project-specific structures that can attract private capital and efficiently allocate risks.

City Administration has discussed joint procurement of LRVs with the City of Calgary and have determined that joint procurement is not recommended for three reasons. First, Calgary Transit LRVs have different specifications from Edmonton LRVs, for example they have different wheel designs. Second, Edmonton will be placing a rather large order for LRVs and it was determined that coupling the order with Calgary would likely not result in cost savings. Lastly, the total number of vehicles required by both cities may be too large for one vendor to deliver within the timeframes needed by both municipalities.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-054C

**Document Page #:** 241

**Asked By:** Councillor Salvador

**Question:**

If the LRV Replacements are approved now, will that prevent this debt funding from being categorized as constrained in the future years 2027 and beyond?

**Answer:**

**Capital Budget Office Branch**

The capital projects proposed to be fully financed with tax-supported debt in the 2023-2026 capital budget (High Level Bridge Rehabilitation, William Hawrelak Park Rehabilitation, LRV Replacements, and others) would result in tax-supported debt servicing reaching 97 per cent of the 18 per cent tax-supported debt limit in the new proposed Debt Management Fiscal Policy C203D in 2027, with total tax-supported debt servicing forecasted to be \$474 million. The transit garage project is a permitted use of debt financing when above the 18 per cent tax supported limit because it is currently intended to have matching grant funding. Once the 18 per cent tax-supported debt limit is breached, in accordance with the new proposed debt policy, the City is in what is considered "constrained" debt, which is when tax-supported borrowing is restricted to:

- Projects that have a minimum of 1/3rd funding from External Funding Sources,
- Projects financed through Self-supporting tax guaranteed debt, and
- Borrowing related to Emergency purposes, as defined in this policy

Currently the LRV Replacement would not meet any of the above criteria to be considered for borrowing when the City is in a constrained debt scenario. If these replacements are not financed through tax-supported debt at this time, as recommended in the capital budget, there will likely not be sufficient debt room available to finance these with debt in future years, especially if debt room that becomes available by not debt financing the LRV renewal is used for other priorities.

Further to this, once the debt financing decision has been made for LRV replacements, the debt servicing impact is factored into the City's overall tax-supported debt servicing figure and measured against the limits. The proposed policy does not permit recategorization of debt servicing after a debt financing decision has been made.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-055C

**Document Page #:** 665

**Asked By:** Councillor Salvador

**Question:**

One of the Actions in Pathway 3 of the Energy Transition Strategy is for the City "to transition its vehicles and motorized equipment with zero emissions models, including upgrading facilities and installing fleet charging infrastructure requirements," with implementation to be initiated between 2023-2026. If the Emissions Neutral City Fleet and Equipment profile is not funded, when and how will this action be initiated? Without funding this profile will we make progress on our fleet transition?

**Answer:**

**Planning and Environment Services Branch**

Without the \$10M in funding for the implementation of the Emissions Neutral City Fleet and Equipment profile, Administration will not be in a position to further its progress on transitioning to an emissions-neutral City fleet.

The Vehicle and Equipment Replacement Profile is fully funded from the Fleet Services Replacement Reserve that is collected through an annual calculated contribution based on useful life and replacement value for each piece of equipment. The reserve will allow for the collection of funds associated with Like-for-Like Replacement by charging a Fleet Replacement Fee to City branches from the date of asset acquisition to the Deemed Date of Retirement, as well as other funding sources in accordance with this Policy. As it stands, the reserve will fund the purchase of the Like-for-Like Replacement of an asset for which the monthly Fleet Replacement Fee has been paid when the asset has reached its Useful Life.

Fleet and Facility Services are currently undertaking a corporate-wide Fleet Strategy and Governance Project, which will be looking at optimizing fleet size, fleet lifecycle, fleet composition and a fleet reserve review to allow for greening the fleet.

Unfunded capital profile 'Emissions Neutral City Fleet and Equipment' (Appendix E, p.665). This profile would include initial planning, design and delivery of zero emissions vehicle fleet and equipment transition, including associated required infrastructure. The scope of this profile would include the City's light and heavy-duty fleet, however would not include transitioning the transit fleet to zero emissions.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-056C

**Document Page #:** 249

**Asked By:** Councillor Salvador

**Question:**

Is it possible to fund emissions neutral city fleet and equipment within the vehicle replacement profile CM-25-1001 through the fleet services replacement reserve?

**Answer:**

**Fleet and Facility Services Branch**

No, the current structure would not be sufficient to fund emissions neutral city fleet and equipment within the existing profile.

Currently, the Vehicle and Equipment Replacement Profile is fully funded from the fleet services replacement reserve that is collected through a monthly contribution based on useful life and replacement value for each piece of equipment. The reserve will allow for the collection of funds associated with like-for-like replacement by charging a fleet replacement fee to City branches from the date of asset acquisition to the deemed date of retirement, as well as other funding sources in accordance with the policy. As it stands, the reserve will fund the purchase of the like-for-like replacement of an asset for which the monthly fleet replacement fee has been paid when the asset has reached its useful life. The current like-for-like fleet reserve contributions would be insufficient to bridge the higher costs of electric vehicles, their charging stations and any associated infrastructure upgrades that may be required.

Fleet and Facility Services are currently undertaking a corporate wide Fleet Strategy and Governance Project, which will be looking at optimizing fleet size, fleet lifecycle, fleet composition and a fleet reserve review to allow for greening the fleet.

The unfunded capital profile 'Emissions Neutral City Fleet and Equipment' (Appendix E, p.665) was introduced due to the Fleet Reserve structure and like-for-like requirements. This profile would include initial planning, design and delivery of zero emissions vehicle fleet and equipment transition, including associated required infrastructure. The scope of this profile would include the City's light and heavy duty fleet, however, would not include transitioning the transit fleet to zero emissions.

Additional funding would not help all replacement vehicles be emissions neutral due to challenges with vehicle availability (where zero emissions options may not exist - such as some heavy duty applications). Electric vehicle batteries need to be kept warm in order to maintain their range and would need to be parked indoors during cold weather months to be operationally suitable. Some of our heavy duty fleets have indoor parking available, and those that do would require significant electrical infrastructure upgrades to the existing buildings for charging. Furthermore, the current electric grid infrastructure in the City of Edmonton cannot support a large number of electric vehicles charging concurrently at many of our worksites/parkades. The City is working with EPCOR on their long term strategy for upgrading the grid.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-057C

**Document Page #:** 249

**Asked By:** Councillor Salvador

**Question:**

Can you provide a high level breakdown of our total fleet number, average operational life cycle, and investment per budget cycle?

**Answer:**

**Fleet and Facility Services Branch**

Please see response below:

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-057C

**Document Page #:** 249

**Asked By:** Councillor Salvador

Reserve funded units are those that have a monthly charge levied against them to cover the replacement of that vehicle or piece of equipment at the end of its lifecycle. ETS Buses (including DATS), EPS and Waste are not included in the reserve.

Asset Class	Number of Units	Number of Reserve Funded Units	Average Current Age of Fleet	Average Investment Per Expected Life Budget Cycle
ME1000: Cars / Motorcycles	127	5	7.8	7.9 0
ME2000: Light Trucks / Vans	1480	629	5.9	8.2 \$16.0M
ME3000: Heavy Trucks / Vans	544	366	6.4	11.0 \$77.6M
ME4000: Equipment Self Propelled	745	592	5.6	7.9 \$27.1M
ME5000: Trailers	435	162	6.9	11.5 \$3.0M
ME6000: Attachments	1427	1170	6.4	8.8 N/A
Total	4758		6.5	9.2 \$123.7M

**\*Excludes retained fleet**

- EPS Fleet Capital Budget 2019 to 2022 - \$23,774,000
- ETS Bus Budget (Including DATS) 2019 - 2022 - \$176,969,864
  - (excludes ETS auxiliary units such as bus shelter maintenance units, inspector vans, LRT maintenance units as they are part of the reserve breakdown above)
- Waste Fleet Budget 2019 to 2022 - \$30,834,364
- Replacement Reserve Budget 2019 to 2022 - \$93,979,836,
- Planned Replacement Reserve Budget 2023-2026 - \$123,754,033
- Fleet total for 2019 to 2022 - \$325,558,064

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-057C

**Document Page #:** 249

**Asked By:** Councillor Salvador

This data includes EPS, Waste, and ETS. The retained fleet is also included in the count.				
Asset Class	Number of Units	Average Age of Fleet	Average Expected Life	Investment Per Budget Cycle
ME1000: Cars / Motorcycles	135	7.3	7.8	
ME2000: Light Trucks / Vans	1541	6.2	7.5	
ME3000: Heavy Trucks / Vans	571	6.8	9.8	
ME4000: Equipment Self Propelled	919	6.6	7.9	
ME5000: Trailers	460	7.3	11.5	
ME6000: Attachment	1643	7	8.3	
ME7000: Buses	951	11.1	17.1	
For CM-25-1001 Profile (excludes EPS, Waste, EPL, ETS) - retained fleet was also excluded				
Asset Class	Number of Units	Planned Replacements	Percentage	
ME1000: Cars / Motorcycles	5	0		
ME2000: Light Trucks / Vans	629	206	33%	
ME3000: Heavy Trucks / Vans	366	122	33%	
ME4000: Equipment Self Propelled	592	310	52%	
ME5000: Trailers	162	61	38%	
ME6000: Attachment	1170			

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-058C

**Document Page #:** 252

**Asked By:** Councillor Salvador

**Question:**

Please provide a high level breakdown of fleet and vehicle types. Will armoured vehicles and aircrafts be included as part of this profile? Have these vehicles reached their lifecycle at a comparable level to the vehicles the City is renewing in CM-25-1001?

**Answer:**

See attached response.

**Edmonton Police Service Department**

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-058C

**Document Page #:** 252

**Asked By:** Councillor Salvador

Question #: 23-058C

TYPE	#
Motorcycle	21
Canine/Tactical	21
Equipment (forklifts, side-by-sides, etc.)	25
Historical	6
Marked/Unmarked Patrol	360
Specialty	10
Trailer	27
Training (track)	40
Unmarked (general purpose)	355
Watercraft	4
<b>Grand Total</b>	<b>869</b>

The Vehicle Replacement capital profile request for 2023-2026 does not include any costs related to the replacement of armoured vehicles or aircraft.

If any individual project within a replacement composite profile exceeds \$5.0 million, it will be separated in a standalone capital profile. The lifecycle of the original fixed wing aircraft was 30 years.

EPS vehicles are replaced according to the following lifecycles:

TYPE	AGE (YRS)	ODOMETER (KM)
Canine	4	160,000
Duty Officer	4	160,000
Tactical	5	160,000
Marked / Unmarked Patrol	6	160,000
Unmarked (general purpose)	10	160,000
Motorcycles	8-10	N/A
Specialty	Various	Various

#### Comparison to City vehicles

Emergency Service vehicles, in particular Police vehicles, cannot easily be compared to most other city vehicles due to the nature of their usage (24/7 operations, emergency response, etc.). Emergency Service vehicle usage (eg., a marked police SUV) is considered "Severe" or "Extreme" duty by vehicle manufacturers and has more frequent maintenance intervals than a vehicle that is used for building maintenance and/or admin purposes. EPS' general purpose unmarked vehicles frequently start their lifecycles in areas that have heavy operational requirements but, as they age, they are then transferred to other areas that have lower operational demands. The 10 year lifecycle for unmarked/general purpose vehicles is similar to other City of Edmonton vehicle lifecycles.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-060C

**Document Page #:** 252

**Asked By:** Councillor Salvador

**Question:**

Of profile CM-60-1765, 5 percent is growth. What is that \$1,500,000 allocated towards?

**Answer:**

**Edmonton Police Service Department**

The growth addresses the movement of sworn police officers from administrative roles into operational capacities. The Edmonton Police Service has evolved into an organization which is one-third civilian. Positions that have historically been filled by police officers are now being civilianized. A primary example is in our emergency communications branch.

This has been done in favour of increasing visibility and presence in the community. As the police service moves from 8 squads in each patrol branch to 10 squads, there is a corresponding requirement for police equipment, and specifically vehicles.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-061C

**Document Page #:** N/A

**Asked By:** Councillor Salvador

**Question:**

What percent of each capital profile of the 3 bike plan approaches is allocated towards engagement?

**Answer:**

**Infrastructure Planning and Design Branch**

The engagement aspects contribute approximately 2% of the estimated cost for Approach 1. Approach 1 includes focused engagement for some locations, but limited opportunity to engage with the public due to the rapid implementation of the network. The emphasis would be on information sharing with the public due to constrained timelines. This approach will rely on input received during the Bike Plan development, neighbourhood renewal, or other related engagements for insight.

The engagement aspects contribute approximately 12% of the estimated cost for Approach 2. Approach 2 follows the City's typical engagement process whereby the public is engaged throughout the planning and design process about decisions that impact them.

The engagement aspects contribute approximately 13% of the estimated cost for Approach 3. Approach 3 is a hybrid approach which includes limited engagement associated with bike connections that are less complicated in nature (those with fewer options or trade-offs). Engagement opportunities for this approach would be focused on bike connections that require more extensive evaluation to examine benefits and trade offs; including engagement in coordination with projects that align with renewal planned between 2023 and 2026.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-062C

**Document Page #:** N/A

**Asked By:** Councillor Salvador

**Question:**

What is the average percent spent on engagement for major transportation projects (e.g. Yellowhead, Valley Line, Terwillegar, 50 St. Grade Separation)?

**Answer:**

**Infrastructure Planning and Design Branch**

The percent of budget invested in engagement for major transportation projects varies based on a number of factors, including the complexity of the project, the degree of impact to stakeholders, how public input will be used in decision making, and timelines. The following percentages represent the engagement investments for some recent major transportation projects. The percentage shows engagement as a portion of the total profile budget (excluding costs of land):

Yellowhead Trail Freeway Conversion - 0.6%

Valley Line LRT - Valley Line Southeast - 0.45%; Valley Line West - 0.37%

Terwillegar Drive - 0.9%

50 Street CP Rail Grade Separation - 0.1%

- Note: For 50 Street, this project included legacy planning and engagement not factored into this calculation.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-064C

**Document Page #:** 99

**Asked By:** Councillor Salvador

**Question:**

What is the projected impact of the capital and operating budgets on our Vision Zero goals? Are the proposed budgets in line with the Safe Mobility Strategy?

**Answer:**

**Parks and Roads Services Branch**

What is the projected impact of the capital and operating budgets on our Vision Zero goals?

The proposed capital budget profiles CM-66-2596 Safe & Livable Community Streets and CM-66-2585 Safe Crossings are in line with the Safe Mobility Strategy. Their projected impact is continued progress toward the City's goal of Vision Zero by 2032 through safe and livable streets in Edmonton. This includes reducing crashes already occurring on Edmonton's streets in addition to proactively preventing future crashes.

Since the City of Edmonton adopted the goal of Vision Zero in 2015, traffic-related fatalities have decreased by 50% and serious injuries have decreased by 32%. Since the adoption of the Safe Mobility Strategy in 2020, the identified 15 crash-prone neighbourhoods have experienced crash reductions ranging from 25% to 50%, and 152 out of Edmonton's 401 neighbourhoods experienced no serious injury or fatal crashes between 2019 and 2021.

Are the proposed budgets in line with the Safe Mobility Strategy?

The Safe Mobility Strategy outlines a number of key actions that prioritize both location based and system wide approaches to support safe and livable streets for everyone and to continue to grow to a city built for people. With this approach, we are tackling widespread issues that contribute to crashes, including street design and deep-rooted cultural norms around traffic and mobility.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-065C

**Document Page #:** 278

**Asked By:** Councillor Salvador

**Question:**

Next Generation 9-1-1 appears in profiles for both EFRS and EPS and is marked as a legislative requirement. Under EFRS, it is a standalone profile. Under EPS it appears as part of a composite profile of \$11,800,000, which includes Next Generation 9-1-1, but also a variety of other projects. What is the minimum investment into this profile to satisfy legislative requirements?

**Answer:**

**Edmonton Police Service Department**

EPS Next Generation 9-1-1 project requires \$1,900,000. The funding source for this project is \$1,900,000 Provincial Grant (E911 levy).

There is an additional \$5,640,000 required to meet legislative requirements for Crown disclosure and mandatory requirements from the Government of Alberta and Government of Canada making the minimum investment to legislative requirements \$7,540,000.

The remaining \$4,295,000 is intended for projects that are required to mitigate public and member safety concerns. This will result in total recommended funding of \$11,835,000.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-066C

**Document Page #:** 307

**Asked By:** Councillor Salvador

**Question:**

What is the current amount held within Land Enterprise Retained Earnings, prior to any proposed budget allocations?

**Answer:**

**Real Estate Branch**

The operating retained earnings balance for Land Enterprise as of December 31, 2021 is \$147.5 million. Of that amount, \$72.2 million is related to the value of land for resale and \$39.3 million is held to offset strategic historical land purchases made on behalf of other City areas which is to be repaid in future years.

The remaining available operating retained earnings balance is \$36.0 million. Portions of this balance are already allocated for ongoing projects.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-067C

**Document Page #:** 668

**Asked By:** Councillor Salvador

**Question:**

Could Land Enterprise Retained Earnings be used to fund the 115 Avenue or 119 Avenue Stations in Exhibition Lands?

**Answer:**

**Real Estate Branch**

Administration has, at a high level, evaluated the possibility of funding these projects using Land Enterprise Retained Earnings (LERE) as a funding source. Through those preliminary exercises, it was determined that there are insufficient resources available through LERE to fund these types of infrastructure projects while also completing the required land development work in Exhibition Lands.

Use of LERE as a funding source for capital projects that do not generate a return on investment is inconsistent with existing policy, would lead to a rapid depletion of the limited funds available through LERE, and could negatively impact the ability to deliver on key transformational projects such as Exhibitions Lands, River Crossing and greenfield redevelopments which generate a profit and dividend for the City.

Considering this, a separate capital profile for the planning and design of the 115 Ave LRT station (CM-20-2020) has been submitted and classified as an Unfunded Growth Project. Planning and design of the 119 Ave station would not require funding for at least one further capital budget cycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-069C

**Document Page #:** 310

**Asked By:** Councillor Salvador

**Question:**

How is profile CM-17-5047 for River Crossing informed by the following motion that was made on August 15, 2022: That Administration provide a report to Committee: 1. Outlining a potential governance structure that empowers Indigenous Memorandum of Understanding partners and communities with historical and cultural connections to Rosedale to provide direct input on the implementation of the River Crossing Business plan, Touch the Water and future developments on the Rosedale flats location. 2. Summarizing the City of Edmonton's current approach to private development and land use on locations of special cultural, spiritual or historical significance.

**Answer:**

**Real Estate Branch**

The current proposed budget of \$3M is specifically intended for planning, design and engineering studies for the River Crossing project. Construction funding was initially included but was removed following Council's motion, to ensure an opportunity for the appropriate governance structure to be determined and the approach to this development is considered (as is ultimately required by the motion) prior to construction advancing. Planning, design and engineering proposed to be funded through this profile will not advance until Administration has returned to Council to address the referenced motion. Administration has commenced work to respond to Council's motion and plans on returning to Council in late Q1 2023.

Should a governance structure for River Crossing be established, implementation of the River Crossing project would align with any guidance received through the governance structure, and any engagement requirements that stem from that.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-070C

**Document Page #:** 332

**Asked By:** Councillor Salvador

**Question:**

Could CM-16-5110 Real Estate Investment Purchase potentially be used for closed school sites?

**Answer:**

**Real Estate Branch**

The Real Estate Investment Purchase profile is intended to be used for opportunity purchases of a remnant piece of land when only a portion of the land is required for municipal use. This remnant piece of land must be developable and result in equal or higher revenue than the acquisition cost. Administration can use this profile to acquire closed school sites, provided they have been declared surplus by the school boards and they meet the criteria outlined in the profile. Administration is currently in the process of using this profile for this purpose, however negotiations are ongoing.

When surplus school sites are required for municipal purposes they are typically acquired using the Mature Neighbourhoods Acquisition profile, which is also recommended for funding in the 2023-2026 proposed Capital Budget.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-071C

**Document Page #:** 509

**Asked By:** Councillor Salvador

**Question:**

What would be the funding required to bring profile 20-20-2022 New Transit Bus Garage to Checkpoint 3? What would be the funding required to move to Checkpoint 4?

**Answer:**

**Infrastructure Planning and Design Branch**

The funding required to develop the design of the new southeast transit garage to the PDDM checkpoints noted are as follows:

- From PDDM Checkpoint 2 to Checkpoint 3: approximately \$25 million
- From PDDM Checkpoint 3 to Checkpoint 4: approximately \$70 million

It is important to note that the planning and design costs of the new southeast transit garage would be eligible under the federal grant program Zero Emission Transit Fund (ZETF), for which Administration is working on a submission. However, costs incurred before grant approval is received would not be considered eligible and may reduce the overall contribution of the grant to the project.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-072C

**Document Page #:** 509

**Asked By:** Councillor Salvador

## **Question:**

With projected debt expected to peak over 18% as shown in figure 5, would debt financing for profile 20-20-2022 New Transit Bus Garage be classified as unconstrained or constrained? How would this change if it was brought forward at a future supplemental budget adjustment, perhaps with design funding already allocated in the current budget?

## **Answer:**

**Capital Budget Office Branch**

The purpose of the proposed Debt Management Fiscal Policy C203D is to maintain debt levels for the City that are financially sustainable and affordable. It is intended to be used by Council to inform capital project debt financing decisions (for all types of debt) based on existing levels of debt servicing. For this reason, once a decision has been made on the use of debt to finance a project, the related debt servicing is factored into the debt servicing for the City, which is tracked in relation to the respective limits (total debt servicing or tax-supported debt servicing). Shifting debt servicing amounts for specific projects previously approved by Council, to other ranges of borrowing (constrained and restricted) to create debt room in the unconstrained borrowing range is not permitted once a debt financing decision has been made. Again, the intent is to guide Council decisions on future borrowings based on existing debt servicing levels, regardless if previous debt financing decisions were made to take advantage of funding from other orders of governments (matching), or if the debt servicing is funded through other non-tax revenues sources (self-supported tax-guaranteed).

However, when several capital project debt financing decisions are being contemplated by Council as a part of one budget process, such as the 2023-2026 capital budget deliberations or fall supplemental capital budget adjustment, debt financing decisions can be made in such a manner to fully optimize available debt servicing room.

Currently, the proposed 2023-2026 capital budget recommends that projects such as the High Level Bridge Rehabilitation, William Hawrelak Park Rehabilitation, LRV Replacements, and others be fully financed with tax-supported debt which would result in tax-supported debt servicing reaching 97 per cent of the 18 per cent tax-supported debt limit in the new proposed Debt Management Fiscal Policy C203D in 2027, with total tax-supported debt servicing forecasted to be \$474 million, and the tax-supported debt servicing limit calculated as \$486 million. Including the transit garage, tax-supported debt servicing would increase to \$494 million, breaching the 18 per cent tax-supported debt servicing limit, reaching 102 per cent of the limit. The transit garage project is a permitted use of debt financing when above the 18 per cent tax supported limit because it is currently intended to have matching grant funding.

Once the 18 per cent tax-supported debt limit is breached, in accordance with the new proposed debt policy the City is in what is considered "constrained" debt, which is when tax-supported borrowing is restricted to:

- Projects that have a minimum of 1/3rd funding from External Funding Sources,
- Projects financed through Self-supporting tax guaranteed debt, and
- Borrowing related to Emergency purposes, as defined in this policy

If Council chose to do so, the entire borrowing amount for the transit garage could be approved within the constrained category, thereby creating approximately \$200 million in additional tax-supported debt room (equivalent of \$15 million in annual tax-supported debt servicing) in the 2023-2026 capital budget cycle.

With this approach, Council must carefully prioritize use of the additional tax-supported debt room, as this would be the only option for use of unconstrained tax-supported debt for the remainder of the 2023-2026 budget cycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-073C

**Document Page #:** 666

**Asked By:** Councillor Salvador

**Question:**

If the District Energy Network Strategy and District Energy Nodes profile is not advanced, how will we achieve our goals related to a city-wide district energy network as outlined in the Energy Transition Strategy?

**Answer:**

**Planning and Environment Services Branch**

If the District Energy Network Strategy and District Energy Nodes profile is not advanced, the risk of not fully achieving our goals related to a city-wide district energy network as outlined in the Energy Transition Strategy will increase. Design and construction of actual District Energy systems will not advance in the 2023-2026 budget cycle. Development of these nodes and projects will advance without District Energy infrastructure and the opportunity to incorporate district energy will be lost.

Without funding the capital profile, District Energy will advance with a smaller scope and scale, and with potentially longer timelines, provided the further implementation of the District Energy Strategy will be approved.

The unfunded Energy Transition Strategy Implementation Composite service package is a composite that includes funding to further implement the City's District Energy Strategy. Beside ongoing support of existing District Energy projects, the service package will ensure that buildings are ready to connect to a District Energy system, provide the opportunity to lead District Energy feasibility studies in the primary District Energy nodes through various partnership approaches with industry, will build a District Energy database, and develop supporting policies and advocate for much needed and appropriate District Energy regulation.

Additional information on the District Energy Strategy can be found on the City of Edmonton website here:  
[https://www.edmonton.ca/city\\_government/environmental\\_stewardship/green-energy-technology](https://www.edmonton.ca/city_government/environmental_stewardship/green-energy-technology)

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-074C

**Document Page #:** 666

**Asked By:** Councillor Salvador

**Question:**

The district energy profile description says these are critical upfront investments that are needed before development at key areas including Exhibition Lands. We are actively funding Exhibition Lands through retained earnings as part of the proposed budget. What will happen to the potential district energy node at Exhibition Lands if this profile is not advanced?

**Answer:**

**Real Estate Branch**

Exhibition Lands has been identified as a Priority Opportunity Area for district energy in the recently published District Energy Strategy. A preliminary study undertaken for Exhibition Lands on the various pathways to net zero carbon have indicated that not all areas would necessarily require connecting to district energy to get to net zero. Pending Council's approval of this profile, Administration is intending to move forward with an approach to Exhibition Lands that allows for early sales of land that are not anticipated to require this connection while continuing to advance work for areas that will. This approach will allow Exhibition Lands to begin development while incorporating district energy into subsequent stages of the development. This will include evaluating scenarios ranging from City led district energy to private sector investment.

Acknowledging the foregoing, without funding of district energy projects within Exhibition Lands it is likely that opportunities will be missed and some areas with more intensive land uses will not be able to reach net zero.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-075C

**Document Page #:** 669

**Asked By:** Councillor Salvador

**Question:**

If Coliseum demolition was funded with tax-supported debt, how would the resulting annual debt servicing costs compare to annual Coliseum operating costs? Can Land Enterprise Retained Earnings be used to finance the demolition of the Coliseum? Could we repay Land Enterprise Retained Earnings over time by allocating the amounts which are currently spent on dark operations?

**Answer:**

**Real Estate Branch**

Average annual operating costs are \$1.25M, this includes utility costs, life safety and exterior maintenance. An updated cost estimate for demolition will be required prior to work commencing as the last Class C estimate was provided in 2019, however, based on the value identified in this profile (\$35M) and using the current 30 year interest rate available to municipalities, the annual debt servicing is estimated to be \$2.3M annually based on current available borrowing rates. It should also be noted that with interest rates continuing to change rapidly and potentially significantly the actual cost of debt service can not be estimated reliably until the time of borrowing.

Administration has, at a high level, evaluated the possibility of funding demolition of the coliseum using Land Fund (Enterprise) Retained Earnings (LERE) as a funding source. Through those preliminary exercises, it was found that there are insufficient resources available through LERE to fund the full capital cost of demolition while also completing the required land development work in Exhibition Lands. It may be possible for LERE to fund the debt servicing costs if tax-supported debt were used to fund demolition but this would require further analysis.

In general, use of LERE as a funding source for capital projects that do not generate a return on investment ultimately results in a rapid depletion of the limited funds available through LERE.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-076C

**Document Page #:** 669

**Asked By:** Councillor Salvador

**Question:**

If demolition of the Coliseum is funded and approved would we be able to begin development in that area sooner than planned in the Exhibition Lands framework?

**Answer:**

**Real Estate Branch**

The Exhibition Lands Planning Framework highlights the redevelopment of the "Coliseum site" as a long term item within the overall 30 year timeline. The demolition of the Coliseum itself is recommended to occur in the short/medium term, primarily to eliminate ongoing operating costs as well as signal to industry partners and community members that the City is committed to seeing the Exhibition Lands redeveloped at a market pace. With that in mind, while the Framework places Coliseum redevelopment as long-term, with a "clean site" in place, the City would be willing and able to transfer that site to development partners as soon as possible.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-077C

**Document Page #:** 669

**Asked By:** Councillor Salvador

**Question:**

Since closure, how much has been spent maintaining the Coliseum in dark operations, and how much has the estimated cost of demolition increased? Do we anticipate that the cost of maintaining the Coliseum in a dark state will increase over time?

**Answer:**

**Infrastructure Planning and Design Branch**

Since closure in 2018 the operating costs for the operation and maintenance of the Coliseum are as follows:

2019 \$1.1 million  
2020 \$1.16 million  
2012 \$1.04 million  
2022 \$400,000 to date, anticipated to be approximately \$600,000 by year end

Costs to date for 2022 are a significant reduction due to a change in utility provider and reduced use of utilities overall. While utility costs have been reduced with a new utility provider, it is hard to anticipate if other maintenance costs will increase or decrease with each year.

Based on the current market factors and escalation since 2018, Administration has updated the cost estimate for the demolition of the Coliseum to \$35 million from \$27 million. The demolition would require operating funding, not capital as it does not result in a tangible capital asset. This escalation value assumes the project would start in 2023



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-078C

**Document Page #:** 651

**Asked By:** Councillor Salvador

**Question:**

What are the implications for the City if we do not fulfill the provincially legislated obligations in completing the maintenance of Rossdale Powerplant? Is this profile required to fulfill the legislative obligations?

**Answer:**

**Infrastructure Planning and Design Branch**

The designation of the building as a Provincial Historic Resource is a legally-binding Ministerial Order through the Historical Resources Act; the City is obligated through legislation to properly maintain the historic resource. This profile is required to fulfill those obligations.

The Rossdale Power Plant currently has structural deficiencies that must be addressed in order to properly maintain the buildings; these deficiencies are required in order to install new roofs on each of the buildings. Without new roofing the buildings will continue to be exposed to the elements and sustain damage to their structural integrity and to some heritage elements. Structural deficiencies also restrict the City's ability to allow public access/events into the Power Plant but for under very limited circumstances. If left unaddressed, the structural issues and exposure may pose future risk to public safety in and around the site. This would also potentially drive requirements for increased operating needs over time in order to ensure the site is secure.

Risks of not funding this structure relate to obligations, as the owner, to protect the fabric of this historic site. Not investing to protect the structure and address the most urgent deficiencies puts the City in the position of allowing further degradation of the structures, which cannot under law be disposed of.

The required structural and roof improvements are significant and would require the majority of the \$18 million budget identified. This is the priority scope in the pathway to developing this asset for re-use. Additionally, the scope of work required to renew and redevelop the Rossdale Power Plant is beyond the means and purpose of the renewal program, which aims to maintain the physical condition of existing assets to continue supporting current functionality.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-079C

**Document Page #:** 651

**Asked By:** Councillor Salvador

**Question:**

What are the operating impacts of completing Rossdale Powerplant Rehabilitation? Would we realize additional leasing revenue?

**Answer:**

**Real Estate Branch**

The Rossdale Power Plant ("Power Plant") is a provincially-designated historic site consisting of the following structures: Low Pressure Plant (Boiler Hall, Turbine Hall and Switch House), Pump House 1, Pump House 2 (not currently designated) and the Administration Building (which continues to be owned by EPCOR).

Estimates for operating the Power Plant in its current condition, not open for public access, are in the range of \$30,000/year. Current deficiencies in the Power Plant significantly restrict the City's ability to allow public access/secure permits for occupancy, and thereby restrict opportunities for use and operating expectations.

The capital ask for the Power Plant reflected in the unfunded project list would not bring it up to alignment with the long-term vision for reuse of the Power Plant, however the work is an important foundational step toward reuse of the Power Plant. The Power Plant currently has structural deficiencies that prevent the City from completing new roofs on each of the buildings, consequently resulting in continued exposure to the elements and damage to some heritage elements of the buildings. Structural deficiencies also significantly restrict the City's ability to allow public access into the Power Plant, and if left unaddressed may pose future risk to public safety around the exterior of the site. As such, this request reflects Phase 1 of anticipated requirements at the Power Plant, and would see the advancement of construction in the immediate term focusing on roof replacements of the Turbine Hall and Switch House and address required structural upgrades.

It is not possible to estimate long term operating costs at this time, given the operating model has not yet been identified. Outside of this funding request, Administration is continuing to explore other partnerships or funding opportunities. The City's ability to attract partnerships and investment required to enable interim animation of the space or long term reuse is likely to be impacted by its ability to make the investments required to protect this designated historic site from further deterioration.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-080C

**Document Page #:** 663

**Asked By:** Councillor Salvador

## **Question:**

Can we estimate the overall economic impact of implementing the Energy Transition Strategy? How would the currently unfunded capital projects under Climate Adaptation and Energy Transition Strategy contribute to that economic impact?

## **Answer:**

### **Planning and Environment Services Branch**

The Energy Transition is an economic opportunity. An investment analysis at the strategy level (ie. of the broad community wide transition), identified public and private investments totaling \$41.7 billion over the next 30 years, averaging \$1.4 billion annually. However, because of the urgency to act to mitigate the effects of climate change, some of the investments have a higher front-end investment required for accelerated climate actions, to reach economies of scale and support local market transformation. Looking specifically over the next ten years, approximately \$24 billion is required to finance the transition, an average of \$2.4 billion per year.

This level of investment has significant job creation opportunities within the private sector. While there are no-Edmonton specific estimates available, research by leading global economists found that green construction projects (such as retrofits and clean energy infrastructure) can deliver high job multipliers. Their analysis suggests that for every \$1M in spending, 7.49 full-time jobs are created in renewable infrastructure and 7.72 jobs are created in the energy efficiency sector. These job multipliers are higher than job multipliers in fossil fuel sectors. Similarly Canada's Green Municipal Fund uses total job multipliers (including direct, indirect and induced jobs) for \$1 million in capital spending of between 5.8 to 11.7 full-time jobs nationally, depending on the type of capital project. The investment associated with the Energy Transition Strategy (using an average 7 full-time jobs for every \$1M in spending), could create as many as 16,000 private sector jobs over the next 10 years. Administration cautions that these estimates are based on national multipliers and are variable given the lack of localized data. The estimated jobs impact may not necessarily reflect the jobs impact within Edmonton or the Edmonton region. Applying this high level analysis to the following unfunded capital projects:

- Climate Resilient City Facility Upgrades (Linked to City's Renewal Program) - up to 370 jobs
- Climate Resilient City Facility Upgrades - Canada Infrastructure Bank Partnership - up to 940 jobs
- Climate Resilient City Infrastructure Upgrades - up to 160 jobs
- Climate Resilience Investment Accelerator Fund - up to 350 jobs
- Solar PV and Energy Storage Installations at City Sites - up to 250 jobs
- Emissions Neutral City Fleet and Equipment - up to 70 jobs
- District Energy Network Strategy and District Energy Nodes - up to 240 jobs
- River Flooding Defence - up to 175 jobs
- Nature Based Climate Solutions - up to 350 jobs

Administration acknowledges that without action, climate change impacts could have a significant economic impact to Edmonton. A study specific to Edmonton found that climate change could cause annual GDP losses of \$2.1 billion annually by the 2050s and \$6.0 billion annually by the 2080s. The capital projects put forward to partially implement the Energy Transition Strategy and Climate Adaptation Strategy will work towards both job creation and avoidance of climate change impact costs. While these capital projects are important there is no feasible way to fund all the identified projects without having a significant impact on the tax base. Administration continues to examine policy tools (both internal and external) and is focused on key actions required to continue to make progress.

Administration acknowledges the tension between maintaining the current complement of services and service levels and

# Responses to City Council Questions on the Proposed Capital Budget

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making transformational change in the area of climate adaptation and energy transition. The ability to move faster on transformational change requires a higher tolerance for tax increases or a reallocation of existing services or approved capital in order to progress at a faster pace.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-081C

**Document Page #:** 663

**Asked By:** Councillor Salvador

## **Question:**

Is it possible to fund a portion of Climate Resilient Facility Upgrades, Solar PV and Energy Storage, and Emissions Neutral City Fleet using self-supporting tax-guaranteed debt by tying debt repayment to operating savings? Has the Canada Infrastructure Bank expressed any interest in financing these improvements in an arrangement similar to the electric bus purchase, with the City making payments equivalent to operating savings?

## **Answer:**

**Capital Budget Office Branch**

Debt that is repaid using anticipated operational savings is still considered to be tax-supported debt as defined in the proposed and existing Debt Management Fiscal Policy (Policy C203C). Although use of operating savings (anticipated at project completion) to fund the debt will not result in a tax-levy increase, the operational savings would result in tax-levy reduction if the capital project were to be funded with a source other than debt. Using operating savings as debt repayment is considered tax-supported debt as it results in reallocation of tax-levy to fund the debt. Only debt that is repaid with an outside non-tax funding source (eg: lease revenues) is considered self-supporting tax guaranteed. Funding from future savings can create risk within the budget given the uncertainty around the ability to achieve savings and this risk is compounded in an environment with rising utility costs.

The Canada Infrastructure Bank (CIB) has focused efforts in two specific areas of interest for the City: Zero Emission Buses and the Public Building Retrofits Initiative. To date there is no program for Solar PV and Energy Storage.

Previously, the City arranged financing for the purchase of 20 Zero Emission Buses (ZEB) through CIB. The City has had high level preliminary discussions with CIB on various funding opportunities over the past few years, however have only formally advanced discussions on the ZEB and the building energy retrofits.

In 2020, the Government of Canada announced \$10B in new infrastructure initiatives to create jobs and economic growth through the Canada Infrastructure Bank (CIB) Growth Plan. As part of this plan, the federal government pledged to invest \$2B in large-scale building retrofits to increase energy efficiency and help make communities more sustainable through the Public Building Retrofits Initiative (PBRI). Soon after the announcement, the City initiated discussions with the CIB and began to explore potential opportunities to utilize the new program to improve the energy efficiency of our existing buildings portfolio to reduce GHGs and modernize assets without drawing on our capital funds. The CIB model brings to the table both CIB capital and private capital, through a third-party energy services corporation or ESCO, to finance the energy retrofits. This opportunity removes the upfront capital burden for the City by putting funds in a Special Purpose Vehicle, which is an external organization created to manage the retrofits and consists of financing from both the CIB and ESCO. In return, the City would be responsible to pay down the debt from utility savings and service payments over a 20 year term. This financial arrangement would also transfer performance, energy and technical risk from the City to the private sector.

The City has been working with CIB to complete upfront analysis and research on our buildings portfolio to inform a business case. A financing model was also developed to assess whether it would be financially viable for the City to leverage CIB and private capital to undertake the energy retrofits of civic-owned buildings beyond those undergoing renewal as part of the 2023-2026 budget cycle, or if this type of work could be better advanced through an alternative financing source, possibly tax-supported debt. This project is discussed further on pg. 664 (Appendix E) of the capital budget.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-082C

**Document Page #:** 653

**Asked By:** Councillor Salvador

**Question:**

Are the bike routes in the unfunded Active Transportation Improvements profile contained within the unfunded Bike Plan Implementation approaches in Attachment 3?

**Answer:**

**Infrastructure Planning and Design Branch**

Yes. The routes listed in the previously designed unfunded growth project 'Active Transportation Improvements' are a subset of routes that overlap with the network in the Bike Plan Implementation approaches.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-083C

**Document Page #:** 496

**Asked By:** Councillor Salvador

**Question:**

Is the High Level Bridge Rehabilitation profile going to enable the development of the High Level Line project? This profile specifies a rehabilitation, safety barriers, and a shared use path. Will this be suitable for accommodating the linear park that was envisioned?

**Answer:**

**Infrastructure Planning and Design Branch**

Yes, as was shared in IIS report IIS00488 High Level Bridge Lifecycle Strategy presented to Executive Committee on April 13, 2022, and as indicated in the capital profile 23-24-0300 High Level Bridge Rehabilitation:

The work will include planning, design, and delivery of the rehabilitation and enhancement of High Level Bridge. The renewal option selected optimizes the value of the rehabilitation work on the High Level Bridge by also advancing improvements to the bridge that align with key policy direction, including enhancements to active transportation. This scenario specifically considers rehabilitation combined with active mode enhancements which align with the vision of the High Level Line between Downtown Edmonton and the Strathcona neighbourhood.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-084C

**Document Page #:** 666

**Asked By:** Councillor Salvador

**Question:**

One of the Actions in Pathway 1 of the Energy Transition Strategy is to "further expand the district energy network into primary district energy nodes through facilitation of mutually beneficial partnerships between industry, communities and the City that de-risks private investment" with implementation to be initiated between 2023-2026. Without funding the district energy strategy will we be in a position to engage in these kinds of partnerships?

**Answer:**

**Planning and Environment Services Branch**

If the District Energy Network Strategy and District Energy Nodes profile is not advanced, the risk of not fully achieving our goals related to a city-wide district energy network as outlined in the Energy Transition Strategy will increase. Design and construction of actual District Energy systems will not advance in the 2023-2026 budget cycle. Development of these nodes and projects will advance without District Energy infrastructure and the opportunity to incorporate district energy will be lost.

Without funding the capital profile, District Energy will advance with a smaller scope and scale, and with potentially longer timelines, provided the further implementation of the District Energy Strategy will be approved.

The unfunded Energy Transition Strategy Implementation Composite service package is a composite that includes funding to further implement the City's District Energy Strategy. Beside ongoing support of existing District Energy projects, the funding package will ensure that buildings are ready to connect to a District Energy system, provide the opportunity to lead District Energy feasibility studies in the primary District Energy nodes through various partnership approaches with industry, will build a District Energy database, and develop supporting policies and advocate for much needed and appropriate District Energy regulation.

Additional information on the District Energy Strategy can be found on the City of Edmonton website here:  
[https://www.edmonton.ca/city\\_government/environmental\\_stewardship/green-energy-technology](https://www.edmonton.ca/city_government/environmental_stewardship/green-energy-technology)



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-085C

**Document Page #:** N/A

**Asked By:** Councillor Salvador

**Question:**

Snow and Ice Control Profile 23-66-1000 is requesting funding to support R1. What is the associated funding required for R0.5?

**Answer:**

**Parks and Roads Services Branch**

This capital ask is in relation to AP1 not R1. The equipment required is for the servicing of the active pathways. There is no capital ask for R1/R0.5. The AP0.5 option would see the capital request decrease by \$2.5M.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-086C

**Document Page #:** 373

**Asked By:** Councillor Salvador

**Question:**

Within the composite Downtown Community Revitalization Levy, what is the cost estimate for the 100 Street Pedestrian Bridge?

**Answer:**

**Infrastructure Planning and Design Branch**

The 100 St. Pedestrian Bridge is currently in the planning and design phase, pre-checkpoint 3. We are anticipating reaching PDDM Checkpoint 3 by Q2 of 2023, when the scope, schedule and budget for the delivery phase will be shared with Council.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-087C

**Document Page #:** 120

**Asked By:** Councillor Salvador

**Question:**

Will the Train to Wayside Technology upgrade provide any benefit to passenger wireless connectivity? Are we able to rent out wireless space to commercial providers in the tunnel?

**Answer:**

**Edmonton Transit Service Branch**

There are two streams of work underway related to underground cellular access. This capital profile supports cellular technology that would be on a private network and separate frequency band, which would not be accessible to public cell phone carriers. This is necessary in order to ensure network security and reliability for transit service operations and maintenance. The infrastructure for this system would not overlap with what would be required for public carriers. The second stream of work underway is looking at providing public cell coverage for transit riders, through exploring partnership opportunities with local private service providers/carriers. These discussions involve allowing providers to access space in our facilities to install their own cellular coverage infrastructure.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-088C

**Document Page #:** 96

**Asked By:** Councillor Salvador

**Question:**

My understanding is that building Lewis Farms to budget would necessitate some design changes. What would be the contractual and cost implications of a scope change? Is there an option to design a more modest facility to a lower budget?

**Answer:**

**Infrastructure Planning and Design Branch**

The delivery method for Lewis Farms Community Recreation Centre and Library has been adjusted to be flexible and defined by scope for both design and build, with the use of a time and materials approach for design and a construction manager approach for construction; the recommendation to construct to current budget requires increased design expenditure to meet the targets; however, that has been included within the scope of the existing approved budget.

At present, the changes still preserve significant portions of existing design to limit redesign efforts and maintain the architectural vision that the community has seen previously. Additional details will be available once this exercise is completed. As per Council Report CR-6773, the dollars per square metre of this facility continue to be in alignment with other major recreational centres.

With regards to an option to design a more modest facility to a lower budget, we could build to a lower budget; however, this would mean consideration of further reductions of an already planned program, requiring additional time and budget to undertake a redesign. This could also have a negative impact on public expectations with this facility and would need consideration of further engagement as part of the redesign.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-089C

**Document Page #:** 664

**Asked By:** Councillor Salvador

**Question:**

The proposed DMFP specifies one third partner funding is required to access constrained debt. If the \$25,000,000 matching grant funding for Climate Resilient City Facility Upgrades was confirmed, to what extent would we be able to proceed with constrained debt room? Would the project only qualify for constrained debt funding if it was kept at a total of \$75,000,000 (three times \$25,000,000), rather than the \$135,000,000 estimated for Checkpoint 5?

**Answer:**

**Capital Budget Office Branch**

That is the correct interpretation. Securing \$25 million of external funding would allow approval of a capital project up to a total value of \$75 million project, with \$50 million being financed through tax-supported debt. In the case of the Climate Resilient City Facility Upgrades, if debt were to be used to finance the City's portion of the costs, the scope of the project would have to be reduced to fit within the one-third requirement of constrained debt use.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-090C

**Document Page #:** 50

**Asked By:** Councillor Salvador

## **Question:**

What is the annual funding gap between proposed renewal investment and RIMS ideal investment? What percentage dedicated renewal levy would be needed to close our current gap within 16 years? How else can we close this gap?

## **Answer:**

### **Infrastructure Planning and Design Branch**

The long term renewal funding gap is dependent on various factors, such as growth of the City's asset base, construction and materials inflation, changes in service delivery, borrowing rates and limits and the revenues available to renewal.

The City's overall renewal program is funded through a combination of constrained funds (Neighbourhood Renewal Program, Fleet Reserve), and unconstrained funds. The constrained funds guarantee the level of renewal investment going toward a specific set of assets (Neighbourhood Renewal Program supports neighbourhood assets, Fleet Reserve toward vehicle assets). Whereas, unconstrained funds fluctuate with available revenue sources and direction of funds to other capital priorities such as growth. With only 30% of the ideal renewal requirements funded by constrained sources, the vast majority of the inventory is dependent on the variable unconstrained funding available. Over a 16 year period, the ideal renewal investment requirements total \$16.6 billion, with \$3.4 billion protected through constrained funding. This leaves \$13.2 billion (\$824 million annually) to be funded through unconstrained sources.

As unconstrained funding is so variable, it is difficult to state an exact gap, however, using the proposed 2023-2026 capital budget recommendations and revenue projections as a baseline, the estimated funding gap over a 16 year period ranges between \$8.3 and 8.9 billion, or \$521 to 555 million annually.

Using successive tax levy increases to generate a dedicated renewal fund can address this gap. Using a time period of 16 years, a constant successive increase of 1.33% annually will reach an annual allocation of \$555 million. Bearing in mind, this still requires the \$270-300 million annually from unconstrained sources currently allocated to renewal investment. If the entire balance of the renewal program not funded through constrained sources were to be funded by a new dedicated renewal fund, the required successive increase would be 2% annually to support an annual requirement of \$824 million.

Note: the levy increase rate is a high level estimate and is subject to change. Numerous factors can influence the tax levy and each of these factors influence the value an increase can provide.

Administration is actively seeking opportunities to reduce this gap by rightsizing the inventory of assets. This helps reduce the renewal burden by reducing the number of assets that need renewal. Administration is focusing on assets nearing end of life where future renewal costs are high, or the asset does not effectively meet the needs of the service it supports. Other opportunities to manage the gap is to make strategic and deliberate choices in the acquisition of assets.

Additionally, Administration continues to work with other orders of government to acquire new grants in support of renewal. Unfortunately, the timing of the release of these grants is outside the control of the City so can not be planned for in the budget process.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-097C

**Document Page #:** 667

**Asked By:** Councillor Salvador

**Question:**

Is the pace of our E-Bus Infrastructure Expansion dependent on the completion of the new transit bus garage?

**Answer:**

**Infrastructure Planning and Design Branch**

Yes. The ETS Fleet Storage & Maintenance Facility Strategy, presented to Urban Planning Committee on February 15, 2022, notes that existing facilities are at capacity. While some E-Bus expansion is possible at the Centennial Transit Garage and the Kathleen Andrews Transit Garage, the pace of transition would not be accelerated without the investment in the new southeast transit garage.

A new garage is a critical piece in the plan to transition to an emission-neutral fleet. The new garage would be the first facility that would have the ability to house a fully emission neutral fleet and provide room to grow. The path to electrification is more challenging with only the existing facilities, due to limitations with their design as well as challenges associated with the power grid and fuel distribution. This context may shift should other zero emission bus technologies, such as hydrogen electric, prove to be a good solution.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-098C

**Document Page #:** N/A

**Asked By:** Councillor Salvador

**Question:**

Can you please provide separate estimates for semi-exclusive routes B1 and B2 from the City Plan Mass Transit Network for planning to PDDM Checkpoint 2?

**Answer:**

**Infrastructure Planning and Design Branch**

While there are efficiencies in project management, consultant management and public engagement associated with combining planning and design for mass transit routes B1 and B2, the planning and design work can be advanced separately for each of the routes. As outlined in the motion response in Attachment 2 of the FCSO1393 Proposed 2023-2026 Capital Budget Council report, the total estimated cost of advancing design to PDDM Checkpoint 3 for mass transit routes B1 and B2 together is \$7,380,000. The cost to advance each separately is as follows:

Route B1

- To PDDM Checkpoint 2: \$3,200,000
- Total to PDDM Checkpoint 3: \$4,800,000

Route B2:

- To PDDM Checkpoint 2): \$2,300,000
- Total to PDDM Checkpoint 3: \$3,500,000

The effort required to get B1 and B2 to PDDM Checkpoint 2 involves significant traffic modelling, simulation, public engagement, and confirming option analysis from previous Mass Transit planning work.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-099C

**Document Page #:** 425

**Asked By:** Councillor Salvador

**Question:**

What would be the cost of bringing the Greener As We Grow Tree Planting Program to Checkpoint 3 or 4?

**Answer:**

**Parks and Roads Services Branch**

This project is funded to Checkpoint 3 through an existing profile "CM-30-3030 - Open Space: Planning and Design - Growth". Concept and design work is currently underway and is funded through this profile which has a budget of \$200K. Any costs beyond Checkpoint 3 would be covered under this new profile CM-35-1000 Greener As We Grow.

As we understand the question, the cost to complete design, including construction tender drawings, (ie., a deliverable of CP 4) would be approximately 18 to 20% (\$5.8M to \$6.5M) of the overall profile. If this project is only funded to this stage of design completion, the City would not be eligible for the \$50M Federal 2 billion trees grant funding. (\$23.7M from 2023-2026 and \$26.3M for a total of \$50 million from 2023-2030)

This profile is currently recommended to be funded to full delivery (CP5) in order to access the 2 billion trees federal grant funding program; however, the capital funding will be held in abeyance contingent on receiving the grant funding.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-410C

**Document Page #:** N/A

**Asked By:** Councillor Salvador

**Question:**

Over the next 10 years, what existing recreation and community facilities will be in need of renewal to avoid falling into D and F condition, and what is their replacement value?

**Answer:**

**Infrastructure Planning and Design Branch**

As part of the Capital Renewal Planning and Prioritization process, a total of 30 community and recreation facilities were identified for renewal over the next 10 years with a total replacement value of \$912,346,626.

Please note that the attached list is in alphabetical order.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-410C

**Document Page #:** N/A

**Asked By:** Councillor Salvador

ID	Facility Name	Current Replacement Value
BIL101	Bill Hunter Arena (BHA)	\$ 19,952,617.51
CIT103	City Arts Centre	\$ 2,688,081.09
COM101	Commonwealth Stadium	\$ 219,063,525.20
CRE101	Crestwood Arena (CRA)	\$ 10,918,812.07
DON101	Donnan Arena (DOA)	\$ 12,543,000.20
EAS101	Eastglen Leisure Centre	\$ 8,446,664.51
GEO103	George S. Hughes South Side Arena (SSA)	\$ 16,241,881.14
GLE101	Glengarry Arena (GLA)	\$ 13,562,563.53
GRA101	Grand Trunk Fitness and Leisure Centre	\$ 29,661,267.29
HAR101	Hardisty Fitness and Leisure Centre	\$ 8,986,705.76
JOH109	John Janzen Nature Centre	\$ 5,412,290.50
KEN101	Kenilworth Arena (KEA)	\$ 7,987,901.81
KIN115	Kinsmen Club Twin Arenas	\$ 35,927,752.42
KIN102	Kinsmen Sports Centre	\$ 118,456,247.30
LON103	Londonderry Arena (LOA)	\$ 17,308,866.04
LON107	Londonderry Community League Hall	\$ 5,479,465.27
LON102	Londonderry Fitness and Leisure Centre	\$ 18,859,498.61
MIC101	Michael Cameron Arena (MCA)	\$ 12,525,217.11
MIL101	Mill Creek Pool	\$ 2,683,284.54
MIL103	Mill Woods Leisure Centre & Pool (MWRC)	\$ 68,160,545.45
MIL116	Mill Woods Rec Centre Arena (MWRC)	\$ 32,602,316.17
MUT101	Muttart Conservatory	\$ 40,979,216.49
NOR109	Northgate Lions Seniors Centre	\$ 11,357,588.45
OLE101	O'Leary Fitness and Leisure Centre	\$ 12,688,347.69
OLI101	Oliver Arena (OLA)	\$ 12,400,735.52
PET101	Peter Hemingway Fitness and Leisure Centre	\$ 17,742,714.29
RUS101	Russ Barnes Arena (RBA)	\$ 16,093,688.79
COM256	The Orange Hub	\$ 108,571,325.20
TIP101	Tipton Arena (TIA)	\$ 12,756,397.17
WES109	Westwood Arena (WWA)	\$ 12,288,109.35
30		\$ 912,346,626.47

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-029C

**Document Page #:** 38

**Asked By:** Councillor Stevenson

## Question:

I'm interested in how our spending aligns with our strategic goals.

- a) What is the alignment scoring for each of the recommended profiles?
- b) What would Figure 7 look like if it reflected the value of the projects?
- c) Do we have alignment scorings for the unfunded profiles in Appendix E, Attachment 2, and Attachment 3?

## Answer:

**Capital Budget Office Branch**

a) Figure 7 included strategic alignment to Big City Moves for all non-technology growth projects. Please refer to Attachment 1 for non-technology growth projects within the proposed 2023-2026 Capital Budget, and their strategic scores (Big City Moves). This attachment is based on the following point system:

- 2 points = Direct Impact
- 1 point = Indirect Impact
- 0 points = No Impact
- 1 point = Negative Impact

Further prioritization was required for growth due to constraints of available capital funding that resulted in only the following criteria being used for a growth project to be considered for recommendation in the proposed budget:

- mandated by legislation,
- high safety impact,
- funded with constrained funding, or
- high priority with identified partner/grant funding.

If projects had high impacts on strategic goals but did not meet these criteria, they were not considered for funding.

Attachment 2 shows technology capital growth projects. Corporate IT growth projects were assessed using a similar approved process; however, the criteria used differed slightly as it was aligned with the City's Business Technology Strategy which is driven by the City's strategic goals and cultural commitments. They were not assessed against Big City Moves, and therefore are shown in a separate schedule.

b) Figure 7 (as shown on page 38 of the 2023-2026 Proposed Capital Budget) was created based on the value of the projects. For example, the percentage shown as being in direct alignment for each Big City Move represents the total percentage of the proposed budget that is in direct alignment for each Big City Move.

c) Roughly 80% of the unfunded projects shown in Appendix E, Attachment 2, and Attachment 3 have gone through the entire prioritization exercise outlined in Appendix C of the 2023-2026 Proposed Capital Budget. The remaining 20% were assessed only to determine if they met the revised criteria for being considered for recommendation in the proposed budget (mandated by legislation, high safety impact, funded with constrained funding, or high priority with identified partner/grant funding). When none of these projects met the revised criteria to be considered for recommendation, they were not assessed any further in the proposed budget.

As noted in part (a) above, Corporate IT growth projects were assessed using a similar approved process but with different criteria. Then, as new criteria were introduced (mandated by legislation, high safety impact constrained partner funding)

# Responses to City Council Questions on the Proposed Capital Budget

these were layered into the prioritization process. Similar to the unfunded growth projects described above, as a result, the majority of Corporate IT growth projects were unfunded due to the projects not being mandated by legislation or not having a high safety impact. These unfunded projects appear in Appendix E in the 'Unfunded Growth Projects - Other' table.

Question #23-029C - Attachment 1 - Strategic Alignment to Big City Moves - Growth Projects							
Profile Number	Profile Name	Project Name	Greener As We Grow	Inclusive and Compassionate	Community of Communities	Catalyze and Converge	Rebuildable City
<b>Equipment</b>							
23-21-4000	LRT Tunnel Intruder Technology	LRT Tunnel Intruder Technology	1	0	0	0	0
23-21-3002	Train to Wayside Technology	Train to Wayside Technology	1	0	1	0	0
<b>Facilities</b>							
CM-10-1010	Facility: Planning and Design - Growth	Big Lake Fire Station (Land)	2	0	2	0	0
CM-10-1010	Facility: Planning and Design - Growth	Cumberland Fire Station	2	0	2	0	0
CM-10-1010	Facility: Planning and Design - Growth	Equity/Diversity/Inclusion (EDI) and Occupational Health and Safety (OHS) Renewal of current Fire Stations	-1	2	0	0	0
CM-10-1010	Facility: Planning and Design - Growth	Grand Trunk Leisure Centre - Hot tub safety improvement	0	1	0	0	0
CM-10-1010	Facility: Planning and Design - Growth	Rollie Miles Leisure Centre Design	-1	0	0	0	0
CM-10-1010	Facility: Planning and Design - Growth	SNIC Sand/Salt Pile Storage	0	0	0	0	0
CM-10-1010	Facility: Planning and Design - Growth	Snow Storage Site Upgrades	0	0	0	0	0
CM-10-1010	Facility: Planning and Design - Growth	Swimming Pools and Aquatic Facilities - OHS Improvements	0	1	1	0	0
CM-10-1010	Facility: Planning and Design - Growth	Walker Fire Station	2	0	2	0	0
CM-10-1010	Facility: Planning and Design - Growth	Wedgewood Fire Station (Land)	2	0	2	0	0
15-21-5785	Lewis Farms Community Recreation Centre and Library	Lewis Farms Community Recreation Centre and Library	-1	1	2	0	0
19-10-1013	Ambleside Integrated Site - Phase 1	Ambleside Integrated Site - Phase 1	0	0	1	0	1
15-21-5801	Coronation Park Sports and Recreation Centre	Coronation Park Sports and Recreation Centre	-1	1	2	1	1
21-10-9105	Fire Station #8 Relocation - Blatchford	Fire Station #8 Relocation - Blatchford	0	0	1	0	1
21-10-9103	Iron Works Building Rehabilitation	Iron Works Building Rehabilitation	-1	0	1	1	1
15-21-3400	Kihciy Askiy Sacred Earth	Kihciy Askiy Sacred Earth	0	2	1	0	0
22-12-9007	Valley Zoo - Nature's Wild Backyard Phase II	Valley Zoo - Nature's Wild Backyard Phase II	0	0	1	1	0
<b>Land</b>							
CM-17-5046	Edmonton Exhibition Lands	Edmonton Exhibition Lands	2	0	2	0	2
CM-17-5047	River Crossing Redevelopment	River Crossing Redevelopment	0	0	2	0	2
CM-17-1024	District Park Land Acquisition (FMP Repayment)	District Park Land Acquisition (FMP Repayment)	0	0	1	0	0
CM-17-1022	District Park Land Acquisition (New ASPs)	District Park Land Acquisition (New ASPs)	0	1	2	0	0
CM-16-2015	Industrial-Commercial-Investment Land Acquisition	Industrial-Commercial-Investment Land Acquisition	0	0	0	2	0
CM-16-2010	Industrial-Commercial-Investment Land Development	Industrial-Commercial-Investment Land Development	-1	0	0	2	0
CM-17-1020	Mature Area Land Acquisition	Mature Area Land Acquisition	0	0	1	0	2

# Responses to City Council Questions on the Proposed Capital Budget

Document: Capital Budget Book

Question #: 23-029C

Document Page #: 38

Asked By: Councillor Stevenson

## Question #23-029C - Attachment 1 - Strategic Alignment to Big City Moves - Growth Projects

Profile Number	Profile Name	Project Name	Greener As We Grow	Inclusive and Compassionate	Community of Communities	Catalyze and Converge	Rebuildable City
CM-17-3017	Natural Areas Acquisition	Natural Areas Acquisition	2	0	0	0	0
CM-16-5110	Real Estate Investment Purchase	Real Estate Investment Purchase	0	0	1	0	1
CM-17-5120	Real Estate Transportation Legacy Land Acquisition	Real Estate Transportation Legacy Land Acquisition	0	0	1	0	1
CM-16-2020	Residential/Mixed-Use Land Development	Residential/Mixed-Use Land Development	-1	1	1	0	0
CM-16-2025	Residential/Mixed-Use Land Development Acquisition	Residential/Mixed-Use Land Development Acquisition	0	0	0	0	1
CM-17-1001	River Valley Land Acquisition	River Valley Land Acquisition	0	0	0	0	0
CM-17-1004	Suburban School and Park Land Acquisition	Suburban School and Park Land Acquisition	0	1	1	0	0
CM-17-5037	Surplus School Sites - First Place Program	Surplus School Sites - First Place Program	-1	0	2	0	2
CM-17-5045	Transforming Surplus City Lands	CPR Irvine Industrial Site	0	0	0	2	2
CM-17-5045	Transforming Surplus City Lands	First Place Program	-1	0	2	0	2
CM-17-5045	Transforming Surplus City Lands	McConachie surplus Site Preparation	-1	0	1	0	0
CM-17-5045	Transforming Surplus City Lands	Mis Transformation Properties	0	0	0	0	2
CM-17-5045	Transforming Surplus City Lands	Pleasantview Surplus Lands Residential Development	1	0	2	0	2
CM-17-5045	Transforming Surplus City Lands	Potter Greens Multifamily Site	0	0	2	0	2
CM-17-5045	Transforming Surplus City Lands	Rosedale Industrial Site	0	0	0	2	1
19-90-4100	Affordable Housing Land Acquisition & Site Development	Affordable Housing Land Acquisition & Site Development	0	2	0	0	0
19-16-5055	Heritage Valley Land Development	Heritage Valley Land Development	-1	0	2	1	0

### Neighbourhoods

CM-50-5050	CRL Projects - Planning and Design	100 Street Pedestrian Bridge	1	0	0	0	0
CM-50-5050	CRL Projects - Planning and Design	103a Avenue Streetscaping	1	0	0	1	2
CM-50-5050	CRL Projects - Planning and Design	107 Street Streetscape	1	0	1	1	1
CM-50-5050	CRL Projects - Planning and Design	99 Street Streetscape and Library Parkade Membrane Replacement	0	0	0	0	0
CM-50-5050	CRL Projects - Planning and Design	Beaver Hills House Park/Michael Phair Park Upgrades	0	0	1	0	2
CM-50-5050	CRL Projects - Planning and Design	Green and Walkable Downtown - Emerging Opportunities	1	0	1	1	2
CM-50-5050	CRL Projects - Planning and Design	Harbin Gate	0	0	0	1	0
CM-50-5050	CRL Projects - Planning and Design	Jasper Avenue New Vision (102-109 Street)	1	0	1	1	2
CM-50-5050	CRL Projects - Planning and Design	Warehouse Park	1	0	1	2	2
CM-74-4100	Downtown Community Revitalization Levies	Downtown Community Revitalization Levies	0	0	1	2	2

# Responses to City Council Questions on the Proposed Capital Budget

Document: Capital Budget Book

Question #: 23-029C

Document Page #: 38

Asked By: Councillor Stevenson

## Question #23-029C - Attachment 1 - Strategic Alignment to Big City Moves - Growth Projects

Profile Number	Profile Name	Project Name	Greener As We Grow	Inclusive and Compassionate	Community of Communities	Catalyze and Converge	Rebuildable City
CM-74-4100	Downtown Community Revitalization Levies Delivery	100 Street Pedestrian Bridge	1	0	0	0	0
CM-74-4100	Downtown Community Revitalization Levies Delivery	103a Avenue Streetscaping	1	0	0	1	2
CM-74-4100	Downtown Community Revitalization Levies Delivery	105 Avenue Streetscaping	1	0	0	2	2
CM-74-4100	Downtown Community Revitalization Levies Delivery	107 Street Streetscape	1	0	1	1	1
CM-74-4100	Downtown Community Revitalization Levies Delivery	99 Street Streetscape and Library Parkade Membrane Replacement	0	0	0	0	0
CM-74-4100	Downtown Community Revitalization Levies Delivery	Beaver Hills House Park/Michael Phair Park Upgrades	0	0	1	0	2
CM-74-4100	Downtown Community Revitalization Levies Delivery	Green and Walkable Downtown - Emerging Opportunities	1	0	1	1	2
CM-74-4100	Downtown Community Revitalization Levies Delivery	Harbin Gate	0	0	0	1	0
CM-74-4100	Downtown Community Revitalization Levies Delivery	Warehouse Park	1	0	1	2	2
CM-66-2596	Safe and Livable Community Streets	Safe and Livable Community Streets	1	1	2	0	1
CM-66-2585	Safe Crossings	Safe Crossings	-1	0	2	0	0
22-10-9312	Commonwealth Recreation Centre Solar Photovoltaic Project	Commonwealth Recreation Centre Solar Photovoltaic Project	1	0	0	0	0
<b>Open Spaces</b>							
CM-35-1000	Greener As We Grow Tree Planting Program	Greener As We Grow Tree Planting Program (In Abeyance)	2	0	1	0	0
CM-33-3001	Commemorative Programs	Commemorative Programs	0	0	0	0	0
CM-16-1232	Dry Pond Land Acquisitions	Dry Pond Land Acquisitions	0	0	0	0	0
CM-36-3636	Neighbourhood Park Development Program - New	Neighbourhood Park Development Program - New	0	1	1	0	0
21-10-9104	Centennial Plaza Renewal	Centennial Plaza Renewal	0	1	1	2	2
18-28-1014	Heritage Valley District Park	Heritage Valley District Park	0	1	2	0	0
21-30-9304	Keswick East Park Development	Keswick East Park Development	0	1	2	0	0
21-30-9305	Keswick West Park Development	Keswick West Park Development	0	1	2	0	0
16-23-9805	Malcolm Tweddle & Edith Rogers Dry Ponds	Malcolm Tweddle & Edith Rogers Dry Ponds	1	0	1	0	1
21-30-9302	Urban Tree Canopy Expansion	Urban Tree Canopy Expansion	0	0	0	0	0
<b>Transportation</b>							
20-20-2022	New Transit Bus Garage	New Transit Bus Garage	2	1	2	0	1
CM-66-2194	Regulated Safety Upgrades at Railway Crossings	Regulated Safety Upgrades at Railway Crossings	0	0	0	0	0



# Responses to City Council Questions on the Proposed Capital Budget

Document: Capital Budget Book

Question #: 23-029C

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Asked By: Councillor Stevenson

## Question #23-029C - Attachment 1 - Strategic Alignment to Big City Moves - Growth Projects

Profile Number	Profile Name	Project Name	Greener As We Grow	Inclusive and Compassionate	Community of Communities	Catalyze and Converge	Rebuildable City
19-22-9006	Terwillegar Drive Expressway Upgrades - Alternate Staging	Terwillegar Drive Expressway Upgrades - Alternate Staging	2	0	1	0	0
CM-66-2525	Traffic Signals - Developer and ARA Funded	Traffic Signals - Developer and ARA Funded	1	0	2	0	0
CM-20-2020	Transportation: Planning and Design - Growth	Imagine Jasper Avenue (114 to 124 Street) (In Abeyance)	0	0	2	2	2
21-50-9101	103 Avenue Streetscape	103 Avenue Streetscape	0	0	1	2	2
21-50-9100	103A Avenue Pedway	103A Avenue Pedway	2	1	1	0	2
21-20-2100	170 Street Pedestrian Bridge	170 Street Pedestrian Bridge	0	1	1	0	0
18-66-6503	50 Street CPR Grade Separation	50 Street CPR Grade Separation	2	0	1	1	0
16-66-7018	Capital Line South LRT: Century Park to Ellersie Road	Capital Line South LRT: Century Park to Ellersie Road	2	1	1	1	0
20-20-2024	Edmonton-Strathcona County Pedestrian Bridge	Edmonton-Strathcona County Pedestrian Bridge	1	1	1	0	0
17-74-4103	Jasper Avenue New Vision Phase 2	Jasper Avenue New Vision Phase 2	0	0	1	2	2
16-66-7013	Metro Line LRT (NAIT - Blatchford) Extension	Metro Line LRT (NAIT - Blatchford) Extension	2	1	1	1	1
21-40-9032	Mistatim Industrial & Southeast Industrial Road Upgrading	Mistatim Industrial & Southeast Industrial Road Upgrading	0	0	1	2	0
16-66-7017	Valley Line LRT: Downtown to Lewis Farms	Valley Line LRT: Downtown to Lewis Farms	2	1	1	1	0
21-40-9031	Winterburn Industrial Road Upgrading	Winterburn Industrial Road Upgrading	0	0	1	2	0
21-20-9301	Yellowhead Trail - 156 Street to St Albert Trail	Yellowhead Trail - 156 Street to St Albert Trail	-1	0	0	2	0
21-20-9302	Yellowhead Trail - Fort Road Widening	Yellowhead Trail - Fort Road Widening	-1	0	0	2	0
CM-99-9600	Yellowhead Trail Freeway Conversion: Project Delivery	Yellowhead Trail Freeway Conversion: Project Delivery	-1	0	0	2	0
CM-99-0060	Yellowhead Trail Freeway Conversion: Project Development	Yellowhead Trail Freeway Conversion: Project Development	-1	0	0	2	0

### Other Assets

CM-99-9000	Infrastructure Delivery - Growth	Cumberland Fire Station	2	0	2	0	0
CM-99-9000	Infrastructure Delivery - Growth	Equity/Diversity/Inclusion (EDI) and Occupational Health and Safety (OHS) Renewal of current Fire Stations	-1	2	0	0	0
CM-99-9000	Infrastructure Delivery - Growth	Grand Trunk Leisure Centre - Hot tub safety improvement	0	1	0	0	0
CM-99-9000	Infrastructure Delivery - Growth	Imagine Jasper Avenue (114 to 124 Street) (In Abeyance)	0	0	2	2	2
CM-99-9000	Infrastructure Delivery - Growth	Permanent Washrooms	0	0	0	0	0
CM-99-9000	Infrastructure Delivery - Growth	Secord South Grade Level Seed	0	1	2	0	0
CM-99-9000	Infrastructure Delivery - Growth	SNIC Sand/Salt Pile Storage (Delivery)	0	0	0	0	0
CM-99-9000	Infrastructure Delivery - Growth	Snow Storage Site Upgrades (Delivery)	0	0	0	0	0



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-029C

**Document Page #:** 38

**Asked By:** Councillor Stevenson

## Question #23-029C - Attachment 1 - Strategic Alignment to Big City Moves - Growth Projects

Profile Number	Profile Name	Project Name	Greener As We Grow	Inclusive and Compassionate	Community of Communities	Catalyze and Converge	Rebuildable City
CM-99-9000	Infrastructure Delivery - Growth	Swimming Pools and Aquatic Facilities - OHS Improvements	0	1	1	0	0
CM-99-9000	Infrastructure Delivery - Growth	Walker Fire Station	2	0	2	0	0
CM-99-9000	Infrastructure Delivery - Growth	Active Transportation	1	0	0	0	0
14-02-2106	Blatchford Redevelopment Implementation	Blatchford Redevelopment Implementation	1	0	2	0	2
14-66-2570	Parking Control Technology	Parking Control Technology	0	0	1	0	1

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-029C

**Document Page #:** 38

**Asked By:** Councillor Stevenson

## Question #23-029C - Attachment 2 - Strategic Alignment for Corporate IT Growth Projects

Profile Number	Profile Name	Project Name	Total Weighted Score (100%)	Strategic Alignment Score (40%)	Financial Benefit Score (10%)	Mandate Score (20%)	Corporate Reputational Risk Score (15%)	Corporate Operational Risk Score (15%)
19-51-1904	Next Generation 9-1-1 (NG911) IP Call Handling	Next Generation 9-1-1 (NG911) IP Call Handling	95.0%	37.5%	7.5%	20.0%	15.0%	15.0%
CM-18-1514	Technology Implementation - Growth	Computer Aided Dispatch (CAD) for Peace Officers and General Enforcement	91.8%	38.8%	7.5%	20.0%	13.5%	12.0%
19-18-1901	Information Security and Disaster Recovery Enhancements	EIAM	90.0%	40.0%	0.0%	20.0%	15.0%	15.0%
23-51-1905	Taxation Assessment Collections System (TACS) Transformation	Taxation Assessment Collections System (TACS) Transformation	84.5%	37.5%	0.0%	20.0%	12.0%	15.0%
19-18-1901	Information Security and Disaster Recovery Enhancements	Mature Disaster Recovery Capability	84.0%	40.0%	0.0%	20.0%	12.0%	12.0%
23-51-1906	Corporate Integrated Data Solution (CIDS)	Corporate Integrated Data Solution (CIDS)	74.5%	40.0%	10.0%	5.0%	10.5%	9.0%

### Business Technology Investment Request (BTIR) Criteria and Scoring Guide

- Strategic Alignment - Alignment to the Business Technology Strategy which ultimately aligns to the City's Strategic Goals (20%), and how the project enables other planned programs and/or services across the organization that impact citizens and/or other departments in City (20%).**
  - The Business Technology Strategy portion covers citizen impact, data, accessibility, innovation, and integration. The enablement portion examines the City wide impact of the request (from just one program area to multiple departments).
- Financial Benefit - What is the net financial impact (costs/benefit) of the project calculated by Total Financial Benefit minus Total Cost of Ownership over a five year period?**
  - 10% - Financial Benefit Greater than \$100K
  - 7.5% - Financial Benefit between \$0 and \$100k
  - 5% - Financial Cost between \$0 and \$100k
  - 2.5% - Financial Cost between \$100K and \$250K
  - 0% - Financial Cost Greater than \$250k
- What criteria best represents the mandated nature of the project?**
  - 20% - The consequence of not funding the project will result in the City not meeting Federal or Provincial Directives / Regulations, Municipal Directives & Legislation/ Audit Findings
  - 15% - Council has directed this project as a priority via prior committed funding; For example, land and/or design
  - 10% - Council has directed this project as a priority via a motion
  - 5% - Project is identified in a Strategic Plan or Master Plan
  - 0% - No Mandate to Provide the Project
- What is the risk that the media, public or employees' trust in the organization may be undermined? What is the extent of hazards and implications for onsite and offsite safety, worker safety, and property protection?**
  - Risk is evaluated based on probability (how likely is the risk to occur and how soon it would occur, from unlikely within 4 years to imminent or already occurring) and impact (how significant the impact would be, from negligible to disastrous)
- What is the risk to corporate operations and the impact on the City's ability to provide existing services, if this project is not undertaken?**
  - Risk is evaluated based on probability (how likely is the risk to occur and how soon it would occur, from unlikely within 4 years to imminent or already occurring) and impact (how significant the impact would be, from negligible to disastrous)

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-030C

**Document Page #:** 120

**Asked By:** Councillor Stevenson

**Question:**

Train to Wayside Technology (23-21-3002)

- a) Would this provide cell coverage for ETS riders throughout the LRT tunnels?
- b) Is there an option for a private service provider to install cellular service to reduce the cost of Step 1?

**Answer:**

**Edmonton Transit Service Branch**

This stream of work would not provide access to ETS riders to a public cellular network. There are two streams of work underway related to underground cellular access. This capital profile supports cellular technology that would be on a private network and separate frequency band which would not be accessible to public cell phone carriers. This is necessary in order to ensure network security and reliability for transit service operations and maintenance. The infrastructure for this system would not overlap with what would be required for public carriers. The second stream of work underway is looking at providing public cell coverage for transit riders, through exploring partnership opportunities with local private service providers/carriers.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-031C

**Document Page #:** N/A

**Asked By:** Councillor Stevenson

**Question:**

The October 17, 2022, Integrated Infrastructure report IIS01338 outlined options for allocating property tax levy to a range of dedicated renewal funds. If such a course of action was undertaken, would this reduce the requirements for composite renewal funds (such as CM-11-0000, CM-12-0000, and CM-19-0000) and allow budget from these profiles to be reallocated to other renewal priorities?

**Answer:**

**Infrastructure Planning and Design Branch**

The ideal renewal investment over the 2023-2026 Capital Budget is \$3.5 billion; however, the available funding for renewal is only 54 per cent of this ideal requirement. Once renewal programs with constrained funding (e.g., Neighborhood renewal) and bridges (which are funded to their ideal level to mitigate for increased risk of failure) are considered, the remainder of the renewal program is funded at 30.4 per cent of its ideal investment. Administration is forecasting a \$4.7 billion infrastructure renewal funding shortfall over the next 10 years.

The Options for A New Dedicated Tax Levy Council Report IIS01338 identified the three potential dedicated renewal fund potential options: Facilities Renewal Fund, Bridges and Auxiliary Structures Renewal Fund and Transit Service Renewal Fund, as funding for these areas are of paramount importance.

As per the 2021 Infrastructure State and Condition Report, 60.1% of the facilities asset portfolio is in Fair (C) condition, and it is anticipated that approximately one third of these assets will degrade into Poor (D) condition within the next 10 years. The City has a total of 976 facilities, with 478 of these being public facing (e.g. recreation centres, LRT stations, libraries, etc.). A continued underfunding of renewal will increase the risk of unplanned service disruptions and will increase the frequency and costs of repairs.

Should Council choose to create a dedicated Facilities Renewal Fund, the unconstrained funding that is currently allocated to facilities (CM-11-0000, CM-12-0000 and CM-19-0000) could eventually be reallocated to the renewal of other assets, but not within the 2023-2026 capital budget. To create a dedicated fully funded Facilities Renewal Fund, it will take approximately 7 years of successive 1% tax increases. Until that point, the facilities program will continue to require an allocation from the corporate renewal funds to maintain a minimum funding level necessary to address the prioritized renewal needs.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-032C

**Document Page #:** 183

**Asked By:** Councillor Stevenson

**Question:**

Century Place (CM-13-0000: 230001)

- a) What is the value of the Century Place envelope renewal?
- b) What is the cost / benefit of disposing of the asset as-is rather than proceeding with the envelope renewal?

**Answer:**

**Infrastructure Planning and Design Branch**

- a) The Century Place envelope renewal is currently in the planning and design phase, pre-checkpoint 3. The scope remains to be defined and the budget is not known at this time.
- b) The disposal of assets is a key component of responsible asset management, along with the other activities outlined in the Infrastructure Asset Management Policy (C598). Administration is currently working on finalizing an asset rationalization framework that will be used to determine which City assets are ready to enter their disposal phase, and to determine the best strategy / options to dispose of such assets. Through that work, various analyses will be performed, including the assessment of disposal vs renewal before any renewal work is initiated. Limited investment would be made in the renewal of Century Place until asset rationalization work is completed and if renewal is not recommended the value assigned to it would be distributed to other renewal priorities in other facilities.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-033C

**Document Page #:** 249

**Asked By:** Councillor Stevenson

**Question:**

Would the \$10M noted in the unfunded capital profile 'Emissions Neutral City Fleet and Equipment' (Appendix E, p.665) be adequate to ensure all new vehicles and equipment purchased through profile CM-25-1001 are emissions neutral? If not, what is the full amount that would be required to ensure all new vehicles and equipment are emissions neutral?

**Answer:**

**Fleet and Facility Services Branch**

This profile would support accelerated climate action related to transitioning the City of Edmonton fleet and equipment to zero emissions technology. This profile would include initial planning, design and delivery of zero emissions vehicle fleet and equipment transition, including associated required infrastructure. The scope of this profile would include the City's light and heavy duty fleet, however would not include transitioning the transit fleet to zero emissions. The \$10M noted in the unfunded capital profile would allow for municipal vehicles (not buses) due for replacement in the 2023-2026 budget cycle to be more emissions friendly, not emissions neutral. This would include replacing existing gasoline/diesel vehicles with Electric (where possible) and Hybrid propulsion technologies.

The additional funding would have minimal impact for all replacement vehicles to be emissions neutral due to challenges with vehicle availability (where zero emissions options may not exist - such as some heavy duty applications). Electric vehicle batteries need to be kept warm in order to maintain their range and would need to be parked indoors during cold weather months to be operationally suitable. Some of our heavy duty fleets have indoor parking available and those that do would require significant electrical infrastructure upgrades to the existing buildings for charging. Furthermore, current electric grid infrastructure in the City of Edmonton cannot support a large number of electric vehicles charging concurrently at many of our worksites/parkades. The City is working with EPCOR on their long term strategy on upgrading the grid.

Also, due to global supply chain challenges, production allocations for all vehicles are limited, particularly with electric pickup trucks and vans. For example, Ford Canada has indicated they may only be able to allocate one, if any, 2023 Ford F-150 Lightning electric pickup trucks to the City of Edmonton in 2023. Fleet and Facility Services is also doing proof-of-concept and pilot programs for Hydrogen propulsion and other emission friendly technologies.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-034C

**Document Page #:** 378

**Asked By:** Councillor Stevenson

**Question:**

Safe & Livable Community Streets (CM-66-2596)

The operating impacts of this profile seem high.

a) Is the true cost of the program the \$17M of the capital profile plus the \$16M in operating impacts (total \$33m) or simply the \$17M capital cost, which happens to be drawn from reserve?

b) What is the breakdown of capital and staff costs in the overall program?

c) The operating impact is not noted in Appendix D. Is this because it is drawn from reserve and therefore does not have a tax levy impact?

**Answer:**

**Parks and Roads Services Branch**

Please see attachment for response.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-034C

**Document Page #:** 378

**Asked By:** Councillor Stevenson



Capital Profile CM-66-2596 Safe and Livable Community Streets

**Question 23-034C:** The operating impacts of this profile seem high.

- a) Is the true cost of the program the \$17M of the capital profile plus the \$16M in operating impacts (total \$33m) or simply the \$17M capital cost, which happens to be drawn from reserve?
- b) What is the breakdown of capital and staff costs in the overall program?
- c) The operating impact is not noted in Appendix D. Is this because it is drawn from reserve and therefore does not have a tax levy impact?

**Answer:**

a. The true cost of Safe and Livable Community Streets (SLCS) programming is not reflected in the CM-66-2596 profile alone. To deliver the 2023-2026 scope of work, funding will be utilized from the existing base operating budget along with the \$17 million capital and \$16 million operating outlined below.

The \$17 million capital funding request supports the design, planning, materials and delivery of:

- Current program service levels, which are supported through existing base operating funding not reflected in the \$33.8 million funding request, and
- Council-requested growth to expand and expedite the delivery of the programs within the SLCS profile, which requires additional operating funding to deliver. This includes:
  - Increased capacity to deliver Community Activation programs, such as Vision Zero Street Labs, Vision Zero School Kits, and Safe Speeds Toolkit,
  - New programs to support the rapid implementation of speed humps/tables, safe routes to school, and adaptable traffic calming measures on 40 km/h streets, and
  - Permanent implementation of vibrant streets programming to support the evolving purpose and function of our streets, such as temporary patios, micro-mobility, decorative painted crosswalks and decorative traffic control boxes. Due to the nature of this work, funding is primarily operating vs capital.

For example, the SLCS profile includes permanently resourcing the Temporary Patio Program (part of Vibrant Streets), which grew significantly throughout 2020/2021. This program was resourced by temporary COVID-19 recovery funding which will not be available moving forward. While the program requires some capital funding, it primarily requires operating funding that does not currently exist in the base operating budget.

See part B answer for a summary of the \$33.8 million cumulative 4 year costs and a breakdown of the operating (non-FTE and FTE) and capital costs.

B. Capital Costs & Operating Costs (FTE and non-FTE) are broken down in the attachment below in thousands. (‘\$000s)

	2023	2024	2025	2026	4 Year Total
<b>Capital</b>	<b>3,663</b>	<b>4,218</b>	<b>5,020</b>	<b>4,247</b>	<b>17,148</b>
<b>Operating</b>	<b>3,514</b>	<b>3,860</b>	<b>4,509</b>	<b>4,757</b>	<b>16,640</b>
FTE Costs	1,845	1,995	2,263	2,263	8,366
Non-FTE Costs	1,669	1,865	2,246	2,494	8,274
<b>Total Budget Requested (Capital + Operating)</b>	<b>7,177</b>	<b>8,078</b>	<b>9,529</b>	<b>9,004</b>	<b>33,788</b>



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-034C

**Document Page #:** 378

**Asked By:** Councillor Stevenson

Note: Operating costs are included to support Council-requested program growth, which requires additional FTE and non-FTE funding. The capital funding supports both this growth and existing program service levels enabled through base operating dollars. Non-FTE Operating costs include: traffic control materials (ie: jersey barriers, flex posts, signs), operating materials (ie: paint, vinyl sheeting), equipment costs (ie: leased vehicles) and communications to support Vibrant Streets programs.

c. Declining Automated Enforcement revenues over the last few years prompted City Council to pass a motion on June 7, 2022, that directed Administration to incorporate a strategy as a part of the proposed 2023-2026 operating budget to replace the projected revenue shortfall for the Traffic Safety and Automated Enforcement Reserve with funding from the tax-levy. The operating impact of this capital profile is therefore not included in Appendix D. Rather, it is included in the "Safe Mobility Program Funding" service package included in the "Proposed Operating Budget 2023-2026". Through this service package, a tax levy request is being made due to the decline in automated enforcement revenue and a resulting projected deficit in the Traffic Safety Automated Enforcement Reserve (TSAER).

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-035C

**Document Page #:** 262

**Asked By:** Councillor Stevenson

**Question:**

TACS updates (23-51-1905)

Are there potential efficiencies in the project scope development and delivery of profile 23-51-1905 if we incorporated other modifications needed to support potential future subclassing at this stage? If so, what would the additional cost be?

**Answer:**

**Financial & Corporate Services Department**

The TACS Transformation capital profile is to undertake essential upgrades and modernization of an aging technology system that underpins collection of more than \$2.4B annually in City and Provincial tax revenue. Understanding Council's vision for future technology change is helpful, but implementing additional modules onto an aging platform is not advised. One of the biggest challenges to the advancement of tax revenue initiatives is the technical resource limitations of the TACS system. As it stands, the existing TACS architect, who has been with the system since its inception, will need to be involved in every TACS project to ensure integration and quality. While new budget allocations could create separate project streams and bring in additional resources, scope should be aligned with available system expertise and TACS Transformation should remain the priority.

The costs of additional projects cannot be known prior to performing appropriate requirements gathering and scoping. Council could fund the requirement gathering and scoping with a view to expanding the system's ability to support subclassing, at a cost estimated to be up to \$100K. If this were to be funded, Administration can return in a subsequent budget cycle with an optional project profile to support the development of a subclassing module which would include necessary updates to the tax rate calculator module.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-036C

**Document Page #:** 272

**Asked By:** Councillor Stevenson

**Question:**

Next Generation 911 (19-51-1904)

Will the work being undertaken under profile 19-51-1904 support the implementation of the independent integrated dispatch centre?

**Answer:**

**Financial & Corporate Services Department**

The adoption of Next Generation 9-1-1 (NG911) indirectly supports the implementation of an independent integrated dispatch centre, but it is not accounted for in this budget. NG911 is a federally mandated modernization to the City of Edmonton's 9-1-1 response capabilities and implementation is required before the end of March 2025 whether in a combined dispatch centre or independent dispatch centres. While there are already improved integrations between Edmonton Fire Rescue Services (EFRS) and Edmonton Police Services (EPS) as a result of the NG911 work, there are a number of underlying systems and technologies that would need to be harmonized for a fully integrated dispatch centre that are not accounted for in this capital budget. This capital profile is specific to initiating and completing phase 2 of NG911 only, and does not include other elements required to fully implement an integrated dispatch centre such as a ticketing system and other technical requirements.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-037C

**Document Page #:** 307

**Asked By:** Councillor Stevenson

**Question:**

Exhibition Lands (CM-17-5046)

What are the implications of potentially delaying the start of CM-17-5046 by one or two years?

**Answer:**

**Financial & Corporate Services Department**

A delay in the approval/start of CM-17-5046 by one or two years would result in several implications for the neighbourhood redevelopment. Any delay in approved funding would likely delay the City's ability to sell development parcels to private industry developers and builders, as the City would be unable to provide assurances around when said sites would be cleared of encumbrances and serviced for development. This uncertainty would almost assuredly lead to delays in the sale and overall redevelopment of land which would result in delayed tax revenue/uplift to the City. The first stage of development focuses on demolition of the majority of underutilized facilities on the south portion of the site (south of Expo Centre). By delaying these demolitions the City will continue to incur operating expenses related to maintaining these buildings in their current states.

Administration has been engaging with industry and the community since 2017 which resulted in the completion of the Planning Framework and subsequently the Exhibition Lands Implementation Plan. A delay would create uncertainty for both the local and investment community in an area of the City that would benefit from investment/redevelopment.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-038C

**Document Page #:** 390

**Asked By:** Councillor Stevenson

**Question:**

Renewal in Rossdale (CM-25-0000: 230048)

Are there any additional enhancements that could be incorporated into the Rossdale Renewal program to help address and mitigate overland flooding? If so, what additional capital resources would be required?

**Answer:**

**Infrastructure Planning and Design Branch**

Rossdale Neighbourhood Renewal and River Crossing Redevelopment both provide opportunities to address and mitigate overland flooding in the area, in collaboration with EPCOR.

The City has partnered with EPCOR to explore Low Impact Development (LID) opportunities as part of Neighbourhood Renewal projects. LID elements support the city's climate resiliency goals by providing small-scale stormwater retention and diversion facilities to help mitigate flooding issues at a neighbourhood level. Through this initiative, LID opportunities will be assessed as part of Rossdale Neighbourhood Renewal.

The River Crossing Redevelopment includes modifications to the surrounding transportation network as well as addressing servicing deficiencies to enable community redevelopment to advance, while mitigating the potential of flooding within the area.

Building off a Servicing Study completed in 2022, next steps identified in the River Crossing Redevelopment Profile (CM-17-5047) include further design work to ensure the future system addresses existing issues related to flood mitigation, and deficiencies in existing infrastructure to allow for the creation of approximately 2,600 new residences. The analysis included in the next stage of design work will include further review of key infrastructure elements that support development and mitigate overland flooding, including:

- Development phasing;
- Deep utilities, including storm sewers, sanitary sewers and water mains;
- Low impact development measures;
- Major overland storm systems including a potential dry pond; and
- Shallow utilities including power, gas and telecommunications.

Work in River Crossing will also include new water main and storm sewer installations along various roadways in the area.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-039C

**Document Page #:** N/A

**Asked By:** Councillor Stevenson

**Question:**

Collector Renewal on 105 Avenue (CM-25-0000: 230023)

I'm concerned about 105 Avenue remaining in its current state if the streetscape enhancements are not funded. What would be the implications of moving forward with Renewal regardless if streetscape enhancements were not approved? Could Renewal be designed in a way that additional enhancements could added in the future?

**Answer:**

**Building Great Neighbourhoods Branch**

105 Avenue (105 Street to 109 Street) is identified for renewal under CM-25-0000. The anticipated scope of renewal includes the full reconstruction of 105 Avenue from 105 Street to 109 Street. Reconstruction affords a unique opportunity to remove and replace the roadway in a way that differs from the existing state. Leveraging the opportunity that reconstruction allows the current orientation of the roadway to be adjusted to the ultimate configuration which can minimize the amount of growth funding needed however the aesthetic enhancements (enhanced streetlighting, street furniture and landscaping for example) are not included in renewal funding.

As this project advances, the design and associated costs will be reviewed to confirm the extent of the full streetscape scope. If funding is unavailable for the full streetscape in 2023-2026, adjustments may be made to the design (while considering flexibility to augment the street in the future to match the long term vision), or the timelines for delivery may be adjusted to recognize growth requirements in the future.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-040C

**Document Page #:** 502

**Asked By:** Councillor Stevenson

**Question:**

ETS Fleet replacement (CM-66-3600)

Will all full replacements covered under this profile be emissions neutral? If not, what additional funding would be required to ensure all new ETS fleet vehicles are emissions neutral?

**Answer:**

**Edmonton Transit Service Branch**

Administration is committed to renewing the transit fleet with zero emissions vehicles. Replacements will be zero emission vehicles to the greatest extent possible, but this needs to consider the capacity of supportive infrastructure, and balanced with the need to replace aging buses to ensure service reliability. As discussed in IIS00416 Fleet Storage and Maintenance Facility Project presented at Feb 15, 2022 Urban Planning Committee, the ETS Fleet Storage & Maintenance Facility Strategy identifies that construction of a new transit garage is necessary in order to accelerate conversion of the transit fleet to zero emissions buses.

The cost of a zero emission bus (i.e. hydrogen or battery electric) is approximately \$1.3M-\$1.6M, compared to a 40 foot diesel bus which is \$640K. If the buses in this profile are converted from diesel to hydrogen or battery electric, there would be significantly fewer buses replaced in the next 4 years. This profile currently funds 29 forty-foot diesel buses, which is equal to 11-14 zero-emissions buses. To ensure all new ETS fleet 40' vehicles purchased this cycle are emissions neutral, the City would require an additional \$24 M in funding plus facility capacity and capital funding for infrastructure.

ETS Fleet Maintenance & Facility Project: <https://pub-edmonton.escribemeetings.com/Meeting.aspx?Id=52542263-0d84-4340-8376-4250d9857f91&Agenda=Agenda&lang=English&Item=25&Tab=attachments>

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-041C

**Document Page #:** 651

**Asked By:** Councillor Stevenson

**Question:**

Rossdale Power Plant Redevelopment

This unfunded profile notes that resources are needed to meet Provincial legislative requirements.

a) What are the risks of not funding this work?

b) What proportion of the \$18M is for legislated obligations and how much is to support public access and reuse over time?

**Answer:**

**Infrastructure Planning and Design Branch**

a) The building has structural deficiencies that need to be addressed in order for new roofing to be installed. Without a roofing replacement there will be continued exposure to the elements and damage to the buildings. Structural deficiencies also restrict the City's ability to allow public access/events into the Power Plant but for under very limited circumstances. Risks of not funding this structure relate to obligations, as the owner, to protect this historic resource and meet legislated requirements. Not investing to protect the structure and address the most critical deficiencies allows for further degradation of this asset. This could also result in increased operating needs over time in order to ensure the site is secure in its current state.

b) The required structural and roof improvements are significant and would require the majority of the \$18 million budget identified. This is the priority scope in the pathway to developing this asset for re-use. The project would have to advance design to PDDM Checkpoint 3 in order to determine the full pathway scope and budget. The required structural and roof improvements are significant and would require the majority of the \$18 million budget identified. This is the priority scope in the pathway to developing this asset for re-use. Additionally, the scope of work required to renew and redevelop the Rossdale Power Plant is beyond the means and purpose of the renewal program, which aims to maintain the physical condition of existing assets to continue supporting current functionality.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-042C

**Document Page #:** 538

**Asked By:** Councillor Stevenson

**Question:**

Imagine Jasper Ave (CM-99-9000: 230005)

- a) How much was applied for this project under Infrastructure Canada's Active Transportation Plan grant program?
- b) When do we anticipate hearing the outcome of the application?
- c) What is the contingency plan if the grant is not approved? Specifically, what would happen to the renewal funding allocated through projects CM-22-0000: 230060-230063?

**Answer:**

**Infrastructure Planning and Design Branch**

a) Under the capital stream of the Active Transportation Fund, the City requested funding toward the Imagine Jasper Avenue Streetscape project from 114 Street to 124 Street. The City's application requested \$8.7 million in grant funding.

b) In March 2022, the City of Edmonton submitted 13 applications for funding under Infrastructure Canada's Active Transportation Fund (six under the planning stream and seven under the capital stream). To date, the City has received approval for four of the six planning applications and confirmation that two were not selected for funding. The seven capital applications are still pending. Infrastructure Canada has not provided the timing for funding decisions for the capital stream; however, we have been advised that our capital applications are still under evaluation.

c) The growth funding for the Imagine Jasper Avenue project is being held in abeyance pending confirmation from Infrastructure Canada as to whether grant funding will be approved for the project under the Active Transportation Fund.

At present, the renewal of Jasper Avenue has not been identified as funded under capital profile CM-22-0000 Transportation: Goods Movement - Arterial Renewal. Like the growth funding being held in abeyance, renewal funding for Imagine Jasper Avenue will be allocated upon confirmation of approved grant funding. In this instance, funding from CM-22-0000 would be redirected from other projects toward Jasper Avenue. This means that arterial road renewal priorities under CM-22-0000 would be recalibrated to fund the required renewal for Jasper Avenue, in turn delaying or displacing other renewal projects as a result.

If the grant funding is not approved, the streetscape work will not proceed. Ongoing and enhanced maintenance will be required for Jasper Avenue to ensure it remains in serviceable condition until funding is in place for the streetscape. Parks and Roads services would continue to provide maintenance in response to existing infrastructure concerns received through 311. These services would be prioritized for repair based on inspections.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-043C

**Document Page #:** 535

**Asked By:** Councillor Stevenson

**Question:**

Arterial Renewal Downtown (CM-22-0000)

I notice that there are a number of arterial paving projects in the downtown that are not enhanced with additional streetscape or pedestrian realm improvements, including 101 Street (230012 and 230026) and 103 Avenue (230014 and 230015).

- a) What additional resources would be required for streetscape enhancements on top of the base renewal project?
- b) Does undertaking the repaving work alone now increase the time before these streets would be considered for more comprehensive reconstruction?

**Answer:**

**Infrastructure Planning and Design Branch**

Capital Profile CM-22-0000 Transportation: Goods Movement - Arterial Renewal outlines the arterial road locations planned for renewal in the 2023-2026 cycle, including some arterial paving projects in the Downtown (such as 103 Avenue and 101 Street). These two examples are purely paving projects to address deteriorating asset conditions. While anticipated to undergo paving, the scope of renewal is verified, and subject to change, once planning and design begins (after PDDM Checkpoint 1).

(a) To enhance a paving project to a streetscape project requires more extensive planning, design, and public engagement as compared to a paving project, and in turn additional time and funding. The time to plan a streetscape can be lengthy, due to additional design and engagement efforts. In addition to more time required to plan and design a streetscape, substantially more funding would be required, over and above the renewal funding, to achieve a streetscape. These additional funds would be purely growth.

(b) Pavement management best practices combine preventative maintenance and repairs with different levels of renewal interventions such as mid-life pavement resurfacing ahead of full replacement or reconstruction. Over time, the condition of roads, sidewalks and street lights deteriorate, increasing maintenance and renewal costs.

As the prioritization of major renewal and reconstruction is based on the condition of the concrete infrastructure and not pavement infrastructure, paving does not defer the reconstruction. The planned repavings of 101 Street and 103 Avenue are part of the lifecycle plan for those roadways, and do not impact the prioritization of the eventual major rehabilitation. Based on current physical condition forecasts, it is anticipated these locations would be due for major rehabilitation and reconstruction in the 2039-2042 or 2043-2046 budget cycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-059C

**Document Page #:** 538

**Asked By:** Councillor Stevenson

**Question:**

107 Avenue Revitalization

I wanted to confirm my understanding of the funding available for the 107 Avenue Revitalization project (101 Street to 122 Street).

- a) The project webpage states that streetscape upgrades, gateway elements, and alley improvements are funded through Neighbourhood Revitalization. I don't see any provisions in the capital budget for this work - is this captured through operating?
- b) Would any of the park composite profiles potentially support the development of the park proposed at 107 Avenue and 105 Street?

**Answer:**

**Infrastructure Planning and Design Branch**

a) The revitalization of 107 Avenue is funded under the Great Neighbourhoods Initiative capital profile CM-21-5800. This profile was originally created in the 2015-2018 budget cycle; funding for the remaining design and construction associated with the 107 Avenue revitalization project has been identified as being carried forward into the 2023-2026 budget cycle to complete this work.

b) The park was considered a top priority by area stakeholders and will be funded fully for construction under the Great Neighborhoods Initiative capital profile CM-21-5800.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-063C

**Document Page #:** 539

**Asked By:** Councillor Stevenson

**Question:**

124 Street repaving (CM-22-0000: 230088, 230089)

- a) What is the timing for more comprehensive streetscape upgrades for 124 Street?
- b) Does proceeding with repavement only at this stage lead to a lower prioritization for more comprehensive road renewal work in the future?

**Answer:**

**Infrastructure Planning and Design Branch**

a) Based on physical condition forecasts, streetscape upgrades for 124 Street should be considered as part of the reconstruction, which is currently anticipated for the 2039-2042 or 2043-2046 budget cycle.

Comprehensive streetscape enhancements should be completed when roadway concrete infrastructure (such as curbs, gutters and sidewalks) are in poor or very poor condition and require full replacement. The ideal renewal life cycle, providing the best financial and asset management outcomes for 124 Street (from Jasper Ave - 109 Ave) is as follows:

- Road paving in 2027 -2030; and
- Reconstruction, including pavement renewal and moderate to full replacement of concrete (sidewalk, curb, median) in the 2039-2042 or 2043-2046 budget cycle.

b) No, the prioritization of major renewal and reconstruction is based on the condition of the concrete infrastructure and not pavement infrastructure. The planned repaving of 124 Street is part of the lifecycle plan for that road, and it does not impact the prioritization of the eventual major rehabilitation.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-091C

**Document Page #:** 238

**Asked By:** Councillor Stevenson

**Question:**

LRV Replacement (25-21-1000)

Would there be a significant impact if the LRV Replacement program started in 2026 instead of 2025?

**Answer:**

**Edmonton Transit Service Branch**

Delaying the replacement by one year increases the risk to service reliability associated with maintaining these vehicles past their useful life. It takes an estimated 36 to 48 months to receive replacement LRVs from the time the PO is issued to the supplier. Delivery is staggered over several years because there are limitations on the number of vehicles that suppliers can manufacture and the pace that LRT Operations can commission new vehicles. If procurement is postponed to 2026, this means pushing out the timeline for the final replacement vehicle to arrive, which would be pushed to 2030-2031. Due to parts no longer being available for these older trains, there is a very high risk of these LRVs not being safe and in service in 2027. This would result in capacity reductions on the LRT. Currently the Capital LRT line is operating at close to maximum capacity during the peak periods, a service reduction is not recommended.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-092C

**Document Page #:** N/A

**Asked By:** Councillor Stevenson

**Question:**

Active transportation (multiple profiles)

Is there overlap between the following unfunded capital profiles? More specifically, would the total cost of doing all four be the sum of the presented costs or would it be less?

- Missing and Enhanced Sidewalk Connections (p.673)
- Active Transportation Improvements (p.653)
- Corner Stores Program (p.674)
- Bike Plan Implementation (CM-20-0310)

**Answer:**

**Infrastructure Planning and Design Branch**

Yes, there is some overlap between the unfunded projects noted, in particular overlap between the Active Transportation Improvements work and the Bike Plan Implementation. The overlap consists of planning and design work for some active transportation corridors that are included in the Bike Plan Implementation profiles (CM-20-0310, CM-20-0320, and CM-20-0330). The overlap, however, is limited to only some planning work for a small number of locations that are identified for implementation in the bike plan.

There is no overlap with the Missing and Enhanced Sidewalk Connections program or the Corner Stores Program with any of the other projects listed.

The total cost of doing all four of the initiatives listed would be approximately the sum of the presented costs.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-093C

**Document Page #:** 184

**Asked By:** Councillor Stevenson

**Question:**

Lewis Farms Recreation Centre (15-21-5785)

- a) How does the cost of this facility compare to other recent recreation centres completed by the City?
- b) What would be the implications of building to a smaller budget, for example \$200M or \$250M? What specific components could be retained?
- c) Is this a priority location for EPL?

**Answer:**

**Infrastructure Planning and Design Branch**

a) As per Council Report CR-6773, the dollars per square metre of the Lewis Farms facility is in alignment with other major recreational centres. While the program elements at each of the recent recreation centres are similar, it is important to note the projects and their delivery are substantially different. The Lewis Farms Community Recreation Centre and Library project is primarily the development of an entirely new District Park in parallel with its ancillary buildings, the Lewis Farm Recreation Centre, Edmonton Public Library and a Parks and Roads Operations Yard. As such, the Lewis Farms Community Recreation Centre and Library project differs from other projects in key aspects such as land assembly and development, site servicing and having no earlier program elements already in existence: (i.e. District Park development).

b) If the overall project budget were reduced to \$250 million or \$200 million, program reductions would need to be confirmed either directed by council or through additional public engagement. Once the new program is confirmed the facility would be redesigned. This redesign would result in delay to the current schedule and add escalation costs for the additional delays to the project.

c) The Edmonton Public Library Board identified the Lewis Farms Library as their number one priority in their 2019-2028 Capital Project Priorities. The temporary West Henday Promenade storefront service point was established as an interim solution for this underserved community until the permanent Lewis Farms Library is built.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-094C

**Document Page #:** 516

**Asked By:** Councillor Stevenson

**Question:**

Terwillegar Drive Expressway Upgrades (19-22-9006)

Would it be feasible to re-scope this project to reduce the overall cost while still retaining the active transportation infrastructure, including transit priority measures and the 142 Street pedestrian / cyclist bridge?

**Answer:**

**Infrastructure Planning and Design Branch**

Once budget challenges were realized due to inflationary pressures a comprehensive exercise to examine cost saving options was completed to help reduce project costs. Re-scoping of the project to remove capacity improvements such as portions of the planned ramp widening at the Whitemud Drive and Terwillegar interchange or planned widening along Whitemud Drive, while maintaining active modes and transit priority, would require design adjustments and some redesign depending on the extent of re-scoping. Additional planning work and public communication would be required, resulting in potential delays. If the delays impact the project schedule outlined in the Contribution Agreement with the Province an amendment would be required.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-095C

**Document Page #:** N/A

**Asked By:** Councillor Stevenson

**Question:**

Debt room

Could you clarify how much debt room would be available by year if the revised debt management fiscal policy outlined in the October 17, 2022, Financial and Corporate Services report FCS1494 was approved, assuming the capital budget was passed as recommended?

**Answer:**

**Capital Budget Office Branch**

Tax-Supported Debt Servicing Limit (18% of tax-supported net expenditures):

The Capital Budget has a number of tax-supported projects recommended for approval that if approved would put the City slightly above the 18% tax supported limit, including the new transit garage. The transit garage is considered eligible to be approved beyond the 18% limit, which is defined as constrained borrowing, because it is expected to have external funding of at least 1/3 of the total project. If the transit garage is stacked completely above the 18% limit, Council could consider up to an additional \$200 million of 100% tax supported financed projects within the 2023-2026 Capital Budget. This \$200 million could be used as directed by Council over the four years of the 2023-2026 capital budget.

Total debt servicing limit (21% of City Revenues):

Considering the recommended debt financial projects in the 2023-2026 capital budget there is approximately \$2.8 billion borrowing room within the 2023-2026 capital budget cycle. Beyond this amount, only projects considered an emergency would be allowed to access debt financing.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-096C

**Document Page #:** 114

**Asked By:** Councillor Stevenson

**Question:**

LRT Intruder Technology (23-21-4000)

- a) Will the existing intruder technology at the 95 Street tunnel remain operational if this growth profile isn't funded?
- b) How many safety events and/or lost service hours have occurred in the past year due to tunnel intrusions?
- c) How many lost service hours could be gained back through the Transit Priority Measures Program, as outlined in the unfunded growth project on page 671?

**Answer:**

**Edmonton Transit Service Branch**

- a) Yes, it will.
- b) In 2022 there were a total of 193 tunnel trespassing incidents reported. Every Tunnel trespass event is considered a safety event because there is an increased chance of a train to person collision.
- c) Benefits of transit priority measures include increases in the reliability of transit service and increases in average speed in areas where there is a high number of buses, high ridership and high levels of traffic congestion. It is difficult to be precise in estimating future savings of traffic delay until the planning and design work has advanced, however, preliminary estimates are approximately 2,000 hours per year for ETS vehicles and 1,000 a year for regional partners transit vehicles.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-273C

**Document Page #:** N/A

**Asked By:** Councillor Stevenson

**Question:**

Cost of debt

Interest rates are currently high. Are there benefits to waiting until later in the budget cycle to take on debt, anticipating potential decreases in interest rates?

**Answer:**

**Capital Budget Office Branch**

Capital assets are constructed based on their need to fulfill service delivery to the citizens. Typically the City does not time the development of infrastructure based on predictions on future interest rates. Waiting to take on debt would require deferring the construction of assets funded with tax-supported debt.

The City borrows with the intent of matching the timing of cash outflows during construction. If the City made a decision to delay capital projects in the hopes of interest rates being lower in the future, the cost to complete those projects would also increase due to inflation. As well, market conditions may impact the availability of resources to complete the project according to its original schedule. It is very difficult to predict what future borrowing rates will be; the cost of borrowing in the future would have to be lower by a sufficient amount to offset any increased costs to construct the projects in the future.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-278C

**Document Page #:** 472

**Asked By:** Councillor Stevenson

**Question:**

Hawrelak Park Rehabilitation (21-32-9101)

What are the implications of delaying the start of this project until the next budget cycle?

**Answer:**

**Infrastructure Planning and Design Branch**

William Hawrelak Park was identified as a priority for rehabilitation through the City's asset management processes and Infrastructure Asset Management Policy C598. In many instances, the infrastructure has exceeded its lifecycle and reinvestment is now required. Although the park has supported varied and intensive uses throughout the years, it struggles to meet the expectations and demands of today's users.

A delay in the implementation of the project would increase the operating and maintenance challenges currently faced by the City and event organizers, mainly around the site services and utilities impacting the City's operating budget. Additional operational costs would be incurred if William Hawrelak Park remained open in 2023-2025 as operational teams are being redeployed to open a new park during the Hawrelak Park closure. Supporting services such as food service, paddle boat and skate rentals will not be available as contracts were not secured anticipating the three year closure period. Signature festival and event relocation decisions have been made and agreed to and festival planning in these new locations is underway. The complex work completed with the festival and event organizers since 2019 to find suitable alternative locations would have to be restarted, continuing to create uncertainty for these events and their participants.

In addition, William Hawrelak Park Rehabilitation is currently recommended to be funded with 100% tax-supported debt. The capital projects proposed to be fully financed with tax-supported debt in the 2023-2026 capital budget would result in tax-supported debt servicing reaching 97 per cent of the 18 per cent tax-supported debt limit in the new proposed Debt Management Fiscal Policy. If William Hawrelak Park Rehabilitation is not financed through tax-supported debt at this time, as recommended in the capital budget, there will likely not be sufficient debt room available to finance it with debt in future years, especially if debt room that becomes available by not debt financing William Hawrelak Park Rehabilitation is used for other priorities.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-227C

**Document Page #:** 9

**Asked By:** Councillor Tang

**Question:**

In table 1: Proposed 2023-2026 Capital Budget there is a column titled 2027 and Beyond. Is it typical that we also fund beyond the 4 years in a 4-year budget? And is this amount (774,569) comparable to other cycles?

**Answer:**

**Capital Budget Office Branch**

This is typical, and is usually only for significant (standalone) projects that extend beyond the 4 year budget cycle and are funded with constrained funding (examples are LRT Expansion projects, and Blatchford Redevelopment). When council approves a project they approve the entire project and to the extent that construction falls outside of the 4 year cycle, that is funding that is identified in the 2027 and beyond column. The initial 2019-2022 capital budget approved in December 2018 included \$1.006 billion of funding in 2023 and beyond.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-228C

**Document Page #:** 10

**Asked By:** Councillor Tang

**Question:**

"With the tax-supported debt included in the proposed 2023-2026 Capital Budget, the City is projected to exceed its current debt servicing limits in 2027". By how much will we be exceeding this limit?

**Answer:**

**Capital Budget Office Branch**

The current Debt Management Fiscal Policy tax-supported debt servicing limit is 15% of tax-levy revenues. When including the debt proposed in the 2023-2026 Capital Budget, the City is projected to exceed by approximately \$15 million in debt servicing by 2027, which equates to around \$200 million in borrowing (assuming 25 year borrowing).

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-229C

**Document Page #:** 10

**Asked By:** Councillor Tang

**Question:**

For Figure 2: Capital Budget Funding Sources - are all of the Provincial Grants from MSI or are there also other commitments? Is the amount for Provincial Grants secured?

**Answer:**

**Capital Budget Office Branch**

The provincial grants in figure 2 include the following:

Unconstrained Provincial Grants: Municipal Sustainability Initiative (MSI), and Local Government Fiscal Framework (LGFF).  
- The funding is secure though the level of annual funding will fluctuate based on the allocation formula and the provincial budget. Both the MSI and future LGFF are distributed based on the following allocation formula: population (48% of formula), education property tax requisitions (48% of formula), and the number of kilometers of open roads maintained (4% of formula); total funding available is then confirmed annually as part of the provincial budget. The main difference between the programs is that the MSI was based on a total grant allocation over a fixed time period covered under a contribution agreement, whereas the LGFF is a permanent program enshrined in legislation and is based on a revenue sharing formula that includes a Revenue Index Factor capped at 50 per cent - meaning that LGFF funding increases (and decreases) at half the rate of increases (and decreases) to provincial revenues. For instance, if provincial revenues change by four per cent, the LGFF will change by two percent.

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

- These constrained provincial grants are also considered secure. While not allocation-based like MSI and LGFF, they are one-time application-based programs that are awarded on merit. These approved provincial funds are committed dollars and in some cases match funding for federal funding programs. Funding is confirmed through ministerial approval letters and contribution agreements are in place between the City and Province for each project that outlines the terms and conditions of the grant; payments for eligible expenditures are received over the life of the project based on a payment schedule or according to project progress/milestones.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-230C

**Document Page #:** 14

**Asked By:** Councillor Tang

**Question:**

In the graphic on this page (Council Priorities section): How much money do we distribute to each council priority? E.g. Arts and Culture, Mobility Network, etc.?

**Answer:**

**Capital Budget Office Branch**

The six Council Priorities are well aligned to the City Plan Big City Moves and ConnectEdmonton Goals (see page 14 of the Proposed Capital Budget). Potential growth projects were initially ranked using the criteria outlined in Appendix E (page 635), which included alignment with the City Plan Big City Moves. However, with nearly all unconstrained funding being required to meet renewal needs, further prioritization was required. As a result, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources.

The strategic alignment of growth projects to each Big City Move is shown in figure 7 (page 38) of the Proposed 2023-2026 Capital Budget. As these criteria were only applied to growth projects, this figure does not capture strategic alignment that in some instances would be better aligned in the renewal budget such as the Big City Move of Rebuildable City. In addition, instances of Inclusive and Compassionate align more heavily with the operating budget and the Community Safety and Well-being initiatives.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-231C

**Document Page #:** 27

**Asked By:** Councillor Tang

**Question:**

Are we as a City advocating to the Government of Alberta for more funding from MSI/LGFF? For example, Alberta Municipalities will be taking a position that LGFF funding pot should be increased along with other Municipalities.

**Answer:**

**Financial & Corporate Services Department**

The Local Government Fiscal Framework Act establishes the aggregate total amount of capital funding available to all municipalities until 2024/5. Beginning in 2024/5, the Act also sets the aggregate amount available to Edmonton and Calgary for that year, and provides a formula for future years that is tied to provincial revenue.

Through advocacy, the City has been urging the provincial government to increase the size of the LGFF funding pot. In general, the City has been advocating for elements of the revenue sharing arrangement that was part of the earlier City Charters Fiscal Framework, which the current provincial government repealed when they introduced the Local Government Fiscal Framework Act.

This includes calling for the removal of the 50% revenue cap in favour of a revenue index factor that would grow to 100% over time - a change that would increase our LGFF allocation through increased revenue sharing. Currently, the Revenue Index Factor is capped at 50% - meaning that LGFF funding increases (and decreases) at half the rate of increases (and decreases) to provincial revenues. For instance, if provincial revenues change by four percent, the LGFF will change by two percent.

In addition, the City has been calling for the provincial government to implement the long-term transit investment plan, which was also part of City Charters Fiscal Framework commitment. This transit plan would have provided annual capital funding of \$400M from 2027 to 2040, to be split equally between Edmonton and Calgary. This added funding was to have coincided with the start of the federal government's Permanent Transit Fund which begins in 2026, providing much needed match funding for the federal program to advance the City's public transit priorities.

See also the response for 23-232C.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-232C

**Document Page #:** 27

**Asked By:** Councillor Tang

**Question:**

When will the LGFF amount be up for renegotiation?

**Answer:**

**Capital Budget Office Branch**

There is no scheduled timeline for a renegotiation of the Local Government Fiscal Framework (LGFF) funding formula. The province is currently engaging the Charter Cities on the development of the LGFF program design and has requested input on the project eligibility, application and reporting processes, and accountability measures. The province has been clear that the LGFF funding formula is out of the scope of the current engagement.

In 2019, the provincial government passed the Local Government Fiscal Framework Act. This legislation enshrines the LGFF funding allocation formula for the Cities of Edmonton and Calgary. Similar to MSI, the LGFF will distribute funding to the two cities based on each city's proportional size of population (48% of formula), education property tax requisitions (48% of formula), and the number of kilometers of open roads maintained by each municipality (4% of formula).

The Local Government Fiscal Framework Act establishes the aggregate total amount of capital funding available to all municipalities until 2024/5. Beginning in 2024/5, the Act also sets the aggregate amount available to Edmonton and Calgary for that year, and provides a formula for future years that is tied to provincial revenue. As identified in Budget 2022, the LGFF will provide an aggregate of \$382M in capital funding to Edmonton and Calgary for fiscal year 2024-25. Estimates suggest that the City's portion will be approximately \$150M. This is an increase from the 2022 and 2023 MSI allocations of \$95.3M but below the historical average of \$186M.

The LGFF commits to provincial revenue sharing through its Revenue Index Factor. Currently, the Revenue Index Factor is capped at 50 percent - meaning that LGFF funding increases (and decreases) at half the rate of increases (and decreases) to provincial revenues. For instance, if provincial revenues change by four percent, the LGFF will change by two percent.

With no timeline to renegotiate the LGFF funding formula, political advocacy is likely required to get this on the provincial government's agenda. On that note, the City has been advocating for elements of the revenue sharing arrangement that was part of the earlier City Charters Fiscal framework. Namely removing the 50% revenue cap in favour of a revenue index factor that would grow to 100% over time and to implement the long-term transit investment plan that would have provided annual capital funding of \$400M from 2027 to 2040, to be split equally between the two big cities, that was to have coincided with the start of the federal government's Permanent Transit Fund, which begins in 2026.

See also the response for 23-231C.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-233C

**Document Page #:** 27

**Asked By:** Councillor Tang

**Question:**

Why are the numbers under LGFF on page 27 (\$156 Million annually) different than the numbers in Table 2 on page 25 (shows \$189 million in 2024, \$167 million in 2025, \$131 million in 2026)?

**Answer:**

**Capital Budget Office Branch**

The \$156 million dollars referenced on page 27 refers to the estimated total LGFF funding the City will receive in 2024. The figures shown in table 2 of page 25 represent the estimated capital expenditures in years 2024, 2025, and 2026 that the City will use LGFF as a funding source for (an average of \$162M per year). In order to avoid delaying projects, the City budgets to spend LGFF funding quicker than it receives it. Based on historical capital budget spending patterns, from a cash-flow management perspective, there are normally other carry-forwards throughout the budget cycle that allow the City to manage grants this way without being in a cash-negative position. Overall, the City has allocated out 100% of the LGFF funding it currently expects to receive in the 2023 to 2026 capital budget cycle to eligible capital projects.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-234C

**Document Page #:** 30

**Asked By:** Councillor Tang

**Question:**

"Current cashflow estimates suggest \$663 million of borrowing within the 2023-2026 budget cycle, with the remaining \$439 million in 2027 and beyond". Why are these numbers different than those in Debt Financing on Page 25 Table 2?

**Answer:**

**Capital Budget Office Branch**

The amounts quoted on page 30 represent estimated tax-supported borrowing on only new projects recommended in the Proposed 2023-2026 Capital Budget (and not debt financing for previously approved projects). The amounts on page 25 (table 2) represent debt financing on both new recommended and previously approved projects.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-235C

**Document Page #:** 37

**Asked By:** Councillor Tang

**Question:**

From Capital Planning Principles: Are the projects prioritized using a matrix (for example, certain principles elicit a higher prioritization score)?

**Answer:**

**Capital Budget Office Branch**

Renewal projects are prioritized using the methods noted in pages 42 to 52 of the Proposed 2023-2026 Capital Budget. Growth projects are prioritized using the criteria described in Appendix C of the Capital Budget (page 635). In addition to these growth criteria, with nearly all unconstrained funding being required to meet renewal needs, further prioritization was required. As a result, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-236C

**Document Page #:** 39

**Asked By:** Councillor Tang

**Question:**

Prioritization for Growth Projects: Was equity of services across the City considered for prioritization? If so, would this be packaged as part of Strategic Alignment - City Plan Big City Moves for District Planning? Or would it be a Basic Project Attribute

**Answer:**

**Financial & Corporate Services Department**

The alignment to the City Plan Big City Moves and the Basic Project Attribute criteria contributed towards the growth projects prioritization and have elements that consider the equity of services across the city (see Appendix C page 635 in the proposed capital budget).

Basic Project Attributes (see page 39 of the proposed capital budget) accounted for 50% of the growth criteria score. The following three attributes have elements that speak to equity of services:

- The Portion of Community or Organization Served: measures how many citizens or employees will access or use the capital asset. Higher points are awarded for assets that are used by a greater number of people.
- Change in Demand for Asset: measures whether there is an increased demand for the asset.
- Safety of Community or Organization: measures the impact to the safety of citizens (for assets providing public services) or employees (for assets providing supporting services) if the project is not funded. Safety risk refers to the potential for physical, psychological or material harm.

Each growth project was assessed for whether it contributes to a direct, indirect, neutral or negative impact on the City Plan's Big City Moves (see page 637 of the proposed capital budget) and Inclusive and Compassionate is specifically rooted in concepts and efforts to improve equity, end poverty, eliminate racism and make clear progress towards Truth and Reconciliation. Big City Moves alignment accounted for 40% of the growth criteria score.

Additionally, some of the recommended projects align to strategies and plans developed for specific purposes. For example, strategies like Breathe, Safe Mobility Strategy, Approach to Recreation, Urban Forest Management Plan and others help determine how or where capital projects are built. The development of these strategies and plans will have considered equity as part of their development.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-237C

**Document Page #:** 37

**Asked By:** Councillor Tang

**Question:**

Was Carbon Footprint/Budgeting considered towards Growth Project Alignment with Big City Moves?

**Answer:**

**Financial Services Branch**

How a project was assessed in the City's Carbon Budget was a key contributor to the Greener As We Grow Score assigned to each growth project.

2 points = projects that had medium or high decreased emissions and projects that supported climate adaptation initiatives.

1 point = projects that had low decreased emissions.

0 points = projects that were carbon-neutral, had no impact, or where the net impact was immaterial or could not be determined.

-1 point = Projects that had an overall increase in carbon emissions.

Potential growth projects were initially ranked using all of the prioritization criteria (including Greener as we grow). However, with nearly all unconstrained funding being required to meet renewal needs, further prioritization was required. As a result, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources. Even with this strategy to reduce growth investment and allocate as much unconstrained funding as possible to renewal, the unconstrained-funded portion of the renewal program was still only funded to a level of 30.4%.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-238C

**Document Page #:** 38

**Asked By:** Councillor Tang

**Question:**

In Figure 7, Greener as we Grow - Why is there a negative impact in growth project alignment?

**Answer:**

**Capital Budget Office Branch**

Negative alignment in the Greener As We Grow category reflects those projects that were assessed as increasing the overall carbon emissions of the City, as per the City's Carbon Budget.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-239C

**Document Page #:** 39

**Asked By:** Councillor Tang

**Question:**

Why are there some growth projects which are advanced as a result of only Basic Program Attributes (only 1 prioritization criteria)? Don't we ideally want all of our budget decisions to reflect Strategic Alignment and Basic Program Attributes? (pgs 38, 39)

**Answer:**

**Capital Budget Office Branch**

Potential growth projects were initially ranked using all of the prioritization criteria. However, with nearly all unconstrained funding being required to meet renewal needs, further prioritization was required. As a result, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources. Even with this strategy to reduce growth investment and allocate as much unconstrained funding as possible to renewal, the unconstrained-funded portion of the renewal program was still only funded to a level of 30.4%.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-241C

**Document Page #:** 43

**Asked By:** Councillor Tang

**Question:**

"It is vital for Administration to gather information from data-driven analytics and listen to what Edmontonians communicate about their needs and wants". What are the data driven analytics referring to here? Is this referring to RIMS only?

**Answer:**

**Infrastructure Planning and Design Branch**

The context of this sentence is related to renewal and asset management. An overarching theme of the City's objectives for asset management is that assets are planned, acquired, maintained, renewed, decommissioned and divested to support the delivery of City programs and services, while ensuring the best value to the City, per the Infrastructure Asset Management Policy C598.

RIMS is only one of the areas where data-driven analytics guides our activities. Ideally, all of the asset management activities should include data-driven analytics to support decision making.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-242C

**Document Page #:** 44

**Asked By:** Councillor Tang

**Question:**

Is the total assets replacement value the cost it would take to replace the asset today, or the original cost of the building asset (without inflation factored)?

**Answer:**

**Infrastructure Planning and Design Branch**

Replacement value is defined as the cost of total replacement of an existing asset in today's dollars; replacement value considers the cost to replace an obsolete asset with its modern equivalent (an asset that provides a similar function and equivalent service level to the asset that is renewed) and the cost to meet current legislative or regulatory requirements.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-243C

**Document Page #:** 46

**Asked By:** Councillor Tang

**Question:**

Does RIMS also provide data and recommendations on when assets should be closed/demolished/sold, and take into consideration changes in neighbourhood landscape (e.g. new amenities being built nearby to meet service needs)?

**Answer:**

**Infrastructure Planning and Design Branch**

RIMS is a model that is used to conduct network level analysis of assets using condition information, risk profile, and renewal management strategies. Within the analysis, RIMS forecasts when a portion of assets within a group are expected to reach end of life and should be renewed or replaced. This information is used to help Administration plan for the implementation of end of life strategies for assets, such as repurposing, demolishing or disposition. RIMS does not make specific recommendations on specific assets. This is where Administration undertakes analysis to understand the asset's role in service delivery and how factors external to this asset (service standards, nearby amenities, changes in demographics, etc) impact the decisions made in its lifecycle.

The assessment and disposition options for specific assets or groups of assets will be implemented through the Asset Rationalization Framework that Administration is developing. This framework will support a consistent, data driven analysis to enable proactive planning for the disposal of City assets.

The application of the Asset Rationalization Framework and the implementation of any disposition activities will definitely take into consideration the service needs that will be impacted, including an assessment of nearby amenities.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-244C

**Document Page #:** 49

**Asked By:** Councillor Tang

**Question:**

What is the most current actual Capital expenditure for 2019-2022? How much of the Capital budget from 2019-2022 was spent in the period and what happens to the remainder that is not spent?

**Answer:**

**DCMO - Integrated Infrastructure Services Branch**

Capital Expenditures (Tax-Supported, Enterprises and Utilities) from January 1, 2019 to September 30, 2022 are \$4.6B against the 2019-2022 Capital Budget of \$7.3B (62.9%). Actuals for the full four year budget cycle will be available after December 31, 2022.

At the end of the current budget cycle (December 31, 2022), there will be a budget process to carry-forward approved budgets from 2022 . Budgets are carried forward when they are required to complete capital projects that have been started in the current cycle and require the existing approved budget to complete the project.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-245C

**Document Page #:** 50

**Asked By:** Councillor Tang

**Question:**

In reference to Figure 10: By 2026, we are projecting that the number of our D and F Condition assets will return to 2010 levels?

**Answer:**

**Infrastructure Planning and Design Branch**

Figure 10 displays a range (shown in light blue) of potential asset conditions based on certain assumptions.

The low end of the range is based on the amount of renewal funding recommended within the 2023-2026 budget, and assumes similar funding levels in future. Based on these assumptions, the % of assets in Poor and Very Poor condition will return to 2010 levels around 2031.

The high end of the range depicts a scenario where the renewal funding recommended in the 2023-2026 capital budget is reduced by approximately 25%. This scenario could occur as a result of a reduction in the level of approved funding for major infrastructure (e.g. neighbourhoods, roads, facilities, etc.), a decision not to approve funding of major renewal projects through debt in the 2023-26 capital budget (e.g. William Hawrelak Park, Light Rail Vehicles), or other unforeseen factors that could impact the capital budget.

This graph should be taken as a trend indicator, similar to economic forecasts, as the analysis is performed at a network level with all assets across the corporation.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-246C

**Document Page #:** 57

**Asked By:** Councillor Tang

**Question:**

For the Yellowhead Trail Freeway Conversion - how many KMs of roads is this project?

**Answer:**

**Infrastructure Delivery Branch**

The Yellowhead Trail Freeway Conversion will improve the safety, reliability and efficiency of the corridor and the supporting transportation network. Project elements include the removal of eight at-grade signalized intersections and more than 12 non-signalized intersections or access points, construction of two new interchanges and a new collector-distributor system. When complete, the new freeway will consist of six core lanes with a target operating speed of 80 km/hr and will be free-flowing (i.e. no traffic signals).

With a distance of approximately 16 km, the Yellowhead Trail Freeway Conversion stretches from 156 Street in west Edmonton to the North Saskatchewan River, the City's eastern boundary. The program includes construction of 18.4 km of new travel lanes, 8.5 km of rehabilitated collectors/arterials, 12.9 km of new active pathways/sidewalks and nearly 10,000 new trees/shrubs. The upgraded corridor will play an important part in sustaining growth and regional prosperity as we grow towards a city of two million people.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-250C

**Document Page #:** 60

**Asked By:** Councillor Tang

**Question:**

What are Administrations thoughts on the equity in distribution of the recommended projects for Recreation and Culture across the City (i.e. are they being equitably distributed in locations across the City)?

**Answer:**

**Community Recreation and Culture Branch**

The recommended projects for recreation and culture have mostly been identified for rehabilitation and are prioritized based on the condition of the asset, as we focus on ensuring that existing facilities are in a state of good repair and provide good value to residents.

Lewis Farms Community Recreation Centre and Coronation Park Sports and Recreation Centre were identified in the 2004 Recreation Facility Master Plan to address identified gaps in service at that time. Future growth projects would be assessed utilizing the methodology in the 2018 Approach to Community Recreation Facility Planning in Edmonton which does consider the equitable distribution of facilities across the city.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-251C

**Document Page #:** 61

**Asked By:** Councillor Tang

**Question:**

Why is Kihciy Askiy Sacred Earth under Recreational and Sport Facility Access rather than Recreation and Cultural Programming?

**Answer:**

**Financial & Corporate Services Department**

This project was considered to fall under "Recreational and Sport Facility Access Service" due to the fact that the "Community Centres" sub-service falls under this service category. Some projects touch on multiple service areas, and in these cases, Administration selects the one that is deemed to be the closest fit to assign it to for budget presentation purposes.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-254C

**Document Page #:** 64

**Asked By:** Councillor Tang

**Question:**

Does our Enterprise Common project encompass EPS and IT needs? Also in the last budget, did EPS present IT needs under the Operational budget rather than the Capital budget? (pgs 64, 67)

**Answer:**

**Financial & Corporate Services Department**

The Enterprise Commons project supports the transformation of the Edmonton Police Service's core financial and human capital management activities. The project does not manage the broader scope of the EPS IT services. EPS has its own EPS Enterprise Commons capital profile 21-60-1471 (approved as part of the 2019-2022 capital budget cycle) for the transformation of core processes related to EPS (digital transformation and data).

EPS Information Technology projects are requested through the capital budget process. This is consistent with the City of Edmonton approach. Due to the evolving nature of technology and shift to cloud based delivery methods, some of the projects do not result in creation of a tangible capital asset and subsequently the costs and associated budget will be transferred from capital to operating side based on accounting treatment.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-256C

**Document Page #:** 72

**Asked By:** Councillor Tang

**Question:**

Some of the neighbourhoods listed under Neighbourhood and Alley Renewal appear to already be underway? Does this mean the profiles are partially funded already?

**Answer:**

**Building Great Neighbourhoods Branch**

Projects listed in the Neighbourhood and Alley Renewal lists are intended to show projects that are tentatively planned to commence construction during the 2023 to 2026 budget cycle. The Neighbourhood Renewal Program typically starts the Planning & Design phases for projects 2-3 years in advance of construction. With this, the majority of projects listed are already in the Planning & Design phases, which are funded from the 2019-2022 NRP Composite profile.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-257C

**Document Page #:** 72

**Asked By:** Councillor Tang

**Question:**

Do we anticipate or will we have any commitments for Transit funding from the Provincial or Federal Government?

**Answer:**

**Financial & Corporate Services Department**

The City has received a total of \$1.47B under the Investing in Canada Infrastructure Program (ICIP) from the Government of Canada and \$1.47B in match funding from the Government of Alberta to support the City's three priority LRT projects: Valley Line West, Metro Line NW Extension, and Capital Line SE. Payments from our funding partners will continue into the 2027/28 fiscal year. All of Alberta's federal ICIP funding has now been fully allocated.

Aside from the LGFF which will replace the MSI in 2024, there is no new provincial funding currently targeted at public transit. In terms of the federal government, the Permanent Transit Fund announced in early 2021, will provide \$3B / year nationally to support reliable, fast, affordable, and clean public transit. This permanent program begins in 2026-27 and aims to provide predictable federal public transit funding that will allow for long-term project planning and delivery.

In the interim to bridge the gap between the end of ICIP and the start of the Permanent Transit Fund, the federal government in 2021 also rolled out the Zero Emission Transit Fund and the Active Transportation Fund. At this time, the City is in Stage II of the application process to seek a capital grant of \$316M to support design and construction of the SE Transit Garage. This new transit operations and maintenance garage is one of several City of Edmonton initiatives to align with the City's target of being a carbon neutral corporation by 2040; it is also a vital component to address transit system growth and capacity requirements and to realize our goal of transitioning to a zero emission fleet. The City also submitted 13 applications requesting funding of just over \$69M under the Active Transportation Fund. So far, the City has received approval for four planning applications for a total contribution of \$200,000; the City's seven capital applications are still under evaluation.

While no large funding envelopes are expected before the Permanent Transit Fund starts in 2026, City staff continue to explore grant opportunities from both partner governments for priority civic public transit initiatives, including fleet conversion.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-260C

**Document Page #:** 82

**Asked By:** Councillor Tang

**Question:**

"Application Portal allows employees to access City web-based applications and work files from anywhere, and daily users increased from 500 to up to 3000 users per day". Since people have been returning to office, has this rate remained steady? Is there still increased need/usage?

**Answer:**

**Financial & Corporate Services Department**

Daily users to the City's Application Portal remains steady, with up to 3,000 users per day. The initial transition and growth in this space was driven by the pandemic and the need to rapidly shift to allow staff to work from home where possible. Although employees have returned to the office, the need for remote access to City applications and files continues because the City currently has a hybrid work model and requires effective ongoing technology for maintaining operational effectiveness in case of an emergency.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-261C

**Document Page #:** 83

**Asked By:** Councillor Tang

**Question:**

"A robust governance structure is in place that includes an Executive Leadership Team (ELT) committee, an Advisory Committee and representation from all City of Edmonton departments". What is the Advisory Committee? Who is it comprised of and how is membership selected?

**Answer:**

**Open City and Technology Branch**

a.) What is the Advisory Committee?

The Technology Investment Advisory Group (TIAG) serves as a cross-departmental oversight body accountable for the review, prioritization, and approval of business technology investment requests. TIAG, through the Business Technology Governance Structure, increases transparency of decisions and ensures investments are allocated to the highest value projects in alignment with the Business Technology Strategy. TIAG adopts the Business Technology Strategy perspective and reviews topics for consideration for the primary benefit of the City as a whole. Specifically, the Technology Investment Advisory Group:

- Approves projects under \$500k to advance the implementation of the Business Technology Strategy,
- Ensures each recommended project has a robust business case prior to receiving funding,
- Provides transparent information back to the members' respective departments,
- Measures the value of projects in a consistent way,
- And escalates high value/high risk projects (over \$500k) to the Executive Leadership Team.

b.) Who ("Advisory Committee") is comprised of?

The Technology Investment Advisory Group is composed of core members identified in Question 23-261C Attachment 1 below.

c.) How is membership selected?

As seen in Question 23-261C - Attachment 1, membership includes all department strategy leads (acting or delegated), a member to represent enterprise commons, a member to represent business intelligence & analytics, and representatives from the Technology Investment Management group. Membership is based on the individuals holding the aforementioned positions. If a current member changes their position, their successor will replace them on the committee accordingly.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-261C

**Document Page #:** 83

**Asked By:** Councillor Tang

**Question 23-261C - Attachment 1**

## **Core Members Technology Investment Advisory Group**

Core Membership	Description of Committee Role	Responsibilities
<b>Director, Technology Planning, Open City and Technology</b>	Provide oversight and guidance to the committee by chairing the committee.	<ul style="list-style-type: none"> <li>• Chairing the committee meetings;</li> <li>• Delegating responsibility for action items;</li> <li>• Ensuring the committee makeup is appropriate and effective;</li> <li>• Ensuring action items are addressed by their assigned owners; and</li> </ul>
<b>Program Sponsor, Enterprise Commons</b>	Provide insight to Enterprise Commons.	<ul style="list-style-type: none"> <li>• Facilitating project information sharing;</li> <li>• Facilitating and enabling discussion by providing subject matter expertise as it relates to their role; and</li> <li>• Facilitating and enabling discussion by providing their program view</li> <li>• Ensuring projects approved do not conflict with the EC Project</li> </ul>
<b>Departmental Strategy Leads</b>	Provide insight and requirements from the perspective of the entire Corporation and to provide resources as required.	<ul style="list-style-type: none"> <li>• Facilitating project information sharing;</li> <li>• Facilitating and enabling discussion by providing subject matter expertise as it relates to their role;</li> <li>• Facilitating and enabling discussion by providing their Departmental view; and</li> <li>• Addressing any action items that may be assigned.</li> <li>• Communicating decisions and recommendations back to the department</li> </ul>
<b>Director, Business Intelligence &amp; Analytics</b>	Provide insight to BI&A and Data Governance.	<ul style="list-style-type: none"> <li>• Facilitating project information sharing;</li> <li>• Facilitating and enabling discussion by providing subject matter expertise as it relates to their role; and</li> <li>• Facilitating and enabling discussion by providing their section view</li> </ul>
<b>Manager, Technology Investment Management and Financial Management Office</b>	Provide insight to technology investment portfolio health.	<ul style="list-style-type: none"> <li>• Facilitating and enabling discussion on the business technology investment portfolio health (financials and value on investment).</li> </ul>
<b>SUPPORT MEMBERS</b>		

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-261C

**Document Page #:** 83

**Asked By:** Councillor Tang

<b>Governance Secretariat</b>	Act as the Technology Investment Advisory Group secretariat.	<ul style="list-style-type: none"><li>• Coordinating meeting agendas and minutes; and</li><li>• Reviewing documents to ensure consistency and completeness for submitted documents.</li></ul>
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# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-262C

**Document Page #:** 106

**Asked By:** Councillor Tang

## **Question:**

In general, how are we disposing of equipment in sustainable way with low environmental footprint, or in a cost-recovery way (i.e., possibility for scrap metal sale)? For equipment procurement, how do we mitigate the risk of rising prices and inflation? (pgs 106-158)

## **Answer:**

### **Corporate Procurement and Supply Services Branch**

The City, under Corporate Procurement and Supply Services, has a dedicated team responsible to support all business areas in disposing of assets (e.g. surplus parts, vehicles, furniture, equipment, etc.). Under the City's Asset Recovery framework the City will seek the highest recovery value through proper disposal, and ensure "assets are disposed of in a fair, equitable and environmentally friendly manner." The City of Edmonton recovered approximately \$8M in recovery revenue in 2021.

The risk of rising prices and inflation is mitigated through the terms and conditions in existing contracts and appropriate negotiation strategies. In the case of the procurement process for new contracts, yearly increases are tied to certain indexes such as the consumer price index (CPI) for equipment and services costs for the duration of the contract. Commonly within the City, a contract is set up to run an initial term, and then have optional renewal years of up to nine annual renewals (for a total of up to 10 years in total length depending on the contract). It is during these optional renewals that price increases are addressed. Typical wording for price increases within City contracts focuses on changes in the Consumer Price Index for the Edmonton census metropolitan area and spells out how it should be calculated when considering an increase. The Corporate Procurement and Supply Services is working closely with various City teams to support them in open conversations with the suppliers to negotiate and agree on an appropriate value for the increases. Below are steps and questions that are being considered when addressing price increases:

Step 1: Consider the nature and relevance of the price increase within the stated contract and ask the following questions:

Does the proposed price increase reflect the wording within the contract?

Does the proposed price increase fall within the updated CPI calculation?

Is one commodity within the contract creating financial pressure on another?

What is our anticipated usage of the contract?

What is the remaining contract duration (how many years left vs. in the last year)?

Step 2: Perform research to determine if the increase is fair and aligns with the contract:

Request substantiation (such as proof that the manufacturer increased prices) to justify the increase before considering approving the increase;

Perform a market analysis to determine if the information provided from the Supplier accurately reflects the market increase;

Perform calculations to confirm the CPI calculation provided by the Supplier is correct.

A corporate-wide approach to asset disposal and retention is utilized for all equipment, including automated enforcement equipment.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-263C

**Document Page #:** N/A

**Asked By:** Councillor Tang

**Question:**

In general, for equipment items not fully 100% funded in the 4-year budget, will this cause a problem? Will the remainder of the items be funded in the next budget cycle?

**Answer:**

**Infrastructure Planning and Design Branch**

The impact of not having a fully funded equipment renewal program varies depending on the type of equipment, the condition of the equipment, and some of the legislated requirements around the timing of replacement. The equipment renewal program contains several types of equipment, with some more critical than others.

The various departments and business units have the autonomy to utilize their approved capital renewal equipment budgets to address critical equipment assets based on their priorities and requirements to ensure that their service delivery is not impacted. Less critical equipment are reprioritized for the next capital budget cycle, where they will likely become more critical due to their advanced age and prolonged usage.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-264C

**Document Page #:** 664

**Asked By:** Councillor Tang

**Question:**

In general, what % of Capital renewal projects have principles of energy retrofitting already embedded in the funding ask?

**Answer:**

**Infrastructure Planning and Design Branch**

Per the Climate Resilience Policy C627, Administration takes energy efficiency and GHG reductions into consideration when implementing the capital renewal program for facilities. This is done by incorporating energy retrofits into renewal project scopes wherever possible in alignment with the renewal scope and within budget constraints.

Significant deep energy retrofits are not included in the renewal programs, and Administration has put forward unfunded capital profiles as part of the 2023-26 Capital Budget to address those. See Appendix E - Unfunded Growth Project List under the label Climate Adaptation and Energy Transition Strategy.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-265C

**Document Page #:** 69

**Asked By:** Councillor Tang

**Question:**

Why was Bike Plan Implementation not included as part of Active Pathways and Road Services Projects? How much overlap do the Active Pathways and Road Services Projects Profiles have with the proposed Bike Plan Implementation (Option A)?

**Answer:**

**Infrastructure Planning and Design Branch**

The Bike Plan Implementation was not included as part of the Active Pathways and Road Services Projects list on page 69 as the project was not recommended for funding in the 2023-2026 capital budget. Only funded renewal and growth projects were included in this listing.

There is little overlap of the Active Pathways and Road Services Projects Profiles with the Bike Plan Implementation as locations funded under other profiles were not included for funding under the Accelerated Bike Plan Implementation unfunded Capital Profiles (CM-20-0310, CM-20-0320, or CM-20-0330).

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-266C

**Document Page #:** 63

**Asked By:** Councillor Tang

**Question:**

Does City-built affordable housing need renewal/rehabilitation funding later on, or is this something operators are responsible for in the future?

**Answer:**

**Social Development Branch**

The majority of City of Edmonton's portfolio of affordable-housing units were built between the 1960s and 1980's. All of these housing units are currently managed and operated by non-profit organizations (Civida, HomeEd and GEF Seniors Housing), which receive the bulk of their operational and maintenance funding from the Government of Alberta.

**City-owned Social Housing Portfolio:**

Civida manages the majority of deep subsidy social housing units (952 units at 12 sites) owned entirely by the City of Edmonton. In early 2022, the City and Civida completed a Building Condition Assessment report for all 12 sites, seven of which (a total of 376 units) were deemed to be in "fair" to "poor" condition. The results of this work will be reflected on the 2022 Infrastructure State and Condition report, which will be available in coming months. The City is currently working with Civida on a short term stabilization and medium to long term regeneration plan for this entire portfolio.

Historically, these units have been provided operating funding via long-term operating and maintenance agreements with funding from the Government of Alberta. While these agreements have been in place, the Government of Alberta has provided limited funding for maintenance and renewal through annual capital grants. However, the existing operating funding agreements for these properties are coming to an end. Administration has initiated discussions with the Government of Alberta to pursue renewal of these funding agreements.

To mitigate this potential loss of provincial funding for renewal, Administration has earmarked \$10.5 million in the 2023-2026 budget within the Facilities renewal program. This money is expected to be used towards supporting the stabilization of these units through strategic renewal projects, which seek to extend the lifespan of these buildings over the next four years. Administration plans to use this funding as leverage to attract additional capital renewal investment from other orders of government.

In addition to these fully City-owned sites, Civida also manages approximately 2,581 units of social housing constructed during the same era owned by the Government of Alberta on land leased from the City of Edmonton.

**City of Edmonton Nonprofit Housing Corporation (HomeEd) Portfolio:**

HomeEd, whose sole shareholder is the City of Edmonton, owns and operates the affordable housing rental units across Edmonton, which also includes approximately 46 units owned directly by the City of Edmonton, which it manages on our behalf. HomeEd commissioned updated Building Condition Assessment reports for its properties in 2022. The results of those reports are used to calculate an overall Facility Condition Index (FCI), a standard asset management tool, which is then reported to HomeEd's Board of Directors and Shareholder. HomeEd's current FCI is less than five per cent, which indicates that its holdings are in very good condition.

Home Ed is currently working on a proposal to rehabilitate its 1,099 units with the goal of increasing energy efficiency by 25 to 75 per cent, depending on available grants and subsidies from all orders of government.

**City-owned Affordable Housing Portfolio:**

# Responses to City Council Questions on the Proposed Capital Budget

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There are multiple entities that maintain affordable housing on City owned land including Co-operatives, non market affordable housing providers and GEF Seniors Housing (GEF). Maintenance of these buildings and affordable housing units are the responsibility of the organization leasing the land.

## Modular Supportive Housing:

The five newly constructed City-built Rapid Housing Initiative modular supportive housing buildings have been or will be fully transferred to Homeward Trust with a caveat for 40 years ensuring that they are maintained as supportive housing. Homeward Trust will be responsible for maintenance and rehabilitation of the units and buildings as the property owner.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-267C

**Document Page #:** 17

**Asked By:** Councillor Tang

**Question:**

"It is important to note there is a great deal of uncertainty surrounding inflation forecasts for construction prices that can impact the capital budget in future years". With this uncertainty do we need to be more modest about new projects?

**Answer:**

**Infrastructure Planning and Design Branch**

Capital projects are planned, managed and delivered per the Capital Project Governance Policy C591 and the Project Development and Delivery Model (PDDM), "ensur[ing] that sufficient information is prepared in advance of the Capital Budget process to support informed investment decisions."

The Development phase of the project - from PDDM Checkpoint 1 to 3 - is focused on defining the scope and developing the design to a point where a schedule and budget can be estimated with confidence within the set level of accuracy (usually - 20% to + 30%). Also initiated during the Development phase is risk management. Through the risk management process, risks to the project's successful delivery are identified, analyzed, mitigated where possible and monitored throughout the lifecycle of the project.

Through the project definition, lessons learned from previous projects and our industry partners, along with information on the overall context - including inflation and supply chain challenges - are taken into account in the budget development and risk management.

When a decision is made to fund a project for the Delivery phase at PDDM Checkpoint 3, there remains risks with the ultimate cost and schedule. Work completed between PDDM Checkpoints 3 and 4 to refine the project continues to increase the accuracy of the cost estimates (from - 20% to + 30% at Checkpoint 3 to - 10 % to + 15% at Checkpoint 4) and risk management strategies. Until the construction tender is completed and a contract is awarded, Administration is working on budgetary estimates and cannot control external influences, such as supply chain issues and inflationary pressures.

The PDDM and risk management strategies will not prevent every instance of risks materializing on a project. There are unknown situations that cannot be anticipated and that could impact a project's scope, schedule or budget, and in some cases, could result in a decision to no longer proceed with a project. Additionally, Administration focuses on managing risks through the appropriate mitigation measures and contingencies, while ensuring resources are optimized through a program approach. This means that while we maintain contingencies within a project budget or capital profile, we do so at a level that accounts for the needs and risks of a given project, which increases the efficiency of Administration's capital planning. Should an unknown risk materialize, funding may be requested from capital composites or other corporate funding source, so that project contingencies remain reasonable and do not unnecessarily encumber City resources that could otherwise be used to advance other priorities.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-268C

**Document Page #:** 106

**Asked By:** Councillor Tang

**Question:**

Since the GoA is launching new automated traffic enforcement guidelines, will they also provide funding for enforcement?

**Answer:**

**Parks and Roads Services Branch**

No, the Government of Alberta does not provide municipalities with funding for enforcement. Currently, 49.9% of the revenue from automated enforcement goes to the Government of Alberta, which includes the amount dedicated to the victim surcharge (a mandatory fine imposed on a person that is convicted of an offense under provincial laws which provides support to those victims who have suffered from the offense). The remaining funding goes to the City of Edmonton, which is dedicated through City Policy C579B Traffic Safety Automated Enforcement Reserve to traffic safety improvements, such as the Safe Crossings and Community Activation programs.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-269C

**Document Page #:** 114

**Asked By:** Councillor Tang

**Question:**

What is the cost comparison for intruder prevention and response with and without the technology in place?

**Answer:**

**Edmonton Transit Service Branch**

The tunnel intruder technology is primarily aimed at avoiding serious safety incidents as a preventative measure. The alternative preventative measure without this technology would be staffing security presence around the clock at all tunnel entrances, which would cost roughly \$3.3 million per year on an ongoing basis and may not be as effective at deterring people from trespassing. As such, the one-time capital costs of Tunnel Intruder Technology of \$3.8M would be more cost effective vs just over one year of the alternative, and provides a more reliable solution.

Avoiding the need for incident response through preventative technology limits safety risks to the public, track workers, as well as those responsible for responding to potential incidents.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-270C

**Document Page #:** 123

**Asked By:** Councillor Tang

**Question:**

After this expenditure of \$1.2M, how much remains in the Commonwealth Stadium Reserve Fund? How is this fund replenished? Does the Elks game revenue contribute to this fund? Is the financial model here (through the reserve fund) typical of municipalities and their relationship with a major sport stadium?

**Answer:**

**Community Recreation and Culture Branch**

The funds for the Stadium Capital Profile are drawn from annual revenues generated at the stadium from the Edmonton Elks home games and other live entertainment events. The Stadium Reserve Fund sits at just under \$1.8 million heading into 2023 but the expenditures are offset by annual contributions into the reserve. Most stadiums in North America have a stadium reserve fund to assist with major and minor capital upgrades.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-276C

**Document Page #:** 132

**Asked By:** Councillor Tang

**Question:**

How high is the risk of losing CFAI accreditation (assuming this is what keeps our fire rescues services up to standard) if we don't replace equipment in a timely way?

**Answer:**

**Fire Rescue Services Branch**

The \$3.382M from capital profile CM-70-0001 ensures that equipment that have reached the end of their life cycle and are not repairable, are replaced. If there is an emergent need to replace more equipment than budgeted for, revising equipment replacement plans to reflect a more appropriate replacement schedule and re-routing funding from the operating budget to the capital budget could be considered.

The current profile budgeted amount will allow equipment to be replaced in a timely way, therefore the risk of losing Commission on Fire Accreditation International (CFAI) accreditation is low. If, however, capital profile CM-70-0001 is not funded, it could lead to adverse impacts to firefighter and public safety, leading to issues with maintaining CFAI accreditation.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-280C

**Document Page #:** 140

**Asked By:** Councillor Tang

**Question:**

Why does it state in the profile that Investment over the 2023-2026 Budget Cycle (\$1.3M), when the request is for \$2.039M?  
What will funding be spent on in 2023 that requires significantly more resources (most of the spending is occurring in 2023)?  
What % of the inventory is in D or F condition?

**Answer:**

**Edmonton Public Library Department**

The capital profile investment over the 2023-2026 period includes the following expenditures for the renewal and rehabilitation of Furniture and Equipment and leasehold improvements:

In 2023, the larger portion of spending, \$875,000, is for the proposed lease space expansion for the Heritage Valley library branch (funded by EPL reserves). Currently, 4.0% of EPL's Furniture, Equipment, Vehicles and Shelving is in D condition, and 2.8% in F condition (Total asset value of \$12.2M).

Currently 4.0% of EPL's Furniture, Equipment and Shelving is in D condition, and 2.8% in in F condition.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-280C

**Document Page #:** 140

**Asked By:** Councillor Tang

Question 23-280C

Attachment 1: Library Furniture and Equipment - Schedule of Expenditures 2023-26

	<u>Furniture &amp; Equipment</u>		<u>Heritage Valley</u>		<u>Total</u>
	<u>Equipment</u>	<u>Vehicles</u>	<u>Valley</u>		
2023	\$ 164,000	\$236,000	\$ 875,000	\$	1,275,000
2024	400,000	-			400,000
2025	250,000	-			250,000
2026	35,000	79,000			114,000
	<u>\$ 849,000</u>	<u>\$315,000</u>	<u>\$ 875,000</u>	<u>\$</u>	<u>2,039,000</u>

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-308C

**Document Page #:** 167

**Asked By:** Councillor Tang

**Question:**

Would Walker Fire Station be planned/designed to include the Permanent Supportive Housing, even if that aspect is not funded yet? If the PSH is built separately from the Fire Station due to funding availability, would we lose the cost efficiencies from co-location? For the Permanent Supportive Housing aspect, is funding available for public engagement?

**Answer:**

**Infrastructure Planning and Design Branch**

Per Council direction provided on July 4, 2022, Administration is advancing the development to PDDM Checkpoint 3 for the Walker Fire Station as an integrated fire station and supportive housing project, as outlined in the June 27, 2022, Community Services report CS01295 Walker Fire Station Co-Located Update.

Based on the delivery funding included in the Proposed 2023-2026 Capital Budget, Administration is advancing two design options to PDDM Checkpoint 3: (1) a stand alone fire station and (2) a co-located fire station with supportive housing. Design options will be coordinated and reviewed throughout the development phase to understand how to optimize the design, the construction methodology and the budget to align with funding opportunities. Delivery cost and operational cost differences and potential efficiencies will be informed by the designs. If the facilities are built separately there would be a loss of efficiency during construction.

Public engagement will be occurring between PDDM Checkpoint 1 to Checkpoint 3 and is funded for both the fire station and permanent supportive housing components.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-309C

**Document Page #:** 171

**Asked By:** Councillor Tang

**Question:**

1. The vast majority of projects in this composite profile are not funded (no percentage indicated). Does this mean no work on these projects will advance in 2023-2026?
2. Why are we renewing the Health Centre (i.e., Bonnie Doon)? Is that part of our jurisdiction?

**Answer:**

**Infrastructure Planning and Design Branch**

1. There is currently only enough funding to advance renewal work on the projects identified as 100 Percent Funded. There are no plans to proceed with capital renewal work on the other projects listed.

Should additional funding become available through savings on the first three projects, additional funding sources approved by Council (e.g. Dedicated Facilities Renewal Fund), or other means, Administration would advance the next priority on the list.

Please note that Administration reviews the priority list as new information on the assets emerges, such as an updated condition assessment, or a change in service delivery.

2. The Bonnie Doon Health Centre facility is currently owned by the City and leased to Alberta Health Services, thus the facility is within the City's responsibility.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-310C

**Document Page #:** 178

**Asked By:** Councillor Tang

**Question:**

The vast majority of projects in this composite profile are not funded (no percentage indicated). Does this mean no work on these projects will advance in 2023-2026?

**Answer:**

**Infrastructure Planning and Design Branch**

There is currently only enough funding to advance renewal work on the projects identified as 100 Percent Funded. There are no plans to proceed with capital renewal work on the other projects listed.

Should additional funding become available through savings on the first set of projects, additional funding sources approved by Council (e.g. Dedicated Facilities Renewal Fund), or other means, Administration would advance the next priority on the list.

Please note that Administration reviews the priority list as new information on the assets emerges, such as an updated condition assessment, or a change in service delivery.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-311C

**Document Page #:** 183

**Asked By:** Councillor Tang

**Question:**

The vast majority of projects in this composite profile are not funded (no percentage indicated). Does this mean no work on these projects will advance in 2023-2026?

**Answer:**

**Infrastructure Planning and Design Branch**

There is currently only enough funding to advance renewal work on the projects identified as 100 Percent Funded. There are no plans to proceed with capital renewal work on the other projects listed.

Should additional funding become available through savings on the first set of projects, additional funding sources approved by Council (e.g. Dedicated Facilities Renewal Fund), or other means, Administration would advance the next priority on the list..

Please note that Administration reviews the priority list as new information on the assets emerges, such as an updated condition assessment, or a change in service delivery.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-312C

**Document Page #:** 187

**Asked By:** Councillor Tang

**Question:**

What happens to bus shelters that are along routes that are obsolete (e.g. along the old 510X route). Are they reused/reinstalled for new routes?

**Answer:**

**Edmonton Transit Service Branch**

If a bus shelter is at a bus stop that no longer has service it will be redeployed to a different bus stop location. ETS is continuing to collect and analyze bus stop ridership data so that bus shelters can be redeployed as effectively as possible.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-313C

**Document Page #:** 190

**Asked By:** Councillor Tang

**Question:**

1. Is \$81M standard for this type of facility, or are we building it to a higher architectural standard? Can this project be made for less through design, since it is an operational and servicing structure?
2. States in profile "The Development Phase is estimated at \$1.5M for the construction estimated at \$38.5M (+- 50%)". Why is the budget request \$81M when the development and construction estimate is lower? What is the additional funds for?

**Answer:**

**Infrastructure Planning and Design Branch**

1. The facility will be designed and built to the same performance and policy requirements as other City facilities, including in alignment with the Climate Resilience Policy C627 and the Accessibility for People with Disability Policy C602 and Access Design Guide. It is important to note that the project budget includes a facility, as well as extensive site work and supporting infrastructure for City Operations with high environmental protection requirements, including stormwater management facilities, a covered salt and sand structure, aggregate and other material storage sites and surface parking for City vehicles.

The Ambleside Integrated Site will provide operational space for Parks & Road Services, and Fleet & Facility Services to provide services to Edmontonians in the southwest and across the City.

2. The estimate included in the capital profile 19-10-1013 reflects the order of magnitude established at PDDM Checkpoint 1 in 2019 and is only considering the construction of the building. The capital profile was not updated ahead of approval of the project by Council at the 2021 Fall Supplemental Capital Budget Adjustment, nor ahead of the Proposed 2023-2026 Capital Budget since it is already approved.

Refinement of the scope of work and escalation of the construction cost from 2019 to 2022 and beyond have informed the approved budget of \$81,785,000 for the completion of the project. As noted above, the integrated site development requires significant work beyond the facility itself, such as high environmental protection requirements, including stormwater management facilities, a covered salt and sand structure, aggregate and other material storage sites and surface parking for City vehicles. Additionally, the budget includes project management, design, contingency, facility furnishings and a temporary laydown yard for the existing operations to provide service during construction.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-314C

**Document Page #:** 196

**Asked By:** Councillor Tang

**Question:**

"Council has approved that \$16 million of partnership funds be replaced with Tax Supported Debt". Why were the partnership funds replaced with Tax Supported Debt? Who was our partner and what happened to the partnership funds?

**Answer:**

**Infrastructure Delivery Branch**

The partners on this project is, the Argyll Velodrome Association and the Society of the Edmonton Triathlon Academy (now known as World Triathlon Series Edmonton). They have committed \$4 million in funding; however the Association has been unable to secure the balance of the partner funding commitment (\$16M) from other orders (Provincial and Federal) of government with the difference being approved in the 2019-2022 budget cycle by council.

The partners remain committed to securing the \$4M contribution. They continue to liaise with Community and Recreation Facility staff on their campaign communication strategy and are engaged in on-going operational discussion with the City Administration.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-316C

**Document Page #:** 198

**Asked By:** Councillor Tang

**Question:**

Edmonton Convention Centre Rehabilitation

1. As this was identified as a high priority project for funding cycle 2019-2022, what % of renewal work was completed during this last funding cycle?
2. What are the implications if some of the repairs/renewal are spread out into later years and funding is shifted into 2026-2028?

**Answer:**

**Infrastructure Planning and Design Branch**

1) Approximately 20 per cent of required renewal work will be completed during the 2019-2022 Capital budget cycle. As the facility is operational, the remaining 80 percent of renewal work has been coordinated into opportune windows / time slots that would have minimal / least disruptive operational and revenue generating impacts with Explore Edmonton.

2) The full construction scope of the project has been awarded as of September 2022. All three phases of work have started (Phase 1A is substantially complete; Phase 1b and 2 are under construction). Delaying the project to future budget cycles would require cancelling the construction contracts and would require the City to pay vendors for work completed, material on order and potential damages if cancelling the contract.

The capital renewal for the facility only addresses critical items (those listed as D and F in our condition assessments) and any necessary interdependencies. The renewal items that have not been completed yet would leave the facility compromised as this infrastructure is failing or near failure.

This project was approved for advanced funding at the end of 2021, from the 2023-26 Budget Cycle, in order to address all the critical scopes in one project and therefore find schedule efficiencies. Delaying the work will result in lost schedule efficiency and would also result in an overall increase in the hard costs of the deferred scope in addition to increased cost to the deferred and ongoing maintenance.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-317C

**Document Page #:** 201

**Asked By:** Councillor Tang

**Question:**

Edmonton EXPO Centre Rehabilitation

1. As this was identified as a high priority project for funding cycle 2019-2022, what % of renewal work was completed during this last funding cycle?
2. What are the implications if some of the repairs/renewal are spread out into later years and funding is shifted into 2026-2028?

**Answer:**

**Infrastructure Planning and Design Branch**

1. Approximately 40% of the required renewal work will be completed during the 2019-2022 Capital budget cycle. The remaining 60% of renewal work has been coordinated into opportune windows / time slots that would have minimal / least disruptive operational and revenue generating impacts with Explore Edmonton.

2. The full construction scope of the project has been awarded, and 85% of the remaining work has been committed to subcontractors or suppliers for material and equipment to alleviate any supply chain issues. Delaying the project to future budget cycles would require the contracts to be cancelled and would require the City to pay vendors for work completed and material on order and potential damages if cancelling the contract.

The renewal items that have not been completed yet would leave the facility compromised as this infrastructure is failing or near failure. For example, a couple of the main scopes remaining are building envelope related and would leave the facility susceptible to continuing air and water leaks.

As the rehabilitation scope has been aligned to a pathway focused on reducing Greenhouse Gases and energy consumption, a delay in completing the work would also delay these improvements. Finally, this project has utilized a collaborative delivery method and delaying the work will result in lost efficiency, specifically related to the project team and would also result in an overall increase in the hard costs of the deferred scope.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-318C

**Document Page #:** 207

**Asked By:** Councillor Tang

**Question:**

For fire stations in general, the price seem high. Questions include:

1. To what design standards are we building stations to (e.g. are prices higher due to functional reasons, or for architectural/aesthetic purposes)?
2. What is our design specifications on fire stations, and is it a reasonable spend relative to older fire station design?

**Answer:**

**Infrastructure Planning and Design Branch**

1. Fire stations are designed and built to the same level of quality standards as all other City buildings, including in alignment with the Climate Resilience Policy C627 and the Accessibility for People with Disability Policy C602 and Access Design Guide. In addition, fire stations are required to meet post disaster requirements which includes system redundancy so the facility can continue to operate in crisis situations.

2. Adjustments are continuously made to the program in order to support the evolving needs of the business such as, improved health and safety measures, and equity, diversity and inclusivity requirements. Given the programming improvements, policy requirements, and inflationary increases, the current budgetary estimates are in line with older stations.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-319C

**Document Page #:** 207

**Asked By:** Councillor Tang

**Question:**

For Fire Station #8:

1. Why does this profile include land purchase for City-owned land in Blatchford?
2. Has the current station 8 been relocated? (Scheduled timeline is Nov. 2022) What will the interim emergency service solution be from now until Blatchford location is operational in 2025?

**Answer:**

**Infrastructure Planning and Design Branch**

1. The land required for the new fire station is owned by the Blatchford Redevelopment Office which is considered an enterprise, and as per the land governance guidelines, the City is required to pay the enterprise fair market value for the land that they require for City purposes.
2. Resources (pumper truck, equipment and firefighters) from Station 8 will be redeployed to an alternate location such as Station 17 in Castle Downs or Station 10 in Lauderdale for approximately 18 months. The Edmonton Fire Rescue Services' deployment and modeling strategies ensure that EFRS provide coverage throughout the city and that service standards for response times are met. However, until the new replacement station is built, some neighbourhoods in the central and northwest parts of the city may see increased response times. EFRS monitors performance on a regular basis to ensure the Edmontonians receive the best service with the resources we have.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-320C

**Document Page #:** 214

**Asked By:** Councillor Tang

**Question:**

Iron Works Building Rehabilitation:

1. Does the Iron Works building have heritage status? If so, are there funding resources that comes with this rehab project due to the heritage aspect?

**Answer:**

**Infrastructure Planning and Design Branch**

The 1909 Edmonton Iron Works building is listed on the Inventory of Historic Resources in Edmonton but not yet designated as a Municipal Historic Resource. This will be undertaken in 2023. All rehabilitation work must be undertaken in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada. As a City-owned building, it does not currently qualify for any rehabilitation or maintenance grant funding from our Heritage Resources Reserve. Once the building is designated as a Municipal Historic Resource, it does qualify for up to \$50,000 annually from Alberta Culture to assist in ongoing maintenance of the historic features of the building. Due to capacity limitations on their program, it is rare that property owners can access the full \$50,000 (it is a 50-50 matching grant program) annually.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-322C

**Document Page #:** 223

**Asked By:** Councillor Tang

**Question:**

Is the switch in the pool disinfection system from Chlorine gas to Chlorine generation causing a significant price increase? If so, is this a required upgrade for this budget?

**Answer:**

**Infrastructure Planning and Design Branch**

The cost for the design and installation of the gas detection safety system and the conversion to a non-chlorine gas delivery system at the Mill Creek Outdoor Pool is budgeted at \$535,000 and was funded through the Swimming Pools OHS Improvements Program included in the 2019-2022 Capital Budget.

Mill Creek Outdoor Pool was one of three facilities identified as part of the Occupational Health and Safety Improvements Program for Swimming Pools and Aquatic Facilities. The program includes design and installation of a standardized gas detection safety system in all City operated pools, the Valley Zoo and the conversion of 11 aging chlorine gas delivery systems and related infrastructure to non-chlorine gas delivery systems.

These improvements address requirements in the Work Safe Alberta Occupational Health & Safety Regulation, the Alberta Health Pool Regulation and the Alberta Building Code and as such are required.

This work was coordinated as scope within the planned larger rehabilitation project.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-323C

**Document Page #:** 226

**Asked By:** Councillor Tang

**Question:**

1. Does this building have heritage status? If so, are there funding resources that comes with this rehab project due to the heritage aspect?
2. When will we hear back from the federal government about the Canada Cultural Spaces program grant?

**Answer:**

**Infrastructure Planning and Design Branch**

In 2004, the Ortona Armoury Building became a Designated Municipal Historical Resource. While specific grant funding was not attained for historical improvements, the project did receive grant funding from the Canada Cultural Spaces Fund in the amount of \$1.7M to support the rehabilitation. The City has completed the execution of the funding agreement and has been providing project status updates to the grant administrators.

This funding supports citizens' enjoyment of the future Community Arts Centre with improvements to safety, accessibility, building function, and sustainability along with consideration of the mandated protected historical elements in the building. The building will support flexible art spaces for visual and performing arts, as well as creating bookable spaces for community use.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-324C

**Document Page #:** 238

**Asked By:** Councillor Tang

**Question:**

1. "These replacement LRVs will be procured jointly with the growth LRVs for the Metro Line and Capital South LRT extension projects next Capital Budget cycle". What are the cost savings here? What would it cost to just procure what we need now, and not procure additional vehicles for future extension projects.
2. Is there federal funding available for replacement (or do we anticipate this)? Is there funding available from other sources?

**Answer:**

**LRT Expansion and Renewal Branch**

1. Based on previous discussions with LRV suppliers, increasing the size of an order can reduce the cost per LRV by 5 to 10 percent as design and manufacturing set-up costs are amortized over a larger number of vehicles. This would result in a potential savings of \$20 to \$50 Million on the combined order. Procuring a larger number of LRVs as a single order will also increase the attractiveness of the contract in the marketplace and possibly result in more bidders participating. The intent is to include the 37 replacement LRVs that have reached the end of their service life in the same order as the 30 LRVs that are already part of the grant funded Metro Line Northwest Phase 1 and Capital Line South extension projects. There are also operating and maintenance efficiencies (fleet standardization) placing only one order for both growth and replacement LRVs. Edmonton will continue to have a 2-vehicle LRV fleet that will reduce the amount of knowledge and training required to operate and maintain the fleet. There will be more commonality of parts and components for maintenance as all of the new LRVs will be the same model. A single order will also provide increased manufacturing flexibility as the U2 replacement LRVs could be manufactured and delivered earlier than the required delivery date for the Capital Line South project.

LRVs for future expansion projects will not be included in the initial order however the contract will be structured to allow LRVs to be added at a later date should new expansion funding be approved.

2. There is currently no federal funding, or other funding, available for replacement LRVs however the City continues to identify this issue as a priority should funding become available. Replacement of LRVs may be eligible under the federal government's planned Permanent Public Transit Fund however details of that program, scheduled to come into effect in 2026, are still in development.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-325C

**Document Page #:** 242

**Asked By:** Councillor Tang

**Question:**

1. When will the ARC system be functional across all ETS vehicles?
2. For DATS Driver tablet: Can this incorporate the customer feedback software that on-demand uses to evaluate user experience? If not, can we maximize this opportunity here to enhance user experience?

**Answer:**

**Edmonton Transit Service Branch**

BUS EQUIPMENT RENEWAL CM-61-3609

1. Arc equipment was fully funded through previous capital budgets and is therefore not included in the Bus Equipment Renewal profile. Arc equipment is fully installed across conventional transit vehicles and will be rolled out to DATS vehicles in 2023.

2. The DATS driver tablets connect to the enterprise paratransit software, which is customized paratransit industry software. It is different from the platform utilized by the contracted provider of the on-demand service. The DATS driver tablets connect through the paratransit software in order to allow for GPS tracking of all buses, as well as monitoring and optimization of trip scheduling and on-time performance. They also allow drivers to view customized paratransit user requirements and pickup location maps / notes to improve user experience.

DATS users can currently submit feedback, concerns, or suggestions on their experience by phone or e-mail. DATS will also be collecting input from users on a variety of customer self-serve features as it undergoes a software upgrade. This will include enhanced self-service features such as imminent arrival calls / texts, inbound "where's my ride?" information by phone or text, and an enhanced online booking platform. Options for submitting feedback through these platforms will also be explored.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-326C

**Document Page #:** 246

**Asked By:** Councillor Tang

**Question:**

1. "Existing SD160 car bodies are seeing higher rates of corrosion than U2's". Why is this? And are we purchasing more SD160's to replace the U2s even though they are seeing higher rates of corrosion?
2. What are the implications of deferring a portion of the work during this budget cycle (i.e., begin funding starting in 2025-2028)?

**Answer:**

**Edmonton Transit Service Branch**

1. SD-160s will not be selected to replace the U2s, as the SD160 model of train is now obsolete and cannot be purchased anymore. An open market competitive tender for the U2 replacement contract will be conducted.
2. This profile is not currently at the ideal level of investment based on the RIMS model, and is set at the minimum level required to try to maintain service. Deferring work could result in reduced LRT capacity when critical train components reach the end of life. Many of the train components that are being renewed are safety critical components. Deferring maintenance will increase the risk of not having LRVs in service, affecting service levels and service reliability for high floor LRT service.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-327C

**Document Page #:** 249

**Asked By:** Councillor Tang

**Question:**

1. How large is the total fleet of vehicles for this profile and what percentage is getting replaced during this cycle? States 661 vehicles and equipment are being replaced but it does not include EPS, Waster, EPL or ETS fleets?
2. If it is so critical to replace the fleet since they are at their end of life, why wasn't replacement introduced earlier so that vehicles could be replaced in a phased, staggered approach to lesson the cost burden during this budget cycle?
3. Are the 661 vehicles needing replacement no longer in commission? What is the interim solution while they await replacement?

**Answer:**

**Fleet and Facility Services Branch**

Please see attachment below for CM-25-1001 planned replacements breakdown.

Your statement is correct, the EPS, Waste, EPL and ETS fleets are not currently contributing to the Fleet Replacement Reserve and have their own Capital process.

In regards to an incremental replacement, this is exactly how the replacement reserve works, it is staggered every year (and every budget cycle), and this reserve profile extends through all budget cycles. The 661 vehicles that require replacement are currently in service and will be staggered for replacement at the end of their economically useful life over the 4-year cycle.

Purchasing new fleet vehicles can be delayed and currently we look at vehicle repair costs, kilometers/hours, and overall condition of the vehicle at the end of its life cycle. Prior to finalizing the annual replacement plans, we review the usage, maintenance costs, and downtime and recommend deferring replacement by one year when the vehicle is in good condition and appears to have useful life remaining. Keeping a vehicle that is not in good condition escalates operational expenses (repairs/failures) and oftentimes results in a reduction of availability due to downtime.

The 661 vehicles that require replacement over the cycle are active and in service.

In addition Fleet and Facility Services are currently undertaking a corporate wide Fleet Strategy and Governance Project which will be looking at optimizing fleet size, fleet lifecycle and composition.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-327C

**Document Page #:** 249

**Asked By:** Councillor Tang

The table below is for For CM-25-1001 Profile (excludes EPS, Waste, EPL, ETS)

<b>Asset Class</b>	<b>Number of Units</b>	<b>Planned Replacements</b>	<b>Percentage</b>
ME2000: Light Trucks / Vans	629	206	33%
ME3000: Heavy Trucks / Vans	366	122	33%
ME4000: Equipment Self Propelled	592	310	52%
ME5000: Trailers	162	61	38%



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-328C

**Document Page #:** 252

**Asked By:** Councillor Tang

**Question:**

Vehicle Replacements:

1. What are specialty vehicles?
2. What percentage of the 877 vehicles are nearing their end of life or are in poor or very poor conditions?
3. Do we sell any end of life vehicles to recover some cost?
4. What is the average replacement cost per vehicle? Is the \$7M per year for 4 years the cost to replace all 877 vehicles?

**Answer:**

**Edmonton Police Service Department**

1. Specialty vehicles include: the Mobile Command Post, Armoured Vehicles (2), Major Crimes (Forensics) Truck, Explosive Disposal Truck, Mobile Action Centre (truck), Checkstop Truck, Major Collision Investigation Truck, etc. These are all large/commercial vehicles.

2. Based on lifecycle guidelines, we replace 1/6 of the marked patrol fleet each year (6 year / 160,000km lifecycle): approximately 60 units. We replace approximately 1/10 of the unmarked fleet each year (10 year / 160,000 km lifecycle): approximately 50 units.

3. Yes, we follow the City of Edmonton's policies for disposal of surplus equipment. EPS surplus vehicles are stripped of equipment & disposed via CoE Surplus (public auction).

4. Due to the current state of the economy and the global supply chain issues, the replacement costs of our vehicles have escalated significantly in the past year. The cost of a fully equipped marked police SUV in 2016 was approximately \$65,000 but as of the middle of 2022 the price is now \$95,000. For the 2023-26 proposed budget, the EPS utilized a replacement value of \$82,500 for a fully equipped marked police SUV (prices were based on pre-COVID figures – this included inflationary costs not included in the previous budget cycle and the cost to transition to Hybrid patrol vehicles which have a slightly higher initial cost but will ultimately save operating \$ and have a lower carbon footprint). \$7M/year replaces approximately 110 units.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-329C

**Document Page #:** 259

**Asked By:** Councillor Tang

**Question:**

1. What is the status of Enterprise Commons and timeline for completion? Does CIDS need to be completed after Enterprise Commons is completed?
2. Enterprise Commons is a major investment for the City, but that would still result in two separate systems for hosting two types of data (current and historical). Is this always the goal of EC (to have two systems) and is this the best investment?
3. If the CIDS project is anticipated to end in Dec. 2026, why is there only investment for 2023 and 2024?

**Answer:**

**Financial & Corporate Services Department**

1. The Enterprise Commons project plan has been updated following a recently completed requirement review and an update will be provided in Q1, 2023. The Launch of CIDS encompasses a two phased-approach. The first phase of the project needs to be completed prior to Enterprise Commons' go live date. The second phase will begin following Enterprise Commons Go-Live.
2. Enterprise Commons will allow for seamless access to historical data for users and ensure our regulatory requirements for records retention are met. Subsequent phases of CIDS will allow for integration between Enterprise Commons, the historical data, and other systems throughout the City, creating a holistic solution for reporting, analytics and regulatory purposes. The sources of truth would still be the original systems (e.g. Enterprise Commons) but this environment will allow analysts to leverage data from additional sources while enabling a modernized technology platform for corporate processes.
3. The initial capital investment in 2023 is to ensure historical data not migrated into Enterprise Commons is available for business areas to leverage. It also begins the work on subsequent phases to integrate other data sources throughout our environment (continues in 2024). There are no additional capital increases required through 2025 and 2026 as the project will be in an operationalization phase.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-330C

**Document Page #:** 262

**Asked By:** Councillor Tang

**Question:**

1. Can this TACS upgrade include the functions to manage tax subclassing for derelict properties (current requires a separate service package)?

**Answer:**

**Financial & Corporate Services Department**

No, the service package that will be brought forward as part of the 2023-2026 budget deliberations is not TACS system/technology related. That service package relates to the cost of FTEs to undertake the fieldwork required to implement a residential derelict subclass that is based on exterior inspection of property. No technology change has been contemplated in that service package.

The TACS Transformation capital profile is to undertake essential upgrades and modernization of an aging technology system that underpins the collection of more than \$2.4B annually in City and Provincial tax revenue. One of the biggest challenges to the advancement of tax revenue initiatives is the technical resource limitations of the TACS system. As it stands, the existing TACS architect, who has been with the system since its inception, will need to be involved in every TACS project to ensure integration and quality. While new budget allocations could create separate project streams and bring in additional resources, scope should be aligned with available system expertise and TACS Transformation should remain the priority.

Cost of additional projects cannot be known prior to performing appropriate requirements gathering and scoping. Council could fund the requirement gathering and scoping with a view to expanding the system's ability to support subclassing, at a cost estimated to be up to \$100K. If this were to be funded, Administration can return in a subsequent budget cycle with an optional project profile to support the development of a subclassing module which would include necessary updates to the tax rate calculator module.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-331C

**Document Page #:** 265

**Asked By:** Councillor Tang

**Question:**

Why is the funding only for 2023 and 2024? Will the funding transition to operational to maintain the system from 2025 onwards?

**Answer:**

**Financial & Corporate Services Department**

The funding in the Information Security and Disaster Recovery Enhancements profile (19-18-1901) includes two individual projects. The first project (\$1 million) is expected to be finalized by the end of 2023. The second project (\$2 million) is expected to span 2023 & 2024 with the funding expected to be spent equally over that period. In summary, the forecast included in this growth profile is expected to be fully spent by the end of 2024.

This profile originally forecast \$8.96 million over the 2023-2026 period but due to budget constraints and prioritization based on legislative mandate, high safety impact, funded with constrained funding, or high priority with identified partner/grant funding, the recommended funding was reduced to \$3 million. As such, the \$3 million recommended for funding will be utilized to complete the critical projects (i.e., to meet audit obligations) with the forecast operating base budget being utilized to maintain the assets over the 2025 / 2026 period.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-332C

**Document Page #:** 272

**Asked By:** Councillor Tang

**Question:**

1. How does this project overlap or intersect with the integrated call centre response initiatives as part of Community Safety and Wellbeing?
2. What is the penalty if we don't successfully transition by March 4, 2025?

**Answer:**

**Financial & Corporate Services Department**

1. Next Generation 911 doesn't overlap or intersect with the integrated call centre directly. This project is currently set out to meet the CRTCs mandated changes. The changes that will come from the projects will support the City's priority of Social Well Being and Community Safety by improving communication capabilities for residents. This project will allow dispatch centres to meet the changing technology and communication needs and mediums of the industry and citizens and ensure these centres will continue to function effectively. Through this work, systems could potentially be integrated in the future. This would be a separate body of work and would require resources, funding and coordination between all stakeholders. This project alone would not ensure integration between all the proposed systems identified in the integrated call centre.

2. The penalty for not transitioning to NG911 is not yet known; however, beyond financial penalties and responsibilities, non-compliance may pose additional risk to residents who would potentially be unable to engage with 911 services via all the channels that NG911 will require to be put in place, such as real time text messaging.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-334C

**Document Page #:** 287

**Asked By:** Councillor Tang

**Question:**

1. How do these software upgrades overlap with Enterprise Common?
2. Where is Enterprise Common in the budget? What is the status of the project and when will it be operationalized?

**Answer:**

**Financial & Corporate Services Department**

1. The upgrades contemplated here and denoted on page 287 are independent of Enterprise Commons. These include systems that support building security, transit, permits, fire rescue services and other City services and operations.
2. Based on a review of requirements for each stream (Finance, Human Resources and Supply Chain Management), there are no new capital or operating requests in the 2023-2026 specific to Enterprise Commons as it is currently utilizing existing funding. Existing funding for Enterprise Commons is captured under capital profile 19-18-1904 - Enterprise Systems Transformation Program. The project plan has been updated following a recently completed requirement review and an update will be provided in Q1, 2023.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-338C

**Document Page #:** 292

**Asked By:** Councillor Tang

**Question:**

1. Are there approved technology projects for this funding? Or have they not emerged yet, and this fund is to anticipate any new initiatives in the next 4 years?
2. Why is all of the funding allocated to only 2023?

**Answer:**

**Financial & Corporate Services Department**

1. The Technology Implementation - Growth profile (CM-18-1514) currently only includes one project for the 2023-2026 cycle: Computer Aided Dispatch (CAD) for Peace Officers and General Enforcement.

There were originally 21 technology implementation growth projects identified across the organization as part of this profile. Due to the capital funding constraints, only one project was selected for funding. As noted in question 23-029C, only projects meeting the following criteria would be considered for recommendation: mandated by legislation, high safety impact, funded with constrained funding, or high priority with identified partner/grant funding. When applying this criteria to CM-18-1514, only the Computer Aided Dispatch (CAD) for Peace Officers and General Enforcement project was recommended.

2. The Computer Aided Dispatch (CAD) for Peace Officers and General Enforcement project is expected to be completed by the end of 2023. As the entire \$2 million is dedicated to that project, no further Technology Implementation - Growth projects will be initiated from this profile.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-344C

**Document Page #:** 300

**Asked By:** Councillor Tang

**Question:**

1. How is the Planning and Development Reserve funded? How much is left in the reserve?
2. Staff support is included in this profile. Why is this in a capital profile, rather than in operating?

**Answer:**

**Development Services Branch**

1. Policy C610 - the Fiscal Policy for the Planning and Development Business - formalizes the fiscal management and operating principles of the Planning and Development Business to ensure long term fiscal sustainability and service stability while enabling growth within the City of Edmonton. The intent is to stabilize service levels despite the revenue variability associated with these services by managing revenue risks, stabilizing operating and capital resources across extended periods of time, and funding initiatives that enhance service and ensure accountability to customers.

The Planning and Development Business Model is a self-sustaining operation that provides review, approval and inspection services for the following: Area and Neighbourhood Structure Plans, Rezoning and Subdivision, Servicing Agreements, Development Permits, and Building Permits.

Fees are collected from customers for the services mentioned above. Per Policy C610, the Business Model provides mechanisms for saving surpluses in the reserve during high permit volumes and drawing down on the reserve when activity is slower, thereby not adversely impacting service levels.

In addition to direct costs related to the services, indirect costs such as shared services, technology enhancements, and process improvements are able to be funded through the Business Model.

The Policy directs that the Planning and Development Reserve will have a target balance of 75% of annual budgeted operating expenses for the Planning and Development Business and a minimum balance of 30% of annual budgeted operating expenses. The Planning and Development Reserve is projected to be at \$38.2 million or 73.6% of operating expenditure by the end of the year, putting it close to the target of 75% of expenditure for the first time since 2012.

Given the current economic conditions, permit volumes and revenues are expected to decrease in 2023 and 2024, which will require draws on the reserve fund. If economic conditions do not improve as expected in 2025 and 2026, cost management measures will be implemented to better align expenditures with revenues. At the end of the 4 year budget cycle, the reserve is expected to be at 62% of operating expense, which puts it below the 75% target, but well above the 30% minimum.

2. Development and improvements of technology hardware and software is considered a tangible capital asset as per Public Sector Accounting Standards (Section 3150) since it is managed and controlled by the municipality and is used on a continuing basis.

Like car designers and construction workers, personnel (such as IT contractors and staff support) provide skills and knowledge which are a key "capital" input in building the technology improvements such as in improved digital offerings and integrated service delivery.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-360C

**Document Page #:** 307

**Asked By:** Councillor Tang

**Question:**

1. Is this funding to get the lands ready for sale?
2. Do we have private interested in the land given the current real estate climate? (e.g. Market Readiness)?

**Answer:**

**Real Estate Branch**

1. Yes the funding in the Edmonton Exhibition Lands profile CM-17-5046 is intended to prepare the initial stages of land for sale, as well as demolish existing underutilized buildings and structures, complete pre-development planning and design and upgrade and install critical neighbourhood-level infrastructure to facilitate future development.

2. Our external brokerage partners Avison Young had participated in some informal market sounding conversations with private industry developers in Edmonton earlier this year. The feedback that was received was generally positive in that there was initial interest in the project, however these conversations were held at more of a high level and prior to the recent Bank of Canada rate hike program. That being said, the parcels currently being considered for marketing and sale are more readily developable than other portions of the site with less upfront infrastructure improvements required to facilitate development and construction. Once these parcels become publicly available for bids the Real Estate group will have a clear picture of the current market demand for land at the Exhibition Lands.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-361C

**Document Page #:** 310

**Asked By:** Councillor Tang

## Question:

1. Will some of the engagement work include the conversations surfaced during the Gondola discussion where a subsequent motion emerged to connect with Indigenous stakeholders to re-envision Rossdale?
2. The River Crossing Business Plan was approved in 2019. Has there been activity over the last 3 years?

## Answer:

**Real Estate Branch**

Response to Question 1:

At the August 15, 2022 Council meeting, the following motion was passed with regard to River Crossing:

That Administration provide a report to Committee:

1. Outlining a potential governance structure that empowers Indigenous Memorandum of Understanding partners and communities with historical and cultural connections to Rossdale to provide direct input on the implementation of the River Crossing Business plan, Touch the Water and future developments on the Rossdale flats location.
2. Summarizing the City of Edmonton's current approach to private development and land use on locations of special cultural, spiritual or historical significance.

Work to respond to this motion is underway, including direct input from Indigenous communities, and Administration will return to Committee in Q1 2023. The potential for a governance structure that enables direct input and guidance on implementation from Indigenous partners has been considered in the profiles advanced to Council, and is being considered in work plans for all project Streams in River Crossing:

- Indigenous Interpretive Park - River Crossing
- River Crossing Redevelopment
- Rossdale Power Plant Redevelopment
- Touch the Water Promenade

Should Council approve Administration's proposed governance structure, implementation of the River Crossing project would align with any guidance received through the governance structure, and any engagement requirements that stem from that.

Response to Question 2:

Following approval of the Business Plan in 2019, amendments to the Rossdale Area Redevelopment Plan to enable its implementation were approved in 2020. A capital profile of \$9.7 million (19-17-0601) was funded as a part of the 2019-2022 capital budget, dedicated to the planning of projects that would allow for implementation of the River Crossing Business Plan. This included:

- Concept design (checkpoint 2) of Rossdale Transportation Network Project and Servicing Plan (completed);
  - Funding to support the Rossdale Power Plant Advanced Assessment and Priority Rehabilitation Project (approaching completion); and
  - Concept design (checkpoint 2) for the Interpretive Park (underway).
- The last capital budget cycle also saw funding of Touch the Water to checkpoint 3.

The 2023-26 budget includes requests for funding that would allow implementation to advance in River Crossing in alignment with the Business Plan. These funding requests are reflective of (1) the need to phase work in River Crossing over time, and (2) provide the opportunity for design work to advance pending guidance from Indigenous partners and direction from Council on the establishment of a governance structure in River Crossing in the first half of 2023.

# Responses to City Council Questions on the Proposed Capital Budget

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The 2023-2026 Capital budget recommended for funding:

- River Crossing Redevelopment: previously the Rossdale Transportation Network and Servicing Plan, \$3 million to advance design of servicing and the transportation network which will enable implementation of the remainder of the plan.

The following remains unfunded:

- Rossdale Power Plant Redevelopment: \$18 million to allow for advancement of critical structural and life safety investments.
- Indigenous Interpretive Park - River Crossing: \$15 million for planning, co-design and delivery with Indigenous partners to checkpoint 5.
- Touch the Water Promenade: \$34,060,000 for detailed design and delivery of Touch the Water to Checkpoint 5.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-367C

**Document Page #:** 319

**Asked By:** Councillor Tang

**Question:**

1. Where is the project list?
2. What are previous examples of Industrial-Commercial-Investment (ICI)?
3. It is mentioned that "private sector is active in this area, however they may not develop land with the same specific interest as the City." What does this mean? What are some of the City's specific interest when it comes to industrial and commercial development?
4. Why is all the funding being requested in 2024? What are the implications if \$15M were spread out across multiple years and into 2027 and 2028?

**Answer:**

**Financial & Corporate Services Department**

1. This acquisition profile is intended for possible land swap or acquisition in Ellerslie and Rampart Industrial.
2. A recent example of an Industrial-Commercial-Investment (ICI) land development project was the Southeast Industrial project. The City developed 14 fully serviced industrial lots ranging in size from 0.9 to 4.4 acres. Development began in 2019 and the lots were brought to market in 2022. All lots are currently under sales agreement negotiations. Since 1999, the City has developed approximately 600 acres of industrial and commercial land (gross area).
3. The City undertakes land development projects for reasons that may be prioritized higher than strictly revenue generation. This may include advancing development stages to enable major City infrastructure projects as was the case in Goodridge Corners, Rampart and Heritage Valley Town Center which often result in incurring higher development costs. The City also includes sustainability requirements in its sale agreements. Revenue generated from the City's greenfield land development programs is also used to fund other development projects including Edmonton Exhibition Lands, River Crossing and the rehabilitation of contaminated industrial sites.
4. The funding is requested for 2024 as that is when the opportunity is anticipated to be available. Spreading the funding over multiple years would not allow for the intended outcome as the full amount of funding must be available at the time of purchase in Ellerslie and Rampart Industrial areas.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-369C

**Document Page #:** 338

**Asked By:** Councillor Tang

**Question:**

1. Where is the project list?

**Answer:**

**Financial & Corporate Services Department**

The project list for profile CM-16-2020 Residential/Mixed-Use Land Development includes:

- Multiple residential stages in Goodridge Corners,
- Amendments to the Goodridge Corners Neighbourhood Area Structure Plan and the Aster Neighbourhood Structure Plan,
- Oxford park,
- Planning and design of a stage in Aster may also begin towards the end of the budget cycle if the opportunity arises, however this is subject to the availability of servicing from adjacent landowners, and,
- Administration is also evaluating whether to develop lands in Schonsee or sell them as is.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-377C

**Document Page #:** 344

**Asked By:** Councillor Tang

**Question:**

1. What is the cost-benefit analysis of City owning river valley land vs. Setting up a fund to match conservation-focused organizations like RVA or Edmonton and Area Land Trust funding to purchase such that the land is non-profit owned?
2. "The possibility of development of a National Urban Park may influence river valley acquisitions over the budget period" How would it be influenced here is we transition to a National Urban Park?
3. Of the 100 private properties remaining, how many do we anticipate to purchase/acquire in a single budget cycle? Is there market readiness (i.e. people wanting to sell)?

**Answer:**

**Planning and Environment Services Branch**

1. City of Edmonton land ownership has been the preferred acquisition approach as a means to advance the City's long term acquisition goals and ensure control over future park development. The River Valley Alliance does not fund land acquisition with their focus instead being on expanding connective infrastructure. Partnering municipalities are responsible for land acquisition in support of the broader river valley/ravine system goal. Edmonton and Area Land Trust does not fund land acquisition and instead rely on land donation to secure sites. If directed by Council, Administration would prepare a cost/benefit analysis to assess river valley land ownership versus other options.
2. The creation of a National Urban Park could impact what river valley acquisition opportunities Administration pursues. If properties outside of the City's inventory are identified as being within the area(s) designated as a National Urban Park, more effort could be made to acquire those properties. Establishment of a National Urban Park would lend additional justification to more actively pursue the acquisition of lands within the identified area. It is unlikely that the designation of a National Urban Park would influence private investment and acquisition of properties within the River Valley, due to the restrictions that are or may be placed on the land use.
3. It is difficult to estimate how many properties will be acquired in a single budget, as they are currently acquired on an opportunity basis using the Park Purchase Reserve Account. Due to land values within the identified areas, it is estimated that approximately 6-10 properties could be acquired with the recommended funding. Real Estate and Planning and Environment Services scan the market to look for property listings within the North Saskatchewan River Valley and Ravine system and pursue properties when they come available. In the past budget cycle two properties and a trail easement were acquired.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-379C

**Document Page #:** 348

**Asked By:** Councillor Tang

**Question:**

1. "Analysis of development patterns identifies the potential need to purchase park space in River's Edge, Starling, Stillwater, Edgemont, The Orchards at Ellerslie, and McConachie". Does this include purchasing both park space and school space to be co-located?

**Answer:**

**Planning and Environment Services Branch**

Yes. Under the Joint Use Agreement (Land), the City is responsible for the assembly of school sites, including the school building land (school space) utilizing the relevant provisions of the Municipal Government Act. These provisions include the dedication of municipal reserve (land) through subdivision or the purchase of municipal reserve (land) through the use of reserve funds with the intent to acquire/assemble school/community park sites.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-380C

**Document Page #:** 354

**Asked By:** Councillor Tang

**Question:**

1. Are we realizing greater profits through servicing and then selling at a higher price? Or is it similar profit margins once we account for costs of servicing?
2. How does this profile overlap with other land development profiles (i.e., CM-16-2020, CM-16-2010)?

**Answer:**

**Financial & Corporate Services Department**

1. Generally speaking, investing in a site typically results in higher sales prices, higher profit margins, and shorter sale timelines. However, that is not the sole reason investments are made into surplus properties before sale. In addition to increasing the value of a site prior to sale, Administration seeks to remove barriers that discourage buyers, allowing the sites to be sold, developed, and generate tax revenue/uplift. Additionally, Administration tries to better position parcels of land to align with The City Plan prior to sale. These investments may not result in a substantially higher profit margin, but still result in valuable outcomes.

2. There is no overlap between the three noted development profiles.

- Profile CM-16-2010 Industrial-Commercial-Investment Land Development is used for industrial land that was acquired for land development purposes.

- Profile CM-16-2020 Residential/Mixed-Use Land Development is used for residential land that was acquired for land development purposes.

- Profile CM-17-5045 Transforming Surplus Properties is used for developing lands that were initially acquired for municipal purposes and are now surplus to City needs.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-386C

**Document Page #:** 357

**Asked By:** Councillor Tang

## **Question:**

1. Can you please explain the total budget available in profile 1990410, that can be used for affordable housing, land acquisition and site development in 2023-2026? What specific initiatives would this capital profile support?
2. How much do you allocate to each type of housing (e.g. permanent supportive housing, transitional housing, below market housing)? How will this be informed by the refreshed Affordable Housing strategy to be slated for fall 2023 release?

## **Answer:**

**Social Development Branch**

The Affordable Housing and Homelessness Capital Profile has \$26 million of approved funding remaining in 2023-2026, which was initially approved by City Council in the previous capital budget. The majority of this funding has already been allocated to existing projects, which are cash-flowed beyond the end of this year/budget cycle. This allocation was done to access funds through the federal Rapid Housing Initiative, which allowed the City to exceed its targets in the development of new supportive housing units. There currently remains approximately \$7 million which is targeted to fund one additional supportive housing project of up to 50 units through Round 3 of the Rapid Housing Initiative (which is expected to launch before the end of this year).

The proposed 2023-2026 Affordable Housing Investment Plan, which is largely unfunded at this time (with the majority of the necessary funding contained in the unfunded Affordable Housing Capital Growth Profile and the unfunded Affordable Housing and Homelessness Investment Plan Operating Budget Service Package), had identified a target of 2700 units of new and renewed affordable housing over the next four years.

The 2700 unit goal includes the following approximate targets for the categories identified in the question:

- 409 Permanent Supportive Housing Units (Capital)
- 456 Mixed Income Affordable Housing Units (AHIP Land Stream) (Capital)
- 515 Affordable Housing Units (AHIP Grant) (Operating)
- 156 Indigenous-Led Affordable Housing Program (Operating)
- 295 units on/within Surplus School Sites (Capital and Operating)
- 870 renewed units of Social Housing

These targets were determined based on a combination of current and previous City Council direction, need, sector capacity and information relating to existing funding programs from other orders of government. These targets are approximate and may vary due to a number of factors including, the composition of actual projects proposed by affordable housing developers, changing market conditions and new and emerging unforeseen funding opportunities from other orders of government. These targets will be adjusted, if necessary, to account for the direction provided to Administration by City Council through the updated City of Edmonton Affordable Housing Strategy, expected to be approved in 2023. The composite nature of the profiles and service packages, if funded, allow flexibility, predictability and consistency and provide the City of Edmonton with the best ability to negotiate emerging opportunities presented by other orders of government and individual operators to ensure alignment with City Council's priorities.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-392C

**Document Page #:** 441

**Asked By:** Councillor Tang

## **Question:**

1. Who is our partner in this (mention of partnership funding)? Is it Edmontonians?
2. If we are interested in expanding benches in the City, do they need to be commemorative?
3. Why is the staffing cost here considered capital cost rather than operational?
4. Do we usually get more requests for commemorative benches/amenities than we can accommodate? Is that why program expansion is being considered?

## **Answer:**

**Parks and Roads Services Branch**

1. Partner funding is a general financial term used in capital profiles to describe revenue (such as donations) that can come from groups or individuals. In this case, the partner funding is donations that can come from individual donors or community groups that participate in the commemorative bench program.
2. New benches added in parks and open spaces are not required to be commemorative. Benches are added through a variety of different methods:
  - Capital Projects
  - Developer Projects
  - Community Projects (Park and Facility Development Program (Neighbourhood Park Development Program and Community Group Led Construction)
  - The Benchmark Program (commemorative benches)
3. The seasonal staffing included in this profile is directly related to assisting with facilitating adding new benches and refurbishing existing benches (essentially rebuilding or renewing the bench) so we directly connected the seasonal staffing need with the addition or renewal of the capital asset (the bench).
4. Do we usually get more requests for commemorative benches/amenities than we can accommodate? Is that why program expansion is being considered?
  - The City is currently able to accommodate all bench requests that we receive through this program. We can accommodate up to 75 requests per year. In 2021 there were 58 bench projects and in 2022 there are 55.
  - When the Benchmark Program and the Commemorative Tree Program were reviewed in 2020, public engagement results showed that Edmontonians would be interested in other types of commemorative assets in parks other than just benches and trees. Based on this feedback, for program expansion, Administration is looking at other options for commemorative assets that could be added to the program including, but not limited to picnic tables.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-396C

**Document Page #:** 491

**Asked By:** Councillor Tang

**Question:**

Is the \$1.989M (2023) for finishing up the flood mitigation project? What remains to be done in this project? Will the project operational transfer from EPCOR to the City interfere with the capital infrastructure side?

**Answer:**

**Infrastructure Delivery Branch**

The \$1.989M (2023) is for completion of the flood mitigation project, specifically the Edmonton Stormwater Management - Mill Woods Area Project. The main contractor is Epcor.

What remains to be completed is:

1. Malcolm Tweddle & Edith Rogers Dry Pond and Inlet Sewers
2. Tweddle Place Storm Sewer Upgrades including tunnel construction to complete the Storm Sewer, Michaels Park Storm Sewer Upgrades and Lee Ridge (Northeast) Storm Sewer Upgrades
3. Storm Sewer Upgrades for Lee Ridge Millbourne Road East Storm Sewer Upgrades and Michaels Park Sanitary Inline Storage Sewers.

The project continues to progress per the baseline plan. The overall project is still on target to be in service by December 31, 2023.

This capital project will not be impacted by operational responsibilities between EPCOR and the City.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-397C

**Document Page #:** 496

**Asked By:** Councillor Tang

**Question:**

1. The requested \$270M is on the higher end of the spectrum for rehabilitation as outlined in the April 13th Exec Committee report. Which scenario is this amount achieving? Is it B2?
2. What is the cost estimate for minimum rehabilitation (Scenarios A) to ensure we have the most foundational safety features in place?

**Answer:**

**Infrastructure Planning and Design Branch**

1. The requested \$270 million is at the higher end of the strategy level cost estimate for Scenario B2: rehabilitation combined with strategic enhancements for active modes. The work is expected to include planning, design, and delivery of the rehabilitation and enhancement of the High Level Bridge. This renewal option optimizes the value of the rehabilitation work on the High Level Bridge by also advancing improvements to the bridge that align with key policy direction, including enhancements to active transportation. This scenario specifically considers rehabilitation combined with active mode enhancements and placemaking which align with the vision of the High Level Line between Downtown Edmonton and the Strathcona neighbourhood.

2. The critical rehabilitation (Scenario A) identifies the minimum repair and maintenance work to maintain current services for another 10-15 years. The estimated capital investment at a strategy level is \$64 million (-50% to +100%) plus an estimated \$1 million annually for operations and maintenance to keep the bridge in serviceable condition. This scenario would address only critical infrastructure deficiencies, would require full closure of the bridge for at least one year to complete the work and presents higher overall lifecycle costs to maintain the High Level Bridge in the long term.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-398C

**Document Page #:** 502

**Asked By:** Councillor Tang

## **Question:**

1. Does this profile duplicate or overlap with "Bus Equipment Renewal" profile CM-61-3609?
2. What is the size of our bus fleet? What percentage of the fleet is in poor and very poor conditions?
3. Moving towards a 7-year average fleet age seems like a rapid replacement cycle. What do we do with our replaced vehicles? What efforts are we doing to mitigate environmental footprint?
4. Why is there a higher amount in 2023 compared to other years? 5. Does the Canada Community-Building Fund require match funding from municipalities?

## **Answer:**

**Edmonton Transit Service Branch**

1. Profile CM-66-3600 is specifically for the replacement of aging buses with new buses. Such new buses would be equipped with standard equipment for new buses (for example air conditioning). CM-61-3609 is specifically for replacing certain bus equipment that is obsolete or at the end of its useful life - for example, the on-board mobile data terminals that operators use. There is no duplication or overlap between the two profiles.

2. The total ETS conventional bus fleet is 943 buses. This comprises 778 forty-foot diesel buses; 55 sixty-foot diesel buses; 49 thirty-foot diesel buses; 60 forty-foot battery electric buses and one forty-foot hydrogen fuel cell electric bus. Of the 943 buses, 210 buses will reach the end of their ideal life (20 years) by 2025. An additional 235 buses will reach the end of their ideal life (20 years) by 2027. Therefore, 25% of the fleet will be in poor/very poor condition by 2025 and 47% of the fleet will be at end of ideal life by 2027.

DATS buses have an ideal useful life of seven years. The DATS bus fleet comprises 101 paratransit lift buses. Of these, 6 will be replaced in 2023-26, and 17 will reach the end of their ideal life by the end of the 2023-26 budget cycle. The other 78 DATS buses will have been replaced between 2021 and 2023.

3. The capital profile discusses a future plan to move towards a 7 year average life, however that is not targeted within this budget cycle. Moving towards the 7 year average life in the long term would result in greater fleet reliability and capital and operating savings associated with eliminating midlife refurbishment. The current average fleet age is 10.2 years. Regarding environmental impact, vehicles that are at end of life are either sold at auction, or disposed of (crushed).

4. In evaluating the average age of our current fleet, ideal replacement would occur earlier in the budget cycle, however, this can be smoothed out over the four-year budget cycle given the funding constraints.

5. The Canada Community-Building Fund does not require match funding from municipalities.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-399C

**Document Page #:** 509

**Asked By:** Councillor Tang

## **Question:**

1. How much of the tax-supported debt is held in abeyance? When will we hear about the success of the federal grant program?
2. At the design stage, what kind of options will be presented (i.e., functional structure vs. Architecture excellence) and the associated cost with that? Is \$367M on the higher spectrum of spending for this project?
3. What are the implications of building to budget at 50-60% of the current estimated total?

## **Answer:**

### **Infrastructure Planning and Design Branch**

1. \$316 million of tax-supported debt is recommended to be held in abeyance. \$51 million of tax-supported debt was previously approved by Council to fund planning activities and land acquisition. That funding is not held in abeyance. Based on discussion with the federal government, Administration anticipates to know if the City is successful in obtaining the Zero Emission Transit Fund grant before the project reaches PDDM Checkpoint 2 in Q3 2023.
2. The project is in the planning phase between PDDM Checkpoint 1 and Checkpoint 2. Through the development phase, multiple design options will be explored for the new garage with a focus on ensuring the facility is developed and constructed to align with City Policy and provides for an optimal program for Edmonton Transit Services within the allocated funding. The facility will be designed and built to the same performance and policy requirements as other City facilities, including in alignment with the Climate Resilience Policy C627 and the Accessibility for People with Disability Policy C602 and Access Design Guide.

To fulfill the goals and outcome laid-out in the ETS Fleet Storage & Maintenance Facility Strategy, the new southeast transit garage will need to accommodate approximately 430 buses of multiple fuel types, such as diesel, battery electric and hydrogen electric. In comparison, the Kathleen Andrews Transit Garage has a capacity of approximately 300 buses, 50 of which can be e-buses. At PDDM Checkpoint 1, the estimated total cost for the garage is \$683 million (-50% and +100%), including land acquisition and planning which were previously funded. This is an order of magnitude estimate informed by the ETS Fleet Storage & Maintenance Facility Strategy, previous similar projects delivered by the City and taking into account the cost of the infrastructure required to support hydrogen buses and e-buses, which is more complex and expensive than that of diesel buses.

3. Reducing the budget for the new southeast transit garage would reduce the program of the facility, limit the growth potential of ETS and the ability to transition the fleet from diesel to zero-emission buses; and delay the goals and outcomes of the ETS Fleet Storage & Maintenance Facility Strategy. The reduction in budget would also likely require variances from City policies such as the Climate Resilience Policy C627 and its standard for emission-neutral facilities.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-401C

**Document Page #:** 545

**Asked By:** Councillor Tang

**Question:**

On-demand services allow for instant user feedback. Can we get ETS regular bus service to do the same? Can we move in this direction with this profile?

**Answer:**

**Edmonton Transit Service Branch**

Capital Profile CM-21-0000 provides funding for renewal of transit infrastructure assets including transit centers, LRT stations, and tracks, but does not fund new technology solutions such as rider applications.

One major difference between conventional bus service and on-demand service is that every on-demand trip is booked through a single app platform so that real-time feedback can be provided and attributed to a specific trip experience. For conventional fixed route transit, no booking is required, as riders can board any bus or train. Transit riders also use a variety of platforms for trip planning and transit information, so a variety of feedback mechanisms are available.

ETS has several options for users to provide immediate feedback, including 311, the 311 App and the ETS Customer Feedback form. In addition, ETS regularly collects feedback from transit riders using a variety of tools, including a monthly satisfaction survey that reaches over 2,400 Edmontonians annually, online surveys through Edmonton's Insight Community, and real-time feedback tools that allow participants to share their in-the-moment experiences, pictures and videos.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-402C

**Document Page #:** 554

**Asked By:** Councillor Tang

**Question:**

What kind of operating costs would be involved for this profile? I.e., waste, janitorial, security? Was the operating cost considered in the original agreement for the use of the CRL for capital build of the pedway?

**Answer:**

**LRT Expansion and Renewal Branch**

Operating costs would include utility, janitorial (including waste removal) and security costs. When the project was approved, it was acknowledged that the responsibility for operating costs would be negotiated with the developer and, once determined, the City's portion would be included in the operating budget starting the year the pedway goes into service.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-403C

**Document Page #:** 562

**Asked By:** Councillor Tang

**Question:**

How are we mitigating the risk of future cost escalation and delays like ones seen in the past 5 years?

**Answer:**

**Infrastructure Delivery Branch**

Administration established the Project Development and Delivery Model (PDDM) specifically to mature our project management and better mitigate risks. PDDM ensures that an appropriate level of development is completed on projects prior to them moving into the deliver phase. Approving full capital budgets at a concept phase, which was the case for 50 Street grade separation, rather than after adequate efforts in planning and design introduces added risk and uncertainty for projects. Coupled with early contractor involvement, the Project Development and Delivery Model provides better information (e.g. project plans, estimates, schedules, risks, etc.) for decision making at key junctures.

However, major capital projects, which include the 50th street CPR Grade separation project, experienced and are still experiencing a period of economic uncertainty due to global supply chain issues impacted by many factors, such as the Russia/Ukraine war and the global pandemic. Among other things, this has led to increased material costs and fuel prices.

Although cost escalations and delays are not completely avoidable, we work closely with our consultants to anticipate project costs to mitigate the impact of market volatility as much as possible.

Overall, the early consultant and contractor involvement helps mitigate construction risks and allows for a more reliable construction plan.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-404C

**Document Page #:** 572

**Asked By:** Councillor Tang

**Question:**

Has an agreement been finalized between COE and Strathcona County to determine operation and maintenance responsibilities shared between the two municipalities?

**Answer:**

**Parks and Roads Services Branch**

The Operation, Maintenance and Rehabilitation Agreement for the Edmonton-Strathcona County Footbridge has been completed and is substantially agreed upon by both parties and currently being fine-tuned before execution.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-405C

**Document Page #:** 589

**Asked By:** Councillor Tang

**Question:**

The Climate Leadership Plan - Provincial is one funding source listed for this profile, but there is no amount allocated to this. Is this a grant that we are still waiting to hear back on?

**Answer:**

**LRT Expansion and Renewal Branch**

When the draft capital profile was first created, the Government of Alberta's match funding for the federal Investing in Canada Infrastructure Program (ICIP) was expected to be sourced through the Province's Climate Leadership Plan. After the last provincial election, the current provincial government repealed the Climate Leadership Plan; the funding source for the provincial match funding is now being sourced through the General Revenue Fund, which was confirmed and approved in a Dec 5/19 Province of Alberta Order in Council that confirmed the province's match funding allocation for Edmonton LRT and the payment schedule. Alberta's ICIP allocation has now been fully committed and no additional funding is available.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-406C

**Document Page #:** 599

**Asked By:** Councillor Tang

**Question:**

With only \$12K left to fund in this capital profile, why is this project still scheduled to finish in December 2023? Would it not be completed earlier?

**Answer:**

**Building Great Neighbourhoods Branch**

The construction work was completed in 2021, and a two-year warranty period was included as part of the contract. The remaining funds in this profile are carry forward from the 2019 - 2022 budget to cover the costs to facilitate the warranty process and final close out of the contract in 2023.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-407C

**Document Page #:** 603

**Asked By:** Councillor Tang

**Question:**

Why is EPCOR not contributing funding to this profile when the scope of work has been increased due to their new water utility and roadway improvements along 66 St between Yellowhead Trail and Fort Road (2022 Spring SCBA)?

**Answer:**

**Infrastructure Delivery Branch**

Construction for these roadway improvements are nearing completion and once completed, EPCOR Water will reimburse the City for all costs associated with the design and construction of the new watermain.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-408C

**Document Page #:** 612

**Asked By:** Councillor Tang

**Question:**

This profile includes the Walker Fire Station but not the expanded scope which includes Permanent Supportive Housing.

1. Can another provider (i.e., non-profit housing developer) build the housing component for this project?
2. Are there alternatives to co-location? Would seeking landing separately from this location for housing, and having a non-profit developer develop the land be more cost effective if the buildings (fire station and housing) won't be built together due to funding limitations?
3. Would there be a big cost difference if the housing component is designed to be on top of the station, or as an adjacent stand-alone building?

**Answer:**

**Infrastructure Planning and Design Branch**

1. The potential for another provider to build the housing component of the project could be explored. There are ownership, risk and legal considerations that would need to be fully understood in order to make this determination.
2. Based on the delivery funding included in the Proposed 2023-2026 Capital Budget, Administration is advancing two design options to PDDM Checkpoint 3: (1) a stand alone fire station and (2) a co-located fire station with supportive housing. Delivery cost and operational cost differences and potential efficiencies will be informed by the designs. This information is required to understand if a separate location for a similar housing project can be more cost effective.
3. Design options will be coordinated and reviewed throughout the development phase to understand how to optimize the design, the construction methodology and the budget to align with funding opportunities. Delivery cost and operational cost differences and potential efficiencies will be informed by the designs. For example, fire stations are intended to meet post disaster requirements which includes system redundancy so the facility can continue to operate in crisis situations. It will be confirmed during development whether or not the supportive housing component will be required to be built to the same post disaster requirements if the facilities are interconnected.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-409C

**Document Page #:** 616

**Asked By:** Councillor Tang

**Question:**

1. Why is \$1.8M per year for salaries part of this capital profile? Why is it not in operating? What kind of workforce expansion is expected with this increase?

**Answer:**

**Edmonton Public Library Department**

The Library Materials composite profile includes \$1.8 million in salaries per year. Salaries for staff who deal directly with physical collections are capitalized in accordance with public sector accounting standards as they form part of selecting, developing and maintaining the physical collection, a capital asset. This does not reflect an increase, and in fact, the salary expense has slightly decreased compared to prior year budgets. There is no planned workforce expansion

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-413C

**Document Page #:** N/A

**Asked By:** Councillor Tang

**Question:**

Can we get a priority list of assets that Administration thinks can be divested with minimal impact to the workforce, over a 5 year period?

**Answer:**

**Infrastructure Planning and Design Branch**

Refer to Attachment 3 of the October 17, 2022 Council Report IIS01349 Rationalizing and Right Sizing Municipal Assets, which is to remain private pursuant to section 24 (advice from officials) and section 25 (disclosure harmful to economic and other interests) of the Freedom of Information and Protection of Privacy Act.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-414C

**Document Page #:** 674

**Asked By:** Councillor Tang

**Question:**

For the cornerstore program: What are the implications with this unfunded profile given that there are many active cornerstore projects across the city, many have only begun in the early stages? Does this unfunded profile overlap at all with other profiles like active pathways and neighbourhood renewal?

**Answer:**

**Building Great Neighbourhoods Branch**

The Corner Store Program capital profile provides growth funding for streetscape upgrades to Local Nodes delivered through Neighbourhood Renewal, LRT, or Arterial Renewal programs. These enhancements go beyond what would be delivered through base renewal designs and budgets. The majority of the work completed to date has been done in coordination with Neighbourhood Renewal.

The 2023-2026 Capital Budget (page 674) proposes an unfunded growth project of \$8.38 million to fund 59 streetscape projects in various stages of planning.

Twenty two of the 59 projects have already progressed in design between checkpoint 2 and checkpoint 3 within the Project Development and Delivery Model, representing \$5.2 million of the \$8.38 million Capital Budget request. These 22 projects impact 32 property owners and 144 businesses who, through engagement in concept and design work completed to date, are anticipating streetscape improvements over and above standard neighbourhood renewal. Not funding these projects would be a missed opportunity to incorporate these enhancements as part of other capital projects.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-416C

**Document Page #:** 144

**Asked By:** Councillor Tang

**Question:**

"This profile is also a mechanism to recognize assets for equipment purchased by the EPS through its approved Operating Budget but based on TCA requirements needs to be transferred to capital. Previously approved operating funds will be transferred to this profile as this occurs via Supplemental Capital Budget Adjustment process"

1. What does this mean in terms of transfer of funds - can this be clarified?
2. What is TCA requirement?

**Answer:**

**Edmonton Police Service Department**

The City of Edmonton (COE) is required to follow the Public Sector Accounting Standards, including PS 3150 - Tangible Capital Assets (TCA). EPS follows the same standards and accounting treatment as COE.

Throughout the year, Finance reviews all equipment purchases made via operating budget to ensure proper accounting treatment. Analysis includes review of overall costs and life expectancy of the equipment acquired. Based on these criteria, the decision is made if equipment purchase qualifies as a tangible capital asset. If equipment purchase is qualified under TCA rules, then both actual costs and associated budget will be transferred from operating budget to capital utilizing this Police Equipment capital profile.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-417C

**Document Page #:** 162

**Asked By:** Councillor Tang

## **Question:**

1. Is the species survival program part of the conservation programs?
2. What kind of research runs out of the zoo?
3. What would be the cost of relocation of the animals? Assuming this is operating cost?
4. How does our zoo compare in research, conservation and rehabilitation to others in Canada?
5. How much private donations do we get to the Zoo for both operating and capital expenditures?
6. Is it typical for municipalities to run their own zoo in Canada?

## **Answer:**

### **Community Recreation and Culture Branch**

1. The Species Survival Program is a population management and conservation program for selected species of wildlife with a goal of maintaining captive populations that are both genetically diverse and demographically stable. The Zoo is currently affiliated with six species survival programs including the Grevy Zebra, Goeldi's Monkey, Kea, North American River Otter, Canadian Lynx and Red Panda. Our participation in the Species Survival Program is an important element of the Zoo's conservation mandate.

2. Edmonton Valley Zoo strives to uphold the highest standards of animal welfare and is committed to facilitating and supporting the advancement of conservation, science and education. The Zoo recognizes the important role that scientific research plays in the advancement of biological sciences and how such contributions support critical conservation efforts and programs. Our species collection presents a unique opportunity to research species that are challenging or impossible to study in the wild. The Zoo participates in a wide range of research programs in collaboration with a variety of agencies and post secondary institutions. Some examples include: a study currently underway in collaboration with a behavior scientist from Concordia University regarding the impact of our animal enrichment activities; working with the Edmonton Urban Coyote Project to study mating systems and parental care by setting up remote cameras near dens located on the Zoo property; and participating as a research station in partnership with the Wilder Institute and Vancouver Aquarium focused on helping prevent the extinction of the Rocky Mountain Leopard Frog in order to aid in the recovery of the broader western Canadian northern leopard frogs.

3. When animals move between zoos and approved facilities, the costs are primarily associated with the transportation of the animal. Costs can vary based on the complexity of the animal's care enroute, the final destination, travel distance and the mode of transportation. In extreme cases, animals must be accompanied by a staff member to assist with the animal's integration into its new home. Other costs can include the manufacture of the specialized crate, tailored to the unique animal being transported, relevant permit and inspection fees and associated documentation. Ownership or loan agreements are established between the facilities and the transfer is made without the exchange of payment for the animal.

4. Most accredited Zoos in Canada participate in research, conservation and rehabilitation programs. While Edmonton Valley Zoo has traditionally focused on these areas, in recent years the facility has intentionally increased its emphasis on conservation and is now considered to be among the leading institutions committed to advancing conservation.

5. The Valley Zoo Development Society has proven a very effective fundraising partner for the Zoo. Much of the transformation the Zoo has experienced over the last 15 years would not have been possible without the support of the Society and its generous sponsors and donors. This includes a contribution of over \$300,000 for Makira Outpost, \$45,000 for our Veterinary Hospital, \$500,000 for Arctic Shores, and \$3.6 million for Phase I of Nature's Wild BackYard. Their most recent capital fundraising commitment supports Nature's Wild BackYard Phase II with a \$5.4 million contribution. The Valley Zoo

# Responses to City Council Questions on the Proposed Capital Budget

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Development Society also generates thousands of dollars annually in support of animal enrichments, conservation and education programs including the innovative new "Pay it Forward for the Planet" school field trip subsidization program which receives up to \$75,000 annually and a new education video series that will be made possible thanks to the Society's \$125,000 contribution. In 2021-22 the society secured \$540,000 for the Conservation Carousel which is estimated to generate \$10,000 in donations annually for various conservation programs supplementing the Quarters for Conservation Program which generates an average of \$35,000 annually.

6. There are a spectrum of ownership and operating models for Zoos and Aquariums in Canada. Many Zoos in Canada are owned and operated by a municipality, provincial or territorial government including Yukon Wildlife Preserve, Saskatoon Farm and Zoo, Aquarium de Quebec, Magnetic Hill Zoo, Polar Bear Habitat, Riverview Park and Zoo, Bio Dome, and Toronto Zoo. While many Zoos in Canada are owned by municipalities, in many cases, similar to the Edmonton Valley Zoo, portions of their operation are managed by a society or third party organization. The Edmonton Valley Zoo is owned and operated by the City, however select food services, gift shop, sponsorship and fund-raising, adopt-an-animal, select programs and events are managed by the Valley Zoo Development Society.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-418C

**Document Page #:** 204

**Asked By:** Councillor Tang

**Question:**

"A Building Condition Assessment and various studies have been conducted within the past several years and as a result, Lifecycle Management (LCM) has identified this facility as a high priority rehabilitation".

1. Are all aspects of the rehabilitation required? What aspects are safety-related and what are cosmetic?
2. What is the building condition grade for the headquarters?

**Answer:**

**Infrastructure Planning and Design Branch**

In order to adhere to an optimal lifecycle management plan for the facility, and to ensure the facility can support the services the Edmonton Police Service provides, the rehabilitation work outlined in the building condition assessment needs to be completed. The building condition assessment identified that there are numerous key building components in D (poor condition; functionality is inadequate) and F (fail or critical condition; functionality has been severely compromised with a high risk of failure).

The majority of the project involves the rehabilitation of the core major building systems (roof, building envelope, sprinkler and fire alarm, mechanical, electrical, building controls, and building safety systems). The non-core systems work includes upgrading lighting to LED to improve building energy consumption, improving accessibility (e.g. washrooms, locker rooms, ramps, handrails), incorporating GBA+ components (e.g. gender neutral washrooms), and interior finishes.

It should be noted that the accessibility work was funded from the growth portion of profile CM-11-0000, and that these upgrades are required to meet the City's Accessibility for People with Disabilities Policy C602.

The overall physical condition rating for the EPS Headquarters facility is C (fair) which is acceptable; however, there are a number of critical building components rated as D (poor) that need renewal. The scope of the rehabilitation project has been focused on addressing the components in D (poor) condition. It is important to note that it is not possible to only rehabilitate the components and systems in D (poor) or F (very poor) condition as interdependencies with other components and systems that might be in C (fair) condition or better are inevitable in assets as complex as these large facilities.

The City's renewal programs aim to keep the critical assets out of D (poor) and F (very poor) condition. This is done by investing in assets before they reach this point. There are many facility systems and components with an increased likelihood of failure once they reach D (poor) condition. If one of these systems should fail in a critical facility, such as Police headquarters, even for a short period, it could have significant impacts to service delivery. Even though this facility is C (fair) condition overall, there are components within the facility in worse condition that contribute to the overall risk of failure.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-419C

**Document Page #:** 184

**Asked By:** Councillor Tang

## Question:

1. What is the 'build to budget' price? Will it be amended to \$310M?
2. Is the Catholic School Board still a contributing partner to this recreation project?
3. What kinds of conversations have been had with Enoch First Nation in terms of a partnership approach to this recreation project or upgrading the Nation's recreation centre for wider Edmontonians' access in the spirit of friendship, reconciliation, and efficient land use and service delivery?
4. How many communities would Lewis Farms Community Recreation Centre and Library serve? What % of these communities/neighbourhoods are built out at this time (e.g. only 40% of a greenfield development is completed to date)
5. What might be the implication for building the project to a budget of half the current cost (i.e., \$150-200M)?
6. How far along are we in the project? What might be the implication for an indefinite pause of the project?

## Answer:

**Infrastructure Delivery Branch**

1. The build to budget price is \$310.6 million which is the current approved project budget.
2. The Edmonton Catholic School Board has contributed \$1.2 million in sunk costs, is no longer an active partner and, therefore, will not be contributing further.
3. Enoch Cree Nation has been engaged extensively throughout the project, beginning with the design development in 2017 through 2019, and is currently supplying onsite construction monitoring for the early works. The proximity of Lewis Farms Community Recreation Centre to Enoch Cree Nation reserve, allows for close access to the Nation and its members. Community Recreation and Culture and the Indigenous Relations Office is engaged with Enoch Cree Nation about facility access. Notices were sent to Enoch Cree Nation as part of the 2020 Expression of Interest exercise, for partnering with the City, with no interest in cost-sharing resulting.
4. The Lewis Farms Community Recreation Centre and Library is intended to serve a population of up to 70,000 Edmontonians in the areas covered by the Grange and Lewis Farms Area Structure Plans. This area is underserved by existing district parks and recreation facilities. However, as with all major recreation facilities in Edmonton, the facility is expected to serve the full Edmonton population for high-draw program elements such as the arena and aquatic components. The West Edmonton Development Pattern area, which includes these Area Structure Plans, has experienced a very high rate of growth from 2017 to 2020. Currently, the neighbourhoods identified to be served by this facility directly include approximately 40,000 in population or roughly 57% of their expected final population (70,000), based on the 2019 municipal census. Neighbourhoods included are as follows:
  - Glastonbury (6,393)
  - Granville (2,722)
  - Hamptons (12,488)
  - Secord (5,506)
  - Rosenthal (3,650)
  - Webber Green (2,873)
  - Breckenridge (1,856)
  - Potter Greens (1,456)
  - Suder Greens (3,408)
5. If the overall project budget were reduced to \$150 million or \$200 million, program reductions would need to be

# Responses to City Council Questions on the Proposed Capital Budget

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confirmed either directed by Council or through additional public engagement. Once the new program is confirmed the facility would be redesigned . This redesign would result in delay to the current schedule and add escalation costs for the additional delays to the project.

6. Early works have started on the project, and the team is working to maintain the schedule and open the facility in 2027. Without further adjustment, beyond the current recommendation, the delay to construction completion has been estimated at up to six months. If the overall project were paused, it would add escalation costs. The impact at this point is the diminishing program with each delay. This would also have a negative impact on public expectations about when this facility is expected to be completed and available for use.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-420C

**Document Page #:** 235

**Asked By:** Councillor Tang

**Question:**

Has the zoo society raised the full \$5.4M towards the build of Phase II?

**Answer:**

**Infrastructure Delivery Branch**

The Edmonton Valley Zoo Development Society has committed \$5.4 million toward the capital build of Phase II. The Society has proven successful in meeting their fundraising commitments for previous capital projects.

As of October 2022, the Society has raised \$1 million and secured an additional \$400,000 in sponsor commitments toward the \$5.4 million total, with the payment terms still being finalized.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-421C

**Document Page #:** 229

**Asked By:** Councillor Tang

**Question:**

The 2023 budget ask for this profile is \$585K. Given the proximity and close tie of this project to Coronation, can the Coronation budget profile request of \$130M not absorb or include this amount?

**Answer:**

**Infrastructure Delivery Branch**

The Identified \$585,000 within the recommended Capital Budget 2023-2026 document are funds that were previously approved by Council as part of the 2021 Fall SCBA. These funds were carried forward from the 2019-2022 budget cycle cash flow for 2023. This is represented in the recommended Capital Budget 2023-2026 document (pg 231) under the Peter Hemingway Fitness and Leisure Centre Rehabilitation Phase 1 Capital Profile 21-12-0310, within the Capital Budget and Funding Sources chart

The Coronation Park Sports and Recreation Centre Capital Profile 15-21-5801, which was approved by Council during the 2021 Fall SCBA, are solely allocated in order to deliver Coronation Park Sports and Recreation Centre project scope.

At this stage no funds for the Coronation Park Sports and Recreation Centre Capital Profile 15-21-5801 can be absorbed into the Peter Hemingway Fitness and Leisure Centre Rehabilitation Phase 1 Capital Profile 21-12-0310 while maintaining the current approved scope of work.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-422C

**Document Page #:** 275

**Asked By:** Councillor Tang

**Question:**

1. Are these intelligence systems used in other jurisdictions? And are they evidence-based?
2. IT investments are important. How is the proposed investment proportional to the organizational size and complexity?
3. The projects in the Application Enhancement and Applications Sustainment profiles have some overlap. Can this be explained? What are the differences between some of these projects, when they are listed as growth vs. lifecycle?

**Answer:**

**Edmonton Police Service Department**

1. Yes, most police agencies utilize various intelligence systems. They may not use the same technologies as EPS, but they are evidence-based and geared towards the same outcomes.
2. EPS request for technology investment is at a consistent level with the past budget cycle. We haven't performed a comparison with other police agencies, due to the differences in operating approach and the technologies in use in other agencies. Investment in IT is in direct support of the 2023-2026 Strategic Plan. Investment in EPS IT is central to the achieving the following outcomes: EPS effectively uses data analysis to identify, respond to, and reduce high harm crimes; and EPS increases data driven decision making to better predict policing needs and effectively re-direct resources to where they are most needed.
3. The Applications Enhancement profile enables both the addition of new systems as well as enhancement or expansion of existing technology systems. To manage our technology footprint in the most cost-effective way, we prefer to utilize and enhance our existing systems whenever possible. Due to this approach, an enhancement project may refer to a system you see in the Sustainment profile. The Sustainment profile is focused on renewal and sustainment of the existing systems – which could include upgrades, or where necessary could include a full replacement of a technology system. The sustainment profile allows for 5% growth to recognize the flexibility available when completing lifecycle and sustainment work. Upgraded software and replacement systems sometimes offer up significantly more capability and features than the original system and projects can therefore represent this small percentage of growth.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-423C

**Document Page #:** 304

**Asked By:** Councillor Tang

**Question:**

1. How does this profile overlap with "Police IT - Applications Enhancement", "Applications Sustainment", and "Infrastructure Sustainment?"
2. If a budget transfer was made at one point in 2021 from the Application Sustainment profile, why can't the CRIMM profile continue to be managed through the same Application Sustainment profile?

**Answer:**

**Edmonton Police Service Department**

1. Profile 21-60-1472 - CRIMM - CAD-RMS INTEGRATION, MODERNIZATION AND MAXIMIZATION does not overlap with Police IT - Applications Enhancement, Applications Sustainment, and Infrastructure Sustainment. The CRIMM profile was established as a Standalone capital profile as required by the City Budget Office.
2. Since Profile 21-60-1472 was established as a standalone capital profile, it must continue to be a standalone. There is no further requirement to transfer any funding from Application Sustainment profile to CRIMM.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-424C

**Document Page #:** 595

**Asked By:** Councillor Tang

**Question:**

1. Does the federal and provincial funding/grants for this project have a time constraint of when it needs to be delivered by?
2. What is our confidence with delivering a project of this scope and size by 2027? What are some mitigation strategies for cost escalation, labour shortages, etc.?

**Answer:**

**LRT Expansion and Renewal Branch**

1. The funding agreement for the Valley Line West LRT currently requires the project to reach Substantial Completion by October 31, 2027.
2. The City's contract with Marigold Infrastructure Partners (MIP) requires them to achieve substantial completion in December 2026. At this time, we anticipate they will achieve this date. The City's contracts with MIP for the infrastructure and Hyundai-Rotem, the supplier of the light rail vehicles, are fixed-price contracts so risks related to cost escalation and labour are the responsibility of MIP and Hyundai-Rotem.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-425C

**Document Page #:** 619

**Asked By:** Councillor Tang

**Question:**

Is Blatchford Lands Retained Earnings a sustainable source of funding given that we will not break even until 2025 or later (as per the annual report that was presented at the Utility Committee on Nov. 4)?

**Answer:**

**Blatchford Redevelopment Project Branch**

The Blatchford Renewable Energy Utility does not use Blatchford Lands Retained Earnings as a funding source. Blatchford Lands Retained Earnings are anticipated to be positive by the end of 2023 and remain positive through the end of the project at which point Council could consider using the excess retained earnings to fund other City initiatives.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-426C

**Document Page #:** 621

**Asked By:** Councillor Tang

**Question:**

The project appears to be 7 years behind schedule. Have other alternatives been seriously explored including privatization?

**Answer:**

**Parks and Roads Services Branch**

Prior to the City moving to Park Plus (EPark) with Calgary Parking Authority (CPA), a detailed business case was developed that assessed whether the City's parking services should be divested to a third party. Based on the business case, it was determined that the City would continue operating and providing parking services, partially due to revenue positively impacting tax levy

The original scope of the Parking Control Technology capital profile is near completion. The City has been awaiting approval from the Province of Alberta for specific permissions to authorize the automated parking enforcement program. The Province has recently reached out to initiate discussions on this, and progress is being made.

The additional scope added to this capital profile in Spring 2022 is dedicated to the retrofit of current EPark machines to ensure the City's Europay, Mastercard and Visa (EMV) is in compliance, which will include the replacement of the current EPark online payment system to ensure efficient and reliable payment options for users. Any unused funding will be released.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-428C

**Document Page #:** 77

**Asked By:** Councillor Tang

**Question:**

If we investing more into Green Shack Conservation, how are we addressing staff shortages for Green Shacks?

**Answer:**

**Community Recreation and Culture Branch**

The City of Edmonton has provided the Summer Playground Program (known as the Green Shack program) for decades. The Green Shack program is a free drop-in, leader-led summer recreation program for children that is primarily offered in neighbourhood parks as well as on some district park sites. This long-standing program ensures children and families have access to quality free, safe programming close to their home.

In terms of the annual hiring process delays encountered over the last two years, we have determined the following changes:

- Hiring will begin earlier in the year for all levels of staff that are required to account for the process timelines for security clearances and avoid delays.
- Opportunities are being explored to promote these positions to a diversified talent pool.
- These updates will increase recruitment success.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-429C

**Document Page #:** 627

**Asked By:** Councillor Tang

**Question:**

Can we approve Rollie Miles Leisure Centre to Checkpoint 1 rather than Checkpoint 3?

**Answer:**

**Infrastructure Planning and Design Branch**

Following City Council's direction provided during the Spring 2021 Supplemental Capital Budget Adjustment, which approved funding for the Rollie Miles Recreation Centre project to PDDM Checkpoint 3, Administration has been actively working on the planning and design of the project.

- PDDM Checkpoint 1 was completed in November 2021.
- PDDM Checkpoint 2 was completed in May 2022.
- Work to reach PDDM Checkpoint 3 is underway with completion anticipated in Q4 2023.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-336C

**Document Page #:** 207

**Asked By:** Councillor Wright

**Question:**

21-10-9105 Fire Station #8 Relocation - Blatchford

\$5M in "land" was budgeted for in 2022; Can admin confirm why this amount was budgeted for and now if paid for, if the City already owns the land in Blatchford? And if this station was designed on land that the City does not own within Blatchford, why that land was selected instead of City-owned land?

**Answer:**

**Infrastructure Planning and Design Branch**

The land required for the new fire station is owned by the Blatchford Redevelopment Office which is considered an enterprise, and as per the land governance guidelines, the City is required to pay the enterprise fair market value for the land that they required for City purposes.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-341C

**Document Page #:** 516

**Asked By:** Councillor Wright

**Question:**

19-22-9006 Terwillegar Drive Expressway Upgrades - Alternate Staging

What percentage/dollar amount of the provincial grant is constrained by matching obligations for this specific upgrade?

**Answer:**

**Infrastructure Planning and Design Branch**

The Provincial funding toward the Terwillegar Drive project (\$116.5 million) is not constrained by matching funding obligations by the City. Rather, the Province's funding is constrained in that it is intended for specific project components, including:

- widening of Terwillegar Drive (Rabbit Hill Road to Anthony Henday Drive),
- the 142 Street pedestrian/cyclist bridge,
- a southbound transit-only lane between 53 Avenue and Terwillegar Drive, and
- the Anthony Henday Drive / Terwillegar Drive interchange upgrades.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-346C

**Document Page #:** 516

**Asked By:** Councillor Wright

**Question:**

19-22-9006 "Terwillegar Drive Expressway Upgrades - Alternate Staging

Which elements of the scope of work would be removed, should the \$43M budget increase not be approved? and What tax supported debt expenditures have been incurred to date for this specific upgrade?

**Answer:**

**Infrastructure Delivery Branch**

Once budget challenges were realized due to inflationary pressures a comprehensive exercise to examine cost saving options was completed to help reduce project over expenditures. All discrete pieces that could be removed without negatively impacting the project goals were already removed from the project scope.

If the \$43M budget increase is not approved, the project value could be reduced by removing the new pedestrian bridge adjacent to the Rainbow Valley bridges, the noise barrier adjacent to Ramsay Heights (along the west side of Whitemud Drive, between 45 Avenue and 47A Avenue) or some connecting roadway renewal work on Whitemud Drive. The scope of the planned capacity improvements such as the ramp widening at the Whitemud Drive/Terwillegar Drive interchange or widening along Whitemud Drive could also be reconsidered. However, such changes would require design adjustments and some redesign depending on the extent of re-scoping.

If directed to adjust the scope additional planning work and public communication would be required, resulting in potential delays. If the delays impact the project schedule outlined in the Contribution Agreement with the Province an amendment would be required.

The following tax supported debt expenditures have been incurred and committed to date through active contracts (from City debt):

- Stage 1A North: Terwillegar Drive widening to four lanes in each direction (three for motor vehicles, one dedicated lane for transit), including a shared-use path on the east side of the roadway.
  - Incurred cost \$23,429,905
  - Committed cost: \$24,869,875
- Stage 2: Rehabilitation and widening of Whitemud Drive, including the addition of dedicated transit from 53 Avenue to Terwillegar Drive. The work includes rehabilitation and widening of Rainbow Valley bridges, and a new pedestrian bridge crossing Whitemud Creek.
  - Incurred cost: \$7,738,054
  - Committed cost: \$15,142,148
- 142 Street Pedestrian/Cyclist Bridge: Includes a new pedestrian bridge at approximately 142 Street bridge, connecting Bulyea Heights and Brookside neighbourhoods, tying into new and existing shared use pathways on the north and south sides of Whitemud Drive and along Terwillegar Drive.
  - Incurred cost: \$751,033
  - Committed cost: \$751,033

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-347C

**Document Page #:** 184

**Asked By:** Councillor Wright

**Question:**

15-21-5785 "Lewis Farms Community Recreation Centre and Library

What are the implications related to contract, stranded debt, and reputational risks should capital profile 15-21-5785 only be built to its current budget?

**Answer:**

**Infrastructure Delivery Branch**

The delivery method for Lewis Farms Community Recreation Centre and Library has been adjusted to be flexible and defined by scope for both design and build, with the use of a time and materials approach for design and a construction manager approach for construction. Building to the approved budget requires increased design expenditure to meet the targets; however, that has been included in the project estimate.

The Debt Management Fiscal Policy states that debt is to be used to finance major capital projects only. If a capital project funded by debt does not proceed and has outstanding debt, administration would start a process through bylaw or bylaw amendment to reallocate the debt to another capital project. Another funding source would be required for the existing costs of the project that is not proceeding.

It's also important to note that per the City's borrowing practice, borrowing is only done when expenditures are forecasted by project management teams and only if the cash flow requires additional funding. However, specific to this project, if we were to build to the currently approved budget there would not be any stranded debt.

There would be some reductions to the program which affect specialized users, such as the removal of the dive tank. While this is a smaller, specialized group of users, it is anticipated there will be some negative reaction stemming from this change but the project would still include the majority of the program elements.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-351C

**Document Page #:** 196

**Asked By:** Councillor Wright

**Question:**

15-21-5801 Coronation Park Sports and Recreation Centre

What are the implications related to contract, stranded debt, and reputational risk, should Council decide to remove the indoor cycling track from capital profile 15-21-5801?

**Answer:**

**Infrastructure Delivery Branch**

This project was fully funded during the 2019-2022 budget. We are currently in the first year of a three year construction program. At this stage the associated cost to significantly alter the scope by removing the velodrome are expected to increase the project cost as the velodrome is integrated into the facility. The projected increase in cost is related to redesign and contractual commitments as the City would be required to pay vendors for work completed and material on order.

Regarding stranded debt, the Debt Management Fiscal Policy states that debt is to be used to finance major capital projects only. If a capital project that is funded by debt does not proceed and has outstanding debt, administration would start a process through bylaw or bylaw amendment to reallocate the debt to another capital project. Another funding source would be required for the debt funded incurred expenditures of the project that is not proceeding.

It's also important to note that per the City's borrowing practice borrowing is only done when expenditures are forecasted by project management teams and only if the cash flow requires additional funding.

With respect to the reputational risk, this project is a partnership with the Argyll Velodrome Association and the Society of the Edmonton Triathlon Academy (now known as World Triathlon Series Edmonton) that are expecting this amenity to be completed as part of this project.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-355C

**Document Page #:** 204

**Asked By:** Councillor Wright

**Question:**

21-11-9600 EPS-Police Headquarters Rehabilitation

What are the implications related to contract, stranded debt, and reputational risks should the capital profile 21-11-9600 be reduced to the scope of only addressing D & F condition rated assets? and  
Given that only 5.26% of Police Facilities are rated D & F, what is the rating of this specific facility?

**Answer:**

**Infrastructure Planning and Design Branch**

The overall physical condition rating for the EPS Headquarters facility is C (fair) which is acceptable; however, there are a number of critical building components rated as D (poor) that need renewal. The scope of the rehabilitation project has been focused on addressing the components in D (poor) condition. It is important to note that it is not possible to only rehabilitate the components and systems in D (poor) or F (very poor) condition as interdependencies with other components and systems that might be in C (fair) condition or better are inevitable in assets as complex as these large facilities.

The City's renewal programs aim to keep the critical assets out of D (poor) and F (very poor) condition. This is done by investing in assets before they reach this point. There are many facility systems and components with an increased likelihood of failure once they reach D (poor) condition. If one of these systems should fail in a critical facility, such as Police headquarters, even for a short period, it could have significant impacts to service delivery. Even though this facility is C (fair) condition overall, there are components within the facility in worse condition that contribute to the overall risk of failure.

Reduction in the project scope or delay to its implementation would have contractual implications, as the construction contract has already been awarded and construction is underway. The City would be required to pay damages to the contractor and penalties to the consultant if the contract was canceled or substantially changed at this time. Additionally, with construction underway, not all scopes of work could be reduced without impacts to the operations and functions of the facility.

There is no debt funding on this project and, therefore, no implications related to stranded debt.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-357C

**Document Page #:** 235

**Asked By:** Councillor Wright

**Question:**

22-12-9007 Valley Zoo - Nature's Wild Backyard Phase II

What are the implications related to contract, stranded debt, and reputational risks should council decide to pause the project outlined in capital profile 22-12-9007?

**Answer:**

**Infrastructure Delivery Branch**

The Valley Zoo Nature's Wild Backyard (NWBY) Phase II project replaces infrastructure and guest amenities that are at the end of their lifespan. The enclosures being replaced have gone through years of incremental retrofits in an effort to maintain an adequate level of visitor experience and appropriate care for the animals; however, due to the deterioration of the infrastructure and evolving zoo standards, further investment in these aging exhibits is not recommended.

This project ensures the zoo is able to provide the necessary standard of infrastructure to support these animals. If this project was deferred or canceled, upgrades to these animal's current enclosures would still be required to meet established Canada's Accredited Zoos and Aquarium standards and industry best practices or the zoo would risk having to reduce its collection and send some animals away to other zoos, further reducing the visitor experience.

Pausing the implementation would also increase the risk of higher project costs due to escalation and the potential for contractual implications with contracted services. In addition, some areas of the zoo would have to continue to operate on temporary utility lines as Phase 1 of NWBY required the cessation of permanent services and the utility work cannot be completed until Phase II implementation.

The Debt Management Fiscal Policy states that debt is to be used to finance major capital projects only. If a capital project funded by debt does not proceed and has outstanding debt, administration would start a process through bylaw or bylaw amendment to reallocate the debt to another capital project. Another funding source would be required for the existing costs of the project that is not proceeding.

It's also important to note that per the City's borrowing practice, borrowing is only done when expenditures are forecasted by project management teams and only if the cash flow requires additional funding.

The Edmonton Valley Zoo Development Society has committed to providing \$5.4 million in partnership funding toward the capital build of Phase II. As of October 2022, the Society has raised \$1 million and secured an additional \$400,000 in sponsor commitments toward the \$5.4 million total. Delay to the project may jeopardize this funding and inhibit additional sponsor investment.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-359C

**Document Page #:** 238

**Asked By:** Councillor Wright

**Question:**

25-21-1000 LRV Replacements

What are the implications related to contract, stranded debt, and reputational risks should capital profile 25-21-1000 be extended over 7 years instead of 5? and

What would be the resulting impact on Operational Budget ?

**Answer:**

**Edmonton Transit Service Branch**

There is no stranded debt associated with this profile. The impact from a debt perspective on the operating budget would be that the tax levy build up required to pay for the debt would be brought into the budget slightly more gradually over the 7 year period rather than 5. Overall this impact would not be significant from a debt perspective.

Regarding contract, procurement hasn't taken place yet for new LRVs because we don't have an approved budget, so there would be no contract risk.

From a reputational perspective, there would be risks associated with extending this replacement over seven years instead of five. The U2 fleet is currently over 40 years old and parts are no longer available for them. Extending the replacement timelines increases the risks of not having these older LRVs in service, reducing service levels for high floor LRT service.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-362C

**Document Page #:** 249

**Asked By:** Councillor Wright

**Question:**

CM-25-1001 Vehicle and Equipment Replacement

What are the implications related to contract, stranded debt, and reputational risks should capital profile CM-25-1001 be extended over 6 years instead of 4? and

What would be the resulting impact on Operational Budget ? and

What happens to the revenue from the sale of existing fleet assets, in the context of fleet replacement?

**Answer:**

**Fleet and Facility Services Branch**

This profile draws funding from the Fleet Replacement Reserve that is collected through an annual calculated contribution based on useful life and replacement value for each piece of equipment. The Fleet Replacement Reserve is specifically dedicated to the replacement of vehicles and equipment as per policy. There would be no stranded debt implications of extending this profile, because debt is not an approved funding source within the capital profile

In compliance with this policy, the Reserve and Equity Accounts Policy C217D, and the Municipal Government Act, the establishment of all Reserve accounts and the transfers to and from these accounts require City Council approval through the budget. The risk of any funds removed from the reserve would create potentially future liabilities for fleet renewal and put it at risk of deficit which is in conflict with item 2.9 of this policy.

The extension of this profile over 6 years would result in no harvestable savings as the money required to replace the existing fleet on a like-for-like basis would still be required. There would likely be operational impacts of deferring replacement on end of lifecycle units.

Purchasing new fleet vehicles can be delayed and currently we look at vehicle repair costs, kilometers/hours, and overall condition of the vehicle at the end of its life cycle. Prior to finalizing the annual replacement plans, we review the usage, maintenance costs, and downtime and recommend deferring replacement by one year when the vehicle is in good condition and appears to have useful life remaining. Keeping a vehicle that is not in good condition escalates operational expenses (repairs/failures) and oftentimes results in a reduction of availability due to downtime.

Revenue from end of life Fleet and salvage vehicles goes back into the reserve (generally this is to replace the end of life or salvaged asset). Sales proceeds (and insurance recoveries from third party fault collisions) return to the reserve to help cover shortfalls when we have early replacements due to collision write-offs or uneconomical repairs prior to end of planned lifecycle.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-363C

**Document Page #:** 252

**Asked By:** Councillor Wright

**Question:**

CM-60-1765 Vehicle Replacements (EPS)

What are the implications related to contract, stranded debt, and reputational risks should capital profile CM-60-1765 be extended over 6 years instead of 4? and

What would be the resulting impact on Operational Budget ? and

What happens to the revenue from the sale of existing fleet assets, in the context of fleet replacement? and

What would the process be for City purchasing the assets directly to maintain control of funds and subsequently leasing to EPS?

**Answer:**

**Edmonton Police Service Department**

The profile is for 4 years to match the city budget process. Another 4-year profile will be submitted for the 2027-30 budget cycle.

If vehicle lifecycles are increased, operating costs will escalate as breakdowns increase. Increased breakdowns/maintenance is directly proportional to vehicle downtime. Increased vehicle downtime reduces fleet availability and compromises our ability to respond to calls for service.

Vehicles are disposed of via the CoE Surplus process. Proceeds from the sales are returned to EPS to be reinvested in Fleet.

EPS purchases vehicles using the existing City contracts to get the best pricing for vehicles. Given the specialty nature of the vehicles and the equipment required in EPS vehicles, EPS would still need to be involved in the procurement process, leading to potential duplication of costs to have two procurement teams involved. Further, if the city were to manage the EPS fleet, they would charge EPS capital lease costs and operating costs. The city would also add an overhead/mark-up to the lease costs to cover their expenses. The full EPS budget would still be required and in fact slightly increased to cover the city fleet management fees. This would result in a net increase in the total cost of the EPS Fleet.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-364C

**Document Page #:** 554

**Asked By:** Councillor Wright

## **Question:**

21-50-9100 103A Avenue Pedway

What are the implications related to contract, stranded debt, and reputational risks should the capital profile 21-50-9100 be paused?

## **Answer:**

### **LRT Expansion and Renewal Branch**

- Qualico has begun construction of the next phase of the \$840M Station Lands development with the understanding that the CoE would construct the pedway (to a maximum of \$26.5 Million).
- Council Report UPE00548 directed administration to enter into an agreement with the developer regarding construction of the 103a Avenue Pedway. The City and Qualico have not yet entered into a signed agreement, although a draft has been shared with Qualico for review and feedback.
- The developer has previously indicated that the Pedway and amenity spaces are important to the viability of the overall project.
- The City was successful obtaining the Government of Alberta's approval to fund the Pedway through the Downtown Community Revitalization Levy and the City's investment is expected to be recovered through future property tax uplift from the Stations Lands development.
- This project is being implemented in conjunction with two other CRL-funded projects (103a Avenue Streetscape, and Station Lands Amenity Spaces) which will enhance street-level amenities supporting a Green and Walkable Community.
- The Pedway will also provide the ability for the Station Lands, and other developments north of 103A avenue to be connected to the Downtown District Energy System.
- There is a window of opportunity to excavate dirt from the Pedway tunnel while the Station Lands parkade is under construction. If this work is delayed, the cost and complication to construct the Pedway will be significantly higher.
- Operating costs were acknowledged in the report and capital profile however the exact cost to the City is to be determined through negotiations with Qualico.

### **Reputational Risks**

The reputational risk with pausing this project is that a developer has begun construction of a 504 unit multi-family residential building in a priority growth area, based on the understanding that the City would construct this Pedway. If paused, the City would likely be perceived as a less reliable partner for private investment, negatively impacting investment attraction and retention objectives, and priority area development objectives aligned with The City Plan..

### **Stranded Debt**

The Debt Management Fiscal Policy states that debt is to be used to finance major capital projects only. If a capital project that is funded by debt does not proceed and has outstanding debt, administration would start a process through bylaw or bylaw amendment to reallocate the debt to another capital project. Another funding source would be required for the debt funded incurred expenditures of the project that is not proceeding. At present, only a few months of design activity have been paid for, so the financial impact would be relatively minor. It's also important to note that per the City's borrowing practice, borrowing is only done when expenditures are forecasted by project management teams and only if the cash flow requires additional funding for the subsequent calendar quarter.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-365C

**Document Page #:** 572

**Asked By:** Councillor Wright

**Question:**

20-20-2024 Edmonton-Strathcona County Pedestrian Bridge

What are the implications related to contract, stranded debt, and reputational risks should the capital profile 20-20-2024 be paused?

**Answer:**

**Infrastructure Delivery Branch**

The construction contract for the Edmonton-Strathcona County Footbridge is not yet awarded. A contract is anticipated to be awarded in early January 2023. The Capital Profile includes funding contributions from the River Valley Alliance and from Strathcona County, in addition to funding from a TransCanada Trails grant approved for this work. If this profile is paused, the River Valley Alliance will have to reallocate their Federal funding of \$19M to other projects, the contribution from Strathcona County would need to be released (\$9.75M).

There would be no stranded debt implications of pausing this profile, because debt is not an approved funding source within the capital profile.

With respect to reputational risks, the City is leading this project on behalf of our partners including the River Valley Alliance and Strathcona County. This pedestrian bridge represents a critical component to the River Valley Alliance Plan of Action in creating a connective trail between Devon and Fort Saskatchewan and is identified in both the City's Ribbon of Green Strategy and Strathcona County Trail Strategy. Additionally, significant public engagement for this project has already been completed and there is an expectation that this project is to proceed to construction starting in 2023. If this profile is paused, the City may lose the ability to deliver this project in the future as partner funds dedicated for this project may be applied elsewhere. In addition, the footbridge is aligned with The City Plan's active transportation network goals which include having a trail and path system that integrates Edmonton's urban areas with the surrounding municipalities, rural regions and landscapes.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-366C

**Document Page #:** N/A

**Asked By:** Councillor Wright

**Question:**

As a composite profile, can funds be allocated to any of the projects listed in the profile, or are the funds restricted to the percentages noted on the project list?

**Answer:**

**Infrastructure Planning and Design Branch**

Line items within the composite profiles with a number in the Percent Funded column are projects or other items (e.g. equipment) to which Administration is allocating funding in 2023-26 based on their priority.

Projects that are moving forward in 2023-2026 are allocated 100% in the Percentage Funded field, and those without values are not planned to move ahead this cycle. In some composite profiles, smaller assets such as equipment have been consolidated into one line item. The value shown in the Percent Funded column may be less than 100%, and it identifies what percentage of the asset group is being replaced. For example, if a line item for Equipment shows 24% funded, it means that 24% of the assets planned for replacement (based on ideal allocations) will be replaced.

The City's renewal programs are guided by Policy C598 - Infrastructure Asset Management. The policy directs Administration to consider the assets in their system context, and their interrelationships, as opposed to optimizing individual assets in isolation, and to develop prioritized and optimized capital investment plans that will enable rational transparent investment decisions to be made on an asset base.

Using the above context, Administration has prioritized the projects within the renewal composites using multi-criteria evaluation techniques that incorporate a combination of risk analysis, maintenance records, operational feedback, physical condition, impact to service delivery, and alignment with broader strategic goals.

Should additional funding become available through savings on funded projects, additional funding sources being approved by Council (e.g. Dedicated Facilities Renewal Fund), or other means, Administration would advance the next priority on the list. Administration also reviews the priority list as new information on the assets emerges, such as an updated condition assessment, or a change in service delivery.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-371C

**Document Page #:** N/A

**Asked By:** Councillor Wright

**Question:**

This question in reference to the context of capital profiles CM-11-0000, CM-12-0000, CM-13-0000, CM-18-1510, CM-32-0000, CM-31-0000, CM-22-0000.

If the funding in composite profiles can be reallocated across the project list, how is prioritization completed? and If deemed that funding needs to be allocated only to certain projects within the profile, would a motion to that effect need to be made?

**Answer:**

**Infrastructure Planning and Design Branch**

The City's renewal programs are guided by Policy C598 - Infrastructure Asset Management. The policy directs Administration to:

- Consider the assets in their system context, and their interrelationships, as opposed to optimizing individual assets in isolation, and
- Develop prioritized and optimized capital investment plans that will enable rational transparent investment decisions to be made on an asset base.

Using the above context, the renewal composites are prioritized using multi-criteria evaluation techniques that incorporate a combination of risk analysis, maintenance records, operational feedback, physical condition, impact to service delivery, and alignment with broader strategic goals.

Should additional funding become available through savings on funded projects, additional funding sources being approved by Council (e.g. Dedicated Facilities Renewal Fund), or other means, Administration would advance the next priority on the list. Administration also reviews the priority list as new information on the assets emerges, such as an updated condition assessment, or a change in service delivery.

As the prioritization of projects within composite profiles is fundamentally guided by the Infrastructure Asset Management Policy (C598) and aligned to the strategic goals & plans (e.g. ConnectEdmonton, City Plan etc.), Council would need to determine if changes are required at these policies and strategies to ensure the most meaningful and effective adjustment to project prioritization.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-373C

**Document Page #:** N/A

**Asked By:** Councillor Wright

**Question:**

Where is the project list, that is noted as a attached, for capital profiles CM-16-2015, CM-16-2010, CM-16-2020, CM-16-2025, CM-17-5037, CM-17-5045?

**Answer:**

**Financial & Corporate Services Department**

CM-16-2010 - Industrial-Commercial-Investment Development:

- closeout of a recent development in Southeast Industrial,
- Rampart Industrial earthworks,
- two new developments in Rampart Industrial; and,
- a development in Ellerslie Industrial.
- The profile may also potentially include a business employment development in Goodridge Corners.

CM-16-2015 - Industrial-Commercial-Investment Acquisition:

- Potential land swap or acquisition opportunities in Rampart and Ellerslie

CM-16-2020 - Residential/Mixed-Use Development:

- multiple residential stages in Goodridge Corners,
- amendments to the Goodridge Corners Neighbourhood Area Structure Plan and the Aster Neighbourhood Structure Plan,
- Oxford park,
- planning and design of a stage in Aster may also begin towards the end of the budget cycle if the opportunity arises, however this is subject to the availability of servicing from adjacent landowners, and,
- Administration is also evaluating whether to develop lands in Schonsee or sell them as is.

CM-16-2025 - Residential/Mixed-Use Acquisition:

- Potential land swaps or acquisitions in Schonsee

CM-17-5037 - Surplus School Sites - First Place Program:

- The two remaining sites for development under this program are Dunluce and Sifton Park

CM-17-5045 - Transforming Surplus City Lands:

- Current planned and anticipated surplus land development projects are:
  - McConachie site redevelopment
  - Rosedale Industrial Redevelopment
  - CPR Irvine Industrial Redevelopment
  - Pleasantview
  - Potter Greens
  - Parsons Industrial
- Potential surplus school site redevelopment
- Other miscellaneous, undefined projects.

New projects may be advanced in place of currently planned ones if necessary or advantageous. Where appropriate, engagement with the community and Councilors will be undertaken prior to development of surplus holdings.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-375C

**Document Page #:** N/A

**Asked By:** Councillor Wright

**Question:**

What is the balance of the Land Fund Retained Earnings, before and after the demands of this proposed capital budget?

**Answer:**

**Real Estate Branch**

The operating retained earnings balance for Land Enterprise as of December 31, 2021 is \$147.5 million. Of that amount, \$72.2 million is related to the value of land for resale and \$39.3 million is held to offset strategic historical land purchases made on behalf of other City areas which is to be repaid in future years.

The remaining available operating retained earnings balance is \$36.0 million. Portions of this balance are already allocated for ongoing projects.

The projected operating retained earnings balance for Land Enterprise as of December 31, 2026 is \$181.7 million, after considering items proposed in the 2023-2026 budgets. Of that amount, \$118.2 million is related to the value of land for resale and \$12.7 million is held to offset strategic historical land purchases made on behalf of other City areas which is to be repaid in future years.

The projected remaining available operating retained earnings balance is \$50.8 million. This projection results from both the capital spend as well as the operating revenues and expenses of the program and may change as a result of market conditions and strategic adjustments.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-376C

**Document Page #:** 378

**Asked By:** Councillor Wright

**Question:**

CM-66-2596 Safe and Livable Community Streets

What is the balance of the Traffic Safety Automated Enforcement Reserve, before and after the demands of this capital budget?

**Answer:**

**Parks and Roads Services Branch**

The 2023-2026 budget summary for the Traffic Safety Automated Enforcement Reserve, which includes the balance before and after funding profiles put forward for consideration, can be found on page 383 of the "2023-2026 Proposed Operating Budget and Plans".

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-383C

**Document Page #:** N/A

**Asked By:** Councillor Wright

**Question:**

In reference to capital profiles CM-60-1460, CM-60-1461, CM-60-1433, CM-18-1510, CM-18-1514, CM-18-1515, what is the rationale for NOT being included within the scope of the Enterprise Systems Transformation Program?

**Answer:**

**Financial & Corporate Services Department**

Enterprise Commons is the City's project to modernize the City's aging Enterprise Resource Planning (ERP) technology and is heavily focused on core finance and human capital management activities. Beyond Enterprise Commons, IT supports over 400 applications and technology hardware/infrastructure to support the City's use of data, information and technology.

The Capital Profiles CM-60-1460 and CM-60-1461 are for EPS.

The Capital Profiles CM-18-1510 and CM-18-1514 support the municipal applications that are not related to the finance or human capital management activities that are under the Enterprise Commons umbrella. These profiles support a range of activities from permitting and licensing to supporting the way City employees receive their ID badges and our facilities are secured.

The Capital Profiles CM-18-1515 and CM-60-1433 represent the investment in technical infrastructure for the City and EPS respectively supporting the networks, storage devices and servers that allow the aforementioned CM-60-1460, CM-60-1461, CM-18-1510 and CM-18-1514 profiles to function.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-387C

**Document Page #:** 650

**Asked By:** Councillor Wright

**Question:**

With regard to the unfunded service package found on p. 650 of the proposed capital budget "Operational Yards OHS/Security Improvements" - why is this not provided for within existing operational/base funding budgets? Are these yards not OHS compliant as part of normal operations?

**Answer:**

**Parks and Roads Services Branch**

Why is this not provided for within existing operational/base funding budgets?

The items that are proposed to be funded are net new capital OHS and Security enhancements and upgrades. Operating funds are dedicated to the ongoing maintenance and operation of yards (including investments in repairs for damages to existing infrastructure). Capital is required for mandatory investment in improvements to yards or net new infrastructure.

Are these yards not OHS compliant as part of normal operations?

These yards were compliant however safety improvements to yards are implemented on an ongoing basis. Minimum safety requirements are met using a combination of operating and capital funding. Items like potholes, cracks in walks, damage from break-ins etc are repaired as part of the operating maintenance program. OHS capital improvements in scope are in response to changes in the regulatory environment, as a result of audits and assessments performed in the yards, and necessary functional improvements compared to the original scope of the facility designs. Many of these capital improvements respond to escalating and emerging safety or liability issues; .Examples include safety upgrades to fencing, automatic gates and adding CCTV cameras at Central and Huffman yards.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-388C

**Document Page #:** 378

**Asked By:** Councillor Wright

**Question:**

CM-66-2596 Safe and Livable Community Streets

Provide a breakdown of costs for installing speed tables, traffic calming, and raised crosswalks tools as a percentage of the total budget of this profile?

**Answer:**

**Parks and Roads Services Branch**

90% of the \$17.15 million capital funding request for CM-66-2596 Safe & Livable Community Streets is allocated to the planning, design, procurement of the materials and equipment and installation of traffic calming measures. The remaining 10% of the funding is dedicated to driver feedback signs, speed trailers, and addressing other engineering upgrades at high crash locations that do not fall within the category of traffic calming (e.g., left turn only signal timing).

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-389C

**Document Page #:** 147

**Asked By:** Councillor Wright

**Question:**

CM-60-1425 Radio Life Cycle

Is there a plan to move towards digital communications methods? If not, why? If so, why are we renewing this tech?

**Answer:**

**Edmonton Police Service Department**

The EPS uses the Alberta First Responders Radio Communication System (AFRRCS) which is a secure digital radio network. This network provides encrypted digital communication for public safety. The EPS is also working with AFRRCS on a Proof of Concept to allow the use of smart phone app-based communication. If successful, this could be used to augment traditional radio communication for certain use cases, but the technology is not intended to replace digital radios.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-390C

**Document Page #:** 167

**Asked By:** Councillor Wright

**Question:**

CM-10-1010 Facility: Planning and Design - Growth

Is there a justification or rationale behind creating a capital profile with such a diversity of projects?

**Answer:**

**Infrastructure Planning and Design Branch**

Following the approval of the Capital Project Governance Policy C591 and the Project Development and Delivery Model (PDDM) in 2017, Capital Composite Profiles were created for each asset type - Facility (CM-10-1010), Transportation (CM-20-2020) and Open Spaces (CM-30-3030) - to fund the projects approved by Council for planning and design. The Infrastructure Delivery - Growth capital composite profile CM-99-9000 was also created to fund the delivery portion of the projects developed using the Planning and Design composites once PDDM Checkpoint 3 is reached.

All projects funded under CM-10-1010 Facility: Planning and Design - Growth relate to facility type assets, for example fire stations, libraries, swimming pools and operational yards.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-395C

**Document Page #:** 249

**Asked By:** Councillor Wright

**Question:**

CM-25-1001 Fleet Vehicle and Equipment Replacement

What is the total number of city owned vehicles in the category for Light Trucks, SUVs, and Vans and the number of long term leased vehicles (one year or more) of the same category? and  
What are the advantages/disadvantages for owned vs. leased?

**Answer:**

**Fleet and Facility Services Branch**

This profile draws funding from the Fleet Replacement Reserve that is collected through an annual calculated contribution based on useful life and replacement value for each piece of equipment. The Fleet Replacement Reserve is specifically dedicated to the replacement of vehicles and equipment as per policy.

In compliance with this policy, the Reserve and Equity Accounts Policy C217D, and the Municipal Government Act, the establishment of all Reserve accounts and the transfers to and from these accounts require City Council approval through the budget. The risk of any funds removed from the reserve would create potentially future liabilities for fleet renewal and put it at risk of deficit which is in conflict with item 2.9 of this policy.

Cost-benefit analyses for owned v. leased are done regularly. These calculations take into account capital cost, end of life value, maintenance, usage, downtime, etc. In most circumstances owning fleet units makes the most economic sense for the City of Edmonton. Many vehicles owned by the City of Edmonton have tool racks, lifts, or other speciality equipment (such as lights etc.) that require extensive costs to remove and repair if they were to be leased and returned after the lease was completed. In addition, Heavy Trucks and equipment are generally only available to lease through a "lease-to-purchase" arrangement, which result in a higher overall cost to the buyer over time. Generally, renting/leasing makes sense for periods shorter than 9 months/year and unmodified light-duty vehicles.

The current inventory of Light Duty Leases that have been in service longer than one year includes 31 total vehicles.

Parks and Roads Services (PARS) (23)

Waste Collections (8)

For PARS Infrastructure Operations, the average lease period of 362 trucks ordered between September 2021 and end of August 2022 is 200 days.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-411C

**Document Page #:** 669

**Asked By:** Councillor Wright

## **Question:**

CM-99-9000 Edmonton Coliseum Demolition

Why is this not listed on the 2021 Infrastructure State and Condition Report?

Would this asset not be considered condition F as it is now being maintained as a "dark" facility?

Why is this listed as an "Unfunded Growth Project"?

Is the projected estimate of \$35 million just for demolition? If not, what is the estimated cost solely for demolition?

What is the rationale for not considering demolition of this facility as a high priority to reduce current expenditures and generate revenue in the long term?

What would be the anticipated fair market value of the lands?

Please provide an Estimated Cost for Planning and Design to PDDM Checkpoint 3 (including resulting operational cost impacts).

## **Answer:**

### **Infrastructure Planning and Design Branch**

The Edmonton Coliseum is included in the Assembly / Gallery / Museum / Theatre sub-asset class of the 2021 Infrastructure State and Condition Report. The asset is being held in a grey state, meaning the building is being maintained to the bare minimum requirements to ensure it is safe, but not intended for occupancy. It is still rated in Fair (C) condition based on the results of the last building condition assessment.

The projected cost of \$35 million (- 50% and +100%) is a total project estimate, inclusive of design, demolition and minimal site remediation following the demolition (to ensure the site is safe and minimize operating costs).

The request for funding of the Coliseum Demolition was reviewed against all other growth projects and did not meet the prioritization criteria. The only new growth projects recommended in the 2023 Capital Budget are those mandated by legislation, with high safety impacts, and high priority projects eligible to receive funding from partners and other orders of government, or projects funded with constrained funding sources. The demolition would require operating funding, not capital as it does not result in a tangible capital asset.

The larger triangular parcel of land on which the Coliseum is on is planned to have multiple uses including residential, a mixed-use transit village, an industrial transition area and open space/parkland. A preliminary valuation of this broader land area is in the range of \$11 million.

A demolition project of this scale and complexity has design activities fully integrated throughout the delivery. It would require full project funding to be approved in order to be initiated, and would not follow a conventional PDDM funding request for design up to Checkpoint 3.



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-333C

**Document Page #:** N/A

**Asked By:** Mayor Sohi

**Question:**

What data can you provide that shows how much or percentage of total contingency that was unused from growth projects in previous budget cycles?

**Answer:**

**Infrastructure Delivery Branch**

The contingency amount budgeted in the project varies depending on size and complexity of the projects. Administration evaluates the projects on a regular basis and makes adjustments to projects, which includes reducing the contingency amount as the project cost clarity is realized. Due to project complexity, releases can be a combination of factors such as scope changes, changes in pricing or other reasons which will include unused contingency, but those amounts are not tracked or reported by category and incrementally change over the project's life. For all of these reasons it would be very difficult to quantify this as a total number from previous budget cycles.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-335C

**Document Page #:** N/A

**Asked By:** Mayor Sohi

**Question:**

If matching funding or unconstrained funding were available, what are the top 3 to 5 currently unfunded climate mitigation and adaptation priorities that Administration would recommend?

**Answer:**

**Planning and Environment Services Branch**

The top currently unfunded climate mitigation and adaptation Capital priorities recommended by Administration were selected based on:

- Projects with critical timing (i.e. have a window of opportunity that will close if investment does not occur in the next four years),
- Projects that will lock in decisions with longer term climate wins but will require a longer implementation period to allow for adequate planning and infrastructure decisions,
- Work that was identified as "Big Wins" in the energy transition strategy, Projects that are only able to be advanced by the City of Edmonton (i.e. if we don't do it no one else can)

Climate mitigation and adaptation initiatives are scalable dependent on available funding and have different implementation timelines within the 2023-2026 budget cycle. Some initiatives are "Quick Actions" while others are "Longer Term Actions."

Quick Actions: unfunded mitigation and adaptation initiatives that can be delivered in the first two years of the 2023-2026 budget cycle and have lower design requirements include:

- Climate Resilience Investment Accelerator (pg.665 Allows for acceleration of climate action and supports City initiatives to go "further and faster" to accelerate climate action.);
- Nature Based Solutions (pg.667 Expanded and accelerated conservation and restoration of urban ecosystems is a "Big Win" Action in the Energy Transition Strategy. There are conservation initiatives that if not taken now will miss the opportunity to protect and conserve sensitive ecological systems, and this is an action that is delivered by the City of Edmonton);
- Emissions Neutral City Fleet and Infrastructure (pg. 665 This is an action that can only be delivered by the City of Edmonton and installation of charging infrastructure is critical to allow for the transition of the City's light-duty fleet);
- and Climate Resilient City Infrastructure Upgrades (pg. 664 Supports adapting City of Edmonton infrastructure and assets to be prepared to withstand the impacts of a changing climate. Highest risk areas would be prioritized).

Longer Term Actions: unfunded mitigation and adaptation initiatives that require more significant upfront planning and design efforts include:

- District Energy Network Strategy and Nodes (pg. 666 A citywide district energy network is a "Big Win" Action in the Energy Transition Strategy and investment is needed to not lose the critical opportunity of projects advancing without District Energy components);

# Responses to City Council Questions on the Proposed Capital Budget

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- Various Options for Bike Plan Implementation Acceleration (Attachment 3, pg. 12 and additional funding opportunities were provided as part of Council Report UPE01101 A City-wide active transportation network is a "Big Win" Action in the Energy Transition Strategy and investment is needed to develop the active transportation infrastructure that only the City of Edmonton can deliver as no other levels of government can deliver this infrastructure. Each funding opportunity has challenges and opportunities but all provide an opportunity to directly invest in an active transportation network.;

- Mass Transit Route B1 and B2 BRT (Attachment 2, pg. 4 ) combined with E-Bus Infrastructure Expansion (pg.667 a Zero Emission transit system and fleet is a "Big Win" Action in the Energy Transition Strategy. Investment is needed as only the City of Edmonton can deliver this service and transition its infrastructure);

- and River Flooding Defence (pg. 666 Climate Resilient Edmonton: Adaptation Strategy has a goal that Edmonton is a flood resilient community. This is an action that can only be delivered by the City of Edmonton. EPCOR is currently engaging river valley communities as part of their efforts to upgrade their critical infrastructure in the river valley, which has drawn attention to community river flood protection, and provides an opportunity for timely engagement).

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-337C

**Document Page #:** N/A

**Asked By:** Mayor Sohi

**Question:**

Can you please provide information on how much or percentage of project budget allocated to City-staffed vs contracted delivery of communications and public engagement services on different types of projects such as neighbourhood renewal vs. facility renewal vs. new facility or other transportation project?

Are IIS project related communications and public engagement costs charged under operating or capital budget?

What is the total amount of communications and engagement cost budgeted for the 2023-2026 capital budget? Can you provide estimated cost breakdown by internal vs. contracted; and broken down by cost during planning and design vs. delivery phases?

**Answer:**

**DCMO - Integrated Infrastructure Services Branch**

Annual capital program expenditures are currently averaging approximately \$1.3 billion. The investment in communications and engagement project support generally averages in the range of 0.4 percent to 0.6 percent of project expenditures. However, communications and engagement support for the capital program is not explicitly tracked or budgeted on a per-profile basis.

This is because communication and engagement needs vary significantly between profiles, depending on various factors, including project scope, scale and public impact, as well as the level of disruption Edmontonians or businesses may experience during different stages of a construction project. Some profiles, like routine technology updates, require minimal support, while transformational profiles, such as LRT delivery, require intensive communications and engagement support. There is also a need to balance the ability to reach diverse audiences in innovative and meaningful ways with the need to do the work efficiently and effectively within a given time frame and available funding limits.

Not all communications and engagement services are charged to specific projects either. For example, direct, dedicated resources may be charged to specific projects or to a portfolio of projects. Direct resources are most often communication or engagement advisors. Indirect resources for various communications functions, while impactful and critical to project success, are generally not charged to projects nor included in their proposed budgets. Indirect services would include creative services, digital services, media relations and procurement.

In general, annual estimated communications and engagement resources supporting infrastructure projects average approximately \$7 million, which includes both internal personnel support and external consultants. We currently rely on consultants because the public engagement services team is not large enough to deliver the significant volume of engagement activities the City undertakes on an annual basis.

A detailed estimate of the resources used to support infrastructure projects is provided in Attachment 1. This estimate does not include other indirect resources that contribute to the management and oversight of capital projects throughout their lifespan, such as 311 services and ongoing communications as capital projects are concluded and made available for public use.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-339C

**Document Page #:** 140

**Asked By:** Mayor Sohi

**Question:**

The profile description says the average age of the fleet assets are 6 to 7 years. What is the number and age of the fleet that is being replaced?

**Answer:**

**Edmonton Public Library Department**

EPL currently has 10 vehicles in its fleet with an average age of 9 years (ranging from 2008 to 2020). Seven vehicles are in condition A, 2 are in condition B and 1 is in condition C. Vehicles being replaced are older vintage (2008, 2010, and 2012) and one 2019 vehicle that has been written off due to damage.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-340C

**Document Page #:** 170

**Asked By:** Mayor Sohi

**Question:**

What is the building portion of the design budget of the following 3 fire halls?  
What opportunities are there to use one standard design for all 3 of the facilities to reduce design costs?  
230001 Big Lake Fire Station (Land), Big Lake Fire Station - Planning and Design for a New Station  
230002 Cumberland Fire Station Cumberland Fire Station - Planning and Design for a New Station  
230008 Walker Fire Station Planning and delivery of Walker Fire Station  
FIRE STATION #8 RELOCATION - BLATCHFORD (page 208)

**Answer:**

**Infrastructure Planning and Design Branch**

Note that the planning, design and delivery of the Big Lake Fire Station is contemplated for the 2027-2030 Capital Budget Cycle. Only the funding necessary to acquire the land for this fire station is included in the Proposed 2023-2026 Capital Budget Cycle.

The design budget to PDDM Checkpoint 3 for each of the fire stations currently funded or included in the Proposed 2023-2026 Capital Budget are estimated as follows:

- Blatchford Fire Station: \$2.2 million
- Walker Fire Station: \$4.1 million, for an integrated design with supportive housing
- Cumberland Fire Station: \$1.9 million

Given that the Blatchford Fire Station is being designed per the Blatchford Architectural Guidelines and that the Walker Fire Station is being advanced as an integrated fire station and supportive housing project (Per Council direction provided on July 4, 2022), there is currently no opportunity to use a standard design for all three fire stations.

Administration could explore utilizing a standard of design for the Cumberland Fire Station and potentially future stations, should this direction come from Council. Generally, efficiencies from the use of a single design for multiple instances of similar facilities are limited by the following constraints:

- To ensure the operational efficiency of the fire station, the design needs to take into account the context of the site and access to the roadway. Different site orientations and parcel configuration would require substantial changes to a standard design.
- A standard design could only be used for a limited amount of time before updates and changes are required to meet new and evolving building codes, City policies, technology advancements and health and safety legislations.
- While the functional program of fire stations is generally standardized, Edmonton Fire Rescue Services adapts the program for each new location to the needs of its organization (i.e. number of bays required or inclusion of supporting services such as inspection or investigation) or through partnerships, such as Emergency Medical Services.

Administration is exploring and piloting collaborative project delivery methods in order to maximize efficiency of the design and delivery process with our industry partners.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-342C

**Document Page #:** 249

**Asked By:** Mayor Sohi

**Question:**

What informs when the fleet is replaced? Is it automatic when the vehicle reaches a certain age, or is data/metric from fleet maintenance costs used to prioritize this profile?

What is the average age of the vehicles needing to be replaced, and by branch? What is the average current utilization rate for vehicles by branch and type?

Why are these items all being funded at 100% whereas this is not the case for other types of fleet and facilities renewal?

What is the process to temporarily transfer funds from the fleet reserve to other fleet or infrastructure projects?

**Answer:**

**Fleet and Facility Services Branch**

This profile draws funding from the Fleet Replacement Reserve that is collected through an annual calculated contribution based on useful life and replacement value for each piece of equipment. The Fleet Replacement Reserve is specifically dedicated to the replacement of vehicles and equipment as per policy.

In compliance with this policy, the Reserve and Equity Accounts Policy C217D, and the Municipal Government Act, the establishment of all Reserve accounts and the transfers to and from these accounts require City Council approval through the budget. The risk of any funds removed from the reserve would create potentially future liabilities for fleet renewal and put it at risk of deficit which is in conflict with item 2.9 of this policy.

The extension of this profile over 6 years would result in no harvestable savings as the money required to replace the existing fleet on a like-for-like basis would still be required. There would likely be operational impacts of deferring replacement on end of lifecycle units.

Cost-benefit analyses are done regularly. These calculations take into account capital cost, end of life value, maintenance, usage, downtime, etc. In most circumstances owning fleet units makes the most economic sense for the City of Edmonton. Many vehicles owned by the City of Edmonton have tool racks, lifts, or other specialty equipment (such as lights etc.) that require extensive costs to remove and repair if they were to be leased and returned after the lease was completed. In addition, Heavy Trucks and equipment are generally only available to lease through a "lease-to-purchase" arrangement, which results in a higher overall cost to the buyer over time. Generally, renting/leasing makes sense for periods of shorter than 9 months/year and unmodified light-duty vehicles.

Purchasing new fleet vehicles can be delayed, and currently, we look at vehicle repair costs, kilometres/hours, and the overall condition of the vehicle at the end of its life cycle. Prior to finalizing the annual replacement plans, we review the usage, maintenance costs, and downtime and recommend deferring replacement by one year when the vehicle is in good condition and appears to have useful life remaining. Keeping a vehicle that is not in good condition escalates operational expenses (repairs/failures) and oftentimes results in a reduction of availability due to downtime.

In addition, Fleet and Facility Services are currently undertaking a corporate wide Fleet Strategy and Governance Project, which will be looking at optimizing fleet size, fleet lifecycle and composition.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-342C

**Document Page #:** 249

**Asked By:** Mayor Sohi

Average Kilometers per Unit in 2021		2021						Total
Department	Branch	Cars / Motorcycles	Light Trucks / Vans	Heavy Trucks / Vans	Equipment Self Propelled	Trailers	Buses	
BOARDS AND AUTHORITY	FORT EDMONTON PARK		5,668					5,668
CITIZEN SERVICES	COMM AND REC FACILITIES		8,707	5,021				8,057
	COMMUNITY STANDARDS	9,274	21,644			506		19,230
CITY MANAGER	FIRE RESCUE SERVICES		12,643	14,682		923		13,898
	OFFICE OF THE CITY CLERK		17,112					17,112
CITY OPERATIONS	EDMONTON TRANSIT	2,793	22,456	1,722			44,512	41,762
	FLEET & FACILITY SERVICES		9,245	10,398		370		9,278
	PARK & ROAD SERVICES		12,462	12,918	7,285			12,481
	WASTE SERVICES		8,730	19,010		50,499		19,977
EDMONTON PUBLIC LIBRARY	EDMONTON PUBLIC LIBRARY		11,459					11,459
FINANCIAL AND CORP SRVCS	CPSS		17,332					17,332
	FINANCIAL SERVICES		5,010					5,010
INTEGRATED INFRA SRVCS	FACILITY/LANDSCAPE INFRA		9,212					9,212
	TRANSPORTATION INFRA		3,867					3,867
POLICE SERVICES	POLICE SERVICES	4,718	15,442	4,300	55			13,770
<b>Grand Total</b>	<b>Total</b>	<b>5,134</b>	<b>14,102</b>	<b>14,401</b>	<b>6,562</b>	<b>40,182</b>	<b>44,512</b>	<b>24,068</b>



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-343C

**Document Page #:** 252

**Asked By:** Mayor Sohi

**Question:**

What is the average age of the EPS vehicles needing to be replaced as compared to the average age of other City fleet by branch?

Why are these items all being funded at 100% whereas this is not the case for being other types of fleet and facilities renewal?

What data/metric from fleet maintenance costs are being used to prioritize this profile? E.g., is the vehicle replaced when actual maintenance costs start to escalate?

What constitutes specialized vehicles under EPS Fleet vehicles, and how many specialized vehicles are included and what is the budget?

What alternatives have been considered for the 3% growth per year?

**Answer:**

**Edmonton Police Service Department**

Please see response below.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-343C

**Document Page #:** 252

**Asked By:** Mayor Sohi

EPS Vehicles are replaced according to the following lifecycles:

TYPE	AGE (YRS)	ODOMETER (KM)
Canine	4	160,000
Duty Officer	4	160,000
Tactical	5	160,000
Marked / Unmarked Patrol	6	160,000
Unmarked (general purpose)	10	160,000
Motorcycles	8-10	N/A
Specialty	Various	Various

#### Comparison to city vehicles

Emergency Service vehicles, in particular Police vehicles, cannot easily be compared to most other city vehicles due to the nature of their usage (24/7 operations, emergency response, etc.). Emergency Service vehicle usage (e.g., a marked police SUV) is considered “Severe” or “Extreme” duty by vehicle manufacturers and has more frequent maintenance intervals than a vehicle that is used for building maintenance and/or admin purposes. EPS’ general purpose unmarked vehicles frequently start their lifecycles in areas that have heavy operational requirements but, as they age, they are then transferred to other areas that have lower operational demands. The 10 year lifecycle for unmarked/general purpose vehicles is similar to other City of Edmonton vehicle lifecycles.

**Specialty vehicles** include the Mobile Command Post, Armoured Vehicles (2), Major Crimes (Forensics) Truck, Explosive Disposal Truck, Mobile Action Centre (truck), Checkstop Truck, Major Collision Investigation Truck, etc. These are all large/commercial vehicles.

These are heavy duty commercial vehicles (several are approximately the same size as a fire truck) and are typically retained for lifecycles ranging from 20-25 years. None of these vehicles are scheduled to be replaced in the 2023-26 budget cycle.

#### 100% funding

Funding for the fleet capital profile comes from EPS pay-as-you-go (PAYG) as we transfer funds from the operating budget.

#### Lifecycle costs

Fleet Lifecycles are based on the lowest total cost of ownership. This calculation includes a variety of factors (purchase cost, maintenance costs, disposal residual value / recovery, etc.). The concept is to evaluate all of the costs across the entire life of a vehicle (or class of vehicles) and set the lifecycle to achieve the lowest possible total cost of ownership. This is re-evaluated every 2-3 years or with any significant changes in vehicle types. This calculation is a best practice in the industry to determine vehicle lifecycles.

#### 3% Growth

The growth addresses the movement of sworn police officers from administrative roles into operational capacities. The Edmonton Police Service has evolved into an organization which is one-third civilian. Positions that have historically been filled by police officers are now being civilianized. A primary example is in our emergency communications branch.

This has been done in favor of increasing visibility and presence in the community. As the police service moves from 8 squads in each patrol branch to 10 squads, there is a corresponding requirement for police equipment, and specifically vehicles.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-345C

**Document Page #:** 275

**Asked By:** Mayor Sohi

**Question:**

How much would be needed to only fund legislatively required technological projects? Can you give some examples of the legislatively required technological projects required?

Can you provide a list of technology systems that might be included under Project 230032, 2023 - 2026 Intelligence Systems Growth?

**Answer:**

**Edmonton Police Service Department**

EPS Next Generation 9-1-1 project requires \$1,900,000. The funding source for this project is \$1,900,000 Provincial Grant (E911 levy).

There is an additional \$5,640,000 required to meet legislative requirements for Crown disclosure and mandatory requirements from the Government of Alberta and Government of Canada making the minimum investment to legislative requirements \$7,540,000.

The remaining \$4,295,000 is intended for projects that are required to mitigate public and member safety concerns. This will result in total recommended funding of \$11,835,000.

Implementation of NG 9-1-1 is required by Telecom Regulatory Policy CRTC 2017-182. This is the legislation requiring telecom carriers and Public Service Answering Points to make the transition to IP based telephony. This is commonly known as the NG 911. This project is fully funded via the 911 levy.

The mandatory requirements under the Alberta Evidence Act and Canada Evidence Act require that Police Agencies provide both first party disclosure and third-party disclosure of all evidence. All digital notes, evidence collected by officers on cell phones, and video must be stored, managed, and disclosed at the request of the court system. Failing to do this presents significant prosecutorial risk. The projects that meet this requirement are: Digital Notes, Mobile Officer Enablement, Operational Video Ingestion (enabling access to additional third-party video sources such as faith-based organizations, public spaces, shopping malls, event venues), and Integrated Digital Evidence Management and Disclosure system are legislative requirements under the Alberta Evidence Act and Canada Evidence Act. Crown requires all evidence collected by Police agencies.

This profile also anticipates new federal and provincial laws, along with changes to federal and provincial IT systems that require mandatory systems changes at EPS. Recent examples include Alberta Bill 21, Canada Bill C-75, APIS, and Clare's Law. In each of these instances, other orders of Government made these legislative changes, and EPS was required to adapt to these changes at our own expense. Over the coming years we expect the following mandatory requirements of new legislation: race-based data collection (federal law) and additional phases of the Administrative Penalty Information System (APIS). Each of these legislative changes may result in projects to implement additional technology solutions or change current systems to meet the new legislative requirements.

There are several tracking and reporting requirements that are required due to unique OH&S, union obligations, and tax laws that the police are subject to. These are not within the scope to be delivered by the City's Enterprise Commons initiative and therefore must be implemented separately.

# Responses to City Council Questions on the Proposed Capital Budget

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Intelligence Systems Growth includes:

Real-time data RMS reporting, dashboards, and open data. This reduces a current operational risk and safety issue as officers are currently dispatched to events without full situational intelligence of potential threats or issues. In addition, there is an increased demand for police transparency to the public where open data could help provide this transparency.

Integrated License Plate Analysis. This addresses a current officer safety issue which requires officers to manually enter license plates while driving. It also would address a public safety issue and operational risk that a subject vehicle could be missed - for instance an Amber Alert could identify a vehicle and license plate of interest.

Integrate Situational Awareness Management Application (SAMA) with Genetec Clearance. This addresses a current officer and public safety issue as officers are currently dispatched to events without full situational awareness – where live video feeds that provide a view of the area of interest are incorporated into our situational awareness map application.

Telecom Regulatory Policy CRTC 2017-182 (<https://crtc.gc.ca/eng/archive/2017/2017-182.htm>)

Alberta Evidence Act ([https://www.kings-printer.alberta.ca/570.cfm?frm\\_isbn=9780779830978&search\\_by=link](https://www.kings-printer.alberta.ca/570.cfm?frm_isbn=9780779830978&search_by=link))

Canada Evidence Act (<https://laws-lois.justice.gc.ca/eng/acts/c-5/fulltext.html>)

Canada Bill C075 (<https://www.justice.gc.ca/eng/csj-sjc/pl/charter-charte/c75.html>)

APIS (<https://www.kings-printer.alberta.ca/1266.cfm?>

[page=p30p8.cfm&leg\\_type=Acts&isbncln=9780779821372&display=html](https://www.kings-printer.alberta.ca/1266.cfm?leg_type=Acts&isbncln=9780779821372&display=html))

Clare's Law ([https://www.kings-printer.alberta.ca/1266.cfm?page=d13p5.cfm&leg\\_type=Acts&isbncln=9780779824069](https://www.kings-printer.alberta.ca/1266.cfm?page=d13p5.cfm&leg_type=Acts&isbncln=9780779824069))

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-348C

**Document Page #:** 310

**Asked By:** Mayor Sohi

**Question:**

How will the River Crossing Redevelopment (CM-17-5047) be staged to respond to Council's direction to develop a new governance approach to the Rossdale Flats location?

What proportion of this funding will be directed to engaging Indigenous communities?

**Answer:**

**Real Estate Branch**

Response to Question 1:

The current proposed budget of \$3M for River Crossing Redevelopment is specifically intended for planning, design and engineering studies for the River Crossing project. Construction funding was initially included but was removed following Council's motion, to ensure an opportunity for the appropriate governance structure to be determined and the approach to this development is considered (as is ultimately required by the motion) prior to construction advancing. Planning, design and engineering proposed to be funded through this profile will not advance until Administration has returned to Council to address the referenced motion.

While Administration cannot yet speak to what a governance structure in River Crossing could look like or specifically how projects would feed into that, Administration is taking a coordinated approach to fulfilling Council's motion while ensuring alignment across all project streams in River Crossing.

Response to Question 2:

Robust and meaningful Indigenous engagement will be a critical component of advancing design work and future stages of development of CM-17-5047 for River Crossing Redevelopment. However, this work will take guidance from the governance structure not yet developed; therefore, the engagement portion of the funding remains to be determined.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-349C

**Document Page #:** 307

**Asked By:** Mayor Sohi

## **Question:**

What work has been done so far in terms of redevelopment of the Exhibition Lands?

Is there merit in delaying Exhibition Land redevelopment until global markets and interest rates have reduced?

What is the expected return on investment when it comes to the redevelopment of Exhibition Lands? What are the implications of deferring this project in terms of returns on investment and build-out?

## **Answer:**

**Real Estate Branch**

### 1. Work to Date

To date Administration has concentrated on completing the appropriate pre-development studies to understand the conditions on site as they relate to infrastructure, utilities and structural conditions. Working alongside consultants, Administration has also worked towards finalizing the initial phasing and stages of development for the neighbourhood, based on existing infrastructure and land marketability. Additionally, extensive work has been done to model scenarios to reach climate and energy efficiency goals to align with the City's overall Community Energy Transition Strategy, including reaching net zero as a goal for all built-forms in the neighbourhood.

### 2. Merit on delay due to market conditions

There does not appear to be a need to delay the early anticipated work based on market conditions and increasing interest rates. The suppressed market and increased interest rates may actually allow the City to obtain more competitive pricing for the immediate work given that the City does not utilize borrowing for its Land Enterprise development work. The initial work is mainly focused on demolishing structures to remove potential safety concerns and reduce operating and maintenance costs.

While current market conditions and interest rates may have an immediate depressive effect on the housing market, there will still be future demand for a variety of attainable housing choices in the long term, which this development seeks to deliver. The work currently planned for the short term positions this land to be sale ready, should market conditions be favorable for further development.

### 3. Anticipated Return

The expected return on investment for the development of the project ranges from a 12.5% Return on Investment (ROI) to -25% loss on invested capital, based on preliminary high-level estimates for a range of scenarios, completed as part of the Implementation Strategy for the Exhibition Lands. With the timeline for redevelopment spanning > 20 years, the Exhibition Lands project will assuredly move through multiple market cycles. ROI will continue to be evaluated as the project advances through its various stages of development; however, it is important to note that the primary motive for redevelopment of the Edmonton Exhibition Lands is not solely financial return.

### 4. Impacts of Delay

A deferral on the approval/start of CM-17-5046 by one or two years would delay the City's ability to sell development parcels to private industry developers and builders, as the City would be unable to provide assurances around when said sites would be cleared of encumbrances and serviced for development. The delays in the sale and overall redevelopment of land would result in delayed tax revenue/uplift to the City. Additionally, the first stage of development focuses on demolition of the majority of underutilized facilities on the south portion of the site (south of Expo Centre). By delaying these demolitions the City will continue to incur operating expenses related to maintaining these buildings in their current states. There would

# Responses to City Council Questions on the Proposed Capital Budget

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almost certainly be an effect on the ROI of the project, however any positive or negative implications to the project returns can not be forecasted as they would be heavily market dependent.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-350C

**Document Page #:** 319

**Asked By:** Mayor Sohi

## **Question:**

How do these projects (Industrial-Commercial-Investment Land Acquisition CM-16-2015) align with what industrial stakeholders are saying are more immediate priorities (such as the unfunded 137 Ave / Henday off-ramps; additional items identified in the Nov 22 UPC report) that can accelerate industrial land development and tax uplift?

Is the constrained funding in this package due to City self-imposed policies? What is the process to enable funding from ELD be used on other industrial development priorities?

## **Answer:**

**Financial & Corporate Services Department**

The Industrial-Commercial-Investment Land Acquisition profile is intended to be used to acquire land for industrial land development purposes. The funding requested in the Industrial-Commercial-Investment Land Development profile is proposed to fund:

- closeout of a recent development in Southeast Industrial,
- two new developments in Rampart Industrial; and,
- a development in Ellerslie Industrial.
- The profile may also potentially include a business employment development in Goodridge Corners.

Should an industrial development acquisition opportunity present itself in the 137 Avenue / Henday area, Administration would evaluate the potential benefits of acquiring and developing the land.

Completion options for the 137 Avenue / Anthony Henday Drive Ramps will be discussed as part of the November 22, 2022 Urban Planning and Economy Report UPE01222 Industrial Infrastructure Projects - Prioritization, Evaluation and Outcome. This report was made publicly available on November 10, 2022. Additional details were shared in the August 24, 2021 Urban Planning Committee - IIS00662 Update on 137 Avenue On-ramps (B. Esslinger).

As noted in Council Report UPE01222, these ramps have not ranked high enough in the capital prioritization scoring to be included in the list of projects for this budget cycle. The report outlines other potential funding mechanisms that could be explored to construct the ramps, including developer contribution options.

The City is experiencing similar connection issues to Anthony Henday Drive in its Rampart Industrial development. The next stage to advance in this area, provided funding for CM-16-2010 is approved, will be a stage that completes a connection from 142 Street to Campbell Road, providing more direct access to Anthony Henday Drive. This connection is anticipated to drive sales of previously developed City lands and the new stage will bring additional fully serviced lots to market.

The Industrial-Commercial-Investment Land Acquisition (CM-16-2015) uses Land Fund (Enterprise) Retained Earnings (LERE) as the funding source. Policy C511, the Land Development Policy guides the City's land development activities and the use of LERE. It is unlikely funding these ramps would be supported by the current policy. A revision to Policy C511 is being brought forward to Executive Committee on January 18, 2023. The revised policy is proposed to allow for a wider range of support for land development related projects; however, projects need to be considered in the context of the overall program, its financial integrity and the outcomes of the investment.

It is important to note that redirecting funds from LERE towards other city building projects that do not generate a return



# Responses to City Council Questions on the Proposed Capital Budget

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may impact the program's ability to deliver land development projects, of all types, over the long term. Land Enterprise Retained Earnings operate on a relatively small amount of funding and all capital and operating expenses are recouped through the revenue generated from investment. Directing funds outside of this cycle of spend and replenishment may result in a long term impact to the financial integrity of the program.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-352C

**Document Page #:** 322

**Asked By:** Mayor Sohi

**Question:**

How do the projects outlined in Capital Profile CM-16-2010 (Industrial- Commercial-Investment Land Development) align with what industrial stakeholders are saying are more immediate priorities (such as the unfunded 137 Ave / Henday off-ramps; additional items identified in the Nov 22 UPC report) that can accelerate industrial land development and tax uplift?

**Answer:**

**Financial & Corporate Services Department**

The answer is provided in the response to 23-350C.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-353C

**Document Page #:** 344

**Asked By:** Mayor Sohi

**Question:**

Please clarify the time sensitivities around the acquisitions outlined in Capital Profile CM-17-1001, River Valley Land Acquisition, and the risks and implications of deferring the river valley related strategies are done.

Is the constrained funding in this package due to City self-imposed policies? What is the process to enable this land acquisition funding to be used on other priorities?

**Answer:**

**Planning and Environment Services Branch**

There are no specific property acquisitions identified in CM-17-1001 and no time sensitivities. The intent of the profile is to support ongoing acquisition efforts in support of broader strategic direction (Ribbon of Green, River Valley Alliance Plan of Action) and to respond to time sensitive purchase opportunities. Administration will continue to work proactively to identify and acquire river valley land, and respond to purchase opportunities over the 2023-2026 Capital Budget cycle. At this time there are no identified property acquisitions outlined in the current profile (CM-17-1001)

The River Valley Land Acquisition profile (CM-17-1001) is funded through municipal reserve (cash-in-lieu) contributions to the Parkland Purchase Reserve Account. This reserve account receives funds from developer levies, the sale of municipal reserve lands in industrial and commercial areas, proceeds from the sale of municipal reserve land in the river valley communities (where land was originally purchased with Parkland Reserve funds) and money received from the rental of City property on park land. The constrained funding in this package is not self-imposed. The Municipal Government Act (MGA) requires that such funds must be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected can be used anywhere in the city for the required purposes. Interest earnings are applied to the reserve.

If there is a desire to transfer funds from this account, Administration may consider a future budget transfer from CM-17-1001 to another reserve funded capital profile where parkland acquisition priorities may be higher. Transferring acquisition funding to other City priorities, outside of land acquisition in support of parkland, would contravene the Municipal Government Act.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-354C

**Document Page #:** 357

**Asked By:** Mayor Sohi

**Question:**

Attachment 3 of Committee Report CS01188 Affordable Housing Investment Plan (June 27, 22) refers to a Capital Plan developed with CIVIDA to renew or redevelop 870 units of City owned social housing. Is the renewal of these units funded in the 2023-2026 Proposed Capital Budget and what amount is allocated to this work? If no funding is allocated, what is the risk of not investing in the renewal or redevelopment of these City owned assets?

**Answer:**

**Social Development Branch**

The City of Edmonton owns 952 units of social housing managed by Civida. All of this housing stock was constructed between 1970 and 1975. This portfolio provides deep subsidy housing to some of the families with the lowest incomes in Edmonton.

Their operation has been subsidized through long-term operating agreements with the Government of Alberta, which has enabled these units to operate at a financial loss since they were constructed. The Government of Alberta has provided funding to cover approximately 90% of annual losses, with the City covering 10% of the annual losses. During this period, the Government of Alberta has also provided capital grants for the purpose of addressing maintenance and renewal. The long-term operating agreements with the Government of Alberta are coming to an end, over the next few years. Administration is currently in discussions with the Government of Alberta, seeking a renewal/extension of these funding agreements.

Much of this social housing stock is also nearing end of life or is in need of investment to address deferred maintenance to ensure that it can maintain occupancy. A 2022 building condition assessment determined that 376 of the 952 City-owned units remained in poor condition. Without investment, the social housing stock will continue to erode which could lead to discontinuation of the units and the properties on City land becoming derelict and defaulted to the City for demolition.

In 2018, the Government of Alberta partnered with Civida and the City of Edmonton to redevelop the Londonderry social housing site, which was formerly a part of the City of Edmonton's social housing portfolio. The site was positioned for redevelopment after it was forced to close to address safety hazards posed to building occupants. As a result of this effort, the aging 80 social housing units were replaced with 240 units of mixed income housing, including 90 deep subsidy units.

The City is currently working with Civida on a short term stabilization and medium to long term regeneration plan for the remainder of this portfolio. To support this effort, Administration has earmarked \$10.5 million in the 2023-2026 budget within the Facilities renewal program. This money is expected to be used towards supporting the stabilization of these units through strategic renewal projects in the short term, which seek to extend the lifespan of these buildings over the next four years, while Administration works with our partners towards the medium to long-term regeneration of these sites. Administration intends to use this funding as leverage to attract additional capital renewal investment and related support for redevelopment from other orders of government.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-356C

**Document Page #:** 386

**Asked By:** Mayor Sohi

**Question:**

How will the planned neighbourhood renewal projects (CM-25-0000) assist in implementing the Bike Plan goals? How many kms of bike lanes and multipurpose lanes, if any, do you anticipate building through neighbourhood renewal in the 2023-2026 budget cycle? (proportionality)

Can Administration identify the missing links in the sidewalks and bike plans that will be addressed through neighbourhood renewal?

**Answer:**

**Building Great Neighbourhoods Branch**

Approximately 30 km of bike routes are part of neighbourhood renewal projects that are planned to be constructed during the 2023-2026 budget cycle. Of these approximately 2 km are part of the district network and 7 km are neighbourhood routes within the higher bike trip potential area.

An additional 30 km of bike routes are anticipated to initiate construction in the 2023-2026 budget cycle. Of these, approximately 4-5 km are part of the district network and 1.5 km are within the higher bike trip potential area.

Planning for another 20 - 30 km of bike routes are also anticipated to occur in the 2023-2026 budget cycle but would be constructed in future cycles.

Items such as missing sidewalk links are identified and installed as part of all Neighbourhood Renewal projects.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-358C

**Document Page #:** 472

**Asked By:** Mayor Sohi

**Question:**

For William Hawrelak Park, what would be the short term cost reduction if only the critical surface work such as utilities were done and we would gradually renew the surface amenities over multiple budget cycles?

What would be the impact on timelines?

**Answer:**

**Infrastructure Planning and Design Branch**

There are impacts and interdependencies within the scopes of the renewal that need to be considered when considering delaying or reducing elements of the project as a cost saving measure. Proceeding with the critical underground infrastructure requires that the above ground work also be completed, such as landscaping, hard surfaces for the roads, trails and parking lots and connections and structural portion of the facilities. Together, the underground utilities and interconnected scopes of work account for approximately 85% of the estimated construction costs.

A phased approach, delaying elements of the project, would still require the proposed 3 year park closure to complete the underground utilities and interdependent scopes. In addition, subsequent closures of park areas or amenities would be required to complete the project in the future. The general public and festival and event organizers would need to contend with service disruptions over multiple years.

Signature festival and event relocation decisions have been made and agreed to and festival planning in these new locations is underway. Should the William Hawrelak Park Rehabilitation project be delayed, there is no guarantee that the relocation site for the Heritage Festival will be available beyond 2025. The complex work completed with the festival and event organizers since 2019 to find suitable alternative locations would have to be restarted, continuing to create uncertainty for these events and their participants.

A holistic approach provides the most efficient and cost effective construction approach while minimizing impacts to all stakeholders.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-368C

**Document Page #:** 502

**Asked By:** Mayor Sohi

## **Question:**

For Capital Profile: Bus Fleet & Equipment Rehab & Replacement (CM-66-3600):

Is the bus fleet replacement funding level (10%) consistent with other City department fleet replacement?

How many or what % of the 40 ft and 60 ft buses will be replaced with this funding package?

What is the average replacement age of these buses vs. other City fleet? What is the average replacement age of the buses of the full funding request?

What are you seeing in maintenance cost trends for the bus fleet compared to other City fleets?

Why does the operating impact of this package not reflect anticipated decreases or avoidance of operations costs associated with maintaining an ageing bus fleet?

## **Answer:**

**Edmonton Transit Service Branch**

The ideal renewal investment for the entire City over the 2023-2026 Capital Budget is \$3.5 billion; however, the available funding for renewal is only 54 percent of this ideal requirement. Once renewal programs with constrained funding (e.g., Neighbourhood renewal) and bridges (which are funded to their ideal level to mitigate for increased risk of failure) are considered, the remainder of the renewal program is funded at 30.4 percent of its ideal investment. City of Edmonton Fleet vehicles that contribute to the Fleet Reserve is funded at 100% for like-for-like replacement at the end of their lifecycle. Fleet equipment that is not contributing to the Fleet Reserve is managed and funded by independent areas (such as Edmonton Police Service and Waste Services), and is subject to the same corporate funding constraints as bus renewal.

For the ETS Fleet, in order to work within these constraints, funding was allocated within this profile based on a prioritization of items that have the highest impacts to safety and service reliability. Accordingly, the mid-life refurbishment program was funded at 100% as it extends the life of the most vehicles per dollar. This leaves a lower percentage of total funding available for vehicle replacements in the conventional bus fleet, which is funded at 10%, while DATS buses are funded at 5% because most of the fleet was replaced in the previous budget cycle.

Other City fleets not funded by a reserve also allocate their renewal funding in order to maximize reliability, but these fleets have shorter life cycles and therefore do not have a mid-life rehabilitation program to prioritize funding to and thus allocate a higher % of funding to vehicle replacement.

With this funding package, 29 forty-foot buses (4% of the forty-foot fleet) and 8 sixty-foot buses (14% of the sixty-foot fleet) will be funded for replacement in this cycle.

The average replacement age for buses will be between years 18 and 20 in their lifecycle. Of the 943 buses, 173 buses will reach the end of their ideal life (20 years) by 2025. An additional 235 buses will reach the end of their ideal life (20 years) by 2027. Other City fleets have much shorter ideal lives (9.2 years on average) as they are lighter-duty vehicles and inherently don't last as long. Fleet vehicles in the Fleet Reserve have an average expected life of 9.2 years.

The planned capital investment will not significantly impact the average age of the fleet and therefore will not result in any significant savings in operating expenses. In alignment with other City fleets, as the average age increases, the cost of maintenance and parts also increases.

The operating budget for maintaining the bus fleet is based on the planned ideal bus replacement cycle. As buses age, increased maintenance costs could put pressure on this operating budget.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-370C

**Document Page #:** 505

**Asked By:** Mayor Sohi

**Question:**

For Capital Profile LRT Signals and Electrification Renewal (CM-66-3300), what is the rationale for funding some portions of the package "LRT Substation - Life Cycle Replacement Lifecycle replacement of the LRT's substation assets (transformers, rectifiers, A/C and D/C switchgear, control systems, battery banks etc.) at 9%? Is this level of funding sufficient to preserve system reliability?

**Answer:**

**Edmonton Transit Service Branch**

The ideal renewal investment for the entire City over the 2023-2026 Capital Budget is \$3.5 billion; however, the available funding for renewal is only 54 per cent of this ideal requirement. Once renewal programs with constrained funding (e.g., Neighbourhood renewal) and bridges (which are funded to their ideal level to mitigate for increased risk of failure) are considered, the remainder of the renewal program is funded at 30.4 per cent of its ideal investment. In order to work within these constraints, funding was allocated within this profile based on a prioritization of items that have the highest impacts to safety and service reliability. The level of funding for LRT substation assets does increase the risk of some unplanned failures of substations and overhead catenary



# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-372C

**Document Page #:** 563

**Asked By:** Mayor Sohi

**Question:**

For Capital Profile for the 50 Street CPR Grade Separation (18-66-6503), if and when the federal government is able to provide the additional \$42,444,166 million needed, what would be the process to allocate the freed up borrowing to the bike plan?

**Answer:**

**Infrastructure Delivery Branch**

If additional federal funding is received and the approved Tax Supported Debt is no longer required for the project, administration would bring forward a bylaw amendment to reduce the borrowing authorization for profile 18-66-6503 and also bring forward a bylaw or a bylaw amendment, as required, to add or transfer the Tax Supported Debt to another profile based on direction by Council.

# Responses to City Council Questions on the Proposed Capital Budget

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**Document:** Capital Budget Book

**Question #:** 23-374C

**Document Page #:** 618

**Asked By:** Mayor Sohi

**Question:**

For Capital Profile Library Materials CM-20-0051 , can Administration please clarify the reason \$1.8M/year of salaries are included in a capital budget profile.

**Answer:**

**Edmonton Public Library Department**

The Library Materials composite profile includes \$1.8 million in salaries per year. Salaries for staff who deal directly with physical collections are capitalized in accordance with public sector accounting standards as they form part of selecting, developing, and maintaining the physical collection, a capital asset.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-378C

**Document Page #:** 663

**Asked By:** Mayor Sohi

## **Question:**

For the unfunded growth profile for Affordable Housing Land Acquisition & Site Development (19-90-4100), what is the risk of not funding the unfunded capital profile for Affordable Housing Land Acquisition & Site Development in the 2023-2026 Budget Cycle? Isn't having a pre-existing funding source critical to maximizing funding opportunities from other orders of government and assuring housing gets built?

For the unfunded capital profile for Affordable Housing, it states that the additional \$91.7M will go toward Affordable Housing Investment Program (AHIP) and achieve the construction of 2,700 affordable housing units. Which AHIP Scenario does this achieve, as identified in the June 27 report, CS01188? Specifically, can Administration report on the estimated number of the following that will be built under this unfunded profile?

- Supportive Housing Units
- Future AHIP Land Stream
- Indigenous-Led Affordable Housing Program Deep Subsidy
- Surplus School Sites
- City Owned Social Housing (Renewal)

## **Answer:**

**Social Development Branch**

Yes - having a pre-identified funding source is critical to maximizing funding opportunities from other orders of government and assuring the City of Edmonton's affordable housing goals are achieved. Affordable housing is essential social infrastructure, and like other forms of infrastructure, growing and expanding the affordable housing stock in Edmonton requires being intentional in planning and investment.

In 2019, City Council directed Administration to adopt a new strategy for ensuring the construction of affordable housing in Edmonton, centered on the approval of the 2019-2022 Affordable Housing Investment Plan. The Plan pre-approved \$132.7 million over four years to support the development of 2500 new units of affordable housing in Edmonton.

The approval of this plan allowed the City of Edmonton to, among other things, undertake the proactive development of supportive housing and launch the Affordable Housing Investment (Grant) Program to incentivize the creation of affordable housing in Edmonton. As a result of this strategy, the City exceeded its four year (2019-2022) targets by supporting the creation of 2728 new affordable housing units across the City, including 644 supportive housing units. This contribution also leveraged four dollars for every dollar invested by the City, including nearly \$200 million from other levels of government and \$351 million in equity from providers, resulting in a direct investment of \$689 million in affordable housing.

Prior to the adoption of this approach, the City's previous approach had largely relied on waiting for confirmation of funds from other orders of government prior to approving City-owned funds. From 2012-2018, approximately 700 units of affordable housing were created by the City of Edmonton. Further, from 2009-2018 approximately 200 units of supportive housing were developed in Edmonton despite the City's first Plan to End Homelessness identifying the goal of constructing 1000 units of supportive housing as a key goal.

A lack of additional funding would make it extremely challenging to access future provincial and federal programs. While some opportunities may remain, it would be difficult to meet affordable housing targets in both the immediate and long term. The Affordable Housing Investment Plan is based on a leverage model, in which the City of Edmonton provides land,

# Responses to City Council Questions on the Proposed Capital Budget

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limited funding and strategic support to developers of affordable housing. This certainty makes more affordable housing projects viable while attracting additional investment, particularly from other orders of government. City funds are to be leveraged in two ways - through the attraction of funds directly to the City of Edmonton (as in the case of the Rapid Housing Initiative), and also through the attraction of funds from other orders of government directly to shovel-ready projects created by nonprofit housing developers. In the absence of a consistent source of (albeit limited) funding and/or land, many nonprofit developers are not in a position to take on the risk of initiating new developments.

Both the previous 2019-2022 and the proposed 2023-2026 Affordable Housing Investment Plan (described in the June 27 Report, CSO01188) rely on a mix of capital and operating funding. Together, the unfunded Affordable Housing Capital Growth profile (\$91 million), the renewal funding earmarked for the City-owned social housing portfolio in the overall renewal composite profile (approximately \$10.5 million) and the unfunded Affordable Housing and Homelessness Prevention Service Package (\$75 million) in the Proposed 2023-2026 City of Edmonton Operating Budget provide the funds needed to create and renew approximately 2700 units of affordable housing (which most closely aligns to the targets in AHIP Scenario 2 identified in the June 27 report, CS01188). The overall goal has been slightly adjusted to account for changing market conditions and new information acquired since this report was published in June.

The 2700 unit goal includes the following approximate targets for the categories identified in the question:

- 409 Permanent Supportive Housing Units (Capital)
- 456 Mixed Income Affordable Housing Units (AHIP Land Stream) (Capital)
- 515 Affordable Housing Units (AHIP Grant) (Operating)
- 156 Indigenous-Led Affordable Housing Program (Operating)
- 295 Units on/within Surplus School Sites (Capital and Operating)
- 870 renewed units of Social Housing

These targets are approximate and may vary due to a number of factors including, the composition of actual projects proposed by affordable housing developers, changing market conditions and new and emerging unforeseen funding opportunities from other orders of government. The proactive approval of funding for affordable housing would position the City strategically to take advantage of any emerging or new funding programs from other orders of government over the next four years. Finally, these targets will be adjusted, if necessary, to account for any unanticipated changes in direction provided through the updated City of Edmonton Affordable Housing Strategy, expected to be approved in 2023.

Please also see the response to question 23-048C.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-381C

**Document Page #:** 663

**Asked By:** Mayor Sohi

**Question:**

For Climate Resilient City Facility Upgrades, the report says, approval of matching grant funding of up to \$21 million to support this work is currently outstanding. What specific grant are you waiting for? What is the rationale for not approving and putting this funding in abeyance?

**Answer:**

**Infrastructure Planning and Design Branch**

The grant program referred to in the Climate Resilient City Facility Upgrades is the Low Carbon Economy Fund grant from the Federal Government. Administration is anticipating a response by Q1 2023.

Administration is currently advancing work on multiple fronts to advance Climate Adaptation and Energy Transition Strategy actions. Specifically to city-owned buildings, two unfunded capital projects have the potential to align with external grants or funding opportunities, the Climate Resilient City Facility Upgrades and the Climate Resilient City Facility Upgrades - Canada Infrastructure Bank Partnership. Work is ongoing on both those opportunities to understand if they are the right opportunities for the City of Edmonton to achieve its climate goals. Decisions about priorities for the Climate Adaptation and Energy Transition Strategy actions are to be made during budget deliberations and guided by Council.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-382C

**Document Page #:** 665

**Asked By:** Mayor Sohi

**Question:**

Can you provide more details on the Climate Resilience Investment Accelerator Fund and how it would interface or be coordinated with the other streams of work like solar, fleets, carbon neutrality on renewal; or is it for community projects?

Without this funding, will we forego opportunities to leverage the Climate Innovation Fund administered by AB EcoTrust?

**Answer:**

**Planning and Environment Services Branch**

The best opportunities to leverage the Climate Innovation Fund administered by AB EcoTrust are within the Operating Budget, specifically the unfunded Supplemental Community Energy Transition Implementation service package.

The Climate Resilience Investment Accelerator Fund would support going “further and faster” on City of Edmonton capital projects that could incorporate energy transition and climate adaptation action, or to support accelerating work in the currently unfunded climate profiles (such as Nature Based Climate Solutions, Emissions Neutral City Fleet and Equipment, Solar PV and Energy Storage Installations at City Sites, Climate Resilient City Infrastructure Upgrades, etc).

The climate file is changing rapidly and often. The intent of this investment is to have a flexible climate resilience investment accelerator fund that will enable the City of Edmonton to be nimble and respond to changes, such as new funding opportunities announced by higher orders of government. This fund would also allow Council to direct funding to priority projects that need further climate action, that may not have funds fully allocated or dedicated.

If funded, Administration will develop a funding allocation process that will include check-ins with Council, to ensure these projects reflect Council’s priorities. To coordinate with other streams of work, a governance structure will be established with representation from the most impacted programs to identify and prioritize the most impactful investments. This process and governance will reflect best practices in the corporation, such as the Business Technology Governance approach (pg. 83), to provide confidence the funding allocation is transparent supports the best acceleration opportunities.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-384C

**Document Page #:** 667

**Asked By:** Mayor Sohi

**Question:**

For the Capital Profile, E-Bus Infrastructure Expansion CM-10-1010 Facilities: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth:

This profile will fund additional chargers, and the associated work required, at the Kathleen Andrews Transit Garage and Centennial Garage. How many more e-buses would this work be able to help accommodate?

**Answer:**

**Infrastructure Planning and Design Branch**

The Kathleen Andrews Transit Garage currently supports 50 e-buses. The potential to add more e-buses is limited by the availability of power on the grid needed to charge the e-buses. The work at the Kathleen Andrews Facility contemplates an additional 4 chargers which would maximize efficiency in operating the 50 e-buses.

Centennial Garage currently supports 10 e-buses. It is possible to increase the number of e-buses at the Centennial facility to a level similar to the Kathleen Andrews Transit Garage based on the availability of power. If funded, this project would increase the capacity of the electrical infrastructure within the garage to allow for the installation of more e-bus chargers.

It is important to note that in both cases as e-buses are added, diesel buses are removed. So while this increases the number of e-buses in the fleet, the addition of e-buses within existing garages does not address the challenges of facility capacity and the ability to grow the fleet.

# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-385C

**Document Page #:** 666

**Asked By:** Mayor Sohi

**Question:**

You've identified River Flooding Defense as a risk. Is it not high enough of a risk for the City to advance this risk mitigation project?

What controls are currently in place for protection and mitigation of the risk and what are the worst case scenarios that we can still adequately address?

What threshold above which we aren't protected from? E.g., 1/200 year event?

**Answer:**

**Planning and Environment Services Branch**

Potential growth projects were initially ranked using the prioritization criteria outlined in Appendix C of the Proposed 2023 to 2026 Capital Budget (Page 635). However, with nearly all unconstrained funding being required to meet renewal needs, further prioritization was required. As a result, the only new growth projects recommended in the proposed 2023-2026 Capital Budget were those that were mandated by legislation, had high safety impacts, had high priority and were eligible to receive funding from partners and other orders of government, or were funded with constrained funding sources. Although the River Flooding Defence project was noted as having some public safety risk, it was not assessed as a high enough safety risk to be included to meet the standards applied for the criteria.

Due to climate change, the risk of a significant (flow rate equal to that of the 1915 flood) river flood may double as early as the 2040s, however that risk is still relatively small. The number of properties, assets and infrastructure at risk of flooding based on the recent Government of Alberta (2022) North Saskatchewan River Hazard Study are:

1:100 year flood:

- 177 residential houses
- 17 non-residential buildings
- 9 City assets
- 1904 estimated population at risk

1:200 year flood:

- 426 residential homes
- 55 non-residential buildings
- 19 City assets
- 3270 estimated population at risk

Currently, the City of Edmonton's flood overlay is for a 1:100 year flood, which has helped to limit the amount of development occurring in the river valley. Research is underway to understand how climate change is impacting flood definitions. For example, following the 2013 Southern Alberta Floods, the City of Calgary has updated their flood resilience goal to have 1:200 year flood protection. Currently there are limited controls in place for the protection and mitigation of a river flood event. The two upstream dams have no significant impact on flood flows. EPCOR is currently undertaking flood protection work to protect their assets in the river valley from a flood, such as the Rossdale Water Treatment Plant. EPCOR offers an early warning service to members of the Rossdale, Cloverdale and Riverdale communities, if citizens are signed up to receive an email notification to inform them if the river levels rise. Typically there is approximately a 40 hour window from a high river flow in the rocky mountains to reach Edmonton.



# Responses to City Council Questions on the Proposed Capital Budget

**Document:** Capital Budget Book

**Question #:** 23-400C

**Document Page #:** 672

**Asked By:** Mayor Sohi

**Question:**

For 137 Avenue / Anthony Henday Drive Ramps ( CM-20-2020 Transportation: Planning and Design - Growth CM-99-9000 Infrastructure Delivery - Growth):

This project would entail the design and construction of ramps at 137 Avenue / Anthony Henday Drive in NE Edmonton. What would be the process needed to re-purpose land acquisition and development funds towards this project?

**Answer:**

**Infrastructure Planning and Design Branch**

Completion options for the 137 Avenue / Anthony Henday Drive Ramps will be discussed as part of the November 22, 2022 Urban Planning and Economy Report UPE01222 Industrial Infrastructure Projects - Prioritization, Evaluation and Outcome. This report was made publicly available on November 10, 2022. Additional details were shared in the August 24, 2021 Urban Planning Committee - IIS00662 Update on 137 Avenue On-ramps (B. Esslinger).

As noted in Council Report UPE01222, these ramps have not ranked high enough in the capital prioritization scoring to be included in the list of projects for this budget cycle. The report outlines other potential funding mechanisms that could be explored to construct the ramps, including developer contribution options.

The City is experiencing similar connection issues to Anthony Henday Drive in its Rampart Industrial development. The next stage to advance in this area, provided funding for CM-16-2010 is approved, will be a stage that completes a connection from 142 Street to Campbell Road, providing more direct access to Anthony Henday Drive. This connection is anticipated to drive sales of previously developed City lands and the new stage will bring additional fully serviced lots to market.

The Industrial-Commercial-Investment Land Acquisition (CM-16-2015) and Industrial-Commercial-Investment Land Development (CM-16-2010) both use Land Fund (Enterprise) Retained Earnings (LERE) as the funding source. Policy C511, the Land Development Policy guides the City's land development activities and the use of LERE. It is unlikely funding these ramps would be supported by the current policy. A revision to Policy C511 is being brought forward to Executive Committee on January 18, 2023. The revised policy is proposed to allow for a wider range of support for land development related projects; however, projects need to be considered in the context of the overall program, its financial integrity and the outcomes of the investment.

It is important to note that redirecting funds from LERE towards other city building projects that do not generate a return may impact the program's ability to deliver land development projects, of all types, over the long term. Land Enterprise Retained Earnings operate on a relatively small amount of funding and all capital and operating expenses are recouped through the revenue generated from investment. Directing funds outside of this cycle of spend and replenishment may result in a long term impact to the financial integrity of the program.