

APPROVED 2021–23 FINANCIAL PLAN + 2021 BUDGET

Approved Municipal and Utility Budgets
February 2021

Approved Financial Plan and Budget

The Committee of the Whole met between November 3, 5, 24 and December 1, 2020 to deliberate the 2021-2023 Financial Plan and 2021 Budget. Council approved the Capital and Operating budgets via the following Council motions:

AR-20-037	Utility Capital RMR budget, July 6, 2020
AR-20-238	Municipal Capital RMR budget, July 6, 2020
AR-20-439	Municipal and Utility Operating budgets and Municipal and Utility Capital Growth budgets, December 21, 2020

This budget document contains the 2021 Approved Budget and two years of actual financial performance (2019-audited and 2020-unaudited).

The City's Operating Budget has four main functions. It is a Policy Document, a Financial Plan, an Operations Guide and a means of communication:

- Policy Document: The budget represents the most important set of policy decisions City Council makes regarding how and where public resources will be spent. The document establishes the framework for services: how they will be provided and the source(s) to fund them.
- Financial Plan: The budget process is a comprehensive analysis in fiscal planning and provides a multi-year focus. This document discusses the impact of decisions made today and in relation to the future.
- Operations Guide: The budget is a guide for the Leadership Team. It provides a service framework with a focus on financial information, as well as personnel levels and performance targets.
- Communications Device: The budget is the City's opportunity to communicate its financial performance, operational budgets and policy goals to its ratepayers, to City Council and to City staff.

There are two methods to navigate within the document:

1. Hyper-links - The Table of Contents has been linked to and from all pages.
2. Bookmarks - Click on the bookmark icon in the top far left of your screen . Use the + & - icons to expand and collapse the categories. Click on the section you want to view.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of St. Albert

Alberta

For the Fiscal Year Beginning

January 1, 2020



Executive Director

The City has received the award for Distinguished Budget Presentation for 15 consecutive years. This award, presented by the Government Finance Officers Association of the United States and Canada (GFOA), is presented to governments who publish high-quality Financial Plans and Budgets.

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of St. Albert, Alberta, for its Annual Budget for the fiscal year beginning January 1, 2020. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

ST. ALBERT FAST FACTS



2 KM OF FIBRE OPTIC CABLE INSTALLED IN 2020

A total of 30 km connecting major City facilities & traffic signals



JOINED THE REGIONAL TRANSIT SERVICE COMMISSION

SEEKING TO FIND EFFICIENT AND AFFORDABLE TRANSIT

IMPROVED PERMITTING PROCESS



1 DAY BUSINESS LICENSE



5 DAY DEVELOPMENT PERMITS

2020 EMERALD AWARD

Awarded for **LONG-RANGE ELECTRIC BUS FLEET**



COAL MINE PARK

ENCOURAGING PRESERVATION & ENHANCEMENT OF THE ENVIRONMENT



Source: Abridged Community Satisfaction Survey (October 2020)

96% OF RESIDENTS SAY THEY HAVE A **GOOD OR VERY-GOOD QUALITY OF LIFE** (EVEN IN PANDEMIC)



NAKÎ TRANSIT CENTRE & PARK AND RIDE

NOW OPEN

Space for 1,600 vehicles to park and ride



2020

PHASE 1 OF THE TWINNING OF RAY GIBBON DRIVE COMPLETED

Hyperlink and Bookmark features available

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CHIEF ADMINISTRATIVE OFFICER MESSAGE

The past year has been marked globally by the COVID-19 pandemic, which is anticipated to result in long-term financial, economic, and social impacts. As a result, the City of St. Albert has had to adjust and adapt its operations, services and programs to accommodate this new reality.

The City's response to the pandemic continues to be guided by the need to protect residents, visitors, patrons and staff, while also exercising fiscal responsibility. We had to cancel events, close facilities and suspend programs that could not be continued. As we slowly started to re-open facilities and re-start programs, we took additional steps to provide the safest possible environment. These events and resulting actions meant reduced revenues and increased costs. Through reallocation of resources, cost-saving initiatives, deferrals of projects and changes in service levels, Administration successfully reduced a projected $14.4 million deficit, while at the same time maintaining core service provision through the pandemic.

However, these actions were one-time to manage the short to medium term COVID-19 impacts. To ensure a fiscally sustainable plan in the medium to long term, a thorough examination of the programs and services offered by the City is prudent. As a result, Ernst and Young has been retained to conduct an Operational and Fiscal Corporate Review and will present opportunities for the City to consider in two phases (Q4 2020 and Q2 2021).

While the Operational and Fiscal Corporate Review is underway, further restraint was required in developing the 2021 budget, reflecting the current realities and future outlook of the local, provincial, federal and global economies and the continued decline of historical revenue sources without offsetting by new revenue sources. The 2021 Approved Financial Plan and Budget considers these factors and realities through:

- Prioritizing services and service levels,
- Supporting growth to move Council's Strategic Plan forward; and,
- Maintaining and planning for key infrastructure projects to support our recovery.

Long-term fiscal sustainability is a top priority and requires informed decisions at the right time to avoid further unplanned stress on the City's finances. We must focus on revenue-generation opportunities, cost-saving initiatives, process efficiency improvements and the creation of regional partnerships and collaborative opportunities where beneficial. The corporate review will assist in making informed decisions in an appropriate timeframe and identifying opportunities within the focus areas.

Over the past few months, Administration and Council have completed a host of cost reduction and efficiency exercises based on our continuous improvement

initiatives, and our Priority Based Business Planning and Budgeting process. We have also limited our new spending requests to address only the most vital of projects. This year only three business cases, totaling $778 thousand were approved which include six emergency services personnel, a Social Housing coordinator and corporate initiatives intended to support investment and economic growth.

For 2021, City Council has approved a municipal tax requirement of $112.0 million, which yields an overall average municipal property tax increase of 0.7 per cent. The approved utility operating budget is $42.2 million resulting in an average monthly utility bill decrease of $0.40 (0.03 per cent) compared to last year.

The approved budget for 2021 includes a continuation of one-time strategies, focusing on expense reductions along with permanent decisions to maintain fiscal sustainability into the future, while the Operational and Fiscal Corporate Review underway will provide opportunities for additional permanent decisions to be considered to manage the medium to longer term fiscal sustainability of the City.

The approved Capital Budget includes:

- 30 municipal capital projects to repair, maintain or replace existing infrastructure, valued at $26.0 million and,
- 17 municipal growth capital projects valued at $35.8 million.
- 11 utility capital projects to repair, maintain or replace existing infrastructure, valued at $19.1 million
- 1 utility growth capital project valued at $500 thousand

Thank you for your interest in the City of St. Albert's 2021 Financial Plan and Budget. Should you have any questions, please contact me by phone or email.

Kevin Scoble
Chief Administrative Officer
780-459-1502
budget@stalbert.ca



INTRODUCTION, OVERVIEW AND STRATEGIC FRAMEWORK

CITY PROFILE

One of the most beautiful cities in Alberta, St. Albert has long been recognized as a community of choice with its picturesque landscape, celebrated parks and trail system, state-of-the-art amenities, inviting neighbourhoods with tree-lined streets, lively arts and culture, and outstanding attractions and events. Today, St. Albert is a vibrant city with a population of 66,082 (2018 Census report).



St. Albert continues to be recognized as one of the best places to live in both Alberta and Canada. In August 2019, the city received its most recent accolade, after Maclean's Magazine named St. Albert the top community in Alberta.

With direct access to resource development in northern Alberta and markets in the Edmonton Metropolitan Region, excellent transportation networks, and a highly-educated workforce, St. Albert is positioned to attract business and industry to support our local community, its growth, and the surrounding region.



History of Settlement in St. Albert

We respectfully acknowledge that we are on Treaty 6 territory, traditional lands of First Nations and Métis peoples. As treaty People, Indigenous and non-Indigenous, we share the responsibility for stewardship of this beautiful land.

Father Albert Lacombe and Bishop Alexander Taché, on January 14, 1861, proclaimed Mission Hill as the home of the St. Albert mission settlement. By 1870, St. Albert was the largest agricultural settlement west of Winnipeg, with a population of approximately 1,000. The village of St. Albert was established on December 7, 1899 by order of Council. St. Albert was declared a New Town in the mid 1950s. The City of St. Albert was incorporated on January 1, 1977 and currently covers a total area of 4,973 hectares.

Government Structure

The City of St. Albert's mandate is to provide social and recreational programs, protective services, transportation systems, public utilities and other local services to the community. The municipality consists of two branches – a legislative branch (comprising City Council), and an administrative branch (led by the Chief Administrative Officer).

City Council consists of a Mayor and six Councillors. Council is elected at large by residents to serve a four-year term and governs in accordance with powers granted under the *Municipal Government Act*. City Council provides strategic direction to Administration through plans, bylaws, policies and other governance processes. The last municipal election took place in October 2017.

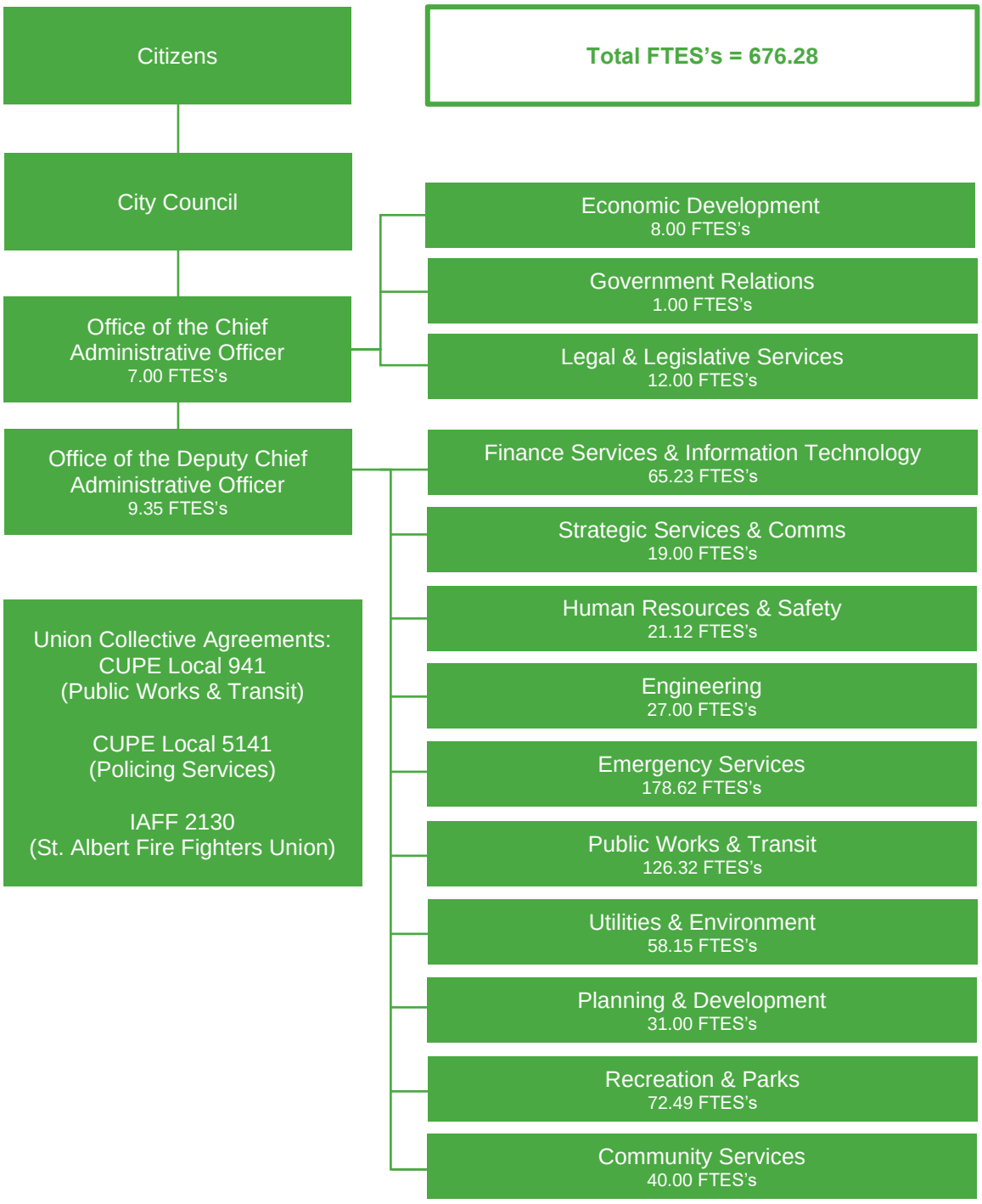
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 675.28 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL



Councillor Natalie Joly, Councillor Sheena Hughes, Councillor Ray Watkins, Mayor Cathy Heron, Councillor Wes Brodhead, Councillor Ken MacKay, Councillor Jacquie Hansen

ORGANIZATION CHART

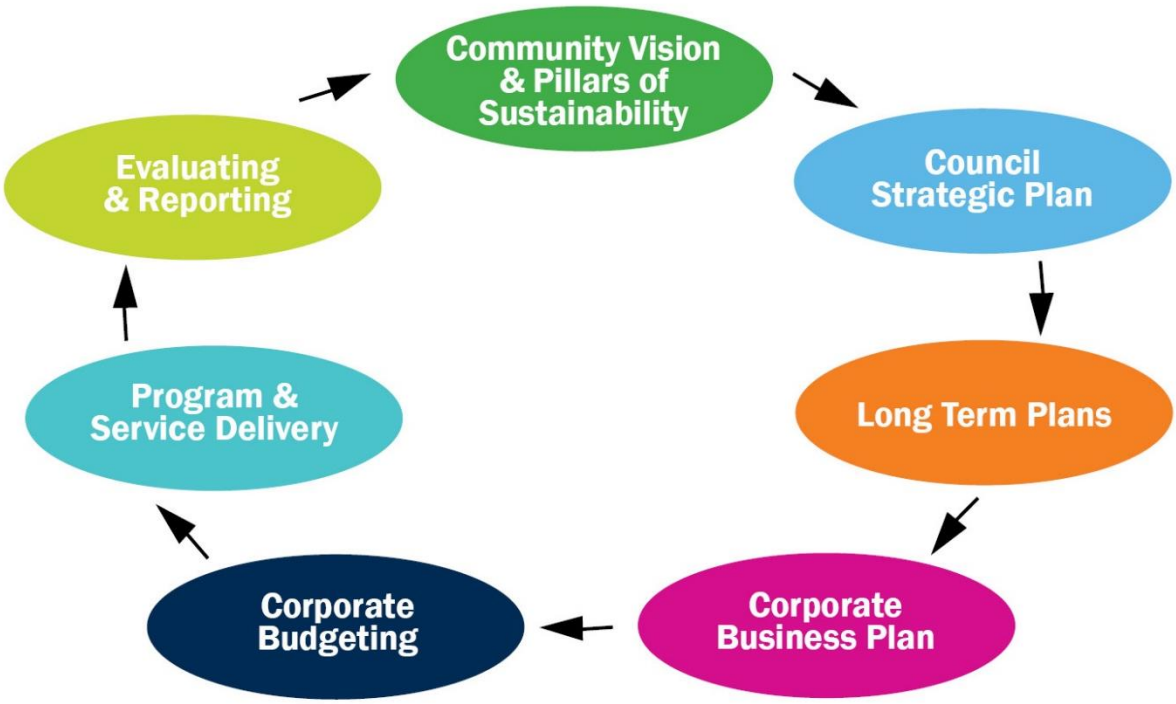


STRATEGIC FRAMEWORK

The Financial Plan and Budget serves as the City's roadmap to maintain programs and services and advance priority projects and initiatives for the future.

The Proposed 2021 Budget outlines the City's financial expenses and revenues including new business (business cases) and capital investments (capital charters) required to maintain and optimize City programs, services, and operations. Although a rolling three-year budget is prepared to enhance the process and reinforce the commitment to long-term fiscal strategies, Administration presents a one-year budget for Council's approval. This process ensures the most current economic climate and costs associated with delivering services to the community are applied.

To plan effectively, Administration uses a strategic framework that encompasses the range of planning activities that are carried out to effectively manage the municipal corporation. This structured framework provides clarity, directs the City's future, and provides a balanced approach to achieving long-term plans while focusing on short-term actions. The framework is comprised of seven key elements, as depicted in the figure below:



COMMUNITY VISION

In 2014, 7,000 residents were engaged in the creation of the Community Vision and the Pillars of Sustainability. The Community Vision describes the direction St. Albert residents would like the community to move in, defining the unique identity that makes our City thrive now and into the future.

A vibrant, innovative, and thriving city that we all call home, that sustains and cherishes its unique identity and small-town values. We are the Botanical Arts City.

Pillars of Sustainability

The people of St. Albert embrace a balanced sustainable living philosophy which is at the core of our city's soul. We remain committed to our sustainable community vision and celebrate our stories and successes as we continue to write the next chapter of St. Albert's history.



Social – We are a friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that community starts with the person next door.



Economic – We prosper and excel through a strong and diverse economy that is supported by forward-thinking commerce, outstanding local businesses, and a dynamic downtown core.



Environment – We build our community towards the future to sustain balanced development, with a reverent eye to the past, honouring our unique settlement history and distinct identity.



Natural Environment – We protect, embrace, and treasure our deeply-rooted connections with the natural environment through championing environmental action.



Culture – We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

The City will continue to ensure that related elements within the strategic framework align to the Community Vision and Values including the City's business planning and budgeting.

COUNCIL GOVERNANCE

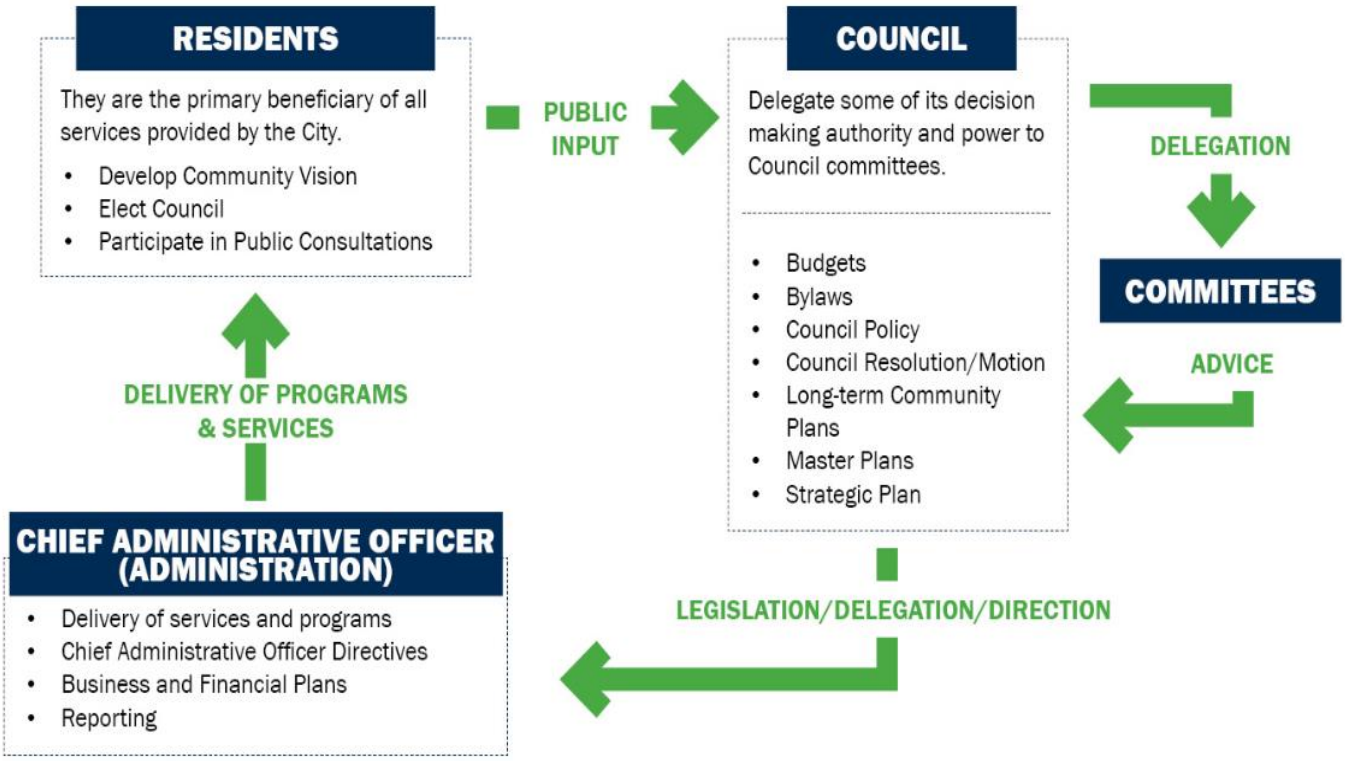
Council governs by establishing the strategic direction for the City while Administration is responsible for the operation and implementation of Council's direction. A Mayor and six Councilors govern the City of St. Albert. They are elected at-large by residents and serve a four-year term.

Governance is achieved through bylaws, resolutions and Council policies which are passed and approved by Council. The policies are shaped through consultation with the public, advice from experts and Administration. Bylaws can have the same impact on the community as federal or provincial statutes, and they are enforceable through the public justice system. Council policies are statements that set standards of performance or discretionary duties for the City and Administration.

Beyond bylaws and policies, Council's direction is articulated through the City's Strategic Plan. The direction is then implemented by Administration through the Corporate Business Plan, program and service delivery, Administrative Directives, Master Plans, Long-term Plans, Business plans and the Budget approved by Council. Council has one employee; the Chief Administrative Officer who oversees the operation of the City.

Administration organizes public consultation sessions for residents to provide input on strategic and budget items for Council's consideration before direction to Administration is provided. Council may also seek input through Council committees. While some committees fulfill statutory requirements set out by legislation, others can be established to provide advice to Council.

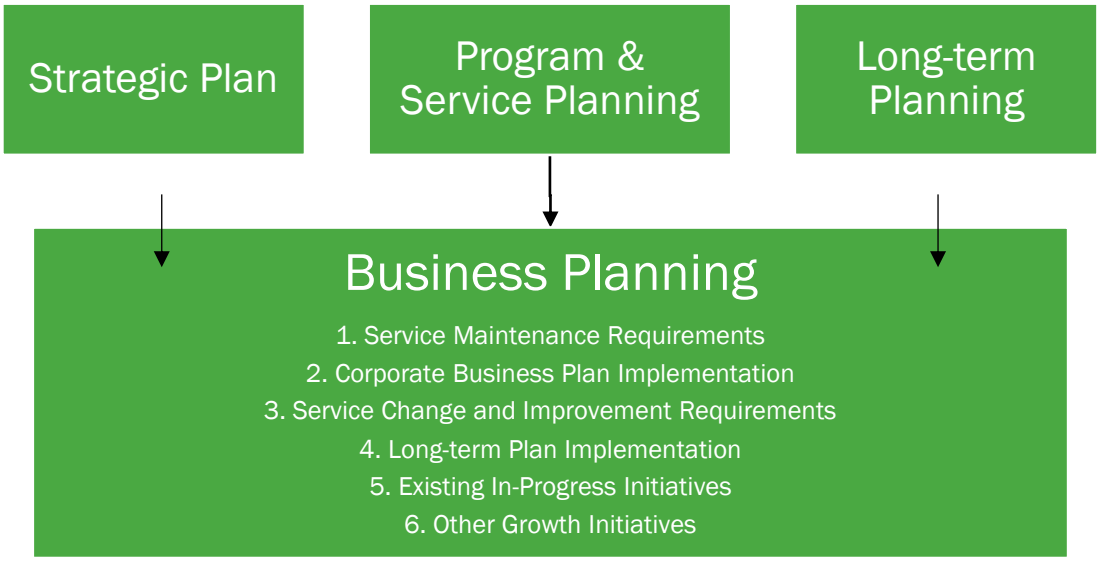
The illustration on the following page depicts the City's governance model as well as Council's direction as described above including the roles of key stakeholders.


RESIDENTS
They are the primary beneficiary of all services provided by the City.
• Develop Community Vision
• Elect Council
• Participate in Public Consultations
PUBLIC INPUT
COUNCIL
Delegate some of its decision making authority and power to Council committees.
• Budgets
• Bylaws
• Council Policy
• Council Resolution/Motion
• Long-term Community Plans
• Master Plans
• Strategic Plan
DELEGATION
COMMITTEES
ADVICE
DELIVERY OF PROGRAMS & SERVICES
CHIEF ADMINISTRATIVE OFFICER (ADMINISTRATION)
• Delivery of services and programs
• Chief Administrative Officer Directives
• Business and Financial Plans
• Reporting
LEGISLATION/DELEGATION/DIRECTION

BUSINESS PLANNING FRAMEWORK & APPROACH

To build comprehensive business plans Administration follows a business planning framework that contains three streams of inputs including the Strategic Plan, Program and Service Planning and Long-Term Planning.

From those three streams, six key areas of focus were identified.



With these six areas of focus in mind, City departments developed three-year plans and budgets.

The City departments use the annual Integrated Business Planning and Budgeting Philosophy instruction to guide their business planning and budget development process. This document includes direction for business planning and assumptions for the annual budget, information on the current economic climate, legislative changes, and other factors specific to St. Albert.

For the 2021 budget, the impacts of the ongoing COVID-19 pandemic related to the City's service delivery and finances were highlighted for consideration in department budget preparation. In particular, to off-set the loss of revenue and decrease in service delivery due to restrictions, departments were instructed to identify savings within their operating budget, bring forward new business cases, including new employee requests, only if required to meet the immediate safety concerns, meet regulatory requirements, or justified opportunities to generate new revenue.

COUNCIL STRATEGIC PLAN

Early in 2020, St. Albert City Council participated in a strategic planning retreat to update the goals and priorities set in 2019. From the retreat, the City of St. Albert Council Strategic Plan, with the addition of Social Well-being under Priority #5, was reaffirmed. The Strategic Plan contains six priorities:

STRATEGIC PRIORITY #1: **Growth Policy Framework: Develop a robust policy framework to guide growth.**
Revise the Municipal Development Plan framework to provide direction to growth needs, annexation positioning, and our role in regional government.
STRATEGIC PRIORITY #2: **Economic Development: Enhance business/commercial growth.**
St. Albert will work towards an innovative, investment-positive environment that will support and encourage the development of new, existing, and emerging sectors.
STRATEGIC PRIORITY #3: **Building a Transportation Network: Integrated transportation systems.**
Increase the efficient and effective movement of people and goods in St. Albert through integrated modal planning and regional cooperation.
STRATEGIC PRIORITY #4: **Infrastructure Investment: Identify, build and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies.**
Update and implement the Capital Plan based on an assessment of community needs and financial capacity, including a review of all funding options and shared use opportunities.
STRATEGIC PRIORITY #5: **Housing and Social Well-being: Enhance housing options and social supports.**
Facilitate an increase in the variety of housing types and provide social supports to respond to changing demographics and accommodate the diverse needs of residents.
STRATEGIC PRIORITY #6: **Environmental Stewardship: Explore innovative environmental and conservation opportunities.**
Seek innovative practices to protect waterways and green spaces and reduce our environmental footprint, to ensure the vitality of our natural resources for future generations.

2019-2021 CORPORATE BUSINESS PLAN

From the defined Council priorities, Executive Leadership developed key actions that would need to be accomplished over the next four years to progress towards and achieve these priorities. These actions were captured in the City of St. Albert Corporate Business Plan. In total, 33 initiatives were identified through the Corporate Business Plan in support of Council's priorities.

In addition to addressing Council's priorities, seven Administrative Priorities were developed to maintain the strength and service delivery capacity of the organization.

These priorities include:

A.1. Regional Collaboration
A.2. Organizational Culture
A.3. Mandated Service Requirements
A.4. Business Process Improvements
A.5. Service Enhancement Opportunities
A.6. Smart City
A.7. Social Programming

There are 25 initiatives identified in the Corporate Business Plan to support of Administrative priorities.

PROGRAM & SERVICE PLANNING

The City of St. Albert maintains a Service and Service Level Inventory to articulate the services and levels of service provided to the community. These services, and the work required to maintain, change, or optimize them, are taken into consideration as business plans and budgets are being developed. For the 2021 budget, Administration made necessary adjustments to the proposed budget related to Services and Service Levels to reflect the impacts of COVID-19 on City operations.

LONG-TERM PLANS

Administration develops community long-term plans to articulate high-level strategies relating to the needs of the community and providing a roadmap for achieving these goals. These plans range from 10 to 25 years and are used to form the development of Council's Strategic Plan, Functional Business Plans, and the budget.

The City of St. Albert's Municipal Development Plan (MDP), Flourish, is currently in the process of being updated. The MDP is expected to act as the foundational document for all future long-term strategy documents. Following the adoption of the updated MDP in late 2021, the City will implement a framework to ensure clear alignment among all long-term planning strategies of the City moving forward.

Community long-term plans that are currently in place have been used to guide the development of the 2021-2023 Functional Business Plans and 2021 Budget.

EVALUATION AND REPORTING

Administration prepares annual and quarterly reports to the community to highlight progress towards achieving the goals in the Council Strategic Plan. Administration also provides progress reports on all Long-Term Plans to Council annually.

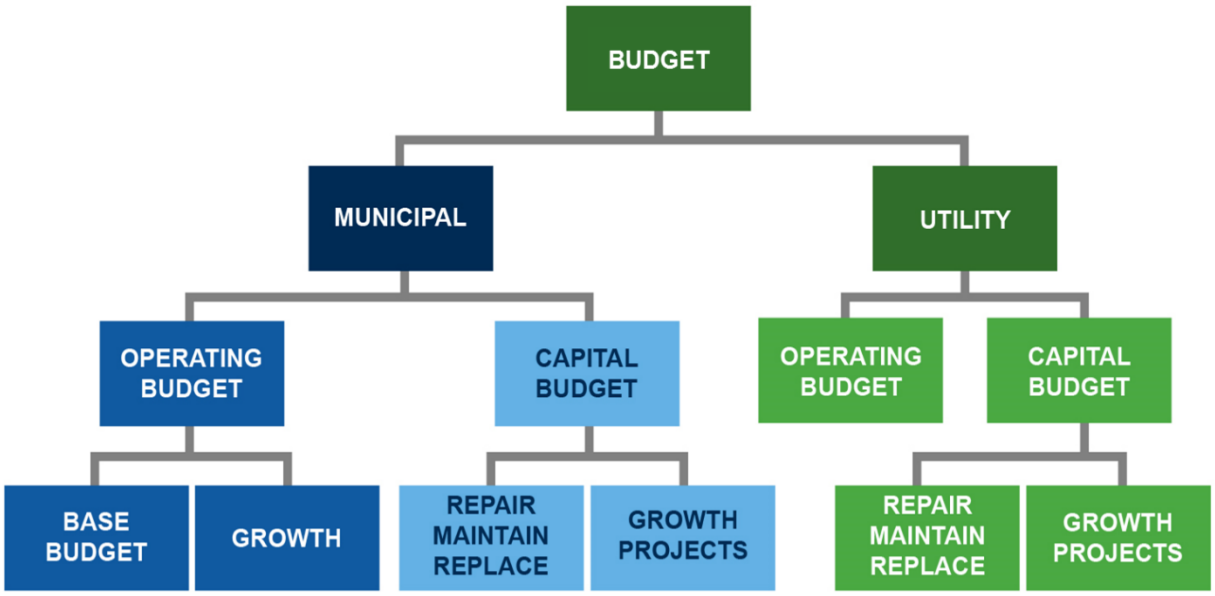
An online performance dashboard provides transparent and accessible reporting on the City's performance on strategy and service delivery. Key performance indicators are available around five categories - Community, Programs & Services, Finance, Employees and Strategic Goals.

CORPORATE BUDGETING

A municipal budget is developed and approved annually to finance the delivery of programs and services to the community according to Council approved service levels. Preparation of the corporate budget is one of the most critical initiatives undertaken by Administration as it acts as the fiscal plan that provides the resources required to make progress towards achieving the Community Vision and Council priorities.

Administration uses Council's approved services and service levels, strategic direction and priorities as the foundation on which to build the annual operating and capital budgets. In developing the budget, the City utilizes approved financial policies since conforming to these policies allows for a consistent approach across City departments, while ensuring alignment with Council's fiscal direction. Administration establishes the budget with a strong understanding of its impacts on future years and the ability to fund those impacts, thus solidifying the City's commitment to responsible and sustainable fiscal policy.

The City of St. Albert's budget is divided into two entities, Municipal and Utility.



The utility budget resources capital investments in utility related infrastructure and ensures that adequate dollars are in place to maintain reliable service delivery. The municipal budget allows for investments in priority infrastructure and is fundamental in the provision of City programs and services.

MUNICIPAL OPERATING BUDGET

The 2021 approved net municipal tax requirement of $112.0 million results in a 0.7 per cent property tax increase. For an average house costing $450,000, this means an increase of $25 per year.

The actual tax rate will not be finalized until May 2020 after the assessment roll is completed.



Tax Dollars at Work

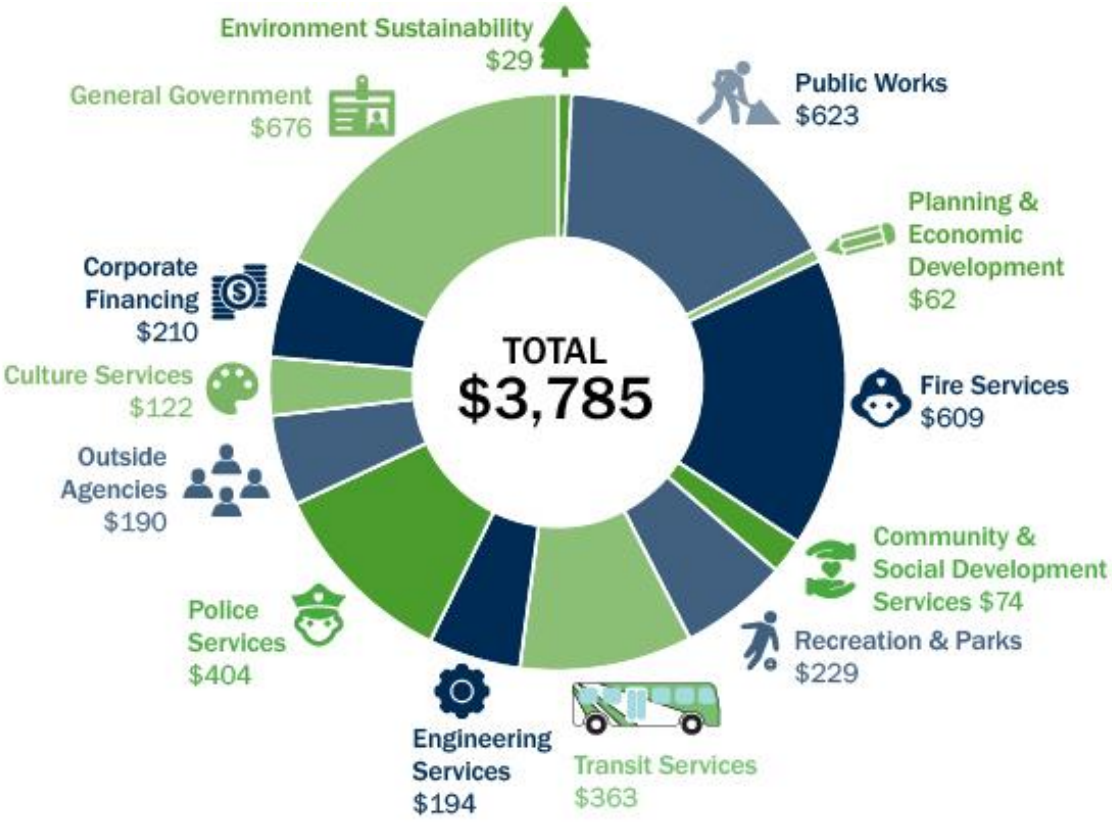
The operating budget funds services such as snow removal, trail maintenance, transit, and recreation programs for residents. The annual budget is built to maintain those services at Council approved service levels. Efforts are also made to continue to optimize service delivery to ensure community needs are met. The service categories are:

- Planning & Economic Development
- Corporate Financing
- Administration - Governance & Corporate Management
- Public Works
- Police Services
- Engineering Services
- Culture Services
- Fire Services
- Environmental Sustainability
- Outside Agencies
- Community & Social Development Services
- Recreation & Parks
- Transit Services

**Corporate Financing includes the portion of the tax levy used to support required debt payments, provides contributions to municipal capital reserves and projects, it also includes common corporate revenues and expenses such as interest income, bank fees, and lease expenses.*

Distribution of Tax Dollars

For an average house valued at $450,000, the homeowner will see a $3,785 property tax bill, an increase of $25 for 2021. The distribution of tax dollars to various service categories is illustrated below.



Excludes Provincial Education Levy, Homeland Housing Levy and utility charges.

The 0.7 per cent approved property tax increase includes optimized services and advanced priorities. Highlights include:

Administration – Governance & Corporate Management

- Infrastructure capital funding strategy (RMR)
- Supporting corporate priorities to encourage investment

Fire Services

- Emergency Services personnel

Community & Social Development Services

- Social Housing Coordinator

MUNICIPAL CAPITAL BUDGET

The Capital Budget provides for investments in infrastructure and capital assets such as constructing, buying or maintaining assets including roads, sidewalks, buildings, vehicles, equipment and land. This portion of the budget is important for critical maintenance of existing infrastructure and the future growth of our city.

For 2021, the municipal capital plan investment by asset category is illustrated below:



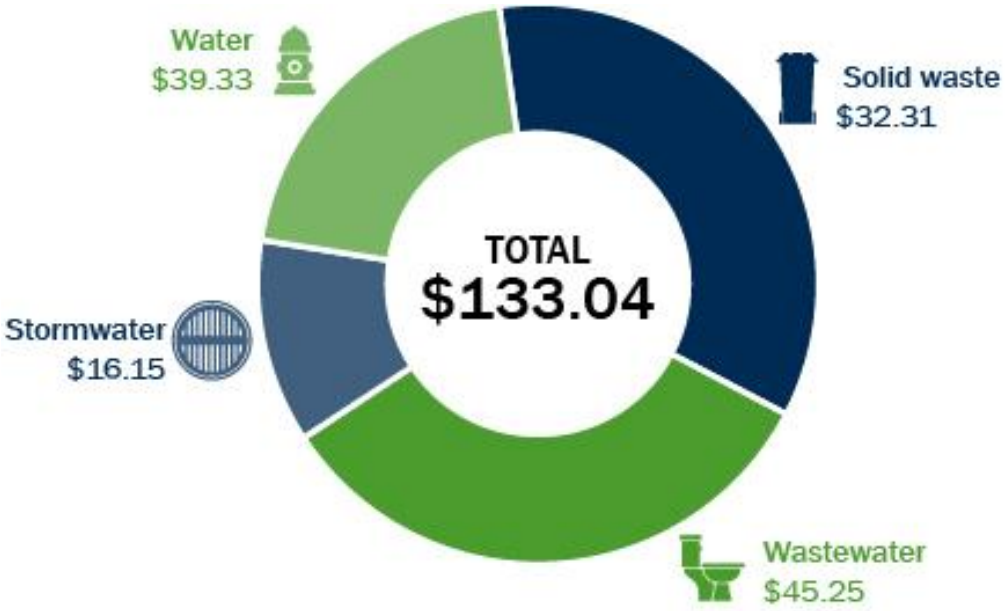
UTILITY BUDGET

The Utility Rate funds the operating and capital costs for water, wastewater, stormwater, and solid waste programs that support St. Albert's ability to provide clean, safe drinking water to its residents, as well as protect the natural environment through wastewater treatment, stormwater and solid waste management.



DISTRIBUTION OF UTILITY BILL

The typical monthly bill for 2021 is $133.44, an increase of 0.03 per cent from the prior year. The allocations of monthly rates are as follows:



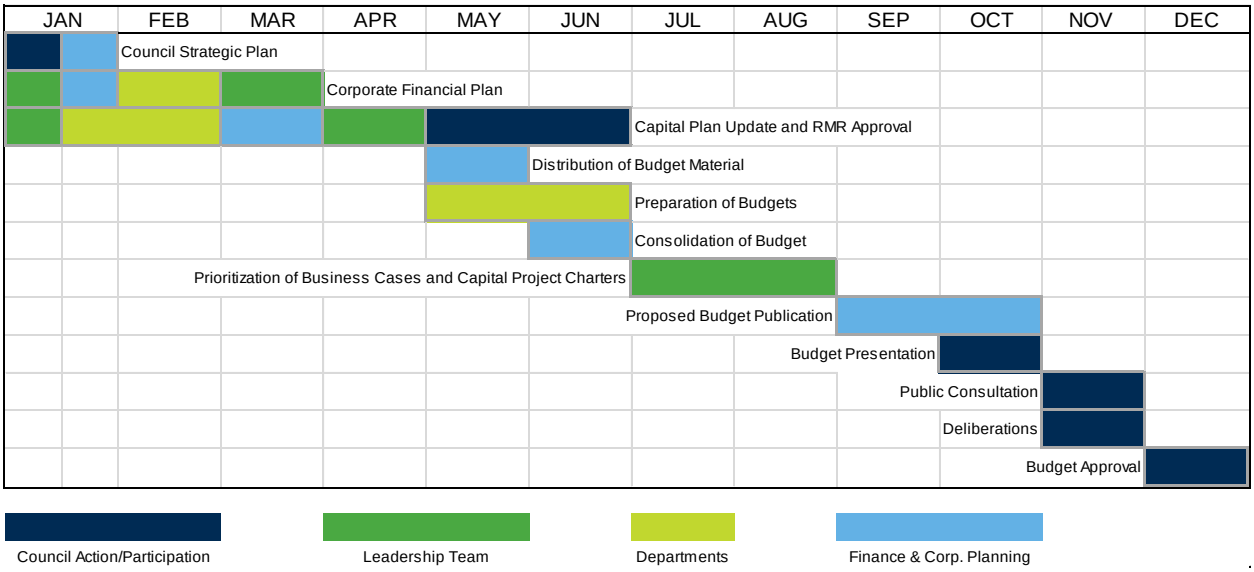
UTILITY CAPITAL BUDGET

For 2021, the utility capital plan investment by asset category is illustrated below:



Budget Timeline

The objective for the budget cycle is to have a 2021-2023 Financial Plan and Budget adopted and in place before December 31, 2020. The following timetable illustrates the process for the 2021-2023 Financial Plan and Budget:



The budget planning process is a full-year initiative as preparation begins in early January for the following budget year. The Proposed Budget is available to Council and the public in October. In November, public consultations, presentations, and Council deliberations occur before the budget is approved prior to the calendar year end, December 31. Once the budget is approved, any amendment to the budget must have formal approval through City Council. The final tax rate is then approved by May of the following year.



PROGRAM AND SERVICE DELIVERY

City Services

The City provides a wide range of services related to:

- community events,
- community safety,
- community social support and development,
- culture and heritage programming,
- economic development,
- environmental sustainability,
- recreation and sports programming,
- transit, and
- transportation and infrastructure.

Every day, residents encounter services that are offered through the City making positive impacts on the community. This section includes an overview of city services along with key statistics to help illustrate the context in which these services are delivered.

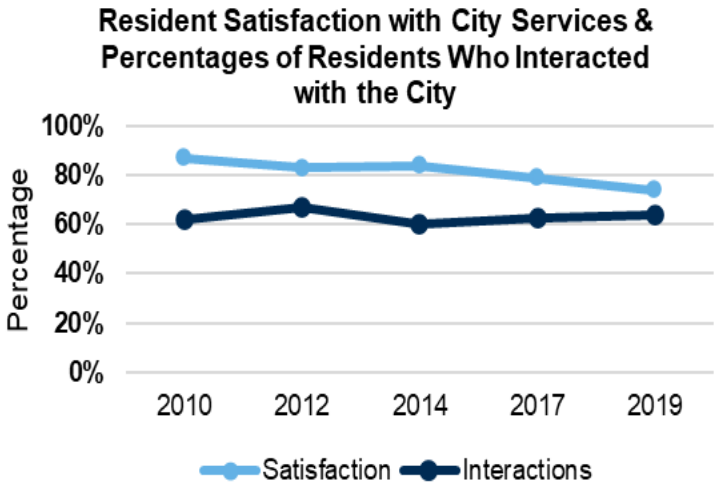
Due to COVID-19 in 2020, the City cancelled events, closed facilities, and suspended programs. To protect residents, visitors, patrons and staff, the City's Emergency Operations Centre (EOC) continues to follow public health measures, guidance document information and recommendations outlined by the Government of Alberta.



CUSTOMER ACCESS SERVICE

Front Counter Service

City staff provide front counter services to address needs and inquiries including:



- tax and assessment inquiries,
- revenue collection and payment,
- utility account management,
- business licences and permits/licences issuance,
- planning and development inquiries,
- engineering inquiries,
- construction information desk,
- police and bylaw inquiries,
- cemetery management,
- Freedom of Information and Protection of Privacy (FOIP) requests; and,
- Cultural and recreational program information and registration.



Woodlands Water Play Park

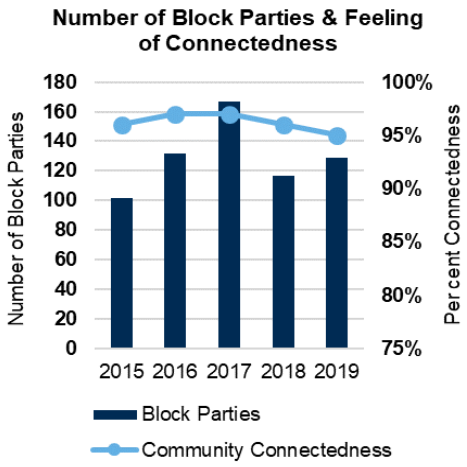
Provision of Food and Beverages

The City provides food and beverage service at six locations through lease agreements, including Woodlands Water Play Park, Grosvenor Outdoor Pool, Iginla Arena, Fountain Park Recreation Centre, Larry Olexiuk Field, and Servus Place. Additionally, the City operates the Starbucks within Servus Place.

COMMUNITY DEVELOPMENT

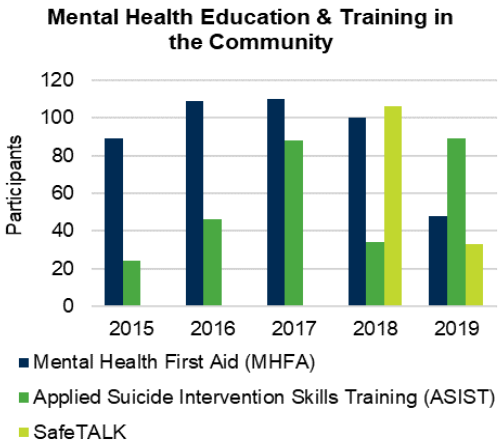
Community and Neighbourhood Capacity Building

The City seeks out and creates opportunities to educate and promote awareness of social issues that may affect individuals or groups. Services are proactive to reach out to community members that may not have the capacity to advocate for themselves and to bring community members together to address issues and solve problems.



Community Groups Support and Capacity Building

St. Albert highly values the work of groups and individuals who are active in promoting the community's well-being and development in areas including arts and culture, recreation, and environmental protection. The City maintains contact with active community groups, creates opportunities for residents to volunteer on community issues and service delivery, and works with groups to facilitate and support their activities.



Community Granting and Support for Delivery of Services

St. Albert provides various grants to not-for-profit organizations and residents in the areas of special events, sport and culture development, operational funding, capital renovations and development, and environmental initiatives. Additional grants are provided for the delivery of preventative social services, heritage programming and services, and library services. Partnerships are also funded with community groups for the delivery of sport and recreation programs.

Community Events

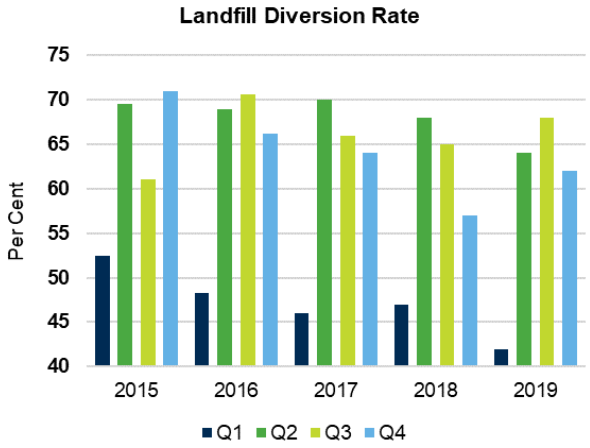
The City hosts arts, cultural, recreational and environmental events and festivals throughout the year including the Northern Alberta International Children's Festival, Servus Place Halloween Haunt, Canada Day, Clean and Green RiverFest and Earth Hour, among others.

ENVIRONMENTAL PROTECTION AND STEWARDSHIP

ENVIRONMENTAL STRATEGY, RISK AND COMPLIANCE

These services are aimed at measuring and monitoring the quality of St. Albert's air, water, and other natural resources, ensuring that environmental protection and compliance is incorporated into City activities, and responding to toxic spills and environmental liability issues.

To do this, the City monitors: air quality, greenhouse gas emissions, energy management, water quality of the Sturgeon River, solid waste generation, and water consumption. Spills and releases are also monitored, reported and recorded in a central database.

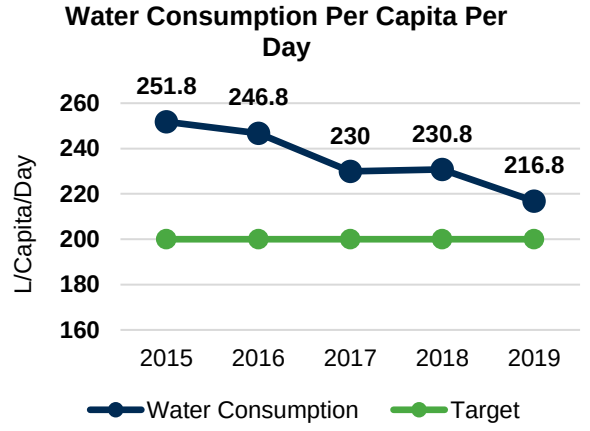


Quarter One remains the quarter with the most diversion challenges. Recent global changes to recycling have impacted residents' ability to divert waste.

Waste Management

Waste collection and disposal services ensure that possible waste is recycled into resources such as compost and that hazardous wastes are properly disposed. St. Albert offers a complement of waste management services to the community including:

- collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools; and
- a centralized site where residents can bring yard waste, recycling, hazardous waste and electronics for proper disposal.



Residents are using less water per capita per day and on average are nearing the City's target of 200 L/capita/day.



Lacombe Lake Park

Urban Forestry and Turf Maintenance

A beautiful and functioning natural environment is a keystone of quality of life in St. Albert. Trees and green spaces in the City's urban, park and natural area settings are monitored and maintained to optimize their aesthetic, recreational values. The City provides services such as:

Lacombe Lake Park

- grass cutting, fertilizing, aerating, sweeping,
- litter collection of sports fields, parks, and natural areas,
- maintenance of the urban tree canopy, including:
    - tree planting, maintenance, and inspections, and
- maintenance of healthy turf and urban forests in public areas.

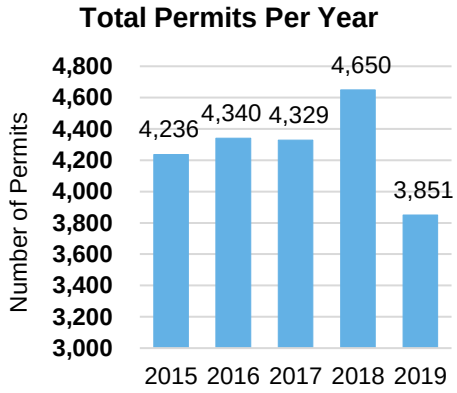
Water, Stormwater and Wastewater Management

The municipal water supply system is municipally operated to provide safe drinking water to all residents. The City manages neighbourhood drainage problems and the stormwater runoff that ultimately flows into the Sturgeon River and collects and treats wastewater.

LAND AND ECONOMIC DEVELOPMENT

Land Use Planning

Administration assesses needs and plans for future community and City buildings, capital improvement projects, schools and affordable housing. The City is also responsible for processing and coordinating statutory plans, amendments and subdivision and condominium applications.



Total number of building permits in 2019 declined from 2018 levels. This reflects the challenging economic environment.

Development

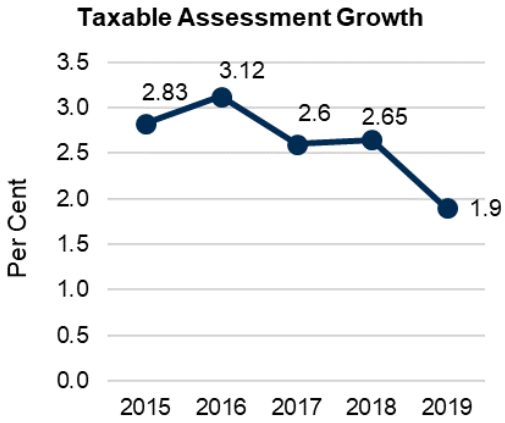
Administration evaluates and processes applications for approval and enforcement of the Land Use Bylaw. The service includes review of:

- new development and infill-related infrastructure required to service lands,
- traffic-related data to growth impacts, and
- proposed development (non-traffic control related) signage.

This work also includes:

- calculating levies,
- requesting to off-set approved projects, and
- ensuring that any work approved is consistent with best practices.

Once approved, the City issues servicing permits required to connect new development into any City utilities.



Assessment Growth for 2019 was 1.9%. This level of growth is lower than previous years.

The City oversees land development for private and public purposes for the community. Key services include:

- working with developers to process construction applications and permits to ensure compliance with planning goals and regulations, and
- administering the Off-Site Levy Program to provide for infrastructure to serve and mitigate the impacts of new development.



Co-op Grocery Store in Riverside Landing

Construction Management

The City plans, budgets, and manages capital projects from the initial concept phase, through design, construction, and project closeout. This includes "repair, maintain and replace" (RMR) projects and new community infrastructure. Additionally, On-Street Construction Permit Applications and associated traffic accommodation plans are reviewed and issued upon compliance.

Business Attraction, Retention and Expansion

The health of local businesses is vital to making sure St. Albert remains a vibrant community. The City provides support and business development services to entrepreneurs, existing businesses, new businesses, tourism operators, and investors through targeted capacity building and grant programs. Additionally, developers are provided project review and ongoing management support of land and real estate developments, from initial contact to project completion.

Sponsorship and advertising opportunities are provided to the business community at various City facilities and physical spaces, such as recreation facilities.

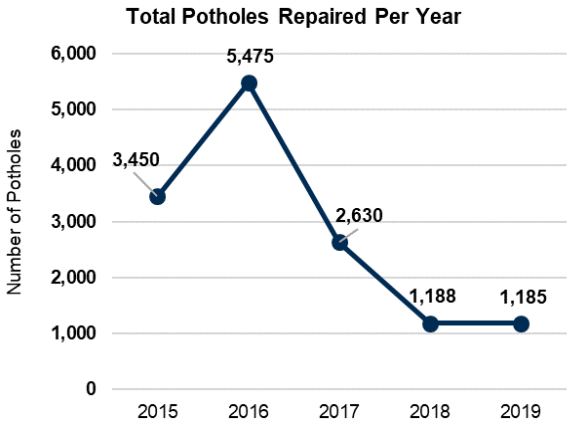
MOVEMENT OF PEOPLE AND GOODS

Transportation Management

The City provides transportation management services by way of traffic signals and systems, traffic signs and markings to support safe and efficient movement of goods and people. The City is responsible for planning, installing, replacing, inspecting and maintaining these assets and systems.

Additionally, the City collects transportation network data as related to network safety and operations. The information is used for network growth analysis and warrant studies (traffic control and pedestrian crossings).

The City also reviews and approves routing for the transfer of large loads and dangerous goods through the city.



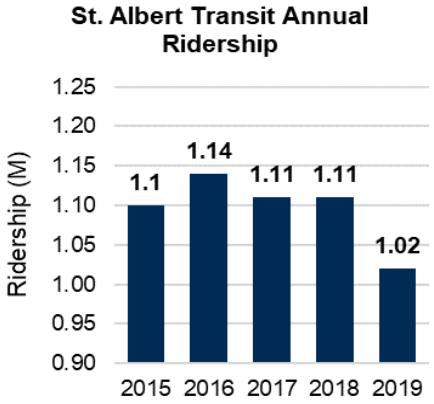
The graph above shows traditional pothole repairs. In recent years the City has been more proactive in its repairs and have also incorporated new techniques that would not be captured in these numbers.

Roadway Repair and Maintenance

These services focus on ensuring that roadway infrastructure provides effective movement of people and goods. Key programs the City also provides are roadway surface repair and maintenance, and street cleaning.

Transit Program

The City offers local and commuter conventional transit, specialized transit (Handibus) for residents with reduced mobility, and charter bus services. For St. Albert residents, public transit services provide safe, reliable, equitable, convenient and cost-effective travel within the city and to and from Edmonton.



Transit overall ridership appears to be exhibiting a trend of stabilization, which is positive in a challenging environment that has seen slightly declining transit ridership across Canada and the United States due to economic conditions, aging demographics and the growth of alternative transportation options such as shared-ride services.

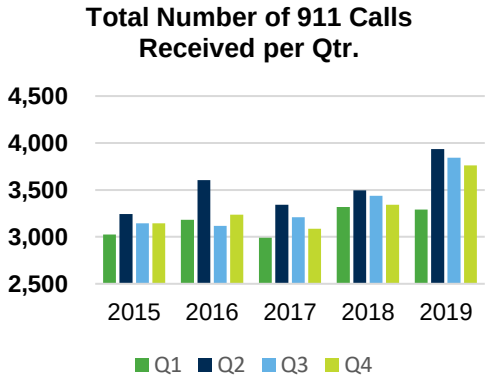
PUBLIC SAFETY

Fire Prevention, Response and Enforcement

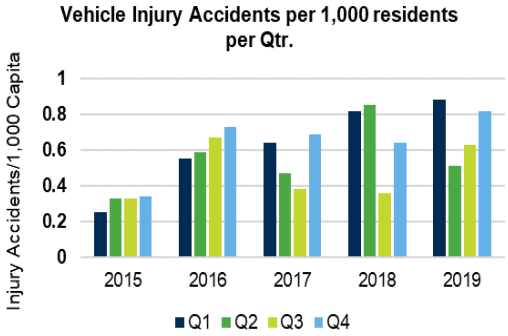
The City of St. Albert is responsible for fire prevention, response and enforcement. This includes response to emergency and fire calls from 911 operators, evaluation and other forms of notification, and dispatching the appropriate response units. Fire services responds to all types of emergency events including fire, rescue, service calls, dangerous goods releases, motor vehicle accidents and ice/water rescue.

Additionally, services are provided through the operation of an after-hours emergency call centre for City of St. Albert and emergency call-in functions.

Enforcement of the Alberta Fire Code and other relevant laws pertaining to safety and prevention, including information and inspections, form a key part of the fire prevention services in addition to the design, delivery and evaluation of public education programs to promote fire and home safety and preparedness.



Generally, the City is seeing an overall increase in the total number of 911 calls year over year, which is to be expected with year over year population growth.



2018 experienced more vehicle injury accidents than previous years, in most quarters because of poor weather and road conditions.

Medical Emergency

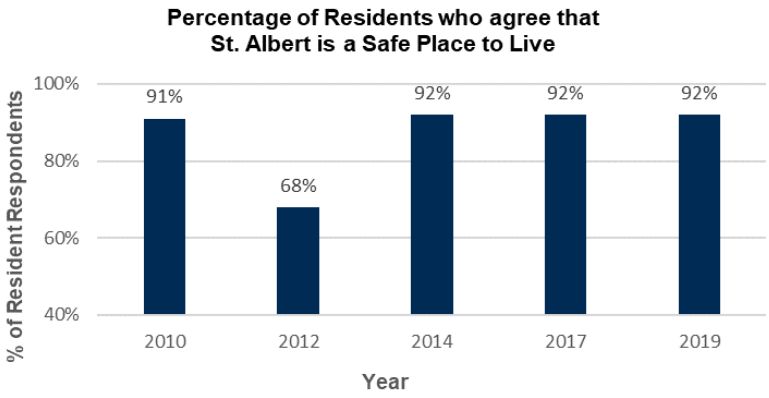
The City offers dispatch services for fire and medical response teams for St. Albert as well as regional municipalities to ensure sufficient coverage in case of emergency. Additionally, the Medical First Response (MFR) service is provided for very serious medical emergencies or when there is a known delay in response for an ambulance.

Bylaw and Provincial Act Enforcement

St. Albert's bylaw services respond to public complaints and enforce municipal bylaws and provincial statutes. This includes, but is not limited to community standards enforcement, animal control, parking enforcement, as well as the Alberta Traffic Safety Act and portions of the Alberta Gaming and Liquor Act.

Policing Services

Policing Services in the City of St. Albert are under contract with Public Safety Canada and the RCMP is designated as the Municipal Police Service. As per the agreement, the RCMP provides services necessary to preserve the peace, protect life and property, prevent crime and offences against the laws of Canada and Alberta. This includes:



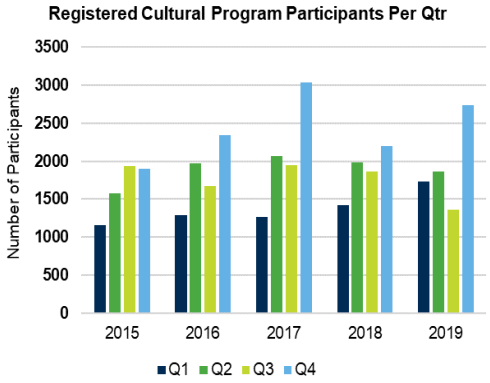
- apprehending criminals, offenders and others who may be lawfully taken into custody,
- executing all warrants, and
- providing services necessary to prevent bylaw offences after giving due consideration to policing demands.

The RCMP determines appropriate policing responses in accordance with the Municipal Police Services Agreement. Calls received from within the St. Albert jurisdiction are transferred to the appropriate service provider (fire/ambulance) or recorded and disseminated to RCMP and Municipal Enforcement employees.

RECREATION, PARKS AND CULTURE

Public Art

St. Albert recognizes public art as a defining characteristic of our community identity. As such, the City is responsible for the maintenance of the City's public art inventory, through the maintenance, addition and removal of pieces from the inventory.



Participation in cultural activities are remaining consistent year-over-year.

Arts and Culture Programming

The City greatly values the role of the arts and artists in St. Albert. To create opportunities for people to participate, the City offers classes in performing arts such as drama, musical theatre and dance and to engage in visual arts opportunities and programs.

St. Albert operates cultural venues, including The Arden Theatre, rehearsal studios, and St. Albert Place Visual Arts Studios.

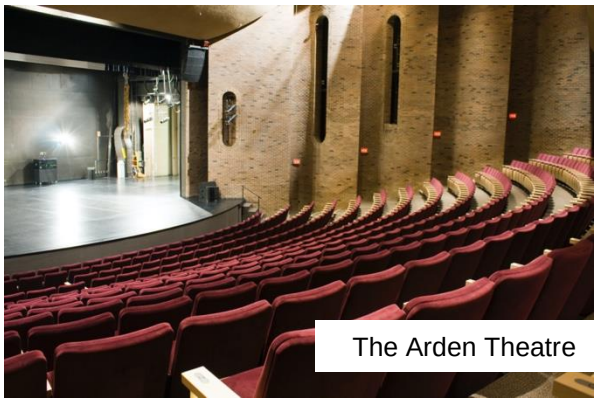
Recreational Programming

The City coordinates recreation programming opportunities for registered and drop-in participants at community facilities, parks and open spaces. These services include:

- aquatics,
- recreation,
- fitness,
- childminding services, and
- parks.

Cultural Facility Access

The City coordinates booking opportunities and access to cultural facilities operated by the City. This includes bookings at St. Albert Place Visual Arts Studios, The Arden Theatre, and St. Albert Place lobby and plaza.



The Arden Theatre

Recreational and Sport Facility Access

The City offers access to:

- aquatic facilities,
- dry floor, artificial turf, natural turf,
- ball diamonds,
- open level areas,
- fitness equipment (indoor and outdoor),
- gymnasiums,
- track facilities,
- ice arenas,
- indoor gymnasium space, and
- recreational play structures for a full spectrum of recreational activities

Facilities are offered for both scheduled and spontaneous use.



Servus Credit Union Place



Fountain Park Recreation Centre



Akinsdale Arena

The City also provides access to purpose-built recreational environments dedicated to specialty recreation and sports activities, such as the skateboard park and the BMX track. In addition, running/walking tracks and amenities are available. The City also maintains ice dedicated for recreational and sporting uses.

The City, in conjunction with community groups, provides programming at indoor and outdoor aquatic facilities including Grosvenor Outdoor Pool, Fountain Park Recreation Centre, and Woodlands Water Play Park.

Some recreation and sport facilities also provide a space for events such as social gatherings, business conferences and meetings. St. Albert provides facility services assistance at recreation facilities to support users and meet their needs in safe and clean facilities.



St. Albert BMX



Woodlands Play and Skate Park



Kingswood Park

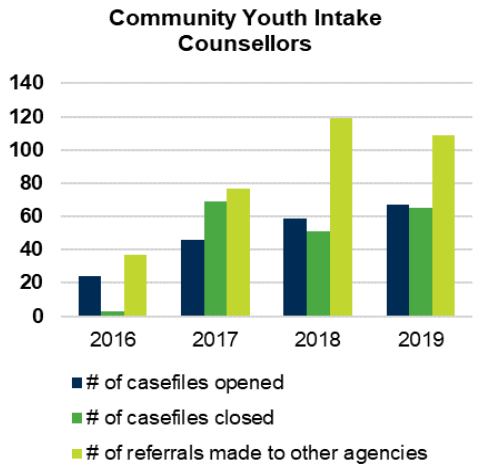
Parks and Open Spaces

St. Albert operates and maintains neighbourhood and community parks to give residents varied opportunities to spend time outdoors passively and actively. Many parks and open spaces are served by trail connections for pedestrians and cyclists to enjoy landscapes like the Sturgeon River shoreline and Big Lake. There are also dog parks so residents can enjoy outdoor activities with their dogs.

SOCIAL SUPPORT

Counselling and Outreach Services

This program includes free, confidential counselling to school-aged children, youth, young adults, adults and families. The City provides counselling and outreach services primarily focused on school-aged children and their families. Opportunities are also provided for youth to build interpersonal and leadership skills. Local venues are available for connecting with other youth and with mentors.



Community counselling and supports provide direct support to youth and young adults through information and referral, initial assessment, and consultation, and outsources links to community resources and advocacy.

GOVERNANCE AND PUBLIC COMMUNICATION AND PARTICIPATION

Governance

Administration provides technical advice and expertise regarding compliance with governing legislation and coordination of the development of agendas, reports, materials and minutes/records for Council and committee meetings. Additionally, the City coordinates key legislative processes such as municipal elections and municipal censes.

Public Communication and Participation

The City also places a high priority on including public input into plans and actions that shape the City's future. Residents' opinions and satisfaction are included in decision making processes in order to continuously optimize service delivery to the community.

Staff advise on, plan and execute strategies to inform residents and communicate the value of the City's programs, services and initiatives, and Council's goals and priorities. The City's social media, web presence, communications, media relations, and publicity for City activities and events are managed in-house.



FINANCIAL STRUCTURE, POLICY AND PROCESS

FUND DESCRIPTIONS AND FUND STRUCTURE

The City of St. Albert uses Fund Accounting as the basis for recording and reporting of all financial transactions. Fund Accounting is an accounting system in which a self-balancing group of accounts is provided for each accounting entity established by legal, contractual, or voluntary action. The City of St. Albert utilizes three fund categories to record and monitor its financial operations: Operating Fund, Capital Fund and Reserves Fund. These funds are utilized in the preparation of the City's budget and the distribution and use are applied in accordance with the respective fund policy. A summary of the balances can be found within the Financial Summary section under "Fund Balance".

Operating Funds

Activities are budgeted for annually by organizational units based on the estimated operational requirements of each program within that unit. Due consideration is given regarding inflationary pressures, growth, service quality, and the changing needs of residents. If a positive balance exists within the Operating Fund at the end of a given fiscal year, the balance is transferred to reserves, ensuring a year end closing balance of zero. The Operating Fund is further split into the following areas:

Municipal – is the largest entity in this fund and covers all municipal operations. This fund is not allowed to operate at a deficit. The difference between annual expenditures and other revenues generated by the fund forms the annual property tax levy. The municipal operating fund consists of departmental operational budgets, of which funds are utilized within each of the departments and restricted up to the approved budget amount.

Utility – provides for the operation of four utility categories: water, wastewater, storm, and solid waste. Similarly, to the municipal fund, this fund is balanced to zero as any surplus or deficit is either transferred to/from the appropriate reserve.

The utility operating fund consists of the four utility department's budgets, of which funds are utilized in each of the areas and restricted up to the approved budget amount.

The operating fund in each entity is used to report on the operating activities and programs of the City.

Capital Funds

The City of St. Albert's Capital Fund includes expenditures and financing sources to acquire, construct, and maintain city assets such as roads, bridges, parks, facilities, and buildings as well as vehicles and equipment. Budgets established for capital funds are on a project-oriented basis, the costs of which may be carried out over one or more fiscal years. Capital projects are funded from numerous funding sources. The Capital Fund is further separated into the following:

Municipal – is the largest entity in this fund and covers all municipal capital projects including roads, buildings, recreational facilities, parks, and mobile equipment. The capital municipal funds are not restricted to one department but are utilized based on Council approved directives. The transfer of funds from one project to another however is prohibited, unless directed by Council.

Utility – provides for the capital projects for water, wastewater, storm, and solid waste utilities. The use of the utility capital funds is further restricted to each of its respective departments and are used only towards approved Council initiatives. The transfer of funds from one project to another is not acceptable unless directed by Council.

The capital fund is used to record the acquisition of capital assets for each entity in the Corporation.

Reserve Funds

Under the MGA, City Council may, through policy, establish special reserve funds for specified purposes. Money in a special reserve fund and interest earned on it must be used only for the purpose for which the fund was established. Policies dictate the use of certain reserve funds for designated purposes and prevent monies from being diverted to any other use and remain in the reserve if not used during the year. If the amount in a reserve fund is greater than required, City Council may, by resolution, transfer all or part of the amount to another reserve fund. As reserve funds are dictated by policy, there is no direct relationship to a specified department, but rather a particular purpose.



Construction on Ray Gibbon Drive

Fund Relationships

The City of St. Albert considers the Operating Fund, Capital Fund, and Reserve Fund activities as mutually exclusive. However, there are circumstances where a relationship exists between the three.

As part of the City of St. Albert's commitment of reducing debt financing for capital projects, a transfer is budgeted for and made to the Capital Fund from the Operating Fund. This is called Pay-As-You-Go financing or tax levy financing in the Capital Fund. Reserve Funds also provide financing for eligible capital projects. All transfers to or from any fund are treated as revenues or expenditures of that fund.

The Operating and Capital Budgets also include budgeted contributions to and withdrawals from Reserve Funds. These revenue and expenditure items are presented in the "Reserves" section of the budget.

The same funds described in this document are described in the audited financial statements.

FUNCTION/FUND RELATIONSHIP

The following table shows which funds each Function is a part of:

FUNCTION	MUNICIPAL OPERATING FUND	UTILITY OPERATING FUND	MUNICIPAL CAPITAL FUND	UTILITY CAPITAL FUND	RESERVE
City Council	X		X		X
Executive Leadership	X		X		X
General Government	X		X		X
Community & Recreation Services	X		X		X
Emergency Services	X		X		X
Public Works & Transit	X		X		X
Planning & Engineering	X		X		X
Corporate Financing	X		X		X
Utilities		X		X	X

BASIS OF BUDGETING

The City organizes and operates its accounting system to segregate programs which reflect the net costs of carrying on a specific activity. These programs are organized and operate as separate accountable entities to the City. Revenue, which is not directly related to any specific program, is reflected in Municipal Revenue.

Revenue is accounted for in the period in which the transactions or events occurred that gave rise to the revenue. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Expenditures are recognized in the period the goods and services are acquired and a liability is incurred, or transfers are due.

Municipal funds consist of the operating, capital, and reserve funds.

As such, the basis of accounting and budgeting used by the City follows an accrual basis and follows the audited financial statements. The acquisition of capital assets and the repayment of long-term debt are considered as expenditures in Municipal Fund Accounting and are required to be included in the financial plan. Revenues are budgeted in the year they become measurable and made available to finance City expenditures. Proceeds from borrowing and the sale of assets are considered revenue; however, the related gain and loss are not.

Some highlights of the process are as follows:

- Expenditures are recognized in the accounting period in which the liability is incurred.
- Inventory is valued at the lower of cost or net realizable value

- Temporary investments are recorded at cost.
- Capital assets are valued at cost, depreciated, and then written off when disposed of.

Balanced Budget

The City's municipal operating budget must be balanced such that revenues are equal to, or greater than, expenditures for each year.

Should the City experience total expenditures that exceed total revenues over a three-year period, the City is required to budget for full recovery in the following year.

FINANCIAL POLICIES

The City of St. Albert's Financial Policies assist Administration to ensure strong fiscal management, sustainability of resources, consistent adoption and adherence of practices across departments, and ultimately align with Council's direction.

The City requires an effective fiscal strategy, supported by comprehensive administrative systems to ensure it has the resources to meet its core sustainability objective. As a result, these policies are the foundation which guides the City's activities and commitment to support a financially viable municipal corporation while delivering exceptional programs and services to the community.

Policy Name and Number	Policy Purpose
C-CG-01 Council's Vision, Mission and Values	To articulate the Community Vision and Pillars of Sustainability and establish Council's mission and values by which Council will govern and lead the community.
C-CG-02 City of St. Albert Council Strategic Plan	To establish a City of St. Albert Strategic Plan that guides Administration's corporate and financial planning efforts.
C-CG-06 City of St. Albert Strategic Framework	To establish a strategic framework that aligns the City's short- and long-term operational efforts to the Community Vision and Pillars of Sustainability. The strategic framework shall include the following components: 1. Community Vision and Pillars of Sustainability 2. City of St. Albert Strategic Plan 3. Long-Term Plans 4. Functional Business? Plans 5. Corporate Budgeting 6. Program and Service Delivery 7. Evaluation and Reporting
C-FS-01 Financial Reserves	To set aside funds for the establishment of specific reserves to provide for emergent financial needs, stabilize tax rates, to set aside funds for the replacement of existing equipment, facilities and future projects and to minimize the debt financing needs of the Corporation.
C-FS-02 Investments	To establish the goals and parameters under which financial investments can be made for the City of St. Albert.
C-FS-03 Debt Management	To consider debt as a financing tool, supporting the City's ability to meet current and future infrastructure challenges. To strategically manage borrowing capacity for future capital assets, maintain maximum flexibility of current operating funds, and limit the impact that debt charges will have on future tax and utility rates.
C-FS-04 Cash Management	To ensure that the City of St. Albert optimizes cash management opportunities in order to maximize its use of available cash.
C-FS-05 Budget and Taxation Guiding Principles	To establish principles for the preparation of budgets and property taxation levies in accordance with the Municipal Government Act.
C-FS-14 Utility Fiscal Policy	To establish a policy for the City's four utilities (water, wastewater, storm and solid waste) that minimizes utility rate fluctuations, provides transparency in rate setting, and addresses funding for future capital projects.
C-FS-16 Municipal Fees and Charges	To establish the framework by which fees relating to various City programs, services, goods and requirements are set by the Chief Administrative Officer.

Policy Name and Number	Policy Purpose
C-CS-04 Public Art	To provide a consistent approach to acquiring public art through purchase, commission or donation for municipally owned buildings and properties, or for other buildings and properties in the City that are highly accessible and visible to the public. To establish a framework for the integration, display, maintenance and preservation of public art. To stimulate growth in the community's arts and culture sector, through opportunities for learning, participation and experimentation in arts and culture.
C-P&E-02 Capital Project Management	To define and mandate a corporate-wide approach that will establish a professionally accepted framework for the efficient management and delivery of capital projects while minimizing the risk to the City. To provide a framework for managing the scope, quality, time, cost, risk and human resources of corporate projects to increase the probability that optimal solutions will be selected and that capital projects will be implemented at the "right" time and at the "right" cost. To establish clear lines of responsibility/accountability for project management decisions and the achievement of project objectives and deliverables. Clear lines of accountability/responsibility facilitate optimal decision-making, minimize misunderstandings and delays, and identify and explain the causes of problems as they arise. To identify project management principles and concepts that provide a foundation for the development of a corporate project management framework.
C-P&E-07 Asset Management	To set the guidelines for implementing consistent asset management practices and procedures throughout the City of St. Albert. To articulate the City's commitment to: a. Ensuring the City's long-term management of assets is done in a sustainable manner that meets the Council-defined acceptable condition of the assets to be used by the residents, visitors, the environment, and the corporation. b. Meeting Federal and Provincial legislative requirements for asset management. c. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice. d. Ensuring an integrated approach across all Business Units in Asset Management service delivery. e. Establishing a consistent approach for the rehabilitation, repair and replacement of the City's assets.

FINANCIAL SUMMARIES

FUND BALANCE

(In Thousands of Dollars)

	OPERATING	CAPITAL	RESERVE	TOTAL
Revenues				
Property Taxes	$111,975	$-	$-	$111,975
Sales & User Fees	57,757	-	-	57,757
Other Revenue	7,826	17,243	-	25,069
Fines & Penalties	4,025	-	-	4,025
Government Transfers	3,655	33,122	-	36,777
Ambulance Contracted Services Revenue	2,802	-	-	2,802
Licenses & Permits	3,299	-	-	3,299
Franchise Fees	6,176	-	-	6,176
Interest Income	4,601	-	-	4,601
	202,117	50,364	-	252,481
Expenses				
Salaries, Wages, & Benefits	81,397	-	-	81,397
Contracted & General Services	33,301	2,689	-	35,990
Materials, Goods, Supplies & Utilities	14,923	-	-	14,923
Purchases From Other Governments	23,524	-	-	23,524
Other Expenditures	8,256	-	-	8,256
Debenture Principal Repayment	6,062	-	-	6,062
Debenture Interest Repayment	1,647	-	-	1,647
Transfers To Organizations & Individuals	3,189	250	-	3,439
Bank Charges & Short Term Interest	2,935	-	-	2,935
Capital Expenditures	-	78,453	-	78,453
	175,233	81,392	-	256,625
Other Financing Sources (Uses)				
Transfers In	4,510	31,028	25,926	61,464
Transfers Out	31,394	-	35,282	66,675
Total	(26,884)	31,028	(9,356)	(5,212)
Net change in Fund Balance	-	-	(9,356)	(9,356)
FUND BALANCES - Beginning of year			81,844	81,844
FUND BALANCES - End of year	$-	$-	$72,488	$72,488

Note: Totals may not sum exactly due to rounding.

OPERATING BUDGET (MUNICIPAL & UTILITY)

CONSOLIDATED OPERATING BUDGET

(In Thousands of Dollars)

	2019 Actuals	2019 Budget	2020 Actuals	2020 Budget	2021 Budget
REVENUES					
Property Taxes	$105,513	$105,503	$109,225	$109,220	$111,975
Sales & User Fees	62,765	63,940	53,604	63,791	57,757
Other Revenue	6,612	6,679	7,380	7,547	7,826
Fines & Penalties	5,068	5,202	2,351	4,020	4,025
Government Transfers	4,097	3,716	11,751	3,706	3,655
Contracted Services Revenue	2,685	2,782	2,685	2,802	2,802
Licenses & Permits	2,737	3,276	3,178	3,274	3,299
Franchise Fees	4,108	4,350	5,260	5,278	6,176
Interest Income	5,516	5,203	4,537	5,501	4,601
Transfers To/From Reserves	1,676	2,115	3,697	3,702	4,510
	200,777	202,765	203,670	208,840	206,627
EXPENSES					
Council	754	868	644	797	782
Executive Leadership	5,989	7,585	7,231	8,167	6,607
General Government	18,406	19,647	18,591	20,472	20,019
Community & Recreation Services	26,601	27,766	19,729	28,059	23,016
Emergency Services	36,764	36,454	36,620	37,467	38,829
Public Works & Transit	39,252	38,618	36,390	40,017	40,089
Planning & Engineering	10,997	11,015	10,885	11,631	11,174
Corporate Financing	22,874	20,343	33,541	22,418	23,871
Utilities	39,140	40,471	40,037	39,814	42,240
	$200,777	$202,765	$203,670	$208,840	$206,627

Note: Totals may not sum exactly due to rounding.

MUNICIPAL OPERATING BUDGET

(In Thousands of Dollars)

	2019 Actuals	2019 Budget	2020 Actuals	2020 Budget	2021 Budget
REVENUES					
Property Taxes	$105,513	$105,503	$109,225	$109,220	$111,975
Sales & User Fees	24,706	24,584	14,985	24,982	17,205
Other Revenue	6,545	6,639	7,331	7,507	7,786
Fines & Penalties	4,851	4,952	2,146	3,745	3,750
Government Transfers	4,081	3,716	11,751	3,706	3,655
Ambulance Contracted Services Revenue	2,685	2,782	2,685	2,802	2,802
Licenses & Permits	2,737	3,276	3,178	3,274	3,299
Franchise Fees	4,108	4,350	5,260	5,278	6,176
Interest Income	5,516	5,203	4,537	5,501	4,601
Transfers To/From Reserves	926	1,290	2,424	3,012	3,138
	161,668	162,294	163,523	169,027	164,387
EXPENSES					
Salaries, Wages, & Benefits	75,492	76,530	71,979	77,793	75,790
Contracted & General Services	23,896	25,357	20,664	27,341	24,257
Transfers To/From Operations/Capital	4,387	4,451	4,065	4,277	4,121
Materials, Goods, Supplies & Utilities	13,831	14,327	13,173	14,785	13,828
Purchases From Other Governments	8,812	10,529	9,773	10,301	10,610
Other Expenditures	4,597	4,347	5,575	6,640	6,913
Debenture Principal Repayment	4,502	4,502	4,257	4,257	5,002
Debenture Interest Repayment	1,464	1,499	1,302	1,293	1,334
Transfers To Organizations & Individuals	3,193	3,558	2,485	3,289	3,189
Bank Charges & Short Term Interest	3,803	3,443	3,254	3,522	2,935
Transfers To/From Reserves	17,691	13,752	26,997	15,530	16,410
	$161,668	$162,294	$163,523	$169,027	$164,387

Note: Totals may not sum exactly due to rounding.

UTILITY OPERATING BUDGET

(In Thousands of Dollars)

	2019 Actuals	2019 Budget	2020 Actuals	2020 Budget	2021 Budget
REVENUES					
Sales & User Fees	$38,059	$39,356	$38,620	$38,809	$40,552
Other Revenue	67	40	49	40	40
Fines & Penalties	217	250	205	275	275
Government Transfers	16	-	-	-	-
Transfers To/From Reserves	750	825	1,273	690	1,373
	39,109	40,471	40,147	39,814	42,240
EXPENSES					
Salaries, Wages, & Benefits	5,621	5,459	5,993	5,462	5,607
Contracted & General Services	8,716	9,063	8,900	9,073	9,044
Transfers To/From Operations/Capital	1,211	1,341	1,239	1,347	1,347
Materials, Goods, Supplies & Utilities	932	989	1,022	1,045	1,095
Purchases From Other Governments	11,105	12,043	11,798	11,566	12,915
Other Expenditures	959	926	1,177	1,193	1,343
Debenture Principal Repayment	369	369	1,034	381	1,060
Debenture Interest Repayment	309	313	340	301	313
Bank Charges & Short Term Interest	1	2		2	1
Transfers To/From Reserves	9,887	9,968	8,642	9,444	9,516
	$39,109	$40,471	$40,147	$39,814	$42,240

Note: Totals may not sum exactly due to rounding.



OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

Administration has explored various options of alternative sources of revenue, while ensuring service levels are maintained. Revenue from sales and user fees, government grants, licenses, permits and other sources of revenue such as franchise fees help offset the overall property tax requirement.

Sales and User Fees

Included in this category are all fees that are charged to customers based on usage. Examples include fees for transit, recreation facilities, subdivision and development fees, ticket sales and rental of ice arenas, etc.

Other Revenue

This category includes miscellaneous revenues, donations and local grants.

New Assessment Growth

This category includes revenue derived from new construction and development activity within the municipality, including both residential and non-residential development.

Fines and Penalties

This category includes revenue received for fines issued by the RCMP and Bylaw section under the Traffic Code, photo enforcement fines, and penalties on late payment of taxes.

Government Transfers

This category includes conditional grants from other levels of government. These grants must be used as directed by the granting government.

Ambulance Contracted Services Revenue

The City of St. Albert contracts with Alberta Health Services to provide ambulance services to residents.

Licenses and Permits

Included in this category are building permits, business licenses, alarm permits, dog licenses and tobacco licenses.

Franchise Fees

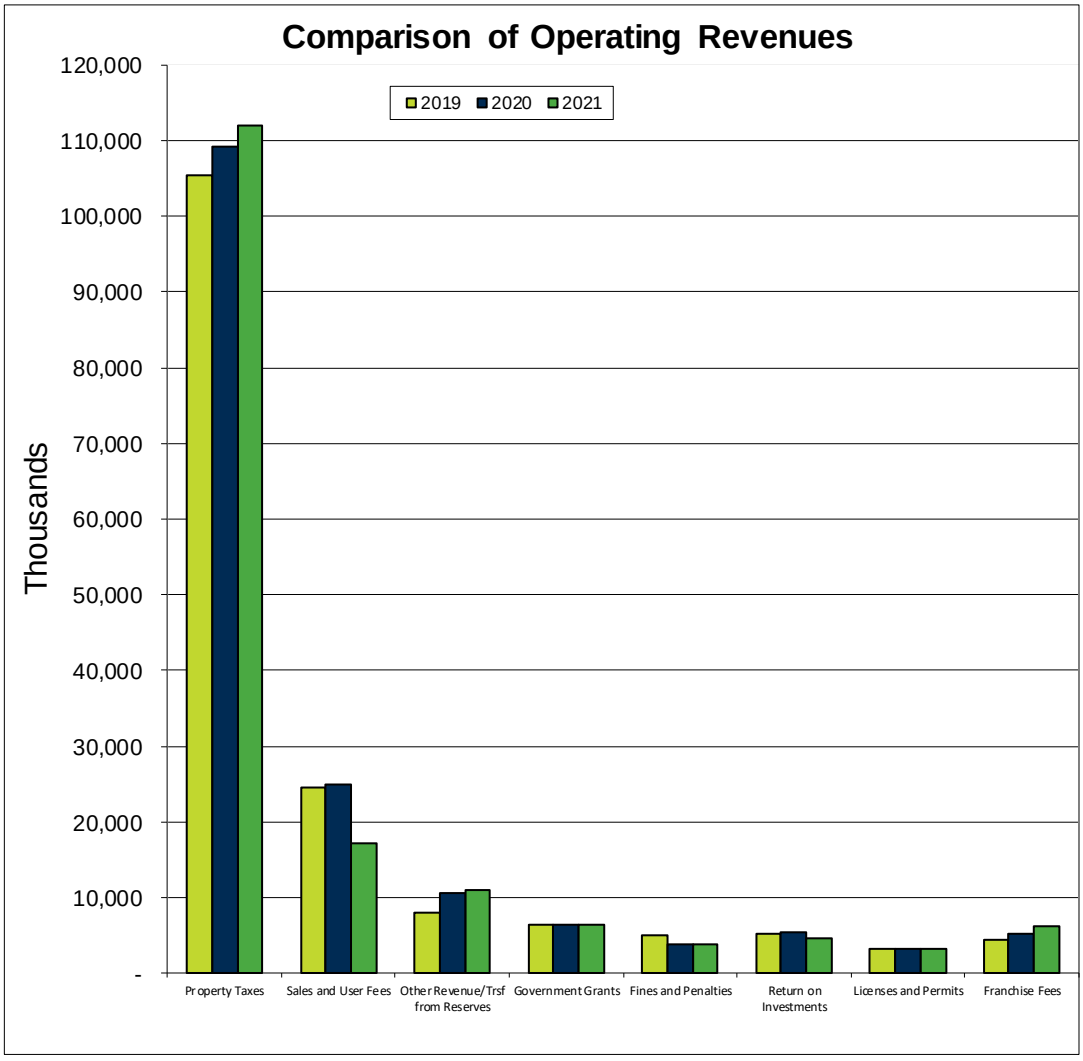
The City of St. Albert receives franchise fee revenue from the Natural Gas and Electricity supplier. The franchise fee is charged to customers as a percentage of the supplier’s cost of delivering the commodity.

Interest Income

This includes interest earned on investments.

Transfer To/From Reserves

Transfers to/from reserves are budgeted to offset one-time operating expenditures such as the Civic Election and Civic Census.



Explanatory Notes:

Property Taxes - Increase due to an approved 0.7% tax increase to fund services and programs.

Sales & User Fees - Decrease due to reduction in volume from COVID restrictions.

Other Revenue/ Drawn from Reserves - Increase due to equipment charge recoveries.

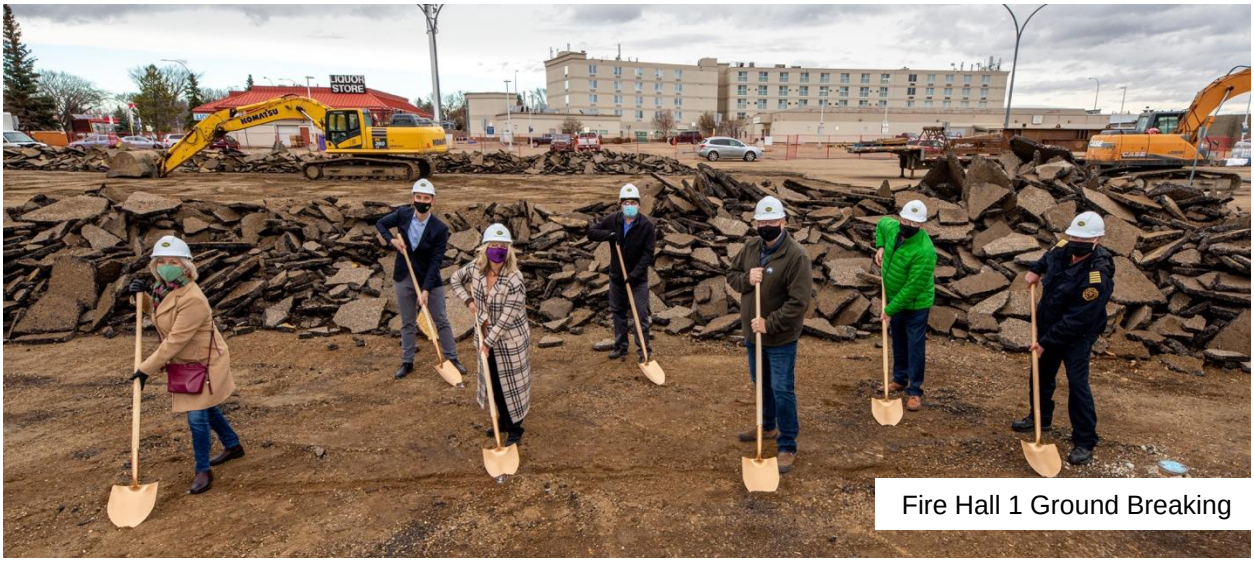
Government Grants - No significant change from 2020.

Fines & Penalties - Decrease in photo radar fine revenue due to declining tickets issued.

Return on Investments - Decrease in investment base and interest rates.

Licenses & Permits - No significant change from 2020.

Franchise Fees - Increase in the electrical and gas franchise fees rates in 2020.



Fire Hall 1 Ground Breaking

EXPENDITURES

The effects of inflation on contracted services and materials, goods and supplies continue to put pressure on costs associated with delivering the City's programs and services. Administration continues to look for ways to reduce expenses while maintaining services and service levels.

Amortization of Tangible Capital Assets

Amortization is the write-off of a capital asset over its expected period of use.

Salaries, Wages and Benefits

This category includes base salaries, merit increases, pension, employment insurance, health care costs and additional benefit costs.

Contracted and General Services

This category includes contracts for the transit drivers, security, janitorial and network infrastructure contracts. It also includes external professional services for audit, legal, engineering, artists, communications, insurance premiums and damage claims.

Contributed Assets

This category includes donated assets from external third parties and generally result from development of new sites where developers have completed the base infrastructure and the assets are then turned over to the City.

Transfers To/From Operations/Capital

This category includes funding for the Library as well as the annual transfer of funding for capital projects and lifecycle reserves.

Materials, Goods, Supplies and Utilities

This represents a variety of goods, such as operating and program supplies, gas and oil, sand, salt and gravel, chemicals and equipment, vehicle parts, telephone and utilities.

Purchases from Other Governments

This category identifies the cost of purchasing RCMP services, water from EPCOR (the City of Edmonton) and wastewater treatment from the Alberta Capital Region Wastewater Commission.

Other Expenditures

This includes the Council and Corporate contingency.

Debenture Principal and Interest Repayment

Relates to debt payments on long-term debentures.

Transfers to Organizations and Individuals

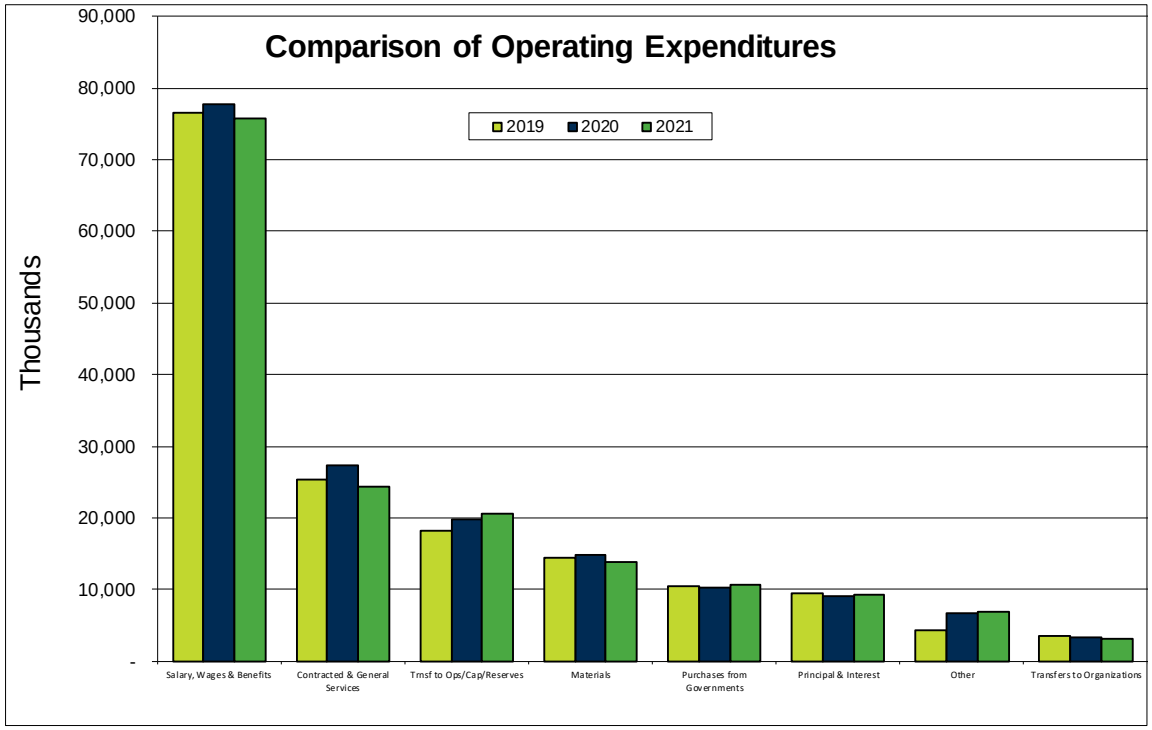
Included in this category is the funding transferred to FCSS agencies and ‘Outside Agencies’ such as the Arts and Heritage Foundation.

Bank Charges & Short-Term Interest

Included in this category are bank and merchant fees and interest expense related to reserves and deferred revenue.

Transfers To/From Reserves

Operating budgeted transfers to/from reserves include funding for the Census and Election.



Explanatory Notes:

Salaries & Benefits	- Decrease in salaries due to less casual wages due to COVID restrictions.
Contracted and General Services	- Decrease in Contracted and General Services due to COVID restrictions.
Transfer to Operations/ Capital Reserves	- Increase in transfer to reserves for future projects.
Materials, Goods, Supplies & Utilities	- Increase in corporate electricity rates as well as maintenance costs for transit busses.
Purchases from other Governments	- Increase in RCMP contract rates.
Debenture Principal & Interest	- New debentures in 2021.
Other Expenditures	- Increases in higher equipment charges required to own and operate the City's fleet of vehicles as well as an estimate for employee contract settlements.
Transfer to Organizations	- Decrease in transfer to organizations due to COVID restrictions.



New construction along Ray Gibbon Drive

OPERATING BUSINESS CASES OVERVIEW

The Council Strategic Plan is the vision for the four-year term spanning 2018 to 2021. It describes the areas in which Council will focus and provides the specific direction in which Administration intends to support Council. Council identified six strategic priorities which will receive focus during the term of the strategic plan which are:

- Growth Policy Framework: Develop a robust policy framework to guide growth.
- Economic Development: Enhance business/commercial growth.
- Building a Transportation Network: Integrated transportation systems.
- Infrastructure Investment: Identify and build needed capital assets.
- Housing: Enhance housing options.
- Environmental Stewardship: Explore innovative environmental and conservation opportunities.

To achieve Council strategic priorities, Executive Leadership (EL) identified the activities needed for departments to effectively manage the delivery of the municipal services. Department Business Plans were updated to include resource requirements needed to support Council strategic priorities and operating business cases were developed for EL review.

In reviewing the business cases, it was first determined whether the submission was required as part of the City's base operations (Base) or related to growth (Growth). Any business cases that were identified as Base, were automatically included in the base budget. Growth business cases were ranked in order of achieving strategic priorities.

MUNICIPAL BUSINESS CASES

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2021 $	APPROVED 2022 $	APPROVED 2023 $
	Growth Business Cases				
Emergency Services Fire/Medic Personnel	Hire five (5) Fire/Medics to ensure service levels are adequate when Fire Station 4 is opened in 2023. Hire one (1) Training Officer position to ensure duties related to Fire/EMS training have proper oversight.	6.00	682,900	679,000	730,000
Strategic Services & Information Technology COSA Corporate Promotion	With the recent move of the Marketing Specialist to Corporate Communications and Design, there is currently no available budget to develop the necessary marketing materials to support Council, Executive Leadership, Economic Development and Intergovernmental Relations. Resources are required to assist these groups in conducting negotiations and promotions of St. Albert with the business, development and government sectors to improve the City's investment and growth opportunities.	-	50,000	50,000	50,000
Social Housing Coordinator Social Housing Specialist	Consideration for a Social Housing Specialist position, whose role will be to advance social housing supports for all vulnerable groups in St. Albert, and the youth supportive housing capital project as per the recommendations of the Mayor's Task Force to End Homelessness.	1.00	82,000	121,000	127,000
Operating Impacts	Operating impacts from Growth Capital		(37,300)	(59,800)	15,400
Total Growth Business Cases		**7.00**	**$ 777,600**	**$ 790,200**	**$ 922,400**
	Funding Sources				
Assessment Growth Available (70% of $2.0 Million)			$ 1,400,000		
Funding Applied			$ (777,600)		
Residual Balance of Assessment Growth - Applied to Base			**$ 622,400**		
Utility Business Cases					
(Net Budget requirements per year - not incremental)					
DEPARTMENT & BUSINESS CASE NAME	**SCOPE STATEMENT**	**FTE**	**APPROVED 2021 $**	**APPROVED 2022 $**	**APPROVED 2023 $**
	Growth Business Cases				
Wastewater Labourer and Operator	Hire a laborer and trained operator to operate the Vacuum Truck which was approved through the 2021 Growth Capital Budget.	2.00	-	162,000	162,000
Total Utility Business Cases		**2.00**	**$ -**	**$ 162,000**	**$ 162,000**

CAPITAL AND DEBT

Capital (Municipal & Utility)

The Capital Budget provides for investments in infrastructure and capital assets such as constructing, buying or maintaining assets including roads, sidewalks, bridges, buildings, vehicles, equipment and land.

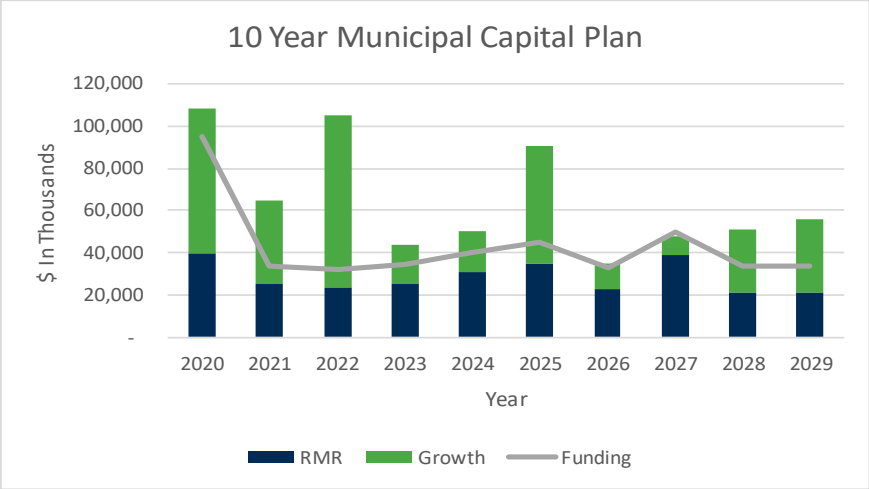
The annual capital budget process is developed by incorporating all project charters over the 10-year period. The 10-Year Capital Plan is a long-term planning document that provides key strategic inputs for the upcoming budget year, a framework for the three-year budget plan and future outlook of long-range capital requirements.

The City divides its capital investment into two categories:

1. **Repair, Maintain, Replace, (RMR)** - Capital initiatives that relate to maintaining current service levels that are required by lifecycle plans and are considered a replacement or rehabilitation of existing infrastructure, facilities and equipment.
2. **Growth** - Capital initiatives that are required to meet future demand relating to facilities, equipment, technology and infrastructure for the development of cultivating and strengthening the community.

The City's 10-Year Capital Plans reflect the long-term capital requirements that the City requires for the next 10 years. The municipal plan includes approximately $592 million in capital investment, of which $274 million is attributed to RMR projects and the remaining $318 million is for growth related initiatives.

As illustrated in the chart below, the City faces a significant shortfall over the next 10 years. As a result, Administration performed an evaluation to prioritize growth capital initiatives.



RMR is approved earlier in the budget process to ensure adequate funding is made available for maintaining existing infrastructure.

Growth capital projects are then prioritized based on the remaining funds and according to the Capital Project Prioritization Matrix tool using the following criteria to evaluate and prioritize the Capital Growth Charters recommended to Council:

- The worthiness of the project in relation to factors such as financial feasibility, public health, safety and impact on community,
- Fulfilment of the city's legislated, legal and mandated requirements,
- Link to Council priorities, bylaws, policies and strategic plan,
- Increase in infrastructure capacity to address existing service deficiencies and meet future growth needs,
- Increase or optimize the efficiency of an existing asset or process,
- Consequence, including project life cycle and reputation; and,
- Payback/return on investment and specialized grants.

The approved consolidated 2021 Capital Budget amounts to $81.4 million in spending on projects:

Municipal Capital Budget	$ 61,765,300	30 projects
Utility Capital Budget	$ 19,627,000	12 projects
Total	**$81,392,300**	**42 projects**



Spruce Up St. Albert - 2019

Capital Funding and Expenditures

The Municipal Capital Budget expenditures are funded through various sources. The City utilizes grants as the primary source of funding, although not all projects are eligible for grant funding and may not meet the minimum requirements. In such cases, other sources such as: reserves and tax supported funds are utilized for the remainder of funding capital projects. Often, a tax supported fund (Pay-As-You-GO or PAYG) is applied to projects that are smaller in nature, while the use of reserves is regularly planned and are applied for the use of lifecycle and replacement projects.

The current year reserve net fund transfer-out was $9.4 million (or 11.4% of the opening balance) which was due to the timing of projects vs availability of other funding.

The City currently faces a significant funding shortfall over the next 10 years which results in limited ability to fund future growth projects. In 2021, the shortfall resulted in numerous projects being postponed to future years. Projects currently postponed could be advanced if alternative sources of funding, such as debt, are approved by Council.

The Utility Capital budget strategy is to maintain a self-funding approach, in which the net revenue that is collected through its utility rates is placed in a reserve to fund future Utility capital projects. With these approaches, a 10-year plan is developed for future planning so that both non-recurring and ongoing projects have adequate financial resources and future fluctuations to the capital budget and corresponding utility rates are mitigated.

Growth Capital Project Highlights

For 2021, the City is undertaking seventeen new growth initiatives. A summary of each of these initiatives is noted below.

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT

YEAR:	2021 - 2030		
CHARTER NUMBER:	CULTR-033		
CHARTER NAME:	SAP Flag Poles		
LEAD DEPARTMENT:	Community Services		
TYPE:	○ RMR ● GROWTH		
	To meet the standards of Council C-CAO-19 Flag Display and begin to address recommendation 10 from the Payhonin Reconciliation Report.		
SCOPE STATEMENT:	To start to invest in infrastructure that contributes to reconciliation and address Payhonin Reconciliation report recommendation 13: "Consider the installation of two additional flag poles at all Municipal flagpole locations to have Metis and Treaty 6 flags permanently flying" starting with St Albert Place.		
TIMELINE:	Acquisition: Q1 2021 Installation: Q2 2021		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 12,700**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 12,700**
OPERATIONAL IMPACTS:	● **Yes** ○ **No** **Flag replacement as required**		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT

YEAR:	2021 - 2030
CHARTER NUMBER:	FIRE-027
CHARTER NAME:	Emergency Operations Centre
LEAD DEPARTMENT:	Fire Services
TYPE:	○ RMR ● GROWTH
	This is a new emerging initiative that will increase efficiencies.
SCOPE STATEMENT:	Space and equipment required to run a fully operational Emergency Operations Centre for the City of St. Albert. The space required is approximately 227 square meters which includes an actual Emergency Operations Centre room, three break-out rooms, a washroom, and a corridor. It also includes equipment required to run the EOC. Items include such things as computers, TV's, Phones, Smart boards, AV Equipment, Radios, Webcams, Printers, Tables and Chairs.
TIMELINE:	2021 Design and Construction

FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$**	**972,800**
		2022	**$**	**-**
		2023	**$**	**-**
		2024	**$**	**-**
		2025	**$**	**-**
		2026	**$**	**-**
		2027	**$**	**-**
		2028	**$**	**-**
		2029	**$**	**-**
		2030	**$**	**-**
		Total	**$**	**972,800**

OPERATIONAL IMPACTS:	● Yes ○ No	(2022 & 2023)	$30,000
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030		
CHARTER NUMBER:	FIRE-028		
CHARTER NAME:	Key Lock Box System		
LEAD DEPARTMENT:	Fire Services		
TYPE:	○ RMR ● GROWTH		
	This is a new emerging fire response issue.		
SCOPE STATEMENT:	The St. Albert Fire Services (SAFS) has a delegated responsibility to inspect properties to ensure a reasonable level of safety, as defined by the Safety Codes Act. Related to this is the requirement for an exterior lockbox for all buildings in St. Albert which have fire protection systems which send signals to the Fire Department. These lockboxes contain keys which typically access the entry, fire alarm panel, mechanical rooms, elevator override, and roof areas. The current lockbox system is becoming outdated. Issues such as the uniformity of devices (barrel keys and magnetic keys), corrosion, security, theft, and lost or stolen keys have become growing concerns with respect to the present lock box system.		
TIMELINE:	January 2021 – RFP (possible sole source) completion. August 2021 – Installation of new system complete.		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 47,800**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 47,800**
OPERATIONAL IMPACTS:	● **Yes** ○ **No**		**$3,500**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT

YEAR:	2021 - 2030
CHARTER NUMBER:	ENGS-054
CHARTER NAME:	Arterial Intersection Improvements
LEAD DEPARTMENT:	Engineering
TYPE:	○ RMR ● GROWTH
	This project targets the completion of redesign of existing intersections for safety or capacity (level of service) improvements.
SCOPE STATEMENT:	This project shall perform network improvements to intersections that result in enhanced safety or improved levels of service

TIMELINE:	• 2021:
	  ○ Detailed design and construction of Boudreau Rd @ Bellerose Drive
	  ○ Detailed design and construction of Everitt Drive North and Ebony Way intersection
	  ○ Stakeholder engagement for St Albert Tr South Concept of improvements
	• 2022: Design of South St Albert Trail improvements
	• 2024: Construction of South St Albert Trail Improvements
	• 2027: Preliminary Design of next level priorities
	• 2029: Construction of next level priorities

FINANCIAL INFORMATION:	**Investment Year**		
	2021	**$**	**1,805,000**
	2022	**$**	**440,000**
	2023	**$**	**-**
	2024	**$**	**3,665,000**
	2025	**$**	**-**
	2026	**$**	**-**
	2027	**$**	**250,000**
	2028	**$**	**-**
	2029	**$**	**2,145,000**
	2030	**$**	**-**
	Total	**$**	**8,305,000**

OPERATIONAL IMPACTS:	○ **Yes** ● **No**
ASSOCIATED OPERATING BUSINESS CASE:	N/A

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030		
CHARTER NUMBER:	ENGS-058		
CHARTER NAME:	Neighbourhood Traffic Calming Strategies		
LEAD DEPARTMENT:	Engineering		
TYPE:	○ RMR ● GROWTH		
	This project targets completion of traffic safety improvements within neighbourhoods, inclusive of school zones / playground zones.		
SCOPE STATEMENT:	This project enacts on City Council Policy C-TS-02 Neighbourhood Traffic Calming and recommendations of the Safe Journeys to School report.		
TIMELINE:	Year 1 • Q1: RFP for consulting services • Q2 /Q3: Resident engagement / data collection / Plan Creation • Q3 / Q4: Temporary measure installation • 1 Year Evaluation of measures Year 2 or 3 (pending evaluation results and construction season schedule): • Q2: Construction tendering • Q3 / Q4: Construction Ongoing monitoring		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 513,000**
		2022	**$ 550,000**
		2023	**$ 625,000**
		2024	**$ 500,000**
		2025	**$ 500,000**
		2026	**$ 500,000**
		2027	**$ 500,000**
		2028	**$ 500,000**
		2029	**$ 500,000**
		2030	**$ 500,000**
		Total	**$ 5,188,000**
OPERATIONAL IMPACTS:	● **Yes** ○ **No**		**(Ongoing) $12,500**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030
CHARTER NUMBER:	ENGS-068
CHARTER NAME:	Active Transportation Plan
LEAD DEPARTMENT:	Engineering
TYPE:	○ RMR ● GROWTH
	This project targets completion of engineering / design and construction of new sidewalk and trail structures to eliminate gaps within the existing active transportation network.
SCOPE STATEMENT:	This project will ensure Active Transportation is strategically addressed for appropriate planning, design and accommodation, with infrastructure in place to increase accessibility and connectivity throughout the network.
TIMELINE:	• Previous year: site inspections / confirmation of construction and necessary design work for following year construction. • Q1: tender and award • Q2/Q3: Construction

FINANCIAL INFORMATION:			
	Investment Year	**2021**	**$ 1,100,000**
		2022	**$ 400,000**
		2023	**$ 400,000**
		2024	**$ 400,000**
		2025	**$ 400,000**
		2026	**$ 400,000**
		2027	**$ 500,000**
		2028	**$ 500,000**
		2029	**$ 500,000**
		2030	**$ 500,000**
		Total	**$ 5,100,000**

OPERATIONAL IMPACTS:	● **Yes** ○ **No**	**$1,700**
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030
CHARTER NUMBER:	ENGS-069
CHARTER NAME:	Intelligent Transportation Systems (ITS) Strategy Implementation
LEAD DEPARTMENT:	Engineering
TYPE:	○ RMR ● GROWTH
	ITS is the application of sensing, analysis, control and communication technologies to enhance safety, mobility and efficiency of the transportation network and empower greater information sharing.
SCOPE STATEMENT:	This project will enact recommendations identified within the Intelligent Transportation Systems (ITS) Strategic Plan (2018) to improve upon efficiency, safety, and information sharing from the city's road network.
TIMELINE:	Annually: Q1: Tendering / RFP for equipment or technology Q2 / Q3: Installations of field equipment Q4: Integration of technology and network monitoring

FINANCIAL INFORMATION:	**Investment Year**		
	2021	**$**	**498,000**
	2022	**$**	**514,500**
	2023	**$**	**488,000**
	2024	**$**	**562,000**
	2025	**$**	**447,000**
	2026	**$**	**380,000**
	2027	**$**	**380,000**
	2028	**$**	**380,000**
	2029	**$**	**380,000**
	2030	**$**	**380,000**
	Total	**$**	**4,409,500**

OPERATIONAL IMPACTS:	○ **Yes** ● **No**
ASSOCIATED OPERATING BUSINESS CASE:	N/A

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030		
CHARTER NUMBER:	ENGS-079		
CHARTER NAME:	RR260Community Amenities & Lakeview Business District Servicing		
LEAD DEPARTMENT:	Engineering		
TYPE:	○ RMR ● GROWTH		
	This is new infrastructure that will bring sanitary, water, stormwater services and road infrastructure to the proposed Community Amenities site at the western corner of Ray Gibbon Drive and Villeneuve Road, as well as the Lakeview Business District.		
SCOPE STATEMENT:	Provide municipal utility infrastructure (water, sanitary and stormwater) necessary to service the Community Amenities site. The required infrastructure will also provide the key infrastructure necessary for development of the Lakeview Business District. Includes road infrastructure access to the community amenities site from Villeneuve Road.		
TIMELINE:	Striving to finalize the Land Transfer Agreement for the Community amenities site and borrowing bylaw for Council's consideration, Q1, 2021. Tendering of Phase 1 and 2 by mid Q4, 2020. Construction start Q1 2021. Construction completion by Q4 2021 of MSP funded portion, the remaining before the end of 2022. Phase 3 is anticipated for design and construction by 2023.		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 22,342,900**
		2022	**$ -**
		2023	**$ 2,760,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 25,102,900**
OPERATIONAL IMPACTS:	● **Yes** ○ **No**		**Anticipate Impacts will begin in 2024**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030
CHARTER NUMBER:	PLAN-005
CHARTER NAME:	Land Use Bylaw Update
LEAD DEPARTMENT:	Planning & Development
TYPE:	○ RMR ● GROWTH
	This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services.
SCOPE STATEMENT:	To ensure that St. Albert has effective development regulations to enable future development, a Land Use Bylaw (LUB) Update is required. The update to the Land Use Bylaw will commence after the new Municipal Development Plan (MDP) (PLAN-001) is adopted by City Council. The goal of this project will be to ensure alignment between the new MDP policies and development regulations, and to review the development regulations within the LUB based upon current best practices For the 2021 Project Charter, the cost estimate was reduced by ~60% in anticipation of Administration carrying out the bulk of the project, with a reduced amount of assistance from consultants.
TIMELINE:	Engagement, research, drafting (2021-22)

FINANCIAL INFORMATION:			
	Investment Year	**2021**	**$ 465,800**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 465,800**

OPERATIONAL IMPACTS:	○ **Yes** ● **No**
ASSOCIATED OPERATING BUSINESS CASE:	N/A

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030		
CHARTER NUMBER:	RECR-045		
CHARTER NAME:	Oakmont Trail Phase 2 Development		
LEAD DEPARTMENT:	Recreation and Parks		
TYPE:	○ RMR ● GROWTH		
	This project involves the construction of new trail to complete connections between the existing Oakmont Trail System and the Red Willow Trail System along the Sturgeon River.		
SCOPE STATEMENT:	This project includes the completion of site condition assessments, detailed design, and construction of a new trail linkage from the southern edge of the Oakmont neighborhood to the existing Red Willow Trail System on the north side of the Sturgeon River.		
TIMELINE:	2021/2022 – Geotechnical investigation, option development, detailed design & public engagement 2023 – Construction of Trail Segment 1 2024 – Construction of Trail Segment 2 2025 – Construction of Trail Segment 3		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 298,400**
		2022	**$ -**
		2023	**$ 436,800**
		2024	**$ 247,000**
		2025	**$ 514,800**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 1,497,000**
OPERATIONAL IMPACTS:	○ **Yes** ● **No**		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030		
CHARTER NUMBER:	RECR-049		
CHARTER NAME:	New Neighbourhood Park Development		
LEAD DEPARTMENT:	Recreation and Parks		
TYPE:	○ RMR ● GROWTH		
	Development of new outdoor recreation amenities on municipal reserve lands within developing neighborhoods.		
SCOPE STATEMENT:	To provide recreation opportunities on municipal reserve lands to new neighborhoods as they are built including provision of trails, park and open space recreation amenities, and landscaping.		
TIMELINE:	Timing for concept planning (CP), design (D) and construction (C). 2021 – 3 parks (C) 2022 – 2 parks (C), 2 parks (D) and 1 park (CP) 2023 - 3 parks (C), 1 parks (D), 1 park (DC) and 2 parks (CP) 2024 – 3 parks (D) and 1 park (DC) 2025 – 2 parks (C) and 1 park (D) 2026 – 3 parks (C) and 1 park (DC) 2027 - 1 park (C) and 2 parks (D) 2028 – 1 park (D) and 1 park (DC) 2029 – 2 parks (C) and 1 park (D) 2030 - 3 parks (C)		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 2,039,600**
		2022	**$ 968,400**
		2023	**$ 2,190,900**
		2024	**$ 585,700**
		2025	**$ 1,598,400**
		2026	**$ 3,691,800**
		2027	**$ 511,700**
		2028	**$ 528,600**
		2029	**$ 1,081,200**
		2030	**$ 2,756,500**
		Total	**$ 15,952,800**
OPERATIONAL IMPACTS:	● Yes ○ No		(2022) $18,900 (2023) $51,600
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030		
CHARTER NUMBER:	RECR-065		
CHARTER NAME:	Community Amenities Site Planning		
LEAD DEPARTMENT:	Recreation & Parks		
TYPE:	○ RMR ● GROWTH		
	This charter is to fund the master planning for the new community amenities site.		
SCOPE STATEMENT:	To complete conceptual plan for a community amenities site including identification of facility components, site concept plan development, and public engagement.		
TIMELINE:	2021		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 500,000**
		2022	**$ 1,000,000**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 1,500,000**
OPERATIONAL IMPACTS:	○ **Yes** ● **No**		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		
OPERATIONAL IMPACTS:	● **Yes** ○ **No**		**(2023 & 2024) $87,600** **(2025 & 2026) $93,800**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030
CHARTER NUMBER:	CSS-007
CHARTER NAME:	Smart Facility Monitoring
LEAD DEPARTMENT:	Utilities & Environment
TYPE:	○ RMR ● GROWTH
	The project is growth capital as it involves the design and installation of new technologies that improves the condition of the asset beyond its original performance standard
SCOPE STATEMENT:	Funding for smart facility monitoring, which will allow for remote and onsite real time monitoring of energy use by facility. This will provide long term financial saving opportunities projected at approximately $100,000 annually.
TIMELINE:	The piloting of a Smart Building Monitoring System in one facility is underway. Depending on the results of the pilot, additional monitors will be installed in other facilities in 2021 and 2022 (approximately five per year).

FINANCIAL INFORMATION:	**Investment Year**		
	2021	**$**	**80,800**
	2022	**$**	**90,900**
	2023	**$**	**-**
	2024	**$**	**-**
	2025	**$**	**-**
	2026	**$**	**-**
	2027	**$**	**-**
	2028	**$**	**-**
	2029	**$**	**-**
	2030	**$**	**-**
	Total	**$**	**171,700**

OPERATIONAL IMPACTS:	● **Yes** ○ **No**	**(2021) $10,000** **(2022) $45,000** **(2023) $100,000**
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030		
CHARTER NUMBER:	ITSV- 016		
CHARTER NAME:	MEO E-Ticketing System		
LEAD DEPARTMENT:	Strategic Services and Information Technology		
TYPE:	○ RMR ● GROWTH		
	Service enhancement		
SCOPE STATEMENT:	Upgrade 7 vehicles to an E-Ticketing system mandated by the Albert Government/Solicitor Generals Office to be implemented by Fall 2021		
TIMELINE:	2021 – System will need to be publicly tendered, contracted for and installed by Fall 2021. The GOA has not yet provided a specific date for final activation.		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 50,000**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 50,000**
OPERATIONAL IMPACTS:	● **Yes** ○ **No**		**$15,000**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT



YEAR:	2021 - 2030		
CHARTER NUMBER:	WASTW-021		
CHARTER NAME:	Vacuum Truck		
LEAD DEPARTMENT:	Utilities & Environment		
TYPE:	○ RMR ● GROWTH		
	Currently the City expends approximately $100,000 annually on vacuum truck contracted services (utilities alone). The purchase of a truck to support the management and operation of utilities throughout the City.		
SCOPE STATEMENT:	To purchase a Hydrovac truck to allow municipalities to provide efficient hydrovac services without impacting the built environment.		
TIMELINE:	2020 - going through the Purchasing and build process with the successful supplier. 2021 - the staffing will be brought online to support the operation of the equipment.		
FINANCIAL INFORMATION:	**Investment Year**	**2021**	**$ 500,000**
		2022	**$ -**
		2023	**$ -**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		Total	**$ 500,000**
OPERATIONAL IMPACTS:	● **Yes** ○ **No**		**(2021) $106,400** **(2022) $268,400** **(2023) $268,400**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



Nakî Transit Centre & Park and Ride - Ribbon Cutting

Capital Project – Operating Impacts

As part of the Capital Budget process and planning, the City incorporates all ongoing operating costs that will be incurred due to the implementation of capital projects. The preparation of the Capital Budget is consistently established around two criteria:

1. The need, type, and resources of the capital improvements; and,
2. Operating impacts relating to the capital improvement.

For 2021, the net operating impacts on capital projects equates to an operating decrease in the municipal budget of $27 thousand. This is due to savings associated with the Solar Photovoltaics (PV) Program, which will install solar panels on City buildings resulting in electricity saving.

CONSOLIDATED CAPITAL BUDGET

(In Thousands of Dollars)

	2019 Budget	2020 Budget	2021 Budget
REVENUES			
Government Grants	$16,993	$28,694	$33,122
Drawn From Reserve & Allowances	37,448	28,410	31,028
Recoverd Costs	-	1,766	-
Debenture	18,950	47,845	17,243
	73,391	106,715	81,392
EXPENSES			
Municipal Services	55,171	84,749	46,067
Community, Recreation and Culture Services	6,150	7,994	12,346
Administration & Support Services	2,231	2,300	3,352
Water	570	2,140	3,170
WasteWater	1,769	4,185	2,196
Storm	6,430	5,320	14,261
Solid Waste Management	1,070	28	-
	$73,391	$106,715	$81,392
Non Cash Budget			
Amortization of Tangible Capital Assets	$-	$23,208	$26,348
Contributed Tangible Capital Assets	$-	$29,015	$9,508

Note: Totals may not sum exactly due to rounding.

MUNICIPAL CAPITAL BUDGET

(In Thousands of Dollars)

	2019 Budget	2020 Budget	2021 Budget
REVENUES			
Government Grants	$14,255	$27,707	$32,135
Drawn From Reserve & Allowances	30,348	17,725	12,388
Recoverd Costs	-	1,766	-
Debenture	18,950	47,845	17,243
	63,552	95,043	61,765
EXPENSES			
Municipal Services	55,171	84,749	46,067
Community, Recreation and Culture Services	6,150	7,994	12,346
Administration & Support Services	2,231	2,300	3,352
	$63,552	$95,043	$61,765
Non Cash Budget			
Amortization of Tangible Capital Assets	$-	$17,696	$19,961
Contributed Tangible Capital Assets	$-	$20,047	$8,822

Note: Totals may not sum exactly due to rounding.

10 Year Municipal RMR Capital Plan

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ENG											
ENGS-001	Arterial Rehab Prgm	1,735,000	1,680,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000
ENGS-002	Collector Roadway Prgm	957,000	957,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000
ENGS-003	Local Roadway Prgm	1,313,000	1,515,000	1,680,000	1,680,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000
ENGS-004	Roadway Rehab Prgm	2,099,500	2,457,000	2,477,000	2,457,000	2,301,000	1,987,000	1,967,000	1,967,000	1,987,000	1,987,000
ENGS-005	Permanent Line Marking Rehab	250,000	250,000	250,000	265,000	265,000	265,000	275,000	275,000	275,000	275,000
ENGS-006	Multi-Use Trail Rehab Prgm	385,000	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500
ENGS-007	Sidewalk Program	500,000	500,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000	620,000
ENGS-008	Transportation Systems Mgmt	732,000	715,000	630,000	780,000	595,000	595,000	815,000	540,000	540,000	815,000
ENGS-014	Paved Parking Lot Prgm		609,250	715,750	1,035,250	988,500	213,000	213,000	213,000	213,000	213,000
ENGS-017	Back Lanes Prgm		1,215,000	1,215,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
ENGS-042	Bridge Prgm	275,000	252,800	690,300	70,000	70,000	70,000	70,000	70,000	70,000	70,000
ENGS-060	Traffic Signal Maintenance	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
ENG Total		**8,746,500**	**10,923,550**	**11,921,550**	**11,215,750**	**10,663,000**	**9,573,500**	**9,783,500**	**9,508,500**	**9,528,500**	**9,803,500**
STRAT SVC & IT											
ITSV-001	IT Office Automation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50000	50,000	50,000
ITSV-002	IT Lifecycle Replace Plan	790,000	745,000	920,500	512,000	790,500	922,500	782,500	784500	730,000	1,000,000
STRAT SVC & IT Total		**840,000**	**795,000**	**970,500**	**562,000**	**840,500**	**972,500**	**832,500**	**834500**	**780,000**	**1,050,000**
COMM SVCS											
CULTR-001	Arden Theatre Lifecycle Plan	228,100	79,800	243,100	41,700	169,500	8,300	117,700	229900	18,200	112,200
CULTR-023	Visual Arts Studio Lifecycle	38,500	29,200	7,700	46,200	53,700	14,000	93,700	5500	12,700	7,900
CULTR-034 (New)	Pottery Studio Gas Kiln Upgrade	140,300									
COMM SVCS Total		**406,900**	**109,000**	**250,800**	**87,900**	**223,200**	**22,300**	**211,400**	**235400**	**30,900**	**120,100**
EMERG SVCS											
FIRE-001	Emergency Equip Replace Plan	272,200	107,400	278,500	117,200	254,400	184,000	87,000	239100	320,500	195,500
FIRE-026	Fire Station #1 - Decommissioning		852,500								
EMERG SVCS Total		**272,200**	**959,900**	**278,500**	**117,200**	**254,400**	**184,000**	**87,000**	**239100**	**320,500**	**195,500**
PW & TRAN											
PW-001	PW Mobile Equip Replace Plan	1,847,000	2,777,200	3,195,000	3,227,000	3,406,250	3,497,750	2,884,450	3001450	1,438,700	1,589,500
PW-006	Shop &Yard Equip Replace	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40000	40,000	40,000
PW-031	Municipal Facilities - Repairs & Renewal	6,257,800	4,775,000	5,092,600	4,770,000	4,770,000	4,770,000	4,770,000	4770000	4,770,000	4,770,000
TRAN-001	Transit Bus Lifecycle Replace	758,000	995,100	3,257,000	10,280,000	11,525,200	9,159,000	10,438,200	8120000	1,015,000	4,375,000
PW & TRAN Total		**8,902,800**	**8,587,300**	**11,584,600**	**18,317,000**	**19,741,450**	**17,466,750**	**18,132,650**	**15931450**	**7,263,700**	**10,774,500**

10 Year Municipal RMR Capital Plan (Cont'd)

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ENV											
ENV-003	Servus Place LED Lighting Retrofit	750,500									
PW-004	Energy Efficiency Replace Prgm	131,000		131,000		131,000					
ENV Total		**881,500**		**131,000**		**131,000**					
REC & PARKS											
COMS-001	Community Capital Grant Prgm	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250000	250,000	250,000
RECR-001	Aquatics Lifecycle Replace Plan	89,500	417,200	123,900	447,600	75,000	256,500	221,200	275600	747,400	143,400
RECR-003	City Sportsfield Rehab Prgm	316,700									
RECR-025	City Playground Lifecycle Prgm	160,000	378,900	378,900	378,900	378,900	378,900	378,900	378900	378,900	378,900
RECR-070 (New)	Fowler Athletic Park Refurbishment	2,870,000									
RECR-071 (New)	Larose Park Court Refurbishment	470,000									
SERV-001	Servus Lifecycle Replacement Prgm	1,776,500	786,500	777,500	496,600	682,200	1,956,700	659,600	455300	450,600	543,700
REC & PARKS Total		**5,932,700**	**1,832,600**	**1,530,300**	**1,573,100**	**1,386,100**	**2,842,100**	**1,509,700**	**1359800**	**1,826,900**	**1,316,000**
RMR Total		**25,982,600**	**23,207,350**	**26,667,250**	**31,872,950**	**33,239,650**	**31,061,150**	**30,556,750**	**28,108,750**	**19,750,500**	**23,259,600**

Note: Green font represents funding from Lifecycle Reserves

10 Year Municipal Growth Capital Plan

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
COMM SVCS											
CSD-001	Youth Transitional Housing		115,000	753,700	1,101,500						
CULTR-005	Founders Walk Phase 3		1,230,000								
CULTR-009	Heritage Park Phase 3 – Ag Pavilion and Visitors Recep		960,800	4,929,400	177,200						
CULTR-010	Heritage Park Ph 4 - Event Grounds				1,679,100	607,000					
CULTR-030	Heritage Park Phase 5 Museum								14,681,500	1,546,400	
CULTR-032	Story Boards		82,300								
CULTR-033	SAP Flag Poles	12,700									
COMM SVCS Total		**12,700**	**2,388,100**	**5,683,100**	**2,957,800**	**607,000**			**14,681,500**	**1,546,400**	
EMERG SVCS											
FIRE-023	Fire #2 Security Upgrade		45,000								
FIRE-027	Emergency Operation Center	972,800									
FIRE-028	Key Lock Box System	47,800									
FIRE-031	Reception Centre Group Lodging Supplies		49,000								
FIRE-033	Fire Training Facility		100,000	430,000	4,300,000						
POLI-005	Maloney Front Counter Security Renos		18,000	200,000							
POLI-006	Policing Bldg Accomm		832,500	9,250,000							
EMERG SVCS Total		**1,020,600**	**1,044,500**	**9,880,000**	**4,300,000**						
ENG											
ENGS-010	Transport Master Plan (TMP) Update		800,000						800,000		
ENGS-054	Intersection Enhancements	1,805,000	440,000		3,665,000			250,000		2,145,000	
ENGS-058	Traffic Calming Strategies	513,000	550,000	625,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
ENGS-067	Subdivision Entrance Signage				115,000	115,000	115,000	115,000	115,000	115,000	101,000
ENGS-068	Active Transport Plan	1,100,000	400,000	400,000	400,000	400,000	400,000	500,000	500,000	500,000	500,000
ENGS-069	ITS Strategy Implementation	498,000	514,500	488,000	562,000	447,000	380,000	380,000	380,000	380,000	380,000
ENGS-073	Fowler Way					38,985,000					
ENGS-075	Villeneuve Rd Rebuild				800,000		7,125,000				
ENGS-076	City Parking Lot Structure Upgrades			311,000	140,000	1,901,000	482,000	881,600	372,800	685,300	1,293,300
ENGS-077	Neil Ross Road Extension - OSL 100%		120,000		2,200,000		1,200,000		8,500,000		
ENGS-078	LeClair Way West Extension - OSL 100%			130,000			2,300,000	800,000		23,000,000	
ENGS-079	RR260-Community Amen & Lakeview Bus District Service	22,342,900		2,760,000							
ENG Total		**26,258,900**	**2,824,500**	**4,714,000**	**8,382,000**	**42,348,000**	**12,502,000**	**3,426,600**	**11,167,800**	**27,325,300**	**2,774,300**
P&D											
DARP-003	Civic Square			53,600	155,000		1,611,600				
DARP-006	Perron Street Pedestrian Improvements			730,300		5,714,480					
DARP-007	Grandin Road Improvemt						217,500			2,162,400	
DARP-011	St Anne St. Pedestrian Improvemts								876,000		5,931,300
DARP-014	St. Thomas St. Median Improvemts						278,500			2,838,100	
DARP-015	Tache Street Green Corridor						129,200			5,884,000	
DARP-016	DARP Project Prioritization		102,000								
PLAN-005	Land Use Bylaw Update	465,800									
PLAN-006	Lakeview/Badger Lands ASP	400,000	346,000								
PLAN-010	Revit Strat for Mature Neighbourhoods		204,000								
P&D Total		**865,800**	**652,000**	**783,900**	**155,000**	**5,714,480**	**2,236,800**		**876,000**	**10,884,500**	**5,931,300**

10 Year Municipal Growth Capital Plan (Cont'd)

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PW & TRAN											
PW-018	PW Satellite Shop					362,900	2,985,100				
TRAN-003	Transit Waiting Shelters		61,200				63,000				65,000
TRAN-004	Transit Growth Buses		2,500,000				1,750,000				1,750,000
TRAN-007	N Park & Ride Transit Center									17,100,000	
TRAN-024	Transit Garage Expansion		550,000		4,876,000	1,272,000					
PW & TRAN Total			**3,111,200**		**4,876,000**	**1,634,900**	**4,798,100**			**17,100,000**	**1,815,000**
REC & PARKS											
DARP-005	Millennium Park Design Phase 2 & Construction		279,800	1,747,100			1,126,200		7,007,000	1,001,000	
RECR-040	Dog Friendly Park Development		202,000		936,600						
RECR-045	Oakmont Trail Phase 2	298,400		436,800	247,000	514,800					
RECR-049	Neighborhood Park Development	2,039,600	968,400	2,190,900	585,700	1,598,400	3,691,800	511,700	528,600	1,081,200	2,756,500
RECR-050	RWP Meadowview - Construction	3,155,900		3,135,300				1,188,400			
RECR-065	Community Amenities Site Planning	500,000	1,000,000								
SERV-004	6th Arena Ice Surface		56,000	2,057,000	20,975,000						
SERV-008	Fitness Expansion		480,000	5,895,000							
SERV-010	Servus Place Expansion - 25m, 8 Lane Pool		420,000	1,539,000	21,376,000						
REC & PARKS Total		**5,993,900**	**3,406,200**	**17,001,100**	**44,120,300**	**2,113,200**	**4,818,000**	**1,700,100**	**7,535,600**	**2,082,200**	**2,756,500**
ENV											
CSS-005	Cogeneration		60,600	1,000,000							
CSS-007	Smart Facility Monitoring	80,800	90,900								
CSS-008	Facility Water & Energy Audits		50,500								
ENV-001	Contaminated Sites Remediation		150,000								
ENV-002	Solar Photovoltaics (PV) Program	1,500,000									
ENV Total		**1,580,800**	**352,000**	**1,000,000**							
STRAT SVC & IT											
ITSV-015	Website Refresh			50,000							
ITSV-016	MEO E-Ticketing System	50,000									
STRAT SVC & IT Total		**50,000**		**50,000**							
Other											
	Public Art		230,700	244,500	259,200	274,800	291,300	291,300	291,300	291,300	291,300
Other Total			**230,700**	**244,500**	**259,200**	**274,800**	**291,300**	**291,300**	**291,300**	**291,300**	**291,300**
GROWTH Total		**35,782,700**	**14,009,200**	**39,356,600**	**65,050,300**	**52,692,380**	**24,646,200**	**5,418,000**	**34,552,200**	**59,229,700**	**13,568,400**

2020 Municipal Capital Funding

Charter No.	Charter Name	BUDGET	PAYG	Lifecycle Reserves	MSI	BMTG	FGTF	MSP Grant	ICIP Transit Grant	Other Grants	Capital/Growth Stab Reserve	Debt
ENGS-001	Arterial Rehab Prgm	1,735,000			1,735,000							
ENGS-002	Collector Roadway Prgm	957,000					957,000					
ENGS-003	Local Roadway Prgm	1,313,000			1,313,000							
ENGS-004	Roadway Rehab Prgm	2,099,500				2,099,500						
ENGS-005	Permanent Line Marking Rehab	250,000					250,000					
ENGS-006	Multi-Use Trail Rehab Prgm	385,000					385,000					
ENGS-007	Sidewalk Program	500,000					500,000					
ENGS-008	Transportation Systems Mgmt	732,000				732,000						
ENGS-042	Bridge Prgm	275,000					275,000					
ENGS-060	Traffic Signal Maintenance	500,000					500,000					
ITSV-001	IT Office Automation	50,000	50,000									
ITSV-002	IT Lifecycle Replace Plan	790,000		790,000								
CULTR-001	Arden Theatre Lifecycle Plan	228,100		228,100								
CULTR-023	Visual Arts Studio Lifecycle	38,500	38,500									
CULTR-034	Pottery Studio Gas Kiln Upgrade	140,300	140,300									
FIRE-001	Emergency Equip Replace Plan	272,200		272,200								
PW-001	PW Mobile Equip Replace Plan	1,847,000		1,847,000								
PW-004	Energy Efficiency Replace Prgm	131,000	131,000									
PW-006	Shop &Yard Equip Replace	40,000	40,000									
PW-031	Municipal Facilities - Repairs & Renewa	6,257,800	2,000,000	1,527,000	1,500,000				973,000		257,800	
TRAN-001	Transit Bus Lifecycle Replace	758,000		758,000								
ENV-003	Servus Place LED Lighting Retrofit	750,500	750,500									
COMS-001	Community Capital Grant Prgm	250,000	250,000									
RECR-001	Aquatics Lifecycle Replace Plan	89,500		89,500								
RECR-003	City Sportsfield Rehab Prgm	316,700	86,200						230,500			
RECR-025	City Playground Lifecycle Prgm	160,000		160,000								
RECR-070 (New)	Fowler Athletic Park Refurbishment	2,870,000					574,000		2,296,000			
RECR-071 (New)	Larose Park Court Refurbishment	470,000					128,000		342,000			
SERV-001	Servus Lifecycle Replacement Prgm	1,776,500		483,700					1,292,800			
RMR TOTAL		**25,982,600**	**3,486,500**	**6,155,500**	**4,548,000**	**2,831,500**	**3,569,000**		**5,134,300**		**257,800**	
ENGS-054	Intersection Enhancements	1,805,000						1,805,000				
ENV-002	Solar Photovoltaics (PV) Program	1,500,000						1,050,000		450,000		
RECR-049	Neighborhood Park Development	2,039,600					407,900		1,631,700			
ENGS-068	Active Transport Plan	1,100,000	220,000						880,000			
FIRE-027	Emergency Operation Center	972,800	194,600						778,200			
ENGS-079	RR260 - Community Amenities & Lakeview Bus District Servicing	22,342,900						5,100,100				17,242,800
RECR-050	RWP Meadowview - Construction	3,155,900			3,155,900							
ENGS-058	Traffic Calming Strategies	513,000					513,000					
PLAN-005	Land Use Bylaw Update	465,800	465,800									
ENGS-069	ITS Strategy Implementation	498,000	498,000									
RECR-065	Community Amenities Site Planning	500,000	500,000									
FIRE-028	Key Lock Box System	47,800	47,800									
PLAN-006	Lakeview/Badger Lands ASP	400,000	400,000									
CSS-007	Smart Facility Monitoring	80,800	80,800									
CULTR-033	SAP Flag Poles	12,700	12,700									
ITSV-016 (NEW)	MEO E-Ticketing System	50,000	50,000									
RECR-045	Oakmont Trail Phase 2	298,400	18,400				280,000					
GROWTH TOTAL		**35,782,700**	**2,488,100**		**3,155,900**		**1,200,900**	**7,955,100**	**3,289,900**	**450,000**		**17,242,800**
TOTAL		**61,765,300**	**5,974,600**	**6,155,500**	**7,703,900**	**2,831,500**	**4,769,900**	**7,955,100**	**8,424,200**	**450,000**	**257,800**	**17,242,800**

2021 Municipal Capital Projects – Operating Impacts

Charter No.	Charter Name	2021 Capital Budget	2021	2022	2023
COMS-001	Community Capital Grant Prgm	250,000			
CSS-007	Smart Facility Monitoring	80,800	10,000	(45,000)	(100,000)
CULTR-001	Arden Theatre Lifecycle Plan	228,100			
CULTR-023	Visual Arts Studio Lifecycle	38,500			
CULTR-033	SAP Flag Poles	12,700			
CULTR-034 (New)	Pottery Studio Gas Kiln Upgrade	140,300			
ENGS-001	Arterial Rehab Prgm	1,735,000			
ENGS-002	Collector Roadway Prgm	957,000			
ENGS-003	Local Roadway Prgm	1,313,000			
ENGS-004	Roadway Rehab Prgm	2,099,500			
ENGS-005	Permanent Line Marking Rehab	250,000			
ENGS-006	Multi-Use Trail Rehab Prgm	385,000			
ENGS-007	Sidewalk Program	500,000			
ENGS-008	Transportation Systems Mgmt	732,000			
ENGS-042	Bridge Prgm	275,000			
ENGS-054	Intersection Enhancements	1,805,000			
ENGS-058	Traffic Calming Strategies	513,000	12,500	15,000	12,500
ENGS-060	Traffic Signal Maintenance	500,000			
ENGS-068	Active Transport Plan	1,100,000	1,700	1,700	1,700
ENGS-069	ITS Strategy Implementation	498,000			
ENGS-079	RR260-Community Amen & Lakeview Bus District Service	22,342,900			
ENV-002	Solar Photovoltaics (PV) Program	1,500,000	(80,000)	(80,000)	(80,000)
ENV-003	Servus Place LED Lighting Retrofit	750,500		(24,000)	(24,000)
FIRE-001	Emergency Equip Replace Plan	272,200			
FIRE-027	Emergency Operation Center	972,800		30,000	30,000
FIRE-028	Key Lock Box System	47,800	3,500	3,500	3,500
ITSV-001	IT Office Automation	50,000			
ITSV-002	IT Lifecycle Replace Plan	790,000			
ITSV-016	MEO E-Ticketing System	50,000	15,000	15,000	15,000
PLAN-005	Land Use Bylaw Update	465,800			
PLAN-006	Lakeview/Badger Lands ASP	400,000			
PW-001	PW Mobile Equip Replace Plan	1,847,000			
PW-004	Energy Efficiency Replace Prgm	131,000			
PW-006	Shop &Yard Equip Replace	40,000			
PW-031	Municipal Facilities - Repairs & Renewal	6,257,800			
RECR-001	Aquatics Lifecycle Replace Plan	89,500			
RECR-003	City Sportsfield Rehab Prgm	316,700	5,000	5,000	5,000
RECR-025	City Playground Lifecycle Prgm	160,000			
RECR-045	Oakmont Trail Phase 2	298,400			
RECR-049	Neighborhood Park Development	2,039,600		18,900	51,600
RECR-050	RWP Meadowview - Construction	3,155,900			87,600
RECR-065	Community Amenities Site Planning	500,000			
RECR-070 (New)	Fowler Athletic Park Refurbishment	2,870,000			
RECR-071 (New)	Larose Park Court Refurbishment	470,000	5,200	5,200	5,200
SERV-001	Servus Lifecycle Replacement Prgm	1,776,500			
TRAN-001	Transit Bus Lifecycle Replace	758,000			
TOTAL		**61,765,300**	**(27,100)**	**(54,700)**	**8,100**

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UTILITY CAPITAL BUDGET

(In Thousands of Dollars)

	2019 Budget	2020 Budget	2021 Budget
REVENUES			
Government Grants	$2,739	$987	$987
Drawn From Reserve & Allowances	7,101	10,686	18,640
	9,839	11,673	19,627
EXPENSES			
Water	570	2,140	3,170
WasteWater	1,769	4,185	2,196
Storm	6,430	5,320	14,261
Solid Waste Management	1,070	28	-
	$9,839	$11,673	$19,627
Non Cash Budget			
Amortization of Tangible Capital Assets	$-	$5,512	$6,388
Contributed Tangible Capital Assets	$-	$8,968	$686

Note: Totals may not sum exactly due to rounding.

10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
ADMIN											
UTIL-002	Utility Master Plan	-	-	975,000	-	-	-	-	-	-	-
ADMIN Total		**-**	**-**	**975,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
STORM											
STORM-002	STORM Infrastructure Rehab	3,105,000	2,075,000	3,035,000	2,200,000	1,170,000	745,000	1,970,000	295,000	1,750,000	2,000,000
STORM-004	STORM Mgmt LOS	9,540,000	1,375,000	4,340,000	2,095,000	2,665,000	2,695,000	2,665,000	1,390,000	1,950,000	2,000,000
STORM-007	Sediment and Erosion Control	1,616,000	1,165,000	2,398,000	500,000	500,000	1,165,000	500,000	1,165,000	500,000	1,165,000
STORM Total		**14,261,000**	**4,615,000**	**9,773,000**	**4,795,000**	**4,335,000**	**4,605,000**	**5,135,000**	**2,850,000**	**4,200,000**	**5,165,000**
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000
WASWT-002	WASTWT Household Service Replace	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
WASWT-003	WASTWT Main Replacement	688,000	688,000	1,250,000	688,000	688,000	1,250,000	688,000	688,000	1,250,000	688,000
WASWT-004	WASTWT Collection System LOS	490,000	3,054,000	460,000	2,840,000	460,000	2,840,000	460,000	2,840,000	490,000	2,840,000
WASWT-020	WASTWT Lift Station Studies	-	-	-	-	-	-	-	200,000	-	-
WASTEWTR Total		**1,696,000**	**4,260,000**	**2,228,000**	**4,046,000**	**1,666,000**	**4,608,000**	**1,666,000**	**4,246,000**	**2,258,000**	**4,046,000**
WATER											
WATER-003	Water System Infrastructure Rehab	530,000	530,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
WATER-004	Water Network LOS	2,440,000	4,400,000	6,780,000	1,692,000	1,790,000	852,000	1,855,000	690,000	1,800,000	2,000,000
WATER-006	Pump Station and Reservoir Rehab Prgm	200,000	2,500,000	21,700,000	-	-	-	200,000	-	-	-
WATER Total		**3,170,000**	**7,430,000**	**29,030,000**	**2,242,000**	**2,340,000**	**1,402,000**	**2,605,000**	**1,240,000**	**2,350,000**	**2,550,000**
SOLIDW											
SOLWA-001	Recycle Yard Upgrades	-	-	30,000	-	-	32,500	-	-	-	-
SOLIDW Total		**-**	**-**	**30,000**	**-**	**-**	**32,500**	**-**	**-**	**-**	**-**
RMR Total		**19,127,000**	**16,305,000**	**42,036,000**	**11,083,000**	**8,341,000**	**10,647,500**	**9,406,000**	**8,336,000**	**8,808,000**	**11,761,000**

10 Year Utility Growth Capital Plan

Charter No.	Charter Name	2021	2022	2023	2024	2025	2026	2027	2028	2029
STORM										
STORM-006	Vacuum Debris Drying Pad			109,500						
STORM Total				**109,500**						
WASTEWTR										
WASTW-009	Vacuum Debris Drying Pad			109,500						
WASTW-021	Vac Truck	500,000								
WASTEWTR Total		**500,000**		**109,500**						
WATER										
WATER-018	Giroux West Water Transmission Main			702,000						
WATER-019	Levasseur Water Transmission Main			789,800						
WATER-020	LockhartWater Transmission Main			175,500						
WATER Total				**1,667,300**						
SOLIDW										
SOLWA-002	Compost Transfer Site		227,000	273,000						
SOLIDW Total			**227,000**	**273,000**						
Growth Total		**500,000**	**227,000**	**2,159,300**						

2020 Utility Capital Funding

Charter No.	Charter Name	BUDGET	FGTF	Water Reserve	Wastewater Reserve	Storm Reserve	Solid Waste Reserve
STORM-002	STORM Infrastructure Rehab	3,105,000	987,000			2,118,000	
STORM-004	STORM Mgmt LOS	9,540,000				9,540,000	
STORM-007	Sediment and Erosion Control	1,616,000				1,616,000	
WASWT-001	WASTWT Rehab Prgm	268,000			268,000		
WASWT-002	WASTWT Household Service Replace	250,000			250,000		
WASWT-003	WASTWT Main Replacement	688,000			688,000		
WASWT-004	WASTWT Collection System LOS	490,000			490,000		
WATER-003	Water System Infrastructure Rehab	530,000		530,000			
WATER-004	Water Network LOS	2,440,000		2,440,000			
WATER-006	Pump Station and Reservoir Rehab Prgm	200,000		200,000			
RMR Total		**19,127,000**	**987,000**	**3,170,000**	**1,696,000**	**13,274,000**	
WASTW-021	Vac Truck	500,000			500,000		
GROWTH Total		**500,000**			**500,000**		
TOTAL		**19,627,000**	**987,000**	**3,170,000**	**2,196,000**	**13,274,000**	

2020 Utility Growth Capital Projects – Operating Impacts

Charter No.	Charter Name	2021 Capital Budget	2021	2022	2023
STORM-002	STORM Infrastructure Rehab	3,105,000			
STORM-004	STORM Mgmt LOS	9,540,000			
STORM-007	Sediment and Erosion Control	1,616,000	15,000	15,000	15,000
STORM Total		14,261,000	15,000	15,000	23,000
WASWT-001	WASTWT Rehab Prgm	268,000			
WASWT-002	WASTWT Household Service Replace	250,000			
WASWT-003	WASTWT Main Replacement	688,000			
WASWT-004	WASTWT Collection System LOS	490,000			
WASTW-021	Vac Truck	500,000	106,400	268,400	268,400
WASTEWTR Total		2,196,000	106,400	268,400	268,400
WATER-003	Water System Infrastructure Rehab	530,000			
WATER-004	Water Network LOS	2,440,000			
WATER-006	Pump Station and Reservoir Rehab Prgm	200,000			
WATER Total		3,170,000			37,500
Growth Total		19,627,000	121,400	283,400	328,900



Debt

The City's long-term debt relates to three significant projects - the first stages of Ray Gibbon Drive (originating in 2006), construction of Servus Credit Union Place (originating in 2006) and the Phase 3 North Interceptor (Originating in 2018). In 2019, The City took out an additional $2.0 Million against the Phase 3 North Interceptor project. In 2020, The City took out 2 additional debentures on Ray Gibbon Upgrades and North St. Albert Trail.

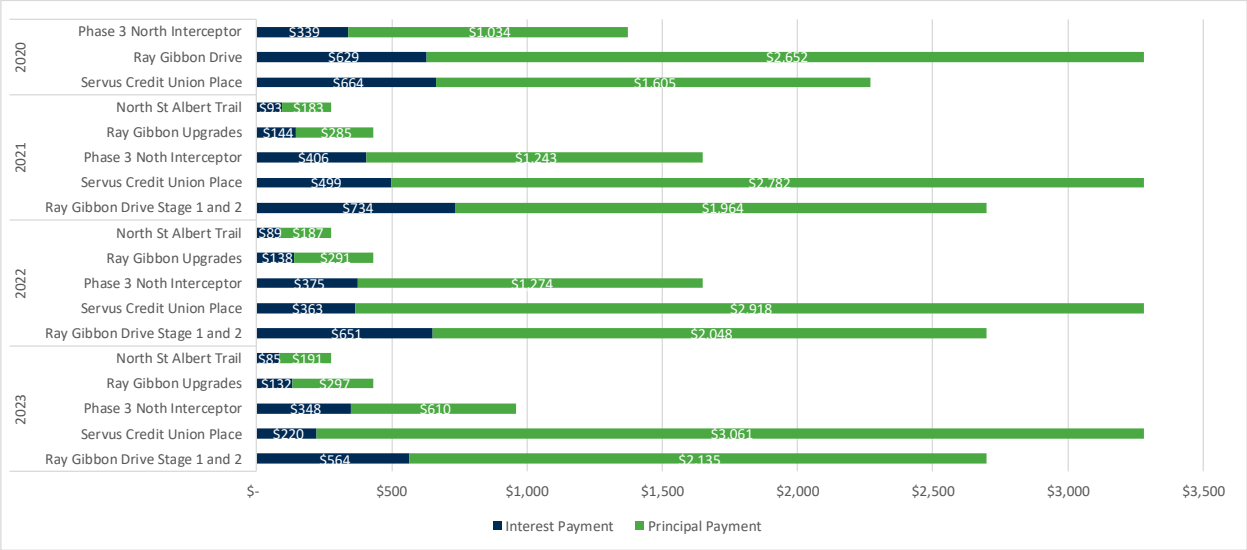
2020 – 2023 Debt

(In thousands of dollars)

	2020	2021	2022	2023
Debt Outstanding (as at December 31)				
Ray Gibbon Drive Stage 1 and 2	$ 13,337	$ 11,658	$ 9,902	$ 8,065
Servus Credit Union Place	11,077	8,295	5,378	2,317
Phase 3 North Interceptor	10,417	9,357	8,271	7,852
Ray Gibbon Upgrades	7,000	6,715	6,423	6,126
North St. Albert Trail	4,500	4,317	4,129	3,938
Total Debt Outstanding	$ 46,331	$ 40,342	$ 34,103	$ 28,297
Debt Payments				
Ray Gibbon Drive Stage 1 and 2	2,269	2,269	2,699	2,699
Servus Credit Union Place	3,281	3,281	3,281	3,281
Phase 3 North Interceptor	1,373	1,373	1,373	958
Ray Gibbon Upgrades	-	430	430	430
North St. Albert Trail	-	276	276	276
Total Debt Payments	$ 6,924	$ 7,630	$ 8,059	$ 7,645

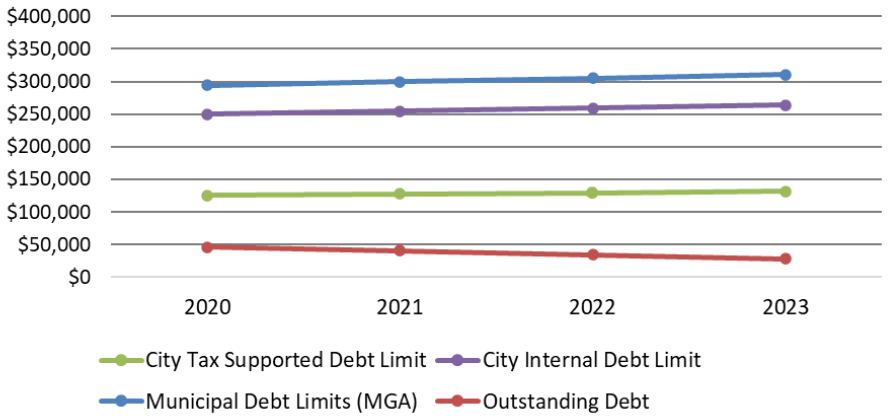
2020 – 2023 Interest and Principal Payments

(In thousands of dollars)



Debt Limit Versus Outstanding Debt

(In thousands of dollars)



The current debt outstanding is $46.3 million and the City Tax Supported Debt Limit of $125.1 million are well under the limits established by the Province of Alberta as well as the City's internal limits. This equates to current debt being only 16% of Provincial limits, 33% of City tax supported limit, and 14% of City Debt limit.

FUNCTION INFORMATION

STAFFING

Function	2019 Approved Positions	2020 Approved Positions	2021 Approved Positions	New Positions Approved
Executive Leadership	17.00	17.00	17.35	-
General Government	125.09	125.09	125.35	-
Community & Recreation Services	112.99	112.99	112.49	1.00
Emergency Services	161.62	172.62	178.62	6.00
Public Works & Transit	125.38	125.38	126.32	-
Planning & Engineering	61.00	61.00	58.00	-
Total Municipal	**603.08**	**614.08**	**618.13**	**7.00**
Utility Services	**54.20**	**54.20**	**58.15**	-
Total Full-Time Equivalent Staff	**657.28**	**668.28**	**676.28**	**7.00**

Note: New positions are filled as of April 1st.

Variations between 2020 and 2021 budgeted positions, other than the change in total full-time staffing, represent inter-departmental reallocations of personnel.

Changes in Staffing Levels for the 2021 Approved Budget include:

New Positions

1 Social Housing Coordinator, 5 Fire/Medics and 1 Fire/EMS Training Officer. For further details see page 59 - Municipal Business Cases

Changes in Function Staffing Levels

No changes were approved for the following functions:
Executive Leadership, General Government. Public Works & Transit, Planning & Engineering and Utility Services.

COUNCIL

Council is the City's governing body providing high level direction in the nature of:

- Developing corporate strategy and related policies
- Ensuring municipal powers are exercised appropriately; and
- Ensuring municipal duties and functions are fulfilled

Council Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$3	$3	$18	$4	$4	$4	$(14)
TOTAL	$3	$3	$18	$4	$4	$4	$(14)
EXPENDITURES							
Salaries, Wages & Benefits	$487	$564	$567	$567	$567	$567	$-
Contracted & General Services	138	154	166	153	153	153	13
Materials, Goods, Supplies & Utilities	37	34	49	35	35	35	14
Transfers To Organizations & Individuals	8	2	-	12	12	12	(12)
Other Expenditures	-	-	15	15	15	15	-
Transfers To/From Reserves	50	-	-	-	-	-	-
TOTAL	$720	$754	$797	$782	$782	$782	$15
NET	$(717)	$(751)	$(779)	$(778)	$(778)	$(778)	$1

SIGNIFICANT CHANGES

Revenue

$14 decrease due to one time funding received for Inter-City Forum.

Expense

$13 decrease in contracted and general services due to reductions in special events expenses.

$14 decrease in materials, goods, supplies and utilities due to expenses associated with one time funding for Inter-City forum.

$12 increase in transfers to organizations due to reduction in 2020 grants.

Note: Totals may not sum exactly due to rounding.

EXECUTIVE LEADERSHIP

Executive Leadership provide direct advice to Council and corporate leadership on all aspects of the municipal corporation including supporting Council in their governance role. This function funds the offices of the; Chief Administrative Officer (CAO), Deputy Chief Administrative Officer (DCAO), Intergovernmental Relations and Community Relations.

Executive Leadership Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Conditional Grants	$441	$465	$483	$440	$440	$440	$(43)
Other Revenue	38	-	-	-	-	-	-
Transfers To/From Reserves	-	-	1,037	-	27	-	(1,037)
TOTAL	$479	$465	$1,520	$440	$467	$440	$(1,080)
EXPENDITURES							
Salaries, Wages & Benefits	$1,073	$1,113	$2,201	$2,012	$2,034	$2,049	$189
Contracted & General Services	163	174	1,254	206	235	208	1,048
Materials, Goods, Supplies & Utilities	27	24	36	27	31	31	9
Other Expenditures	-	-	-	-	-	-	-
Transfers To/From Reserves	48	-	327	14	14	14	313
Transfers To/From Operations/Capital	4,258	4,678	4,349	4,349	4,349	4,349	-
TOTAL	$5,569	$5,989	$8,167	$6,608	$6,663	$6,651	$1,559
NET	$(5,090)	$(5,524)	$(6,647)	$(6,168)	$(6,196)	$(6,211)	$479

SIGNIFICANT CHANGES

Revenue

$43 thousand decrease in conditional grants due to one time Municipal Internship funding.

$1,037 thousand decrease in transfers from reserves due to one time funding for Service Level Review.

Expenses

$189 thousand decrease in salaries and wages due to allocation of vacant pool.

$1,048 thousand decrease in contracted and general expenses due to Service Level Review and Municipal Internship.

$313 thousand decrease in transfer to reserves due to one-time transfer of library savings to mitigate the 2020 financial impact of COVID-19.

Note: Totals may not sum exactly due to rounding.



GENERAL GOVERNMENT

Functional Overview

The General Government functional area provides strategic guidance, planning, advice and resources to Council and the corporation to support the City's initiatives today and in the future for the benefit of St. Albert.

The following departments are funded through this function:

- Legal & Legislative Services
- Economic Development
- Finance & Assessment
- Human Resources & Safety
- Strategic Services & Information Technology

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	LEGAL & LEGISLATIVE SERVICES	ECONOMIC DEVELOPMENT	FINANCE & ASSESSMENT	HUMAN RESOURCES & SAFETY	STRATEGIC SERVICES & IT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth					
2	**Economic Development:** Enhance business/commercial growth					
3	**Building a Transportation Network:** Integrated transportation systems					
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies					
5	**Housing:** Enhance housing options and social supports					
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities					

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	LEGAL & LEGISLATIVE SERVIVES	ECONOMIC DEVELOPMENT	FINANCE & ASSESSMENT	HUMAN RESOURCES & SAFETY	STRATEGIC SERVICES & IT
A.1	**Regional Collaboration**					
A.2	**Organizational Culture**					
A.3	**Mandated Service Requirements**					
A.4	**Business Process Improvements**					
A.5	**Service Enhancement Opportunities**					
A.6	**Smart City**					
A.7	**Social Programming**					

Resource Requests

The following resources have been approved to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
MEO E-Ticketing System (ITSV-016)	50,000	CC Growth Municipal	Approved

Change or Optimize Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
COSA Corporate Promotion	50,000	OBC Growth	Approved

No additional resources are recommended in these areas:

- Corporate Business Plan Implementation
- Long Term Plan Initiatives
- Existing In-Progress Initiatives
- Other Growth Initiatives

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$387	$487	$300	$313	$283	$283	$13
Penalties & Costs On Taxes	914	991	920	925	950	950	5
Licenses & Permits	819	854	878	828	846	868	(50)
Conditional Grants	2	46	-	-	-	-	-
Other Revenue	242	35	12	12	12	12	-
Transfers To/From Reserves	308	84	625	501	234	210	(124)
TOTAL	$2,672	$2,497	$2,735	$2,579	$2,325	$2,323	$(156)
EXPENDITURES							
Salaries, Wages & Benefits	$12,969	$13,122	$14,274	$14,295	$14,529	$14,743	$(21)
Contracted & General Services	3,594	4,289	5,636	5,004	5,005	5,064	632
Materials, Goods, Supplies & Utilities	357	399	399	520	487	452	(121)
Transfers To Organizations & Individuals	139	21	15	15	15	15	-
Other Expenditures	14	13	50	87	87	87	(37)
Transfers To/From Reserves	653	473	98	98	90	98	-
Transfers To/From Operations/Capital	69	89	-	-	-	-	-
TOTAL	$17,795	$18,406	$20,472	$20,019	$20,213	$20,459	$453
NET	$(15,123)	$(15,909)	$(17,737)	$(17,440)	$(17,888)	$(18,136)	$297

SIGNIFICANT CHANGES

Revenues:

$50 thousand decrease in Business licenses to align with historical and anticipated sales.

$124 thousand decrease in transfers from reserve due to one time Litigation expense offset partially by 2021 election costs.

Expenses:

$632 thousand decrease in contracted & general services due to reduction in learning & development, printing to mitigate the financial impact of COVID-19 and one time Litigation expense offset by a reallocation of expenses to materials, goods and supplies.

$121 thousand increase in materials, goods and supplies due to a reallocation of expenses from contracted & general services.

Note: Totals may not sum exactly due to rounding.



Lacombe Lake Park

COMMUNITY & RECREATION SERVICES

Functional Overview

The Community and Recreation Services functional area provides external services in the areas of culture, community, and social development as well as recreation and parks. The function also acts as the liaison for local boards and outside agencies such as the Arts and Heritage Foundation, St. Albert Seniors Centre, Community Services Advisory Board, Strategy and Mobilization (SAM) Committee and the Affordable Housing Advisory Board (in cooperation with the Planning department). The following departments are funded through this function:

- Community Services
- Recreation and Parks

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic priorities from the Corporate Business Plan.

#	COUNCIL STRATEGIC PRIORITY	COMMUNITY SERVICES	RECREATION & PARKS
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth		
2	**Economic Development:** Enhance business/commercial growth		
3	**Building a Transportation Network:** Integrated transportation systems		
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies		
5	**Housing:** Enhance housing options and social supports		
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities		

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	COMMUNITY SERVICES	RECREATION & PARKS
A.1	**Regional Collaboration**		
A.2	**Organizational Culture**		
A.3	**Mandated Service Requirements**		
A.4	**Business Process Improvements**		

#	ADMINISTRATIVE PRIORITIY	COMMUNITY SERVICES	RECREATION & PARKS
A.5	**Service Enhancement Opportunities**		
A.6	**Smart City**		
A.7	**Social Programming**		

Resource Requests

The following resources have been approved to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
RWP Meadowview Construction (RECR-050)	3,155,900	CC Growth Municipal	Approved
Oakmont Trail Phase 2 (RECR-045)	298,400	CC Growth Municipal	Approved
Neighbourhood Park Development (RECR-049)	2,039,600	CC Growth Municipal	Approved

Corporate Business Plan Implementation

ACTIVITY	$ REQUEST	SOURCE	STATUS
Social Housing Coordinator	82,000	OBC Growth	Approved

Change or Optimize Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
SAP Flag Poles (CULTR-033)	12,700	CC Growth Municipal	Approved

SERVICE	$ REQUEST	SOURCE	STATUS
Community Amenities Site Planning (RECR-065)	500,000	CC Growth Municipal	Approved

No additional resources are recommended in these areas:

- Long Term Plan Initiatives
- Existing In-Progress Initiatives
- Other Growth Initiatives

Community & Recreation Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$9,100	$8,934	$9,313	$4,597	$9,210	$9,208	$(4,716)
Interest Income	3	1	1	1	1	1	-
Rentals	2,817	2,865	2,899	2,296	2,886	2,886	(603)
Conditional Grants	1,660	1,657	1,559	1,536	1,512	1,512	(23)
Other Revenue	566	545	542	304	279	275	(238)
Transfers To/From Reserves	133	108	334	1	3	3	(333)
TOTAL	$14,279	$14,110	$14,648	$8,735	$13,891	$13,885	$(5,913)
EXPENDITURES							
Salaries, Wages & Benefits	$15,620	$16,226	$17,154	$14,140	$17,251	$17,418	$3,014
Contracted & General Services	2,145	2,353	2,474	1,864	2,337	2,324	610
Materials, Goods, Supplies & Utilities	3,326	3,455	3,614	3,005	3,821	3,858	609
Transfers To Organizations & Individuals	3,204	3,082	3,144	3,005	3,005	3,005	138
Bank Charges & Short Term Interest	109	108	98	59	98	98	40
Other Expenditures	200	219	205	210	215	215	(5)
Transfers To/From Reserves	351	440	429	130	173	173	299
Transfers To/From Operations/Capital	827	717	941	603	695	695	338
TOTAL	$25,782	$26,600	$28,059	$23,016	$27,595	$27,786	$5,043
NET	$(11,503)	$(12,490)	$(13,411)	$(14,281)	$(13,704)	$(13,901)	$(870)

SIGNIFICANT CHANGES

Revenue

$4,716 thousand decrease in sales and user fees due to reduced volume from COVID-19 with corresponding decrease in expenses.

$603 thousand decrease in rentals due to reduced volume from COVID-19 with corresponding decrease in expenses.

$238 thousand decrease other revenue due to a reduction in sponsorships due to COVID-19.

$333 thousand decrease in transfer to reserve due to one time funding for public art projects such as RWP West, Stephen Barr Memorial Sculpture, Repainting Alberta Grain Elevator projects not in 2021.

Expense

$3,014 thousand decrease in salaries & wages due to a reduction in casual wages due to reduced volume from COVID-19 offset by personnel costs due to moving building maintenance from Public Works to Rec and Parks.

$610 thousand decrease in contracted services due to reduced volume from COVID-19.

$609 thousand decrease in materials, goods, supplies and utilities due to reduced volume from COVID-19.

$299 thousand decrease in transfers to/from reserves due to one time reserve transfers not budgeted in 2021 and a reduction in refurbishment reserve transfers due to lower rentals and performances from COVID-19.

$338 thousand decrease in transfer from operations due to a reduction in internal transfers to reflect moving building maintenance from Public Works to Rec and Parks and reduced volume from COVID-19.

Note: Totals may not sum exactly due to rounding.



EMERGENCY SERVICES

Functional Overview

The Emergency Services functional area provides external services in the areas of fire and policing. The function is responsible for the delivery of essential programs and services that ensure the overall safety and security of residents.

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic priorities from the Corporate Business Plan.

#	COUNCIL STRATEGIC PRIORITY	EMERGENCY SERVICES
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	
2	**Economic Development:** Enhance business/commercial growth	
3	**Building a Transportation Network:** Integrated transportation systems	
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	**Housing:** Enhance housing options and social supports	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	EMERGENCY SERVIVES
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	
A.4	**Business Process Improvements**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	
A.7	**Social Programming**	

Resource Requests

The following resources have been approved to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
Emergency Services Fire/Medic Personnel	682,900	OBC Growth	Approved
Key Lock Box System (FIRE-028)	47,800	CC Growth Municipal	Approved

SERVICE	$ REQUEST	SOURCE	STATUS
Emergency Operations Centre	972,800	CC Growth Municipal	Approved

No additional resources are recommended in these areas:

- Corporate Business Plan Implementation
- Change or Optimize Service Levels
- Long Term Plan Initiatives
- Existing In-Progress Initiatives
- Other Growth Initiatives

Emergency Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$1,296	$1,209	$1,222	$1,232	$1,232	$1,232	$10
Licenses & Permits	365	416	322	396	396	396	74
Fines	3,513	3,860	2,825	2,825	2,825	2,825	-
Rentals	24	24	24	24	24	24	-
Conditional Grants	1,566	1,767	1,547	1,562	1,562	1,562	15
Other Revenue	2,684	2,686	2,803	2,803	2,803	2,803	-
Transfers To/From Reserves	-	369	32	-	-	-	(32)
TOTAL	$9,448	$10,331	$8,775	$8,842	$8,842	$8,842	$67
EXPENDITURES							
Salaries, Wages & Benefits	$21,044	$22,827	$22,873	$23,815	$24,251	$24,509	$(942)
Contracted & General Services	1,761	1,805	1,737	1,744	1,748	1,748	(7)
Purchases From Other Governments	9,898	8,812	10,301	10,610	10,928	10,928	(309)
Materials, Goods, Supplies & Utilities	790	830	1,060	1,025	1,000	1,005	35
Bank Charges & Short Term Interest	4	3	4	4	4	4	-
Other Expenditures	955	1,061	1,354	1,496	1,516	1,535	(142)
Transfers To/From Reserves	149	1,426	138	135	135	135	3
Transfers To/From Operations/Capital	-		-	-	-	-	-
TOTAL	$34,601	$36,764	$37,467	$38,829	$39,582	$39,864	$(1,362)
NET	$(25,153)	$(26,433)	$(28,692)	$(29,987)	$(30,740)	$(31,022)	$(1,295)

SIGNIFICANT CHANGES

Revenue

$74 thousand increase in licenses & permits due to increased volume in dog licenses.

Expenses

$942 thousand increase in salaries and benefits due to annualization of salary costs and 6 new hires.

$309 thousand increase in purchases from other governments due to an increase in the per member rate in the RCMP contract.

$142 thousand increase in other expenditures due to equipment charges for Emergency Services vehicles.

Note: Totals may not sum exactly due to rounding.



PUBLIC WORKS & TRANSIT

Functional Overview

The Public Works and Transit functional area ensures that St. Albert residents are proud of our parks, facilities and roads through quality infrastructure management and through professional, courteous and efficient service. The Public Works and Transit function also provides safe, reliable local and commuter transportation to residents.

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	PUBLIC WORKS & TRANSIT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	
2	**Economic Development:** Enhance business/commercial growth	
3	**Building a Transportation Network:** Integrated transportation systems	
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	**Housing:** Enhance housing options and social supports	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	PUBLIC WORKS & TRANSIT
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	

#	ADMINISTRATIVE PRIORITIY	PUBLIC WORKS & TRANSIT
A.4	**Business Process Improvements**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	
A.7	**Social Programming**	

Resource Requests

No additional resources are being funded in this functional area at this time.

Public Works & Transit Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$4,604	$4,420	$4,694	$2,368	$4,745	$4,740	$(2,326)
Licenses & Permits	20	17	24	24	24	24	-
Rentals	522	1,040	983	967	967	967	(16)
Unconditional Grants	-	-	-	-	-	-	-
Conditional Grants	121	132	117	117	117	117	-
Other Revenue	89	(73)	-	-	-	-	-
Materials, Goods, Supplies & Utilities	461	461	461	461	461	461	-
Other Expenditures	4,892	5,183	6,191	6,662	6,821	6,909	471
Transfers To/From Reserves	51	32	31	-	-	-	(31)
Transfers To/From Operations/Capital	347	333	333	333	333	333	-
TOTAL	$11,107	$11,545	$12,834	$10,932	$13,468	$13,551	$(1,902)
EXPENDITURES							
Salaries, Wages & Benefits	$13,375	$14,118	$13,423	$13,526	$13,764	$13,845	$(103)
Contracted & General Services	12,808	13,610	14,425	14,346	14,404	14,426	79
Materials, Goods, Supplies & Utilities	6,425	6,335	6,894	6,374	6,895	6,938	520
Other Expenditures	3,033	3,162	3,697	3,867	3,917	3,967	(170)
Transfers To/From Reserves	1,954	3,024	2,757	2,834	2,935	2,935	(77)
Transfers To/From Operations/Capital	(1,225)	(999)	(1,178)	(858)	(951)	(951)	(320)
TOTAL	$36,370	$39,250	$40,017	$40,089	$40,964	$41,160	$(71)
NET	$(25,263)	$(27,705)	$(27,184)	$(29,157)	$(27,496)	$(27,609)	$(1,973)

SIGNIFICANT CHANGES

Revenues:

$2,326 thousand decrease in transit sales & user fees due to reduced volume from COVID-19 with corresponding decrease in expense.

$471 thousand increase in other expenditures for garage recoveries which reflects updated equipment charge usage and rates.

Expenses:

$103 thousand increase in salaries, wages due to annualization of salary costs.

$79 thousand decrease in contracted & general services from Transit contracts due to reduced volume from COVID-19, offset by reallocation of corporate lease costs from Corporate Finance, Transit maintenance costs for Smart Fare, and increased Insurance premiums.

$520 thousand decrease in materials, goods & supplies from Transit gas and vehicle maintenance due to reduced volume from COVID-19, offset by higher Public Works equipment maintenance.

$170 thousand increase in other expenditures to reflect updated equipment charge usage rates.

$77 thousand increase in transfers to reserve due to increase to PW Replacement Reserve for Vacuum Truck.

$320 thousand decrease in transfer from operations due to elimination of interdepartmental transfer with Servus.

Note: Totals may not sum exactly due to rounding.



PLANNING & ENGINEERING SERVICES

Functional Overview

The Planning and Engineering functional area, a key contributor in assisting the community in achieving the strategies within the City of St. Albert Strategic Plan that focuses around the Built Environment and Service Delivery Strategy.

The Engineering Services and Planning and Development departments work closely together to manage the City's growth and sustainability. This includes monitoring the quality and safety of buildings, land developments and public infrastructure. Programs delivered through the Utilities and Environment department support environmental stewardship both for the corporation and the community.

The following departments are funded through this function:

- Engineering Services
- Planning & Development
- Utilities & Environment

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth			
2	**Economic Development:** Enhance business/commercial growth			
3	**Building a Transportation Network:** Integrated transportation systems			
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies			
5	**Housing:** Enhance housing options and social supports			
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities			

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
A.1	**Regional Collaboration**			

#	ADMINISTRATIVE PRIORITIY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
A.2	**Organizational Culture**			
A.3	**Mandated Service Requirements**			
A.4	**Business Process Improvements**			
A.5	**Service Enhancement Opportunities**			
A.6	**Smart City**			
A.7	**Social Programming**			

Resource Requests

The following resources have been approved to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Corporate Business Plan Implementation

ACTIVITY	$ REQUEST	SOURCE	STATUS
Land Use Bylaw Update (PLAN-005)	465,800	CC Growth Municipal	Approved
Lakeview/Badger Lands ASP (PLAN-006)	400,000	CC Growth Municipal	Approved
Intersection Enhancements (ENGS-054)	1,805,000	CC Growth Municipal	Approved
Traffic Calming Strategies (ENGS-058)	513,000	CC Growth Municipal	Approved

ACTIVITY	$ REQUEST	SOURCE	STATUS
Active Transportation Plan (ENGS-068)	1,100,000	CC Growth Municipal	Approved
ITS Strategy Implementation (ENGS-069)	498,000	CC Growth Municipal	Approved
RR260 Community Amenities & Lakeview Business District Service (ENGS-079)	22,342,900	CC Growth Debt	Approved

Long-Term Plan Initiatives

SERVICE	$ REQUEST	SOURCE	STATUS
Smart Facility Monitoring (CSS-007)	80,800	CC Growth Municipal	Approved

Growth Initiatives

SERVICE	$ REQUEST	SOURCE	STATUS
Solar Photovoltaics Program (ENV-002)	1,500,000	CC Growth Municipal	Approved

No additional resources are recommended in these areas:

- Maintain Services
- Change or Optimize Service Levels
- Existing In-Progress Initiatives

Planning & Engineering Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$1,267	$1,334	$1,170	$1,170	$1,170	$1,170	$-
Licenses & Permits	1,448	1,450	2,050	2,050	2,050	2,050	-
Conditional Grants	63	14	-	-	-	-	-
Other Revenue	144	23	16	16	16	16	-
Transfers To/From Reserves	-	-	620	-	-	-	(620)
TOTAL	$2,922	$2,821	$3,856	$3,236	$3,236	$3,236	$(620)
EXPENDITURES							
Salaries, Wages & Benefits	$6,963	$7,382	$7,301	$7,434	$7,506	$7,555	$(133)
Contracted & General Services	745	732	835	715	715	715	120
Materials, Goods, Supplies & Utilities	2,455	2,753	2,732	2,842	2,845	2,848	(110)
Transfers To Organizations & Individuals	-	-	8	33	33	33	(25)
Bank Charges & Short Term Interest	39	26	40	32	34	34	8
Other Expenditures	100	99	715	117	119	121	598
Transfers To/From Reserves	266	131	-	-	-	-	-
Transfers To/From Operations/Capital	(47)	(127)	-	-	-	-	-
TOTAL	$10,521	$10,996	$11,631	$11,173	$11,252	$11,306	$458
NET	$(7,599)	$(8,175)	$(7,775)	$(7,937)	$(8,016)	$(8,070)	$(162)

SIGNIFICANT CHANGES

Revenue:

$620 thousand decrease in transfer from reserves to do one time funding for Sturgeon Annexation payment.

Expenses:

$133 thousand increase in salaries, wages and benefits due to allocation from vacant pool and annualization of salary costs.

$120 thousand decrease in contracted and general services to mitigate the financial impact of COVID-19.

$110 thousand increase in materials, good and supplies based on anticipated increase in electricity charges.

$598 thousand decrease in other expenditures due to one time funding for Sturgeon Annexation payment.

Note: Totals may not sum exactly due to rounding.

CORPORATE FINANCING

Corporate Financing function supports required debt payments, provides contributions to municipal capital reserves and projects it also includes common corporate revenues and expenses such as interest income, and bank fees.

Corporate Financing Function

(In Thousands of Dollars)
FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Property Taxes (Net Municipal)	$228	$128	$250	$200	$200	$200	$(50)
Sales & User Fees	4,533	4,370	4,352	4,229	4,307	4,307	(123)
Franchise & Concession Contracts	2,316	4,108	5,278	6,176	6,174	6,361	898
Interest Income	5,268	5,515	5,500	4,600	4,600	4,600	(900)
Rentals	24	19	6	6	6	6	-
Conditional Grants	-	-	-	-	-	-	-
Other Revenue	55	244	35	132	32	32	97
Transfers To/From Reserves	-	-	-	2,302	302	302	2,302
Transfers To/From Operations/Capital	-	-	-	-	-	-	-
TOTAL	$12,424	$14,384	$15,421	$17,645	$15,622	$15,808	$2,224
EXPENDITURES							
Property Taxes (Net Municipal)	$83	$6	$-	$-	$-	$-	$-
Salaries, Wages & Benefits	1,671	517	-	-	-	-	-
Contracted & General Services	799	779	815	224	614	767	591
Materials, Goods, Supplies & Utilities	-	-	-	-	(45)	(100)	-
Transfers To Organizations & Individuals	88	89	122	123	124	124	(1)
Bank Charges & Short Term Interest	3,256	3,666	3,380	2,840	2,840	2,840	540
Debenture Interest	1,665	1,464	1,293	1,334	1,110	876	(41)
Other Expenditures	56	36	605	1,121	2,844	4,526	(516)
Transfers To/From Reserves	11,789	12,224	11,809	13,227	15,129	15,129	(1,418)
Transfers To/From Operations/Capital	-	-	137	-	-	-	137
Principal Repayments	4,302	4,502	4,257	5,002	5,226	5,460	(745)
TOTAL	$23,709	$23,283	$22,418	$23,871	$27,842	$29,622	$(1,453)
NET	$(11,285)	$(8,899)	$(6,997)	$(6,226)	$(12,221)	$(13,814)	$771

SIGNIFICANT CHANGES

Revenues:

$123 thousand decrease in sales & user fees from utility administration fee based on projected corporate assumptions.

$898 thousand increase in franchise fees due to increase in local access fee.

$900 thousand decrease in interest income based on rates and investment base.

$97 thousand increase in other revenue due to one time funding for TELUS 5G.

$2,302 increase in transfer from reserves for one time funding to stabalize the 2021 tax increase and debt payments on North St. Albert Trail.

Expenses:

$591 thousand decrease in contracted & general services due to reallocation of leases to PW department.

$540 thousand decrease in bank charges & short term interest due based on rates and forecasted reserve and deferred revenue balances.

$516 thousand increase in other expenditures for Corporate Contingency.

$1,418 thousand increase in transfer to reserves due to approved 1.5% increase for Infrastructure Funding Strategy.
$137 thousand decrease in transfer from operations due to transfer of 2020 approved grant programs to reserve to mitigate the financial impact of COVID-19.

$745 thousand increase in principal repayments related to new debt.

Note: Totals may not sum exactly due to rounding.



UTILITY SERVICES

Functional Overview

The Utility Services functional area provides water, wastewater, storm water, garbage collection and disposal, compost and recycling services for residents of St. Albert. The Utility Services function also ensures that the City's Utilities infrastructure is developed and maintained in a cost-effective manner consistent with regulated safety and environmental standards.

The following departments are funded through the Utility Services Function:

- Water
- Wastewater
- Storm
- Solid Waste Management

The following is an overview of the proposed work to be undertaken by the function between 2021-2023. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	UTILITY SERVICES
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	
2	**Economic Development:** Enhance business/commercial growth	
3	**Building a Transportation Network:** Integrated transportation systems	
4	**Infrastructure Investment:** Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	**Housing:** Enhance housing options and social supports	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

#	ADMINISTRATIVE PRIORITIY	UTILITY SERVICES
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	
A.4	**Business Process Improvements**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	

#	ADMINISTRATIVE PRIORITIY	UTILITY SERVICES
A.7	**Social Programming**	

Resource Requests

The following resources have been identified to pursue the implementation of the Strategic Plan and other key business and service delivery areas:

Corporate Business Plan Implementation

ACTIVITY	$ REQUEST	SOURCE	STATUS
Vac Truck (WASTW-021)	500,000	CC Growth Utility	Approved

Utilities Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2018 Actuals	2019 Actuals	2020 Revised Budget	2021 Approved Budget	2022 Planned Budget	2023 Planned Budget	2020 - 2021 Variance
REVENUES							
Sales & User Fees	$38,508	$38,059	$38,809	$40,552	$41,646	$42,401	$1,743
Penalties & Costs On Taxes	141	217	275	275	275	275	-
Conditional Grants	20	16	-	-	-	-	-
Other Revenue	64	67	40	40	40	40	-
Transfers To/From Reserves	433	849	690	1,373	1,373	682	683
TOTAL	$39,166	$39,208	$39,814	$42,240	$43,333	$43,398	$2,426
EXPENDITURES							
Salaries, Wages & Benefits	$5,158	$5,621	$5,462	$5,607	$5,801	$5,825	$(145)
Contracted & General Services	8,270	8,785	9,073	9,044	9,123	9,122	29
Purchases From Other Governments	11,154	11,105	11,566	12,915	13,428	13,823	(1,349)
Materials, Goods, Supplies & Utilities	1,004	932	1,045	1,095	1,099	1,107	(50)
Bank Charges & Short Term Interest	2	1	2	1	1	1	1
Debenture Interest	253	309	301	313	286	263	(12)
Other Expenditures	887	959	1,193	1,343	1,543	1,676	(150)
Transfers To/From Reserves	11,687	10,533	10,110	10,181	10,285	10,480	(71)
Transfers To/From Operations/Capital	423	545	681	681	681	682	-
Principal Repayments	180	369	381	1,060	1,086	419	(679)
Funds Acquired Closeout	148	49	-	-	-	-	-
TOTAL	$39,166	$39,208	$39,814	$42,240	$43,333	$43,398	$(2,426)
NET	-	-	-	-	-	-	-

SIGNIFICANT CHANGES

Revenues:

$1,743 thousand increase in sales and user fees primarily due to increased rates for the purchase of water and wastewater treatment.

$683 thousand increasese in transfer from reserves to fund debt payments on North St. Albert Trail.

Expenses:

$145 thousand increase in salaries, wages and benefits for solid waste staffing support and Utility Contingency adjustments.

$1,349 thousand increase in purchases form other governments due to increases in water purchase and wastewater treatment costs.

$50 thousand increase in materials, goods, supplies and utilities due to increases in electricity and natural gas costs.

$150 thousand increase in other expenditures to reflect updated equipment charge usage rates and Utility Contingency.

$679 thousand increase in principal repayments for Project 9.

Note: Totals may not sum exactly due to rounding.

APPENDICES

ACRONYMS

ASP	Area Structure Plan
BMTG	Basic Municipal Transportation Grant
BMX	Bicycle Motocross
CAO	Chief Administrative Officer
CC	Capital Charter
COMS	Community Services
CSS	Corporate Strategic Services
CULTR	Cultural Services
CUPE	Canadian Union of Public Employees
DARP	Downtown Area Redevelopment Plan
DCAO	Deputy Chief Administrative Officer
ENGS	Engineering Services
ENV	Environment
FCSS	Family and Community Support Services
FGTF	Federal Gas Tax Fund
FIRE	Fire Services
FOIP	Freedom of Information and Protection of Privacy
FTE	Full-time Equivalent
GFOA	Government Finance Officer's Association
GIS	Geographic Information System
HR	Human Resources
ITSV	Innovation & Technology Services
LOS	Level of Service
MFR	Medical First Response
MGA	Municipal Government Act
MSI	Municipal Sustainability Initiative

OBC	Operating Business Case
OSL	Offsite Levy
PAYG	Pay-As-You-Go
PLAN	Planning and Development
POLI	Policing Services
PW	Public Works
RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RMR	Repair, Maintain, Replace
SAM	Strategy and Mobilization
SAP	St. Albert Place (City Hall)
SCADA	Supervisory Control and Data Acquisition
SERV	Servus Place (Recreation Facility)
SOLWA	Solid Waste
TMP	Transport Master Plan
TRAN	Transit
UTIL	Utility Services
WASTW	Wastewater

GLOSSARY

Accrual Accounting - This method of accounting recognizes revenues as they are earned and measurable and expenditures as they are incurred and measurable as the result of receipt of goods or services and the creation of a legal obligation to pay, as opposed to waiting until cash is received or spent (Cash Accounting).

Approved Budget - The final budget passed by City Council with detail adjusted by departments to show how they will operate within the departmental and fund numbers approved in that budget.

Actual - Actual, as opposed to budgeted, revenues and expenditures for the fiscal year indicated.

Amortization – Amortization is the write-off of an asset over its expected period of use.

Assessment - A value that is established for real property for use as a basis for levying property taxes.

Assessment Growth - Revenue derived from new construction and development activity within the municipality, including both residential and non-residential development.

Balanced Budget - Budgeted expenditures and transfers to funds are equal to budget revenues and transfers from funds.

Base Budget - The initial budget that provides for the existing levels of service in the current year.

Budget - A financial plan for a specific period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.

Budget Timeline - The schedule of key dates which the City follows in the preparation and adoption of the budget.

Budget Document - The official written statement prepared by staff which presents the budget to Council.

Business Case - A business case introduces a new initiative identified by a department that requires new funding. A business case can be of an Operating or Capital budget nature.

Capital Assets - Is a long-term asset that is not purchased or sold in the normal course of business. Generally, it includes fixed assets.

Capital Budget - A plan of proposed expenditures and financing of constructing, acquiring or improving new or existing facilities and equipment, and of items which substantially increase the estimated service lives of existing facilities and equipment. These expenditures are financed through sources other than the Operating Budget and do not include costs for normal repairs and maintenance of facilities.

Capital Expenditures - Expenditures of a non-operating or maintenance nature such as costs to acquire equipment, land, buildings, and costs associated with new infrastructure or improvements to existing infrastructure.

Capital Plan - Also referred to as 10 Year Capital Plan. A comprehensive 10 Year corporate plan which identifies the capital project expenditures for the city.

Capital Projects/Charter - Is any undertaking with a defined starting point and defined objectives by which completion is identified, and is of a non-recurring nature, with a cost of $10,000 or more and an estimated service life of five years or more. These costs are financed through sources of financing other than the Operating Budget and do not include costs for normal repairs and maintenance of facilities.

City - The Corporate name of the City of St. Albert.

Contributed Assets - Donated assets from external third parties and generally result from development of new sites where developers have completed the base infrastructure and the assets are then turned over to the City.

Debenture - A form of long-term corporate debt that is not secured pledging of specific assets.

Debt Payment - Principle and interest payments necessary to retire debentures issued for the City of St. Albert

Deficit - Excess of expenditure over revenue, loss in business operations.

Expenditure - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.

Fees and Charges - A source of revenue generated by the activities, works, or facilities undertaken, provided by, or on behalf of the City.

Fiscal Year - A twelve-month accounting period used for recording financial transactions. The City of St. Albert's fiscal year is from January 1st to December 31st.

Forecast - The projection of revenues and expenditures for future years.

Franchise Fee - A fee charged to a privately-owned utility for the ongoing use of City property.

Full-time Equivalent (FTE) - Represents the hours one full-time employee would work in a year.

Functions/Departments - Part of the City's organization structure. Functions are the highest level of grouping and departments are sections under the function. (i.e. Function – General Government, Department – Finance & Assessment)
Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific activity.

Fund Balance - The excess of a fund's assets over its liabilities, generally called a reserve. A negative balance is sometimes called a deficit.

Generally Accepted Accounting Principles (GAAP) - Nationally recognized uniform principles, standards, and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity.

Grant - A contribution from a level of government to support a particular function, service, or program.

Infrastructure - Facilities and improvements such as: buildings, roads, sidewalks, storm drainage, waterworks, and sanitary sewer systems.

Liabilities - The financial obligations the City has to others.

Long-Term Debt - Debt with a maturity date of more than one year after the date of issuance. City debt is issued by debenture through the Alberta Capital Finance Authority generally for a term of five to fifteen years.

Municipal Government Act (MGA) - Provincial legislation that provides authority for municipal expenditure and revenue collection.

Operating Budget - Estimated expenditure and revenues related to current operations approved by City Council for the period January 1 - December 31 each year. A budget that provides funding to departments for their recurring operating costs, such as, salaries, utilities and supplies and general revenues.

Operating Expenses - The cost for personnel, internal equipment, materials, contract services, and transfers required for a department to function.

Operating Revenue - Funds the City receives as income to pay for ongoing operations. It includes such items as taxes, fees and charges from specific services, interest earnings, and grant revenues.

Pay-As-You-Go Capital - Capital expenditures that are financed from current year taxation revenues.

Property Taxation - The process by which the City obtains the required funds to pay for the Operating and Capital expenditures of any given year not funded from another source. This is provided by a levy on each property of various classes within the municipality.

Province - The Province of Alberta.

Reserve Fund - Assets segregated and restricted to meet the purpose of the reserve fund. They may be either obligatory (created whenever a ruling requires revenues received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project for which it has authority to spend money).

Revenue - Sources of income financing the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.

Servus Credit Union Place (Servus Place) - a recreation facility that opened in September 2006.

StATracker – an online dashboard provides residents with a collection of performance indicators to increase transparency and inform residents of the City's performance.

Surplus - The difference in a fund that represents the current year's excess of revenues over expenditures.

Tax Levy - The property taxation funding, raised through taxes.

Tax Rate - The rate levied on real property according to assessed property value and class.

User Fees - The amount of revenue generated from the imposition of charges for the use of municipal facilities or services by an individual or group and not the city at large.

Utility - The city owns four utilities: water, wastewater (sewer), storm sewer, and waste. These utilities pay for themselves through a separate revenue structure specific to each one that pays for their respective operating costs, debt servicing costs, and capital projects not funded from other sources.

APPROVED 2021 BUDGET

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