





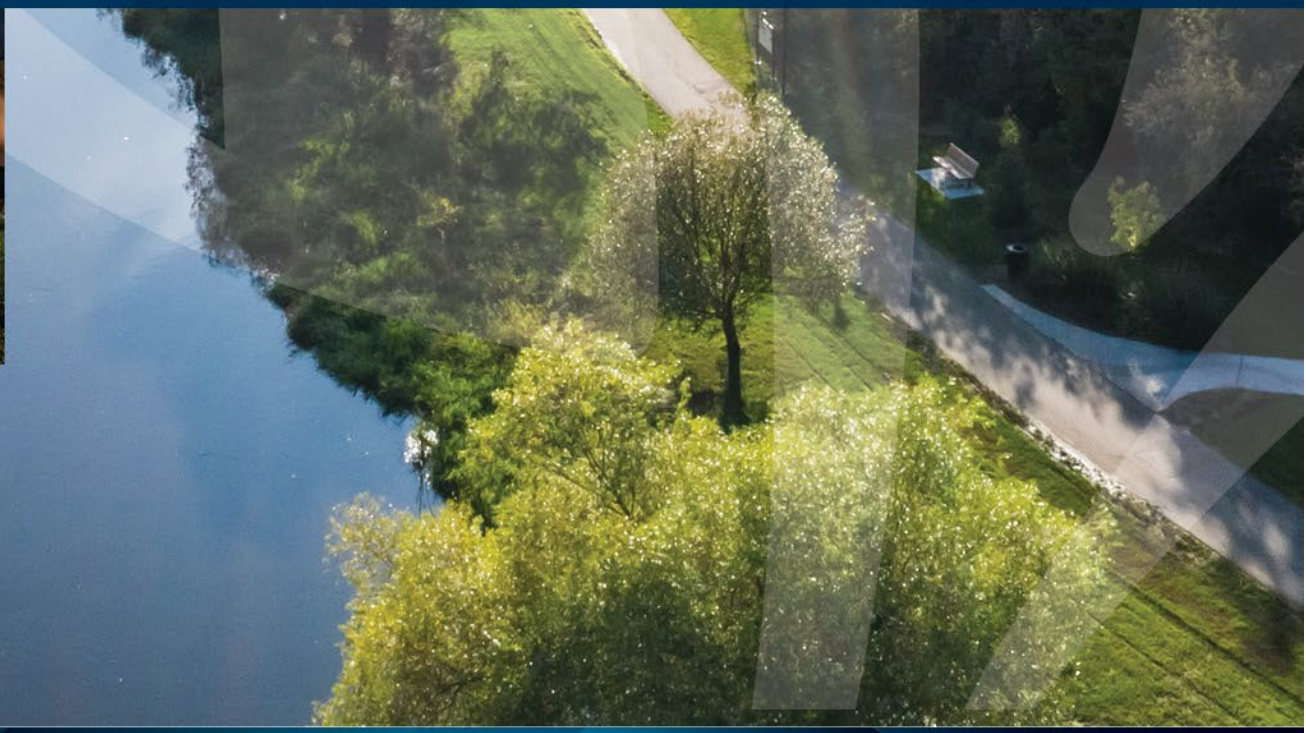
PROVINCE OF ALBERTA

ANNUAL REPORT
CITY OF ST. ALBERT

FOR THE YEAR ENDED
DECEMBER 31,

2023





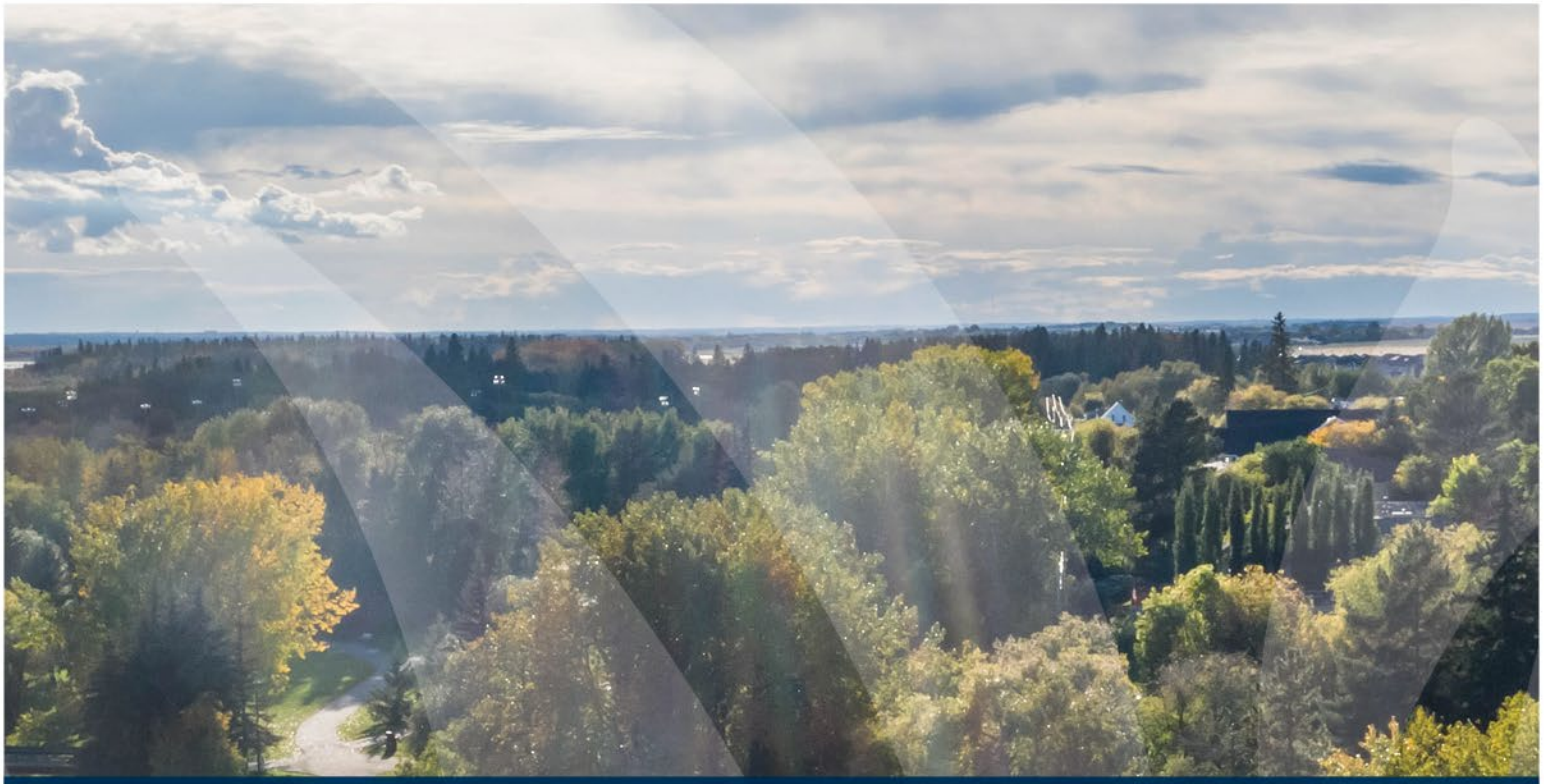
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City of St. Albert
Cultivate Life

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City of St. Albert, Alberta, Canada
2023 Annual Report, for the year ended December 31, 2023
Prepared by: Communications & Public Affairs and Financial & Strategic Services

City of St. Albert
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Land Acknowledgement

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.

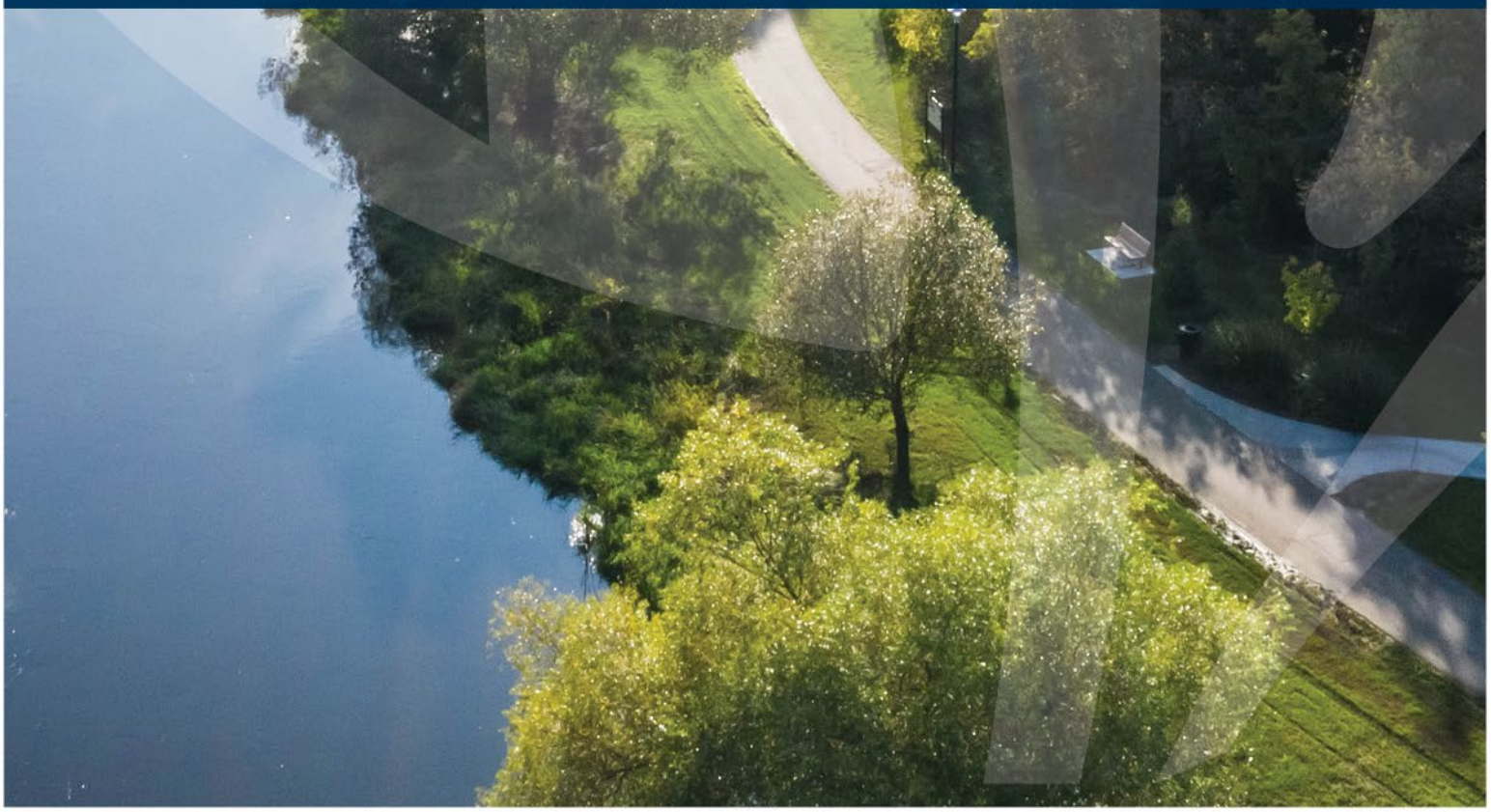


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Introduction

Woodlands Area

The City of St. Albert is pleased to present its 2023 Annual Report, which provides an overview of the City's accomplishments. These accomplishments are based on the City of St. Albert Council Strategic Plan outlined in the report and the City's audited financial statements.

The Annual Report is divided into two sections:

Introductory Section – includes messages from the Mayor and Chief Administrative Officer and provides an overview of the City of St. Albert, including its city profile and government structure. This section also includes the Year in Review, an overview of key corporate activities and accomplishments based on the City of St. Albert Council Strategic Plan. Finally, it includes the Financial Statement Discussion and Analysis which provides the Management and Auditor Reports and presents the audited financial statements including related notes and schedules. A discussion and analysis of the financial statements is also included to enhance the reader's understanding of the City's fiscal results and overall condition.

Statistical Section – provides a summary of various financial and general statistics.

MESSAGE FROM THE MAYOR



On behalf of Council, I would like to express how proud we are to serve the community and work with Administration to deliver over 150 programs and services that matter most to residents. Council's four-year strategic plan and five priority areas continued to guide decision-making and position St. Albert for long-term growth, community well-being and financial sustainability.

In terms of **Economic Prosperity,** our City took important steps in positioning for future growth, with substantial progress made on our Land Use Bylaw update, as well as advancing Lakeview Business District. Significant development was made on the St. Albert West Area Structure Plan that will help inform future decision-making to enable the build-out of Lakeview Business District and ultimately create new jobs in our municipality and diversify the tax-base. Also critical to our success in these areas was the completion of our Investment Attraction Strategy, which will be used to continue to make St. Albert one of the best communities in Canada to live and invest in.

Our Council continues its support for **Downtown Vibrancy** with the approval of the Business Improvement Area. The newly established committee will focus on the success of businesses downtown and create additional economic value within the downtown area. The Downtown Area Redevelopment Plan update entered its final stages and will be implemented in 2024. Council approved moving forward with the next steps required that will lead to the design and construction phases for Millennium Park, which will help to strengthen the vibrancy of our city's downtown in the future.

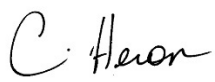
In 2023, we also took important steps in advancing **Community Well-Being,** as work continues with Homeland Housing and government partners on the pre-application review for the proposed Mixed Market Housing Development at 22 St. Thomas Street. Administration also made significant progress with the completion of stakeholder engagement for the Youth Transitional Housing Feasibility Study and Community Social Needs Assessment. These projects are important pieces in responding to changing demographics, and in fostering a welcoming and inclusive community.

Work continues to **Adapt to a Changing Natural Environment** with the completion of the City's Green Environment Strategy that will guide operational decisions with its implementation over the coming years. The City also implemented community energy efficiency programs and participated in a regional Climate Risk and Vulnerability Assessment to be better equipped to adapt to adverse weather events and conditions. Successful funding was received through the Municipal Climate Change Action Centre's Electrical Vehicle Charging program, and the City opened 24 electric car charging stations across St. Albert.

We continue to improve efficiency in City service delivery and planning long-term to support our **Financial Sustainability.** A Debt Strategy Video was launched to inform residents on the role debt strategy plays in supporting large-scale projects as Administration prepares recommendations for updates to the Debt Management Policy. Council approved the Internal Audit Steering Committee Bylaw to establish clear roles and responsibilities of the Committee and introduce risk-based internal audit practice with a multi-year audit plan informed by the

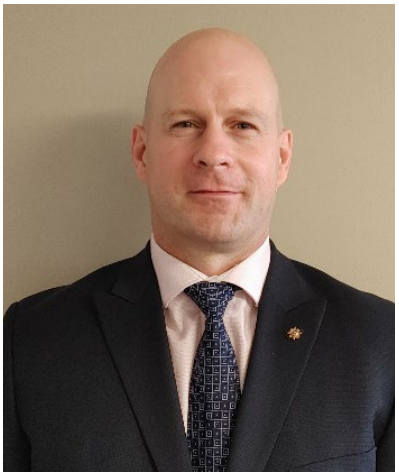
Corporate Risk Register. We have also made great progress on implementing recommendations of the operational and fiscal review to continue to optimize programs and services and improve efficiencies across the organization.

I am proud of the progress we made and the foundation we continued to establish to ensure short and long-term plans for our community. I look forward to continuing to work with residents, the business community and Administration as we continue to make the best decisions for our St. Albert's vibrant future.



CATHY HERON
Mayor, City of St. Albert
The Botanical Arts City

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



On behalf of City of St. Albert Administration, I am pleased to present the 2023 Annual Report. The report details our overall budget and provides updates on our initiatives and accomplishments.

Enabling St. Albert's growth and evolution in 2023, our organization advanced key priorities in the four-year Corporate Business Plan to implement Council's Strategic Plan. Concurrently, we advanced the Organizational Excellence priorities to continue to build a strong organizational foundation for all we do. We focused on improving operational efficiencies, prioritizing efforts and improving financial sustainability with future growth in mind. We also continued our efforts to optimize effective use of our resources and judiciously adding capacity to some key service areas ensuring continued delivery of high-quality programs and services that are important to our residents and businesses.

City Administration maintained focus on advancing the development of the Lakeview Business District and associated land-use plans that are important to the City's economic and employment growth as well as assessment diversification. We also made strides with enhancing downtown vibrancy, supporting the establishment of a downtown Business Improvement Area and refreshing the Downtown Area Redevelopment Plan. Council and Administration worked to facilitate appropriate agreements to enable Homeland Housing's proposal for 22 St. Thomas Street. This included deliberate advocacy efforts to other orders of government, with this project anticipated to add future vibrancy to the downtown core and has the potential to increase the affordable housing supply. To support long-term financial sustainability, the current Debt Management Policy is under review with revisions being made to reflect the changing needs of our growing city. Administration also completed the Green Environment Strategy that will be implemented over the next five years and guide future operational activities that support environmental initiatives.

Our employees are incredibly important in planning and delivering City services, including maintaining infrastructure and fostering a safe and healthy community. We continue to implement our Organizational Excellence priorities that stem from five specific focus areas: our people – our team, planning and prioritizing, digital transformation, operational performance and residents/customers. These priority areas and related initiatives will ensure that we continue to develop a strong organizational foundation to enable and support delivery of services to the community now and in the future. In 2023 we made progress by initiating work on our organizational strategy, advancing workforce and succession planning, streamlining and automating processes to create efficiencies, and implementing a new automated payroll system for employees.

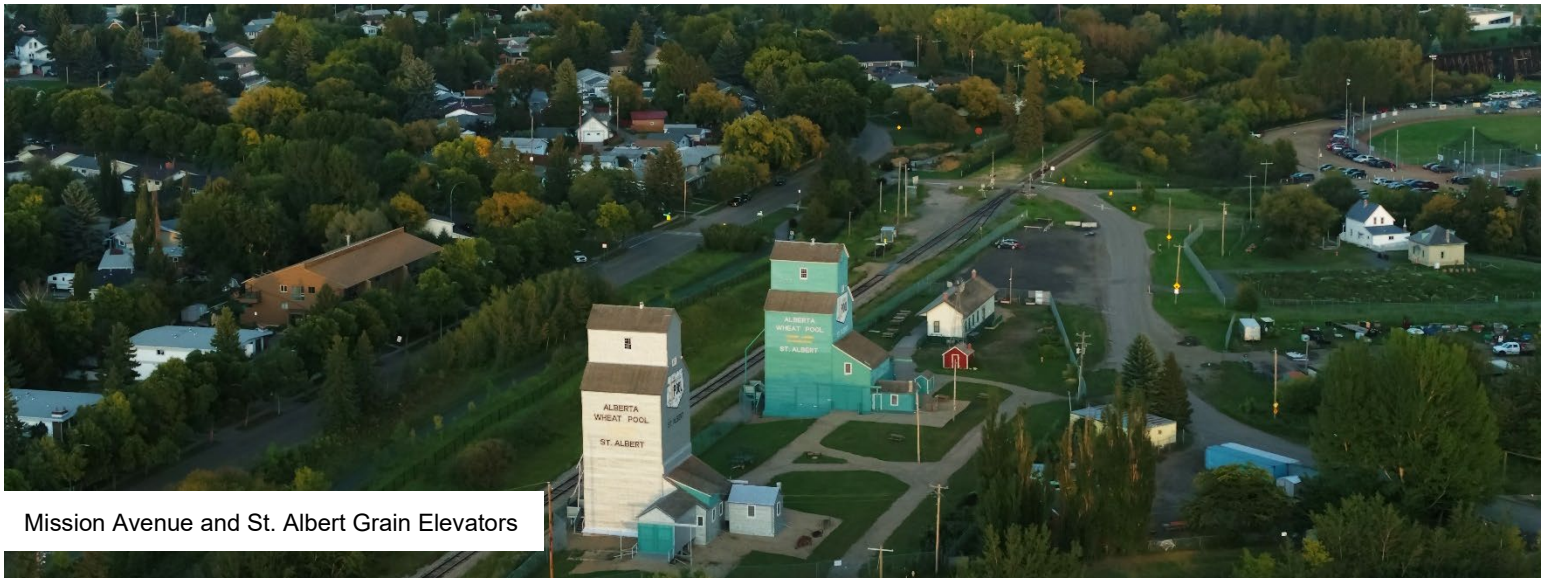
Aside from focusing on key strategic priorities, the City of St. Albert also activated its Emergency Coordination Centre to support several hundred evacuees from the Northwest Territories from late summer to early fall. During this time, our focus shifted to partnering with the province in supporting this essential service, all while maintaining our day-to-day service delivery to St. Albertans. This was a significant undertaking in support of Canadians in need, and I am proud of our team's response, professionalism and compassion.

I encourage you to take a moment and learn more about our overall financial picture, initiatives and achievements in the 2023 Annual Report. I look forward to continuing to work on behalf of our dedicated Council and alongside our employees and community in advancing our goals for a sustainable and vibrant future.



WILLIAM (BILL) FLETCHER

Chief Administrative Officer



Mission Avenue and St. Albert Grain Elevators

CITY PROFILE

Today, St. Albert is a vibrant city with a population of over 71,000. Plans are in place to seize new opportunities and proactively plan to grow to a City of 100,000 over the coming decades.

The community vision is to create a friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that the community starts with the person next door.

Located minutes to the northwest of Edmonton, St. Albert affords residents an outstanding quality of life where they can enjoy a secure, small-town feel, without losing access to everything needed from a major metropolitan region.

Residents enjoy mature tree-lined streets, a bustling downtown district, expanses of trails and natural areas, an abundant mix of cultural and recreational opportunities and a thriving commercial sector. Behind the scenes, St. Albert also boasts low unemployment rates, low crime rates, excellent schools, and quality healthcare.

HISTORY OF SETTLEMENT IN ST. ALBERT

St. Albert is located within Treaty 6 territory, a significant First Nations gathering place and Métis homeland. Indigenous peoples have had an important role in St. Albert's founding and growth, have celebrated many achievements and continue to make ongoing contributions to our community. 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 6,531 hectares after an annexation was approved in 2021.



Juneau House is the oldest house in St. Albert. It is one of the City's Municipal Historical Resources and is the current home to Michif Cultural Connections (formerly Michif Cultural Resources Institute).

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 2021.

CITY COUNCIL

CITY COUNCIL 2021–2025



CITY COUNCIL VISION, MISSION AND VALUES

The Vision describes the type of city that residents and Council want St. Albert to become; the Mission describes the Council's purpose; the Values define how Council will carry out decisions and actions.

COMMUNITY VISION

The Community Vision and Pillars of Sustainability are the results of rigorous community engagement. 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.



Built 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.

MISSION

Represent the residents of St. Albert, make decisions in the best interests of the entire community, and ensure the corporation delivers results that will help sustain a high quality of life for St. Albertans.

VALUES

Community - We consider and recognize the best interests of all.

Courage: We try new things with a focus on making St. Albert better.

Diversity: We recognize there is strength in bringing our unique skills and backgrounds together to make our community the best it can be.

Flexibility: We encourage all to try new approaches to address problems and opportunities.

Integrity: We do what we say we will do.

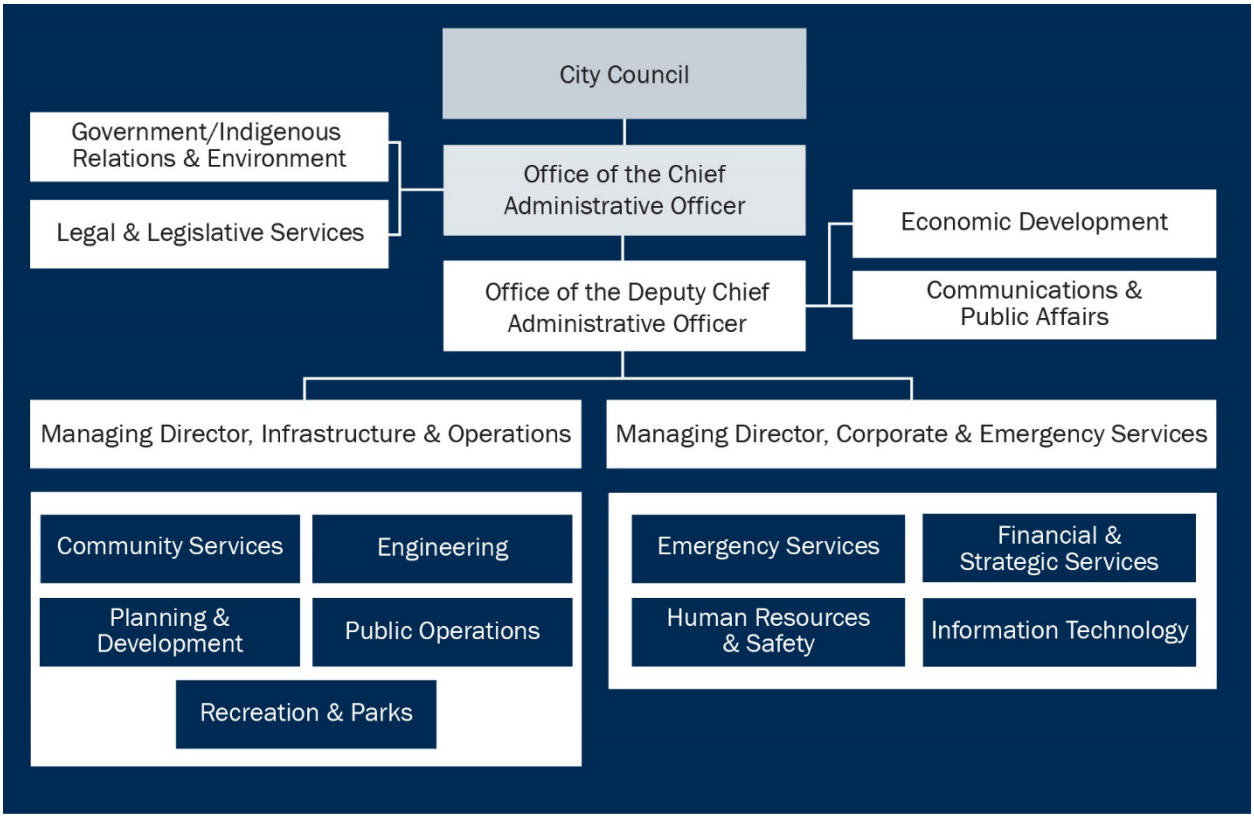
Trust: We listen respectfully and speak honestly.

ADMINISTRATION

City Administration is led by an appointed Chief Administrative Officer (CAO). The CAO is Council's only employee. The CAO oversees 689 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

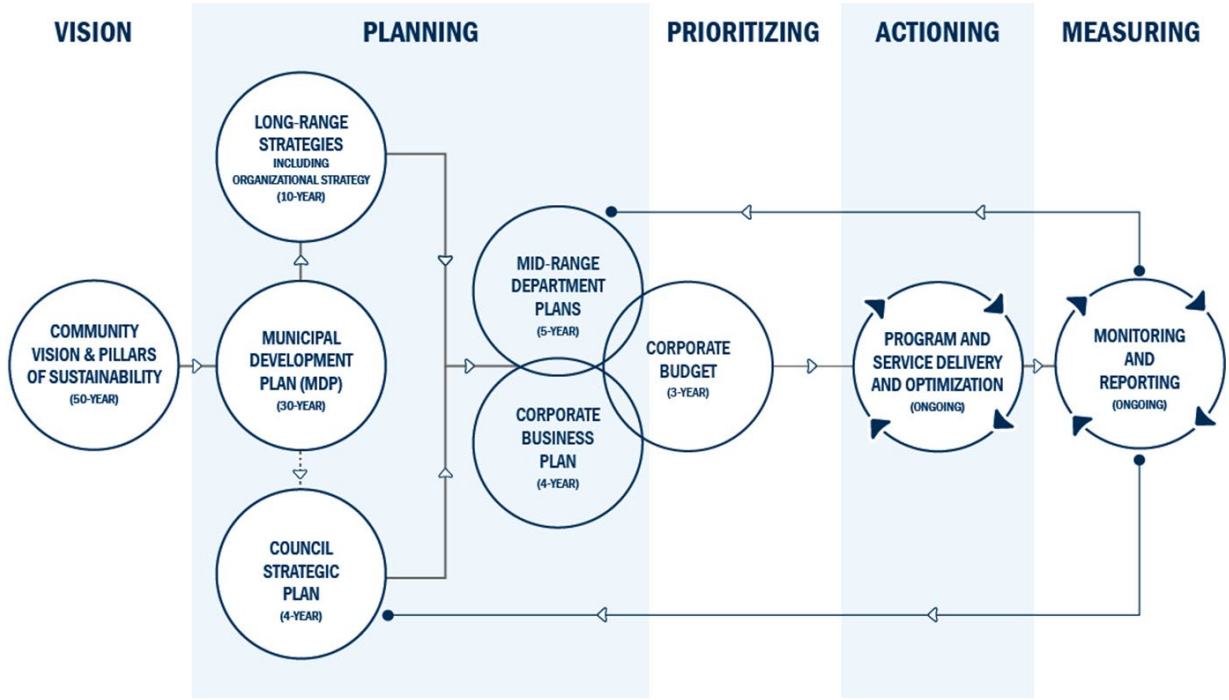
The Executive Leadership Team provides strategic direction to the organization. In 2023, the Executive Leadership Team included the CAO, the Deputy Chief Administrative Officer (DCAO), and two Managing Directors.

A broader Leadership Team, made up of department directors, provides essential support and operational direction. In early 2023 the Organization's structure was re-organized, and the below diagram is reflective of the changes made.



CITY OF ST. ALBERT STRATEGIC FRAMEWORK

To plan effectively, Administration uses a strategic framework to align the City's strategic and business planning, budgeting, management and reporting practices and processes to achieve outcomes established in the Community Vision and Pillars of Sustainability and City of St. Albert Council Strategic Plan. This structured framework provides clarity, directs the City's future, and provides a balanced approach to achieving long-range plans while focusing on short-term actions and ongoing delivery of services to the community. The framework is depicted in the figure below:



COMMUNITY VISION AND VALUES

The Community Vision and Pillars of Sustainability provide Administration with a single, shared community vision and set of sustainability pillars to govern, align and conform all strategic planning and decision-making efforts across the City. The pillars of sustainability include social, economic, culture, natural environment and built environment.

MUNICIPAL DEVELOPMENT PLAN

The Municipal Development Plan (MDP), Flourish – Growing to 100K, is a comprehensive, city-wide plan for growth and change, envisioning a future population of 100,000, and up to 13,000 new jobs over the coming decades. The MDP is developed according to Bylaw 20/2020.

The goals outlined in the MDP are: Green Environment, Robust Economy, Housing Options, Mobility Choices, Cultural Richness, Resilient Infrastructure, Community Well-Being, Great Places, and Sustainable Growth. The goals and principles established in the MDP are used as a foundation to establish Long-Range Strategies.



Perron Street and St. Anne Street intersection

CITY OF ST. ALBERT COUNCIL STRATEGIC PLAN

St. Albert City Council participates in a strategic planning retreat at the beginning of their Council term to set strategic priorities and specific strategies that Council would like to focus on. Annually, the plan is formally reviewed to note progress towards the achievement of priorities and expected outcomes, to discuss emergent items and re-prioritize priorities if required. Together with services and associated service levels and motions made throughout the year, the Strategic Plan serves as the main direction to Administration.

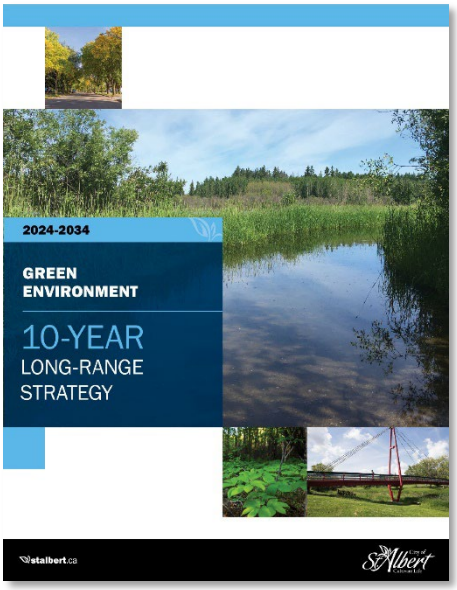
The Strategic Plan signals to residents, the business community, community organizations, and other stakeholders where St. Albert is headed over the four-year Council term, with the long term in mind. Development of the Strategic Plan was informed by the Community Vision and Pillars of Sustainability and Municipal Development Plan, as well as input received from the community through formal and informal opportunities. The Council Strategic Plan describes five priority areas which Council will focus on and provides direction to Administration. Administration uses this information to plan and prioritize initiatives in the Corporate Business Plan.

Council Strategic Plan priority areas include:

1. **Economic Prosperity** – Support an investment positive environment that encourages economic growth and the development of new and existing sectors.
2. **Downtown Vibrancy** – Foster a downtown where people come to live, gather, celebrate, shop and do business.
3. **Community Well Being** – Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has an opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.
4. **Adapting to a Changing Natural Environment** – Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.
5. **Financial Sustainability** – Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.

LONG-RANGE STRATEGIES

Administration develops long-range strategies relating to the needs of the community. These strategies span 10 years and are used to form the development of Council's Strategic Plan, the Corporate Business Plan, mid-range department plans, and the budget. The Green Environment Strategy is completed with Mobility Choices, Resilient Infrastructure, and the Organizational Strategy to be developed over the next three years.



CORPORATE BUSINESS PLAN

From the defined Council priorities, Administration develops 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 2022-2025 City of St. Albert Corporate Business Plan and updated in March of 2023. The new Corporate Business Plan includes 41 initiatives to support the achievement of Council's strategic priorities.

In addition to addressing Council's priorities, five Organizational Excellence priority areas were established. Organizational Excellence initiatives support the City in maintaining the organizational foundation to support and enable delivery of services to the community.

The Organizational Excellence priority areas are:

- Our People, Our Team
- Planning and Prioritization
- Digital Transformation
- Operational Performance
- Customers/Residents

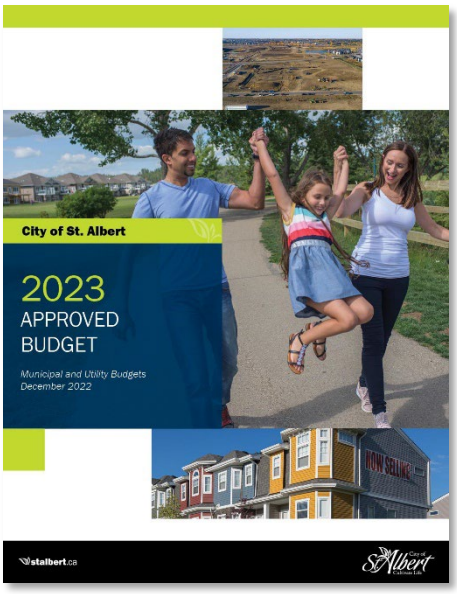
There are 23 initiatives planned in the Corporate Business Plan to advance the Organizational Excellence priorities.



CORPORATE BUDGETING

The corporate budget is the financial representation of the City of St. Albert Council Strategic Plan and delivery of services to community. All strategic and operational efforts that result from the Council Strategic Plan and Corporate Business Plans are aligned to the City's budget cycle. Budget Requests are categorized around five areas of focus:

- Maintaining Service
- Corporate Business Plan Implementation
- Service Changes or Improvements
- Growth Initiatives



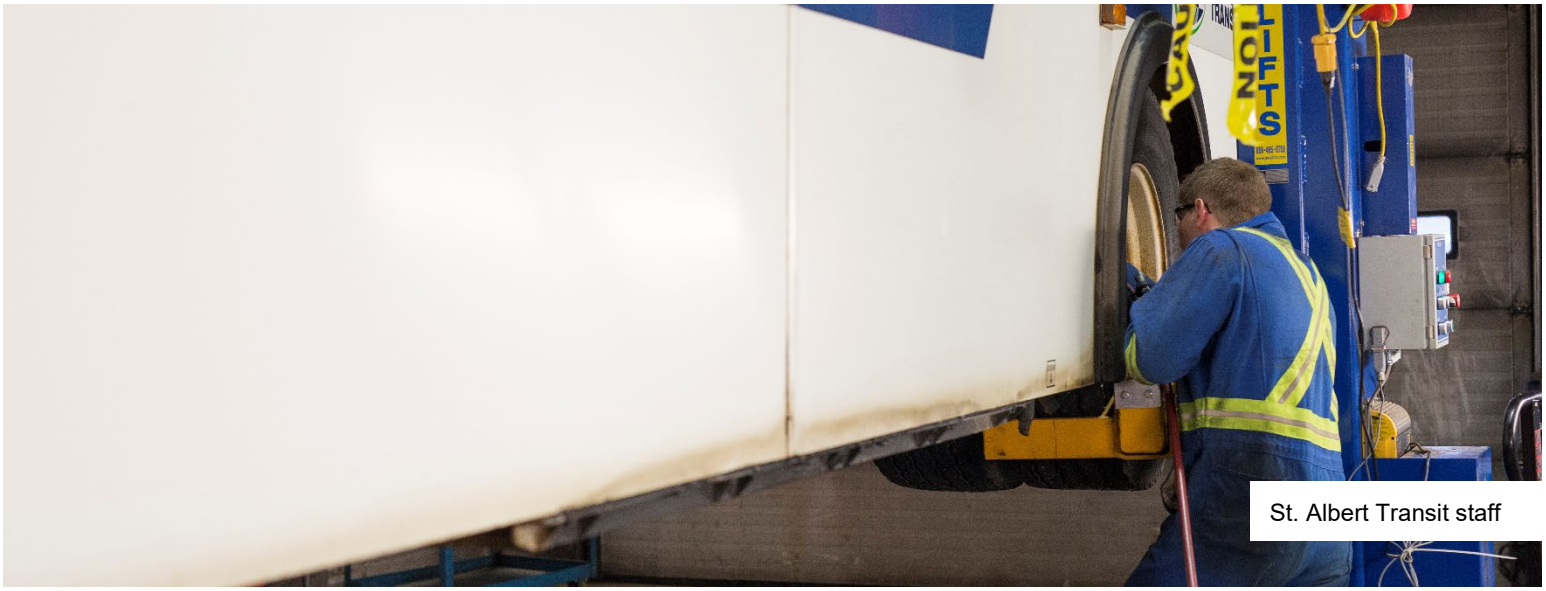
PROGRAM & SERVICE DELIVERY

City Administration delivers programs and services to meet the needs and enhance the quality of life of residents, businesses, and stakeholders. The City of St. Albert maintains a Services and Service Levels Inventory to articulate the services and levels of service provided to the community. The Inventory is approved by Council in quarter one of every year and it serves as the foundation for development of the proposed budget. The services outlined in the Inventory, and the work required to deliver, maintain, change, or optimize them, are taken into consideration as business plans and budgets are developed. In addition, the City continuously reviews processes and services to ensure the service delivery to community is optimized and efficient.

EVALUATION & REPORTING

Performance Measurement is essential to provide the business intelligence required for effective decision making in the allocation of resources, commitment of effort, setting of priorities, and annual planning and budgeting. Work continues to mature this practice at the City of St. Albert.

Reporting to Council and the community is provided on a regular basis. Quarterly and annual reports to the community demonstrate progress the City is making towards achieving Council's Strategic Priorities. Additionally, reports outline the City's financial performance. Administration also provides progress reports on all Long-Range Strategies to Council and the community annually, or as per the frequency established in each Strategy.



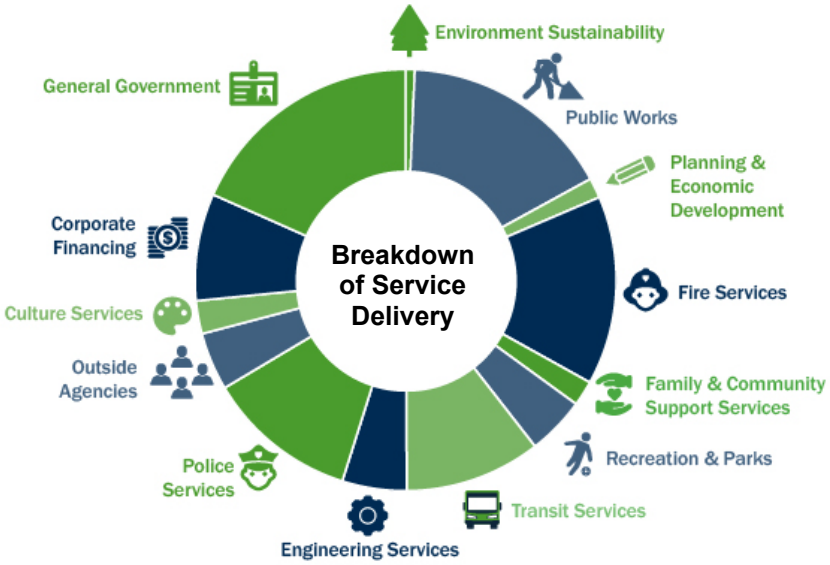
St. Albert Transit staff

YEAR IN REVIEW

CITY SERVICES

The City provides a wide range of services related to:

- Community amenities
- Community development
- Environmental stewardship
- Land use development
- Movement of goods and people
- Public safety
- Business and financial management
- Corporate governance and standards
- Local and regional governance



Note: General government activities, includes services that support and enable direct delivery of services to the community and Council.

Every day, residents encounter services that are offered through the City that make positive impacts on the community. Approximately 82% of the City's operating budget is allocated to delivery of services to community, according to Council approved Services and Service Levels Inventory. This section includes an overview of City services along with key statistics to help illustrate the context in which these services are delivered.



Seniors playing pickleball at Alpine Park

COMMUNITY AMENITIES

ACCESS TO AMENITIES

The City of St. Albert plans for, operates, and maintains a wide variety of recreation and culture facilities, amenities and parks to give residents varied opportunities to spend time recreating indoors and outdoors, passively and actively.

The City maintains and provides access to amenities in parks, open spaces and recreation facilities including:

- Cultural amenities
- Aquatics amenities
- Field and fitness amenities
- Ice surfaces
- Multipurpose spaces
- Park amenities
- Playgrounds
- Specialty sport amenities
- Sport fields
- Sport courts

Many parks and open spaces are connected by trail systems for pedestrians and cyclists to enjoy landscapes like the Sturgeon River shoreline and Big Lake.

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

In collaboration with community groups, the City provides programming at indoor and outdoor aquatic facilities including Grosvenor Outdoor Pool, Fountain Park Recreation Centre, Landrex Water Play Centre and Woodlands Water Play Park.

Fountain Park Recreation Centre in St. Albert underwent significant lifecycle upgrades from May 2022 to July 2023, addressing critical structural and mechanical needs to extend its service life by another 20 years. This comprehensive project not only ensured the facility's operational safety and efficiency but also achieved aesthetic enhancements and accessibility improvements, demonstrating the City's commitment to high-quality recreational amenities for its community.

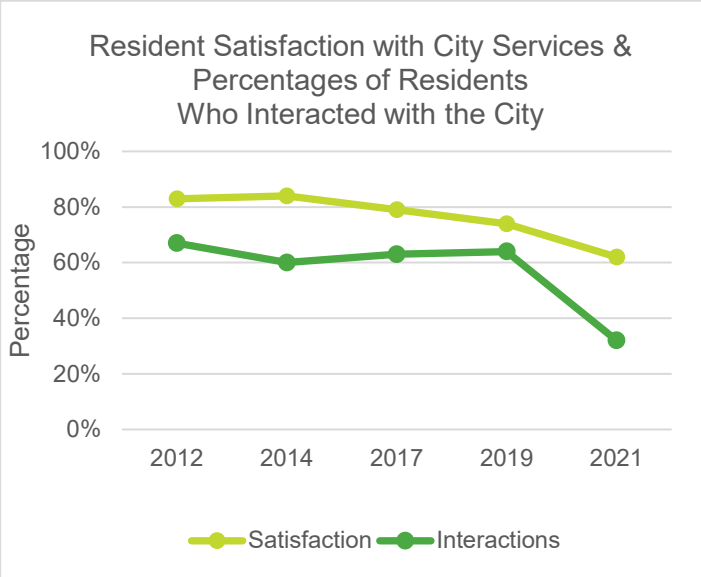
In May 2023, the City received the 2023 CAMA Environmental Leadership & Sustainability Award from the Canadian Association of Municipal Administrators for its innovative development of Grey Nuns White Spruce Park. This award acknowledges the City's excellence in balancing conservation, community use, Indigenous knowledge and public art, setting a national standard for municipal environmental stewardship.

Additionally, 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. Grey Nuns White Spruce Park also includes integrated art features, which were integrated into the development of the site itself.

CUSTOMER EXPERIENCE

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

- Tax and assessment
- Revenue collection and payment
- Utility account management
- Business licenses and permits/licenses issuance
- Planning and development
- Engineering
- Construction information desk
- Police and bylaw
- Cemetery management
- *Freedom of Information and Protection of Privacy* (FOIP) requests
- Cultural and recreational program information and registration



The Community Satisfaction Survey was last conducted in 2021.

St Albert's 2021 Community Satisfaction Survey revealed that while public communication and customer service were identified as critical areas with high impact, they also registered low satisfaction and perceived value, suggesting room for improvement. Specifically, enhancing communication and diversifying information channels, as well as optimizing inquiry response times, were noted as potential areas for boosting citizen satisfaction.

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.

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 deliver safe and clean facilities.

The City partners with St. Albert businesses in the provision of food, beverage, professional and retail services to enhance the customer experience at City sites. Food and beverage service is provided at six locations through lease agreements, including Woodlands Water Play Park, Grosvenor Outdoor Pool, Jarome Iginla Arena, Fountain Park Recreation Centre, Larry Olexiuk Field and Servus Place.



New Year's Eve Fireworks

COMMUNITY DEVELOPMENT

COMMUNITY EVENTS

The City delivers events and supports groups that organize their own events. In support of event groups, the City provides services such as policing, water servicing, and/or road closures.

Services also include the provision of funding to eligible applicants in the areas of special events, sport and culture development, operational funding and capital renovations and development through the Civic Granting Program.

In 2023, the City continued to support various community events which equated to 235 event days. Some of these events included the St. Albert Celebrates Canada Day, Rock'n August, Snowflake Festival, and New Year's Eve Fireworks.

TRUTH AND RECONCILIATION

In 2023, we continued to support Truth and Reconciliation efforts through the City's involvement in the Inuvialuit Regional Corporation's Nanilavut Initiative, a federally supported initiative to locate Inuit who passed away during the 1940-1960's tuberculosis epidemic after being sent to healthcare facilities such as the Charles Camsell Indian Hospital. As well, the City supported the Office of the Special Interlocutor for Missing Children and Unmarked Graves and Burial Sites with their efforts in locating lost loved ones and providing support in any way it can. Last year St. Albert hosted an event for National Day for Truth and Reconciliation in Mission Park, which was organized by a working group of local Indigenous partners. The event honoured the survivors of and the children who never returned home from residential schools, as well as their families and communities. This day has a strong local significance as St. Albert was the home of two former residential schools, the Youville residential school and the Edmonton residential school (sometimes referred to as Poundmaker). The event included guest speakers, knowledge keepers, Métis and First Nation performers, artisans, exhibits, food vendors and an Honour Walk from Mission Park to Kâkesimokamik/The Healing Garden.

COMMUNITY ORGANIZATIONS AND GROUPS SUPPORT

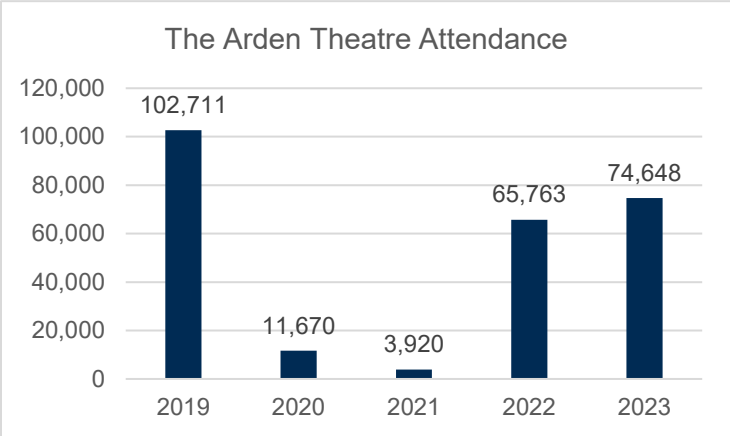
St. Albert highly values the work of groups and individuals who are active in promoting the community's well-being and development in areas including arts and culture, recreation and environmental protection. The City maintains contact with active community groups, creates opportunities for residents to volunteer on community issues and service delivery and works with groups to facilitate and support their activities. In 2023, the Recreation and Parks Community Recreation team supported 69 community groups and organizations.

CULTURAL DEVELOPMENT

St. Albert welcomed more people to the downtown core to celebrate and play. In support of our diverse cultural community, we supported a number of cultural community organizations in 2023, including:

- Africans and African Descendant Friendship Club of St. Albert
- St. Albert Latin Cultural Association
- St. Albert Cultivates the Arts Society
- STARK Poets (St. Albert Rose Kane Poets)
- Alberta Expressive Arts Society
- St. Albert Dinner Theatre Society
- ARTWalk St. Albert

The Arden Theatre – The City hosted 309 events, 300 of which took place in the downtown core, including the successful community focused outdoor Plaza series, Amplify events, Arts Exchange events and events connected to the Tamarack conference.



In 2023, The Arden Theatre drew 8,885 more people to St. Albert and our downtown core compared to 2022 and is starting to return to pre-pandemic numbers.

International Children's Festival of the Arts – The 42nd Children's Festival returned June 1 to 4, 2023, selling over 18,000 tickets. The 2023 festival was made possible with the help of 324 volunteers who donated their time over the four-day festival totaling over 3,400 volunteer hours. The Economic Value of Volunteerism, based on Volunteer Canada rate of $27 per hour was calculated to be $91,800.

Public Art Interactive Installation – *Daedalum Luminarium* – This Public Art initiative, supported by the Arts Development Advisory Committee saw the installation of a 15,452-square-foot inflatable structure, by the UK design team, Architects of Air, in Lions Park. 5,000 people were able to walk through and experience this immersive, unique maze of colour, shape and light.



Daedalum Luminarium

ECONOMIC DEVELOPMENT

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, tourism operators and investors through targeted capacity building and grant programs. Additionally, developers are provided project review and ongoing support of land and real estate developments, from initial contact to project completion.

FINANCIAL GRANTS AND SUPPORT

The City 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. In 2023 over 1 million dollars was provided to community organizations through City Grant programs.

FUNDING PARTNERSHIPS

The City currently partners with the Arts and Heritage Foundation for the operation, management and stewardship of the City's historical and cultural artifacts, resources and archives. This partnership also provides residents and visitors with registered and drop-in programs. A funding partnership is in place with the St. Albert Public Library for the provision of library services to the community. Partnerships are also funded with community groups for the delivery of sport and recreation programs.

Additional grants are provided for the delivery of preventative social services. In 2023, in addition to City counselling offerings, residents were supported for short-term counselling which the City contracted with local service providers. Furthermore, in 2023 the City of St. Albert supported two non-profit organizations to participate in the Digital Economy Program. The program provides one-on-one assistance with digital services, equipping organizations with the skills needed to expand their organization's digital reach. A sport and recreation agency and economic development organization signed up to participate in the program.

PUBLIC EDUCATION

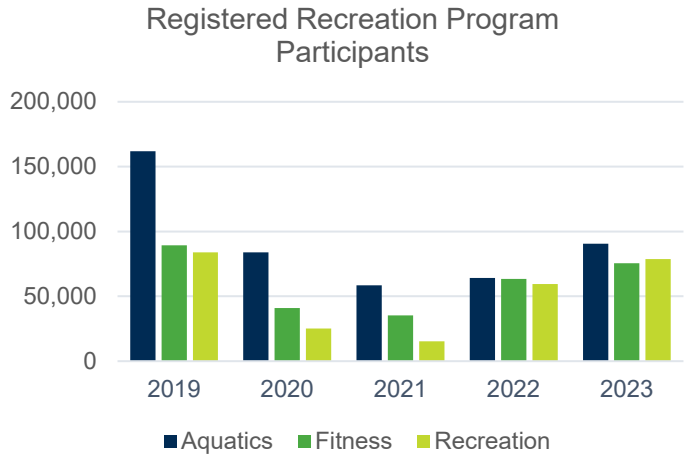
The City coordinates annual programming opportunities to encourage community environmental stewardship and conservation. In 2023, St. Albert residents had the opportunity to participate in Clean and Green RiverFest, Partners in Parks, Weed Warrior events, rain barrel sale, Bike Month (free bike tune ups), community tree planting and neighbourhood and school clean ups.



Planting at Clean and Green Riverfest

RECREATION DEVELOPMENT

The City provides recreational programming for both registered and drop-in participants at parks, open spaces and recreation facilities. This includes programming for aquatics, fitness and recreation.

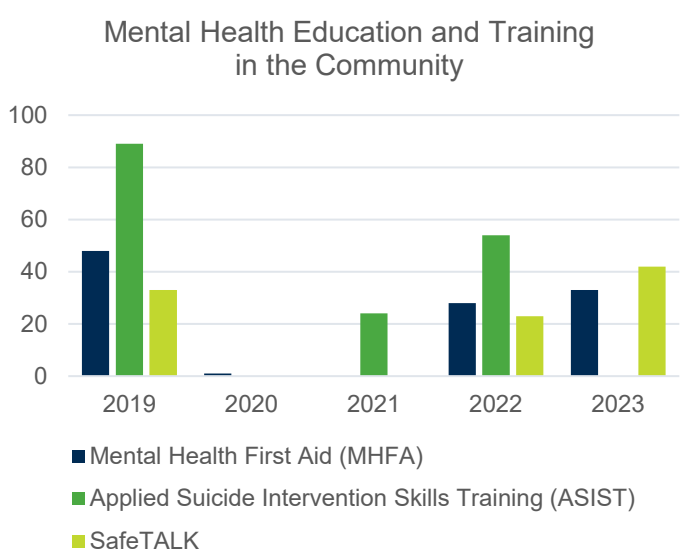


Participation is returning to pre-pandemic numbers for all recreation programming other than Aquatics. The aquatics numbers are affected by the renovation closure of Fountain Park Recreation Centre.

SOCIAL DEVELOPMENT

The City seeks out and creates opportunities to educate and promote awareness of social issues that may affect individuals or groups. The team is 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.

The City of St. Albert is committed to the health and well-being of our residents and continues to work with the province and community agencies to provide support and resources to residents. Many have felt the impact of inflation, struggle with mental health, addiction or simply feel overwhelmed with all the changes to their daily lives. In 2023, The Mental Wellness Working Table (consisting of many local non-profit and social serving agencies) worked in collaboration, using an inclusion lens, to increase the awareness of support and resources for St. Albert residents.



In 2023, SafeTALK and Mental Health First Aid (MHFA) continue to be programs high valued by the community. After revaluation, Applied Suicide Intervention Skills Training (ASIST) has been discontinued.

Life can be hard – a mental health campaign was launched to increase awareness of the resources and supports available to residents in need. This included access to helplines and resources available for support 24/7.

An educational campaign was developed for parents and youth for Family Violence Prevention Month around digital safety that included online resources and access to a series of educational videos. We also work with St. Albert Further Ed to offer monthly presentations focused on mental well-being for newcomers. Embracing diversity enriches the content and enhances the overall impact of our efforts to address unique mental health needs across various cultural contexts.

Our team supported the rollout of the Moosehide Campaign for all City staff. This is a nationwide movement of Indigenous and non-Indigenous Canadians from local communities, First Nations, governments, schools, colleges/universities, police forces and many other organizations – all committed to taking action to end violence against women and girls.

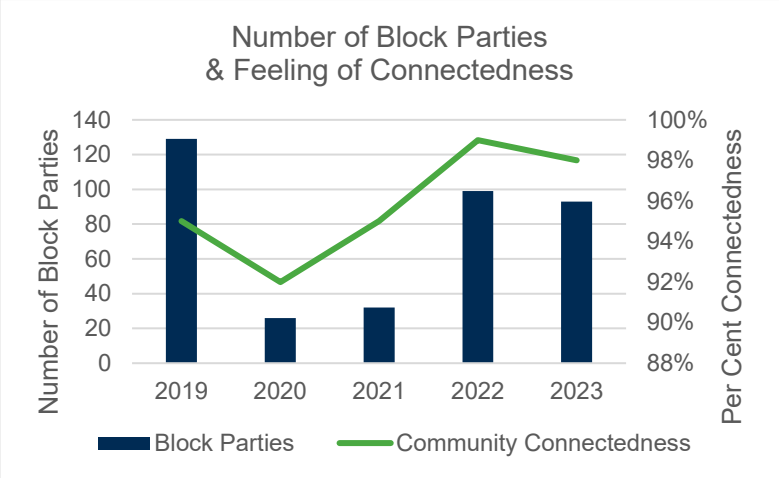
In 2023, the Community Resource Coordinator introduced Soulfire which is an extension of our classroom programs in diverse locations (St. Albert Centre and the Jensen Lakes library) which aims to broaden our reach and inclusivity. Soulfire provides a platform for youth that are interested in enhancing their mental health and giving them a comfortable place to learn andbelong.

In 2023, block party registrations were in line with 2022. Neighbourhood Development activities included the hosting of ABCD When Community & Municipalities Meet in the Middle Tamarack Institute conference. Many neighbourhood connectors were involved in this event. Neighbourhood Connector meetings are slowly being revived post-pandemic.

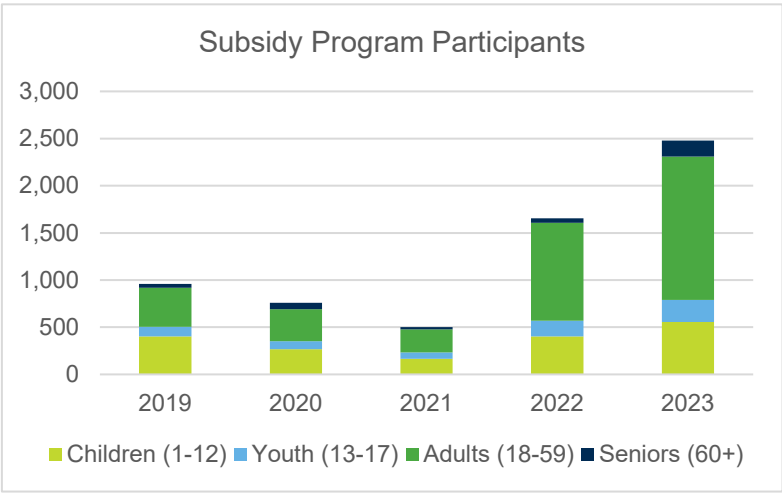
Communities are strongest when residents know their neighbours and feel connected to the community. Through fostering a better awareness of one's neighbours and surroundings, people feel safer, have a sense of belonging and take greater pride in their community.

The City provides a Subsidy Program designed to support low-income individuals and families to participate in the City's recreation facilities and programs, and local and commuter transit services.

Residents continue to face economic pressures. Affordability, cost of living increases and access to low-cost programs have resulted in increased demand for financial supports.



2023 saw a slight decline in community connectedness however as Neighbourhood Connector meetings increase, this should rebound.



In 2023, 2,478 St. Albert residents accessed the subsidy programs. This represents a 50% increase in comparison to 2022 where 1,656 residents accessed the subsidy programs.



BLESS Wildlife Viewing Platform at Big Lake

ENVIRONMENTAL STEWARDSHIP

The City recently completed the Green Environment Strategy (GES) which is a decade-long plan leveraging direction set in the City's Municipal Development Plan to guide City operations and improvements in related City services. It focuses on natural features, biodiversity, water quality and urban forests with clear performance measures. Four strategic directions—Watershed, Biodiversity, Stewardship and Governance—provide a roadmap for future environmental initiatives. The GES includes a dynamic implementation plan with biennial updates and 5-year strategy refreshes, ensuring adaptability and progress tracking.

MAINTENANCE

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

- 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
- maintenance of healthy turf and urban forests in public areas

PROTECTION

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 are 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.

Sturgeon River Water Quality Index

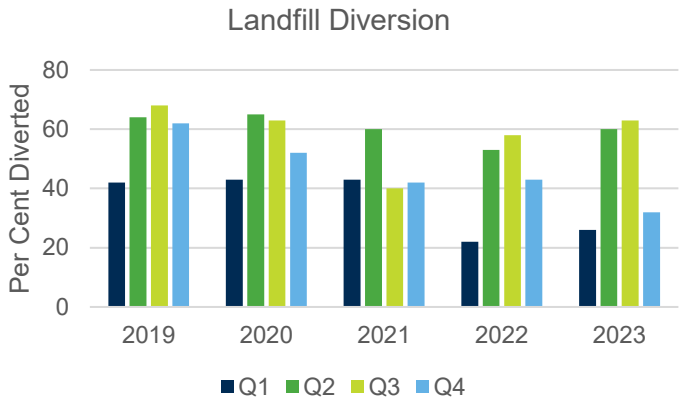
	2019	2020	2021	2022	2023*
Total Nitrogen	Good	Good	Excellent	Excellent	Good
Total Phosphorus	Good	Good	Excellent	Excellent	Fair
Total Suspended Solids	Good	Excellent	Excellent	Excellent	Good
Chloride	Pass	Pass	Pass	Pass	Pass
E. coli	Pass	Pass	Pass	Pass	Pass

Water quality parameters were negatively influenced by the sewage spill from the Alberta Capital Region Wastewater Commission in December 2022. We noted impacts in the river until summer of 2023.

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:

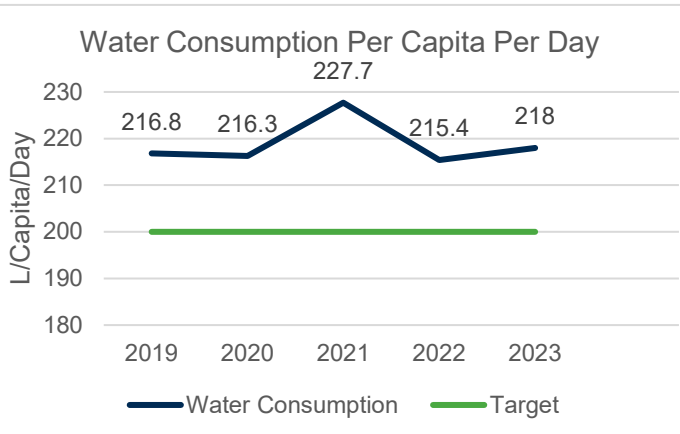
- collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools
- a centralized site where residents can bring yard waste, recycling (paper, cardboard, food cans and tins, clear glass jars, and Styrofoam), hazardous waste and electronics for proper disposal.



In 2023, landfill diversion rates saw notable improvement in Q1 to Q3, indicating an effective increase in waste diversion efforts. Challenges related to contamination affect winter diversion rates, but overall waste diversion rates are not concerning for Administration.

WATER 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.



In 2023, daily water consumption per capita slightly increased from 2022, staying well above the set target consumption level.



Chérot Development

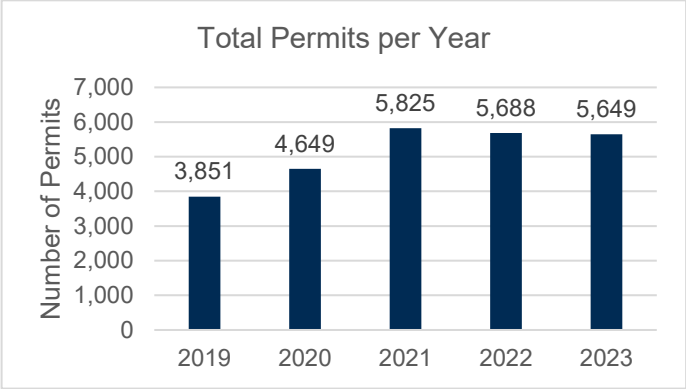
LAND USE DEVELOPMENT

APPLICATION REVIEW AND PERMITTING

The City conducts environmental reviews of development applications and issues licenses and permits related to land use and development and road right of way.

INFRASTRUCTURE PLANNING

Growth and development is supported through administration of the City's off-site levy program, which funds the development of essential infrastructure and mitigates the effects of new development.



In 2023, the total number of permits issued slightly decreased from 2022, however the development is still going strong in St. Albert with over 5600 permits issued in 2023.

LAND DEVELOPMENT

The City oversees land development for private and public purposes for the community. Identified and demonstrated community need is used to plan and develop parks and recreation and culture facilities that reflect a wide range of recreation, school, community services and conservation priorities. Land development is also supported through responding to residents' engineering needs, requests, complaints and inquiries.

LAND USE PLANNING

Administration assesses the needs and plans for future community and City buildings, capital improvement projects, schools and affordable housing. Planning for future growth includes long-range land use planning. The City is also responsible for processing and coordinating statutory plans, amendments and subdivision and condominium applications. This includes working with developers to process construction applications and permits to ensure compliance with planning goals and regulations related to applications for changes to the Land Use Bylaw, to Statutory Plans and application for division of land. Once approved, the City issues servicing permits required to connect new development into any City utilities.

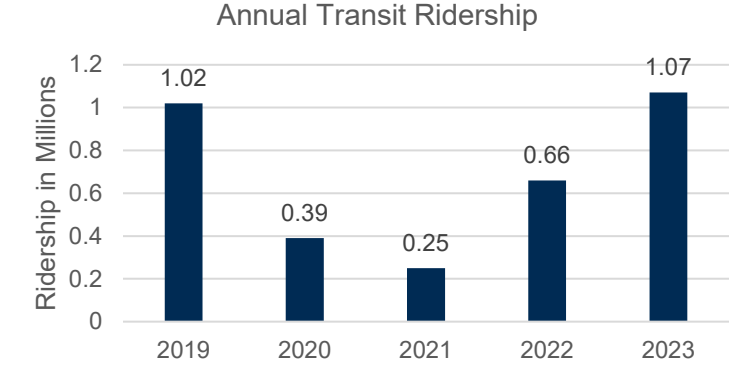
In 2023, significant work was completed on updating the Land Use Bylaw. This new bylaw is expected to be approved by Council in 2024.

MOVEMENT OF GOODS AND PEOPLE

PUBLIC TRANSIT

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.



Annual transit ridership in 2023 rebounded significantly, approaching pre-pandemic levels, showing an increase from the previous year.

ROAD ACCESSIBILITY

Key services provided by the City to ensure effective movement of people and goods include:

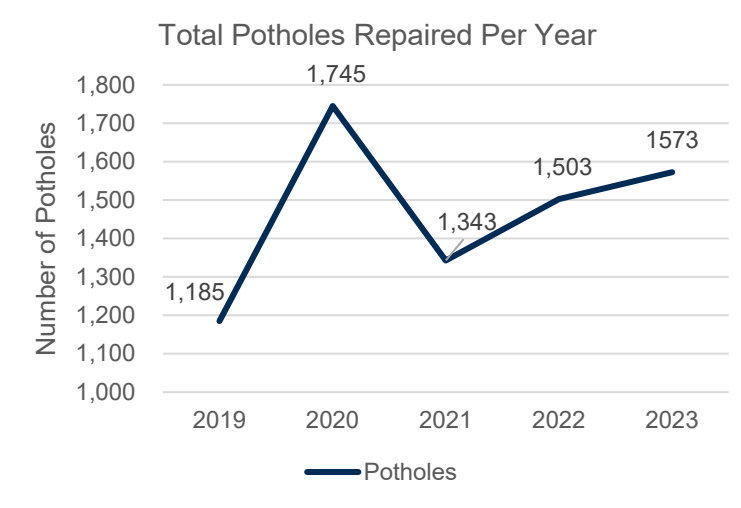
- snow clearing and ice removal from all City bus stops, parking lots and hard surface infrastructure, roads, trails and sidewalks
- routine sweeping of the City road network to remove debris and other hazards



VEHICLE NETWORKS

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. Maintenance of vehicle networks includes responding to reported concerns from the public, existing malfunctions, damage to networks or perceived unsafe conditions.

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



The graph above shows traditional pothole repair rates. In recent years, the City has been more proactive in its repairs and has incorporated new techniques and the longevity of the repairs has increased.



Fire Services

PUBLIC SAFETY

EMERGENCY MANAGEMENT

The City of St. Albert maintains Emergency Management plans and programs in accordance with provincial legislation and regulations. This service addresses preparation, approval, maintenance and coordination of local authority emergency plans and programs required by the Government of Alberta. Emergency Management plans and programs are intended to provide prompt coordination of the City's resources when the consequences of an emergency or disaster and subsequent recovery are outside the scope of normal operations.

ENFORCEMENT AND LICENSING

Enforcement of Building and Safety Codes, conducting Building Inspection Services, and technical advice allows the City to support ongoing compliance with the *Alberta Safety Code Act*. Furthermore, the City responds to public complaints**,** provides enforcement related to business licensing and issues related to municipal bylaws and provincial statutes, as well as the *Alberta Traffic Safety Act* and portions of the *Alberta Gaming, Liquor and Cannabis Act*.

FIRE, RESCUE AND EMERGENCY MEDICAL SERVICES

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 service is provided for very serious medical emergencies or when there is a known delay in response for an ambulance.

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.

Fire prevention is also a key priority with the provision of fire and risk education to the public using social media, media, and face to face opportunities. Another key element of fire prevention is inspection and enforcement, whereby the City inspects occupancies for Fire Code compliance.

POLICING SERVICES

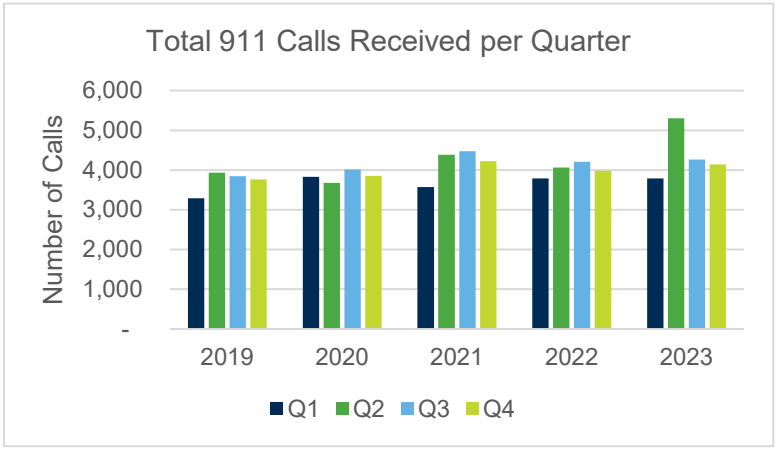
In addition to fire and medical dispatching, the City offers police dispatching. The graph below outlines the number of calls Police received through the 911 system.

The City is also responsible for photo enforcement for speeding and red light offences through the use of automated technology.

Policing Services in 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
- 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.

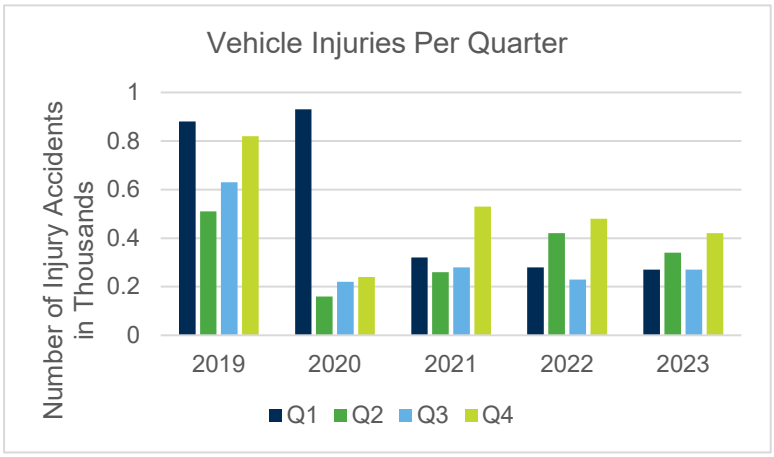


In 2023, the volume of 911 calls was relatively consistent with previous years. Year over year increases are expected as the population grows



TRANSPORTATION SAFETY

The City completes traffic safety improvements within neighborhoods, including school and playground zones to respond to public concerns about traffic safety issues. These improvements consist of engineered traffic calming solutions.



In 2023, the frequency of vehicle injuries per quarter decreased slightly compared to 2022, maintaining a trend of reduction observed over the past years.



Seruvs Place

BUSINESS AND FINANCIAL MANAGEMENT

ASSET MANAGEMENT

The City maintains several categories of assets for the benefit of residents including the City's public art collection; recreation assets such as indoor and outdoor facilities and amenities; and transit assets such as buses, benches, shelters, and centres. Finally, through the City's asset management program, integral transportation network assets are maintained.

STRATEGIC BUSINESS PLANNING

The City plans according to the City of St. Albert Strategic Framework policy (C-CG-06) to align the City's short, medium and long-term operational efforts to the Community Vision and Pillars of Sustainability and the City of St. Albert Council's Strategic Plan. In conjunction with this, the City uses economic data and consultation with the private sector to develop strategies, plans and policies related to growing St. Albert's local economy.

BUSINESS DEVELOPMENT

The City raises funds through advertising and sponsorship opportunities to support the delivery of services to the community.

COMMUNICATION AND MARKETING

The City disseminates information to the public to support the delivery of services, such as recreation & cultural programming, using:

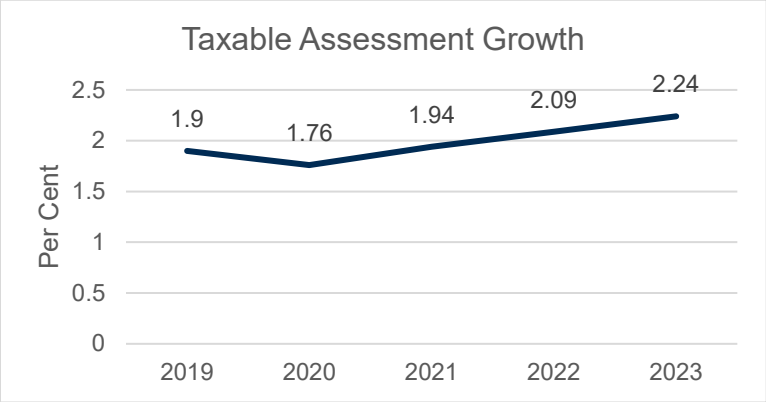
- website
- social media
- publications
- advertising and promotion
- video, photography and multimedia
- responding to customer inquiries

FINANCIAL OPERATIONS AND MANAGEMENT

Management of utility accounts is performed internally to facilitate account set-up and closure, billing and payment of utility accounts. The City partners with the St. Albert Village Community and Food Bank to provide financial assistance on utility bills through a one-time annual grant to provide relief to qualifying residents.

MUNICIPAL ASSESSMENT AND TAXATION

The delivery of accurate and equitable property assessments is essential for the distribution of the annual tax levy. The City is responsible for development of the annual assessment taxation roll, and ensures it is up to date through re-inspections of existing property using building permit data and liaising with residents. Management of accounts supports the collection of tax levies from residents and businesses, in accordance with the *Property Tax Bylaw* and the *Municipal Government Act.*



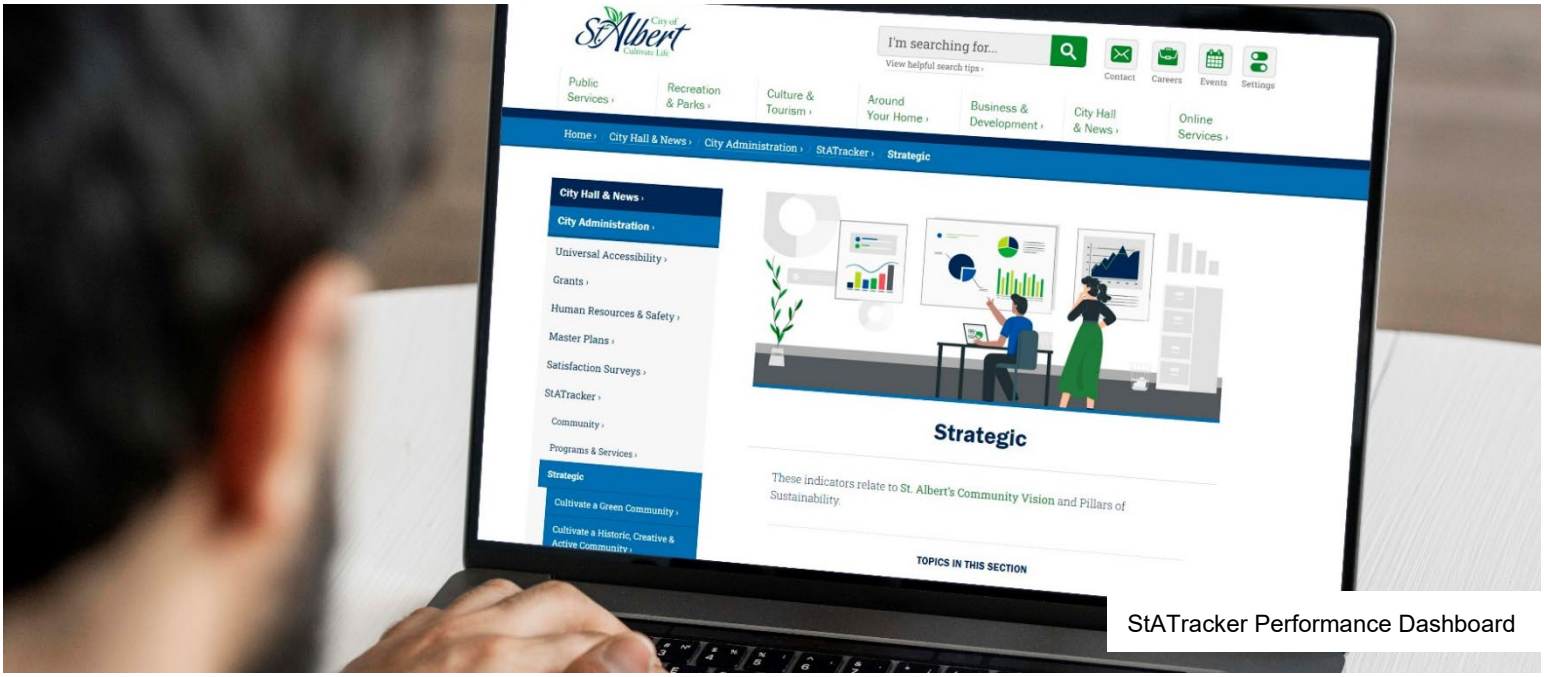
Assessment growth has increased from 2022 to 2.24% in 2023, due in part to increased non-residential development in St. Albert.

PROJECT AND CHANGE 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" projects and new community infrastructure. Examples of infrastructure are sidewalks/trails, roads, bridges, parks, utilities, and facilities. Capital project management also includes providing a central contact point for resident inquiries on capital construction projects and maintenance of a map of construction location on the City's website. Administration also ensures each project has its own separate webpage to ensure the public is kept informed. Operational projects are also managed to ensure successful implementation of new practices, systems, service reviews, and business process improvement.



Bellerose Drive



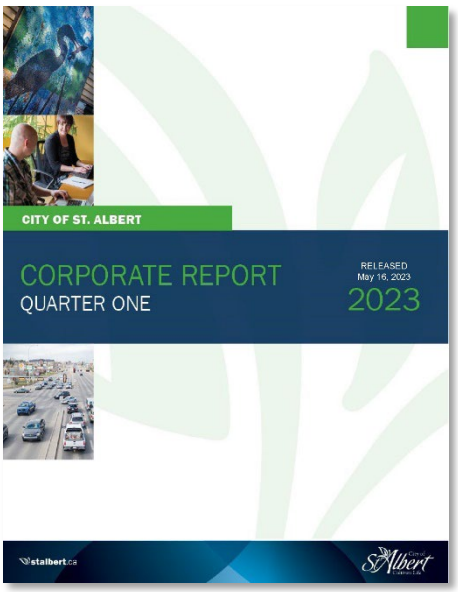
StATracker Performance Dashboard

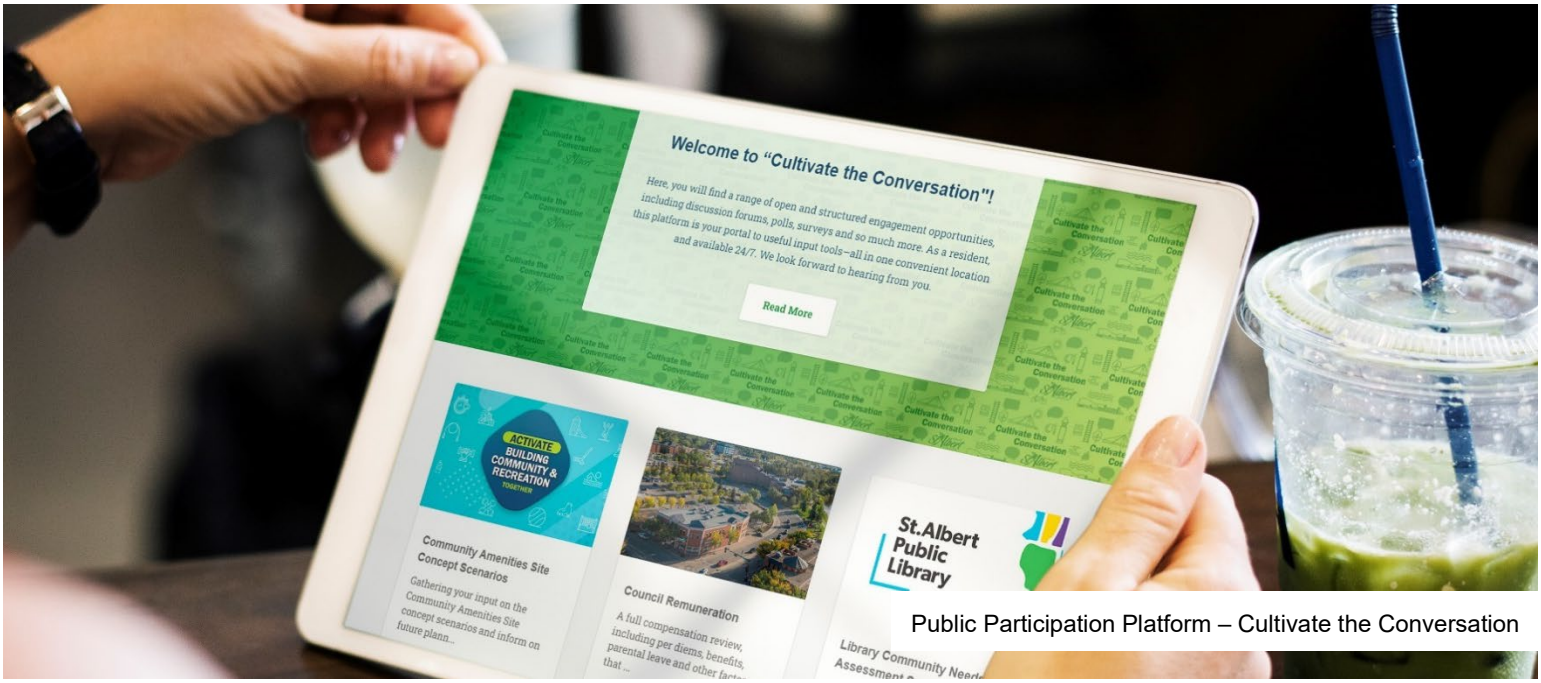
CORPORATE GOVERNANCE AND STANDARDS

CORPORATE REPORTING

The City has a comprehensive Corporate reporting process to Council and the community to maintain transparency to the community through regular reporting of the City's achievements. It helps monitor and report on results against plans, including strategic plans, long-term plans, business plans and budgets. These reporting processes include:

- The City's Annual Report
- Corporate Quarterly Reporting
- Long Range Strategy Reporting
- StATracker Performance Dashboard (under review)





Public Participation Platform – Cultivate the Conversation

LOCAL AND REGIONAL GOVERNMENT

MUNICIPAL ELECTIONS AND DEMOCRATIC PROCESSES

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 censuses.

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

Employees advise on plans 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.

Using the Cultivate the Conversation platform, the City has reached over 85,800 community stakeholders since the platform was launched in 2020 and has engaged over 11,200 participants on 57 various projects. In 2023, there were 9 new projects open for public feedback, some of which included the Youth Transitional Housing Feedback Study, Handibus Advisory Service Committee Survey, 2024 Proposed Budget Survey, Raspberry Park, 2023 Garbage Can Design Contest, Community Social Needs Assessment Project, Jennifer Park Planning, Library Community Needs Assessment Survey and Council Remuneration.



St. Albert City Council

COUNCIL STRATEGIC PLAN PROGRESS UPDATE

The Strategic Plan outlines St. Albert City Council's priorities for their four-year term spanning 2022 to 2025.

In January 2023, Council held a strategic planning session to review and confirm priorities for their term. The Strategic Plan signals to residents, the business community, community organizations, and other stakeholders where St. Albert is headed over the four-year Council term, with the long-term in mind. The Council Strategic Plan (2022-2025) describes the five priority areas which Council will focus on and provides direction to Administration.

Council's goal is to ensure that the strategies identified in the Strategic Plan will keep St. Albert on the right path and help guide it into the future. The strategies identified in the Strategic Plan provide direction for the activities in the Corporate Business Plan and ensure that St. Albert continues its journey as one of the most desirable and best places to live.

The following section provides an overview of progress made in 2023 towards achieving the strategic priorities outlined in the City of St. Albert Council Strategic Plan. For more details on the progress of individual initiatives, please see the Corporate Quarterly Reports on the City's website.

COUNCIL STRATEGIC PRIORITIES

STRATEGIC PRIORITY #1:
Economic Prosperity

DESIRED OUTCOME

Support an investment positive environment that encourages economic growth and the development of new and existing sectors.

PROGRESS TO DATE

The City is finalizing servicing cost estimates for the Lakeview Business District with decisions set to be made by Council in 2024.

The development of key planning documents including the St. Albert West Area Structure Plan (ASP) and various technical studies is advancing. A public hearing for the St. Albert West ASP is expected to take place in late Q2 2024, to provide an opportunity for community input.

Substantial progress was made on the Land Use Bylaw update It is expected to be approved by Council in 2024.

In April, the Northwest Annexation Area Bridging Document and Investment Attraction Strategy were completed. The Green Tape 2.0 initiative completed with improved planning and development processes as identified in the Competitive Analysis report recommendations.

The Infill Strategy project is scheduled to begin in 2025.

Initiatives Supporting This Priority
Lakeview Business District Servicing Design
Develop the St. Albert West Area Structure Plan and Neighbourhood Plan
Regional and Sub-Regional Economic Development and participation in the Collaborative Economic Development (CED) project
Update of Land Use Bylaw to align it with the new Municipal Development Plan
Integration of Annexed Lands into City Technical Plans and Studies
Develop and recommend Green Tape 2.0 initiatives to enable increased growth, investment, and commerce in St. Albert focusing on a strong collaborative model with the development industry.
Development of an Investment Attraction Strategy
Develop Infill Strategy to guide infill and intensification

COUNCIL STRATEGIC PRIORITIES

STRATEGIC PRIORITY #2:
Downtown Vibrancy

DESIRED OUTCOME

Foster a downtown where people come to live, gather, celebrate, shop and do business.

PROGRESS TO DATE

The update and reprioritization of Downtown Area Redevelopment Plan project is complete.

In December 2023, three concept plan options for Millennium Park were presented to the Standing Council of the Whole (SCOW. The "High" development option was chosen, with plans to prepare a borrowing bylaw for Council presentation in Q1 2024. Stakeholder collaboration, including with adjacent landowners/leaseholders, will support the detailed design phase with work continuing in 2024.

Initiatives Supporting This Priority
Conduct an update and re-prioritization to the Downtown Area Redevelopment Plan (DARP)
Completion of planning for Millennium Park Development
Facilitate and support the coordination of Downtown Business Stakeholders

The Business Improvement Area (BIA) was formed, and the Committee held its first Annual General Meeting in November 2023, discussing revenue, expenditure estimates for 2024, and electing 5 Board members. A motion to match BIA funds raised and to explore federal and provincial grants was introduced in the City's 2024 budget to further support this group.

COUNCIL STRATEGIC PRIORITIES

STRATEGIC PRIORITY #3:
Community Wellbeing

DESIRED OUTCOME

Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has an opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.

PROGRESS TO DATE

In 2023, preliminary designs for a mixed market housing project were reviewed for compliance with City policies, feedback was given to Homeland Housing and the architect. Administration is supporting Homeland Housing with advocacy, development coordination, and legal agreements, alongside stakeholder consultations for development details.

A project team has collaborated with consultants on a feasibility study for a youth transitional housing. Phase one was completed with external stakeholder engagement including youth and youth-serving agencies. A summary of these engagement activities and a Gap Analysis report are anticipated to be completed in early 2024.

The Housing Needs Assessment project completion has been postponed to Q2 2024, with the development of a Housing Diversity Monitoring Program to follow. An interim assessment using 2021 data was conducted in October 2024 to meet Alberta's grant application requirements.

Progress on the community social needs assessment project included analyzing survey results, updating leadership and Council, publishing the "What We Heard" report online, and beginning work on demographic and social issue fact sheets. Work will continue in 2024.

The Municipal Naming Policy was revised in 2023 to guide the naming of municipal assets in a way that reflects the City’s heritage and recognizes and commemorates noteworthy persons or organizations associated with the City.

Development of an Inclusion, Diversity, Equity and Accessibility Strategy will commence in 2024.

Initiatives Supporting This Priority
Develop and Advance Mixed Market Housing for 22 St. Thomas Street
Complete a Feasibility Study for Youth Transitional Housing
Enhance Housing Options to respond to changing demographics and diverse needs of residents.
Complete a Community Amenities Needs Assessment and Concept planning
Establish an Indigenous Advisory Committee and explore Synergistic Opportunities
Develop a comprehensive community-wide engagement strategy to shape a new Municipal Naming policy
Develop and present for council’s approval a funding formula for the Outside Agency Grant that accounts for inflation and increased eligibility.
Complete a community social needs assessment, to provide a comprehensive community demographic profile, identification of community social issues and trends, compilation of community inventory of social sector organizations.
Develop the City's overall strategy, identify tactics and an implementation plan for diversity, equity and accessibility.

COUNCIL STRATEGIC PRIORITIES

STRATEGIC PRIORITY #4:
Adapting to a Changing Natural Environment

DESIRED OUTCOME

Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.

PROGRESS TO DATE

The development of a Waste Minimization Strategy was completed and presented to the Standing Council of the Whole (SCOW) on May 9, 2023.

The final Climate Risk and Vulnerability Assessment (CRVA) report was unanimously approved by the Edmonton Metropolitan Region Board on December 14, 2023. A Council briefing is planned for mid 2024 to keep stakeholders informed of the progress and findings of this climate adaptation initiative.

The Green Environment Strategy (GES) was successfully shared with Council on December 4, 2023. The next phase includes assessing resources for the strategy's implementation, refining its measures, and developing a framework for monitoring progress.

Initiatives Supporting This Priority
Explore innovative Waste Minimization Strategies
Develop a Climate Adaptation Plan to assess risks and impacts related to adverse weather events
Deliver Energy Efficiency Community Based Programs
Develop a Green Environment Long-Range Strategy
Develop a Resilient Infrastructure Long-Range Strategy

The Clean Energy Improvement Program (CEIP) boasts 50 active projects with no backlog, and the City submitted its inaugural Loan Portfolio Report to the Federation of Canadian Municipalities, showcasing the financing achievements for the program. The Home Energy Efficiency Grant (HEEG) has seen robust engagement, with 246 enrollments, 170 approved applications, and 27 grant submissions, resulting in 8 rebates totaling $3,255 issued. Looking ahead, the City will persist in efficiently managing both CEIP and HEEG, fulfilling reporting obligations to the Federation of Canadian Municipalities, while transitioning focus towards sustained service delivery.

COUNCIL STRATEGIC PRIORITIES

STRATEGIC PRIORITY #5:
Financial Sustainability

DESIRED OUTCOME

Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.

PROGRESS TO DATE

The City finished an updated workplan and policy mapping and initiated a debt strategy video for publication in Fall 2023. Activities were briefly paused due to the activation of the Emergency Coordination Centre for wildfire evacuations, yet the project remained on schedule.

Arden Theater's Operating Model Review was completed, and the City will persist in seeking continuous improvement to maintain efficient and effective service and theatre operations. Plans for an alternative operating model are deferred for future consideration, depending on the success and capacity of ongoing operations.

On June 20, 2023, City Council revoked a previous directive for the City Administration to outsource Secondary Public Safety Answering Point (PSAP) and Fire Dispatch services. This decision allowed the city to keep Fire dispatch operations internal and maintain the current staffing levels, along with the associated grant funding.

The contract to Standardize Capital Project and Contract Management Procedures has been finalized and the project commenced in December. Initial consultations with internal stakeholders are planned to take place in early 2024.

Initiatives Supporting This Priority
Develop a Long-Term Debt Strategy
Conduct the Arden Theater Operating Model Options Review as identified in the Operational and Fiscal Review
Implement Direction for 911 Dispatch Delivery Model Review
Standardized Capital Project and Contract Management Procedures
Explore and Implement a Centralization Asset Management model
Enhancement of Online Access to City Services
Define organizational direction, scope and requirements for Customer Relationship and Issue Management for City departments.
Implement Customer Relationship and Issue Management direction for City departments.
Extending Online options for Building and Development Application Process
Develop a process for multi-year budgeting.

Enhance Records and Information Management Practices
Procurement Audit Implementation - Phase 1 & 2 add phase 3
Internal Audit Committee – Practice and Process
Identify and implement improvements to selected planning, development and/or engineering process(s), as per Council motion.
Advance Integrated Risk Management Framework and Practice

Limited progress was made on exploring and implementing a centralization asset management model since Q3 2023, attributed to constraints in resources and capacity.

After revisiting the project's scope, resources, and capacity, the estimated completion of enhancements to our Records and Information Management Practices has been extended to December 2026. Ongoing efforts include the development of directives for digitization and electronic signature, alongside crafting a change management plan.

To date, 36 procurement processes have been documented as part of the Procurement Audit recommendations implementation project. Internal review of new contract templates and a soft launch of a tender drafting software are ongoing. In 2024, focus will shift to developing guidance for updated contract templates, establishing common contract management practices, implementing vendor performance evaluations, and developing risk-based procurement strategies.

To mark the completion of the Internal Audit Committee Practice and Process project, the consultants presented the final report, including a multi-year Audit Plan, to the Internal Audit Steering Committee on October 6, 2023. The Committee’s bylaw was updated and approved by Council. Deliverables such as the updated Bylaw, the Corporate Risk Register, and a Multi-Year Audit Plan will support the Committee's ongoing work, with the first audit from the multi-year plan set for 2024.

Process improvements work for our planning and development processes began in December 2023. Work will continue 2024.

A project plan for Advancing Integrated Risk Management Framework has been reviewed to align with the Internal Audit Committee deliverables. The project plan is set for an early 2024 update to include revised deliverables and schedules.

Enhancement of online access to city services, defining organizational direction and implementation of a Customer Relationship Management system, extending online options for building and development applications along with planning for multi-year budgeting were rescheduled for future years.



St. Albert Trail and Downtown

Financial Section

FINANCIAL STATEMENT DISCUSSION & ANALYSIS

The 2023 Annual Report for the City of St. Albert ("the City") provides its recent financial performance, including significant financial practices, strategies, and events.

Combined with the City's consolidated financial statements, the Financial Statement Discussion and Analysis (FSD&A) section of the Annual Report is prepared by management in accordance with the principles and standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada, as well as the *Municipal Government Act* and provincial and federal regulations.

The FSD&A aims to provide the past year's results, with a summary of the sources, allocation, and use of the economic resources, while capturing significant differences between the reported year and previous year as well as budgeted and actual results. This reports on how the financial resources entrusted to the City are being managed to provide municipal infrastructure, programs, and services. It depicts how the activities of the period have affected the City's results.

Management has made every effort to ensure the consolidated financial statements present a fair accounting of the City's consolidated operating and capital activities for the fiscal year ended December 31, 2023. The City's consolidated financial statements are prepared and reported in observation of the City's policies and bylaws, where City Council provides governance and guidance to policy and bylaw changes and approval. To ensure accountability, City Council conducts quarterly and year-end reviews of the financial results. The consolidated financial statements include the City government and its utilities, the St. Albert Library Board, and the Arts and Heritage Foundation of St. Albert.

The City's auditor, KPMG LLP, has audited the consolidated financial statements and provided the accompanying Independent Auditor's Report. The consolidated financial statements and auditor's report satisfy a legislative reporting requirement as set out by the *Municipal Government Act*.

The FSD&A should be read in conjunction with the audited consolidated financial statements and accompanying notes. The responsibility for the preparation of both the consolidated financial statements and the FSD&A rests with the City's management. A multi-year statistical and financial section is provided for additional information.

The 2023 Consolidated Financial Statements include:

- **Consolidated Statement of Financial Position**
  Reports financial assets, liabilities, net financial assets, non-financial assets, and accumulated surplus as at December 31 year-end. This statement is used to evaluate the City's ability to finance its activities and satisfy its obligations and commitments.
- **Consolidated Statement of Operations and Accumulated Surplus**
  Reports revenues earned, expenses incurred, and results of the fiscal year as annual surplus or deficit and summarizes the change in accumulated surplus.
- **Consolidated Statement of Changes in Net Financial Assets**
  Reports the changes in net financial assets at year-end. This statement provides information regarding the extent to which expenditures in the year were met by revenues recognized in the year. It is a key indicator of the City's overall financial health.
- **Consolidated Statement of Remeasurement Gains and Losses**
  Reports on the unrealized gains and losses arising from the remeasurement of certain financial instruments and certain items denominated in foreign currencies.
- **Consolidated Statement of Cash Flows**
  Reports the cash resources provided by operations, investing, capital activities and financing, and how cash was used during the reporting period. It reflects the net change in cash and cash equivalents since the last reporting period.



St. Albert Place

FINANCIAL ASSETS

Financial assets include cash and cash equivalents, receivables, and investments and are resources that are considered as cash or could be turned into cash if required to fund day-to-day government services. In comparison to 2022, financial assets increased by $0.5 million primarily as a result of increases of investments and receivables and offset by a decrease of cash and cash equivalents. With financial assets trending higher, the City continues to be in a stable financial position. The Consolidated Statement of Financial Position summarizes the financial assets at year end.

CASH AND INVESTMENTS

Cash Position

Cash and cash equivalents are financial resources that consist of short-term cash and investments with maturities of up to three months and that are held to pay for ongoing expenditures and obligations. Uses of cash are subject to the City's Cash Management Policy, which is in place to ensure the cash position is optimized in order to take advantage of investment opportunities.

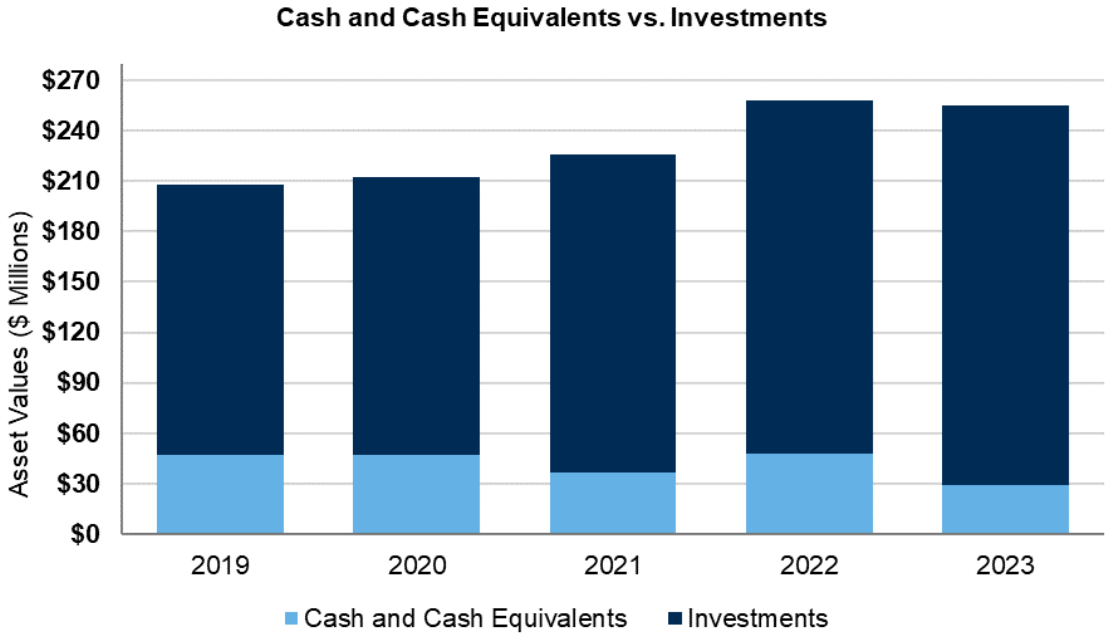
During 2023, the City's changes in cash position were largely due to:

- $71.1 million generated from City operations;
- $73.3 million invested in tangible capital assets and $0.1 million incurred in settlement of asset retirement obligations offset by proceeds on disposal of tangible capital assets of $0.3 million;
- $15.8 million applied in the net acquisition of investments; and,
- $9.0 million received from the issuance of new long-term debt offset by $9.8 million in principal repayments.

Investments

Ranging from short-term investments to long-term bonds, the City invests funds to generate income, which provides another source of funding for services. Short-term investments have maturity terms from three months to three years. Long-term investments are financial securities that have varying maturity terms that extend past three years. The City's investments consisted of short-term notes and deposits and long-term corporate and government bonds.

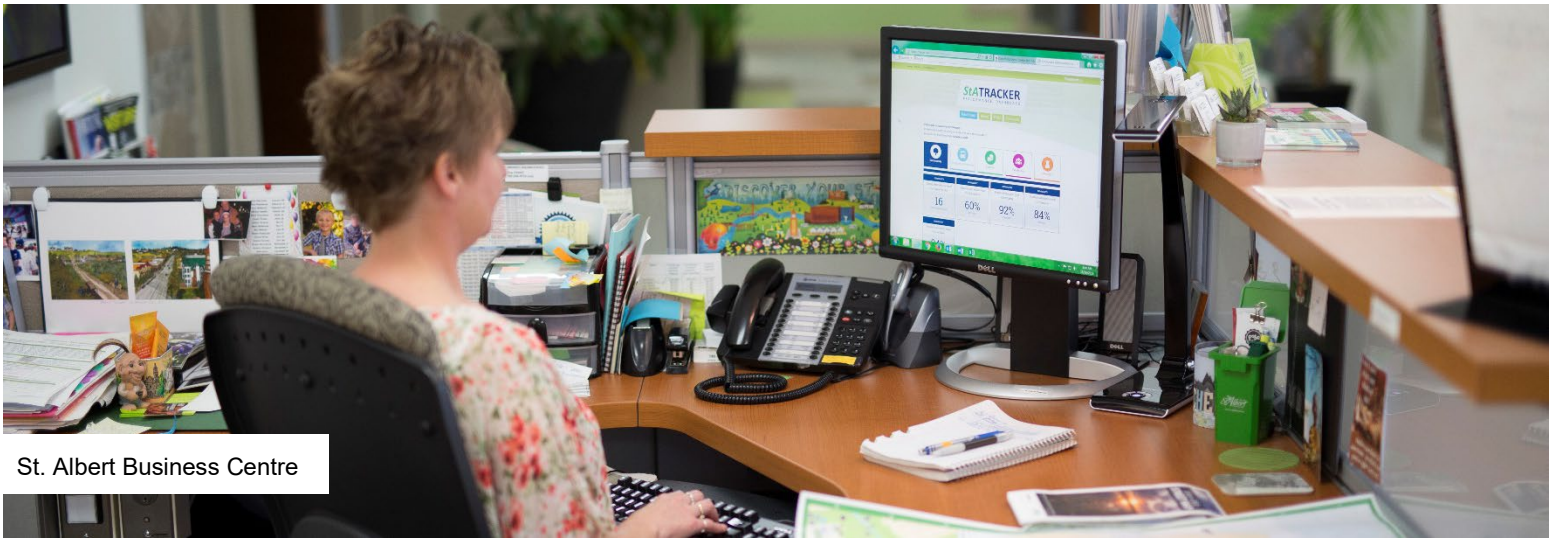
In comparison to 2022, the carrying value of investments was higher by $15.8 million, which represents an increase of 7.5 per cent, primarily due to increases in the investments base. The investment income earned in the year was $7.3 million, an increase of $3.2 million from the prior year due to higher interest rates and a higher investment base. Details on investments are provided in Note 5 to the consolidated financial statements.



As at December 31, 2023, the total cash and cash equivalents and investments was $255.2 million: $29.0 million and $226.2 million respectively. Further information regarding the City's sources and uses of cash and cash equivalents are summarized in the Consolidated Statement of Cash Flows.

RECEIVABLES

Receivables are amounts owed by taxpayers and customers for general taxes, trade, sales and user fees, and other revenues. In the past year, receivables increased by $3.4 million to $18.9 million. The balance in receivables is generally due to timing and does not present substantive risks to the City.



St. Albert Business Centre

LIABILITIES

Liabilities include accounts payable and accrued liabilities, deferred revenue, off-site levy liabilities, deposit liabilities, debt, asset retirement obligations, environmental liabilities. At year end, total liabilities increased by $13.9 million to $196.8 million, as a result of increases in accounts payable and accrued liabilities, off-site levy liabilities, and deposit liabilities. This was partly offset by decreases in deferred revenue, long-term debt, asset retirement obligations and environmental liabilities. The Consolidated Statement of Financial Position summarizes the City's liabilities as at December 31, 2023.

ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities are current short-term amounts owed to vendors for goods purchased, work completed, or services rendered to the City as well as salary and benefits. The payments to these vendors will be made within the next year. As at December 31, 2023, this account increased by $17.7 million to $46.3 million broadly due to timing of payments to vendors. Additional details are provided in Note 6 to the consolidated financial statements.

DEFERRED REVENUE

Deferred revenue, representing mostly restricted capital funding, is held due to restrictions placed on funds by provincial and/or federal governments based on funding agreements. Amounts in deferred revenue are recognized as revenue in the period when the timing or conditions associated with the revenues have been satisfied. Generally, this means that revenues can be recognized as eligible expenditures are made on grant funded capital or operating projects.

During the year, deferred revenue decreased by $2.8 million due to:

- $31.0 million revenue recognized; and offset by
- $1.2 million earnings on interest;
- $27.0 million net contributions received.

The deferred revenue balance at year end of $28.5 million was comprised of $23.4 million related to capital projects supported by government transfers and the remaining $5.1 million designated for operating purposes. Note 7 to the consolidated financial statements provides more detailed information on deferred revenue.

OFF-SITE LEVY LIABILITIES

The City's key services include working with developers to oversee land development for private and public purposes in the community. This involves processing development applications and permits to ensure compliance with planning goals and regulations. One of the major components when developing a new area of land is ensuring that key connecting infrastructure such as roadways, water, sanitary, and storm are in place to support the proposed development.

The City collects off-site levies from developers to fund the construction of these items. The funds are held by the City, restricted, and reported as off-site liabilities until the infrastructure is built.

The balance of this fund fluctuates over time based on the pace of development. The Off-site Levy Program specifies that the burden of paying for the cost of the infrastructure rests with developers and supports a growth-pays-for-growth philosophy.

Off-site levy liabilities increased slightly by $0.3 million to $24.7 million in 2023, as a result of the issuance of new development agreements and corresponding payment of required levies. More detailed information is specified within the Off-site Levy Bylaw and Note 8 to the consolidated financial statements.

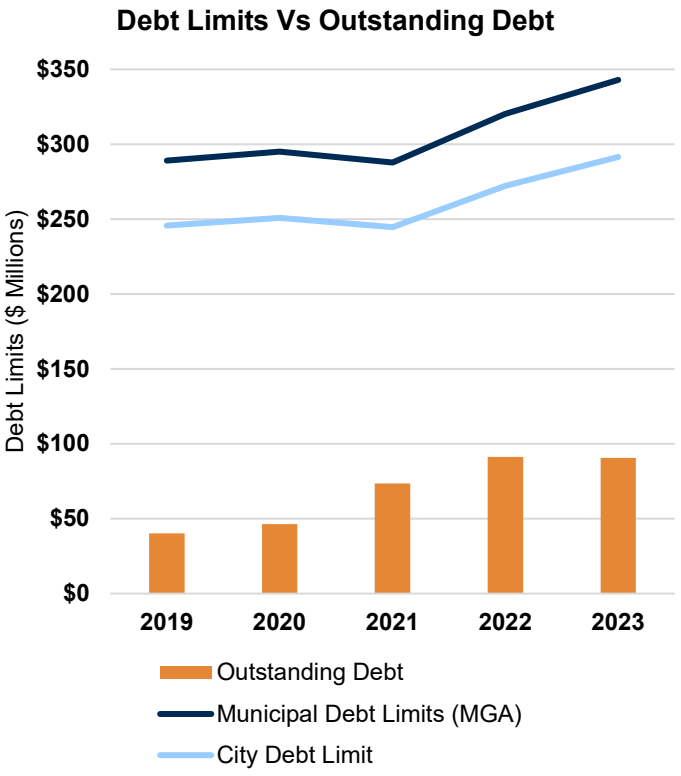
DEBT

City Council considers long-term debt when internal financing is unavailable to fund capital projects and when it is prudent to do so. Current long-term debt consists of fixed-term financing agreements with Alberta Treasury Board & Finance. The interest rates were established at the time of borrowing and remain constant throughout the term. The City's current debt repayments are both tax and reserve funded, with a requirement for semi-annual payments of principal and interest. During the year, the City borrowed $9.0 million, and repaid a principal amount of $9.8 million, resulting in a year-end balance of $90.5 million. Total interest expense of $3.3 million was incurred on long-term debt during the year.

The City has $90.5 million debt outstanding, which is lower than the limit established through the Municipal Government Act and Council imposed internal debt limits. The issuance of new long-term debt relates to two significant projects:

- Villeneuve Road Rebuild of $5.0 million
- North St. Albert Trail of $4.0 million

The ability to borrow is governed by the *Municipal Government Act*, which sets maximum limits to ensure a municipality does not take on too much debt or exceed its ability to service that debt. The regulation safeguards municipalities from over-extending their limits to ensure that they are able to meet the required payments. Debt, when used strategically, is an effective long-term financing strategy. St. Albert remains largely below prescribed debt limits set by the Government of Alberta and internal limits imposed by its Debt Management Policy. More detailed information is provided in Note 10 to the consolidated financial statements.



ASSET RETIREMENT OBLIGATIONS AND ENVIRONMENTAL LIABILITIES

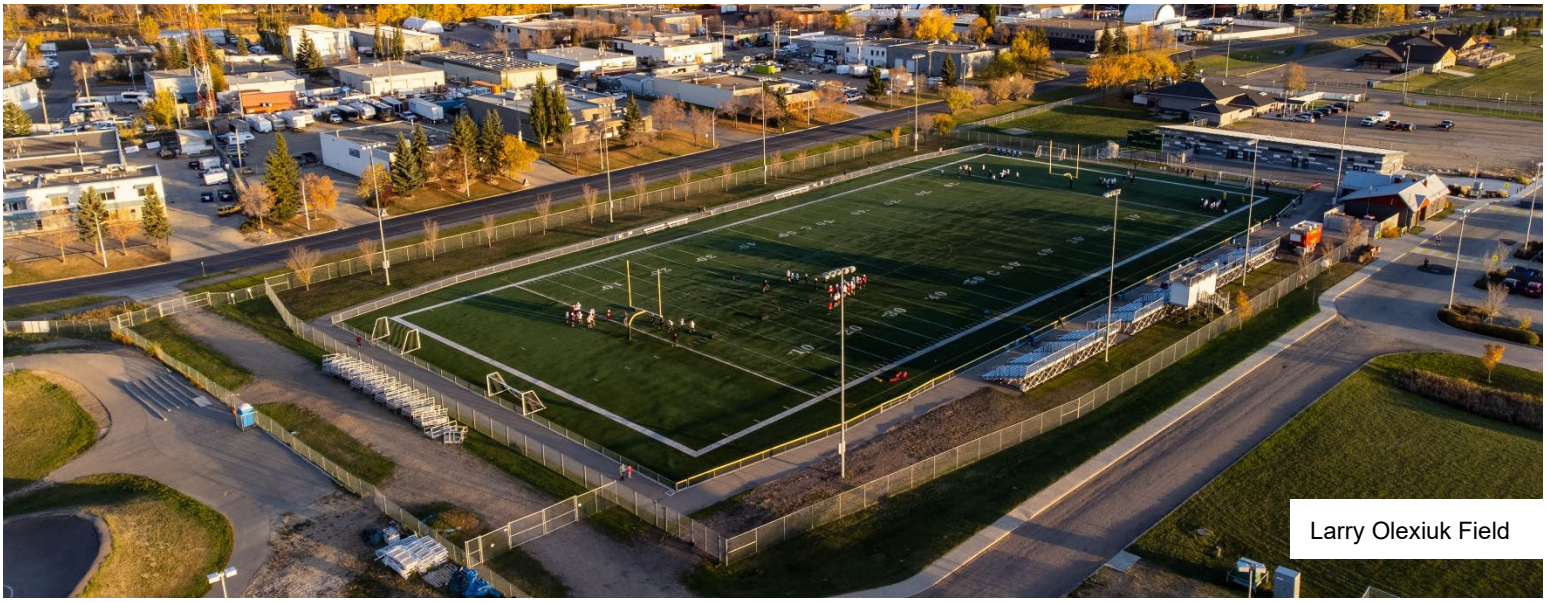
Asset Retirement Obligations (ARO) are legal obligations that arise from the City's control of tangible capital assets or leased assets, which include assets in productive or non-productive use. At December 31, 2023, the ARO liability of $2.3 million consists of retirement liabilities related to tangible capital assets, such as removal of asbestos and leasehold improvements, landfill closure and post-closure activities, and on-going monitoring costs.

In addition, in 2023, environmental liabilities of $0.2 million consisted of expected future monitoring costs connected to the effects of salt on soil and groundwater.

The City uses various estimates and assumptions to recognize obligations to account for values up to the financial statement reporting date. Future events, such as changes to regulatory requirements, may result in changes to these estimated costs. More detailed information is provided in Note 11 to the consolidated financial statements.



Lacombe Lake Park



Larry Olexiuk Field

NET FINANCIAL ASSETS

A government's net financial assets position is a function of its total liabilities and its total financial assets. This calculation is a key financial indicator related to the City's financial position as it reflects the relationship between annual surplus, tangible capital asset acquisitions/disposals/amortization, and treatment of other inventories or prepaid expenses. In 2023, the City's net financial assets position decreased by $13.4 million to $77.4 million. The Consolidated Statement of Changes in Net Financial Assets provides more detailed information on the net financial assets as at December 31, 2023.

NON-FINANCIAL ASSETS

Non-Financial Assets are comprised largely of tangible capital assets (TCA), but also include inventories of materials and supplies and prepaid expenses. These assets are acquired and used in the production of goods and services primarily for the purpose of providing services to the community. Overall, non-financial assets increased by $74.1 million which was attributed to increases in the tangible capital asset base in 2023. The Consolidated Statement of Financial Position outlines the non-financial assets balances as at December 31, 2023.

TANGIBLE CAPITAL ASSETS

Costs are incurred to construct, buy, maintain, and retire assets such as roads, buildings, or equipment are considered tangible capital assets. Any increase in tangible capital assets, including asset retirement costs, is; therefore, a form of investment in the community for which citizens can expect to benefit in future years. Costs incurred to retire assets are associated with Asset Retirement Obligations. In general, these assets have physical substance, and have a long-lived service life greater than one year, and in some cases, decades. Examples of tangible capital assets would include such things as transit buses, recreation centres, parks and trails, cultural amenities, roadways, and water reservoirs.

There are three streams of tangible capital assets – contributed assets, self-constructed/purchased assets, and the leased assets. In the normal course of operations, the

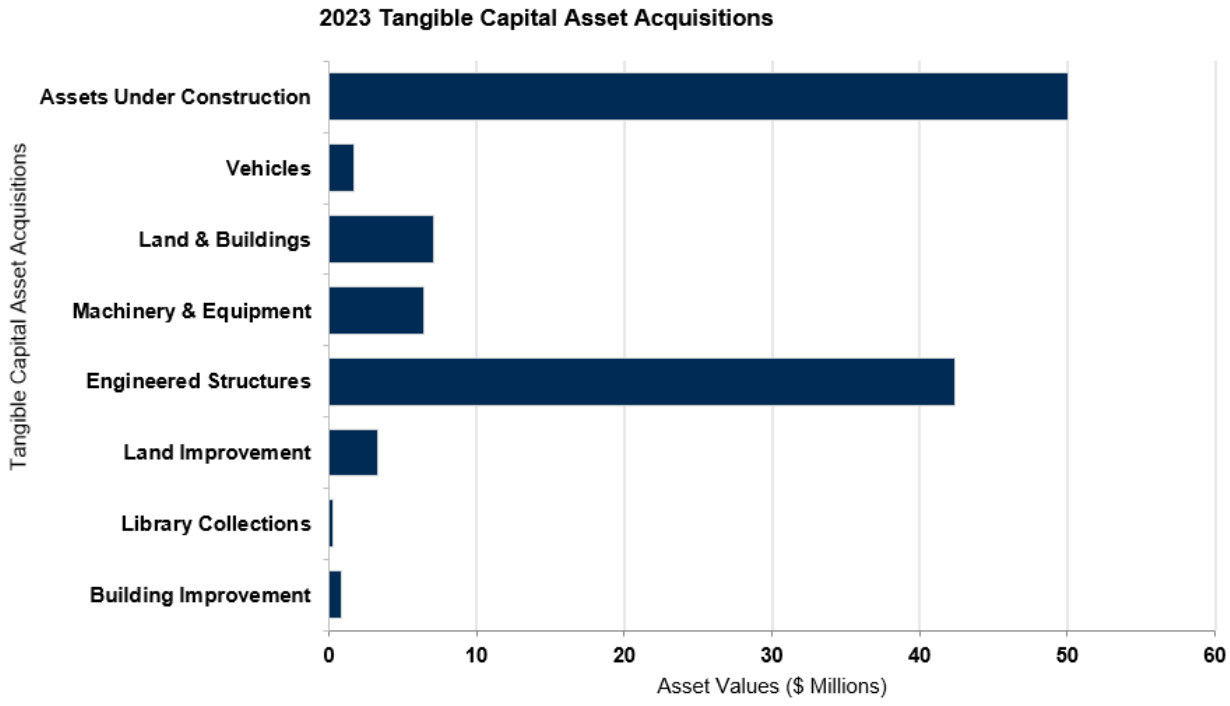
City receives ownership of tangible capital assets from developers and records them as contributed tangible capital assets. Once contributed as tangible capital assets, the City takes on the future responsibility for repairs, maintenance, and eventual replacement of those assets. Contributed tangible capital assets provide a future economic benefit to the City and include such things as roads, land, sidewalks, and street lighting. These contributions are reported as revenue upon receipt from developers and at the time of project completion, which results in an increase in the accumulated surplus.

For the year, the changes in the value of the City's tangible capital assets are comprised of:

- $112.2 million increase in tangible capital assets acquisitions and transfers (including $38.9 million in contributed tangible capital assets); offset by
- $40.0 million amortization expenses; and,
- $0.2 million on disposals.

Net tangible capital assets increased by $72.0 million, ending the year at $1,317.3 million.

Capital spending in the past year was mainly on assets under construction, land and land improvements, machinery and equipment, and engineered structures such as a roadway system, water system, and wastewater system. Tangible capital assets amortization, also referred to as depreciation, is a drawdown of its value, representing an estimated annual cost of using the asset due to wear and tear from use. Land is not a depreciable asset. Note 12 to the consolidated financial statements provides more information on the major components of tangible capital assets, along with its respective amortization amounts in 2023.



During the year, there was a large number of projects completed and moved into service, as a result, $36.9 million was transferred from Assets under Construction. More details are provided in Note 12 to the consolidated financial statements.



St. Albert Trail

ACCUMULATED SURPLUS

Accumulated surplus, also known as municipal equity, is a balance representing the book value of the City and consists of both restricted and unrestricted reserves, and equity invested in tangible capital assets. It is driven by the City's investments and ownership of capital assets over time. The accumulated surplus balance is attributed to all assets exceeding all liabilities over time. A positive balance typically indicates that the government has sufficient net resources to enable the City to provide services in the future. As at December 31, 2023, the City's accumulated surplus increased by $60.7 million, primarily due to capital revenues. The accumulated surplus ended the year at $1,399.9 million compared to $1,339.2 million in 2022. The Consolidated Statement of Operations and Accumulated Surplus summarizes the accumulated surplus, with additional information in Note 14 to the consolidated financial statements.

RESERVES

Reserves are funds set aside to provide for capital investments, budget shortfalls, or unexpected economic events through general fund contributions and investment income, in an effort to stabilize future tax. The City's reserves are designated for operating and capital purposes; however, the majority of reserves are funds for future repairs, maintenance, and replacement of existing assets as part of the asset management program. A growing reserve balance represents good financial management - indicative of healthy fundamental practices and is consistent with the City's conservative approach.

The City's internally restricted reserves increased by $2.2 million. Reserves balance fluctuation is due to timing of lifecycle purchases, surplus transfers as well as delays in projects. As a result, restricted reserves ended the year at $178.3 million.

FINANCIAL OPERATIONS

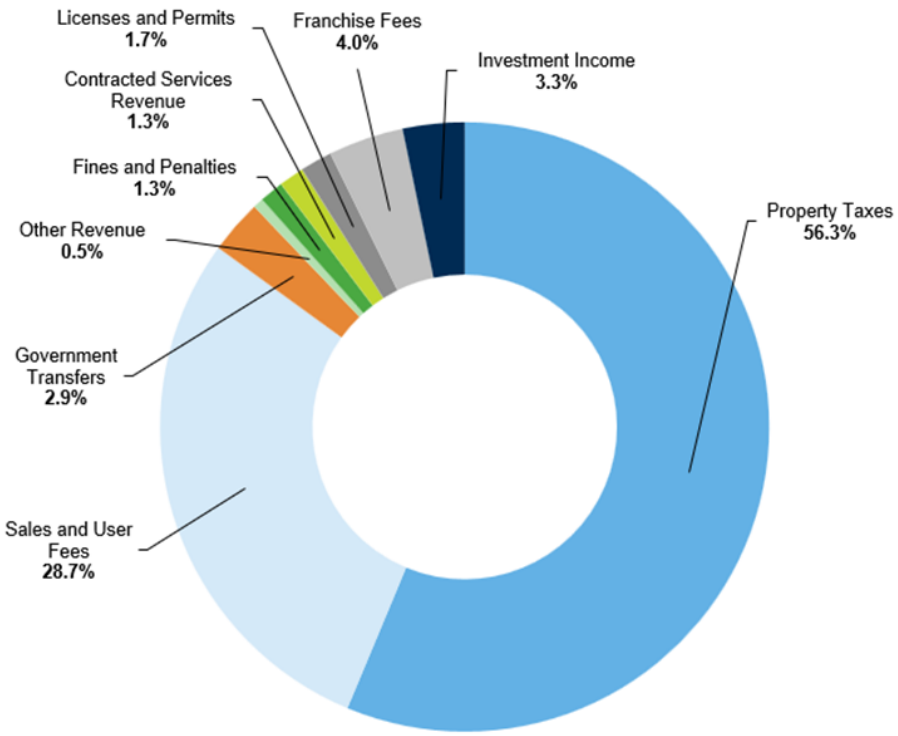
The Consolidated Statement of Operations and Accumulated Surplus summarizes the City's operating results in 2023. While contributing positively to the City's strong financial position, this year's annual surplus of $60.7 million is primarily attributed to revenues recognized for contributed assets and capital grants. The segmented information on the lines of service provided by the City is detailed in Note 24 to the consolidated financial statements. This note also includes corresponding revenues and expenses, presented by object in each functional category.

OPERATING REVENUES

Property tax is the City's primary source of revenue; however, sales and user fees and government transfers also provide a steady stream of revenues. In general, some of the City's revenues fluctuated with economic conditions, while other revenue sources performed largely as budgeted.

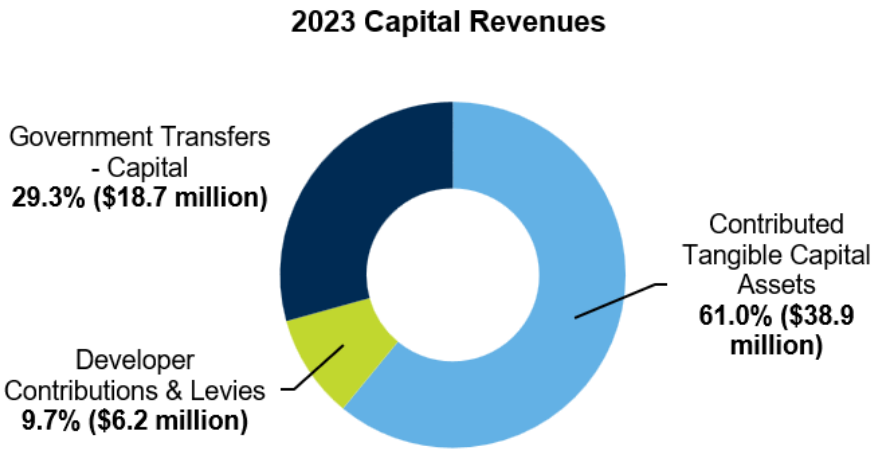
At December 31, 2023, the City's consolidated operating revenues of $222.4 million exceeded the budget by $6.0 million. The increase in operating revenues was attributed to increases in Investment Income, Government Transfers, and Sales and User Fees. The increase in Investment Income is due to increases in interest rates and investment base. The increase in Government Transfers - Operating grants is due to increases in unbudgeted government transfers. The increase in Sales and User Fees is driven by increases in demand for recreation services, facility rentals, and transit services.

2023 Operating Revenues by Object



Numbers above are rounded and may not equal exactly 100%.

CAPITAL REVENUES



Funding for capital projects comes from a variety of sources such as tax revenues, reserves, government transfers, third-party contributed assets, developer contributions and levies, and to a lesser extent, investment income and other revenues. Capital revenues for capital activities can vary from year-to-year depending on the timing of capital project schedules, thus comparison of current year to prior year actuals provides nominal value. As project expenditures are incurred, related revenues are earned. Thus, delays in capital projects result in delays in revenue recognition for projects.

The 2023 capital revenues varied by $9.3 million from budget primarily due to timing of contributed assets and government transfers for capital projects. The capital revenues reported include projects that were not only approved in the current year, but also consisted of projects from prior years. A total of $63.8 million in capital revenues were recognized during the year.

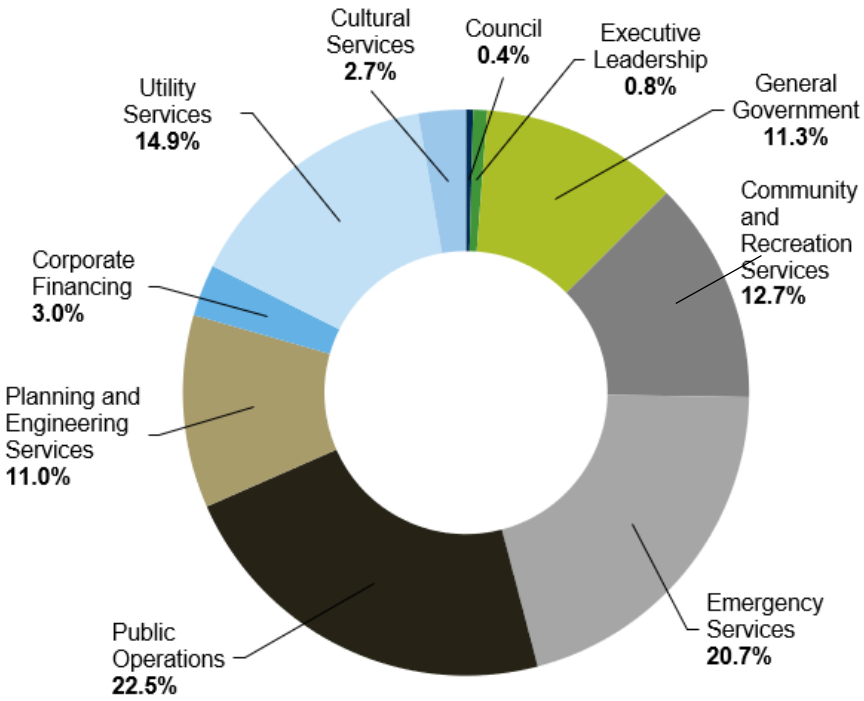
EXPENSES

In the delivery of municipal services, the City incurs expenditures for work performed by employees, vendors, and contractors and purchases of materials, supplies, and commodities. This requires cash outflows to settle amounts owed by the City. In general, the City's expenditures are subject to inflationary pressures. As such, the effects of inflation on contracted services, materials, goods, and supplies continue to put pressure on costs associated with delivering programs and services.

The City's 2023 consolidated expenses of $225.5 million were lower than budget by $2.8 million. An overall decrease in operating expenses was attributed to decreases in Public Operations, Utility Services, Corporate Financing and offset by increases in Planning and Engineering Services, Emergency Services and Cultural Services. Public Operations expenses were lower than budget due to lower amortization and contracted services as a result of the dissolution of the Edmonton Metropolitan Transit Services Commission (EMTSC) in the past year. Utility Services expenses were lower than budget due to lower water and wastewater costs driven by a lower water requirement and lower amortization. Corporate Financing expenses were lower than budget due to actual interest being transferred to deferred revenue and reserves, as well as an employee future benefits adjustment.

These expenses were offset by higher Planning and Engineering Services expenses due to increases in amortization from rising capital additions inclusive of contributed assets, increases in contracted services, and general expenses. Emergency Services expenses were higher due to an increase in contracted services for RCMP as well as increases in salaries and wages for firefighters and Community Peace Officers and overtime as a result of limited staff availability and wildfire deployments. Cultural Services expenses were higher due to increases from an externally funded portion of the ongoing operations of the Arts & Heritage Foundation not budgeted by the City.

2023 Expenses by Function



Numbers above are rounded and may not equal exactly 100%.

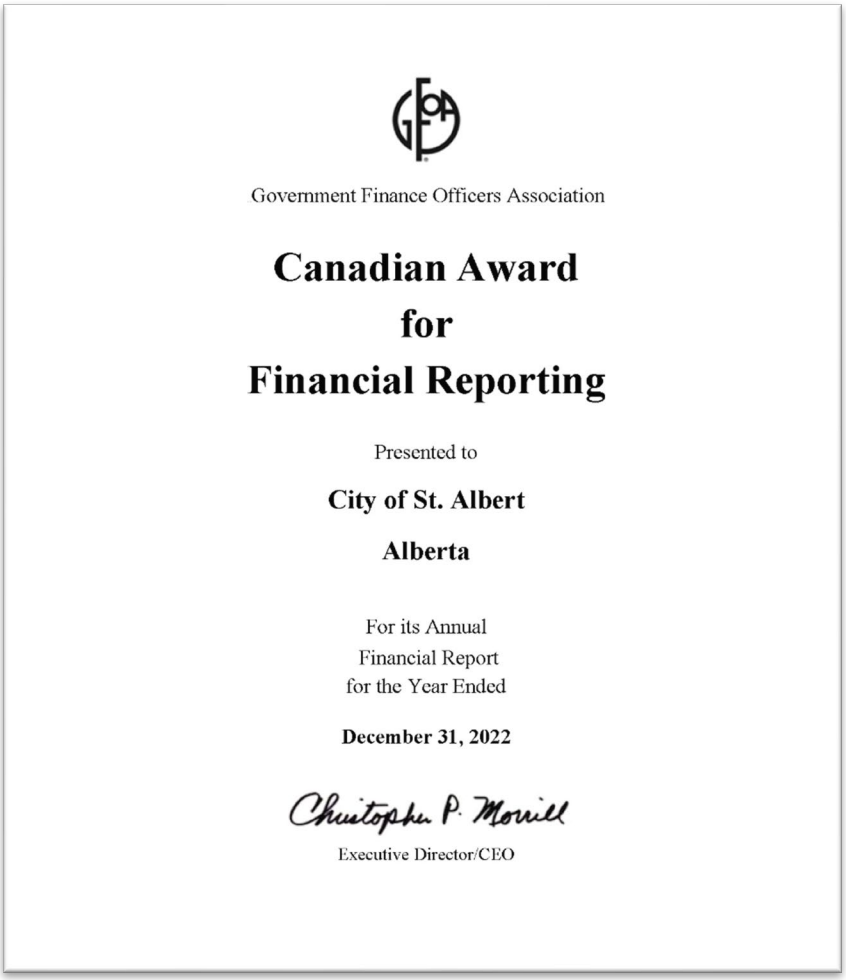
ANNUAL SURPLUS

The City's annual surplus remains financially strong at $60.7 million. The annual surplus is equal to the current year's excess of revenues over expenditures. With a realized healthy surplus, the City strengthened its net assets position reflecting continued financial sustainability.

June 18, 2024



Ray Gibbon Drive



Government Finance Officers Association

Canadian Award
for
Financial Reporting

Presented to

City of St. Albert

Alberta

For its Annual
Financial Report
for the Year Ended

December 31, 2022

Christopher P. Morrill

Executive Director/CEO

CANADIAN AWARD FOR FINANCIAL REPORTING

For the last 22 years, the City has received a Canadian Award for Financial Reporting for its Annual Financial Reports. This award, presented by the Government Finance Officers Association of the United States and Canada (GFOA), is presented to governments across Canada who publish high-quality financial reports.

In order to qualify, a government must publish an easily readable and efficiently organized annual financial report, the contents of which conform to program standards beyond the minimum requirements prescribed by Canada's Generally Accepted Accounting Principles. Such a report should clearly communicate the municipality's financial condition, enhance an understanding of financial reporting, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one-year only.

The City of St. Albert believes its current Report continues to conform to the program award requirements and will therefore again forward it to the Government Finance Officers Association for award consideration.



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Management's Report

To the Mayor and Members of Council of the City of St. Albert,

Management of the City of St. Albert is responsible for the integrity, relevance and comparability of the data in the accompanying consolidated financial statements. The consolidated financial statements have been prepared by Management in accordance with Canadian Public Sector Accounting Standards. The preparation of the consolidated financial statements necessarily includes some amounts which are based on Management's best estimates.

It is City policy to practice the highest standard of ethics. The City also has policies and procedures for internal controls.

Management is committed to maintaining an extensive system of internal controls, providing reasonable assurance that:

* all transactions are appropriately authorized

* assets are properly accounted for and safeguarded

* all transactions are appropriately recorded, and financial records are reliable for the preparation of consolidated financial statements.

Oversight for Management's responsibilities for financial reporting is provided by City Council. There are regular meetings between Council, Management and the City's independent external auditors to discuss auditing and reporting on financial matters, and to ensure that Management is carrying out its responsibilities with its preparation of the consolidated financial statements. The independent auditors have full and free access to Council and Management.

The consolidated financial statements have been audited by the independent external audit firm of KPMG LLP.

William Fletcher
Chief Administrative Officer

Diane McMordie
Diane McMordie (Jun 18, 2024 14:43 MDT)

Diane McMordie, CPA,CMA
Managing Director, Corporate & Emergency Services/CFO

KPMG LLP
2200, 10175 – 101 Street
Edmonton, AB T5J 0H3
Canada
Telephone 780-429-7300
Fax 780-429-7379

INDEPENDENT AUDITOR'S REPORT

To the Mayor and Members of Council of the City of St. Albert

Opinion

We have audited the consolidated financial statements of the City of the City of St. Albert (the Entity), which comprise:

- the consolidated statement of financial position as at December 31, 2023;
- the consolidated statement of operations and accumulated surplus for the year then ended;
- the consolidated statement of changes in net financial assets for the year then ended;
- the consolidated statement of remeasurement losses for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2023, and its consolidated results of operations, its consolidated changes in net financial assets, its consolidated remeasurement losses and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion

Emphasis of Matter – Comparative Information

We draw attention to Note 2.a to the financial statements ("Note 2.a"), which explains that certain comparative information presented for the year ended December 31, 2022 has been restated.

Note 2.a explains the reason for the restatement and also explains the adjustments that were applied to restate certain comparative information.

Our opinion is not modified in respect of this matter.

Other Matter – Comparative Information

As part of our audit of the financial statements for the year ended December 31, 2023, we also audited the adjustments that were applied to restate certain comparative information presented for the year ended December 31, 2022. In our opinion, such adjustments are appropriate and have been properly applied.

Other Information

Management is responsible for the other information. Other information comprises the information, other than the financial statements and the auditor's report thereon, included in the "2023 Annual Report".

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditor's report thereon, included in the Annual Report, as at the date of this auditor's report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditor's report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



Chartered Professional Accountants

Edmonton, Canada
June 18, 2024

CITY OF ST. ALBERT
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2023, with comparative information for 2022 (in thousands of dollars)

	2023	2022 (Restated) (Note 2.a)
Financial Assets		
Cash and Cash Equivalents (Note 3)	**$ 29,012**	$ 47,627
Accounts Receivable	**15,332**	11,891
Taxes Receivable (Note 4)	**3,535**	3,633
Land and Inventories Held for Resale	**122**	123
Investments (Note 5)	**226,209**	210,420
Total Financial Assets	**274,210**	273,694
Financial Liabilities		
Accounts Payable and Accrued Liabilities (Note 6)	**46,315**	28,584
Deferred Revenue (Note 7)	**28,488**	31,324
Offsite Levy Liabilities (Note 8)	**24,675**	24,351
Deposit Liabilities (Note 9)	**4,330**	3,940
Long-Term Debt (Note 10)	**90,497**	91,254
Asset Retirement Obligations and Environmental Liabilities (Note 11)	**2,480**	3,408
Total Financial Liabilities	**196,785**	182,861
Net Financial Assets	**77,425**	90,833
Non-Financial Assets		
Tangible Capital Assets (Note 12)	**1,317,321**	1,245,326
Inventories of Materials and Supplies	**1,646**	1,327
Prepaid Expenses	**3,533**	1,783
Total Non-Financial Assets	**1,322,500**	1,248,436
Accumulated Surplus (Note 14)	**$ 1,399,925**	$ 1,339,269
Accumulated Operating Surplus	**$ 1,399,935**	$ 1,339,269
Accumulated Remeasurement Losses	**$ (10)**	$ -

Commitments and Contingencies (Note 15)

Contractual Rights (Note 16)

Approved by:

C. Heron — Mayor

S.Biermanski — Councillor

S.Biermanski (Jun 18, 2024 19:16 MDT)

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF ST. ALBERT
CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

Year Ended December 31, 2023, with comparative information for 2022 (in thousands of dollars)

	2023 Budget (Note 22)	2023	2022 (Restated) (Note 2.a)
Operating Revenue			
Property Taxes (Note 18)	$ 125,042	**$ 125,129**	$ 117,710
Sales and User Fees	62,792	**63,797**	58,874
Government Transfers - Operating (Note 19)	4,546	**6,444**	6,179
Franchise Fees (Note 17)	8,799	**8,868**	7,303
Licenses and Permits	3,536	**3,778**	3,755
Investment Income	4,601	**7,252**	4,097
Contracted Services Revenue	2,886	**3,041**	2,685
Fines and Penalties	3,400	**2,836**	3,350
Other Revenue	831	**1,266**	1,658
Total Operating Revenue	216,433	**222,411**	205,611
Expenses			
Public Operations	57,935	**50,799**	51,250
Emergency Services	42,529	**46,579**	42,487
Utility Services	37,467	**33,469**	34,148
Community and Recreation Services	28,855	**28,725**	26,712
General Government	26,134	**25,596**	22,951
Planning and Engineering Services	19,947	**24,871**	21,296
Cultural Services	4,695	**6,100**	6,151
Executive Leadership	2,172	**1,817**	3,160
Council	911	**912**	884
Corporate Financing	7,712	**6,671**	(531)
Total Expenses	228,357	**225,539**	208,508
Annual Surplus (Deficiency) Before Capital Revenue	(11,924)	**(3,128)**	(2,897)
Capital Revenue			
Contributed Tangible Capital Assets	43,207	**38,865**	23,080
Developer Contributions and Levies	16,255	**6,210**	7,958
Government Transfers - Capital (Note 19)	13,620	**18,719**	20,434
Annexation	-	**-**	1,682
Total Capital Revenue	73,082	**63,794**	53,154
Annual Surplus	61,158	**60,666**	50,257
Accumulated Surplus, Beginning of Year (Restated) (Note 2.a)	1,339,269	**1,339,269**	1,289,012
Accumulated Surplus, End of Year	$ 1,400,427	**$ 1,399,935**	$ 1,339,269

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF ST. ALBERT
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

Year Ended December 31, 2023, with comparative information for 2022 (in thousands of dollars)

	2023 Budget (Note 22)	2023	2022 (Restated) (Note 2.a)
Annual Surplus	$ 48,343	$ 60,666	$ 50,257
Acquisition of Tangible Capital Assets	250,320	(73,360)	(62,393)
Contributed Tangible Capital Assets	(43,207)	(38,865)	(23,080)
Proceeds on Disposal of Tangible Capital Assets	-	309	3,095
Amortization of Tangible Capital Assets	43,279	39,994	37,134
Gain on Disposal of Tangible Capital Assets	-	(73)	(1,131)
	250,392	(71,995)	(46,375)
Acquisition of Inventories of Materials and Supplies	-	(1,646)	(1,327)
Prepayment of Prepaid Expenses	-	(3,533)	(1,783)
Consumption of Inventories of Materials and Supplies	-	1,327	1,221
Use of Prepaid Expenses	-	1,783	1,301
Unrealized Remeasurement Losses	-	(10)	-
	-	(2,079)	(588)
Increase (Decrease) in Net Financial Assets	298,735	(13,408)	3,294
Net Financial Assets, Beginning of Year	90,833	90,833	89,391
Adjustment on adoption of the asset retirement obligation standard (Restated) (Note 2.a)	-	-	(1,852)
Increase in Net Financial Assets	90,833	90,833	87,539
Net Financial Assets, End of Year	$ 389,568	$ 77,425	$ 90,833

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF ST. ALBERT
CONSOLIDATED STATEMENT OF REMEASUREMENT LOSSES

Year Ended December 31, 2023 (in thousands of dollars)

	2023	2022
Unrealized Losses Attributable to:		
Investments with Embedded Derivatives	**$ (10)**	$ -
Accumulated Remeasurement Losses, End of Year	**$ (10)**	$ -

The accompanying notes are an integral part of these consolidated financial statements.

CITY OF ST. ALBERT
CONSOLIDATED STATEMENT OF CASH FLOWS

Year Ended December 31, 2023, with comparative information for 2022 (in thousands of dollars)

	2023	2022 (Restated) (Note 2.a)
Cash Provided by (Used in):		
Operating Activities		
Annual Surplus	**$ 60,666**	$ 50,257
Items Not Involving Cash:		
Amortization of Tangible Capital Assets	**39,994**	37,134
Contributed Tangible Capital Assets	**(38,865)**	(23,080)
Gain on Disposal of Tangible Capital Assets	**(73)**	(1,131)
Accretion expense	**188**	124
	61,910	63,304
Change in Non-Cash Assets and Liabilities:		
Accounts Receivable	**(3,441)**	6,072
Taxes Receivable	**98**	(310)
Land and Inventories Held for Resale	**1**	(3)
Accounts Payable and Accrued Liabilities	**17,731**	(1,937)
Deferred Revenue	**(2,836)**	5,531
Offsite Levy Liabilities	**324**	(211)
Deposit Liabilities	**390**	1,327
Asset Retirement Obligations and Environmental Liabilities	**(1,027)**	344
Inventories of Materials and Supplies	**(319)**	(106)
Prepaid Expenses	**(1,750)**	(482)
Cash from Operating Activities	**71,081**	73,529
Capital Activities		
Acquisition of Tangible Capital Assets	**(73,360)**	(62,393)
Proceeds on Disposal of Tangible Capital Assets	**309**	3,095
Settlement of Asset Retirement Obligations	**(89)**	(7)
Cash applied to Capital Activities	**(73,140)**	(59,305)
Investing Activities		
Purchase of Investments	**(79,108)**	(66,844)
Maturity of Investments	**63,309**	45,846
Cash applied to Investing Activities	**(15,799)**	(20,998)
Financing Activities		
Issue of Long-Term Debt	**9,000**	26,000
Repayment of Long-Term Debt	**(9,757)**	(8,188)
Cash from Financing Activities	**(757)**	17,812
Increase (Decrease) in Cash and Cash Equivalents	**(18,615)**	11,038
Cash and Cash Equivalents, Beginning of Year	**47,627**	36,589
Cash and Cash Equivalents, End of Year	**$ 29,012**	$ 47,627

The accompanying notes are an integral part of these consolidated financial statements.

The City of St. Albert (the City) is a municipality in the Province of Alberta and operates under the provisions of the Municipal Government Act, R.S.A., 2000, c. M-26, as amended (MGA).

1. Significant Accounting Policies

The consolidated financial statements ("financial statements") of the City are the representations of management and have been prepared in accordance with Canadian Public Sector Accounting Standards (PSAS).

Significant accounting policies adopted by the City are as follows:

a. Reporting Entity

The financial statements reflect the assets, liabilities, revenues, expenses and accumulated surplus of the reporting entity. The entity is comprised of all organizations, committees and local boards that are owned or controlled by the City and are, therefore, accountable to the Council for the administration of their financial affairs and resources. In addition to the City's municipal government operations, consolidated entities include the St. Albert Public Library and the Arts & Heritage Foundation of St. Albert. Inter-departmental and inter-organizational transactions and balances between these entities have been eliminated. The financial statements also include requisitions for educational and other organizations that are not part of the City.

b. Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Future events, such as changes to regulatory requirements, may result in significant changes to the estimated total expenses and will be recognized prospectively as a change in estimate when applicable.

Significant estimates include assumptions used in determining the fair value of contributed tangible capital assets. Other areas that estimates are used are in determining employee future benefits, the useful lives of tangible capital assets, provision for allowances in accounts receivable, provision for tax exempt appeals, investment impairment, if any, and asset retirement obligations and environmental liabilities.

Actual results could differ from these estimates.

c. Basis of Accounting

The financial statements are prepared using the accrual basis of accounting.

i. Revenue

Revenue is accounted for in the period in which it is earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Tax revenues are recognized when the tax has been authorized by bylaw and the taxable event has occurred.

Offsite levies are collected from a developer upon the execution of a Development Agreement as per the Offsite Levy Bylaw. These funds are restricted to fund the construction of specific infrastructure and are recognized as revenue once the said infrastructure has been built and the City has provided a construction completion certificate.

1. Significant Accounting Policies (continued)

c. Basis of Accounting (continued)

i. Revenue (continued)

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase or construction of tangible capital assets. These transfers are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return. These are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

ii. Expenses

Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

d. Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and cash equivalents that are highly liquid with orginal maturities of three months or less.

e. Financial Instruments

The City's financial instruments include cash and cash equivalents, accounts receivable, taxes receivable, investments, accounts payable and accrued liabilities, and long-term debt. The carrying value of cash and cash equivalents, accounts receivable, taxes receivable, accounts payable and accrued liabilities approximate their fair values due to the short-term nature of these financial assets and liabilities.

The following is a list of the City's financial instruments and their related measurement basis:

- Cash and cash equivalents – cost or amortized cost
- Accounts receivable – cost or amortized cost
- Taxes receivable – cost or amortized cost
- Investments with embedded derivatives – fair value
- Investments other than investments with embedded derivatives – cost or amortized cost
- Accounts payable and accrued liabilities – cost or amortized cost
- Long-term debt – cost or amortized cost.

The three levels of information that may be used to measure fair value are:

- Level 1 – Unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 – Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

1. Significant Accounting Policies (continued)

e. Financial Instruments (continued)

Derivatives are recorded at fair value in the Consolidated Statement of Financial Position. Derivatives with a positive or negative fair value are recognized as increases or decreases to investments. Unrealized gains and losses from changes in the fair value of derivatives are recognized in the Consolidated Statement of Remeasurement Gains and Losses.

Contractual obligations are evaluated for the existence of embedded derivatives. The City measures and recognizes embedded derivatives separately from the host contract when the economic characteristics and risk of the embedded derivative are not closely related to those of the host contract, when it meets the definition of a derivative and when the entire contract is not measured at fair value. An election can be made to either measure the entire contract at fair value or measure the value of the derivative component separately when characteristics of the derivative are not closely related to the economic characteristics and risks of the contract itself. For investments with embedded derivatives, the City has made an irrevocable election to measure the entire contract at fair value.

Investment premiums and discounts for investments measured at amortized cost are amortized on the straight line basis over the term of the respective investments.

Financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the Statement of Operations.

Transaction costs are incremental costs directly attributable to the acquisition or issue of a financial asset or a financial liability. For investments measured at cost or amortized cost, transaction costs are added to the carrying value of the instruments when they are initially recognized. For investments measured at fair value, transaction costs are expensed as incurred. Investment income is reported as revenue in the period earned. When required by agreement or legislation, investment income earned on deferred revenue is added to the deferred revenue balance.

f. Land and Inventories Held for Resale

Land held for resale is recorded at the lower of cost and net realizable value. Inventories held for resale are valued at lower of cost and net realizable value.

1. Significant Accounting Policies (continued)

g. Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for the use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations.

i. Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to the acquisition, construction, development, betterment and retirement of the assets. The cost, less residual value of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Buildings and Building Improvement	10 to 50 years
Land Improvement	10 to 30 years
Library Collections	5 years
Engineered Structures	
Roadway System	15 to 50 years
Water System	20 to 75 years
Wastewater System	30 to 75 years
Storm System	30 to 75 years
Machinery and Equipment	5 to 20 years
Vehicles	5 to 18 years

Assets under construction are not amortized until the asset is available for productive use.

ii. Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue. If an estimate of fair value cannot be made, the tangible capital assets are recorded at a nominal value.

iii. Leases

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

1. Significant Accounting Policies (continued)

g. Non-Financial Assets (continued)

iv. Works of Art and Historical Treasures

Cultural and historical assets such as works of art, historical and heritage sites are not recorded as tangible capital assets.

v. Inventories of Materials and Supplies

Inventories of materials and supplies consist mainly of parts and road maintenance materials and are valued at the lower of cost and replacement cost.

h. Employee Future Benefits

Pension Plans

The City participates in multi-employer pension plans. As such, contributions for current and past service pension benefits are recorded as expenses in the year in which they become due.

Accumulating Non-Vesting Sick Leave Benefits

Sick leave benefits accumulate with employees' service and are provided by the City to certain employee groups of the City, as defined by employment or collective bargaining agreements, to cover illness related absences that are outside of short-term and long-term disability coverage. Benefit amounts are determined and accumulate with reference to employees' earnings at the time they are paid out. The cost of the accumulating non-vesting sick leave benefits is expensed as the benefits are earned.

The City recognizes a liability and expense for accumulating non-vesting sick leave benefits using an actuarial cost method as the employees render services to earn the benefits. The liability and expense is determined using the projected benefit method pro-rated for service and management's best estimates of expected discount rate, inflation, rate of compensation increase, termination and retirement dates, and mortality. Actuarial gains and losses are amortized on a straight-line basis over the expected average remaining service life of the related employee groups.

i. Asset Retirement Obligations and Environmental Liabilities

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the end of the reporting period when there is a legal obligation for the City to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes costs directly attributable to asset retirement activities, based on information available at the end of the reporting period. The best estimate of an asset retirement obligation may incorporate a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized on a straight-line basis over the useful life of the related asset. At each reporting date, the City reviews the carrying amount of the liability. Where a present value technique is used to measure a

1. Significant Accounting Policies (continued)

i. Asset Retirement Obligations and Environmental Liabilities (continued)

liability, the City recognizes period-to-period changes to the liability due to the passage of time as accretion expense in the Consolidated Statement of Operations. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

Enivornmental liabilities are related to liabilities for contaminated sites. Contaminated sites are defined as the result of contamination being introduced into air, soil, water, or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation activities including operation, maintenance and monitoring. The best estimate of the liability for contaminated sites may incorporate a present value technique. Sites that are currently in productive use are only considered contaminated sites if an unexpected event results in remediation. At each reporting date, the City reviews the carrying amount of the liability. Where a present value technique is used to meausre a liability, the City recognizes period-to-period changes to the liability due to the passage of time or accretion expense in the Consolidated Statement of Operations. Changes to the liability arising from revisions to timing, amount of the original estimate of undiscounted cash flows, or the discount rate are recognized within Corporate Financing and Cultural Service in the Consolidated Statement of Operations. In cases where the City's responsibility is not determinable, a contingent liability may be disclosed.

The City continues to recognize a liability related to asset retirement obligations and contaminated sites until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

j. Deferred Revenue

Deferred revenues represent government transfers, donations, and other amounts which have been collected, but for which the related services have yet to be performed or agreement stipulations have not been met. These amounts will be recognized as revenues when revenue recognition criteria have been met. Interest earned on deferred revenues, reserves, and offsite levies are calculated using an average investment earnings on a monthly basis.

k. Requisition Over-levy and Under-levy

Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the actual amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue.

Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

l. Future Accounting Standard Pronouncements

The following summarizes upcoming changes to Canadian public sector accounting standards. In 2024, the City will continue to assess the impact and prepare for the adoption of these standards. While the timing of standard adoption may vary, certain standards must be adopted concurrently.

i. Revenue

1. Significant Accounting Policies (continued)

l. Future Accounting Standard Pronouncements (continued)

i. Revenue (continued)

PS3400, Revenue establishes standards on how to account for and report on revenue, specifically in regards to revenue arising from transactions with performance obligations (exchange transactions) and those without performance obligations (non-exchange transactions). This standard is applicable for fiscal years beginning on or after April 1, 2023.

ii. Purchased Intangibles

PSG-8, Purchased Intangibles, allows for purchased intangible assets to be recognized as assets in a public sector entity's financial statements. This standard is applicable for fiscal years beginning on or after April 1, 2023.

iii. Public Private Partnerships

PS3160, Public Private Partnerships, establishes standards on how to account for certain arrangements between public and private entities. The standard provides guidance on situations where a public entity acquires infrastructure assets using a private sector partner that designs, builds, or finances the infrastructure asset past the point where it is ready for use. This standard is applicable for fiscal years beginning on or after April 1, 2023.

2. CHANGE IN ACCOUNTING POLICIES

a. PS 3280 – Asset Retirement Obligations

On January 1, 2023, the City adopted Public Accounting Standard PS 3280 – Asset Retirement Obligations. The new accounting standard addresses the reporting of legal obligations associated with the retirement of certain tangible capital assets, such as asbestos removal in retired buildings by public sector entities. The new accounting standard has resulted in a withdrawal of the existing Section PS 3270 – Solid Waste Landfill Closure and Post-Closure Liability. The City adopted the standard using the modified retrospective approach at the date of adoption, with restatement of prior year comparative information.

As at January 1, 2022, The City removed the landfill liability that had been recognized to date and recognized the following to conform to the new standard:

- asset retirement obligations, adjusted for accumulated accretion to date;
- asset retirement cost capitalized as an increase to the carrying amount of the related tangible capital assets in productive use;
- accumulated amortization on the capitalized cost; and
- adjustment to the opening balance of accumulated surplus.

Amounts are measured using information and assumptions where applicable, that are current on the effective date of the standard. The amount recognized as an asset retirement cost is measured as of the date the asset retirement obligation was incurred. Accumulated accretion and amortization are measured for the period from the date the liability would have been recognized had the provisions of this standard been in effect to the date as of which this standard is first applied. Impacts on the prior year comparative information as a result of the change in accounting policy are presented as follows:

2. CHANGE IN ACCOUNTING POLICIES (continued)

a. PS 3280 – Asset Retirement Obligations (continued)

	2022		
	Previously Presented	Adoption of PS 3280	As Restated
Consolidated statement of financial position			
Asset Retirement Obligations and Environmental Liabilities	$ 1,469	$ 1,939	$ 3,408
Tangible Capital Assets	1,245,152	174	1,245,326
Accumulated Surplus	1,341,034	(1,765)	1,339,269
Consolidated statement of operations			
Expenses - Corporate Financing	$ (630)	$ 99	$ (531)
Expenses - Cultural Services	6,144	7	6,151
Annual Surplus	50,363	(106)	50,257
Accumulated Surplus, Beginning of Year	1,290,671	(1,659)	1,289,012
Accumulated Surplus, End of Year	1,341,034	(1,765)	1,339,269
Consolidated statement of changes in net financial assets			
Annual Surplus	$ 50,363	$ (106)	$ 50,257
Amortization of Tangible Capital Assets	37,115	19	37,134
Net Financial Assets, Beginning of year	89,391	(1,852)	87,539
Net Financial Assets, End of Year	92,772	(1,939)	90,833
Consolidated statement of cash flows			
Annual Surplus	$ 50,363	$ (106)	$ 50,257
Amortization of Tangible Capital Assets	37,115	19	37,134
Accretion Expense	-	124	124
Change in Asset Retirement Obligations and Environmental Liabilities	374	(37)	337
Expense by Object			
Amortization of Tangible Capital Assets	$ 37,115	$ 19	$ 37,134
Accretion Expense	-	124	124
Contracted and General Services	35,474	(37)	35,437

b. PS 2601 – Foreign Currency Translation

Effective January 1, 2023, the City adopted Public Accounting Standard PS 2601 – Foreign Currency Translation. The new accounting standard requires that monetary assets and liabilities and non-monetary items included in the fair value category that are denominated in a foreign currency, be adjusted to reflect the exchange rates in effect at the financial statement date. The only asset or liability held by the City that is denominated in a foreign currency is a US dollar denominated bank account. The City has made an irrevocable election to recognize the related exchange gains and losses arising from this bank account directly in the Consolidated Statement of Operations.

2. CHANGE IN ACCOUNTING POLICIES (continued)

c. PS 1201 – Financial Statement Presentation

Effective January 1, 2023, the City adopted Public Accounting Standard PS 1201 - Financial Statement Presentation. The new accounting standard requires a new statement of remeasurement gains and losses separate from the statement of operations.

d. PS 3450 – Financial Instruments

Effective January 1, 2023, the City adopted Public Accounting Standard PS 3450 – Financial Instruments. The standard provides comprehensive requirements for the recognition, measurement, presentation and disclosure of financial instruments. Fair value measurement is required for derivatives and equity instruments; all other financial instruments can be measured at cost, amortized cost, or fair value at the election of the City. The City has adopted the standard prospectively such that the provisions of the standard are applied only to financial instruments entered into on or after January 1, 2023.

e. PS 3041 – Portfolio Investments

Effective January 1, 2023, the City adopted Public Accounting Standard PS PS 3041 – Portfolio Investments. This standard has removed the distinction between temporary and portfolio investments and was amended to conform to Financial Instruments, PS 3450.

3. CASH AND CASH EQUIVALENTS

Cash and cash equivalents have effective interest rates of 0.00% to 5.50% (2022 - 0.00% to 5.10%).

4. TAXES RECEIVABLE

	2023	2022
Taxes receivable	**$ 2,116**	$ 2,124
Penalties and arrears	**1,419**	1,509
Total taxes receivable	**$ 3,535**	$ 3,633

5. INVESTMENTS

	2023 Cost or Amortized Cost	2022 Cost or Amortized Cost
Investments Measured At Cost Or Amortized Cost:		
Short-term Investment Portfolio (a)	**$ 76,081**	$ 65,126
Long-term Investment Portfolio (b)	**147,938**	145,094
Credit Union Shares	**200**	200
	224,219	210,420
Investments Measured At Fair Value:		
Investments with Embedded Derivatives (c)	**1,990**	-
	$ 226,209	$ 210,420

(a) The Short-term Investment Portfolio is comprised of notes and deposits and have effective interest rates of 1.20% to 6.35% (2022 - 1.20% to 6.03%), are for fixed terms, and have maturity dates less than three years.

(b) The Long-term Investment Portfolio is comprised of corporate and government bonds and have effective rates of 1.55% to 5.79% (2022 - 1.55% to 4.25%), with maturity dates ranging between 2024 and 2035. These investments comprise of both marketable and non-marketable securities. Marketable securities as at December 31, 2023, have an aggregate fair value of $81,385 (2022 - $56,860).

(c) Investments with embedded derivatives is comprised of equity linked principal protected notes and are classified as level 2 within the fair value hierarchy.

6. EMPLOYEE FUTURE BENEFITS

Included in accounts payable and accrued liabilities are employee future benefits related to accrued vacation pay, accumulating non-vesting sick leave, and other employee benefits. Sick leave benefits are paid by the City; there are no employee contributions and no assets set aside to support the obligation of $4,609 as at December 31, 2023. Key assumptions used in the determination of the accumulating non-vesting sick leave obligation are:

Estimated Average Remaining Service Life	10 Years
Discount Rate	4.60%
Rate of Compensation Increase Per Year:	
2024	3.00%
Thereafter	3.30%
Average Percentage Employees Using Sick Leave Bank Hours (Annually)	12.90%
Average Utilization of Sick Leave Bank in Hours (Annually)	290

7. DEFERRED REVENUE

	2022	Net Contributions	Interest Earned	Revenue Recognized	2023
Deferred Revenue - Capital Government Transfers					
Municipal Sustainability Initiative	$ 15,448	$ 7,316	$ 753	$ (9,963)	**$ 13,554**
Canada Community Building Fund (Formerly Federal Gas Tax Fund)	7,685	4,137	310	(5,512)	**6,620**
Ray Gibbon Drive Provincial Funding	128	-	-	-	**128**
Green Trip Grant	3,151	-	120	(238)	**3,033**
ICIP Covid	-	1,415	-	(1,415)	**-**
Other Capital	34	1,572	-	(1,591)	**15**
Total Deferred Revenue - Capital Government Transfers	26,446	14,440	1,183	(18,719)	**23,350**
Deferred Revenue - Operating Government Transfers					
Municipal Sustainability Initiative	-	984	-	(984)	**-**
Library	1	453	-	(454)	**-**
Low Income Transit Pass Grant	-	414	-	(414)	**-**
Family & Community Support Services	-	1,473	-	(1,444)	**29**
ACP Grant - Inter Municipal Collaboration	541	(20)	18	(281)	**258**
Provincial Highway Maintenance Grant	-	119	-	(119)	**-**
Labour Market Partnership	23	-	1	(10)	**14**
First Responders - SPHIFR	-	75	2	-	**77**
Arts and Heritage Foundation	138	288	-	(228)	**198**
Clean Energy Improvement Programs	577	-	-	(116)	**461**
Other Operating	381	2,395	-	(2,394)	**382**
Total Deferred Revenue - Operating Government Transfers	1,661	6,181	21	(6,444)	**1,419**
Deferred Revenue - Other					
Servus Place	1,252	3,076	-	(2,892)	**1,436**
Other Operating	772	407	-	(464)	**715**
Licensing	947	968	-	(947)	**968**
Community	124	190	-	(230)	**84**
Rec and Park	-	289	-	-	**289**
Utilities	25	-	-	(4)	**21**
Performing Arts	97	1,147	-	(1,102)	**142**
Library	-	17	-	(17)	**-**
Enginneering	-	260	-	(196)	**64**
Total Deferred Revenue - Other	3,217	6,354	-	(5,852)	**3,719**
Total Deferred Revenue	$ 31,324	$ 26,975	$ 1,204	$ (31,015)	**$ 28,488**

8. OFFSITE LEVY LIABILITIES

	2022	Contributions	Interest Earned	Applied	2023
Offsite Levy Liabilities					
Transportation Offsite Levy	$ 4,254	$ 4,055	$ 118	$ (4,253)	**$ 4,174**
Water Offsite Levy	17,651	460	688	(23)	**18,776**
Sanitary Sewer Levy	1,711	783	28	(1,711)	**811**
Stormwater Levy	735	373	29	(223)	**914**
Total Offsite Levy Liabilities	$ 24,351	$ 5,671	$ 863	$ (6,210)	**$ 24,675**

9. DEPOSIT LIABILITIES

Deposit liabilities can either be interest bearing or non-interest bearing and are held based on the term of the related transactions or agreements.

The City has taken securities from developers in the form of cash, recorded as deposit liabilities and letters of credit or development bonds. Security is retained based on a percentage of the infrastructure constructions costs required to service the development and is held to secure performance obligations under the development agreements or permits. The value of securities can be reduced or increased, at the discretion of the City, as the associated development activity progresses. As at December 31, 2023 the City held $4,330 (2022 - $3,940) of deposit liabilities for development agreements and permits and held letters of credit or development bonds in the amount of $3,345 (2022 - $2,964).

10. LONG-TERM DEBT

a. Long-term debt consists of:

	2023	2022
Municipal Tax Supported Debenture	**$ 90,497**	$ 91,254

Debenture debt has been issued on the credit and general security of the City. Debentures are held by the Alberta Treasury Board. Debenture interest is payable at rates ranging from 2.07% to 5.00% per annum. The debentures are payable in annual or semi-annual amounts and mature in periods ranging from 2024 to 2042.

The City has an operating line of credit with its bank of $20,000 (2022 - $20,000). This operating line is split into two credit facilities: one for $15,000 for general operating and the second for $5,000 for the Clean Energy Improvement Program (CEIP). Both credit facilities bear interest at the Scotia Bank Composite Prime minus 1.00% and were not drawn on at December 31, 2023.

The City's total cash payments for interest in 2023 were $3,338 (2022 - $2,432).

10. LONG-TERM DEBT (continued)

b. Long-term debt principal and interest amounts due in each of the next five years and thereafter are as follows:

	Principal	Interest	Total
2024	**$ 9,618**	**$ 3,368**	**$ 12,986**
2025	**7,440**	**3,004**	**10,444**
2026	**5,906**	**2,715**	**8,621**
2027	**5,385**	**2,481**	**7,866**
2028	**4,691**	**2,274**	**6,965**
Thereafter	**57,457**	**14,513**	**71,970**
	$ 90,497	**$ 28,355**	**$ 118,852**

c. Debt Limits

Section 276(2) of the Municipal Government Act requires that debt and debt limits, as defined by Alberta Regulation 255/2000 for the City be disclosed as follows:

	2023	2022
Total Debt Limit	**$ 342,934**	$ 320,347
Long-Term Debt	**(90,497)**	(93,654)
Amount of Debt Limit Unused	**252,437**	226,693
Maximum Allowable Debt Servicing Limit	**57,156**	53,392
Annual Payments of Existing Debt	**(13,096)**	(10,620)
Amount of Debt Servicing Limit Unused	**$ 44,060**	$ 42,772

The debt limit is calculated at 1.5 times revenue of the City (as defined in Alberta Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the City, rather, the financial statements and other factors must be considered.

Total debt is comprised of outstanding debt of $90,497 plus the outstanding loan guarantee of $nil (2022- $91,254 plus the outstanding loan guarantee of $2,400) which was extinguished in the current year.

11. ASSET RETIREMENT OBLIGATIONS AND ENVIRONMENTAL LIABILITIES

	2023	2022
Asset Retirement Obligations (a)	**$ 2,258**	$ 2,876
Environmental Liabilities (b)	**222**	532
Total Asset Retirement Obligations and Environmental Liabilities	**$ 2,480**	$ 3,408

a. Asset Retirement Obligations

The City's asset retirement obligations, are comprised of the following:

Landfill Obligation

Under Provincial legislation, the City has a liability for closure and post closure care of landfill sites, which includes final covering and landscaping, plumbing of groundwater and leachates from the sites, and ongoing environmental monitoring, site inspections and maintenance. The current post-closure activities include objectives that will maintain the integrity of the containment berms, minimize the generation of leachate and continued monitoring of the groundwater.

The City's landfill post closure monitoring costs are based on estimated future monitoring expenses for approximately 17 years, based on third party quotations, discounted to the present value using a discount rate of 5.23% (2022 - 4.87%) and an inflation rate of 2.44% (2022 - 6.90%). The liabilities are adjusted for the passage of time and accretion expense is recorded in the Consolidated Statement of Operations. At December 31, 2023, the aggregate undiscounted amount of the estimated future cash flows required to settle this obligations is approximately $623 (2022 - $1,539). The obligations are expected to be settled over the next 17 years.

Asbestos Obligations

The City owns and operates several buildings that are known to have asbestos, which represents a health hazard upon demolition of the building and there is a legal obligation to remove it. The estimated costs related to the removal of asbestos was primarily based on third party quotations, discounted to the present value using a discount rate of 4.87% (2022 - 4.87%) and an inflation rate of 2.44% (2022 - 2.44%). The liabilities are adjusted for the passage of time and accretion expense is recorded in the Consolidated Statement of Operations. At December 31, 2023, the aggregate undiscounted amount of the estimated future cash flows required to settle this obligations is approximately $3,160 (2022 - $3,235). The obligations are expected to be settled over the next 2 to 39 years.

Leasehold Improvements

The City has several leased buildings that have retirement obligations at end of the lease. The City has recognized obligations relating to the removal of leasehold improvments as required by the lease. The estimated costs related to the removal of leasehold improvements was based on management's best estimates, using relevant market data discounted to the present value using a discount rate of 4.87% (2022 - 4.87%) and an inflation rate of 2.44% (2022 - 2.44%). The liability is adjusted for the passage of time and accretion expense is recorded in the Consolidated Statement of Operations. At December 31, 2023, the aggregate undiscounted amount of the estimated future cash flows required to settle these obligations is approximately $126 (2022 - $126). The obligations are expected to be settled at the end of the leases which expire in 6 years.

11. ASSET RETIREMENT OBLIGATIONS AND ENVIRONMENTAL LIABILITIES (continued)

b. Environmental Liabilities

Under Provincial legislation, the City is required to monitor certain lands, through risk management plans, with salt contamination in excess of Provincial environmental standards. These environmental liabilities relate to salt impacts, which are affecting the soil and groundwater from a former salt storage shed. The City's contaminated sites liabilities are based on estimated future monitoring expenses for approximately 19 years, based on third party quotations, discounted to the present value using a discount rate of 5.23% (2022 - 4.87%) and an inflation rate of 2.44% (2022 - 6.90%). The liabilities are adjusted for the passage of time and accretion expense is recorded in the Consolidated Statement of Operations. At December 31, 2023, the aggregate undiscounted amount of the estimated future cash flows required to settle these obligations is approximately $476 (2022 - $927). The obligations are expected to be settled over the next 19 years.

Changes to asset retirement obligations during the year are as follows:

	2022 (Restated) (Note 2.a)	Liability Incurred (settled)	Revisions in Estimate	Accretion Expense	2023
Landfill Obligation	$ 937	$ (16)	$ (681)	$ 65	**$ 305**
Asbestos Obligation	1,846	(73)	-	83	**1,856**
Leasehold Improvements	93	-	-	4	**97**
Environmental Liabilities	532	(10)	(336)	36	**222**
	$ 3,408	$ (99)	$ (1,017)	$ 188	**$ 2,480**

	2021 (Restated) (Note 2.a)	Liability Incurred (settled)	Revisions in Estimate	Accretion Expense	2022 (Restated) (Note 2.a)
Landfill Obligation	$ 707	$ (7)	$ 213	$ 24	$ 937
Asbestos Obligation	1,764	-	-	82	1,846
Leasehold Improvements	88	-	-	5	93
Environmental Liabilities	388	(1)	132	13	532
	$ 2,947	$ (8)	$ 345	$ 124	$ 3,408

12. TANGIBLE CAPITAL ASSETS

	2023									
	Building Improvement	Library Collections	Land Improvement	Engineered Structures	Buildings	Machinery and Equipment	Land	Vehicles	Assets Under Construction	Total
Cost										
Balance, Beginning of Year	$ 35,979	$ 1,607	$ 116,517	$ 905,191	$ 169,054	$ 36,923	$ 448,136	$ 52,461	$ 12,538	**$ 1,778,406**
Acquisitions and Contributions	887	303	3,287	42,427	693	6,384	6,434	1,729	50,081	**112,225**
Disposals	-	(354)	-	-	(314)	(1,092)	(44)	(483)	(163)	**(2,450)**
Internal Transfers	13,273	-	3,646	18,422	1,397	205	-	-	(36,943)	**-**
Balance, End of Year	**50,139**	**1,556**	**123,450**	**966,040**	**170,830**	**42,420**	**454,526**	**53,707**	**25,513**	**1,888,181**
Accumulated Amortization										
Balance, Beginning of Year	5,843	849	46,943	349,844	80,472	21,632	-	27,497	-	**533,080**
Amortization	1,692	317	5,199	21,782	3,468	4,364	-	3,172	-	**39,994**
Disposals	-	(354)	-	-	(314)	(1,070)	-	(476)	-	**(2,214)**
Balance, End of Year	**7,535**	**812**	**52,142**	**371,626**	**83,626**	**24,926**	**-**	**30,193**	**-**	**570,860**
Net Book Value, End of Year	**$ 42,604**	**$ 744**	**$ 71,308**	**$ 594,414**	**$ 87,204**	**$ 17,494**	**$ 454,526**	**$ 23,514**	**$ 25,513**	**$ 1,317,321**

12. TANGIBLE CAPITAL ASSETS (continued)

	2022 (Restated) (Note 2.a)									
	Building Improvement	Library Collections	Land Improvement	Engineered Structures	Buildings	Machinery and Equipment	Land	Vehicles	Assets Under Construction	Total
Cost										
Balance, Beginning of Year	$ 29,678	$ 1,693	$ 107,985	$ 853,703	$ 155,718	$ 32,851	$ 441,591	$ 52,877	$ 21,652	**$ 1,697,748**
Acquisitions and Contributions	639	290	3,249	38,328	150	4,234	7,428	1,628	29,527	**85,473**
Disposals	-	(376)	-	-	-	(1,184)	(883)	(2,044)	(328)	**(4,815)**
Internal Transfers	5,662	-	5,283	13,160	13,186	1,022	-	-	(38,313)	**-**
Balance, End of Year	**35,979**	**1,607**	**116,517**	**905,191**	**169,054**	**36,923**	**448,136**	**52,461**	**12,538**	**1,778,406**
Accumulated Amortization										
Balance, Beginning of Year	4,571	894	42,077	329,317	77,120	18,989	-	25,829	-	**498,797**
Amortization	1,272	331	4,866	20,527	3,352	3,727	-	3,059	-	**37,134**
Disposals	-	(376)	-	-	-	(1,084)	-	(1,391)	-	**(2,851)**
Balance, End of Year	**5,843**	**849**	**46,943**	**349,844**	**80,472**	**21,632**	**-**	**27,497**	**-**	**533,080**
Net Book Value, End of Year	**$ 30,136**	**$ 758**	**$ 69,574**	**$ 555,347**	**$ 88,582**	**$ 15,291**	**$ 448,136**	**$ 24,964**	**$ 12,538**	**$ 1,245,326**

12. TANGIBLE CAPITAL ASSETS (continued)

a. Assets Under Construction

Assets under construction have a cost of $25,513 (2022 - $12,538) and will be amortized when the assets are available for productive use.

b. Contributed Tangible Capital Assets

Contributed tangible capital assets have been recognized at fair value at the date of contribution. The fair value of contributed tangible assets received during the year is $38,865 (2022 - $23,080). This amount is comprised of roads infrastructure in the amount of $8,478 (2022 - $10,806), water, storm and wastewater infrastructure in the amount of $27,203 (2022 - $10,665), and land in the amount of $3,184 (2022 - $1,609).

c. Building Asset Retirement Obligations

Included in buildings and building improvement are asset retirement costs of $457 and $79 (2022 - $457 and $79), respectively and related accumulated amortization of $346 and $34 (2022 - $335 and $27), respectively.

d. Capital Assets

The City does not write down capital assets and there is no capitalization of interest.

13. EQUITY IN TANGIBLE CAPITAL ASSETS

	2023	2022 (Restated) (Note 2.a)
Tangible Capital Assets	**$ 1,888,181**	$ 1,778,406
Accumulated Amortization	**(570,860)**	(533,080)
Asset Retirement Obligations	**(2,258)**	(2,876)
Long-Term Debt	**(90,497)**	(91,254)
	$ 1,224,566	$ 1,151,196

14. ACCUMULATED SURPLUS

Accumulated surplus consists of unrestricted, restricted and amounts invested in tangible capital assets as follows:

	2023	2022 (Restated) (Note 2.a)
Surplus		
Unrestricted (Deficit) Surplus	**$ (2,936)**	$ 11,926
Equity in Tangible Capital Assets	**1,224,566**	1,151,196
	1,221,630	1,163,122
Reserves		
Operating	**22,749**	21,539
Capital	**95,062**	84,950
Controlled Entity - Operating	**474**	463
Controlled Entity - Capital	**272**	328
Utilities	**59,748**	68,867
Total Reserves	**178,305**	176,147
Total Accumulated Operating Surplus	**$ 1,399,935**	$ 1,339,269

*Controlled Entity includes the St. Albert Library Board and the Arts & Heritage Foundation of St. Albert.

15. COMMITMENTS AND CONTINGENCIES

a. Legal Claims

As at December 31, 2023, the City was involved in various legal disputes. While it is not possible to estimate the outcome of all these disputes, management believes that there will be no adverse effect on the City's financial position.

b. Lease Commitments

The City has entered into several operating lease agreements comprised of base rent plus a proportionate share of operating costs and management fees for space rental. Lease commitments over the next five years and thereafter are as follows:

2024	$	536
2025		494
2026		332
2027		332
2028		332
Thereafter		163
	$	2,189

16. CONTRACTUAL RIGHTS

The City has a contractual right to Provincial and Federal government transfer funding allocations. In 2023, the City was allocated $7,435 (2022 - $7,435) in Municipal Sustainability Initiative (MSI) Capital funding. The future receipt of these amounts is dependent on satisfying subsequent reporting requirements.

17. FRANCHISE FEES

Disclosure of utility franchise agreement annual revenues as required by Alberta Regulation 313/2000, Section 1.1 is as follows:

	2023	**2022**
ATCO Gas and Pipelines Ltd.	**$ 2,837**	$ 3,342
FortisAlberta Inc.	**6,031**	3,961
	$ 8,868	$ 7,303

18. PROPERTY TAXES

	2023 Budget (Note 22)	2023	2022
Taxation			
Real Property Taxes	$ 161,459	**$ 161,407**	$ 153,632
Linear Property Taxes	1,055	**1,171**	1,033
Government Grants in place of property tax	215	**238**	211
Total Taxation	162,729	**162,816**	154,876
Requisitions			
Alberta School Foundation Fund	(29,139)	**(29,139)**	(28,615)
Opted Out School Board	(7,331)	**(7,331)**	(7,429)
Homeland Housing	(1,210)	**(1,210)**	(1,109)
Other	(7)	**(7)**	(13)
Total Requisitions	(37,687)	**(37,687)**	(37,166)
Property Taxes Available for Municipal Purposes	$ 125,042	**$ 125,129**	$ 117,710

19. GOVERNMENT TRANSFERS

	2023 Budget (Note 22)	2023	2022
Government Transfers for Operations			
Provincial Transfers	$ 4,459	**$ 6,041**	$ 5,314
Federal Transfers	87	**403**	865
Total Operating Transfers	4,546	**6,444**	6,179
Government Transfers for Capital			
Provincial Transfers	10,408	**10,265**	11,391
Federal Transfers	3,212	**8,454**	9,043
Total Capital Transfers	13,620	**18,719**	20,434
Total Government Transfers	$ 18,166	**$ 25,163**	$ 26,613

20. SALARIES AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer, and the designated officer is required by Alberta Regulation 313/2000. This information is not presented in thousands of dollars.

	Salaries (a)	Benefits and Allowances (b)	2023	2022
Mayor Heron (i)	$ 152,001	$ 10,722	**$ 162,723**	$ 153,920
Councillor Joly (i)	60,312	10,194	**70,506**	65,383
Councillor K. MacKay (i)	61,462	10,197	**71,659**	65,383
Councillor Brodhead	62,912	11,030	**73,942**	66,098
Councillor Hughes	59,712	10,448	**70,160**	65,628
Councillor Biermanski (ii)	62,912	6,876	**69,788**	62,735
Councillor Killick (ii)	61,362	1,591	**62,953**	57,691
Chief Administrative Officer (d)	254,567	46,390	**300,957**	300,965
Designated Officer	148,615	36,721	**185,336**	173,303

a. Salaries

Salaries above include regular base salary and any retiree allowance.

b. Benefits and Allowances

Benefits and allowances above, include any allowances, as well as the City's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension

Plan, employment insurance, WCB, health care, dental coverage, vision coverage, group life insurance, accidental death and dismemberment insurance, long and short term disability plans, professional memberships, and car allowances.

c. Related Party Transactions

Related parties include key management personnel of the City. The City has defined key management personnel to include those individuals disclosed above and the Director of Finance & Assessment/Chief Financial Officer. Transactions with key management personnel primarily consist of compensation related payments.

d. Chief Administrative Officer (CAO)

In 2022, salaries, benefits, and allowances for the Chief Administrative Officer (CAO) includes outgoing CAO and interim CAO plus severance costs and related benefit payouts.

21. PENSION PLANS

a. Local Authorities Pension Plan

710 (2022 – 692) employees of the City participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pension Plans Act. The plan is financed by employer and employee contributions and investment earnings of the LAPP Fund. The City is required to make current service contributions to the LAPP of 8.45% (2022 - 8.45%) of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 12.23% (2022 - 12.80%) on pensionable earnings above this amount. Employees of the City are required to make current service contributions of 7.45% (2022 - 7.45%) of pensionable salary up to the year's maximum pensionable salary and 11.23% (2022 – 11.80%) on pensionable salary above this amount.

Total contributions by the City to the LAPP in 2023 were $5,870 (2022 - $5,768). Total contributions by the employees of the City of St. Albert to the Local Authorities Pension Plan in 2023 were $5,255 (2022 - $5,176). At December 31, 2022, the plan reported the value of its assets at $58.7 billion and disclosed an actuarial surplus of $12.67 billion. Plan asset and actuarial surplus data as at December 31, 2023 was not yet available.

b. APEX

The APEX supplementary pension plan, an Alberta Urban Municipalities Association (AUMA) sponsored defined benefit pension plan covered under the provisions of the Alberta Employment Pension Plans Act, commenced on January 1, 2004. This plan provides supplementary pension benefits to a prescribed class of employees, consisting of 17 beneficiaries (2022 - 15). The plan supplements the Local Authorities Pension Plan.

Contributions are made by the prescribed class of employees and the City. The employees and the City are required to make current service contributions to APEX of 2.42% and 2.96% (2022 - 2.61% and 3.85%) respectively, of pensionable earnings up to $175 (2022 - $171). Total current service contributions by the City to APEX in 2023 were $85 (2022 - $95). Total current service contributions by the employees of the City were $69 (2022 - $64).

The cost of post-retirement benefits earned by employees is actuarially determined using the projected benefit method prorated on service, management's best estimate of salary and benefit escalation, and retirement ages of employees. The cost of post-retirement benefits are fully funded.

As at December 31, 2023, the APEX supplementary pension plan has vested with approximately 85% of eligible employees.

c. MuniSERP

The MuniSERP supplementary overcap retirement plan extend LAPP and APEX pension benefit levels beyond the Canada Revenue Agency maximum. The plan commenced on January 1, 2003, and provides supplementary benefits to a prescribed class of employees, consisting of 4 beneficiaries (2022 - 3). MuniSERP supplements APEX and LAPP and is a voluntary, non-contributory, non-registered supplementary employee retirement plan. The cost of post-retirement benefits earned by employees is actuarially determined using the projected benefit method prorated on service, management's best estimate of salary and benefit escalation, and retirement ages of employees. As at December 31, 2023, an actuarial costing has been completed along with corresponding disclosure of designated assets. As at December 31, 2023, the defined benefit obligation for the City is $94 (December 31, 2022 - $68) in respect of this retirement plan.

22. BUDGET INFORMATION

The budget data presented in these financial statements is based upon the 2023 operating and capital budgets approved by Council. The 2023 operating budget, approved by Council (2022 - December 20, 2021), is reported on the accrual basis in accordance with Canadian Public Sector Accounting Standards, which excludes the repayment of long-term debt and reserve transactions. The capital budget reports the authorized activity for the year ended December 31, 2023, as follows:

		2023		2022
Capital Budget approved by Council	**$**	**92,458**	$	80,191
Approved Capital Budget Amendments		**23,709**		(13,058)
Unspent Prior Years Budgeted Capital Expenditures and Amendments		**137,514**		134,938
Amounts Deemed Not Capital in Nature		**(3,361)**		(5,522)
Revised Capital Budget for Acquisition of Tangible Capital Assets	**$**	**250,320**	$	196,549

Budgets established for capital acquisitions and related financing are calculated on a project oriented basis. As these transactions may be carried out over one or more years, they are not directly comparable with current year actual amounts.

23. FINANCIAL INSTRUMENTS

The City has exposure to the following risks from its use of financial instruments: credit risk, liquidity risk, and market risk (foreign currency risk, interest rate risk, and other price risk).

Council is responsible for ensuring that the City has identified its major risks and ensures that management monitors and controls them. Council oversees the City's systems and practices of internal control and ensures that these controls contribute to the assessment and mitigation of risk. The City has experienced no significant change in its risk exposure and has not made any significant changes to its risk management policies and procedures.

Credit Risk

Credit risk Credit risk is the risk of a financial loss to the City if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the City consisting of cash and cash equivalents, accounts receivables, taxes receivable and investments.

i. Cash and cash equivalents:

The City's exposure to credit risk associated with cash is assessed as low because the City's cash deposits are held by Canadian Schedule 1 Chartered banks.

ii. Accounts Receivable and Taxes Receivable:

The City's exposure to credit risk associated with accounts receivable is assessed as low as a result of the large number and diversity of taxpayers and other counterparties.

23. FINANCIAL INSTRUMENTS (continued)

Allowances for doubtful accounts are provided for potential losses that have been incurred at the reporting date. The amounts disclosed on the Statement of Financial Position are net of these allowances for doubtful accounts. All accounts receivable are considered for impairment based on the type of revenue and historical repayment information.

The City's accounts receivable and taxes receivable have a carrying value of $18,867 as at December 31, 2023 (2022 - $15,524) and are receivable within the next year.

iii. Investments:

As required by the City's investment policy, investments are to be held in a portfolio of cash and short-term investments, and corporate and government bonds. Through its investments, the City is indirectly exposed to the credit risk of the underlying investments of those funds. These risks are managed at the investment manager level.

Liquidity Risk

Liquidity risk is the risk that the City will not be able to meet its financial obligations as they become due. The City's objective is to have sufficient liquidity to meet these liabilities when due. The City monitors its cash balance and cash flows generated from operations to meet its liquidity requirements.

The liquidity risk arises from the financial liabilities consisting of accounts payable and accrued liabilities, and long-term debt. The City's accounts payable and accrued liabilities had a carrying value of $41,706 as at December 31, 2023 (2022 - $28,584) and are due within the next year.

The City's long-term debt has remaining undiscounted contractual cash flows of $118,852 as at December 31, 2023 (2022 - $120,412).

Market Risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and other price risks, will affect the City's net results of operations or the fair value of its holdings of financial instruments.

i. Foreign Currency Risk

Currency risk is the risk that the value of financial assets and liabilities denominated in foreign currencies will fluctuate due to changes in their respective exchange rates. The City is not exposed to any significant currency risk.

ii. Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. It is management's opinion that the City is not exposed to significant interest rate risk arising from investments or long-term debt. These financial instruments generally bear fixed interest rates and the fair value can fluctuate due to market rates of interest. However, the City intends to hold investments to maturity, and settle long-term debt over the contractual terms of the agreements.

24. SEGMENTED INFORMATION

Segmented information has been presented by Function, which is based upon the City's organizational structure. Functions are the highest level grouping and departments are sections under the function. City services are provided by departments and their activities are reported by functional area as follows:

a. Council

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

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

This area includes all Councillors and the Mayor.

b. 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), the Deputy Chief Administrative Officer (DCAO), Intergovernmental Relations and Community Relations.

c. General Government

The General Government functional area provides strategic guidance, planning, advice and resources to Council and the municipal corporation to support the City's initiatives today and in the future for the benefit of the City. The following departments are included in this function:

- Legal & Legislative Services
- Economic Development
- Financial Services & Information Technology
- Human Resources, Safety and Environment
- Strategic Services & Communication

d. Community and Recreation Services

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 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 included in this function:

- Community Services (Excluding Culture)

24. SEGMENTED INFORMATION (continued)

d. Community and Recreation Services (continued)

- Recreation and Parks

e. Emergency Services

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 help ensure the overall safety and security of residents.

f. Public Operations

The Public Operations functional area helps to ensure 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 Operations function also provides safe, reliable local and commuter transportation to residents.

g. Planning and Engineering Services

The Planning and Engineering functional area is a key contributor in assisting the community in achieving the strategies within the City's Strategic Plan and 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.

The following departments are included in this function:

- Engineering Services
- Planning & Development

h. Corporate Financing

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

i. Utility Services

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 helps to ensure 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 included in the Utility Services Function:

- Water

24. SEGMENTED INFORMATION (continued)

i. Utility Services (continued)

- Wastewater
- Storm
- Solid Waste Management

j. Cultural Services

The Cultural Services functional area includes the St. Albert Library Board and Arts & Heritage Foundation of St. Albert. All cultural programs, services, and events are included in this area.

24. SEGMENTED INFORMATION (continued)

December 31, 2023	Council	Executive Leadership	General Government	Community and Recreation Services	Emergency Services	Public Operations	Planning and Engineering Services	Corporate Financing	Utility Services	Cultural Services	Total 2023	Budget 2023
Operating Revenue												
Property Taxes	$ 516	$ 1,029	$ 14,495	$ 16,267	$ 26,379	$ 28,781	$ 14,085	$ 1,205	$ 18,954	$ 3,418	**$ 125,129**	$ 125,042
Sales and User Fees	3	-	586	9,707	2,369	4,612	1,946	-	44,042	532	**63,797**	62,792
Government Transfers - Operating	-	492	422	1,655	2,118	1,065	5	-	-	687	**6,444**	4,546
Fines and Penalties	-	-	1,223	-	1,367	-	-	-	246	-	**2,836**	3,400
Licenses and Permits	-	-	914	-	447	27	2,390	-	-	-	**3,778**	3,536
Contracted Services Revenue	-	-	-	-	3,041	-	-	-	-	-	**3,041**	2,886
Investment Income	-	-	83	218	71	827	114	3,503	2,425	11	**7,252**	4,601
Franchise Fees	-	-	-	-	-	-	-	8,868	-	-	**8,868**	8,799
Other Revenue	-	-	11	896	1	25	16	34	41	242	**1,266**	831
Total Operating Revenue	519	1,521	17,734	28,743	35,793	35,337	18,556	13,610	65,708	4,890	**222,411**	216,433
Expenses												
Salaries, Wages and Benefits	637	1,525	17,313	14,289	24,937	14,239	7,788	5,523	5,994	5,319	**97,564**	89,612
Contracted and General Services	143	140	5,844	2,864	2,187	16,085	3,334	41	3,252	1,024	**34,914**	35,834
Amortization of Tangible Capital Assets	87	114	1,799	4,479	1,039	15,186	8,718	586	7,463	523	**39,994**	43,279
Accretion Expense	-	-	-	-	-	-	-	85	101	2	**188**	-
Purchases from Other Governments	-	-	-	-	15,472	-	-	-	13,847	-	**29,319**	27,831
Materials, Goods and Utilities	31	23	455	3,160	1,220	6,907	3,408	90	1,289	980	**17,563**	17,651
Transfers to Individuals & Organizations	14	15	56	3,218	-	-	-	129	13	(1,754)	**1,691**	3,250
Interest on Long-Term Debt	-	-	-	188	(1)	1,540	1,319	-	258	-	**3,304**	4,319
Other Expenses	-	-	129	527	1,725	(2,947)	141	217	1,277	6	**1,075**	6,581
Loss (Gain) on Disposal of Tangible Capital Assets	-	-	-	-	-	(211)	163	-	(25)	-	**(73)**	-
Total Expenses	912	1,817	25,596	28,725	46,579	50,799	24,871	6,671	33,469	6,100	**225,539**	228,357
Excess (Deficiency) of Revenue over Expenses before Capital Revenue	(393)	(296)	(7,862)	18	(10,786)	(15,462)	(6,315)	6,939	32,239	(1,210)	**(3,128)**	(11,924)
Capital Revenue												
Contributed Tangible Capital Assets	-	-	-	-	-	8,478	3,184	-	27,203	-	**38,865**	43,207
Developer Contributions and Levies	-	-	-	-	-	4,254	-	-	1,956	-	**6,210**	16,255
Government Transfers - Capital	-	-	727	1,851	-	4,078	9,279	-	2,506	278	**18,719**	13,620
Excess (Deficiency) of Revenue over Expenses	$ (393)	$ (296)	$ (7,135)	$ 1,869	$ (10,786)	$ 1,348	$ 6,148	$ 6,939	$ 63,904	$ (932)	**$ 60,666**	$ 61,158

24. SEGMENTED INFORMATION (continued)

December 31, 2022	Council	Executive Leadership	General Government	Community and Recreation Services	Emergency Services	Public Operations	Planning and Engineering Services	Corporate Financing	Utility Services	Cultural Services	Total 2022 (Restated) (Note 2.a)	Budget 2022
Operating Revenue												
Property Taxes	$ 499	$ 1,784	$ 12,955	$ 15,078	$ 23,983	$ 29,003	$ 12,021	$ (356)	$ 19,275	$ 3,468	**$ 117,710**	$ 117,732
Sales and User Fees	3	-	352	8,351	1,871	3,900	1,955	11	41,967	464	**58,874**	59,366
Government Transfers - Operating	-	591	56	1,809	2,048	984	10	-	-	681	**6,179**	4,098
Fines and Penalties	-	-	1,210	-	1,902	-	-	-	238	-	**3,350**	3,927
Licenses and Permits	-	-	902	-	419	27	2,407	-	-	-	**3,755**	3,351
Contracted Services Revenue	-	-	-	-	2,685	-	-	-	-	-	**2,685**	2,802
Investment Income	-	-	47	129	43	376	-	2,114	1,379	9	**4,097**	4,201
Franchise Fees	-	-	-	-	-	-	-	7,303	-	-	**7,303**	6,326
Other Revenue	2	-	10	529	-	239	15	501	40	322	**1,658**	724
Total Operating Revenue	504	2,375	15,532	25,896	32,951	34,529	16,408	9,573	62,899	4,944	**205,611**	202,527
Expenses												
Salaries, Wages and Benefits	595	2,192	15,764	13,504	24,006	14,013	7,009	610	5,950	5,344	**88,987**	87,166
Contracted and General Services	154	824	5,121	2,551	1,692	16,364	2,715	43	4,968	1,005	**35,437**	35,671
Amortization of Tangible Capital Assets	86	114	1,469	4,319	857	14,321	7,867	589	6,977	535	**37,134**	38,562
Accretion Expense	-	-	-	-	-	-	-	85	37	2	**124**	-
Purchases from Other Governments	-	-	-	-	12,771	-	-	-	13,458	-	**26,229**	26,135
Materials, Goods and Utilities	29	30	400	2,794	967	7,579	3,300	(1)	1,228	906	**17,232**	15,840
Transfers to Individuals & Organizations	20	-	29	2,848	-	-	-	131	11	(1,644)	**1,395**	3,475
Interest on Long-Term Debt	-	-	-	331	-	1,827	-	-	282	-	**2,440**	2,712
Other Expenses	-	-	168	365	1,584	(2,779)	119	(7)	1,203	8	**661**	4,872
Loss (Gain) on Disposal of Tangible Capital Assets	-	-	-	-	610	(75)	286	(1,981)	34	(5)	**(1,131)**	-
Total Expenses	884	3,160	22,951	26,712	42,487	51,250	21,296	(531)	34,148	6,151	**208,508**	214,433
Excess (Deficiency) of Revenue over Expenses before Capital Revenue	(380)	(785)	(7,419)	(816)	(9,536)	(16,721)	(4,888)	10,104	28,751	(1,207)	**(2,897)**	(11,906)
Capital Revenue												
Contributed Tangible Capital Assets	-	-	-	-	-	10,806	-	1,609	10,665	-	23,080	33,403
Developer Contributions and Levies	-	-	-	-	-	5,549	-	-	2,409	-	7,958	7,729
Government Transfers - Capital	41	-	809	3,324	75	3,279	11,066	-	1,840	-	20,434	19,117
Annexation	-	-	-	-	-	1,644	-	38	-	-	1,682	-
Excess (Deficiency) of Revenue over Expenses	$ (339)	$ (785)	$ (6,610)	$ 2,508	$ (9,461)	$ 4,557	$ 6,178	$ 11,751	$ 43,665	$ (1,207)	**$ 50,257**	$ 48,343

25. APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

Council has approved these consolidated financial statements.



Statistical Section

Summer Camps

Statistical Section 101

General Statistical Information 102

General Financial Information 103

GENERAL STATISTICAL INFORMATION

(Unaudited)

For the Years Ended December 31, 2019 - 2023

	2023	2022	2021	2020	2019
POPULATION (2)	**66,082**	**66,082**	**66,082**	**66,082**	**66,082**
NUMBER OF DWELLING UNITS (4)	**28,590**	28,986	28,671	27,607	27,062
MUNICIPAL AREA (IN HECTARES)	**6,531**	6,531	4,973	4,973	4,973
BUILDING PERMITS VALUE (IN THOUSANDS)					
Residential	**244,271**	156,629	170,376	96,906	99,107
Commercial	**9,593**	27,841	42,627	11,984	38,437
Industrial	**1,787**	41,442	14,156	44,079	2,170
Institutional	**4,057**	25,907	1,941	48,355	3,542
	259,708	251,819	229,100	201,324	143,256
BUILDING PERMITS ISSUED					
Residential	**918**	785	897	734	591
Commercial	**85**	81	125	70	105
Industrial	**45**	34	41	42	52
Institutional	**19**	26	13	18	22
	1,067	926	1,076	864	770
PARK AREA (IN HECTARES) (3)	**529**	528	525	546	544
TAX COLLECTION RATE (PERCENTAGE)	**95.90**	95.57	95.74	97.59	97.68
LONG TERM DEBT					
Long-Term Debt **(IN THOUSANDS)**	**90,497**	91,254	73,442	46,331	40,122
Retired Within 5 Years %	**36.5**	38.4	43.2	56.5	65.3
Retired Thereafter %	**63.5**	61.6	56.8	43.5	34.7
RESIDENTIAL TAX INCREASE % (6)	**3.2**	2.8	0.1	0.7	0.9
QUALITY OF LIFE SATISFACTION (7)	**96**	96	96	96	98
CONSUMER PRICE INDEX CHANGE (PERCENTAGE) (1)					
Alberta	**3.0**	6.0	4.8	0.8	2.3
Canada	**3.4**	6.3	4.8	0.7	2.2
UNEMPLOYMENT RATE(PERCENTAGE) (1)					
Alberta	**6.3**	5.6	7.5	11.1	7.0
Canada	**5.8**	5.0	6.0	8.8	5.6
CITY OF ST. ALBERT EMPLOYEES (5)	**689.63**	668.43	677.28	668.90	657.28
NET DEBT PER CAPITA	**1,369**	1,381	1,111	701	607

Notes

1. Consumer Price Index and Unemployment Rate data obtained from Statistics Canada

2. The City typically conducts municipal censuses every five years, which are timed to occur at intervals between scheduled federal censuses. The 2023 census was cancelled; the next scheduled census is planned for 2024.

3. Provincial Parks and Urban Reserves are not included within Park Area Calculation

4. Number of Dwelling Units is based on Assessment Department data, with the methodology for collecting data changing in 2023

5. Positions are stated in full time equivalents

6. Overall tax increase including municipal, education, and Homeland Housing tax components

7. Quality of Life Satisfaction Survey will next be conducted in 2025

TAXATION AND ASSESSMENT

For the Years Ended December 31, 2019 - 2023

	2023	2022	2021	2020	2019
TAX RATES					
Municipal - Residential	**8.465**	8.468	8.521	8.358	8.023
Municipal - Non-Residential	**12.775**	12.075	11.558	10.880	11.014
Public School					
Residential	**2.463**	2.555	2.566	2.590	2.574
Non-Residential	**3.796**	3.948	3.865	3.662	3.432
Separate School (Catholic)					
Residential	**2.463**	2.555	2.566	2.590	2.574
Non-Residential	**3.796**	3.948	3.865	3.662	3.432
ASSESSMENT (percentage change)					
Residential - Market Value	**3.77**	3.40	(1.20)	(2.18)	(0.64)
Residential - Growth	**2.20**	1.55	1.43	1.65	2.65
Non-Residential Market Value	**(0.21)**	(1.60)	(5.22)	1.18	0.95
Non-Residential Growth	**2.09**	4.05	3.75	3.29	2.64

TAXATION AND REQUISITIONS

For the Years Ended December 31, 2019 - 2023 (in thousands of dollars)

	2023	2022	2021	2020	2019
TAXATION					
Real Property Taxes	**$ 160,775**	$ 153,632	$ 146,616	$ 143,637	$ 136,877
Linear Property Taxes	**1,521**	1,033	1,266	1,168	1,125
Government Grants in Place of Property Taxes	**233**	211	238	229	2,431
	162,529	154,876	148,120	145,034	140,433
REQUISITIONS					
ASFF/Opted Out (Residential)	**(28,813)**	(28,615)	(26,960)	(26,831)	(25,956)
ASFF/Opted Out (Non-Residential)	**(7,657)**	(7,429)	(7,528)	(7,568)	(7,671)
St. Albert Homeland Housing	**(1,210)**	(1,109)	(1,232)	(1,203)	(1,166)
Other Requisitions	**(7)**	(13)	(600)	(6)	(6)
	(37,687)	(37,166)	(36,320)	(35,608)	(34,799)
TAXES AVAILABLE AND COLLECTED FOR MUNICIPAL PURPOSES	**$ 124,842**	$ 117,710	$ 111,800	$ 109,426	$ 105,634

TAXABLE ASSESSMENT AND GOVERNMENT GRANTS IN PLACE OF PROPERTY TAXES

For the Years Ended December 31, 2019 - 2023

	2023	2022	2021	2020	2019
TAXABLE ASSESSMENT					
Residential	**$ 11,698,974**	$ 11,030,972	$ 10,506,207	$ 10,483,189	$ 10,542,733
Commercial	**1,172,109**	1,153,917	1,157,332	1,233,244	1,155,999
Industrial	**746,230**	741,911	703,766	660,813	503,083
Linear and M & E	**93,923**	88,775	81,820	80,242	78,167
	13,711,236	13,015,575	12,449,125	12,457,488	12,279,982
GOVERNMENT GRANTS IN PLACE OF PROPERTY TAXES	**18,594**	20,697	18,946	19,409	170,471
TOTAL TAXABLE ASSESSMENT AND GOVERNMENT GRANTS IN PLACE OF PROPERTY TAXES	**$ 13,729,830**	$ 13,036,272	$ 12,468,071	$ 12,476,897	$ 12,450,453
TOTAL TAXABLE ASSESSMENT AND GOVERNMENT GRANTS IN PLACE OF PROPERTY TAXES (PERCENTAGE)					
Residential	**85.2**	84.6	84.3	84.0	84.7
Commercial	**8.5**	8.9	9.3	9.9	9.3
Industrial	**5.4**	5.7	5.6	5.3	4.0
Linear and M & E	**0.7**	0.7	0.7	0.6	0.6
Grants in Place	**0.1**	0.2	0.1	0.2	1.4
RESIDENTIAL / NON-RESIDENTIAL SPLIT* (PERCENTAGE)					
Residential	**85.2**	84.6	84.3	84.0	84.7
Non-Residential	**14.8**	15.4	15.7	16.0	15.3

* With grant in place allocated between residential and non-residential.

PRINCIPAL CORPORATE TAXPAYERS

Property Owner	Property Commonly Known as
Alberta Gaming Liquor & Cannabis	AGLC
BCIMC Realty Corp.	U-Line & Distribution Warehouse
St. Albert Centre Holdings Inc.	St. Albert Centre Mall
Calloway REIT Inc.	Wal-Mart
Jim Pattison Developments Ltd.	Village Landing
Fortis Alberta Inc.	Fortis
Yarrow II GP Inc.	All Seniors Care
CSH (St. Albert) Inc.	Rosedale St. Albert
Costco Wholesale Canada Ltd.	Costco St. Albert
Boardwalk REIT	Sturgeon Point Villas

TAX COLLECTION

For the Years Ended December 31, 2019 - 2023

	2023	2022	2021	2020	2019
CURRENT LEVY	**$ 162,529**	$ 154,691	$ 147,764	$ 145,112	$ 140,301
TAXES RECEIVABLE					
Current	**2,419**	2,442	2,432	2,408	2,395
In Arrears for More than One Year	**1,131**	1,191	891	1,090	870
	$ 3,550	$ 3,633	$ 3,323	$ 3,498	$ 3,265
TAXES OUTSTANDING, BEFORE ALLOWANCE					
Total %	**2.18 %**	2.35 %	2.25 %	2.41 %	2.33 %

Note that the top 10 principle taxpayers made up less than 5 per cent of the 2023 tax levy; therefore, no undue reliance is placed upon any one taxpayer.

TOTAL LONG-TERM DEBT AND LONG-TERM DEBT SERVICING LIMITS

For the Years Ended December 31, 2019 - 2023

	2023	2022	2021	2020	2019
Long-Term Debt					
Tax Supported	**$ 90,497**	$ 91,254	$ 73,442	$ 46,331	$ 40,122
	90,497	91,254	73,442	46,331	40,122
TOTAL LONG-TERM DEBT					
Maximum Allowable Annual Debt Servicing	**$ 57,156**	$ 53,392	$ 47,964	$ 49,169	$ 48,192
Annual Servicing on Existing Debt	**13,096**	10,620	7,629	6,923	6,682
Amount of Limit Used (Percentage)	**23**	20	16	14	14

RESTRICTED SURPLUS RESERVE BALANCES

For the Years Ended December 31, 2019 - 2023

	2023	2022 (Restated)	2021	2020	2019
City of St. Albert					
Operating	**$ 22,749**	$ 21,539	$ 23,435	$ 21,699	$ 14,670
Capital	**95,062**	84,950	76,090	72,862	67,086
	117,811	106,489	99,525	94,561	81,756
***Controlled Entities**					
Operating	**474**	463	540	413	480
Capital	**272**	328	444	483	484
	746	791	984	896	964
Utilities	**59,748**	68,867	61,025	57,141	53,711
TOTAL RESTRICTED SURPLUS RESERVES	**$ 178,305**	$ 176,147	$ 161,534	$ 152,598	$ 136,431

*Controlled Entities include the St. Albert Library Board and the Arts & Heritage Foundation of St. Albert.

KEY COMPONENTS OF FINANCIAL POSITION

For the Years Ended December 31, 2019 - 2023

	2023	2022 (Restated)	2021	2020	2019
Total Financial Assets	**$ 274,210**	$ 273,694	$ 247,417	$ 225,455	$ 224,509
Total Liabilities	**196,785**	182,861	158,026	122,301	136,819
Net Financial Assets	**77,425**	90,833	89,391	103,154	87,690
Total Non-Financial Assets	**1,322,500**	1,248,436	1,201,280	1,113,038	1,044,157
Total	**1,399,925**	1,339,269	1,290,671	1,216,192	1,131,847
Key Components of Financial Assets Include:					
Cash and Cash Equivalents	**29,012**	47,627	36,589	46,922	46,987
Investments	**226,209**	210,420	189,422	$ 165,434	$ 161,342
Key Components of Financial Liabilities Include:					
Long-Term Debt	**90,497**	91,254	73,442	46,331	40,122
Asset Retirement Obligations and Environmental Liabilities	**2,480**	3,408	1,095	1,083	1,191
Key Components of Non-Financial Assets Include:					
Tangible Capital Assets	**1,317,321**	1,245,326	1,198,758	1,110,549	1,041,835
Key Components of Accumulated Surplus Include:					
Invested in Tangible Capital Assets	**1,224,566**	1,151,196	1,125,316	1,064,218	1,001,712
Restricted Surplus - Reserves	**$ 178,305**	$ 176,147	$ 161,534	$ 152,598	$ 136,431

	2023	2022 (Restated)	2021	2020	2019
ACQUISITIONS OF TANGIBLE CAPITAL ASSETS					
Building Improvements	**$ 887**	$ 639	$ 1,738	$ 305	$ 723
Library Collections	**303**	290	305	263	398
Land Improvement	**3,287**	3,249	5,627	1,301	787
Engineered Structures	**42,427**	38,328	36,737	25,771	14,808
Buildings	**693**	150	220	6,014	-
Machinery and Equipment	**6,384**	4,234	2,252	3,135	1,765
Land	**6,434**	7,428	14,322	11,566	1,549
Vehicles	**1,729**	1,628	1,608	6,009	1,033
Assets Under Construction	**50,081**	29,527	60,095	45,825	33,078
TOTAL TANGIBLE CAPITAL ASSET ACQUISITIONS	**$ 112,225**	$ 85,473	$ 122,904	$ 100,189	$ 54,141

REVENUE BY SOURCE, EXPENSE BY FUNCTION, AND ANNUAL SURPLUS

For the Years Ended December 31, 2019 - 2023

	2023	2022 (Restated)	2021	2020	2019
REVENUE AND OTHER					
Property Taxes	**$ 125,129**	$ 117,710	$ 111,800	$ 109,426	$ 105,634
Sales and User Fees	**63,797**	58,874	51,674	49,812	59,218
Fines and Penalties	**2,836**	3,350	3,602	2,351	5,068
Government Transfers - Operating	**6,444**	6,179	4,667	12,559	4,807
Franchise Fees	**8,868**	7,303	6,373	5,260	4,108
Investment Income	**7,252**	4,097	2,949	3,108	3,899
Other Revenue	**1,266**	1,658	2,128	1,374	3,710
Licenses and Permits	**3,778**	3,755	3,443	3,178	2,728
Contracted Services Revenue	**3,041**	2,685	2,685	2,685	2,685
TOTAL REVENUE BY SOURCE	**222,411**	205,611	189,321	189,753	191,857
EXPENSE BY FUNCTION					
Public Operations	**50,799**	51,250	45,744	42,860	45,297
Emergency Services	**46,579**	42,487	38,103	37,064	36,058
Utility Services	**33,469**	34,148	34,696	32,180	30,041
Community and Recreation Services	**28,725**	26,712	22,170	24,321	29,915
General Government	**25,596**	22,951	20,879	19,688	19,523
Planning & Engineering Services	**24,871**	21,296	19,764	18,069	18,401
Cultural Services	**6,100**	6,151	6,072	6,233	6,045
Executive Leadership	**1,817**	3,160	3,057	2,609	1,571
Council	**912**	884	804	738	976
Corporate Financing	**6,671**	(531)	1,688	2,849	3,532
TOTAL EXPENSE BY FUNCTION	**225,539**	208,508	192,977	186,611	191,359
ANNUAL (DEFICIENCY) SURPLUS BEFORE CAPITAL REVENUE	**(3,128)**	(2,897)	(3,656)	3,142	498
CAPITAL REVENUE					
Contributed Tangible Capital Assets	**38,865**	23,080	30,707	35,820	9,442
Developer Contributions and Levies	**6,210**	7,958	2,535	6,923	1,013
Government Transfers - Capital	**18,719**	20,434	44,893	38,460	18,047
Annexation	**-**	1,682	-	-	-
TOTAL CAPITAL REVENUE	**63,794**	53,154	78,135	81,203	28,502
ANNUAL SURPLUS	**60,666**	50,257	74,479	84,345	29,000
ACCUMULATED SURPLUS, BEGINNING OF YEAR	**1,339,269**	1,289,012	1,216,192	1,131,847	1,102,847
ACCUMULATED SURPLUS, END OF YEAR	**$ 1,399,935**	$ 1,339,269	$ 1,290,671	$ 1,216,192	$ 1,131,847

EXPENSES BY OBJECT

For the Years Ended December 31, 2019 - 2023

	2023	2022 (Restated)	2021	2020	2019
Salaries, Wages and Benefits	**$ 97,564**	$ 88,987	$ 84,465	$ 83,346	$ 86,652
Contracted and General Services	**34,914**	35,437	32,653	32,132	34,497
Amortization	**39,994**	37,134	33,934	31,075	28,915
Accretion Expense	**188**	124	-	-	-
Purchases from Other Governments	**29,319**	26,229	23,845	21,571	19,917
Materials, Good and Utilities	**17,563**	17,232	14,390	13,977	15,288
Transfers to Individuals & Organizations	**1,691**	1,395	1,471	1,878	1,660
Interest on Long Term Debt	**3,304**	2,440	1,609	1,642	1,773
Other Expenses	**1,075**	661	513	736	700
(Gain)/Loss on Disposal of Tangible Capital Assets	**(73)**	(1,131)	97	254	1,957
TOTAL EXPENSES	**$ 225,539**	$ 208,508	$ 192,977	$ 186,611	$ 191,359

2023 Annual Report
City of St. Albert
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