

Capital Committee Project Scoring and Evaluation Criteria

Adopted By: Capital Committee
Original Adoption Date: June 25, 2025 Capital Committee Meeting
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Purpose

- 1) The purpose of this document is to outline the specific Project Scoring and Evaluation Criteria that will be used by the Capital Committee (the “Committee”) when considering capital project funding requests. The Committee’s Project Scoring and Evaluation Criteria aims to:
 - (a) support the Committee’s budget deliberation through evidence-based decision making;
 - (b) provide transparency to Administration’s recommended Capital Budget; and
 - (c) to ensure that all projects, whether recommended for funding or requested by Administration, councillors, community groups, or other stakeholders, are scored equitably.
- 2) This document also defines key terms that will be used by the Capital Committee during its deliberations in Appendix ‘F’.



Project Scoring and Evaluation Criteria

- 3) The project scoring and evaluation criteria to be followed by the Committee are as follows:
 - (a) Capital project scoring will be applied to all capital programs by project categories
 - (i) Lifecycle,
 - (ii) Enhancement, or
 - (iii) Strategic Initiative.
 - (b) Current capital programs in the County budget include:
 - (i) Fire - Building, Vehicle & Equipment
 - (ii) Fleet & Equipment
 - (iii) Information Technology
 - (iv) Land & Land Improvements
 - (v) Recreation
 - (vi) Roads & Bridges
 - (vii) Utility Services

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- (c) Administration will evaluate all capital budget requests based on this procedure's ranking criteria, recommending medium to large capital budget requests to the Capital Committee. Small projects will be ranked and recommended to Council by Administration. Project size is defined as follows:
- (i) Small: \$0 – \$400,000
 - (ii) Medium: \$400,001 – \$1,000,000
 - (iii) Large: \$1,000,001 and above
- (d) The Capital Committee will evaluate, prioritize, and recommend capital budget requests on medium and large-sized projects to Council.
- (e) Capital projects will be ranked using the information in the project brief and attached reports and studies, and in accordance with *Multi-year Budget Policy C-709*, *Capital Budget Policy C-707*, and *Asset Management Policy C-708*.
- (f) Ranking is based on the weighted criteria for Health and Safety Impact, Regulation and Legal Compliance, Strategic Significance/Alignment, Financial Impact & Feasibility, and Community and Regional Benefit, to a maximum of 100 points (additional criteria is provided in the appendices to enable more accurate ranking of capital projects across different programs):

Category	Definition	Criteria
Appendix A Health and Safety Impact (30 points)	The criteria in this category are intended to ensure projects directly impacting the safety and well-being of residents, staff, or the environment are prioritized as required.	Addresses a risk and/or prevents an injury or fatality to the public or staff (15 points) Is required to meet an occupational safety requirement (5 points) Addresses resilience in emergencies (5 points)
Appendix B Regulation and Legal Compliance (15 points)	The criteria included in this category are intended to ensure that projects with direct impact to the municipality's ability to avoid legal penalties, comply with codes, or fulfill legislated requirements are prioritized.	Addresses mandatory legal requirements (6 points) Addresses the County Council's policy obligations (3 points) Addresses regulatory standards, whether legislated or mandated by a particular industry (6 points)
Appendix C Strategic Significance/Alignment (25 points)	The criteria included in this category are intended to measure the strategic importance, both current and historic, of the capital project being considered.	Identified in a strategic plan, comprehensive plan, project plan, master plan, technical report, study, or Council decision (7.5 points) The project allows Council and Administration to improve on an existing service standard or operational requirement previously committed to by the County (7.5 points).

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Category	Definition	Criteria
Appendix D Financial Impact and Feasibility (15 points)	The criteria included in this category are intended to measure the financial impacts and the feasibility of the capital project being considered.	Annual costs (2.5 points) Project timing and cost benefit (2.5 points; select all that apply) Implementation under County control (3 points) Project requires completion within a 10-year timeframe. (2 points) Funding through alternative sources (2.5 points) Likelihood of success (2.5 points) Economic impacts to property values, future tax base, added jobs, and income. (5 points)
Appendix E Community and Regional Benefit (15 points)	The criteria included in this category are designed to measure the community and regional benefits of the project.	Public perception of a need that has been identified within project plans and community support (4 points) Improved relationships and/or partnerships with other jurisdictions, and/or intermunicipal collaboration (3 points) Who will the project benefit? Regional (2 points) and/or local (1 point)

Funding Sources

- 4) Funding sources will be applied in accordance with *Capital Budget Policy C-707* and prioritized using the following descending order of consideration approach to ensure optimal use:
- (a) grants are a priority funding source because they reduce the financial burden on taxpayers. However, a capital project must meet a granting program's eligibility and timelines for this to be a viable funding source;
 - (b) third-party contributions are a priority funding source because they reduce the financial burden on taxpayers. Third-party funding is tied to the interests of external partners, such as developers or community organizations, and is typically project-specific;
 - (c) off-site levies are a legislated funding source under the *Municipal Government Act*, allowing municipalities to enact bylaws assigning levies for specific capital projects;
 - (d) capital reserves are used for planned asset lifecycle management and strategic capital investments. Capital reserves are mainly funded through taxation set aside in advance through the budgeting process. The funding requirements of a capital project must meet the intended purpose of the reserve while maintaining a minimum reserve threshold for this to be a viable funding source;

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- (e) debt financing is used for major capital projects with long-term impacts to the County's economic, environmental, or social well-being. This method supports advancing strategic infrastructure while spreading costs over the asset's useful life. Debt financing is preferred for large capital projects that will benefit future taxpayers. Debt utilization is in accordance with legislated and policy limits; and
 - (f) taxation (property and local improvement levies) may be considered for capital projects ineligible for the funding methods listed above, considering the tax increase's impact on taxpayers. It may also be used for projects where debt financing is not preferred.
- 5) At the completion of a capital project, unused capital budget amounts will be released and treated as unallocated discretionary capital funding, available for future planned or emergent capital needs.
- 6) The Capital Committee will be updated on project funding carry forward through regular financial reporting, and carryforwards are not reapproved through the budget process.

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Appendix A - Health and Safety Impact (maximum 30 points)

The criteria in this category are intended to ensure projects directly impacting the safety and well-being of residents, staff, or the environment are prioritized as required. A project will receive a score for this category for:

Addresses a risk and/or prevents an injury or fatality to the public or staff (20 points)

Capital Program	Criteria
Fire – Building, Vehicle & Equipment	Required to protect lives and assets, in alignment with current response times and call types.
Fleet & Equipment	Reduces the risk of injury or fatality due to equipment failure from aged or faulty vehicles or equipment
IT	Prevents harm or system failure to critical system infrastructure required for emergency support against cyberattacks, data breaches, critical hardware or infrastructure failures, or natural disasters.
Recreation	Correction of unsafe infrastructure, repairs to critical structural elements, replacements of outdated or non-compliant playgrounds, improvements to traffic safety near recreation access points, and addressing security concerns.
Roads & Bridges	Repair of deteriorated pavement, potholes, or uneven surfaces that can cause significant vehicle damage, loss of control, increased traffic volumes and accidents. Repairing a Bridge structure, lighting, markings, and signage that have degraded, posing direct risks of collapse or debris falling.
Utility Services	Repair or replacement of critical utility infrastructure (water, wastewater or storm water), required to prevent floods, contamination, droughts, wildfire, etc.

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Appendix A - Health and Safety Impact (maximum 30 points)

Is required to meet an occupational safety requirement (5 points)

Capital Program	Criteria
Fire – Building, Vehicle & Equipment	Includes upgrades to meet Occupational Health and Safety requirements, National Fire Protection Association (NFPA) standards, and/or Collective Bargaining Agreement terms and conditions.
Fleet & Equipment	Involves replacement or retrofitting of vehicles to meet occupational safety standards.
IT	Involves infrastructure required to meet industry best practice for staff safety or cybersecurity standards.
Recreation	Involves the repair or replacement of facilities to meet safety requirements. This could include accessibility upgrades, lighting improvements, HVAC or air quality upgrades, structural upgrades, and/or safety signage.
Roads & Bridges	This can include grading or drainage improvements, the installation of safety barriers, fencing, and signage, as well as upgrades to access roads, pathways, parking areas or the implementation of slope stabilization measures or retaining structures.
Utility Services	This can include the accessibility of potable water, wastewater standards, environmental standards, condition assessments of infrastructure and hazard assessments

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Appendix A - Health and Safety Impact (maximum 30 points)

Addresses resilience in emergencies (5 points)

Capital Program	Criteria
Fire – Building, Vehicle & Equipment	Improves response times and ensures that the County can adequately respond with appropriate equipment, fleet and personnel.
Fleet & Equipment	Improves response during emergencies, such as winter storms, water breaks, or emergency response. Additionally, it increases staff safety in the field and in buildings.
IT	Strengthens systems/infrastructure, to enable improved disaster recovery and monitoring.
Recreation	Improves or enables backup power systems, multi-use facilities that double as emergency shelters, emergency communication systems or alarm upgrades, and/or infrastructure designed for climate resilience.
Roads & Bridges	Encompasses measures such as natural disaster mitigation (e.g., berms), the development of emergency access and evacuation routes, enhancements to structural resilience, strategies for recovery and continuity, and coordination with existing emergency response plans
Utility Services	Consider factors such as emergency preparedness, system monitoring, water treatment and filtration, backup measures, resilience to extreme weather events, and the condition of aging infrastructure.

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Appendix B – Regulation and Legal Compliance (15 points)

The criteria included in this category are intended to ensure that projects with direct impact to the municipality's ability to avoid legal penalties, comply with codes, or fulfill legislated requirements are prioritized. A project will receive a score for this category if it:

Addresses mandatory legal requirements (6 points)

Capital Program	Criteria
Fire – Building, Vehicle & Equipment	Meets the mandatory requirements through the Emergency Management Act as well as other standards such as the National Fire Protection Association (NFPA), and Alberta Building Code.
Fleet & Equipment	Supports required upgrades for regulatory programs (e.g., inspections, provincial transport codes) and/or replaces equipment that no longer meets vehicle or emissions regulations.
IT	Addresses or follows privacy laws or data security rules.
Recreation	Meets the mandatory requirements set out in the Alberta Building Code and National Fire Code, as well as the applicable accessibility, transportation, and environmental standards.
Roads & Bridges	Meets the mandatory requirements set out in the Municipal Government Act, the Traffic Safety Act, the Impact Assessment Act, the Environmental Protection and Enhancement Act, and complies with the Canadian Highway Bridge Design Code (CHBDC).
Utility Services	Meets the mandatory requirements set out in all applicable Acts / guidelines. Examples include the Environmental and Enhancement Act, the Canadian Guidelines for Drinking Water Quality, the Water Act, the Municipal Government Act, the Public Utilities Act, the Electric Utilities Act, and the Safety Codes Act.

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Appendix B – Regulation and Legal Compliance (15 points)

Addresses the County Council's policy obligations (3 points)

Capital Program	Criteria
Fire – Building, Vehicle & Equipment	Addresses the applicable safety and emergency preparedness policies under the local bylaw.
Fleet & Equipment	Fulfills Council-approved policies on fleet age or maintenance standards (i.e., Vehicle Policy (A-198)).
IT	Addresses the obligations set out in the records management policy and other IT policies such as the Acceptable Use of Technology Resources and Information Assets (A-508) and Information Management (A-511).
Recreation	Addresses the obligations set out in the Recreation Master Plan, the Active Transportation Plan, as well as other community recreation funding policies and procedures (PRO-317A, PRO-317B, PRO-317C, and PRO-317D).
Roads & Bridges	Addresses the obligations under the Municipal Development Plan and Land Use Bylaw for development standards (Inspection and Maintenance of County Lands Associated Amenities (A-319)), as well as relevant economic development and mobility policies.
Utility Services	Addresses the obligation to provide safe drinking water, reliable wastewater treatment and effective storm water/flood mitigation as per County policies.

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Appendix B – Regulation and Legal Compliance (15 points)

Addresses regulatory standards, whether legislated or mandated by a particular industry (6 points)

Capital Program	Criteria
Fire – Building, Vehicle & Equipment	Addresses industry regulatory standards set out by the National Fire Prevention Association (NFPA), the National Fire Code, the Canadian Standards Association (CSA) for protective gear and equipment testing, OH&S requirements for firefighter safety, and the Collective Bargaining Agreement.
Fleet & Equipment	Addresses industry regulatory standards such as Canadian Standards Association (CSA) and manufacturer standards for maintenance and safe operation of heavy equipment, Transportation Association of Canada (TAC) standards for snow/road service equipment, OH&S standards for worker/operator safety, and Alberta Traffic Safety Act standards for vehicle licensing and roadworthiness.
IT	Addresses industry regulatory standards for privacy, security and digital accessibility. Examples include the Access to Information Act (ATIA) and Protection Privacy Act (POPA), Information Technology Infrastructure Library (ITIL) for service management, ISO 27001 for information security, and the National Institute of Standards and Technology (NIST) Cybersecurity Framework for risk management.
Recreation	Addresses industry regulatory standards regarding health inspection, environmental regulations, and accessibility requirements under provincial/federal legislation.
Roads & Bridges	Addresses industry regulatory standards set out in the Municipal Government Act, the Land Use Bylaw, the Environmental Protection and Enhancement Act (EPEA)the Alberta Highway and Geometric Design Guide and in the Standard Specifications for Bridge Construction.
Utility Services	Addresses industry regulatory standards set out in the Environmental and Enhancement Act, the Canadian Guidelines for Drinking Water Quality, the Water Act, the Municipal Government Act, the Public Utilities Act, the Electric Utilities Act, and the Safety Codes Act.

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Appendix C – Strategic Significance/Alignment (25 points)

The criteria included in this category are intended to measure the strategic importance, both current and historic, of the capital project being considered. A project will receive a score for this category if it contributes to the County's critical objectives: [Strategic Plan](#)

Identified in a strategic plan, comprehensive plan, project plan, master plan, technical report, study, or Council decision (think about how this project supports population health, regional growth and/or sustainability) (Maximum 12.5 points)

Capital Program	Criteria
Fire – Building, Vehicle & Equipment	Identified in or supports the Fire Growth Strategy and/or the Fire Master Plan.
Fleet & Equipment	Identified in or supports Council direction and/or fleet strategies, such as improving buildings, winter road response or enforcement capacity.
IT	Identified in or supports County strategies, Council decisions, and/or the approved IT Strategy.
Recreation	Identified in or supports the Recreation Master Plan, the Parks & Open Space Plan, the Trails Strategy, or other Council-endorsed plans.
Roads & Bridges	Identified in or supports recommendations from recent technical studies, master plans (e.g., stormwater management, transportation, parks), or directly referenced in the County's Strategic Plan.
Utility Services	Identified in or supports the County's obligation to ensure that growth is serviced by reliable water, wastewater, and stormwater outlined in the Municipal Development Plan. Additionally, the need for utility infrastructure upgrades or expansion can be identified in long-range plans assessing system capacity, reliability, and regulatory compliance.

The project allows Council and Administration to improve on an existing service standard or operational requirement previously committed to by the County (Maximum 12.5 points).

Capital Program	Criteria
No program specific criteria	

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Appendix D – Financial Impact and Feasibility (15 points)

The criteria included in this category are intended to measure the financial impacts and the feasibility of the capital project being considered. A project will receive a score for this category if it contributes to:

Annual costs – consideration if the project will optimize or benefit existing County infrastructure and/or reduce long-term capital, operation, and maintenance costs. Operating departments may provide year-by-year estimates of the additional costs or reductions in the operating budget because of the new project (Maximum 2.5 points)

Capital Program	Criteria
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No program specific criteria

Project timing and cost benefit – project implementation is often time sensitive and unnecessary costs can be incurred if critical infrastructure projects are delayed. Projects that are ready for implementation and have lower risk with respect to scope, cost, and schedule should be a priority (Maximum 2.5 points; select all that apply)

Capital Program	Criteria
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No program specific criteria

Implementation under County control – no complicated regulatory approvals, land acquisition, or third-party agreements (Maximum 3 points);

Capital Program	Criteria
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No program specific criteria

Project requires completion within a 10-year timeframe. Projects requiring completion in a greater than 10-year timeframe would not receive any points in this category (Maximum 2 points);

Capital Program	Criteria
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No program specific criteria

Funding through alternative sources – projects that are supported financially through non-tax-based revenues should be a priority. Examples include project proponent contributions, local improvement taxation, and eligible grant programs (Maximum 2.5 points)

Capital Program	Criteria
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No program specific criteria

The likelihood that a project would proceed and be successful, and the risk with respect to scope, cost, and schedule is considered (Maximum 2.5 points).

Capital Program	Criteria
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No program specific criteria

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Appendix E – Community and Regional Benefit (15 points)

The criteria included in this category are designed to measure the community and regional benefits of the project. A project will receive a score for this category if it contributes to (think about how this may improve relationships and/or partnerships with other jurisdictions and demonstrate public engagement or regional collaboration).

Economic impacts to property values, future tax base, added jobs, and income. Such impacts may be related to community growth and expansion (Maximum 5 points);

Capital Program	Criteria
Fire – Building, Vehicle & Equipment	Protects both household and business income by lowering the risk of catastrophic loss due to fires.
Fleet & Equipment	Improves key services, such as snow clearing, policing, road maintenance, or emergency response.
IT	Enhances internal department operations through technology solutions and/or improves services for residents and businesses (i.e., new online services).
Recreation	Enhances community vitality, inclusivity, wellness, and/or promotes local activity (e.g., trail connectivity, multi-use space).
Roads & Bridges	Improvement to infrastructure that may raise neighborhood appeal and influence property markets.
Utility Services	Enables better access to safe, reliable utilities driving property desirability and development value.

Public perception of a need that has been identified within project plans and community support (feedback via public engagement or citizen satisfaction survey) (Maximum 4 points);

Capital Program	Criteria
No program specific criteria	

Improved relationships and/or partnerships with other jurisdictions, and/or intermunicipal collaboration (Maximum 3 points);

Capital Program	Criteria
No program specific criteria	

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Appendix E – Community and Regional Benefit (15 points)

Who will the project benefit? Improvements that benefit many constituents (regional benefit) should be a higher priority than those that benefit only localized areas (local benefit):

- **Regional Benefit (Maximum 2 points); and/or**
- **Local Benefit (Maximum 1 points)**

Capital Program	Criteria
No program specific criteria	

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Appendix F – Definitions

- 1) **“Administration”** means the operations and staff of Rocky View County under the direction of the Chief Administrative Officer;
- 2) **“Capital budget”** means a budget adopted in accordance with sections 245 and 246 of the *Municipal Government Act*, which includes the costs of planned capital investments and the anticipated sources of funding and financing;
- 3) **“Capital Committee”** means a committee of Council established to recommend asset category funding allocations and capital projects to be included in the budget;
- 4) **“Capital project”** defined as budget requests over \$400,000 that the Capital Committee reviews and prioritizes. These projects involve County-owned assets, assets located on County land, assets maintained by the County through partnership agreements, or assets that support key County goals.
- 5) **“Council”** means the duly elected Council of Rocky View County;
- 6) **“Lifecycle Renewal”** means capital spending to repair, maintain, and replace an asset to its original standard or service level; and
- 7) **“Operating budget”** means a budget adopted in accordance with Sections 242 and 243 of the *Municipal Government Act*, outlining the estimated amounts for revenue, expenses, and transfers.