



City of St. Albert

2023 APPROVED BUDGET

Municipal and Utility Budgets
December 2022



Approved 2023-2025 Financial Plan and 2023 Budget

This budget document contains the 2023 Approved Budget and two years of actual financial performance (2021-audited and 2022-unaudited).

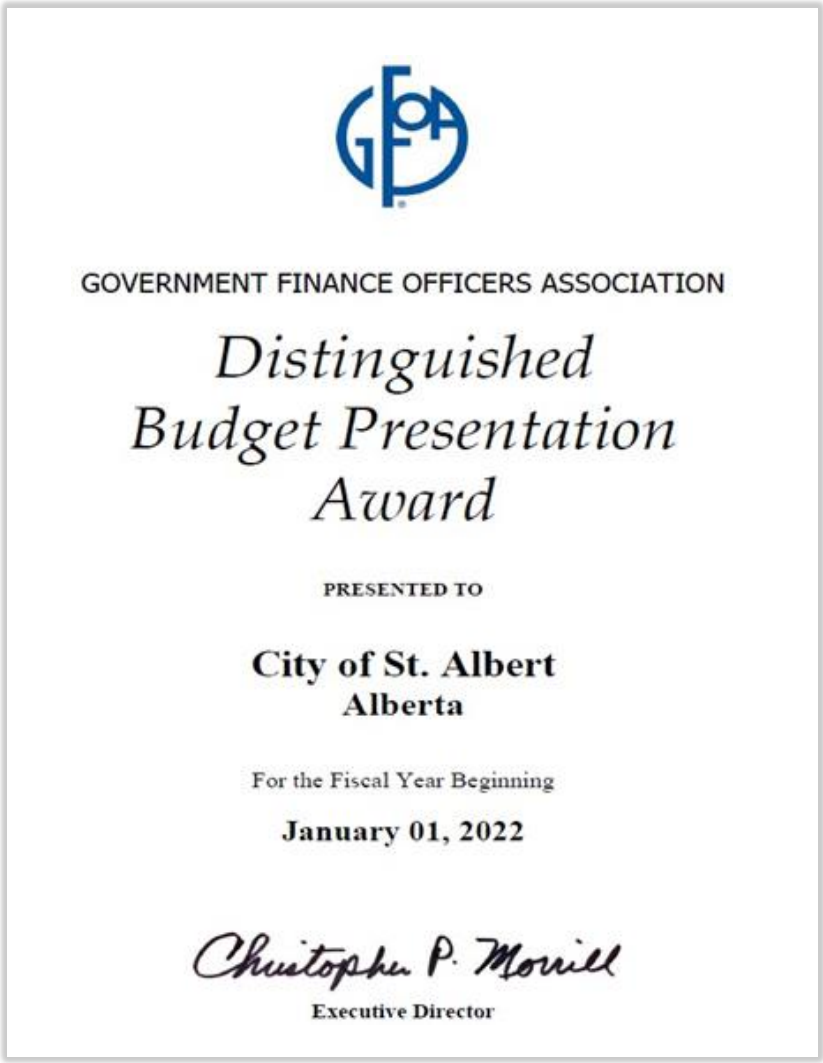
The City's Operating Budget has four main functions. It is a Policy Document, a Financial Plan, an Operations Guide and a means of communication:

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

There are two methods to navigate within the document:

1. Hyper-links - The Table of Contents has been linked to and from all pages.

2. Bookmarks - Click on the bookmark icon (blue ribbon) in the left windowpane.



The City has received the award for Distinguished Budget Presentation for 17 consecutive years. This award, presented by the Government Finance Officers Association of the United States and Canada (GFOA), is presented to governments who publish high-quality Financial Plans and Budgets.

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of St. Albert, Alberta, for its Annual Budget for the fiscal year beginning January 1, 2022. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

2022 ST. ALBERT FAST FACTS

FIRE STATION #1
REBUILD COMPLETED & OPENING CELEBRATED



International Children's Festival of the Arts

THE FIRST HELD
IN-PERSON
SINCE 2019

PARTNERED WITH HOMELAND HOUSING
with Council approving the use of **city-owned** downtown **land** towards a **mixed-income**, **residential** and **commercial development**



LAUNCHED THE
CLEAN ENERGY IMPROVEMENT PROGRAM
in partnership with **Alberta Municipalities**. Program includes **$4.6M** for **home energy efficiency** and **renewable energy upgrades**.



IN MAY, RECEIVED RECOGNITION
by the **Minister's Awards** for
TRANSPORTATION INNOVATION
for **adaptive traffic signal operations**



Newly developed areas of
GREY NUNS WHITE SPRUCE PARK
opened in November featuring **NEW trails**, **viewpoints**, **play area**, and **public art**.

Hyperlink and Bookmark features available

TABLE OF CONTENTS

Chief Administrative Officer Message 6

Introduction 7

Overview and Strategic Framework 8

Financial Structure, Policy and Process 43

Financial Summaries 52

2023 Fund Balance 52

2023 Consolidated Operating and Capital Budget 53

Consolidated Operating Budget (Municipal & Utility) 54

Capital And Debt 65

Capital (Municipal & Utility) 65

Debt 95

Function Information 99

Staffing 99

Council 101

Executive Leadership 102

General Government 104

Community & Recreation Services 107

Emergency Services 110

Public Operations 113

Planning & Engineering Services 116

Corporate Financing 120

Utility Services 121

Appendices 124

CHIEF ADMINISTRATIVE OFFICER MESSAGE



Virtually every community continues to feel the ripple effects from the pandemic. Throughout Alberta, municipalities are facing significant inflationary pressures and reduced provincial capital grant funding while municipal revenue streams are taking longer than anticipated to rebound — the City of St. Albert is not immune. We have also experienced population and geographical growth, that while positive in and of itself, requires additional delivery of services. Costs of commodities have and are rising. These are challenging circumstances, but in every challenge lies opportunity.

With these considerations in mind, the City's approved 2023 budget focuses on maintaining the high standards expected for delivery of programs and services to the community, responding to growth, investing in the future, and enhancing and diversifying revenue streams for long-term sustainability.

For 2023, Council has approved a net municipal tax requirement of $124.9 million, which results in an overall average municipal property tax increase of 4.6 per cent. For an average house valued at $450,000, this means an increase of $167 from the prior year. For 2023, the municipal capital investment plan includes:

- 25 municipal capital charters focusing on repairing, maintaining, or replacing existing infrastructure; and,
- 15 capital charters that address growth.

Utility rates for 2023 were approved to be 3.8 per cent higher than in 2022, with a typical monthly bill of $144.24. For 2023, the utility capital plan investment includes:

- Eight utility capital projects focusing on repairing, maintaining, or replacing existing utility infrastructure; and,
- One capital charter that addresses community growth.

While the 2023 budget provides a short-term path to navigate the current challenges, it underscores the need for a sustainable long-term financial strategy. Going forward, Administration will continue to work with Council to proactively pursue opportunities to increase and diversify revenue, while maintaining services most valued by community members. It may involve some thought-provoking conversations to gain a better understanding of the community's expectations for services delivered in relation to tax levels required now and into the future.

Thank you for your interest in the City of St. Albert's 2023 Financial Plan and Budget. Should you have any questions, please contact us.



William (Bill) Fletcher
Chief Administrative Officer | 780-459-1607| budget@stalbert.ca

INTRODUCTION

City Administration is pleased to present the 2023 Proposed Budget document which provides an overview of the City's various corporate and financial plans for the 2023 Budget and future endeavours. The recommendations within this document are based on the City of St. Albert Council Strategic Plan.

The 2023 Proposed Budget is divided into four sections:

Introductory Section – includes a message from the Chief Administrative Officer and provides an overview of the City of St. Albert, including its City Profile, Government Structure, and Strategic Framework.

Financial Summaries Section – provides consolidated budgets for Municipal and Utility operations as well as Capital, including operating revenue and expenditure sources. This section also includes Operational Adjustments, Operating Business Cases and Debt commitments.

Function Information Section – provides a Financial Plan for each of the City's Functions.

Appendices Section – includes a listing of commonly used Acronyms and a Glossary.

There are two methods to navigate within the document:

1. Hyperlinks – The Table of Contents has been linked to and from all pages.

2. Bookmarks – Click on the bookmark icon (blue ribbon) in the left windowpane.



OVERVIEW AND STRATEGIC FRAMEWORK

CITY PROFILE

Today, St. Albert is a vibrant city with a population of 68,632 (2021 Census report). Plans are in place to seize new opportunities and proactively plan to grow to a City of 100,000 over the coming decades.

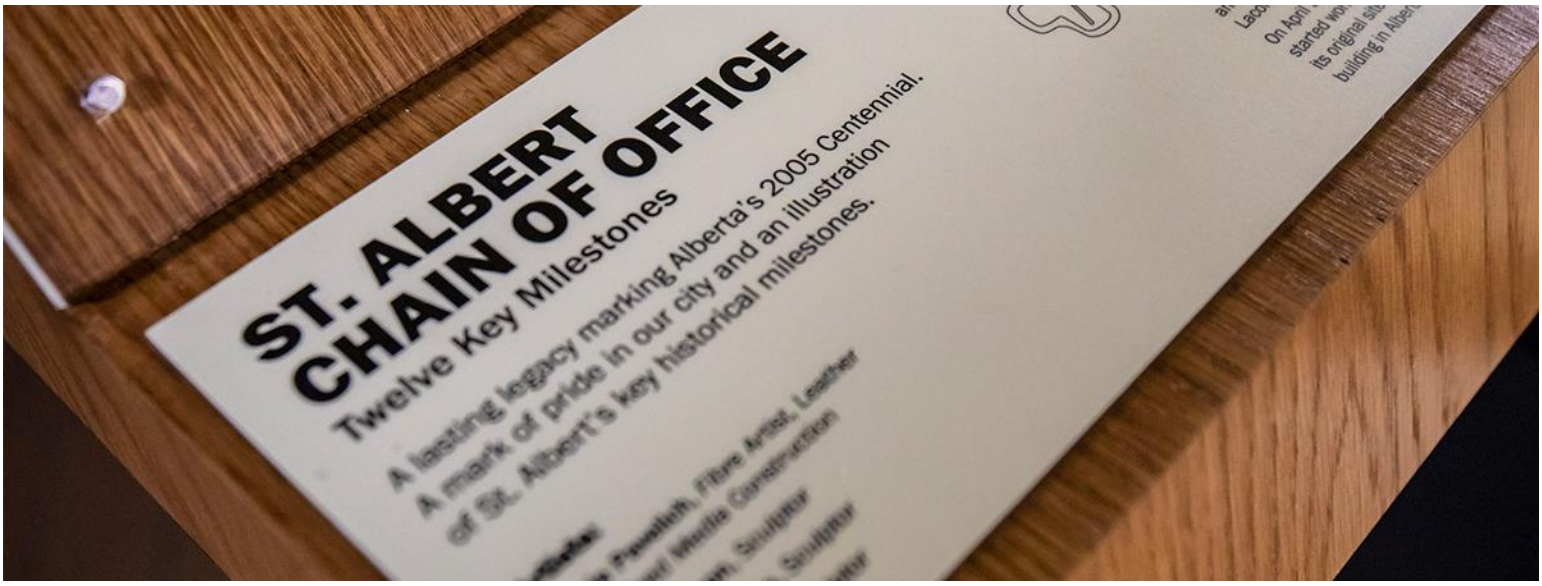
The community vision is to create a friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that the community starts with the person next door.

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.

More information on City demographics can be found in the City's 2021 Annual Report under the Statistical Section starting on page 102.





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 lived in the area we now call home for thousands of years and had an important role in the founding of St. Albert as we know it today. They 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 4,973 hectares.

Government Structure

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

City Council consists of a full time Mayor and six part time 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.

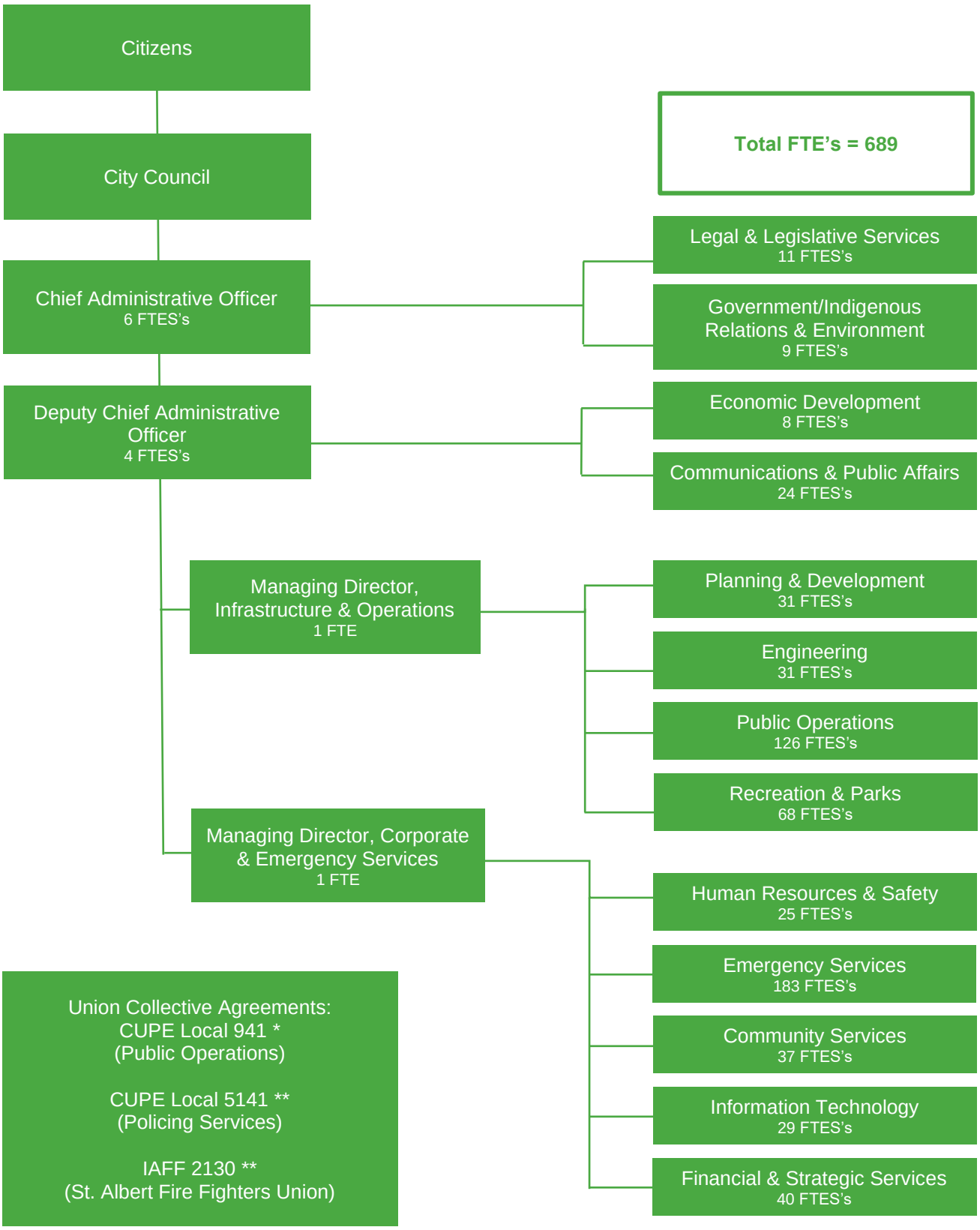
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 689 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL

The elected members of Council for the 2021-2025 term are:



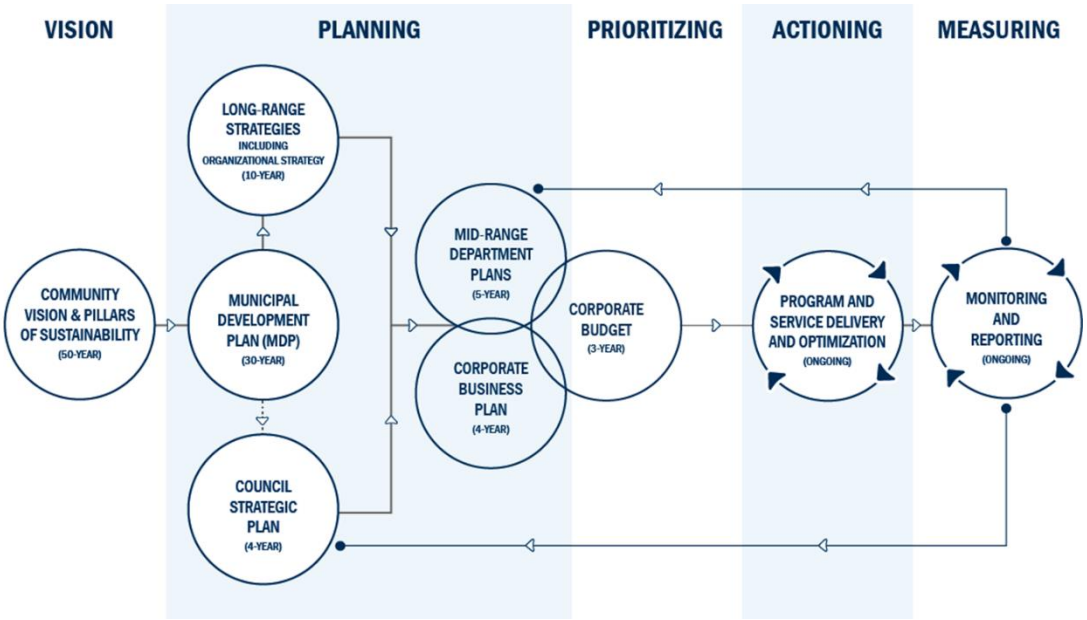
ORGANIZATION CHART



STRATEGIC FRAMEWORK

The Financial Plan and Budget serves as the City's roadmap to maintain Council approved programs and services and associated service levels and to advance priorities established in Council's Strategic Plan. It outlines the City's financial expenses and revenues including recommendations related to new business (business cases) and capital investments (capital charters) required to maintain and optimize City programs, services, and operations. Although a rolling three-year budget is prepared to enhance the process and reinforce the commitment to long-term fiscal strategies, Administration presents a one-year budget for Council's approval. This process ensures the most current economic climate and costs associated with delivering services to the community are applied.

To plan effectively, Administration uses a strategic framework 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 the 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. 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) 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 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.

LONG-RANGE STRATEGIES

Administration develops long-range strategies for each of the MDP principles and an organizational strategy. These strategies span from 10 to 30 years. They 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 in development with Mobility Choices, Resilient Infrastructure and the Organizational Strategy to be developed over the next three years.

COUNCIL STRATEGIC PLAN

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 priorty 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. 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 2022-2025 Council Strategic Plan outlines five priorities for the term. These include:

1. ***Economic Prosperity*** – Support an investment positvie 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.



CORPORATE BUSINESS PLAN

The City of St. Albert Corporate Business Plan is a four-year plan that outlines specific activities planned to advance Council's Strategic Plan and enhance the Organizational Excellence. By focusing on the Organizational Excellence priorities, Administration ensures a strong foundation that supports, enables and sustains delivery of services to the community while delivering on the initiatives that Council would like to focus on and advance during their term.

The Corporate Business Plan is used by Administration to prioritize initiatives over the next four years and guide our activities as we continue to deliver services to the community. The Corporate Business Plan also plays a key role in developing our annual budget.

Strategic Priority 1: Economic Prosperity
Support an investment positive environment that encourages economic growth and the development of new and existing sectors.
Key Indicator: • Percent non-residential versus residential tax assessment
Strategy: Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses. This strategy includes advancing the development of Lakeview Business District and completing the annexed lands.
Strategy: Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes an update to the Land Use Bylaw and completion of the Infill Strategy.

Strategic Priority 2: Downtown Vibrancy

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

Key Indicators:

- Number of events organized downtown
- Change in people and employment numbers in downtown

Strategy: Support the review and planning for the Downtown Area Redevelopment Plan (DARP).

Strategy: Promote our heritage, arts and culture by providing a variety of community events and gathering places that build connections and bring people together downtown. This strategy includes advancing planning for the development of Millennium Park.

Strategy: Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown. This strategy includes supporting the creation of a Business Improvement Area.

Strategic Priority 3: Community Wellbeing

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.

Key Indicator:

- Housing Diversity

Strategy: Support development of mixed housing choices including market, attainable, and transitional housing types. This strategy includes advancing development on 22 St. Thomas Street and youth transitional housing.

Strategy: Advance the planning for a community amenities site that is in alignment with the Recreation Facilities Needs Assessment.

Strategy: Continue to support and collaborate on Indigenous-led initiatives to better develop meaningful relationships, honour truth, and action reconciliation.

Strategic Priority 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.

Key Indicators:

- Greenhouse gas emission reduction
- Per capita waste generation
- Per capita water consumption
- River water quality index
- Tree Canopy

Strategy: Explore innovative practices that protect waterways and green spaces and reduce our environmental footprint.

Strategy: Develop long-range strategies that support adaptation to a changing environment and include environmental and climate risk considerations in all plans and policies.

Strategic Priority 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.
Key Indicators: • New Sources of net positive revenue • Benefits realized from the Operational and Fiscal Review opportunities approved by Council for implementation.
Strategy: Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure and support alternative service delivery. This includes exploring plans for the Solar Farm and discovering partnership opportunities.
Strategy: Continue to ensure efficiency in City service delivery with a focus on long-term financial sustainability. This strategy includes implementation of opportunities identified in the Operational and Fiscal Review, as well as advancing the Internal Audit practice and processes and the implementation of audit recommendations.
Strategy: Consider environmental, social and governance (ESG) opportunities and risks when making decisions.

Note: On September 6, 2022, Council approved Administration's recommendation not to pursue the Solar Farm initiative further.

Along with these Council Strategic Priorities, Administration identified five areas of priority for Organization Excellence. Working towards these will ensure the City has the sustainable organizational foundation that enables and supports delivery of programs and services to the community efficiently and effectively.

Administration is committed to maintaining and advancing practices in the following key priority areas:

Priority Area 1: Our People – Our Team
Attracting and retaining top talent for sustainable delivery of services and supporting healthy and resilient employees.
Key Indicator: • City permanent employee retention rate • Training budget as a percentage of payroll costs
Strategy: Enable and support healthy and resilient employees at all levels of the organization.
Strategy: Attract and retain top talent to ensure the City can deliver on its programs and services.

Priority Area 2: Planning and Prioritizing
Ensuring proactive planning to align the City's strategic and business planning, service delivery and budgeting and enable informed decision making related to prioritization of resources to manage organizational capacity.
Key Indicators: • Monitor number of projects added after the approval of the Corporate Business Plan • Number of department plans completed out of the total • Number of long-range strategies developed out of the total
Strategy: Plan and align our strategic, business and operational plans to set clear priorities and to manage organizational capacity.
Priority Area 3: Digital Transformation
Using technology to automate and modernize delivery of services to the community and to support efficient and effective City operation and use of resources.
Key Indicator: • Successful completion of the digital transformation initiatives
Strategy: Modernize the delivery of programs and services and processes through technology and automation.
Priority Area 4: Operational Performance
Fostering and supporting the culture of continuous improvement.
Key Indicators: • Progress status of projects
Strategy: Foster a culture of continuous improvement, innovation, process efficiencies, mature business practices and service optimization.
Priority Area 5: Residents/Customers
Ensuring efficient and effective access to services, opportunities for engagement, and information sharing with residents, businesses and community groups.
Key Indicators: • Percentage of residents that agree or strongly agree that the City makes information accessible.
Strategy: Provide open and transparent information and opportunities for input that informs decisions.

Note: The key indicators were identified to help track progress towards achieving outcomes of the Corporate Business Plan. These are still under development and will therefore continue to evolve. More information, including target and progress updates, will be available in 2023.

CORPORATE BUDGETING

The corporate budget is the financial representation of the City of St. Albert Council Strategic Plan and delivery of services to the 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
- Long-Range Strategy Implementation
- 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 is used as a 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. More detail about the programs and services provided by the City of St. Albert are identified in the next section.

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 in annual planning and budgeting. Work continues to mature this practice at the City of St. Albert.

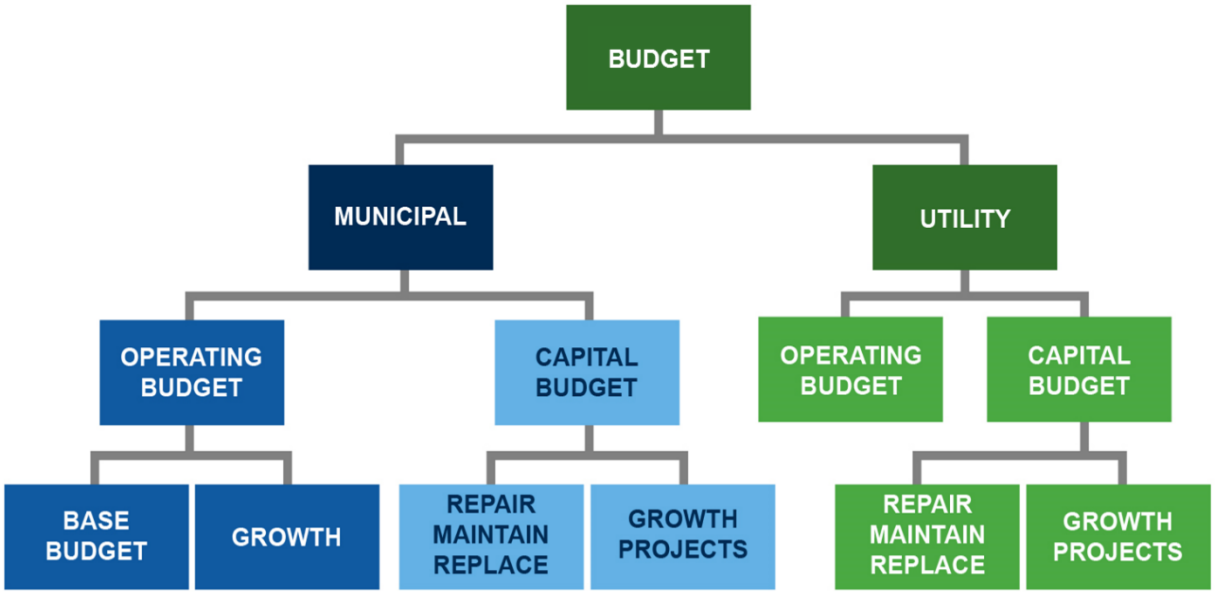
Reporting to Council and the community is provided on a regular basis. Quarterly and annual reports to the community demonstrate progress the City is making towards achieving Council's Strategic Priorities and outline the City's financial performance. Administration also provides progress reports on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

CORPORATE BUDGETING

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

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

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

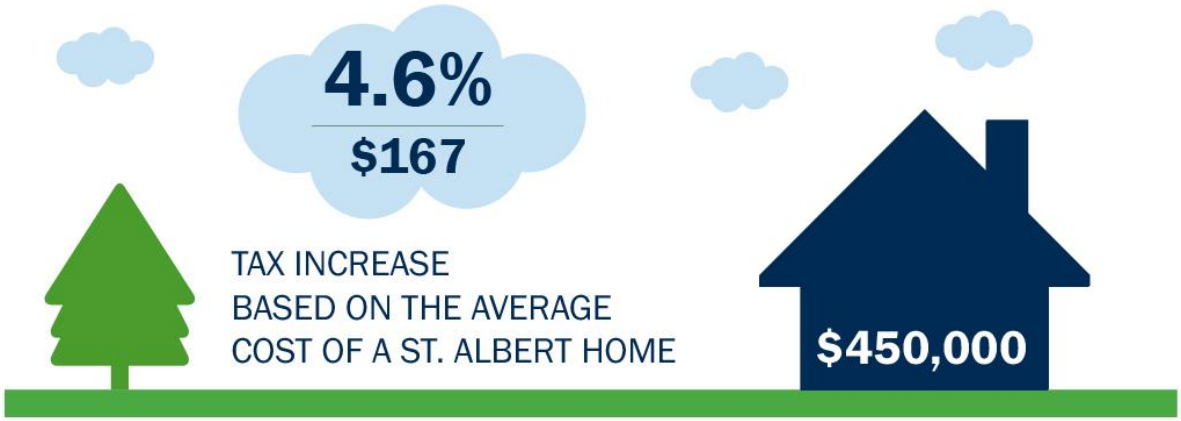


The municipal budget is fundamental in the provision of City programs and services and allows for investments in priority infrastructure. The utility budget ensures adequate dollars are in place to maintain reliable service delivery and resources investments in utility-related infrastructure.

MUNICIPAL OPERATING BUDGET

The 2023 Operating Budget of $124.9 million results in a 4.6 per cent property tax increase. This increase relates to the City's commitment to being fiscally responsible by reducing spending to offset declining revenues and inflationary impacts. For an average house costing $450,000, this means an increase of $167 per year.

The actual tax rate will not be finalized until May 2023 after the assessment roll is completed.



Tax Dollars at Work

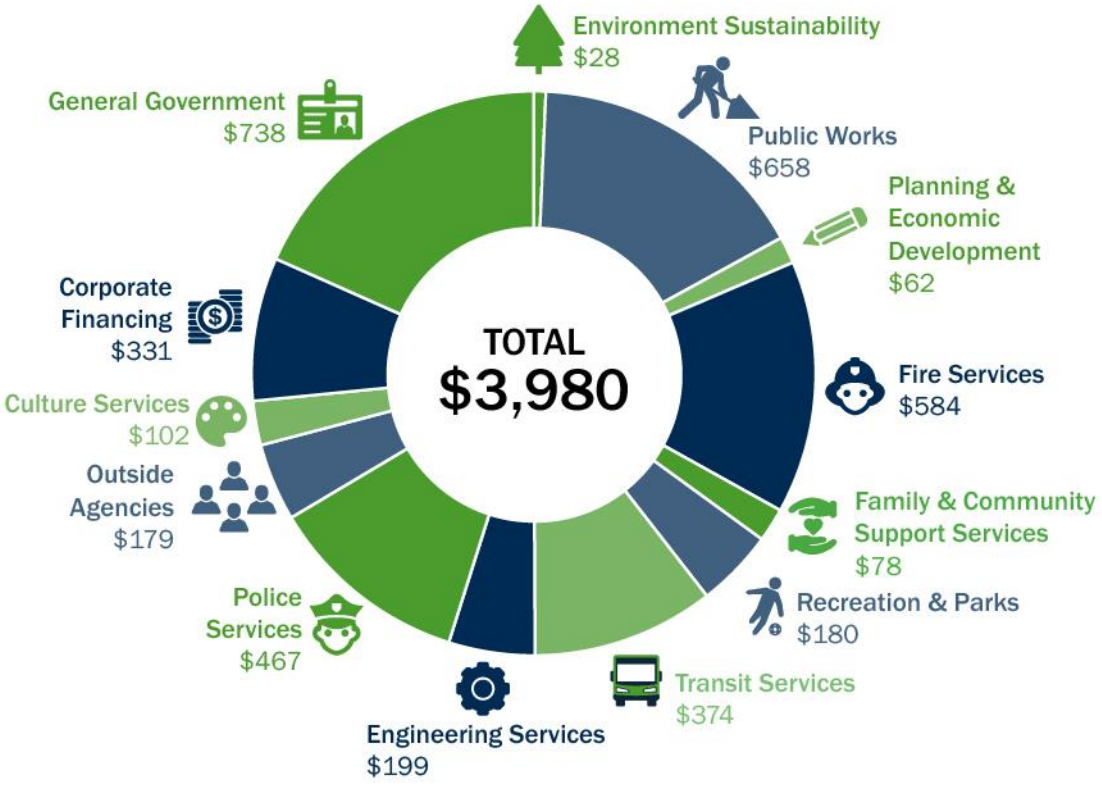
The Operating Budget funds services such as snow removal, trail maintenance, transit, and recreation programs for residents. The annual budget is built to maintain those services at Council approved service levels. Efforts are also made to continue to optimize service delivery to ensure community needs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



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

Distribution of Tax Dollars

For an average house valued at $450,000, the homeowner will see a $3,980 property tax bill, an increase of $167 for 2023. The distribution of tax dollars to various service categories is illustrated below.



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

MUNICIPAL CAPITAL BUDGET

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

For 2023, the proposed municipal capital plan investment by asset category is illustrated below:



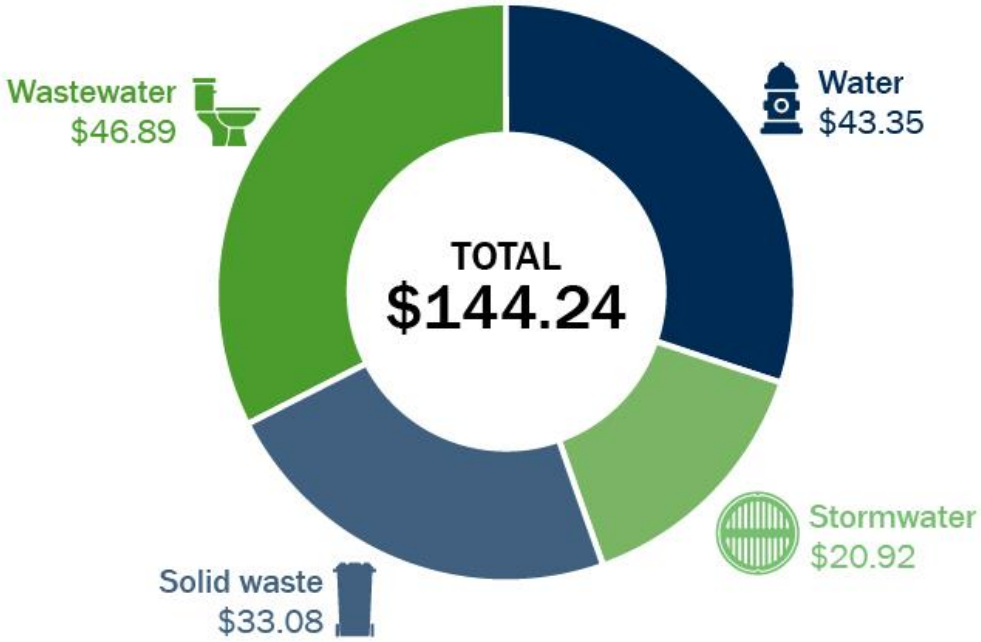
UTILITY BUDGET

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



DISTRIBUTION OF UTILITY BILL

The proposed typical monthly bill for 2023 is $144.24, an increase of 3.8 per cent from the prior year. The allocations of monthly rates are as follows:



UTILITY CAPITAL BUDGET

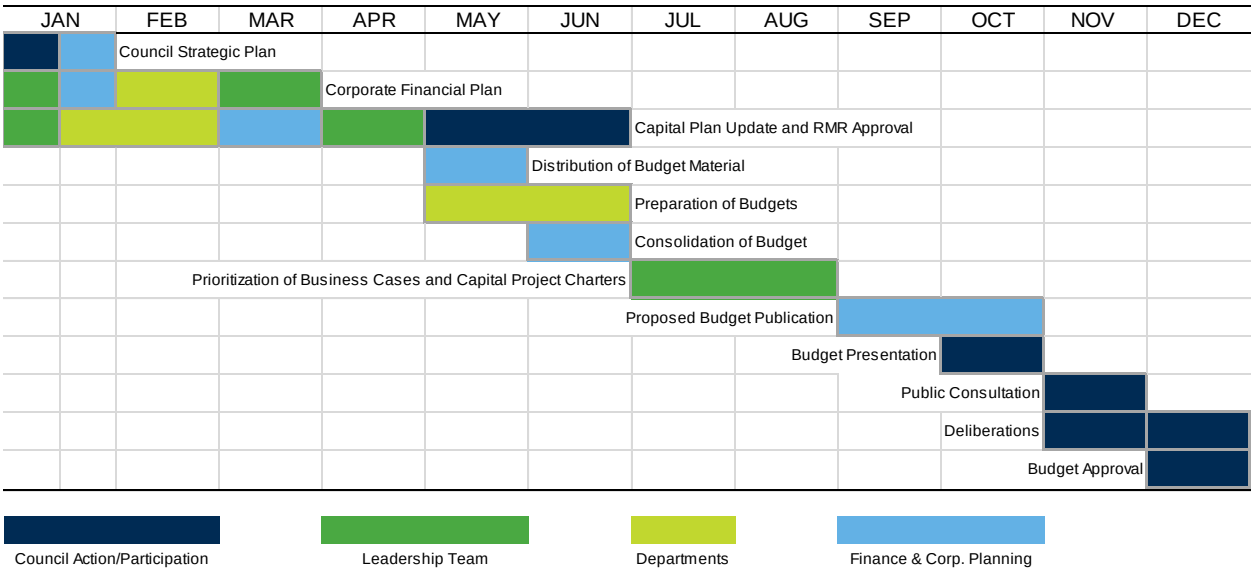
For 2023, the proposed utility capital plan investment by asset category is illustrated below:





Budget Timeline

The objective for the budget cycle is to have a 2023-2025 Financial Plan and Budget adopted and in place before December 31, 2022. The following timetable illustrates the process for the 2023-2025 Financial Plan and Budget:



The budget planning process is a full-year initiative as preparation begins in early January for the following budget year. The Proposed Budget is available to Council and the public in October. In November and December, public consultations, presentations, and Council deliberations occur before the budget is approved prior to the calendar year end, December 31.

The Committee of the Whole met on November 29 and December 1, 2022 to deliberate the 2023-2025 Financial Plan and 2023 Budget. Council approved the Capital and Operating budgets via the following Council motions:

PM-23-001	Municipal Capital RMR budget, June 7, 2022
PM-23-002	Utility Capital RMR budget, June 7, 2022
AR-22-532	Municipal and Utility Operating budgets and Municipal and Utility Capital Growth budgets, December 20, 2022

Once the budget is approved, any amendment to the budget must have formal approval through City Council. The final tax rate is then approved by May of the following year.



Public Operations Laying asphalt

PROGRAM AND SERVICE DELIVERY

CITY SERVICES

The City provides a wide range of services related to:

- Customer services,
- Community development,
- Environmental protection and stewardship,
- Land and economic development,
- Movement of people and goods,
- Public safety,
- Recreation, parks, and culture,
- Social support and
- Governance, public communication, and participation.

Every day, residents encounter services that are offered through the City that make positive impacts on the community. Approximately, 82 percent 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 is an excerpt of the 2021 St. Albert Annual Report and includes an overview of City services along with key statistics to help illustrate the context in which these services are delivered.

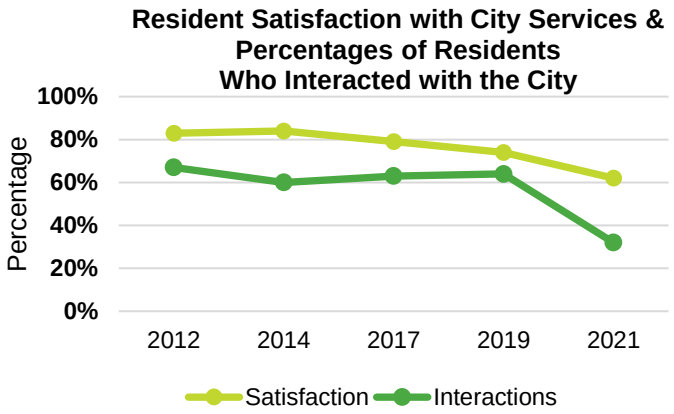
CUSTOMER SERVICES

In response to the COVID-19 pandemic, the City of St. Albert had to adjust and adapt its operations, including changing services and cancelling events. These actions are reflected throughout the 2021 service statistics.

FRONT COUNTER SERVICE

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

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



Interaction with the City may have declined between 2021 and 2019 for a variety of reasons. More services have been made available online and during the COVID-19 pandemic, many front counter services were closed or operated differently.

PROVISION OF FOOD AND BEVERAGES

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



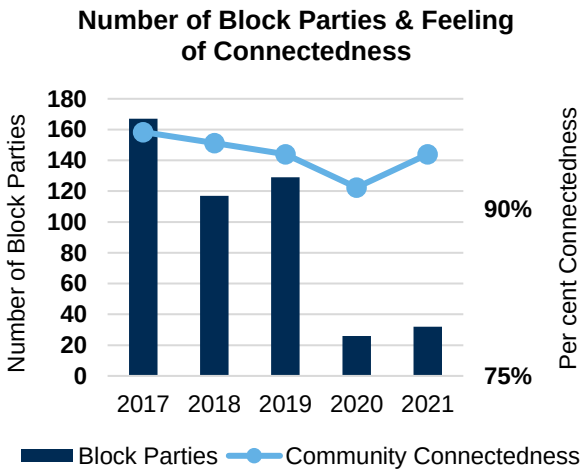


Be A Good Neighbour Campaign

Community Development

COMMUNITY AND NEIGHBOURHOOD CAPACITY BUILDING

Since 2008, Block Parties have become a big part of living in St. Albert. This active participation in the community has helped build a caring and safe community. However, in 2021, safe social connection remained at the forefront in all efforts to bring residents together. Neighbourhood Development initiatives were modified to virtual platforms that aimed at connecting residents and raising awareness of how to reduce isolation. A 'Good Neighbour' Campaign helped to promote fun, easy and safe ways for residents to be there for one another and to reach out while respecting pandemic measures.



The annual number of block parties was low again in 2021 due to the pandemic.

COMMUNITY GROUPS SUPPORT AND CAPACITY BUILDING

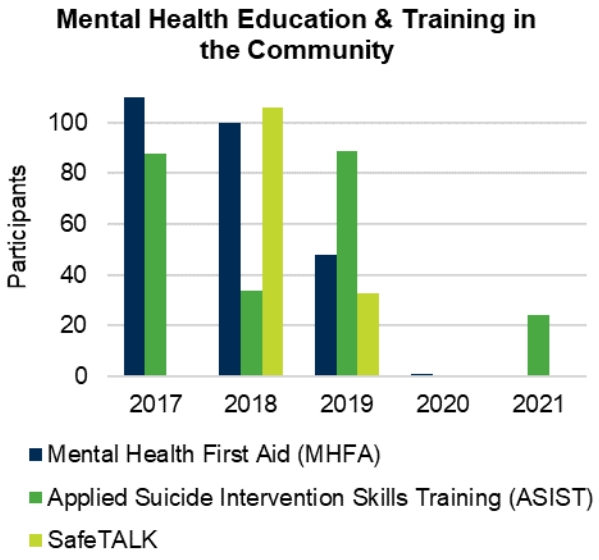
St. Albert highly values the work of groups and individuals who are active in promoting the community's well-being and development in the areas including arts and culture, recreation, and environmental protection. The City maintains contact with active community groups, creates opportunities for residents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

COMMUNITY GRANTING AND SUPPORT FOR DELIVERY OF SERVICES

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

MENTAL HEALTH EDUCATION AND TRAINING

The City of St. Albert is committed to the health and well-being of our residents. As such, the City continues to work with the Province and community agencies to provide support and resources. The onset of the COVID-19 pandemic in 2020 caused mental health education and training opportunities to be delayed, these delays continued into 2021. An on-going mental health campaign helped raise awareness of community resources available to residents who were experiencing mental health challenges, family violence, and sexual assault. This included access to help lines and resources, available for support 24/7. Family and Community Support Services invited St. Albertans to nominate the people who have positively influenced their life and improved their wellness and health during COVID-19. The 'Above and Beyond: Mental Health Heroes" recognition program celebrated St. Albertans coming together.



CIVIC GRANTING AND SUPPORT TO 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.

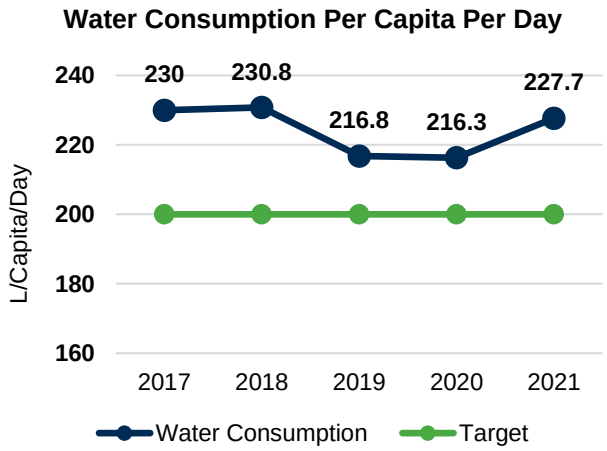
Services also include the provision of funding to eligible applicants in the areas of special events, sport and culture development, operational funding and capital renovations and development through the Community Capital Grant Program, the Community Events Grant Program and the Outside Agencies Grant Program.

ENVIRONMENTAL PROTECTION AND STEWARDSHIP

ENVIRONMENTAL STRATEGY, RISK AND COMPLIANCE

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

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



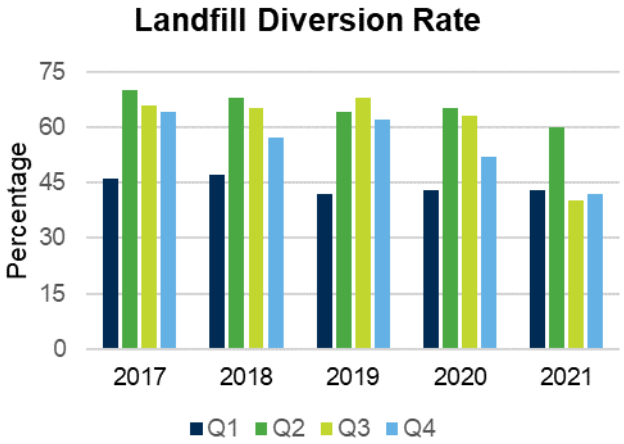
In the past five years, residents are using less water per capita per day and on average are nearing the City's target of 200 L/capita/day. 2021 saw an increase in water consumption due to record-breaking temperatures in June and July.

This indicator relates to Council's Strategic Priority #4 – Adapting to a Changing Natural Environment.

WASTE MANAGEMENT

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

- collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools; and, to
- 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 2021, garbage generation increased due to residents spending more time at home due to COVID-19. Organics generation decreased due to a dry summer, additionally, an increased amount of organics were contaminated which went to the landfill.

This indicator relates to Council's Strategic Priority #4 – Adapting to a Changing Natural Environment.



Kingswood Park

URBAN FORESTRY AND TURF 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, and
- maintenance of healthy turf and urban forests in public areas.

WATER, STORMWATER AND WASTEWATER MANAGEMENT

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

Land and Economic Development

LAND USE PLANNING

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

DEVELOPMENT

The City saw a 25 per cent increase in building permits issued in 2021, the highest number of permits issued over the last five years. Administration also reviews and processes applications for approval and enforcement of the Land Use Bylaw. The service includes the review of:

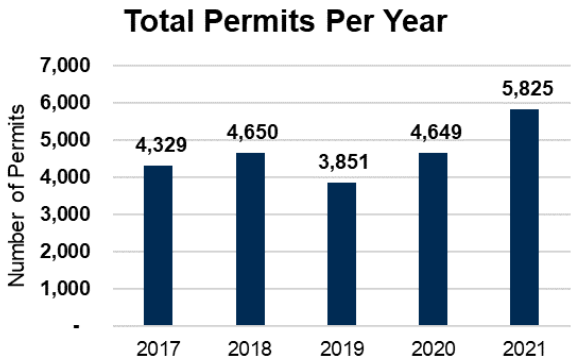
- new development and infill-related infrastructure required to service lands,
- traffic-related data to growth impacts, and
- proposed development (non-traffic control related) signage.

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

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

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

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



Total number of building permits increased again in 2021 with more people completing home renovations and new development projects throughout the City.

This indicator relates to Council's Strategic Priority #1 – Economic Prosperity.



Assessment growth for 2021 increased slightly from the previous year to 1.94%.

This indicator relates to Council's Strategic Priority #1 – Economic Prosperity.



New business development in St. Albert's north side

CONSTRUCTION MANAGEMENT

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

BUSINESS ATTRACTION, RETENTION AND EXPANSION

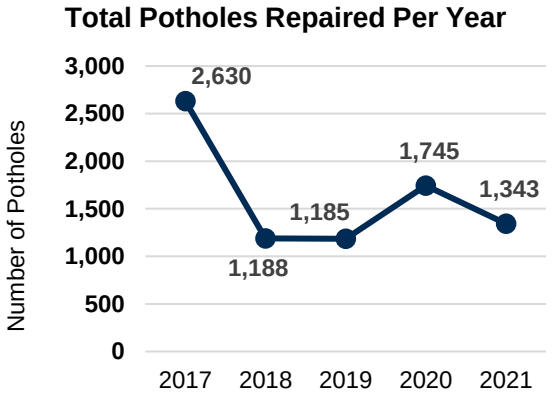
The health of local businesses is vital to making sure St. Albert remains a vibrant community. The City provides support and business development services to entrepreneurs, existing businesses, tourism operators, and investors through targeted capacity building and grant programs. Additionally, developers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

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

Movement of People and Goods

TRANSPORTATION MANAGEMENT

The City provides transportation management services by way of traffic signals and systems, traffic signs and markings to support safe and efficient movement of goods and people. The City is responsible for planning, installing, replacing, inspecting and maintaining these assets and systems. The graph to the right shows traditional pothole repair rates. In recent years, the City has been more proactive in its repairs and has incorporated new techniques. As such, the longevity of the repair has increased.



The decrease in pothole repairs was due to less snow in 2021. Snow and moisture are primary causes of potholes due to their impact on roads in freeze and thaw cycles.

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

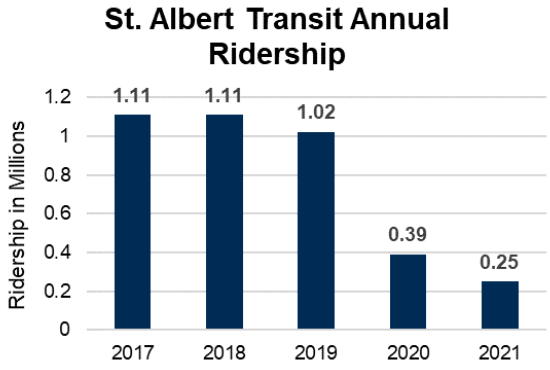
ROADWAY REPAIR AND MAINTENANCE

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

TRANSIT PROGRAM

The City offers local and commuter conventional transit, specialized transit (Handibus) for residents with reduced mobility, and charter bus services.

For St. Albert residents, public transit services provide safe, reliable, equitable, convenient and cost-effective travel within the city and to and from Edmonton.

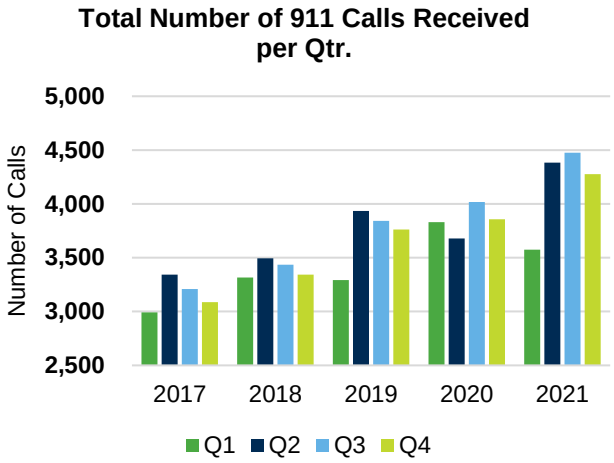


Transit overall ridership in 2021 continued to be disrupted by the pandemic. Rather than commuting to work or school, residents were required to conduct these activities online at home.

Public Safety

FIRE PREVENTION, RESPONSE AND ENFORCEMENT

The City is responsible for providing Emergency Services to the residents of St. Albert. This includes Policing and Enforcement Services, Fire Prevention, Education as well as, fire and emergency medical response. Emergency Services responds to local Bylaw and Provincial Act, Statute and Regulations concerns, Dangerous Goods and Motor Vehicle Collisions and ice and water rescues.

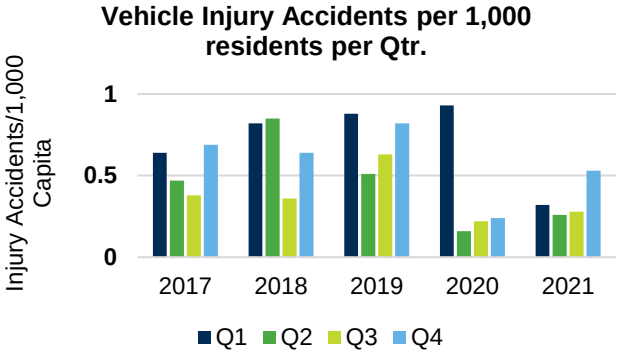


Year over year increases in 911 calls is to be expected as the City population continues to grow.

Emergency Services is also responsible for the enforcement of the Alberta Fire Code and other relevant laws pertaining to safety and prevention, including information and inspections and the design, delivery, and evaluation of public education programs to promote fire and home safety and preparedness.

MEDICAL EMERGENCY

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



After pandemic measures were introduced, people travelled less resulting in lower accident rates overall which continued to be the trend in 2021.

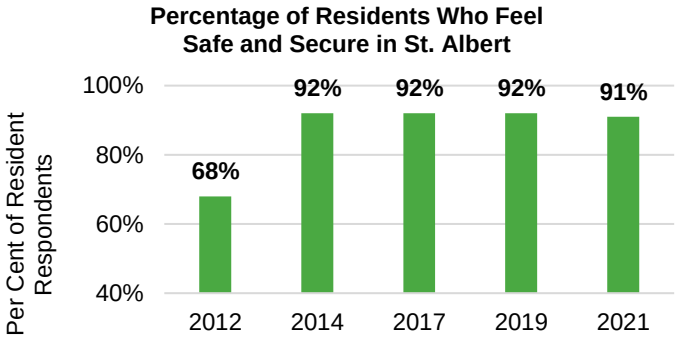
BYLAW AND PROVINCIAL ACT ENFORCEMENT

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



POLICING SERVICES

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



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

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

Recreation, Parks and Culture

PUBLIC ART

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

ARTS AND CULTURE PROGRAMMING

The City greatly values the role and contribution of arts and culture in our community and provides access to cultural experiences, artistic development and performance opportunities for residents. Support for the preservation and maintenance of privately-owned, municipally designated Heritage resources is also provided.

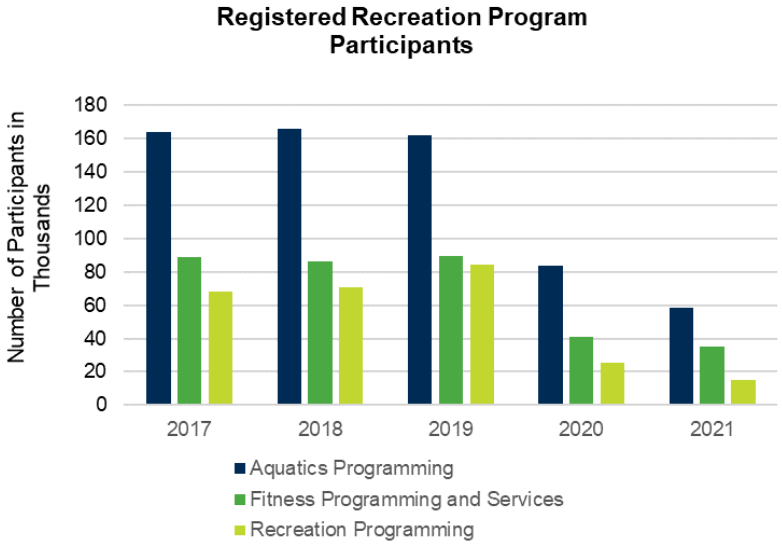
CULTURAL FACILITY ACCESS

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

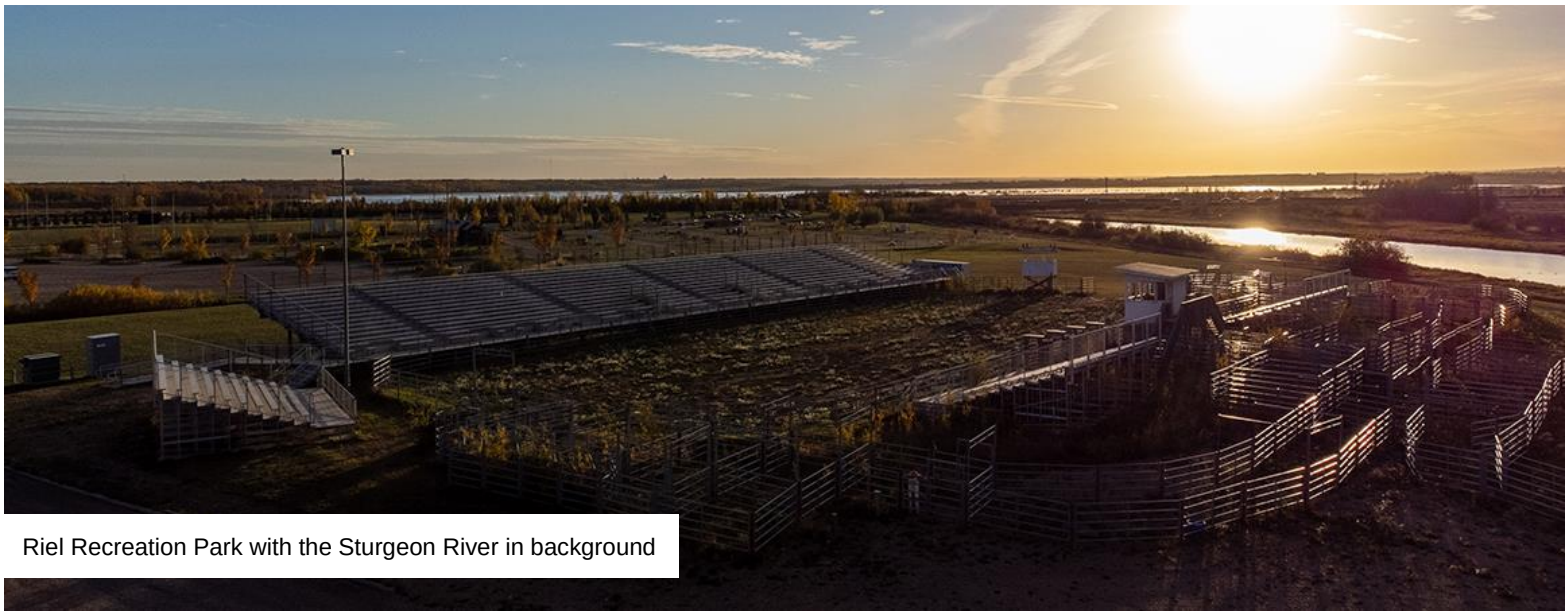
RECREATIONAL PROGRAMMING AND SUPPORT TO COMMUNITY PROGRAMMING

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

Facilitation and support are also provided to non-profit community groups to provide advice, educate, communicate, inform, and build capacity and support program delivery in the community.



Beginning in March 2020 and through 2021, in response to the Covid-19 pandemic, recreation amenities, facilities and program offerings were periodically imposed with restrictions of varying degrees and/or closures that impacted how and when the public could access or utilize these services.



Riel Recreation Park with the Sturgeon River in background

PARKS AND OPEN SPACES AND RECREATIONAL AMENITY ACCESS

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

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

The City offers access to and maintenance of amenities in parks, open spaces and in recreation facilities:

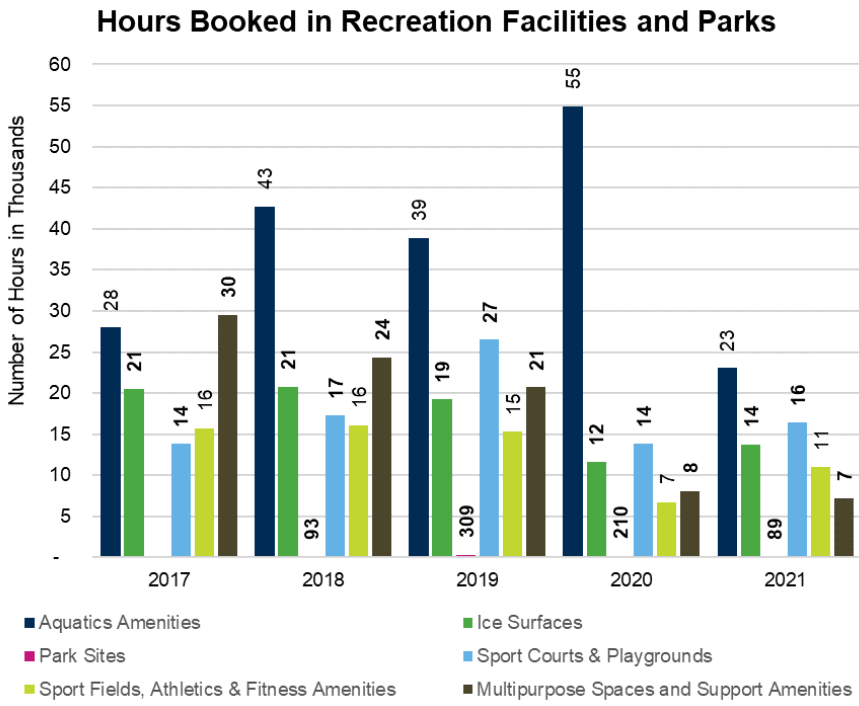
- Aquatics amenities
- Field and fitness amenities
- Ice surfaces
- Multipurpose spaces
- Park amenities
- Playgrounds
- Specialty sport amenities
- Sport fields
- Sport courts

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

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

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

Indoor and outdoor recreation facilities were closed due to provincial public health measures for much of 2021. As restrictions were lifted, additional safety measures were enacted to provide the safest possible environment.



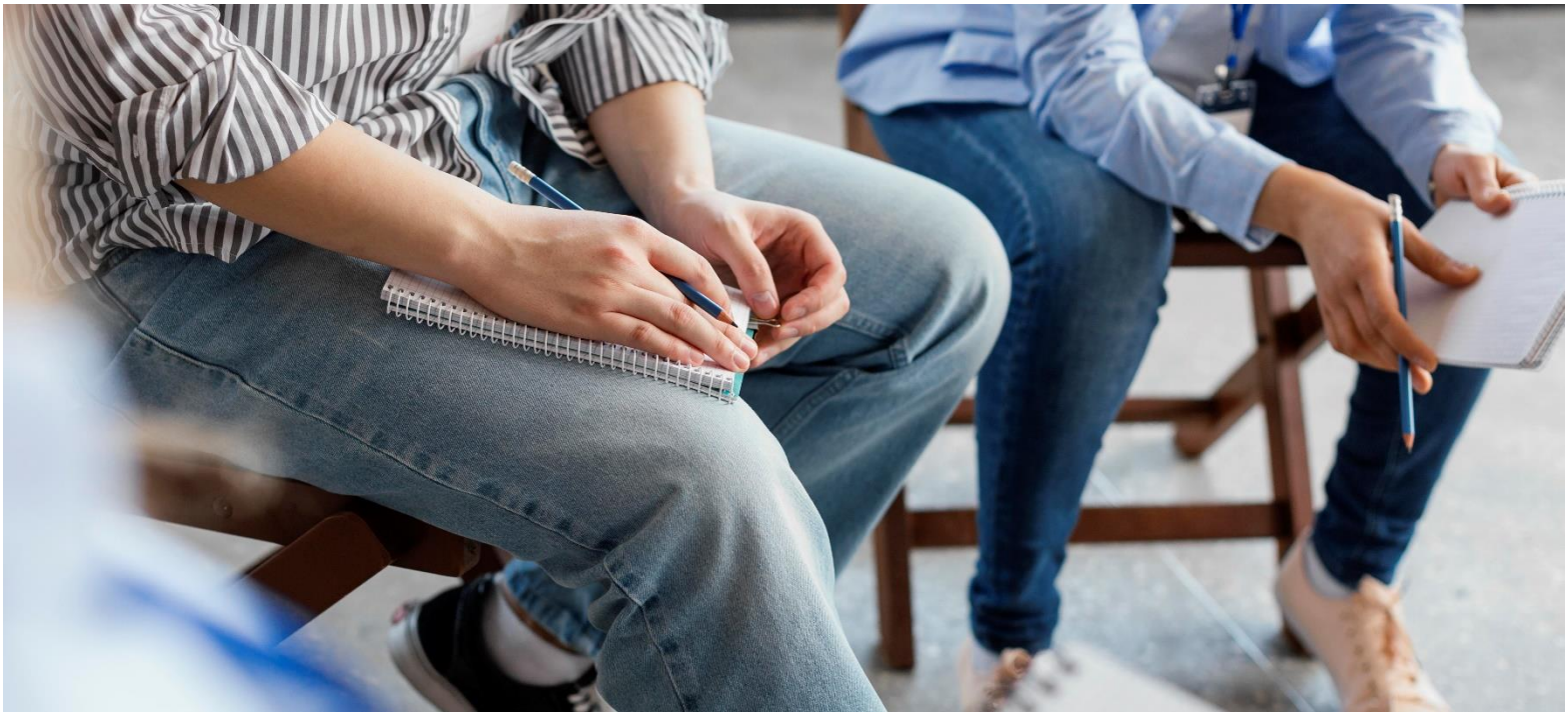
Beginning in March 2020 and through 2021, in response to the Covid-19 pandemic, recreation amenities, facilities and program offerings were periodically imposed with restrictions of varying degrees and/or closures that impacted how and when the public could access or utilize these services.

BUSINESS DEVELOPMENT AND COMMERCIAL SERVICES

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



Advertising board signs at Servus Place

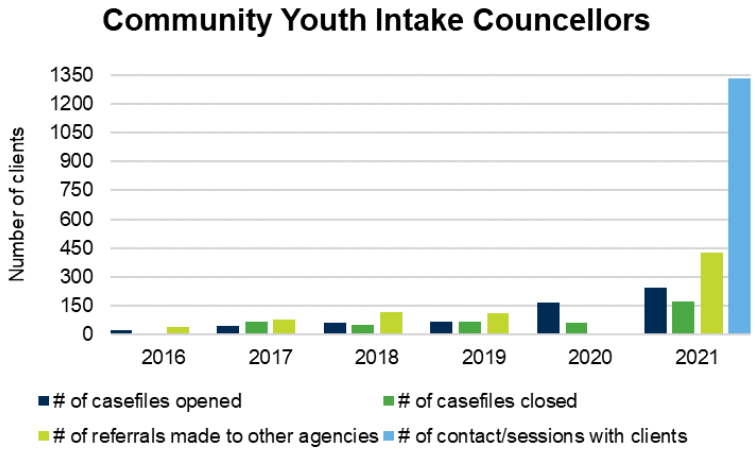


Social Support

COUNSELLING AND OUTREACH SERVICES

In 2021, the top five themes reported by Counselling Support Workers were financial assistance, housing support, mental health, seniors support and parenting support.

Counsellors reported that the primary issues presented by clients include anxiety, depression, employment, school issues, parent support and family conflict. There was an increase in case files in 2021 due to the increased availability of counsellors to meet the needs of residents.



Prior to 2021, the rate of contact or sessions with clients was not tracked, however tracking commenced in 2021 to ensure alignment with FCSS' short-term prevention-based counselling mandate.



Mayor Cathy Heron and Bill Fletcher at the Annual State of the City

Governance and Public Communication and Participation

GOVERNANCE

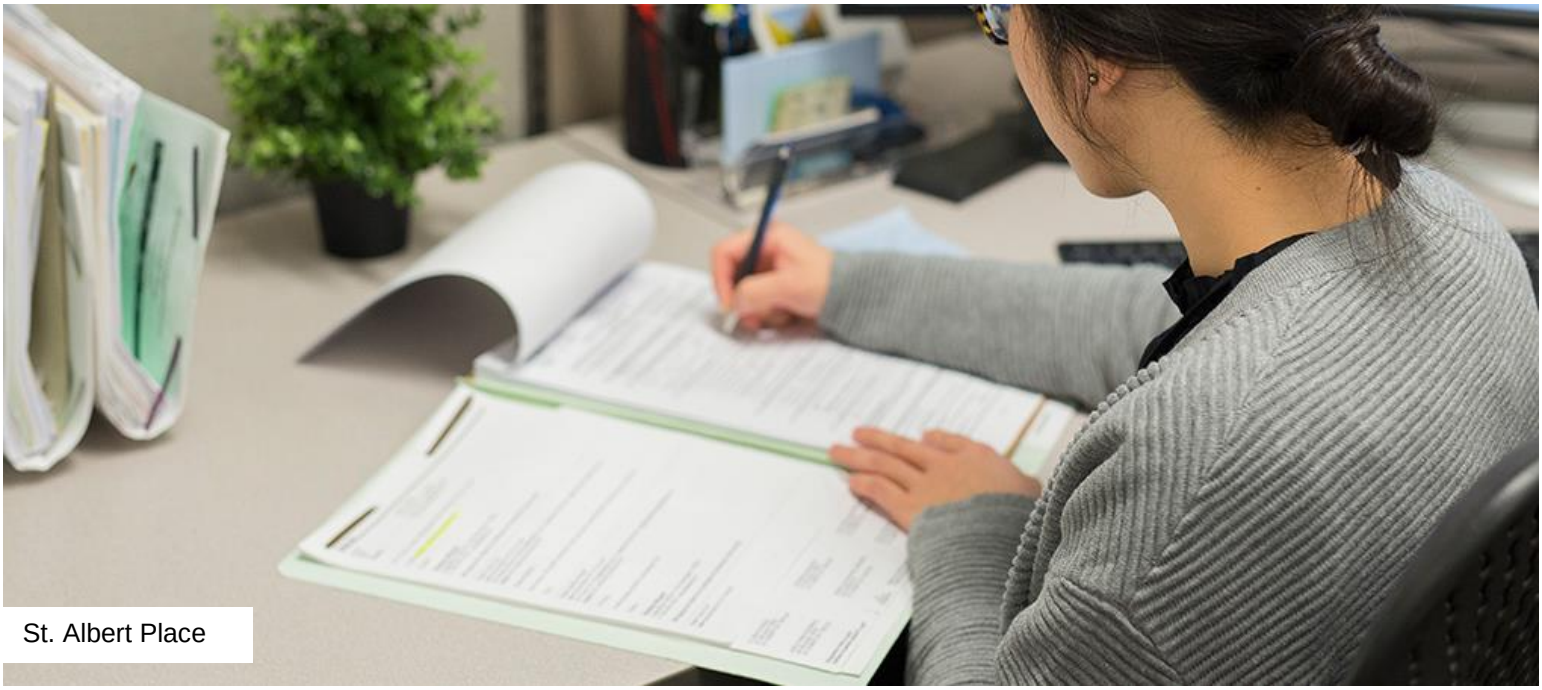
Administration provides technical advice and expertise regarding compliance with governing legislation and coordination of the development of agendas, reports, materials and minutes/records for Council and committee meetings. Additionally, the City coordinates key legislative processes such as municipal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

PUBLIC COMMUNICATION AND PARTICIPATION

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

Public engagement, Council and committee meetings are held either in-person or remotely using videoconferencing and livestreaming.



St. Albert Place

FINANCIAL STRUCTURE, POLICY AND PROCESS

FUND DESCRIPTIONS AND FUND STRUCTURE

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

Operating Funds

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

Municipal – is the largest entity in this fund and covers all municipal operations. This fund is not allowed to operate at a deficit. The difference between annual expenditures and other revenues generated by the fund forms the annual property tax levy. The

municipal operating fund consists of departmental operational budgets, of which funds are utilized within each of the departments and restricted up to the approved budget amount.

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

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

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

Capital Funds

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

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

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

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

Reserve Funds

Under the MGA, City Council may, through policy, establish special reserve funds for specified purposes. Money in a special reserve fund and interest earned on it must be used only for the purpose for which the fund was established. Policies dictate the use of certain reserve funds for designated purposes and prevent monies from being diverted to any other use and remain in the reserve if not used during the year. If the amount in a

reserve fund is greater than required, City Council may, by resolution, transfer all or part of the amount to another reserve fund. As reserve funds are dictated by policy, there is no direct relationship to a specified department, but rather a particular purpose.

Fund Relationships

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

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

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

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

FUNCTION/FUND RELATIONSHIP

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

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

BASIS OF BUDGETING

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

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

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

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



Public Operations

Some highlights of the process are as follows:

- Expenditures are recognized in the accounting period in which the liability is incurred,
- Inventory is valued at the lower of cost or net realizable value,
- Temporary investments are recorded at cost and,
- Capital assets are valued at cost, depreciated, and then written off when disposed of.

Balanced Budget

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

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

FINANCIAL POLICIES

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

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

All, of the City's Financial Policies can be found on the city website.

Policy Name and Number	Policy Purpose	Date Last Revised
C-CG-01 Council's Vision, Mission and Values	To articulate the Community Vision and Pillars of Sustainability and establish Council's mission and values by which Council will govern and lead the community.	Jun 20, 2022
C-CG-02 City of St. Albert Council Strategic Plan	To establish a City of St. Albert Strategic Plan that guides Administration's corporate and financial planning efforts.	Jun 20, 2022
C-CG-06 City of St. Albert Strategic Framework	To establish a strategic framework that aligns the City's short- and long-term operational efforts to the Community Vision and Pillars of Sustainability and the City of St. Albert Council's Strategic Plan. The strategic framework shall include the following components: 1. Community Vision and Pillars of Sustainability 2. City of St. Albert Council Strategic Plan 3. Municipal Development Plan 4. Long-Range Strategies 5. Mid-Range Department Plans 6. Corporate Business Plan 7. Corporate Budgeting 8. Program and Service Delivery and Optimization 9. Monitoring and Reporting	Aug 30, 2021
C-CG-11 Community Vision and Pillars of Sustainability	To establish the Community Vision and Pillars of Sustainability that guide the long-term sustainability of the community. The Community Vision and Pillars of Sustainability were developed by St. Albert residents and endorsed by the St. Albert Community Sustainability Committee to provide clear direction to Council and Administration on what they consider the unique and desirable future for St. Albert is in the long term.	Jan 21, 2019
C-FS-01 Financial Reserves	To set aside funds for the establishment of specific reserves to provide for emergent financial needs, stabilize tax rates, to set aside funds for the replacement of existing equipment, facilities and future projects and to minimize the debt financing needs of the Corporation.	Nov 4, 2019
C-FS-02 Investments	To establish the goals and parameters under which financial investments can be made for the City of St. Albert.	Nov 4, 2019

C-FS-03 Debt Management	To consider debt as a financing tool, supporting the City's ability to meet current and future infrastructure challenges. To strategically manage borrowing capacity for future capital assets, maintain maximum flexibility of current operating funds, and limit the impact that debt charges will have on future tax and utility rates.	Nov 4, 2019
C-FS-04 Cash Management	To ensure that the City of St. Albert optimizes cash management opportunities to maximize its use of available cash.	Jan 21, 2019
C-FS-05 Budget and Taxation Guiding Principles	To establish principles for the preparation of budgets and property taxation levies in accordance with the Municipal Government Act.	Jul 5, 2021
C-FS-11 Operating and Capital Carry Forwards and Closed Projects	To establish a consistent approach and review process for the carry forward of funding required to complete incomplete operating or capital projects. Any operational or capital project that has not been completed during its budgeted fiscal year shall be brought forward for consideration as part of Administration's report on proposed year end transfers, and all projects shall be subject to a maximum carry-forward deadline. Any operating or capital project that is fully completed within the fiscal year shall be brought forward for consideration as part of Administration's report on proposed year end transfers, and all projects with a surplus shall have that surplus directed back to it's original funding source if feasible.	Jan 21, 2019
C-FS-14 Utility Fiscal Policy	To establish a policy for the City's four utilities (water, wastewater, storm and solid waste) that minimizes utility rate fluctuations, provides transparency in rate setting, and addresses funding for future capital projects.	Jan 21, 2019
C-FS-16 Municipal Fees and Charges	To establish the framework by which fees relating to various City programs, services, goods and requirements are set by the Chief Administrative Officer.	Aug 30, 2021

C-FS-17 Alternative Capital Financing	To provide a framework governing Alternative Capital Financing arrangements to accomplish the following: 1. Projects identified to be delivered through Alternative Capital Financing arrangements are aligned with Council's priorities, 2. Project delivery resources are harnessed and appropriately allocated, 3. Project risks, rewards and responsibilities are identified, shared and managed; and 4. Public interest is preserved through a fair competitive and transparent process.	Jun 15, 2020
C-CS-04 Public Art	To provide a consistent approach to acquiring public art through purchase, commission or donation for municipally-owned buildings and properties, or for other buildings and properties in the City that are highly accessible and visible to the public. To establish a framework for the integration, display, maintenance and preservation of public art. To stimulate growth in the community's arts and culture sector, through opportunities for learning, participation and experimentation in arts and culture.	Jan 21, 2019
C-HR-01 Non-Union Compensation Philosophy and Employee Remuneration	The City of St. Albert compensates positions fairly and equitably in relation to each other and recognizes that it must compete for talent to fulfill similar positions as those that exist within relevant comparators. Therefore, total compensation will be internally and externally equitable while managing within the City's financial capabilities. Additionally, employee compensation systems will be easy to communicate and administer while providing a predictable means of managing salary costs and other total compensation related expenses.	Mar 18, 2018
C-P&E-02 Capital Project Management	To define and mandate a corporate-wide approach that will establish a professionally accepted framework for the efficient management and delivery of capital projects while minimizing the risk to the City. To provide a framework for managing the scope, quality, time, cost, risk and human resources of corporate projects to increase the probability that optimal solutions will be selected and that capital projects will be implemented at the "right" time and at the "right" cost. To establish clear lines of responsibility/accountability for project management decisions and the achievement of project objectives and deliverables. Clear lines of accountability/responsibility facilitate optimal decision-making, minimize misunderstandings and delays, and identify and explain the causes of problems as they arise.	Jan 21, 2019

C-P&E-07 Asset Management	To set the guidelines for implementing consistent asset management practices and procedures throughout the City of St. Albert. To articulate the City's commitment to: a. Ensuring the City's long-term management of assets is done in a sustainable manner that meets the Council-defined acceptable condition of the assets to be used by the residents, visitors, the environment, and the corporation. b. Meeting Federal and Provincial legislative requirements for asset management. c. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice. d. Ensuring an integrated approach across all Business Units in Asset Management service delivery. Establishing a consistent approach for the rehabilitation, repair and replacement of the City's assets.	Jan 21, 2019

FINANCIAL SUMMARIES

2023 FUND BALANCE

(In Thousands of Dollars)

	OPERATING	CAPITAL	RESERVE	TOTAL
Revenues				
Property Taxes	$124,886	-	-	124,886
Sales & User Fees	67,584	-	-	67,584
Other Revenue	8,827	17,284	-	26,112
Fines & Penalties	3,400	-	-	3,400
Government Transfers	4,101	13,620	-	17,721
Ambulance Contracted Services Revenue	2,886	-	-	2,886
Licenses & Permits	3,536	-	-	3,536
Franchise Fees	8,799	-	-	8,799
Interest Income	4,601	-	-	4,601
	228,620	30,904	-	259,524
Expenses				
Salaries, Wages, & Benefits	86,107	-	-	86,107
Contracted & General Services	38,383	1,702	-	40,085
Materials, Goods, Supplies & Utilities	17,599	-	-	17,599
Purchases From Other Governments	27,831	-	-	27,831
Other Expenditures	10,865	-	-	10,865
Debenture Principal Repayment	9,003	-	-	9,003
Debenture Interest Repayment	4,319	-	-	4,319
Transfers To Organizations & Individuals	3,250	-	-	3,250
Bank Charges & Short Term Interest	3,029	-	-	3,029
Capital Expenditures	-	90,756	-	90,756
	200,385	92,458	-	292,843
Other Financing Sources (Uses)				
Transfers In	6,981	61,554	30,880	99,415
Transfers Out	35,216	-	68,268	103,484
Total	(28,235)	61,554	(37,388)	(4,069)
Net change in Fund Balance	-	-	(37,388)	(37,388)
FUND BALANCES - Beginning of year	-	-	89,508	89,508
FUND BALANCES - End of year	-$	-$	$52,120	$52,120

Note: Totals may not sum exactly due to rounding.

2023 CONSOLIDATED OPERATING AND CAPITAL BUDGET

(In Thousands of Dollars)

	Operating	Capital	Total
Revenues			
Sales & User Fees	67,584		67,584
Other Revenue	8,827		8,827
Fines & Penalties	3,400		3,400
Government Transfers	4,101	13,620	17,721
Contracted Services Revenue	2,886		2,886
Licenses & Permits	3,536		3,536
Franchise Fees	8,799		8,799
Investment Income	4,601		4,601
Transfers To/From Reserves	6,981	61,554	68,535
Debenture		17,284	17,284
Total Revenues	$ 110,715	$ 92,458	$ 203,173
Expenses			
Council	826		$826
Executive Leadership	6,759		6,759
General Government	23,987	1,341	25,328
Community & Recreation Services	24,618	1,952	26,570
Emergency Services	41,607	324	41,931
Planning & Engineering	11,088	32,952	44,040
Public Operations	46,264	12,309	58,572
Corporate Financing	32,939		32,939
Utilities	47,513	43,581	91,095
Total Expenses	$ 235,601	$ 92,458	$ 328,059
Net Tax Requirement	**$ 124,886**	**-**	**$ 124,886**
Non Cash Budget			
Amortization of Tangible Capital Assets		43,279	$43,279
Contributed Tangible Capital Assets		59,461	59,461

Note: Totals may not sum exactly due to rounding.

CONSOLIDATED OPERATING BUDGET (MUNICIPAL & UTILITY)

(In Thousands of Dollars)

	2021 Actuals	2021 Budget	2022 Actuals	2022 Budget	2023 Budget
REVENUES					
Property Taxes	$111,961	$112,044	$117,804	$117,532	$124,886
Sales & User Fees	55,111	57,735	62,118	63,776	67,584
Other Revenue	8,050	7,826	8,032	8,283	8,827
Fines & Penalties	3,602	4,025	3,350	3,927	3,400
Government Transfers	4,091	3,655	5,493	5,090	4,101
Contracted Services Revenue	2,685	2,802	2,685	2,802	2,886
Licenses & Permits	3,443	3,299	3,755	3,351	3,536
Franchise Fees	6,373	6,176	7,303	6,326	8,799
Interest Income	4,021	4,601	5,283	4,201	4,601
Transfers To/From Reserves	4,557	5,562	6,766	8,083	6,981
	203,895	207,727	222,590	223,371	235,602
EXPENSES					
Council	688	788	768	837	826
Executive Leadership	7,207	6,910	7,268	7,794	6,759
General Government	19,175	21,225	21,444	22,621	23,987
Community & Recreation Services	18,434	22,866	22,401	25,537	24,618
Emergency Services	37,791	38,947	40,990	40,552	41,607
Public Works & Transit	38,205	40,106	44,078	42,252	46,264
Planning & Engineering	10,393	10,704	10,516	10,711	11,088
Corporate Financing	29,698	23,940	31,502	28,106	32,939
Utilities	42,304	42,240	43,623	44,960	47,513
	203,895	207,727	222,590	223,371	235,602

Note: Totals may not sum exactly due to rounding.

MUNICIPAL OPERATING BUDGET

(In Thousands of Dollars)

	2021 Actuals	2021 Budget	2022 Actuals	2022 Budget	2023 Budget
REVENUES					
Property Taxes	$111,961	$112,044	$117,804	$117,532	$124,886
Sales & User Fees	14,457	17,183	20,152	20,519	21,053
Other Revenue	8,011	7,786	7,992	8,243	8,787
Fines & Penalties	3,356	3,750	3,112	3,652	3,150
Government Transfers	4,091	3,655	5,493	5,090	4,101
Ambulance Contracted Services Revenue	2,685	2,802	2,685	2,802	2,886
Licenses & Permits	3,443	3,299	3,755	3,351	3,536
Franchise Fees	6,373	6,176	7,303	6,326	8,799
Interest Income	4,021	4,601	5,283	4,201	4,601
Transfers To/From Reserves	3,191	4,190	5,082	6,694	6,289
	161,590	165,486	178,660	178,409	188,088
EXPENSES					
Salaries, Wages, & Benefits	73,151	75,737	77,543	78,547	80,004
Contracted & General Services	20,509	25,325	25,040	27,725	28,531
Transfers To/From Operations/Capital	3,685	4,121	3,901	4,194	3,655
Materials, Goods, Supplies & Utilities	13,103	13,833	15,554	15,049	16,454
Purchases From Other Governments	10,070	10,610	12,771	12,300	13,100
Other Expenditures	5,583	6,913	6,131	6,736	9,333
Debenture Principal Repayment	4,929	5,002	7,101	7,246	8,584
Debenture Interest Repayment	1,303	1,334	2,158	2,426	4,056
Transfers To Organizations & Individuals	2,563	3,199	2,963	3,213	3,228
Bank Charges & Short Term Interest	2,742	2,935	3,536	2,949	3,029
Transfers To/From Reserves	23,952	16,479	21,962	18,027	18,114
	161,590	165,486	178,660	178,409	188,088

Note: Totals may not sum exactly due to rounding.

UTILITY OPERATING BUDGET

(In Thousands of Dollars)

	2021 Actuals	2021 Budget	2022 Actuals	2022 Budget	2023 Budget
REVENUES					
Sales & User Fees	40,654	40,552	41,966	43,256	46,531
Other Revenue	38	40	40	40	40
Fines & Penalties	246	275	238	275	250
Transfers To/From Reserves	1,378	1,373	1,758	1,389	692
	42,317	42,240	44,002	44,960	47,513
EXPENSES					
Salaries, Wages, & Benefits	5,857	5,607	5,950	6,031	6,103
Contracted & General Services	8,859	9,044	8,910	9,407	9,851
Transfers To/From Operations/Capital	1,201	1,347	756	981	982
Materials, Goods, Supplies & Utilities	1,116	1,095	1,227	1,141	1,145
Purchases From Other Governments	13,775	12,915	13,458	13,836	14,731
Other Expenditures	1,303	1,343	1,204	1,349	1,529
Debenture Principal Repayment	1,060	1,060	1,086	1,086	419
Debenture Interest Repayment	306	313	282	286	263
Transfers To Organizations & Individuals	-	-	11	24	24
Bank Charges & Short Term Interest	1	1	1	1	1
Transfers To/From Reserves	8,840	9,516	11,113	10,819	12,466
	42,317	42,240	43,996	44,960	47,513

Note: Totals may not sum exactly due to rounding.



Midtown – new residential construction

OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

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

Property Taxes

Property taxes are collected from City residential and non-residential properties. City Council sets the budget based on service levels for residents and priorities for sustaining and developing our community. To fund the budget, the City projects revenue from other sources of revenue and any revenue requirement shortfall is obtained through property taxation.

Sales and User Fees

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

Other Revenue

This category includes miscellaneous revenues, donations, and local grants.

Assessment Growth Revenue

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

Fines and Penalties

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

Government Transfers

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

Ambulance Contracted Services Revenue

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

Licenses and Permits

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

Franchise Fees

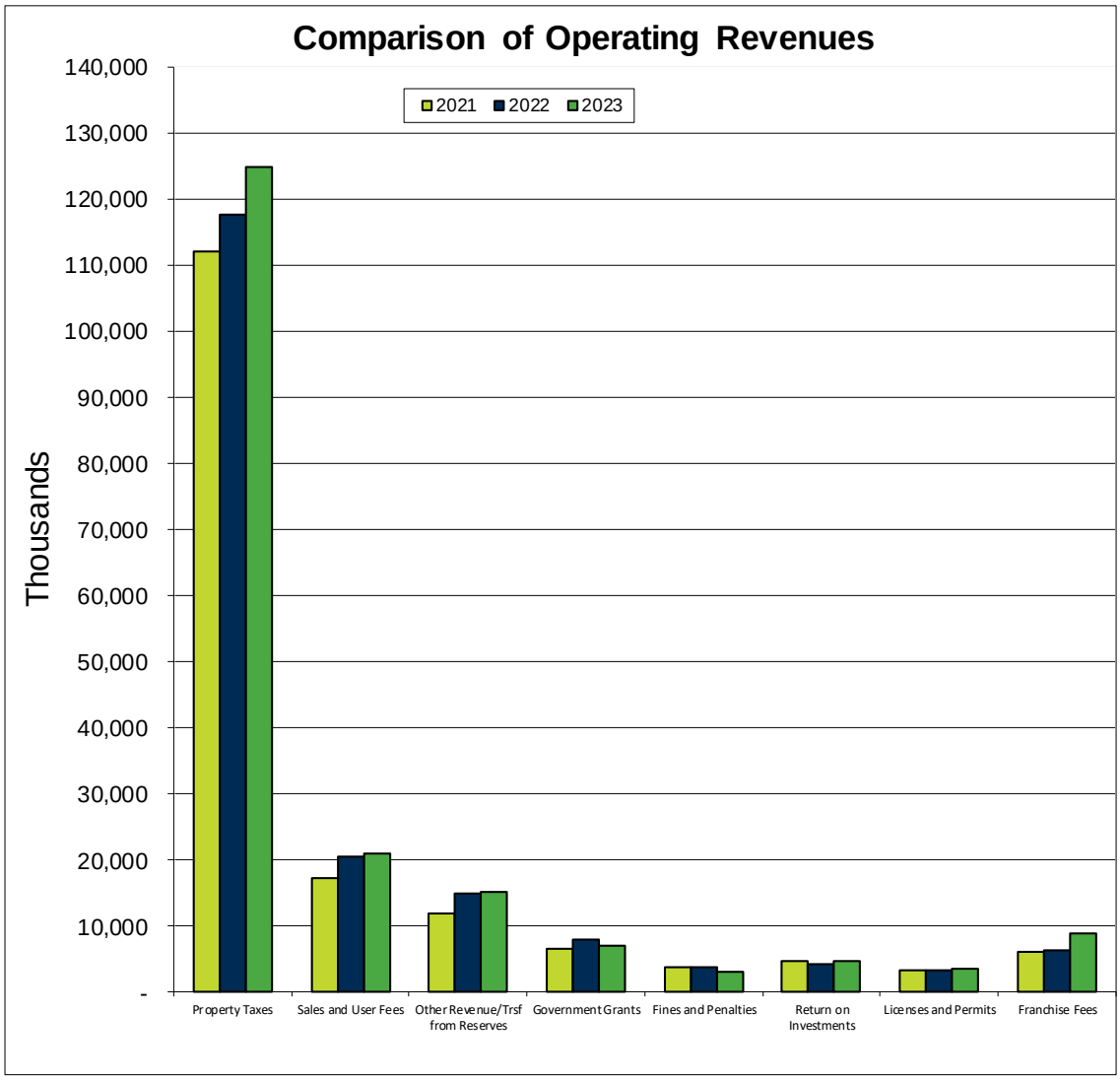
The City of St. Albert receives franchise fee revenue from the Natural Gas and Electricity supplier. The franchise fee is charged to customers as a percentage of the supplier's cost of delivering the commodity.

Interest Income

This includes interest earned on investments.

Transfer To/From Reserves

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



Explanatory Notes:

Property Taxes - Increase due to an approved 4.6% tax increase due to inflation, increased debenture payments and future funding for maintenance of existing assets.

Sales & User Fees - Increase due to reopening of facilities.

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

Government Grants - Reductions in grants in 2023.

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

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

Licenses & Permits - No significant change from 2022

Franchise Fees - Increase in the electrical franchise fee rate for 2023.



St. Albert Transit Handibus Service

EXPENDITURES

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

Amortization of Tangible Capital Assets

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

Salaries, Wages and Benefits

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

Contracted and General Services

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

Contributed Assets

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

Transfers To/From Operations/Capital

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

Materials, Goods, Supplies and Utilities

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

Purchases from Other Governments

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

Other Expenditures

This includes the Council and Corporate contingency.

Debenture Principal and Interest Repayment

Relates to debt payments on long-term debentures.

Transfers to Organizations and Individuals

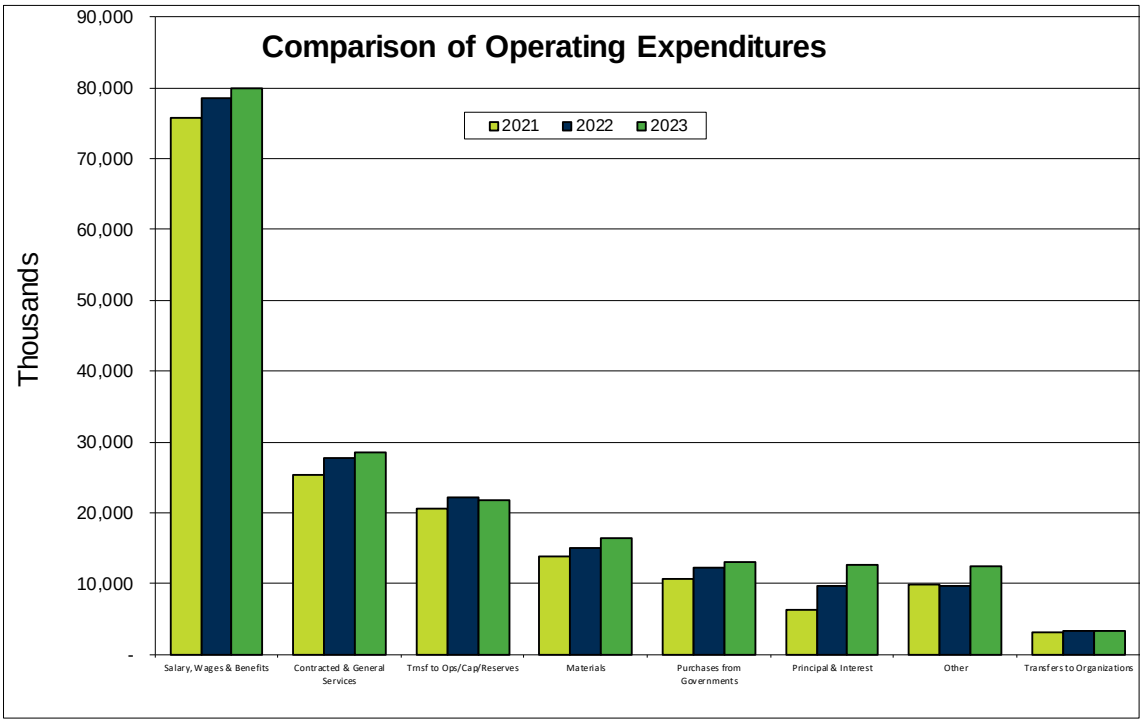
Included in this category is the funding transferred to FCSS agencies and ‘Outside Agencies’ such as the Arts and Heritage Foundation.

Bank Charges & Short-Term Interest

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

Transfers To/From Reserves

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



Explanatory Notes:

Salaries & Benefits - Increase in salaries due to increase in approved FTE's.

Contracted and General Services - Increase in Contracted and General Services due transit commission requisition.

Transfer to Operations/ Capital Reserves - Increase in transfer to reserves for future projects.

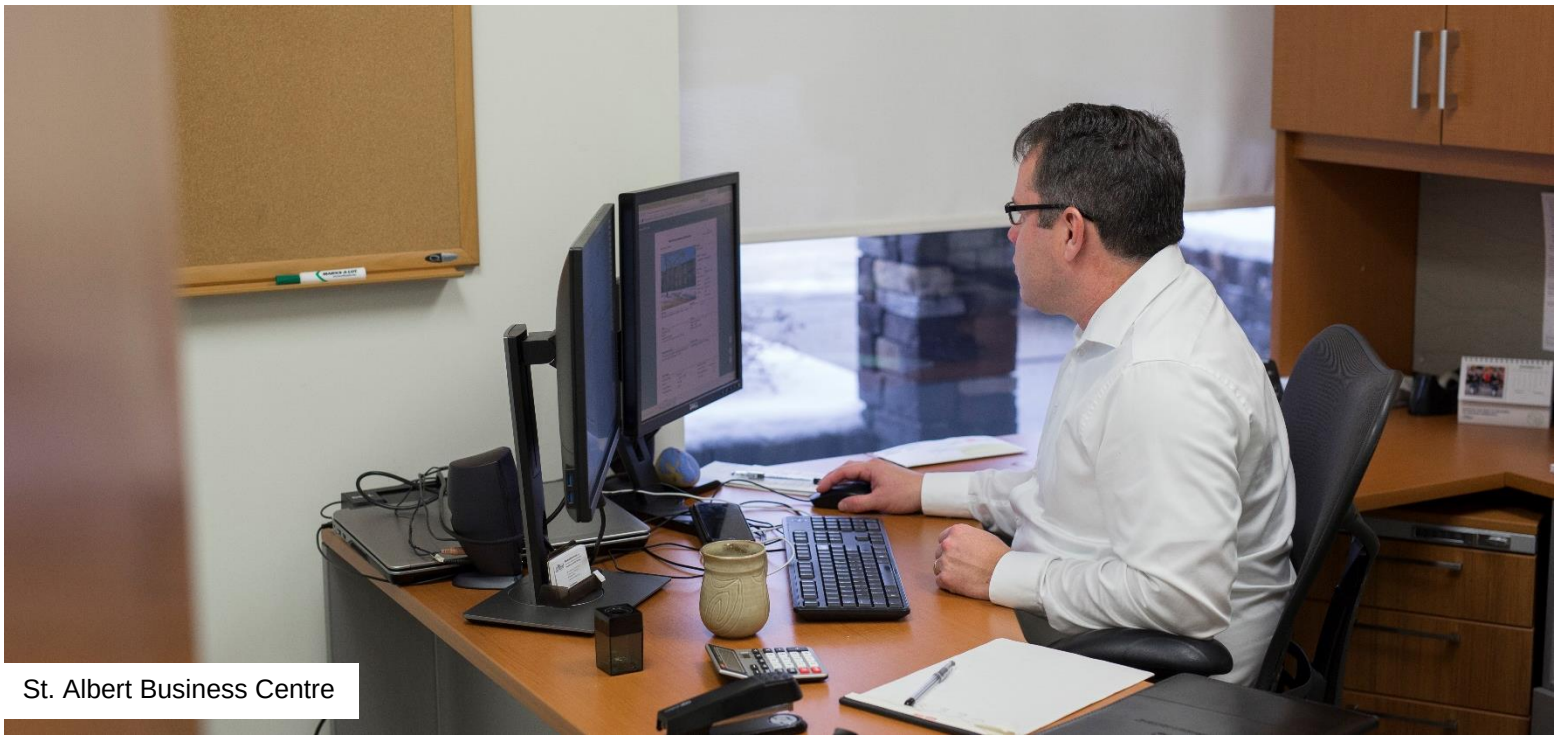
Materials, Goods, Supplies & Utilities - Increase in corporate electricity rates as well increased inflationary costs.

Purchases from other Governments - Increase in RCMP contract rates.

Debenture Principal & Interest - New debentures in 2023.

Other Expenditures - Increases in higher equipment charges required to own and operate the City's fleet of vehicles as well as an estimate for employee contract settlements.

Transfer to Organizations - No change from 2022.



St. Albert Business Centre

OPERATING BUSINESS CASES OVERVIEW

Executive Leadership Team (EL) utilized a Business Case Prioritization process to evaluate all requested operating business cases. This prudent and practical planning aligns business cases with corporate priorities. This process assisted Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the 2023 Proposed Business Plan and Budget.

Recognizing the financial realities facing the City, only business cases required to maintain existing services and service levels were presented for Council review.

Council approved 16 operating business cases for a total of $1,381,000.

MUNICIPAL BUSINESS CASES

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2023 $	APPROVED 2024 $	APPROVED 2025 $
	Funded Base and Council Business Cases				
Emergency Services Four (4) Firefighters	Hire 4 firefighters to continue preparing our trained staffing levels, as we move towards the opening of Fire Hall 4.	4.00	330,100	437,400	445,200
Recreation and Parks Alberta 55+ Games 2027 Bid	To develop a bid for 2027 Alberta 55plus Summer Games.		10,000	-	-
Total Funded Base Business Cases		**4.00**	**$ 340,100**	**$ 437,400**	**$ 445,200**

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2023 $	APPROVED 2024 $	APPROVED 2025 $
	Funded Growth Business Cases				
Emergency Services Enhanced Department Training	To provide new Advance Care Paramedic recruits training in Professional Firefighting standards.		22,000	22,000	38,500
Engineering Services Capital Projects Resource Coordinator	Convert the Capital Projects Resource Coordinator position from a non-permanent Term position to a Permanent 1.0FTE.	1.00	1,500	1,500	1,500
Engineering Services Junior Engineer / Technologist	Add a Junior Engineer/Technologist to the Development Engineering team to address increased demand and capacity constraints.		32,200	32,200	32,200
Engineering Services Landscape Technologist	A new Landscape Technician is required to ensure that all vegetation that is submitted to the City from developers meets the Municipal Engineering Standards and is adequate for the City.		90,000	90,000	90,000
Engineering Services Project Resource Administrator	Convert the current term position of Project Resource Administrator to a Permanent 1.0FTE.	1.00	1,500	1,500	1,500
Engineering Services Transportation Data Coordinator	Convert the current term position of Transportation Data Coordinator to a Permanent 1.0FTE.	1.00	1,500	1,500	1,500
Financial Services and Information Technology Financial Controller	Add a Financial Controller to the Financial Services department to address workload capacity	1.00	82,500	134,800	138,400
Financial Services and Information Technology IT Business Analyst - Purchasing Audit	One year term position for an IT Business Analyst to identify the business and technical requirements for technology solutions needed to implement the Procurement Audit recommendations.		108,400	-	-
Financial Services and Information Technology IT Security Analyst	Full-time permanent position for an IT cyber security analyst. The position exists to ensure that the City's data, information, and services are protected from intentional or unintentional access and destruction.	1.00	81,300	108,400	108,400
Financial Services and Information Technology Procurement Specialist	Add a procurement specialist to address current work load capacity, procurement audit work and implementation.	1.00	82,400	108,400	111,600
HR/Safety and Environment Abilities Management Advisor	Convert the non-permanent Abilities Coordinator role into a 1.0FTE Permanent Abilities Advisor.	1.00	-	-	-
HR/Safety and Environment Environmental Compliance Associate	Convert a non-permanent position to a permanent 1.0 FTE to ensure the City's compliance with environment standards and regulations.	1.00	10,600	10,600	10,600
HR/Safety and Environment Safety Enhancements	Creation of an operating budget for emergent safety enhancements or initiatives that need to be addressed.		47,000	47,000	47,000
Office of CAO/DCAO Executive Leadership Capacity	Supporting both operational strategic leadership to the organization, the addition of capacity to the executive leadership team will support the advancement of Council's strategic goals and oversight of City operations.	2.00	480,000	480,000	480,000
Public Operations Grader Operator	The 2023 capital budget recommends a Grader and an operator to support both summer and winter operations service levels including maintenance of the rural and gravel road inventory that was added from annexation and paved roads from subdivision growth.	1.00	-	93,500	93,500
Public Operations Sidewalk Machine Operator	The 2023 capital budget recommends a Sidewalk Machine and an operator to deal with significant growth in the last ten years, particularly in the paved trail system, and known future growth	1.00	-	93,500	93,500
Operating Impacts	Operating impacts from Growth Capital		-	127,300	299,500
Total Funded Growth Business Cases		**12.00**	**$1,040,900**	**$ 1,352,200**	**$ 1,547,700**
Total Funded Business Cases		**16.00**	**$1,381,000**	**$ 1,789,600**	**$ 1,992,900**

CAPITAL AND DEBT

Capital (Municipal & Utility)

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

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

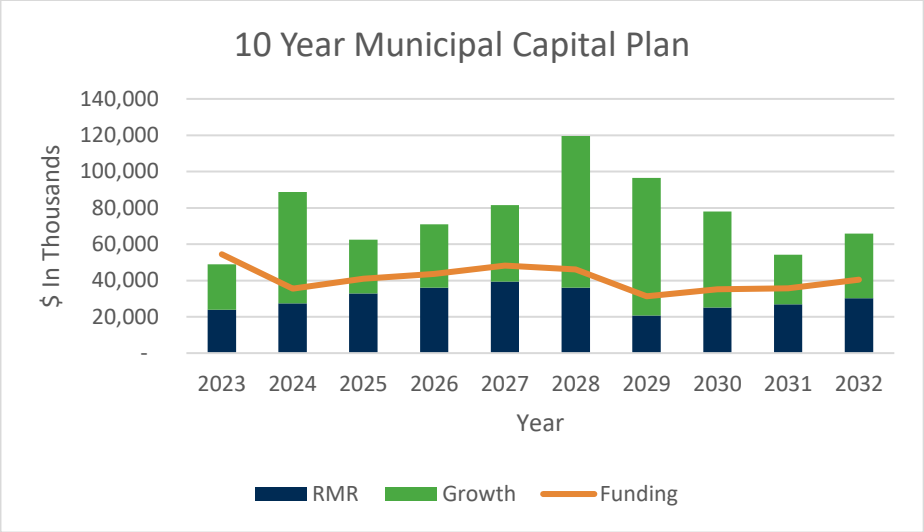
The City divides its capital investment into two categories:

1. **Repair, Maintain, and Replace (RMR)** - Capital initiatives that relate to maintaining current service levels that are required by lifecycle plans and are considered a replacement or rehabilitation of existing infrastructure, facilities, and equipment.

2. **Growth** - Capital initiatives that are required to meet future demand relating to facilities, equipment, technology, and infrastructure for the development of cultivating and strengthening the community.

The City's 10-Year Capital Plans reflect the long-term capital requirements of the City for the next 10 years. The municipal plan includes approximately $773 million in capital investment, of which $299 million is attributed to RMR projects and the remaining $474 million is for growth related initiatives.

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



The 10-Year Utility Capital Plan has identified approximately $171.3 million in capital investment. The plan includes projects ranging from various utility management levels of service rehabilitation and sedimentation erosion control.

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

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

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

The approved consolidated 2023 Capital Budget amounts to $92.5 million in spending on projects:

Municipal Capital Budget	$ 48,877,100	40 projects
Utility Capital Budget	$ 43,581,300	9 projects
Total	**$92,458,400**	**49 projects**

Capital Funding and Expenditures

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

The current year reserve net fund transfer-out was $37.4 (or 41.8% of the opening balance) which was due to the timing of projects vs availability of other funding.

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

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

Capital Project – Operating Impacts

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

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

For 2023, there are no operating impacts on the Municipal Recommended Growth capital projects.

Growth Capital Project Highlights

For 2023, the City is undertaking a number of new growth initiatives. A summary of each of these initiatives is noted below.

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	CSD-001
CHARTER NAME:	Youth Transitional Housing
LEAD DEPARTMENT:	Community Services
TYPE:	○ RMR ◉ GROWTH
EXPLANATION	This project targets the completion of a feasibility study to support recommendations that were approved by Council as per the Mayor's Task Force to End Homelessness Final report.
SCOPE STATEMENT:	This project shall undertake a feasibility study that includes *costing* estimates (capital and operating), building requirements,*location options (site/facility considerations),plan development* and implementing *collaborative partnerships* to support a Youth Transitional Home in St. Albert. (Phase 1- $132,300).
STRATEGIC PLAN:	**Council Priority:** 5. Housing
TIMELINE:	**Phase 1 Conduct Feasibility Study** (4-6 months) - Procure contract / hire consultant **Work with project consultant to:** - determine cost effective methods to build or purchase a dwelling(s), for use as the Youth Transitional Home, including alternative building forms or model approaches that would meet the intent of the Mayor's Task Force recommendations, but at a reduced cost, - evaluate opportunities for partnerships for capital and ongoing operating costs, including recommended fundraising models with the goal to reduce or eliminate financial impacts of this initiative on municipal budgets, - evaluate and recommend operating partnership models with existing or new housing operators, - determine the recommended organizational and operational structure for the Youth Transitional Home operations and the

	structure's ability to solicit partnerships and funding within the community, the region, and other levels of government; and - consult with City staff to explore possible location options, including the use of City owned land, preferred infill locations if a land purchase is required, or greenfield purchase opportunities, and the costs of each.			
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$**	**132,300**
		2024	**$**	**-**
		2025	**$**	**-**
		2026	**$**	**-**
		2027	**$**	**-**
		2028	**$**	**-**
		2029	**$**	**-**
		2030	**$**	**-**
		2031	**$**	**-**
		2032	**$**	**-**
		Total	**$**	**132,300**
OPERATIONAL IMPACTS:	○ Yes ◉ No			**$0**
ASSOCIATED OPERATING BUSINESS CASE:	This project was originally linked to the Operating Business Case for a Social Housing Specialist position part of the 2021 budget, which was approved.			

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023-2030
CHARTER NUMBER:	DARP-005
CHARTER NAME:	Millennium Park Design Phase 2 & Construction - DARP
LEAD DEPARTMENT:	Recreation and Parks

TYPE:	○ RMR ● GROWTH
EXPLANATION	The investment is considered growth as it is construction of new recreation amenities and facilities.
SCOPE STATEMENT:	This stage of the Millennium Park project will build on the conceptual design completed in 2019. The stage includes detailed design and construction of the community building, park amenities and trails and a four-season water feature/ice surface. Detailed design for the servicing and landscaping of the park is proposed for 2023.
STRATEGIC PLAN:	**Council Priority:** 4. Infrastructure Investment
TIMELINE:	2023 – Phase 1: Detailed Design – Servicing and Landscaping 2024 – Phase 2: Construction (Servicing and Landscaping) 2027 – Phase 3: Detailed Design (Pavilion/Water & Ice Feature) 2029 – Phase 4: Pavilion Construction 2030 – Phase 5: Water/Ice Feature Construction

FINANCIAL INFORMATION:			
Investment Year	**2023**	**$**	**337,100**
	2024	**$**	**2,255,000**
	2025	**$**	**-**
	2026	**$**	**-**
	2027	**$**	**1,547,000**
	2028	**$**	**-**
	2029	**$**	**10,182,900**
	2030	**$**	**1,489,700**
	2031	**$**	**-**
	2032	**$**	**-**
	Total	**$**	**15,811,700**

OPERATIONAL IMPACTS:	● Yes ○ No	**Operational costs begin in 2026**	**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023		
CHARTER NUMBER:	Fire-023		
CHARTER NAME:	Fire Station 2 Security Upgrade		
LEAD DEPARTMENT:	Emergency Services		
TYPE:	○ RMR ● GROWTH		
EXPLANATION	This is a new project aimed at advancing facility security, at Fire Hall 2.		
SCOPE STATEMENT:	In keeping with the corporate Security Standard, this project will include the installation of a security access system (to eliminate keyed cylinders), the installation of security cameras, and a public blue safety phone on the exterior of the building.		
STRATEGIC PLAN:	Council Priority: N/A		
TIMELINE:	2023 (Q2) – RFP for equipment and installation		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$ 45,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 45,000**
OPERATIONAL IMPACTS:	○ Yes ● No		**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER



YEAR:	2023-2024		
CHARTER NUMBER:	ENV-001		
CHARTER NAME:	Contaminated Sites		
LEAD DEPARTMENT:	Human Resources, Safety and Environment		
TYPE:	○ RMR ◉ GROWTH		
EXPLANATION	City-managed contaminated sites have existing environmental liabilities that require on-going risk management and/or remediation activities.		
SCOPE STATEMENT:	Two City managed contaminated sites (former Public Works Yard/Riel Drive and Public Operations Jack Kraft Facility) require risk management assessments.		
STRATEGIC PLAN:	**Council Priority:** N/A		
TIMELINE:	2023 – Detailed assessment of risk management plan for the former Public Works Yard. 2024 – Detailed assessment of risk management plan for the Jack Kraft Public Works Yard.		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$ 30,000**
		2024	**$ 30,000**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 60,000**
OPERATIONAL IMPACTS:	○ Yes ◉ No		**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023-2024
CHARTER NUMBER:	ITSV-009
CHARTER NAME:	Municipal Area Fiber Network Expansion
LEAD DEPARTMENT:	Information Technology Services with Engineering Services
TYPE:	○ RMR ● GROWTH
Explanation	This project will enhance service levels and produce long term cost avoidance.
SCOPE STATEMENT:	Extend the City's fibre optic communication network to prepare for annexed lands, create redundant rings, and address the security and monitoring requirements of the City's water supply.
STRATEGIC PLAN:	**Council Priority:** 3. Building a Transportation Network
TIMELINE:	This is a multi-year project. Typical activities within a given year: Q1 – Invitation to Tender, contract award Q2, Q3 – Installation of conduit during frost free months Q4 – Installation of fibre optic cable, splicing, documentation

FINANCIAL INFORMATION:	**Investment Year**		
	2023	**$**	**380,000**
	2024	**$**	**-**
	2025	**$**	**-**
	2026	**$**	**-**
	2027	**$**	**-**
	2028	**$**	**-**
	2029	**$**	**-**
	2030	**$**	**-**
	2031	**$**	**-**
	2032	**$**	**-**
	Total	**$**	**380,000**

OPERATIONAL IMPACTS:	○ Yes ● No	**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	PW-036
CHARTER NAME:	Grader w/wing (Winter), w/ 'follow me wobbly' pneumatic packer (summer)
LEAD DEPARTMENT:	Public Operations
TYPE:	○ RMR ● GROWTH
EXPLANATION	The growth of an additional grader with attachments is required to support both summer and winter operations service levels; to provide maintenance of the rural and gravel road inventory that was added from annexation and paved roads from subdivision growth.
SCOPE STATEMENT:	To purchase a grader with wing for winter use and follow me wobbly to provide winter /summer maintenance to maintain service levels in line with City infrastructure growth.
STRATEGIC PLAN:	Council Priority: 1. Growth Policy Framework
TIMELINE:	2023 – Procure, Order and Unit becomes a component of the Public Works Fleet

FINANCIAL INFORMATION:			
	Investment Year	**2023**	**$ 590,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 590,000**

OPERATIONAL IMPACTS:	● Yes ○ No	**Operational costs begin in 2024** **$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023
CHARTER NUMBER:	PW-037
CHARTER NAME:	Front-end Loader w/Snow Blower
LEAD DEPARTMENT:	Public Operations

TYPE:	○ RMR ● GROWTH
EXPLANATION	The growth of an additional front-end loader with snow blower attachment is required during both summer and winter operations. 7 months of the year it is required for our compost yard operations and in the winter months it is required to provide winter maintenance. With our increase in inventory, both in roadways and parking lots, the blower is required for snow removal to continue service levels are being met with additional City growth.
SCOPE STATEMENT:	To purchase a front-end loader w/ blower to provide winter/summer maintenance to ensure service levels are met.
STRATEGIC PLAN:	Council Priority: 3. Building a Transportation Network
TIMELINE:	2023 – Procure and order then unit becomes a component of the Public Works Fleet.

FINANCIAL INFORMATION:			
	Investment Year	**2023**	**$ 500,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 500,000**

OPERATIONAL IMPACTS:	● Yes ○ No	**Operational costs begin in 2024**	**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

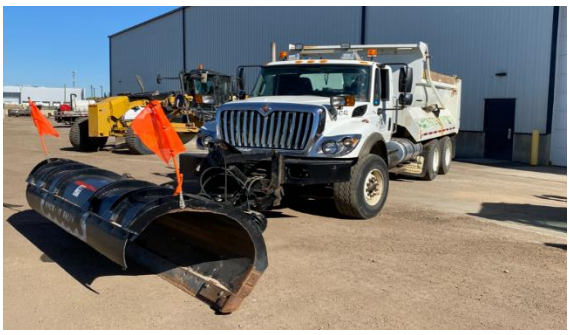
YEAR:	2023
CHARTER NUMBER:	PW-038
CHARTER NAME:	Trackless Sidewalk Machine with Plow
LEAD DEPARTMENT:	Public Operations

TYPE:	○ RMR ● GROWTH
EXPLANATION	The growth of an additional sidewalk plow unit is required to maintain service levels in the snow and ice control program.
SCOPE STATEMENT:	To purchase an additional trackless sidewalk machine with plow to deal with significant growth in the last ten years, particularly the paved trail system, and known future growth.
STRATEGIC PLAN:	**Council Priority:** N/A
TIMELINE:	2023 – Procure and order then unit becomes a component of the Public Works Fleet.

FINANCIAL INFORMATION:			
	Investment Year	**2023**	**$ 175,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 175,000**

OPERATIONAL IMPACTS:	● Yes ○ No	**Operational costs begin in 2024** **$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A	

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023		
CHARTER NUMBER:	PW-039		
CHARTER NAME:	Truck Plow/Sander		
LEAD DEPARTMENT:	Public Operations		
TYPE:	○ RMR ● GROWTH		
EXPLANATION	The Growth of an additional Truck Sander/Plow unit is required to maintain service levels in the snow and ice control program. In the summer the truck will be responsible for hauling material from the compost yard and haul gravel to support summer gravel road maintenance programs, primarily in the annexation area.		
SCOPE STATEMENT:	To purchase an additional truck sander/plow to deal with significant growth in the last ten years, including annexation, and known future growth.		
STRATEGIC PLAN:	**Council Priority:** 1. Growth Policy Framework		
TIMELINE:	2023 – Procure and order then unit becomes a component of the Public Works Fleet.		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$ 365,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 365,000**
OPERATIONAL IMPACTS:	● Yes ○ No	**Operational costs begin in 2024**	**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032		
CHARTER NUMBER:	ENGS-054		
CHARTER NAME:	Transportation Network Improvements		
LEAD DEPARTMENT:	Engineering		
TYPE:	○ RMR ◉ GROWTH		
EXPLANATION	This project targets the completion of redesign of existing intersections for safety or capacity (level of service) improvements.		
SCOPE STATEMENT:	This project shall perform network improvements to intersections that result in enhanced safety or improved levels of service to reduce congestion, delay or better accommodate all modes.		
STRATEGIC PLAN:	**Council Priority:** 3. Building a Transportation Network		
TIMELINE:	Year 1: In-Service Safety Review Year 2: Design Year 3: Construction Note – for locations of operational consideration and not safety; the process may forego an In-Service Safety Review and result in a two-year completion with Year 1 Design and Year 2 Construction.		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$ 100,000**
		2024	**$ 527,000**
		2025	**$ 905,000**
		2026	**$ 2,098,000**
		2027	**$ 3,000,000**
		2028	**$ 2,500,000**
		2029	**$ 340,000**
		2030	**$ 1,395,000**
		2031	**$ 1,395,000**
		2032	**$ 490,000**
		Total	**$ 12,750,000**
OPERATIONAL IMPACTS:	○ Yes ◉ No		**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032		
CHARTER NUMBER:	ENGS-068		
CHARTER NAME:	Active Transportation		
LEAD DEPARTMENT:	Engineering		
TYPE:	○ RMR ● GROWTH		
Explanation	This project targets completion of engineering / design and construction of new sidewalk and trail structures to eliminate gaps within the existing active transportation network.		
SCOPE STATEMENT:	This project will ensure Active Transportation is strategically addressed for appropriate planning, design and accommodation, with infrastructure in place to increase accessibility and connectivity throughout the network.		
STRATEGIC PLAN:	**Council Priority:** 3. Building a Transportation Network		
TIMELINE:	Design in year 1 / construction in year 2.		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$ 500,000**
		2024	**$ 500,000**
		2025	**$ 500,000**
		2026	**$ 500,000**
		2027	**$ 500,000**
		2028	**$ 500,000**
		2029	**$ 500,000**
		2030	**$ 500,000**
		2031	**$ 500,000**
		2032	**$ 500,000**
		Total	**$ 5,000,000**
OPERATIONAL IMPACTS:	● Yes ○ No	**Operational costs begin in 2024**	**$5,000**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023 - 2032			
CHARTER NUMBER:	ENGS-073			
CHARTER NAME:	Fowler Way Design and Construction-50% OSL			
LEAD DEPARTMENT:	Engineering			
TYPE:	○ RMR ● GROWTH			
EXPLANATION	This project targets the completion of engineering design and construction of Fowler Way.			
SCOPE STATEMENT:	This project shall perform roadway engineering / design and resulting construction activity to construct the Fowler Way corridor.			
STRATEGIC PLAN:	**Council Priority:** 3. Building a Transportation Network			
TIMELINE:	2023 – 2026: Preliminary Engineering, Permitting and Approvals, Land Acquisition 2027 – Detailed Design 2028 – 2030: Construction			
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$**	**4,400,000**
		2024	**$**	**-**
		2025	**$**	**-**
		2026	**$**	**-**
		2027	**$**	**3,351,200**
		2028	**$**	**54,260,000**
		2029	**$**	**-**
		2030	**$**	**-**
		2031	**$**	**-**
		2032	**$**	**-**
		Total	**$**	**62,011,200**
OPERATIONAL IMPACTS:	● Yes ○ No	**Operational costs are beyond 2025**		**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A			

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023 - 2023
CHARTER NUMBER:	ENGS-075
CHARTER NAME:	Villeneuve Road Rebuild – 35% OSL
LEAD DEPARTMENT:	Engineering
TYPE:	○ RMR ◉ GROWTH
Explanation	This project targets the upgrading of Villeneuve Road to an urbanized Connector roadway. Applicable scope to address new utilities, accesses / intersections, active accommodation and landscaping are OSL applicable, while scope to address existing roadway is not applicable to OSL.
SCOPE STATEMENT:	Construct improvements to Villeneuve Road to accommodate active transportation, urbanize the roadway cross-section, and accommodate new accesses or intersection improvements from communities to the roadway.
STRATEGIC PLAN:	**Council Priority:** 3. Building a Transportation Network
TIMELINE:	- 2023: Construction of Phase 1B - 2024: Detailed design of Phase 2 - 2025: Construction of Phase 2

FINANCIAL INFORMATION:			
Investment Year	**2023**	**$**	**17,057,100**
	2024	**$**	**-**
	2025	**$**	**-**
	2026	**$**	**-**
	2027	**$**	**-**
	2028	**$**	**-**
	2029	**$**	**-**
	2030	**$**	**-**
	2031	**$**	**-**
	2032	**$**	**-**
	Total	**$**	**17,057,100**

OPERATIONAL IMPACTS:	◉ Yes ○ No	**Operational costs begin in 2024**	**$2,000**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023-2024		
CHARTER NUMBER:	ENGS-079		
CHARTER NAME:	RR260 Road Construction		
LEAD DEPARTMENT:	Engineering Services		
TYPE:	○ RMR ● GROWTH		
Explanation	This is new road infrastructure to the proposed Community Amenities site at the western corner of Ray Gibbon Drive and Villeneuve Road.		
SCOPE STATEMENT:	This project targets the completion of engineering design and construction of 250m of RR260 from Villeneuve Road to Community Amenities site access.		
STRATEGIC PLAN:	**Council Priority:** 4. Infrastructure Investment		
TIMELINE:	Road infrastructure is anticipated for design in 2023 and construction by 2024.		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$ 227,000**
		2024	**$ 3,041,500**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 3,268,500**
OPERATIONAL IMPACTS:	○ Yes ● No		**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023		
CHARTER NUMBER:	PM-23-020		
CHARTER NAME:	Business Process Consultant		
LEAD DEPARTMENT:	Planning and Engineering Services		
TYPE:	○ RMR ◉ GROWTH		
Explanation	Identify and implement improved processes.		
SCOPE STATEMENT:	To hire a Business Process Consultant to assist in identification and implementation of improved processes for the Planning & Engineering Department.		
STRATEGIC PLAN:	**Council Priority:** N/A		
TIMELINE:	2023 – Hire Business Process Consultant		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$ 150,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 150,000**
OPERATIONAL IMPACTS:	○ Yes ◉ No		**$0**
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CITY BUSINESS PLAN + BUDGET



CAPITAL PROJECT CHARTER

YEAR:	2023		
CHARTER NUMBER:	WATER-018		
CHARTER NAME:	North Reservoir and Pumphouse		
LEAD DEPARTMENT:	Public Operations (Utilities)		
TYPE:	○ RMR ◉ GROWTH		
Explanation	New Potable Water Reservoir to support Growth		
SCOPE STATEMENT:	Initial request for funds for the acquisition of land for a future ~62,500 m^3 water reservoir to be constructed in stages.		
STRATEGIC PLAN:	**Council Priority:** 4. Infrastructure Investment		
TIMELINE:	Land acquisition is anticipated in 2023. Design is anticipated to begin in 2036 and construction anticipated in 2038, depending on the City's growth rate.		
FINANCIAL INFORMATION:	**Investment Year**	**2023**	**$ 1,890,000**
		2024	**$ -**
		2025	**$ -**
		2026	**$ -**
		2027	**$ -**
		2028	**$ -**
		2029	**$ -**
		2030	**$ -**
		2031	**$ -**
		2032	**$ -**
		Total	**$ 1,890,000**
OPERATIONAL IMPACTS:	○ Yes ◉ No **$0**		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		

CONSOLIDATED CAPITAL BUDGET

(In Thousands of Dollars)

	2021 Budget	2022 Budget	2023 Budget
REVENUES			
Government Grants	$27,667	$20,837	$14,173
Drawn From Reserve & Allowances	33,462	32,655	61,002
Recoverd Costs	-	1,000	-
Debenture	24,921	12,145	17,284
	86,050	66,636	92,458
EXPENSES			
General Government	4,430	3,395	1,341
Community & Recreation Services	12,466	6,135	1,952
Emergency Services	1,303	5,960	324
Public Works & Transit	4,446	7,485	12,309
Planning & Engineering	43,778	25,950	32,952
Utilities	19,627	17,711	43,581
	86,050	66,636	92,458
Amortization of Tangible Capital Assets	26,348	38,562	43,279
Contributed Assets	9,508	41,132	59,461

Note: Totals may not sum exactly due to rounding.

MUNICIPAL CAPITAL BUDGET

(In Thousands of Dollars)

	2021 Budget	2022 Budget	2023 Budget
REVENUES			
Government Grants	$26,680	$19,850	$13,186
Drawn From Reserve & Allowances	14,822	15,931	18,408
Recoverd Costs	-	1,000	-
Debenture	24,921	12,145	17,284
	66,423	48,925	48,877
EXPENSES			
General Government	4,430	3,395	1,341
Community & Recreation Services	12,466	6,135	1,952
Emergency Services	1,303	5,960	324
Public Works & Transit	4,446	7,485	12,309
Planning & Engineering	43,778	25,950	32,952
	66,423	48,925	48,877
Amortization of Tangible Capital Assets	19,961	30,903	34,625
Contributed Tangible Capital Assets	8,822	24,925	37,190

Note: Totals may not sum exactly due to rounding.

10 Year Municipal RMR Capital Plan

Charter No.	Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
COMM & REC SVCS											
COMS-001	Community Capital Grant Prgm		250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
CULTR-001	Arden Theatre Lifecycle Plan		40,700	241,000	224,800	85,300	207,900	65,500	74,200	319,000	196,900
CULTR-023	Visual Arts Studio Lifecycle		27,500	58,600	9,600	88,500	5,500		7,900		46,800
RECR-001	Aquatics Lifecycle Replace Plan	273,900	812,600	75,000	256,500	321,200	175,600	117,400	143,400	85,800	562,400
RECR-025	City Playground Lifecycle Prgm	155,000	155,000	308,000	308,000	308,000	308,000	308,000	308,000	308,000	308,000
RECR-072	Outdoor Rec & Parks Infrastruc Rehab	84,000									
SERV-001	Servus Lifecycle Replacement Prgm	969,600	678,300	692,700	1,804,200	1,424,000	596,300	264,300	606,900	2,227,300	1,507,600
COMM & REC SVCS Total		**1,482,500**	**1,964,100**	**1,625,300**	**2,853,100**	**2,477,000**	**1,543,300**	**1,005,200**	**1,390,400**	**3,190,100**	**2,871,700**
EMERG SVCS											
FIRE-001	Emergency Equip Replace Plan	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500	305,600	107,400
EMERG SVCS Total		**278,500**	**117,200**	**254,400**	**184,000**	**87,000**	**239,100**	**320,500**	**195,500**	**305,600**	**107,400**
GEN GOV											
ITSV-001	IT Office Automation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
ITSV-002	IT Lifecycle Replace Plan	750,000	750,000	750,000	750,000	750,000	750,000	850,000	850,000	850,000	850,000
PW-004	Energy Efficiency Replace Prgm	131,000		131,000		131,000		131,000		131,000	
GEN GOV Total		**931,000**	**800,000**	**931,000**	**800,000**	**931,000**	**800,000**	**1,031,000**	**900,000**	**1,031,000**	**900,000**
PLAN & ENG											
ENGS-001	Arterial Rehab Prgm	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000
ENGS-002	Collector Roadway Prgm	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000
ENGS-003	Local Roadway Prgm	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000	1,680,000
ENGS-004	Roadway Rehab Prgm	2,477,000	2,457,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000
ENGS-005	Permanent Line Marking Rehab	210,000	210,000	236,000	236,000	236,000	246,000	246,000	246,000	246,000	246,000
ENGS-006	Multi-Use Trail Rehab Prgm	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
ENGS-007	Sidewalk Program	600,000	600,000	650,000	650,000	650,000	700,000	700,000	700,000	700,000	700,000
ENGS-008	Transportation Systems Mgmt	614,000	691,000	577,000	677,000	522,000	677,000	522,000	677,000	522,000	677,000
ENGS-014	Paved Parking Lot Prgm	611,000	720,000	150,000	1,035,500	988,500	200,000	815,000	815,000	200,000	815,000
ENGS-017	Back Lanes Prgm			1,245,000	695,000	695,000	695,000	695,000	695,000	695,000	695,000
ENGS-042	Bridge Prgm	714,900	627,500	256,500	627,500	256,500	627,500	256,500	627,500	2,530,000	627,500
ENGS-060	Traffic Signal Maintenance	465,000	495,000	495,000	495,000	516,000	516,000	516,000	537,500	537,500	537,500
PLAN & ENG Total		**10,517,900**	**10,626,500**	**10,736,500**	**11,543,000**	**10,991,000**	**10,788,500**	**10,877,500**	**11,425,000**	**12,557,500**	**11,425,000**
PUBLIC OPS											
PW-001	PW Mobile Equip Replace Plan	3,871,300	4,509,300	3,673,200	2,507,000	2,734,000	2,949,000	2,003,000	2,361,000	4,266,800	1551000
PW-006	Shop &Yard Equip Replace	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40000
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000	5,092,600	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4770000
PW-034	Kinex Arena Lifecycle	258,200									
PW-035	Larry Olexiuk Field Artficial Turf Replacement	925,200									
TRAN-001	Transit Bus Lifecycle Replace	809,000	4,180,000	10,757,200	13,304,000	17,420,400	14,875,000	725,000	4,000,000	698,000	8590000
PUBLIC OPS Total		**10,678,700**	**13,821,900**	**19,240,400**	**20,621,000**	**24,964,400**	**22,634,000**	**7,538,000**	**11,171,000**	**9,774,800**	**14951000**
RMR Total		**23,888,600**	**27,329,700**	**32,787,600**	**36,001,100**	**39,450,400**	**36,004,900**	**20,772,200**	**25,081,900**	**26,859,000**	**30,255,100**

Note: Green font represents funding from Lifecycle Reserves

10 Year Municipal Growth Capital Plan

Charter No.	Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
COMM & REC SVCS											
CSD-001	Youth Transitional Housing	132,300									
CULTR-005	Founders Walk Phase 3		1,317,300								
CULTR-009	Heritage Park Phase 1A, B, & C – Ag Pavilion & Visitors Reception		1,131,800	5,946,700	218,900						
CULTR-010	Heritage Park Ph 2A & 2B - Event Grounds			2,074,200	767,900						
CULTR-030	Heritage Park Phase 3A & 3B - Museum							15,723,900	1,656,100		
DARP-005	Millennium Park Design Phase 2 & Construction	337,100	2,255,000			1,547,000		10,182,900	1,489,700		
RECR-040	Dog Friendly Park Development		238,600	1,208,400							
RECR-045	Oakmont Trail Phase 2		1,225,500								
RECR-049	Neighborhood Park Development		471,300	307,200	3,044,600	1,704,400	4,110,600	1,936,300	4,332,200	76,100	501,500
RECR-050	RWP Meadowview - Construction		4,243,100			330,300	2,781,100				
RECR-074	Community Amenities Site - Construction		15,555,600	15,555,600	15,555,600	15,555,600	15,555,600	15,555,600	15,555,600	15,555,600	15,555,200
SERV-008	Servus Place Fitness Expansion				701,800	7,933,000					
	Public Art		258,000	263,200	268,500	273,900	279,400	285,000	290,700	296,500	
COMM & REC SVCS Total		**469,400**	**26,696,200**	**25,355,300**	**20,557,300**	**27,344,200**	**22,726,700**	**43,683,700**	**23,324,300**	**15,928,200**	**16,056,700**
EMERG SVCS											
FIRE-023	Fire #2 Security Upgrade	45,000									
EMERG SVCS Total		**45,000**									
GEN GOV											
ENV-001	Contaminated Sites Remediation	30,000	30,000								
ENV-002	Solar Photovoltaics (PV) Program		250,000								
ITSV-009	Municipal Area Network Expansion	380,000	390,000								
ITSV-015	Web Services Enhancements		75,000	75,000							
GEN GOV Total		**410,000**	**745,000**	**75,000**							
PLAN & ENG											
DARP-003	Civic Plaza				58,500	169,100		1,758,900			
DARP-006	Perron Street Pedestrian Improvements					797,000		6,236,800			
DARP-007	Grandin Road Improvemt							237,300		2,360,100	
DARP-011	St Anne St. Pedestrian Improvements							956,000		6,473,500	
DARP-014	St. Thomas St. Median Improvements					303,900			3,097,600		
DARP-015	Tache Street Green Corridor				129,200			5,884,000			
ENGS-010	Transport Master Plan (TMP) Update		800,000					800,000			
ENGS-054	Intersection Improvements	100,000	527,000	905,000	2,098,000	3,000,000	2,500,000	340,000	1,395,000	1,395,000	490,000
ENGS-058	Traffic Calming Strategies		372,100	424,000	312,300	280,000	286,500	286,500	286,500	286,500	286,500
ENGS-068	Active Transport Plan	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
ENGS-069	ITS Strategy Implementation		316,300	357,300	347,500	375,600	203,200	336,200	336,200	336,200	336,200
ENGS-070	North St. Albert Trail Improvements anticipated 80% OSL		24,232,900						23,926,700		
ENGS-073	Fowler Way - 50% OSL	4,400,000				3,351,200	54,260,000				
ENGS-075	Villeneuve Rd Rebuild - 35% OSL	17,057,100									
ENGS-077	Neil Ross Road Extension - 100% OSL		95,000		1,390,000	917,000		13,667,500			
ENGS-079	RR260-Road Construction	227,000	3,041,500								
ENGS-080	Meadowview Lane & Rail Crossing		408,800	1,650,000	6,637,200						
PLAN-009	Housing Options for Affordability & Accessibility		109,100								
PLAN-011	Permitting Software Modernization		400,000								
PM-23-020	Business Process Consultant	150,000									
PLAN & ENG Total		**22,434,100**	**30,802,700**	**3,836,300**	**11,472,700**	**9,693,800**	**57,749,700**	**31,003,200**	**29,542,000**	**11,351,300**	**1,612,700**

10 Year Municipal Growth Capital Plan (Cont'd)

Charter No.	Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
PUBLIC OPS											
PW-018	PW Satellite Shop			362,900	2,985,100						
PW-036	Grader	590,000									
PW-037	Loader with blower	500,000									
PW-038	Sidewalk machine	175,000									
PW-039	Truck plow with sander	365,000									
TRAN-003	Transit Waiting Shelters		61,200			63,000				65,000	
TRAN-004	Transit Growth Buses		2,500,000				1,750,000				1750000
TRAN-007	N Transit Oriented Development (TOD)							1,000,000			16100000
TRAN-024	Transit Garage (Liggett Place) Expansion		550,000			4,876,000	1,272,000				
PUBLIC OPS Total		**1,630,000**	**3,111,200**	**362,900**	**2,985,100**	**4,939,000**	**3,022,000**	**1,000,000**		**65,000**	**17850000**
GROWTH Total		**24,988,500**	**61,355,100**	**29,629,500**	**35,015,100**	**41,977,000**	**83,498,400**	**75,686,900**	**52,866,300**	**27,344,500**	**35,519,400**

2023 Municipal Capital Funding

Charter No.	Charter Name	BUDGET	PAYG	Lifecycle Reserves	Provincial	Federal	Other Grants	Capital/Growth Stab Reserve	Other Reserves	Debt
ITSV-001	IT Office Automation	50,000	50,000							
ITSV-002	IT Lifecycle Replace Plan	750,000		750,000						
ENGS-001	Arterial Rehab Prgm	1,636,000			1,636,000					
ENGS-002	Collector Roadway Prgm	1,235,000				1,235,000				
ENGS-003	Local Roadway Prgm	1,680,000			1,680,000					
ENGS-004	Roadway Rehab Prgm	2,477,000			2,477,000					
ENGS-005	Permanent Line Marking Rehab	210,000	210,000							
ENGS-006	Multi-Use Trail Rehab Prgm	275,000				275,000				
ENGS-007	Sidewalk Program	600,000			600,000					
ENGS-008	Transportation Systems Mgmt	614,000			614,000					
ENGS-014	Paved Parking Lot Prgm	611,000			611,000					
ENGS-042	Bridge Prgm	714,900				714,900				
ENGS-060	Traffic Signal Maintenance	465,000	465,000							
FIRE-001	Emergency Equip Replace Plan	278,500		278,500						
RECR-001	Aquatics Lifecycle Replace Plan	273,900		273,900						
RECR-025	City Playground Lifecycle Prgm	155,000		155,000						
RECR-072	Outdoor Rec & Parks Infrastruc Rehab	84,000	84,000							
SERV-001	Servus Lifecycle Replacement Prgm	969,600		969,600						
PW-004	Energy Efficiency Replace Prgm	131,000	131,000							
PW-001	PW Mobile Equip Replace Plan	3,871,300		3,871,300						
PW-006	Shop &Yard Equip Replace	40,000	40,000							
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000		4,000,000	775,000					
PW-034	Kinex Arena Lifecycle	258,200	258,200							
PW-035	Larry Olexiuk Field Artficial Turf Replace	925,200			925,200					
TRAN-001	Transit Bus Lifecycle Replace	809,000		809,000						
RMR TOTAL		**23,888,600**	**1,238,200**	**11,107,300**	**9,318,200**	**2,224,900**				
DARP-005	Millennium Park Design Phase 2 & Construction	337,100	337,100							
PM-23-020	Business Process Consultant	150,000						150,000		
ENGS-054	Intersection Improvements	100,000	100,000							
ENGS-068	Active Transport Plan	500,000	500,000							
ENGS-073	Fowler Way - 50% OSL	4,400,000						1,137,850	3,262,150	
ENGS-075	Villeneuve Rd Rebuild - 35% OSL	17,057,100								17,057,100
ENGS-079	RR260-Road Construction	227,000								227,000
ENV-001	Contaminated Sites Remediation	30,000	30,000							
FIRE-023	Fire #2 Security Upgrade	45,000	45,000							
ITSV-009	Municipal Area Network Expansion	380,000	380,000							
PW-036	Grader	590,000			590,000					
PW-037	Loader with blower	500,000			500,000					
PW-038	Sidewalk machine	175,000	175,000							
PW-039	Truck plow with sander	365,000	365,000							
CSD-001	Youth Transitional Housing	132,300	132,300							
GROWTH TOTAL		**24,988,500**	**2,064,400**		**1,090,000**			**1,287,850**	**3,262,150**	**17,284,100**
TOTAL		**48,877,100**	**3,302,600**	**11,107,300**	**10,408,200**	**2,224,900**		**1,287,850**	**3,262,150**	**17,284,100**

2023 Municipal Capital Projects with Operating Impacts

Charter No.	Charter Name	Budget	2023	2024	2025
ENGS-068	Active Transport Plan	500,000		5,000	4,028
ENGS-075	Villeneuve Rd Rebuild - 35% OSL	17,057,100		2,000	2,000
PW-036	Grader	590,000		121,500	197,500
PW-037	Loader with blower	500,000		31,500	71,500
PW-038	Sidewalk machine	175,000		93,500	116,600
PW-039	Truck plow with sander	365,000		49,200	93,000
RMR & Growth TOTAL		**19,187,100**		**302,700**	**484,628**

UTILITY CAPITAL BUDGET

(In Thousands of Dollars)

	2021 Budget	2022 Budget	2023 Budget
REVENUES			
Government Grants	$987	$987	$987
Drawn From Reserve & Allowances	18,640	16,724	42,594
	19,627	17,711	43,581
EXPENSES			
Water	3,170	6,879	37,676
WasteWater	2,196	6,339	2,816
Storm	14,261	5,437	3,059
Solid Waste Management	-	(944)	30
	19,627	17,711	43,581
Amortization of Tangible Capital Assets	6,388	7,659	8,654
Contributed Tangible Capital Assets	686	16,207	22,271

Note: Totals may not sum exactly due to rounding.

10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
STORM											
STORM-001	Utility Master Plan		410,000					250,000			
STORM-002	STORM Infrastructure Rehab		2,200,000	1,170,000	745,000	2,050,000	1,905,000	1,760,000	1,900,000	1,760,000	1,900,000
STORM-004	STORM Mgmt LOS		2,443,000	4,578,000	1,236,300	6,621,000	1,006,300	3,767,000	1,236,200	5,909,500	1,236,200
STORM-007	Sediment and Erosion Control	3,059,000	5,042,000	603,800	1,473,200	2,185,000	1,473,100	670,000	1,281,000	670,000	1,281,000
STORM Total		**3,059,000**	**10,095,000**	**6,351,800**	**3,454,500**	**10,856,000**	**4,384,400**	**6,447,000**	**4,417,200**	**8,339,500**	**4,417,200**
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	278,900	284,400	290,000	295,900	301,800	301,800	301,800	301,800	301,800	301,800
WASWT-002	WASTWT Household Service Replace	255,000	280,500	286,100	291,000	291,000	291,000	291,000	291,000	291,000	291,000
WASWT-003	WASTWT Main Replacement	2,282,500	879,000	1,004,000	1,359,000	1,004,000	879,000	1,484,000	879,000	1,004,000	1,359,000
WASWT-004	WASTWT Collection System LOS		1,738,800	437,000	1,840,000	3,025,000	300,000	1,040,000	725,000	725,000	725,000
WASWT-010	Utility Master Plan		410,000					250,000			
WASWT-020	WASTWT Lift Station Studies						335,500				
WASTEWTR Total		**2,816,400**	**3,592,700**	**2,017,100**	**3,785,900**	**4,621,800**	**2,107,300**	**3,366,800**	**2,196,800**	**2,321,800**	**2,676,800**
WATER											
WATER-002	Utility Master Plan		410,000					250,000			
WATER-003	Water System Infrastructure Rehab	562,500	573,700	585,200	596,900	680,800	694,400	694,400	694,400	694,400	694,400
WATER-004	Water Network LOS	1,840,000	2,070,800	1,900,000	2,120,000	1,725,000	1,725,000	1,006,300	1,782,500	1,926,200	1,782,500
WATER-006	Pump Station and Reservoir Rehab Prgm	33,383,400	4,722,500	300,000					300,000		
WATER Total		**35,785,900**	**7,777,000**	**2,785,200**	**2,716,900**	**2,405,800**	**2,419,400**	**1,950,700**	**2,776,900**	**2,620,600**	**2,476,900**
SOLIDW											
SOLWA-001	Recycle Yard Upgrades	30,000			32,500						
SOLIDW Total		**30,000**			**32,500**						
RMR Total		**41,691,300**	**21,464,700**	**11,154,100**	**9,989,800**	**17,883,600**	**8,911,100**	**11,764,500**	**9,390,900**	**13,281,900**	**9,570,900**

10 Year Utility Growth Capital Plan

Charter No.	Charter Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
WASTEWTR											
WASWT-022 (NEW)	North East Sanitary Lift Station- 100% OSL									1,341,400	8,241,600
WASTEWTR Total										**1,341,400**	**8,241,600**
WATER											
WATER-018 (NEW)	North Reservoir and Pumphouse - 100%OSL	1,890,000									
WATER-019 (NEW)	North Reservoir East Transmission- 75%OSL									286,300	1,661,500
WATER-020 (NEW)	North Reservoir South Transmission- 75% OSL									338,400	1,963,500
WATER Total		**1,890,000**								**624,700**	**3,625,000**
SOLIDW											
SOLWA-002	Compost Transfer Site				511,000						
SOLIDW Total					**511,000**						
Growth Total		**1,890,000**			**511,000**					**1,966,100**	**11,866,600**

2023 Utility Capital Funding

Charter No.	Charter Name	BUDGET	MSI	CCCB (FGTF)	Water Reserve	Wastewater Reserve	Storm Reserve	Solid Waste Reserve	Other Reserves
STORM-007	Sediment and Erosion Control	3,059,000					3,059,000		
WASWT-001	WASTWT Rehab Prgm	278,900				278,900			
WASWT-002	WASTWT Household Service Replace	255,000				255,000			
WASWT-003	WASTWT Main Replacement	2,282,500				2,282,500			
WATER-003	Water System Infrastructure Rehab	562,500			562,500				
WATER-004	Water Network LOS	1,840,000			1,840,000				
WATER-006	Pump Station and Reservoir Rehab Prgm	33,383,400		987,000	32,396,400				
SOLWA-001	Recycle Yard Upgrades	30,000						30,000	
RMR Total		**41,691,300**		**987,000**	**34,798,900**	**2,816,400**	**3,059,000**	**30,000**	
WATER-018 (NEW)	North Reservoir and Pumphouse - 100%OSL	1,890,000							1,890,000
GROWTH Total		**1,890,000**							**1,890,000**
TOTAL		**43,581,300**		**987,000**	**34,798,900**	**2,816,400**	**3,059,000**	**30,000**	**1,890,000**

2023 Utility Capital Projects with Operating Impacts

Charter No.	Charter Name	Budget	2023	2024	2025
WATER-006	Pump Station and Reservoir Rehab Prgm	33,383,400		2,000	2,000
RMR & Growth Total		**33,383,400**		**2,000**	**2,000**



Ray Gibbon Drive construction

Debt

The City's long-term debt at the end of 2022 relates to six significant projects - the first stages of Ray Gibbon Drive Stage 1 and 2, Twinning and Improvements (originating in 2006, 2020, 2021, 2022), construction of Servus Credit Union Place (originating in 2006) and the Phase 3 North Interceptor (originating in 2018, 2019) The North St. Albert Trail (originating in 2020, 2021, 2022), Range Road 260 (originating in 2021, 2022), Fire Hall #4 Land (originating in 2021). The City is projecting to take out a debenture for the Police Building in 2023 and Villeneuve Road in 2023 and 2025.

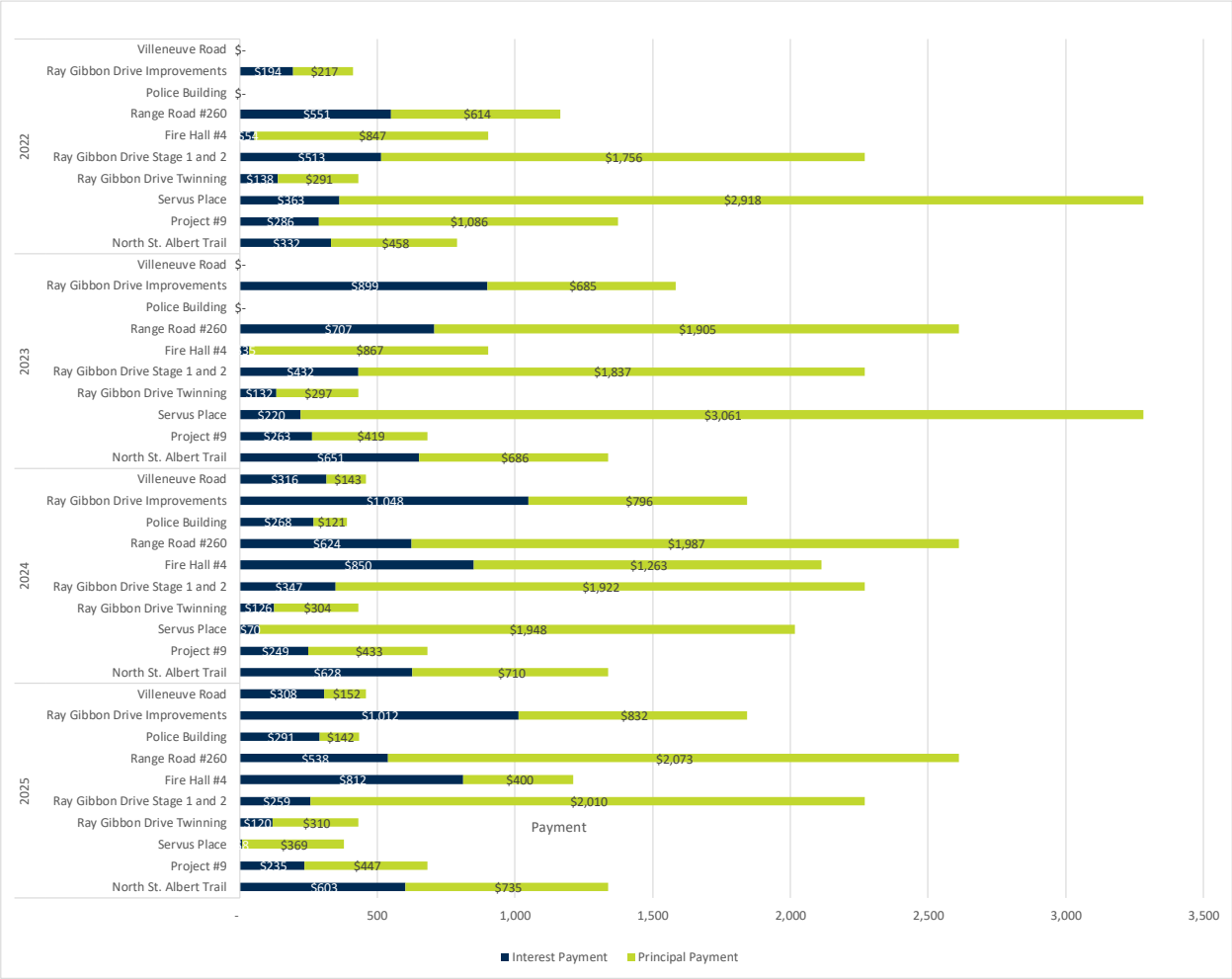
2022 – 2025 Debt

(In thousands of dollars)

	2022	2023	2024	2025
Debt Outstanding (as at December 31)				
Ray Gibbon Drive Stage 1 and 2	$ 9,902	$ 8,065	$ 6,143	$ 4,133
Servus Place	5,378	2,317	369	-
Project #9	8,271	7,852	7,419	6,972
Ray Gibbon Drive Twinning	6,423	6,126	5,822	5,512
Fire Hall #4	1,753	6,426	12,390	18,034
Range Road #260	20,386	18,708	20,635	18,450
North St. Albert Trail	18,358	24,672	23,774	22,839
Ray Gibbon Drive Improvements	20,783	20,813	20,078	19,312
Police Building	-	4,000	4,892	4,751
Villeneuve Road	-	5,309	5,166	16,763
Total Debt Outstanding	$ 91,254	$ 104,286	$ 106,689	$ 116,767
Debt Payments				
Ray Gibbon Drive Stage 1 and 2	$ 2,269	$ 2,269	$ 2,269	$ 2,269
Servus Place	3,281	3,281	2,018	377
Project #9	1,373	682	682	682
Ray Gibbon Drive Twinning	430	430	430	430
Fire Hall #4	901	901	1,381	1,085
Range Road #260	1,165	2,612	2,631	2,970
North St. Albert Trail	790	1,338	1,943	1,943
Ray Gibbon Drive Improvements	411	1,584	1,646	1,646
Police Building	-	-	346	433
Villeneuve Road	-	-	459	459
Total Debt Payments	$ 10,620	$ 13,096	$ 13,805	$ 12,294

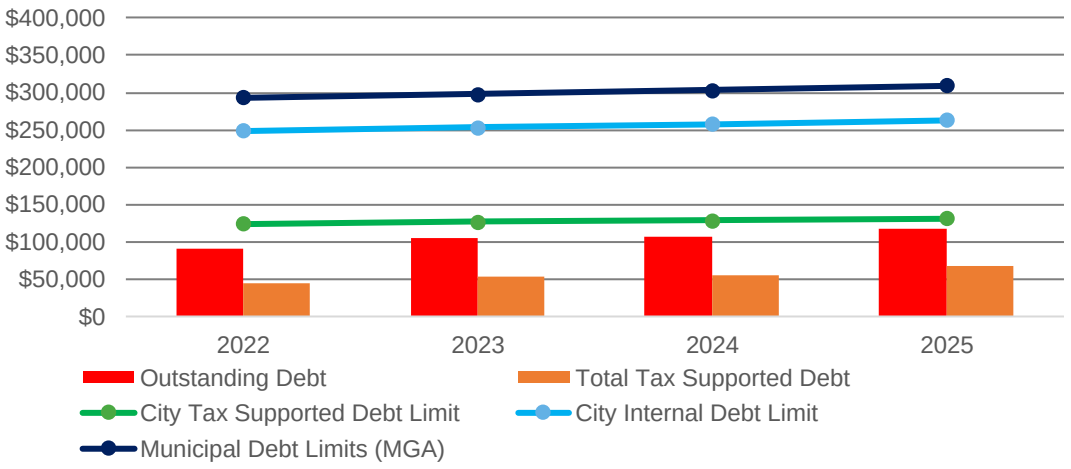
2022 – 2025 Interest and Principal Payments

(In thousands of dollars)



Debt Limit Versus Outstanding Debt

(In thousands of dollars)



The current debt outstanding is $91.3 million and the City Tax Supported Debt Limit of $124.5 million are well under the limits established by the Province of Alberta as well as the City's internal limits. This equates to current debt being only 31% of Provincial limits, 73% of City tax supported limit, and 37% of City Debt limit.

Note: The City of St Albert does not fall under the scope of having a credit rating as capital is not raised through the issuance of debt or other investments. The City maintains a strong balance sheet and operating budget that does not require capital issuance as a funding source.



St. Albert Place – City Hall

FUNCTION INFORMATION

STAFFING

Function	2021 Approved Positions	2022 Approved Positions	2023 Approved Positions	New Positions Approved
Executive Leadership	18	12	14	2
General Government	125	132	137	5
Community & Recreation Services	112	110	110	-
Emergency Services	179	178	182	4
Public Operations	126	124	126	2
Planning & Engineering	58	59	62	3
Total Municipal	**618**	**615**	**631**	**16**
Utility Services	**58**	**58**	**58**	**-**
Total Full-Time Equivalent Staff	**676**	**673**	**689**	**16**

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

Changes in Staffing Levels for the 2023 Approved Budget are noted on the following page:

New Positions and Anticipated Start Dates

January 1, 2023:

Executive Leadership
1 Managing Director, Infrastructure and Operations
1 Managing Director, Corporate and Emergency Services (Chief Financial Officer)
1 Procurement Specialist
1 Abilities Management Advisor
1 Environmental Compliance Associate

Converted from Casual to Permanent:
1 Capital Projects Resource Coordinator
1 Project Resource Administrator
1Transpotation Data Coordinator

April 1, 2023:
1 Financial Controller
1 IT Security Analyst

July 1, 2023

4 Firefighters

January 1, 2024

1 Grader Operator
1 Sidewalk Machine Operator

For further details see page 64 - Municipal Business Cases.

Changes in Function Staffing Levels

Other than organizational restructuring: no changes were approved for the following functions: Community & Recreation Services and Utility Services.

COUNCIL

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

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

Council Function

(In Thousands of Dollars)
FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	$8	$3	$4	$4	$4	$4	-
Other Revenue	-	-	-	-	-	-	-
Transfers To/From Reserves	-	-	10	-	-	-	(10)
TOTAL	$8	$3	$14	$4	$4	$4	$(10)
EXPENDITURES							
Salaries, Wages & Benefits	$568	$572	$598	$597	$597	$597	$1
Contracted & General Services	62	75	172	162	162	162	10
Materials, Goods, Supplies & Utilities	13	20	41	41	41	41	-
Transfers To Organizations & Individuals		2	24	15	12	12	10
Other Expenditures	1	5	3	13	15	15	(10)
Transfers To/From Reserves	-	14	-	-	-	-	-
TOTAL	$644	$688	$837	$826	$826	$827	$11
NET	$(637)	$(685)	$(824)	$(823)	$(823)	$(823)	$1
AUTHORIZED POSITIONS							
Full-Time	7	7	7	7	7	7	-

SIGNIFICANT CHANGES

No Significant Changes

Note: Totals may not sum exactly due to rounding

EXECUTIVE LEADERSHIP

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

Resource Requests

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

Maintain Services:

SERVICE	$ REQUEST	SOURCE
Environmental Compliance Associate	10,600	OBC Growth

Growth Initiatives

SERVICE	$ REQUEST	SOURCE
Executive Leadership Capacity	480,000	OBC Growth

Executive Leadership Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	Dec-2022 YTD Actuals	2022 Revised Budget	2022 Forecast	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES									
Conditional Grants	969	496	591	1,074	1,124	492	492	492	(582)
Transfers To/From Reserves	550	191	417	863	836	-	27	27	(863)
TOTAL	$1,519	$687	$1,008	$1,937	$1,960	$492	$519	$519	$(1,445)
EXPENDITURES									
Salaries, Wages & Benefits	$1,588	$1,823	$2,178	$1,766	$2,180	$2,055	$2,071	$2,082	$(288)
Contracted & General Services	808	608	599	1,538	1,558	318	352	357	1,220
Materials, Goods, Supplies & Utilities	88	8	21	34	29	31	31	31	3
Transfers To/From Reserves	398	420	73	7	7	7	7	2	-
Transfers To/From Operations/Capital	4,349	4,349	4,396	4,449	4,449	4,349	4,349	4,349	100
TOTAL	$7,231	$7,207	$7,268	$7,794	$8,223	$6,759	$6,809	$6,820	$1,035
NET	$(5,712)	$(6,520)	$(6,260)	$(5,857)	$(6,263)	$(6,267)	$(6,290)	$(6,301)	$(410)
AUTHORIZED POSITIONS									
Full-Time	**17**	**18**		**16**		**18**	**18**	**18**	**2**

SIGNIFICANT CHANGES

Revenue

$582 thousand decrease in Conditional Grants due to one time funding for Collaborative Economic Development, Land Use Infrastructure.

$863 thousand decrease in Transfers To/From Reserves due to one time funding for Internal Auditor, Municipal Naming, Community Satisfaction, Indigenous Relations and IAC-Sturgeon County .

Expense

$288 thousand increase in Salaries, Wages & Benefits due to annualization of two additional Managing Director FTEs .

$1,220 thousand decrease in Contracted & General Services due to one time funding for Internal Audit, Municipal Naming, Municipal Naming, Community Satisfaction, Indigenous Relations, Collaborative Economic Development, and Land Use Infrastructure.

$100 thousand decrease in Transfer to/From Operations/Capital due to reduction in the transfer to Library.

Note: Totals may not sum exactly due to rounding



Downtown and Sturgeon River

GENERAL GOVERNMENT

Functional Overview

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

The following departments are funded through this function:

- Legal and Legislative Services
- Economic Development
- Financial and Strategic Services
- Human Resources, and Safety
- Communications and Public Affairs
- Information Technology

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	LEGAL & LEGISLATIVE SERVIVES	ECONOMIC DEVELOPMENT	FINANCIAL & STRATEGIC SERVICES	HR & SAFETY	COMMUNICATIONS & PUBLIC AFFAIRS	INFORMATION TECHNOLOGY
SP 1: Economic						
SP 2: Downtown Vibrancy						
SP 3: Community Well Being						
SP 4: Adapting to a Changing Natural Environment						
SP 5: Financial Sustainability						
OE 1: Our People – Our Team						
OE 2: Planning and Prioritizing						
OE 3: Digital Transformation						
OE 4: Operational Performance						
OE 5: Customers/Residents						

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Maintain Services

SERVICE	$ REQUEST	SOURCE
Financial Controller	82,500	OBC Growth
Abilities Management Advisor	0	OBC Growth
IT Security Analyst	81,300	OBC Growth
Procurement Audit Recommendations	82,400	OBC Growth
IT Business Analyst – Audit	108,400	OBC Growth
Safety Enhancements	47,000	OBC Growth

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	$546	$490	$283	$298	$292	$330	$16
Penalties & Costs On Taxes	489	1,168	950	1,050	1,050	1,050	100
Licenses & Permits	820	881	853	854	864	876	1
Conditional Grants	257	205	24	-	-	-	(24)
Other Revenue	37	60	12	12	12	12	-
Transfers To/From Reserves	280	211	470	388	210	471	(82)
TOTAL	$2,428	$3,015	$2,591	$2,602	$2,428	$2,738	$11
EXPENDITURES							
Salaries, Wages & Benefits	$14,057	$14,622	$15,820	$16,907	$16,896	$17,088	$(1,087)
Contracted & General Services	4,193	3,759	6,171	6,396	6,562	6,764	(225)
Materials, Goods, Supplies & Utilities	417	367	429	465	391	452	(36)
Transfers To Organizations & Individuals	17	47	48	48	48	48	-
Bank Charges & Short Term Interest	-	-	-	-	-	-	-
Other Expenditures	51	92	87	102	97	98	(15)
Transfers To/From Reserves	619	288	66	70	108	108	(4)
Transfers To/From Operations/Capital	-	1	-	-	-	1	-
TOTAL	$19,356	$19,175	$22,621	$23,987	$24,102	$24,559	$(1,366)
NET	$(16,928)	$(16,160)	$(20,030)	$(21,385)	$(21,674)	$(21,820)	$(1,355)
AUTHORIZED POSITIONS							
Full-Time	**125**	**125**	**132**	**137**	**137**	**137**	**5**

SIGNIFICANT CHANGES

Revenue

$100 thousand increase in Penalties & Costs On Taxes on late property tax payments.

$82 decrease in Transfers To/From Reserves due to one-time funding for purchasing audit.

Expense

$1,087 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs and transfer of marketing staff from other departments into Strategic Services.
$225 thousand increase in Contracted & General Services due to increase in software licensing fees offset by the one time funding of the purchasing audit.

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE
ITVS -009 Municipal Area Network Expansion	380,000	Growth Municipal

Note: Totals may not sum exactly due to rounding



Spin class at Servus Place

Community & Recreation Services

Functional Overview

The Community and Recreation Services functional area provides external services in the areas of culture, community, and social development as well as recreation and parks. The function also acts as the liaison for certain local boards and outside agencies. The following departments are funded through this function:

- Community Services
- Recreation and Parks

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	COMMUNITY SERVICES	RECREATION & PARKS
SP 1: Economic Prosperity		
SP 2: Downtown Vibrancy		
SP 3: Community Well Being		

CORPORATE BUSINESS PLAN	COMMUNITY SERVICES	RECREATION & PARKS
SP 4: Adapting to a Changing Natural Environment		
SP 5: Financial Sustainability		
OE 1: Our People – Our Team		
OE 2: Planning and Prioritizing		
OE 3: Digital Transformation		
OE 4: Operational Performance		
OE 5: Customers/Residents		

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Growth Initiatives

SERVICE	$ REQUEST	SOURCE
Alberta 55+ Games 2027 Bid	10,000	OBC Growth

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE
DARP – 005 Millennium Park Design Phase 2 and Construction	337,000	Growth Municipal
CSD – 001 Youth Transitional Housing	132,200	Growth Municipal

Community & Recreation Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	$3,136	$2,422	$7,087	$6,522	$7,178	$7,178	$(566)
Interest Income	1	1	1	1	1	1	-
Rentals	1,467	1,703	2,874	2,824	2,951	2,951	(50)
Conditional Grants	5,464	1,739	1,508	1,552	1,512	1,512	44
Other Revenue	209	208	608	664	329	329	56
Transfers To/From Reserves	291	1	162	3	3	3	(159)
TOTAL	$10,569	$6,075	$12,241	$11,566	$11,974	$11,974	$(675)
EXPENDITURES							
Salaries, Wages & Benefits	$12,397	$11,701	$15,598	$14,789	$15,950	$16,134	$810
Contracted & General Services	1,434	1,087	2,477	2,473	2,553	2,573	4
Materials, Goods, Supplies & Utilities	2,472	2,380	3,280	3,141	3,472	3,547	139
Transfers To Organizations & Individuals	2,345	2,386	3,017	3,041	3,041	3,041	(25)
Bank Charges & Short Term Interest	45	50	91	106	116	116	(15)
Other Expenditures	130	96	215	215	216	216	(1)
Transfers To/From Reserves	382	127	164	157	157	157	7
Transfers To/From Operations/Capital	523	607	695	695	695	695	-
TOTAL	$19,729	$18,434	$25,537	$24,618	$26,200	$26,479	$919
NET	$(9,160)	$(12,360)	$(13,296)	$(13,052)	$(14,226)	$(14,505)	$245
AUTHORIZED POSITIONS							
Full-Time	**113**	**112**	**105**	**105**	**105**	**105**	**-**

SIGNIFICANT CHANGES

Revenue

$693 thousand decrease in Sales & User Fees due to City not operating Starbucks and partial year closure of Fountain Park Recreation

$50 thousand decrease in rentals due to partial year closure of Fountain Park Recreation Centre.

$56 thousand increase in other revenue due to higher anticipated sponsorships in 2023.

$159 thousand decrease in Transfer To/From Reserves due to one-time funding for projects such as Walk Walk Dance Temp Art and fee review not in 2023.

Expense

$810 thousand decrease in Salaries, Wages and Benefits due to City not operating Starbucks, transfer of marketing staff to Strategic Services and partial year closure of Fountain Park Recreation Centre offset by annualization of salary costs.

$139 thousand decrease in Materials, Goods, Supplies & Utilities due to City not operating Starbucks and partial year closure of Fountain Park Recreation Centre offset by inflationary increases in utilities and insurance costs.

Note: Totals may not sum exactly due to rounding



Fire Hall #1 Grand Opening

EMERGENCY SERVICES

Functional Overview

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

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	EMERGENCY SERVICES
SP 1: Economic Prosperity	
SP 2: Downtown Vibrancy	
SP 3: Community Well Being	
SP 4: Adapting to a Changing Natural Environment	
SP 5: Financial Sustainability	
OE 1: Our People – Our Team	
OE 2: Planning and Prioritizing	
OE 3: Digital Transformation	
OE 4: Operational Performance	
OE 5: Customers/Residents	

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Maintain Services

SERVICE	$ REQUEST	SOURCE
Enhanced Department Training	22,000	OBC Growth
Firefighters (4)	330,100	Base

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE
FIRE – 023 – Fire #2 Security Upgrade	45,000	Growth Municipal

Emergency Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	$1,084	$1,514	$1,191	$1,240	$1,240	$1,240	$49
Licenses & Permits	408	414	406	424	424	424	18
Fines	1,658	2,189	2,702	2,100	2,100	2,100	(602)
Rentals	24	24	24	32	24	24	8
Conditional Grants	1,823	1,311	1,569	1,937	1,897	1,897	368
Other Revenue	2,686	2,686	2,803	2,887	2,901	2,916	84
Transfers To/From Reserves	32	-	-	-	-	-	-
TOTAL	$7,715	$8,138	$8,695	$8,620	$8,586	$8,601	$(76)
EXPENDITURES							
Salaries, Wages & Benefits	$22,841	$23,300	$23,901	$24,016	$24,360	$24,512	$(115)
Contracted & General Services	1,214	1,567	1,581	1,412	1,412	1,412	169
Purchases From Other Governments	9,773	10,070	12,300	13,100	13,500	13,905	(800)
Materials, Goods, Supplies & Utilities	1,209	997	996	1,156	1,128	1,138	(160)
Bank Charges & Short Term Interest	1	2	4	4	4	4	-
Other Expenditures	1,393	1,500	1,639	1,799	1,852	1,906	(160)
Transfers To/From Reserves	188	355	131	120	120	120	11
Transfers To/From Operations/Capital	1	1	-	-	-	-	-
TOTAL	$36,620	$37,791	$40,552	$41,607	$42,376	$42,997	$(1,055)
NET	$(28,905)	$(29,653)	$(31,857)	$(32,988)	$(33,789)	$(34,396)	$(1,131)
AUTHORIZED POSITIONS							
Full-Time	**173**	**179**	**179**	**183**	**183**	**183**	**4**

SIGNIFICANT CHANGES

Revenue

$602 thousand decrease in Fines due to lower trend in photo radar fines.

$368 thousand increase in Conditional Grants due to new funding model for the 911 grant.

Expenses

$115 thousand increase in Salaries and Wages due to addition of four new emergency service personnel.

$169 thousand decrease in Contracted & General Services due to reduction in photo radar contract due to less fines.

$800 thousand increase in Purchases From Other Goverments due to increase in RCMP contract.

$160 thousand increase in Materials, Goods, Supplies & Utilities due to increased cost in uniforms, equipment and utilties.

$160 thousand increase in Other Expenditures due to equipment charges for Emergency Services vehicles.

Note: Totals may not sum exactly due to rounding



Public Operations – grass cutting

PUBLIC OPERATIONS

Functional Overview

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

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	PUBLIC OPERATIONS
SP 1: Economic Prosperity	
SP 2: Downtown Vibrancy	
SP 3: Community Well Being	
SP 4: Adapting to a Changing Natural Environment	
SP 5: Financial Sustainability	
OE 1: Our People – Our Team	

CORPORATE BUSINESS PLAN	PUBLIC OPERATIONS
OE 2: Planning and Prioritizing	
OE 3: Digital Transformation	
OE 4: Operational Performance	
OE 5: Customers/Residents	

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Maintain Services

SERVICE	$ REQUEST	SOURCE
Grader Operator	0	OBC Growth
Trackless Sidewalk Machine Operator	0	OBC Growth
Grass Cutting Standard	39,000	OBC Growth

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE
PW – 036 Grader	590,000	Growth Municipal
PW – 037 Loader with Blower	500,000	Growth Municipal
PW – 038 Sidewalk Machine	175,000	Growth Municipal
PW – 039 Truck Plow with Sander	365,000	Growth Municipal

Public Operations Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	$2,309	$1,922	$2,690	$3,343	$3,857	$3,857	$653
Licenses & Permits	18	26	24	24	24	24	-
Rentals	911	604	650	650	650	650	-
Unconditional Grants	2	-	-	-	-	-	-
Conditional Grants	3,202	325	914	119	119	119	(795)
Other Revenue	9	13	-	-	-	-	-
Materials, Goods, Supplies & Utilities	461	461	461	461	461	461	-
Other Expenditures	6,175	6,659	6,922	7,407	7,763	7,991	485
Transfers To/From Reserves	20	16	22	1,474	22	22	1,452
Transfers To/From Operations/Capital	333	333	333	333	333	333	-
TOTAL	$13,439	$10,358	$12,016	$13,811	$13,228	$13,456	$1,794
EXPENDITURES							
Salaries, Wages & Benefits	$12,974	$13,407	$13,621	$13,874	$14,079	$14,105	$(253)
Contracted & General Services	11,781	12,855	15,258	17,239	17,501	17,507	(1,981)
Materials, Goods, Supplies & Utilities	5,989	6,126	7,419	8,494	8,638	8,700	(1,075)
Other Expenditures	3,583	3,864	4,061	4,251	4,515	4,645	(190)
Transfers To/From Reserves	2,787	2,792	2,843	3,357	3,357	3,357	(514)
Transfers To/From Operations/Capital	(725)	(839)	(951)	(951)	(951)	(951)	-
TOTAL	$36,390	$38,205	$42,252	$46,264	$47,138	$47,362	$(4,012)
NET	$(22,951)	$(27,847)	$(30,236)	$(32,453)	$(33,910)	$(33,906)	$(2,218)
AUTHORIZED POSITIONS							
Full-Time	**125**	**126**	**124**	**126**	**126**	**126**	**2**

SIGNIFICANT CHANGES

Revenue

$351 thousand increase in Sales & User Fees due to increase in transit utilization levels.

$317 thousand decrease in Rentals due to vacancy of City tenant resulting in a corresponding decrease in rental expense.

$260 thousand increase in Other Expenditures for garage recoveries which reflects updated equipment charge usage and rates.

Expense

$253 thousand increase in Salaries, Wages & Benefits due to annualization of salaries.

$1,091 thousand increase in Contracted & General Services due to increase in transit operations contract, transit commission requisition and janitorial and maintenance contracts.

$1,075 thousand increase in Materials, Goods, Supplies & Utilities due to increase gas and utility charges.

$190 thousand decrease in Other Expenses to reflect updated equipment charge usage rates.

$92 thousand increase in Transfer To/From Reserves due to reflect reallocation of capital funding to sustain equipment replacement plan.

Note: Totals may not sum exactly due to rounding



PLANNING & ENGINEERING SERVICES

Functional Overview

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.

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	ENGINEERING SERVICES	PLANNING & DEVELOPMENT
SP 1: Economic Prosperity		
SP 2: Downtown Vibrancy		
SP 3: Community Well Being		
SP 4: Adapting to a Changing Natural Environment		
SP 5: Financial Sustainability		
OE 1: Our People – Our Team		
OE 2: Planning and Prioritizing		
OE 3: Digital Transformation		
OE 4: Operational Performance		
OE 5: Customers/Residents		

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Maintain Services

SERVICE	$ REQUEST	SOURCE
Capital Projects Resource Coordinator	1,500	OBC Growth
Landscape Technician	90,000	OBC Growth
Junior Engineer/Technologist	32,200	OBC Growth
Transportation Data Coordinator	1500	OBC Growth
Project Resource Administrator	1500	OBC Growth

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE
ENGS – 054 Intersection Improvements	100,000	Growth Municipal
ENGS – 068 Active Transportation Plan	500,000	Growth Municipal
ENGS – 070 North St. Albert Trail Improvements anticipated 80% OSL	24,232,900	Growth Municipal
ENGS 073 Fowler Way – 50% OSL	4,400,000	Growth Municipal
ENGS – 075 Villeneuve Rd. Rebuild – 35% OSL	17,057,100	Growth Municipal
ENGS – 079 RR260 Road Construction	227,000	Growth Municipal
Business Process Consultant	150,000	Growth Municipal

Planning & Engineering Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	$1,139	$1,533	$1,239	$1,302	$1,302	$1,302	$62
Licenses & Permits	1,931	2,123	2,068	2,234	2,234	2,234	165
Conditional Grants	34	16	-	-	-	-	-
Other Revenue	6	31	16	16	16	16	-
Transfers To/From Reserves	19	173	44	-	-	-	(44)
TOTAL	$3,128	$3,874	$3,367	$3,551	$3,551	$3,551	$184
EXPENDITURES							
Salaries, Wages & Benefits	$6,678	$6,913	$7,242	$7,767	$7,831	$7,865	$(525)
Contracted & General Services	396	554	523	527	652	677	(4)
Materials, Goods, Supplies & Utilities	2,871	3,264	2,850	3,126	3,130	3,134	(276)
Bank Charges & Short Term Interest	36	52	34	34	34	34	-
Other Expenditures	115	72	62	83	85	88	(21)
Transfers To/From Reserves	136	-	-	-	-	-	-
Transfers To/From Operations/Capital	(112)	(462)	-	(449)	(456)	(456)	449
TOTAL	$10,120	$10,393	$10,711	$11,088	$11,276	$11,342	$(377)
NET	$(6,992)	$(6,519)	$(7,344)	$(7,537)	$(7,725)	$(7,791)	$(193)
AUTHORIZED POSITIONS							
Full-Time	**61**	**58**	**59**	**62**	**62**	**62**	**3**

SIGNIFICANT CHANGES

Revenue

$165 thousand increase in Licenses & Permits consistent with rate increases.

Expenses

$525 thousand increase in Salaries, Wages & Benefits due to three additional FTE's and annualization of salaries.

$276 thousand increase in Materials, Goods, Supplies & Utilities due to anticipated increase in electricity charges.

$449 thousand decrease in Transfers To/From Operations/Capital for FTE financing.

Note: Totals may not sum exactly due to rounding

CORPORATE FINANCING

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

Corporate Financing Function

(In Thousands of Dollars)
FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Property Taxes (Net Municipal)	$207	$339	$200	$200	$200	$200	-
Business Taxes	-	-	-	-	900	900	-
Sales & User Fees	$4,354	$4,229	$4,472	$4,833	$4,996	$4,996	$362
Franchise & Concession Contracts	5,260	6,373	6,326	8,799	8,905	8,991	2,473
Interest Income	4,536	4,020	4,200	4,600	4,600	4,600	400
Rentals	7	13	6	6	6	6	-
Other Revenue	229	241	24	28	29	29	4
Transfers To/From Reserves	881	2,280	4,488	4,091	4,437	4,437	(397)
Transfers To/From Operations/Capital	18	(15)	-	-	-	-	-
TOTAL	$15,492	$17,480	$19,715	$22,557	$24,073	$24,158	$2,842
EXPENDITURES							
Property Taxes (Net Municipal)	$6	-	-	-	-	-	-
Salaries, Wages & Benefits	$1,003	$879	-	-	-	-	-
Contracted & General Services	775	5	5	5	5	5	-
Materials, Goods, Supplies & Utilities	114	(59)	-	-	-	-	-
Transfers To Organizations & Individuals	122	128	124	124	124	124	-
Bank Charges & Short Term Interest	3,172	2,639	2,820	2,885	2,885	2,885	(65)
Debenture Interest	1,302	1,303	2,426	4,056	5,499	5,170	(1,630)
Other Expenditures	295	55	669	2,871	4,862	6,908	(2,202)
Transfers To/From Reserves	22,622	19,576	14,816	14,404	16,831	18,748	412
Transfers To/From Operations/Capital	-	-	-	11	11	11	(11)
Principal Repayments	4,257	4,929	7,246	8,584	8,517	6,323	(1,337)
Funds Acquired Closeout		-	-	-	-	-	-
TOTAL	$33,668	$29,456	$28,106	$32,939	$38,732	$40,173	$(4,833)
NET	$(18,176)	$(11,976)	$(8,391)	$(10,382)	$(14,660)	$(16,015)	$(1,991)
AUTHORIZED POSITIONS							
Full-Time	N/A	N/A	N/A	N/A	N/A	N/A	N/A

SIGNIFICANT CHANGES

Revenue

$362 thousand increase in Sales & User Fees from utility administration fee based on projected corporate assumptions.

$2,473 thousand increase in Franchise Fees due to increase in electrical franchise fee rate and delivery charges.

$400 thousand increase in Interest Income based on rates, investment base and investments in long term instruments.

$397 thousand decrease in Transfer To/From Reserves due to not using reserve funds to reduce the tax increase offset by reserve funds for debt payments for Range Road 260, North St Albert Trail.

Expense

$1,630 thousand increase Debenture Interest due to new debt for Range Road 260, North St Albert Trail and Ray Gibbon Drive.

$2,202 thousand increase in Other Expenditures for corporate contingency.

$412 thousand decrease in Transfer To/From Reserves due to approved 1.5% increase for Infrasturcture Funding Strategy offset by decrease in public art and community capital grant.

$1,337 thousand increase debenture Principle Repayments due to new debt for North St Albert Trail, Range Road 260 and Ray Gibbon Drive.

Note: Totals may not sum exactly due to rounding



UTILITY SERVICES

Functional Overview

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

The following services are funded through the Utility Services Function:

- Water
- Wastewater
- Stormwater
- Solid Waste Management

Corporate Business Plan Alignment

This function is involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan:

CORPORATE BUSINESS PLAN	UTILITY SERVICES
SP 1: Economic Prosperity	
SP 2: Downtown Vibrancy	
SP 3: Community Well Being	
SP 4: Adapting to a Changing Natural Environment	
SP 5: Financial Sustainability	
OE 1: Our People – Our Team	
OE 2: Planning and Prioritizing	
OE 3: Digital Transformation	
OE 4: Operational Performance	
OE 5: Customers/Residents	

Resource Requests

The following resources have been identified to pursue the implementation of the Corporate Business Plan and delivery of services:

Capital Charters

CHARTER NAME	$ REQUEST	SOURCE
WATER – 018 North Reservoir and Pumphouse	1,980,000	Growth Utility

Utilities Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2020 Actuals	2021 Actuals	2022 Revised Budget	2023 Approved Budget	2024 Planned Budget	2025 Planned Budget	2022 - 2023 Variance
REVENUES							
Sales & User Fees	$38,620	$40,654	$43,256	$46,531	$47,852	$49,218	$3,275
Penalties & Costs On Taxes	205	246	275	250	250	250	(25)
Other Revenue	49	38	40	40	40	40	-
Transfers To/From Reserves	1,382	1,366	1,389	682	682	682	(707)
Transfers To/From Operations/Capital	-	-	-	11	11	11	11
TOTAL	$40,255	$42,304	$44,960	$47,513	$48,835	$50,200	$2,553
EXPENDITURES							
Salaries, Wages & Benefits	$5,993	$5,857	$6,031	$6,103	$6,123	$6,138	$(72)
Contracted & General Services	8,900	8,859	9,407	9,851	10,027	10,032	(444)
Purchases From Other Governments	11,798	13,775	13,836	14,731	15,457	16,199	(896)
Materials, Goods, Supplies & Utilities	1,022	1,116	1,141	1,145	1,155	1,183	(4)
Transfers To Organizations & Individuals	-	-	24	24	24	24	-
Bank Charges & Short Term Interest		1	1	1	1	1	-
Debenture Interest	340	306	286	263	249	235	24
Other Expenditures	1,177	1,303	1,349	1,529	1,806	2,221	(181)
Transfers To/From Reserves	9,308	9,505	11,119	12,766	12,878	13,040	(1,647)
Transfers To/From Operations/Capital	574	536	681	682	682	682	()
Principal Repayments	1,034	1,060	1,086	419	433	447	667
Funds Acquired Closeout	109	(12)	-	-	-	-	-
TOTAL	$40,255	$42,304	$44,960	$47,513	$48,835	$50,200	$(2,553)
NET	-	-	-	-	-	-	-
AUTHORIZED POSITIONS							
Full-Time	**54**	**58**	**58**	**58**	**58**	**58**	**-**

SIGNIFICANT CHANGES

Revenues

$3,275 thousand increase in Sales & User fees due to an increase in the Supplemental Capital Contribution (SCC) Fee and an increase in flat rates for Water, Wastewater and Solid Waste.

$707 thousand decrease in Transfers To/From Reserves due to retirement of Project 9 debenture.

Expenses

$72 thousand increase in Salaries, Wages and Benefits due to annualization of salary costs.

$444 thousand increase in Contracted & General Services for utility administration fee based on projected corporate assumptions.

$896 thousand increase in Purchases from Other Governments due to an increase in volume purchased from Epcor, and an increase in volume and rates from Alberta Capital Waste Water Commission.

$181 thousand increase in Other Expenditures for utility contingency.

$1,647 thousand increase in Transfers To/From Reserves to balance department totals.

$707 thousand decrease in Debenture Interest and Principal Repayments due to retirement of Project 9 debenture.

Note: Totals may not sum exactly due to rounding

APPENDICES

ACRONYMS

CAO	Chief Administrative Officer
CPC	Capital Project Charter
CSD	Community Services
CULTR	Cultural Services
CUPE	Canadian Union of Public Employees
DARP	Downtown Area Redevelopment Plan
DCAO	Deputy Chief Administrative Officer
EL	Executive Leadership
ENGS	Engineering Services
ENV	Environment
EPCOR	The City of Edmonton (Utilities)
ESG	Environmental Social and Governance
FCSS	Family Community Support Services
FIRE	Fire Services
FOIP	Freedom of Information and Protection of Privacy
FTE	Full-time Equivalent
GFOA	Government Finance Officer's Association
HR	Human Resources
ITSV	Innovation & Technology Services
MDP	Municipal Development Plan
MFR	Medical First Response
MGA	Municipal Government Act
OBC	Operating Business Case

OE	Organizational Excellence
OSL	Offsite Levy
PAYG	Pay-As-You-Go
PM	Postponed Motion
PLAN	Planning and Development
RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RFP	Request for Proposal
RMR	Repair, Maintain, Replace
SERV	Servus Place (Recreation Facility)
SOLWA	Solid Waste
SP	Strategic Priority
SROI	Social Return on Investment
StAT	St. Albert Transit
UTIL	Utility Services
WASTW	Wastewater

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Liabilities - The financial obligations the City has to others.

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

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

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

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

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

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

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

Province - The Province of Alberta.

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

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

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

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

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

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

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

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

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

APPROVED 2023 BUDGET

City of St. Albert
5 St. Anne Street, AB T8N 3Z9
T: 780-459-1500 **F**: 780-460-2394
stalbert.ca