



2024-2026

3-YEAR

PROPOSED FINANCIAL PLAN AND 2024 BUDGET

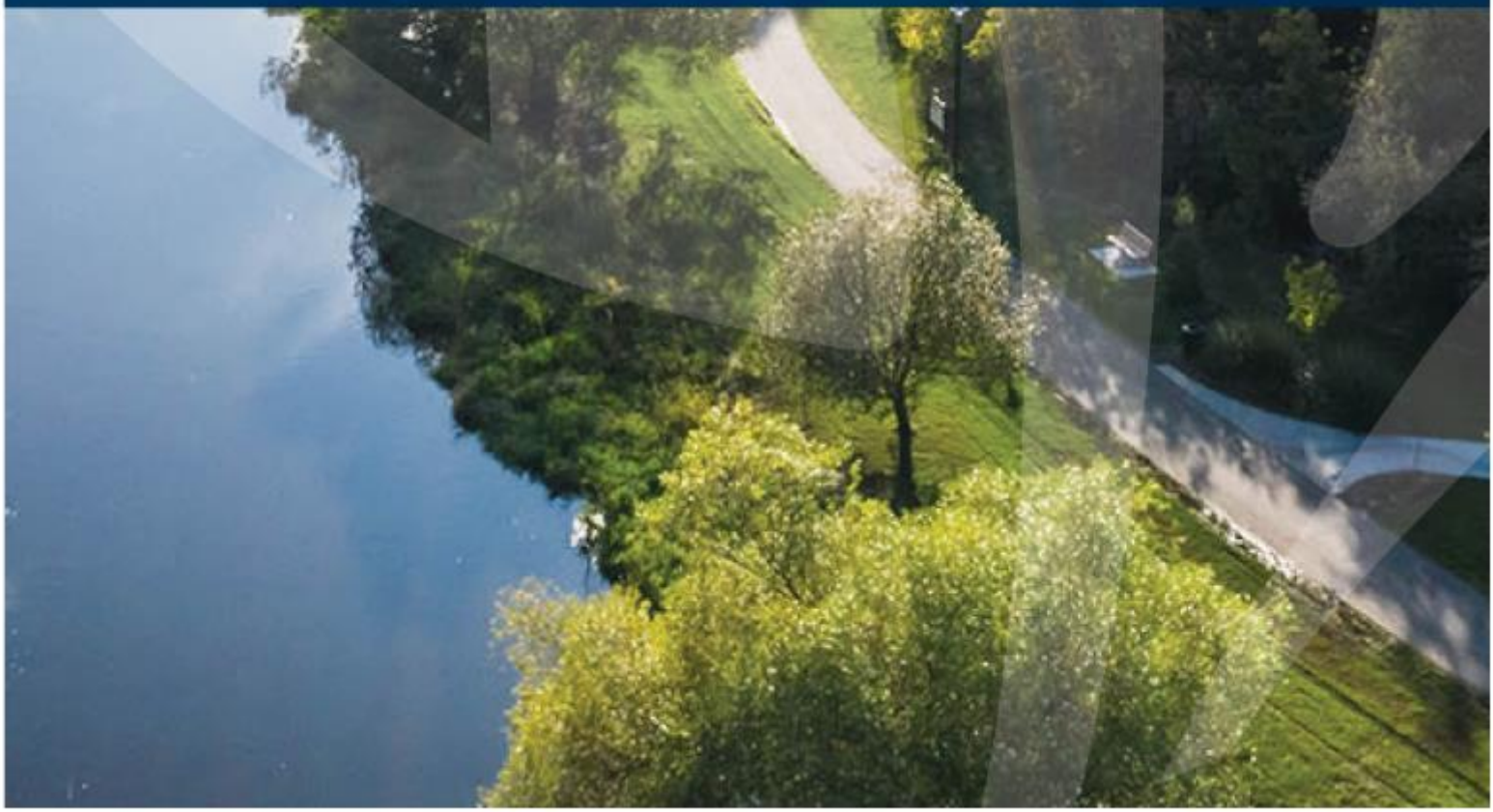
Municipal and Utility Budgets
October 2023





Land Acknowledgement

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of St. Albert
Alberta

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morrill

Executive Director

The City has received the award for Distinguished Budget Presentation for 18 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 01, 2023**. In order 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.

TABLE OF CONTENTS

Chief Administrative Officer Message 5

Document Sections and Navigation 7

Overview 8

Financial Summaries 18

- Proposed Consolidated Operating Budget (Municipal & Utility) 18
- Operating Business Cases 27
- Capital (Municipal & Utility) 32
- Debt 43

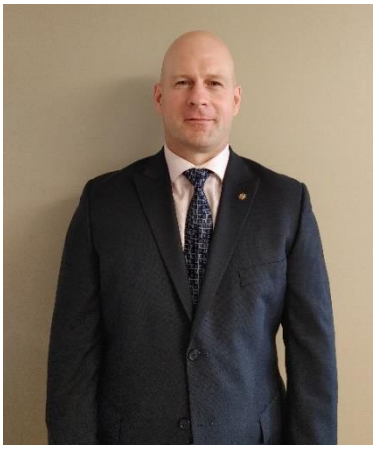
Function Information 46

- Council 46
- Executive Leadership 47
- General Government 48
- Community & Recreation Services 52
- Emergency Services 55
- Public Operations 58
- Planning & Engineering Services 61
- Corporate Financing 65
- Utility Services 66

Appendices 70

- Operating Business Cases (Municipal & Utility) 70
- Capital Project Charters – Municipal Growth (2024 Recommended) 123
- Municipal Growth Capital to Present to Council in Q1 2024 211
- Capital Project Charters – Municipal Growth (2024 Unfunded) 218
- Capital Project Charters – Utility Growth (2024 Funded) 257
- Strategic Framework 263
- Program and Service Delivery 272
- Acronyms 293
- Glossary 296

CHIEF ADMINISTRATIVE OFFICER MESSAGE



I am pleased to present the proposed 2024-26 Financial Plan and 2024 Budget. In developing both, Administration was guided by Council-approved services and service levels, Council's Strategic Plan, our Corporate Business Plan, and community feedback. These plans are forward-thinking and priority driven, which ensures that we are planning for the future, while delivering essential programs and efficient, effective services to the community today.

The plan and budget are the result of a significant amount of work and collaboration, both internally and externally. Like other municipalities in Alberta, and indeed across Canada, we continue to face significant inflationary pressures and reduced provincial capital grant funding while adjusting to decreased revenue in transit and recreation, reflecting changes in resident's choices and lifestyles. As well, as our city continues to grow both in terms of our population and urban footprint, Administration needs to set conditions to enable future success while responding to the changing needs of residents. St. Albert is a desirable place to live, and this is a direct result of the excellent work Administration has done to bring Council's vision to life and our employees' dedication to delivering the services and programs our residents rely on in our community.

Specifically, the proposed 2024 budget focuses on maintaining the high standards expected for the delivery of programs and services to the community while responding to community growth. It emphasizes the need to invest in the future by enabling non-residential development, diversifying revenue and increasing connectivity throughout our city, to include growth areas. Our City remains dedicated to fiscal responsibility by constantly seeking opportunities for improvement and investing in priority areas with sound resource and financial management.

New budget requests focus on:

- Maintaining current levels of service and enhancing efficiency by integrating digital technology and building capacity for key service areas.
- Advancing Council's priority - Economic Prosperity, to ensure we continue to support and enable non-residential development with a focus on the Lakeview Business District.

The proposed **2024 Municipal Operating Budget** is $134.1 million, which yields an overall average municipal property tax increase of 5.5 per cent.

The proposed **2024 Operating Budget** includes 17 new operating budget requests with no impact on taxes. Funded through new development in the community in 2023, these requests are to address the needs in some of the key service areas, maintain service delivery, and support projects that advance Council's priority areas.

The proposed **2024 Municipal Capital Budget** of $41.5 million includes 25 capital charters (requests for funding) focusing on repairing, maintaining and/or replacing existing municipal infrastructure, and 18 capital charters that address community growth.

The **2024 Utility Operating Budget** includes business cases to address required capacity to maintain delivery of utility services. The proposed monthly utility bill will yield an average increase of 7.2 per cent or a change of $10.44 per month compared to last year.

The proposed **2024 Utility Capital Budget** of $22.4 million includes 13 capital projects, focusing on repairing, maintaining and/or replacing existing utility infrastructure and one capital charter that addresses community growth.

In the near term, Administration will continue the priority work to implement Council's goal of achieving long-term financial sustainability by proactively pursuing opportunities to diversify the City's tax assessment base, primarily through the buildout of the Lakeview Business District. This will directly contribute to the maintenance of services and service levels to the community now and into the future.

I encourage you to visit budget.stalbert.ca for further details about the budget process.

I look forward to continuing to deliver excellent services to St. Albertans while meeting both the opportunities and challenges of the year ahead to ensure the responsible growth and evolution of our community.

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

DOCUMENT SECTIONS AND NAVIGATION

The 2024 Proposed Budget document provides an overview of the City's various corporate and financial plans for the 2024 budget and future endeavours. The recommendations within this document are based on the City of St. Albert Council Strategic Plan and Council approved Services and Service Levels.

The 2024 Proposed Budget is divided into four sections:

Overview Section – provides an overview of the City of St. Albert, including its City profile and government structure.

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 operating business cases and debt commitments.

Function Information Section – provides a financial plan for each of the City's functions.

Appendices Section – includes proposed 2024 municipal business cases, 2024 capital project charters – municipal growth (2024 recommended and unfunded), the Strategic Framework, and Program and Service Delivery information. This section also provides a list of commonly used acronyms and glossary.

There are several methods to navigate within the document:

1. Vertical Scroll Bar (right-hand side of page) – Use the mouse to scroll through the pages of the document

2. Page Thumbnails – Click on the thumbnails (small pages in the left windowpane)

3. Bookmarks – Click on the bookmark icons (blue ribbon) in the left windowpane.

4. Hyperlinks – The Table of Contents has been linked to and from all pages (beginning on page 3).



City of St. Albert entrance sign at Ray Gibbon Drive

OVERVIEW

CITY PROFILE

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

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

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

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





St. Albert's Grain Elevator Park

History of Settlement in St. Albert

St. Albert is located on Treaty 6 territory, a significant place for gathering, hunting, trapping, farming, and trading for the First Nations and Métis people that resided here. First Nations and Métis peoples have been living in this area long before 1861 when Mission Hill was proclaimed the St. Albert mission settlement. Many families made their homes around Big Lake as there were horse and cattle pastures along the river and was part of the network of gathering places for the buffalo hunts. Indigenous peoples have had many important roles in St. Albert's founding and growth and continue to make contributions to our community. By 1870, St. Albert was the largest agricultural settlement west of Winnipeg, with a population of approximately 1,000. St. Albert was incorporated as a village in 1899 followed by town status in 1904 then officially became the City of St. Albert on January 1st, 1977, and currently covers a total area of 4,973 hectares.

Government Structure

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

City Council consists of a Mayor and six Councillors. Council is elected at large by residents to serve a four-year term and governs in accordance with powers granted under the *Municipal Government Act*. City Council provides strategic direction to Administration through plans, bylaws, policies, and other governance processes. The last municipal election took place in October 2021.

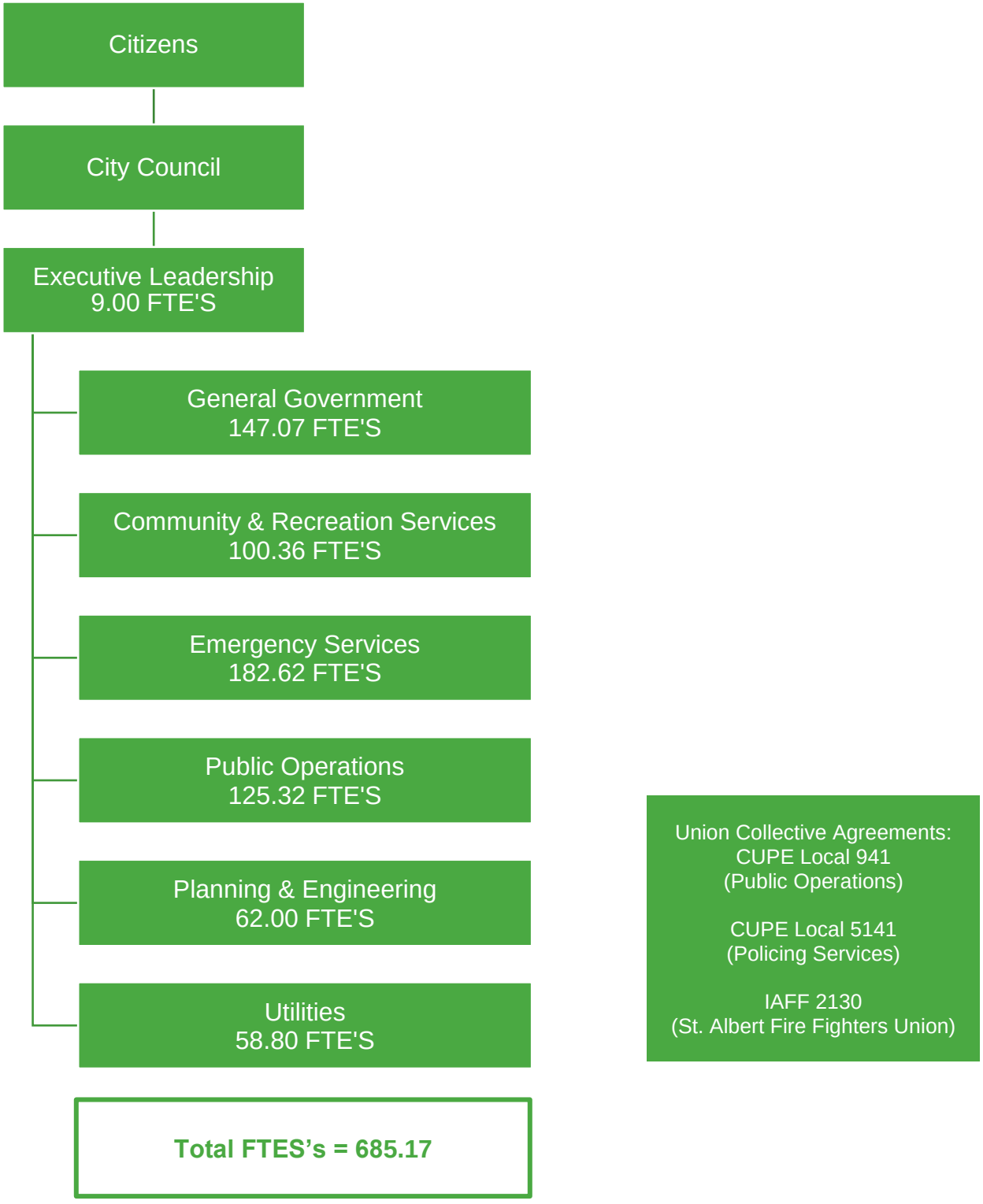
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 685.17 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL

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



ORGANIZATION CHART

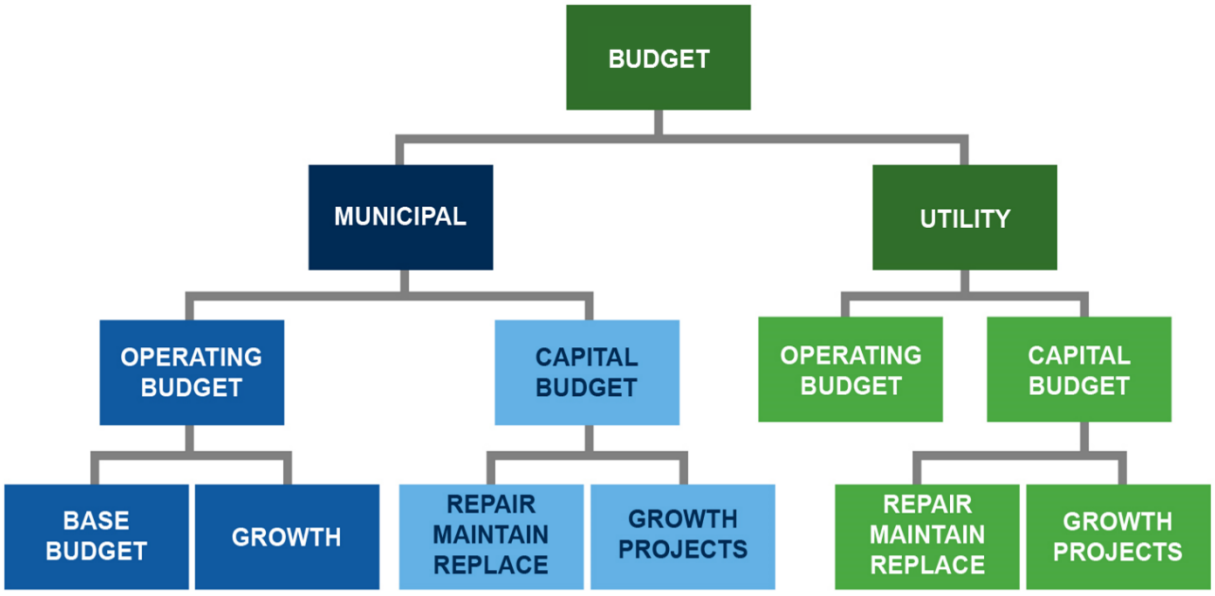


CORPORATE BUDGETING

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 and to advance priorities established in Council's Strategic Plan. More details about these service levels, strategic priorities and the overall strategic framework can be found in the appendix. 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.

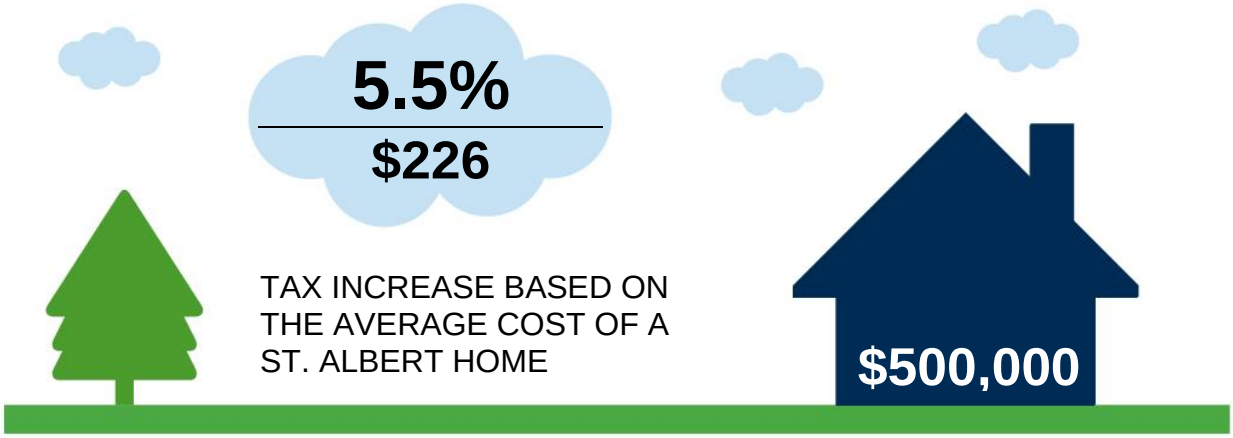


The municipal budget is fundamental in the provision of City programs and services and allows for investments in priority infrastructure. The utility budget ensures adequate dollars are in place to maintain reliable service delivery and resources investments in utility-related infrastructure.

MUNICIPAL OPERATING BUDGET

The 2024 Proposed Operating Budget of $134.1 million results in a 5.5 per cent property tax increase. This increase is required to deliver current programs and services to the community while responding to community growth. For an average house costing $500,000, this means an increase of $226 per year.

The actual tax rate will not be finalized until May 2024 after the assessment roll is completed.



Tax Dollars at Work

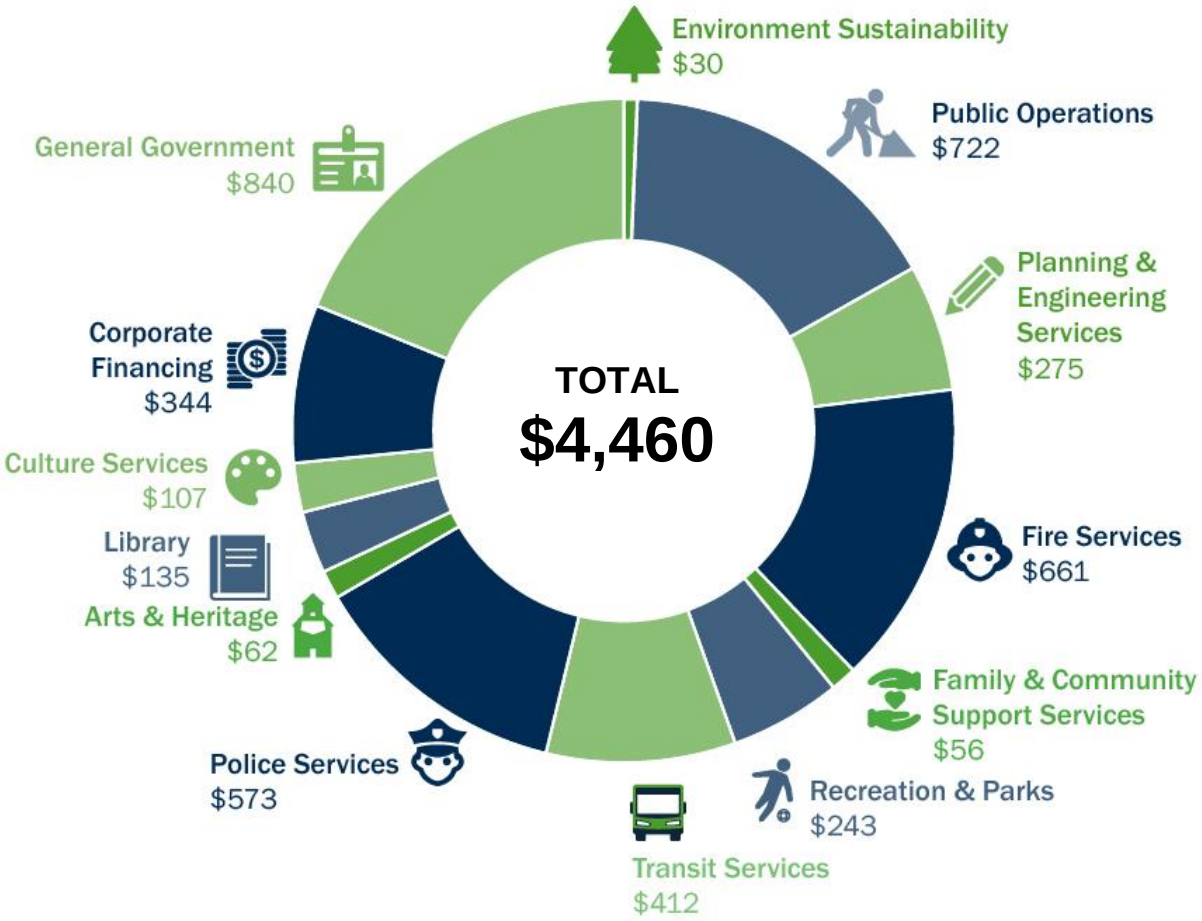
The operating budget funds services such as snow removal, trail maintenance, transit, and recreation programs for residents. The annual budget is built to maintain those services at Council approved service levels. Efforts are also made to continue to optimize service delivery to ensure community needs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



**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 $500,000, the homeowner will see a $4,460 property tax bill, an increase of $226 for 2024. The distribution of tax dollars to various service categories is illustrated below.



The chart above 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.

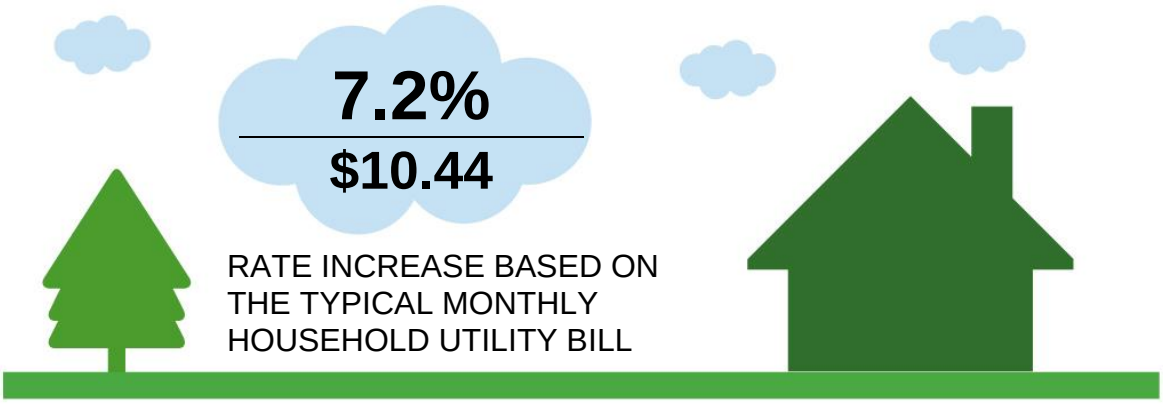
For 2024, the proposed municipal capital plan investment by asset category is illustrated below:



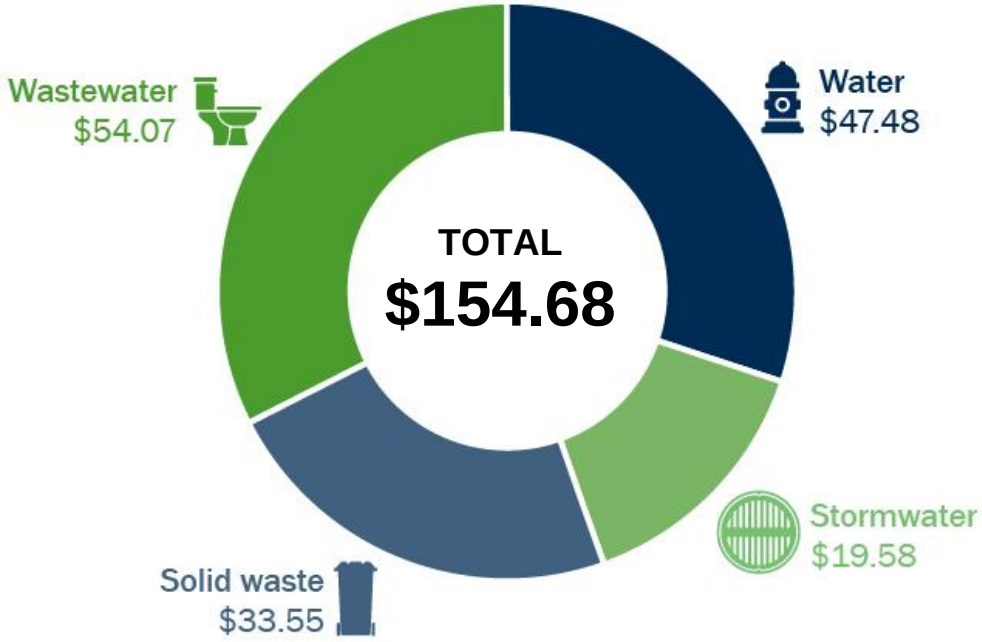
UTILITY BUDGET

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



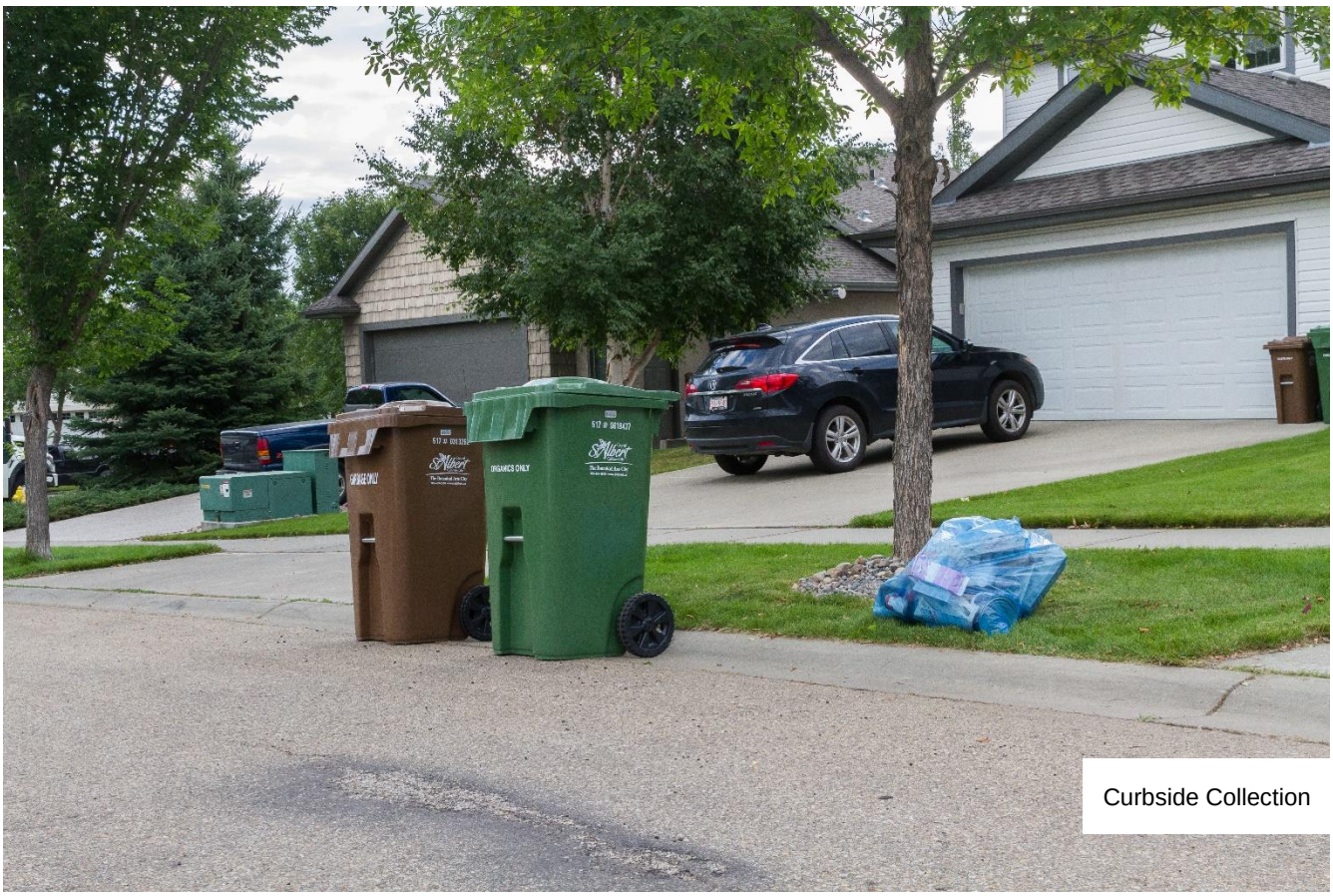
The proposed typical monthly bill for 2024 is $154.68, an increase of 7.2 per cent from the prior year. The allocations of monthly rates are as follows:



UTILITY CAPITAL BUDGET

For 2024, the proposed utility capital plan investment by asset category is illustrated below:

Water Infrastructure	Wastewater Infrastructure	Stormwater Infrastructure	Solid Waste Infrastructure	TOTAL
8.1 M	4.1 M	9.8 M	0.4 M	22.4 M 14 projects



Curbside Collection

FINANCIAL SUMMARIES

PROPOSED CONSOLIDATED OPERATING BUDGET

(MUNICIPAL & UTILITY)

(In Thousands of Dollars)

	2023 Revised	2024 Proposed	2025 Planned	2026 Planned
REVENUES				
Sales & User Fees	$67,584	$72,453	$74,117	$74,958
Other Revenue	8,827	9,571	9,873	10,118
Assessment Growth Revenue	-	1,013	900	900
Fines & Penalties	3,400	3,070	3,020	2,970
Government Transfers	5,148	5,038	5,058	5,084
Ambulance Contracted Services Revenue	2,886	2,901	2,915	2,915
Licenses & Permits	3,536	3,621	3,632	3,632
Franchise Fees	8,969	9,130	9,226	9,321
Interest Income	5,501	7,001	7,001	7,001
Transfers To/From Reserves	6,968	6,225	7,297	7,704
	112,819	120,020	123,039	124,603
EXPENSES				
Salaries, Wages, & Benefits	87,204	90,304	90,985	91,799
Contracted & General Services	38,981	39,540	40,359	40,385
Transfers To/From Operations/Capital	4,637	4,683	4,735	4,735
Materials, Goods, Supplies & Utilities	17,575	19,328	19,757	19,907
Purchases From Other Governments	27,831	30,178	30,976	31,624
Other Expenditures	10,489	12,285	15,151	18,060
Debenture Principal Repayment	9,003	9,346	7,783	7,746
Debenture Interest Repayment	4,319	3,906	4,934	5,837
Transfers To Organizations & Individuals	3,253	3,411	3,420	3,431
Bank Charges & Short Term Interest	3,529	4,541	4,541	4,541
Transfers To/From Reserves	30,841	34,310	36,375	38,563
	237,661	251,830	259,015	266,627
Municipal Requirement	$124,842	$131,810	$135,976	$142,024
2024 Proposed Business Cases		1,235		
Proposed Transfer to Growth Stabilization Reserve		2		
Growth Revenue Applied Against Base		1,013		
	-	2,250	-	-
Municipal Tax Levy	$124,842	$134,060	$135,976	$142,024
Non Cash Budget				
Amortization of Tangible Capital Assets	43,279	46,231	52,945	56,721
Contributed Tangible Capital Assets	59,461	21,546	12,999	12,999

Note: Totals may not sum exactly due to rounding



Dixon's Pond – Stormwater Management Facility

OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

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

Sales and User Fees

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

Other Revenue

This category includes miscellaneous revenues, donations, local grants, and Public Operations inter-department equipment revenue.

Assessment Growth Revenue

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

Fines and Penalties

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

Government Transfers

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

Ambulance Contracted Services Revenue

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

Licenses and Permits

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

Franchise Fees

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

Interest Income

This includes interest earned on investments.

Transfer To/From Reserves

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

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, pension, employment insurance, health care costs and additional benefit costs.

Contracted and General Services

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

Contributed Assets

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

Transfers To/From Operations/Capital

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

Materials, Goods, Supplies and Utilities

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

Purchases from Other Governments

This category identifies the cost of purchasing RCMP services, water from EPCOR and wastewater treatment from Arrow Utilities.

Other Expenditures

This includes the Council and Corporate contingency and Public Operations inter-department equipment fees.

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.

The following page highlights the Municipal Operating Budget by Object:

MUNICIPAL OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

	2023 Revised	2024 Proposed	2025 Planned	2026 Planned
Revenues				
Sales & User Fees	$21,053	$23,338	$23,992	$24,077
Other Revenue	8,787	9,531	9,833	10,078
Assessment Growth Revenue	-	1,013	900	900
Fines & Penalties	3,150	2,825	2,775	2,725
Government Transfers	5,148	5,038	5,058	5,084
Ambulance Contracted Services Revenue	2,886	2,901	2,915	2,915
Licenses & Permits	3,536	3,621	3,632	3,632
Franchise Fees	8,969	9,130	9,226	9,321
Interest Income	5,501	7,001	7,001	7,001
Transfers To/From Reserves	6,257	5,543	6,615	7,022
	65,287	69,938	71,947	72,755
Expenses				
Salaries, Wages, & Benefits	81,037	83,909	84,445	85,245
Contracted & General Services	29,111	29,300	29,940	29,966
Transfers To/From Operations/Capital	3,655	3,782	3,782	3,782
Materials, Goods, Supplies & Utilities	16,431	17,943	18,358	18,495
Purchases From Other Governments	13,100	14,801	15,290	15,630
Other Expenditures	9,026	10,790	13,401	16,098
Debenture Principal Repayment	8,584	8,913	7,336	7,300
Debenture Interest Repayment	4,056	3,657	4,699	5,602
Transfers To Organizations & Individuals	3,226	3,387	3,396	3,407
Bank Charges & Short Term Interest	3,529	4,540	4,540	4,540
Transfers To/From Reserves	18,375	20,728	22,734	24,714
	190,129	201,748	207,923	214,779
Municipal Requirement	$124,842	$131,810	$135,976	$142,024
2024 Proposed Business Cases		1,235		
Proposed Transfer to Growth Stabilization Reserve		2		
Growth Revenue Applied Against Base		1,013		
	-	2,250	-	-
Municipal Tax Levy	$124,842	$134,060	$135,976	$142,024
Non Cash Budget				
Amortization of Tangible Capital Assets	34,625	37,422	43,577	45,988
Contributed Tangible Capital Assets	37,190	13,896	9,946	9,946

Note: Totals may not sum exactly due to rounding

UTILITY OPERATIONS BUDGET

There are numerous challenges facing today's Utility operations, such as the replacement of aging infrastructure and the ongoing effects of changing environmental standards. These challenges continue to create significant upward pressure on utility rates. Long-term planning and minimal rate fluctuations are critical to Council's financial policies and the principle of the self-sustainability of Utility operations.

The City's capital strategy for its Utility is to maintain a self-funding approach, in which the net revenue that is collected through its utility rates will be 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 are mitigated.

The City has established a Utility Model to derive its rates over a 10-year period. Several factors are taken into consideration through the development of the 2024 utility rates:

- Utility operations and services are reviewed annually to ensure inflationary costs and other expenditures are minimal,
- A mitigation strategy and comprehensive engineering assessment has been developed to better measure the condition of its existing infrastructure and project the cost of future infrastructure work as detailed in the Utility Master Plan,
- 10-Year Capital Plan that ensures infrastructure continues to be reliable, consistent, and maintained,
- And, appropriate funding is examined, along with the effective use of government funding.

The following page highlights the Utility Operating Budget by Object:

UTILITY OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

	2023 Revised	2024 Proposed	2025 Planned	2026 Planned
Revenues				
Sales & User Fees	$46,531	$49,115	$50,125	$50,882
Other Revenue	40	40	40	40
Fines & Penalties	250	245	245	245
Transfers To/From Reserves	692	682	682	682
	47,513	50,082	51,092	51,849
Expenses				
Salaries, Wages, & Benefits	6,167	6,396	6,539	6,554
Contracted & General Services	9,851	10,240	10,419	10,419
Transfers To/From Operations/Capital	982	902	953	953
Materials, Goods, Supplies & Utilities	1,144	1,385	1,398	1,412
Purchases From Other Governments	14,731	15,377	15,686	15,994
Other Expenditures	1,466	1,495	1,749	1,962
Debenture Principal Repayment	419	433	447	447
Debenture Interest Repayment	263	249	235	235
Transfers To Organizations & Individuals	24	24	24	24
Bank Charges & Short Term Interest	1	1	1	1
Transfers To/From Reserves	12,466	13,582	13,641	13,849
	47,513	50,082	51,092	51,849
Net	$-	$-	$-	$-
Non Cash Budget				
Amortization of Tangible Capital Assets	8,654	8,809	9,367	10,732
Contributed Tangible Capital Assets	22,271	7,650	3,053	3,053

Note: Totals may not sum exactly due to rounding

Utility Rates

The Utility Fiscal Policy and Rate Setting Model provides a methodology that clearly reflects the annual increment costs of goods and/or services purchased, administrative overhead and capital requirements for each of the four business units: water, wastewater, storm and solid waste.

As such, the proposed average monthly bill for 2024 is $154.68, an increase of 7.2% from the prior year. The allocations of monthly rates are as follows:

Monthly Utility Rates
(In Dollars)

	2023	2024
Water		
Flat Rate	$ 11.98	$ 13.41
Water Rate/m3	$ 1.85	$ 1.85
Supplemental Capital Contribution	$ 1.77	$ 4.47
Total	**$ 43.35**	**$ 47.48**
Wastewater		
Flat Rate	$ 12.88	$ 12.88
Variable Rate/m3 - 80%	$ 2.63	$ 2.99
Variable Rate/m3 - 100%	$ 2.10	$ 2.39
Supplemental Capital Contribution	$ 0.35	$ 2.92
Total	**$ 46.89**	**$ 54.07**
Storm		
Single	$ 16.18	$ 16.39
Condo	$ 11.08	$ 11.24
Non-residential (Industrial/Comm)	$ 43.09	$ 43.09
Supplemental Capital Contribution	$ 4.74	$ 3.19
Total	**$ 20.92**	**$ 19.58**
Solid		
Flat Rate	$ 9.42	$ 9.89
Cart - 80 Litre	$ 1.30	$ 1.30
Cart - 120 Litre	$ 5.41	$ 5.41
Cart - 240 Litre	$ 10.40	$ 10.40
Curbside Organics	$ 6.72	$ 6.72
Recycling	$ 6.54	$ 6.54
Refuse Stickers	$ 2.25	$ 2.25
Supplemental Capital Contribution	$ -	$ -
Total	**$ 33.08**	**$ 33.55**
Fee for Paper Bill	$ 1.13	$ 1.14
Average Monthly Residential Bill*	**$ 144.24**	**$ 154.68**

* Based on a single family residence using 16 m3 and 240L container option for solid waste.

OPERATING BUSINESS CASES

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 2024 Proposed Business Plan and Budget.

Assessment Growth for 2024 is budgeted at $2.3 million. As per City Council Policy C-FS-05 Budget and Taxation Guiding Principles 45% or $1.1 million was applied to the base and $1.2 million is available for use.

Based on the funding thresholds noted above Administration is proposing the following:

- Sixteen business cases valued at $1.2 million to maintain service levels and support corporate initiatives.
- One business case at $0.5 million funded from reserve to support economic development on Lakeview Business District.

Administration is recommending five utility operating business cases totaling $0.1 million funded from rates.

MUNICIPAL BUSINESS CASES

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2024 $	PROPOSED 2025 $	PROPOSED 2026 $
Funded Growth Business Cases					
Community Services Administrative Assistant	Convert the current term position of Administrative Assistant to a Permanent 1.0 FTE.	1.00	5,100	7,300	7,400
Community Services Violence Prevention Coordinator	Conversion of 0.80 term position to 1.0 FTE Violence Prevention Coordinator	1.00	25,100	29,000	29,800
Engineering Services Engineering Development Supervisor	Addition to existing development engineering supervisors to meet service levels and customer demands. Ties into service delivery from Planning & Development.	1.00	91,000	125,000	128,500
Engineering Services Municipal Land Specialist	An FTE dedicated solely to land management would enable the City to develop a number of strategies, policies, standardized templates and procedures to protect City land interests. A centralized department where other departments would come for land management expertise would save time, eliminate multiple departments asking the same people for information, be more efficient, and simplify tracking procedures.	1.00	92,500	127,300	135,900
Financial & Strategic Services Insurance and Claims Resource	A recently completed Insurance Program Review by an external consultant identified a need for additional resources to effectively manage insurance and claims portfolio with increased workload, frequency and complexity of claims and opportunities for cost savings with a more proactive approach to risk management and loss control. Consulting dollars will be used to obtain additional resources and support for the insurance and claims portfolio until a permanent resource can be added.	-	50,000	-	-
Human Resources & Safety HRIS Integration (Analyst FTE)	In order to build value from the HRIS, an Analyst position is required to ensure proper maintenance and to oversee system enhancement/improvements, including a multi year integration with other existing City used systems.	1.00	132,000	136,000	140,000
Human Resources & Safety Maintain IT/Corporate Training	To effectively implement and utilize required technology and meet safety training requirements by converting $110,000 of existing L&D Operating budget into 1.0 FTE, plus request $25,000 ongoing to the L&D Operating budget.	1.00	25,000	25,000	25,000
Information Technology IT Application Analyst (ES)	To manage and support all Emergency Services business applications, including but not limited to Report Exec, CAD, replacement to FDM RMS, and emergency event callout. Will manage and support Fire Services technology, including station alerting, mobile data terminals (MDTs), AFRRCS radios, and dispatch consoles.	1.00	83,200	110,500	113,700

MUNICIPAL BUSINESS CASES - CONTINUED

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2024 $	PROPOSED 2025 $	PROPOSED 2026 $
	Funded Growth Business Cases				
Information Technology IT Application Analyst (R&P)	The IT Application Analyst supports Recreation & Parks, including custom reporting, website development, troubleshooting software and hardware, database management, and maintenance of the recreation software and Power Platform reporting. This position is being increased from .88 FTE to 1.0 FTE to address workload and is consistent with all other IT Application Analysts.	0.12	12,400	14,400	14,400
Information Technology IT Application Analyst (RIM)	The IT Application Analyst supports and manages the development of Microsoft 365 applications such as Purview, governance of SharePoint site development, Teams and Power Platform/Power Automate implementations, developing functionality for records and information management and related process challenges, assisting the RIM team in implementing standards for creating department, team and project sites and managing permissions in support of the RIM Program Directive. Collaboration with Records and Information Management to implement information management, governance, security, process flows and configuration for Teams, SharePoint, and shared drives, perform SharePoint audits, and develop employee training and expertise.	1.00	73,400	97,500	100,400
Information Technology IT Investment Fund	Technology funding source for IT Governance investment requests to update and modernize business applications required for City services and processes and address new investment opportunities.	-	300,000	300,000	300,000
Legal, Legislative & Records Solicitor	The scope of this business case is to add additional funds for external legal services or a part-time internal resource to help maintain current internal service levels and meet the demands for legal advice of other departmental Corporate Business Plan projects.		30,000	-	-
Planning & Development Building Compliance Officer	New FTE position within Building Inspections Services with the purpose of improving Building Inspector capacity by re-allocating administrative duties from technical experts in order to allow them more time to apply their skills and knowledge in the field, and in-turn enhance speed to building occupancy.	1.00	56,200	77,300	79,200
Planning & Development Development Officer 1	The intent of this position is to allow Planning & Development to maintain service levels for Development Permit Applications.	1.00	82,300	100,200	103,000
Public Operations PW Fleet Maintenance Staff	Additional PW fleet maintenance staff to maintain service levels associated with growth.	1.00	85,500	118,000	118,000

MUNICIPAL BUSINESS CASES - CONTINUED

NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2024 $	PROPOSED 2025 $	PROPOSED 2026 $
	Funded Growth Business Cases				
Public Operations Transit Fleet Maintenance Staff	Additional transit fleet maintenance staff to maintain service levels alongside service growth demands. This would introduce a second shift (evening) to maximize work schedules within existing space.	1.00	85,500	118,000	118,000
Operating Impacts	Operating impacts from Growth Capital		6,000	95,500	107,600
Total Funded Growth Business Cases		**12.12**	**$ 1,235,200**	**$ 1,481,000**	**$ 1,520,900**
	Reserve Funded Business Case				
Economic Development Investment Attraction & Marketing	Supporting Council's strategic priority of Economic Prosperity, attracting investment to the Lakeview Business District will promote economic growth and sustainability in St. Albert. This will be done through hiring a 3 year term position as Senior Economic Development officer specializing in industrial and commercial investment attraction, and additional dollars to advertise and promote Lakeview Business District as one of the region's best locations for industrial development and businesses.	-	452,000	-	-
Total Reserve Funded Business Cases		**-**	**$ 452,000**	**$ -**	**$ -**
	Funding Sources				
Assessment Growth Available (55% of $2.250 Million)			$ 1,237,500		
Funding Applied			-$ 1,235,200		
Residual Balance of Assessment Growth - Transfer to Reserve			**$ 2,300**		

UTILITY BUSINESS CASES

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2024 $	PROPOSED 2025 $	PROPOSED 2026 $
Funded Utility Business Cases (included in rates)					
Utilities Waste and Diversion Associate	This position supports solid waste programming C.4.2. This position delivers internal and external education and outreach programs, maintains internal databases for the Waste & Diversion Program branch, and ensures compliance with provincial reporting standards and timelines (e.g., ARMA funding request deadlines). Converting a term to perm.	1.00	15,000	15,200	15,500
Utilities Waste Drop-Off User Cards	To have a process in place to ensure rate payers and non-rate payers (St. Albert Businesses, multi-family, contractors), have access to the compost facility.	-	15,000	15,000	15,000
Utilities Solid Waste Operator	To purchase a side load automated refuse truck with operator (CUPE) to provide waste collection to ensure service levels are being met, as the City continues to grow.	1.00	-	83,200	83,200
Utilities Asset Management Coordinator	The main purpose of this position is to improve the maturity of the Utilities Asset Management Program (existing service). Seasonally, during construction season, this position will assist with coordination of the Utilities RMR program (existing service) as a project coordinator. This request is for one (1) four-year term position.	-	49,100	68,400	71,400
Utilities Utilities Locator Technician	Addition of one FTE (Equivalent to Operator 2) to address/support Utilities growth and aging infrastructure (additional customers, additional infrastructure, existing aging infrastructure)	1.00	65,000	88,400	90,300
Operating impacts	Operating impacts from Growth Capital		-	99,300	99,300
Total Funded Utility Business Cases		**3.00**	**$ 144,100**	**$ 369,500**	**$ 374,700**

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 10 Year Municipal Capital Plan has identified approximately $746 million in capital investment, of which $288 million is attributed to RMR projects and the remaining $458 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 $143.6 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. On June 6, 2023, Council approved the 2024-2033 RMR Capital Plans, which include 25 Municipal projects totaling $31.5 million and 13 Utility capital projects totaling $22 million. On August 29, 2023 Council also approved the 2025 and 2026 Transit bus RMR charters (TRAN-001) for $9.3 million and $8.3 million respectively. This early Transit RMR Budget approval allows Administration to enter into procurement agreements for buses facilitating 1 to 2.5 year build lead times; however, the goods and services will not be received until the year of budget approval.

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.

Through this evaluation, Administration recommends funding 16 municipal capital growth projects in the amount of $8.3 million and one utility growth project in the amount of $0.4 million. In addition, one municipal capital growth project received early approval in the amount of $1.6 million. This recommendation postpones 20 municipal capital projects in the amount of $3.0 million.

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.

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 operating impacts are $6 thousand in 2024, $95.5 thousand in 2025 and $107.6 thousand in 2026.

For 2024, the net operating impacts on the recommended growth capital projects equates to an operating increase of $6 thousand. This cost is associated with ongoing maintenance of neighbourhood park development and is being funded through assessment growth. The operating impacts are $95.5 thousand in 2025 and $107.6 thousand in 2026.

The remaining costs are incorporated into the operating budget so that it is consistent with the City's approach to ensuring a sustainable future.

Capital Project – Public Art

In accordance with Council Policy C-CS-04, Public Art Policy, $0.26 million is being recommended to be funded through the Municipal Capital Budget.

The following charts provide details on the City's 10 Year RMR and Growth capital plans:

10 Year Municipal RMR Capital Plan

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
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	250,000
CULTR-001	Arden Theatre Lifecycle Plan	33,000	3,300	386,700	113,900	194,600	93,000	96,300	124,300	200,200	77,000
CULTR-023	Visual Arts Studio Lifecycle	49,500	53,700	28,300	75,400	16,500	5,500	7,900		40,700	
RECR-001	Aquatics Lifecycle Replace Plan	209,900	105,200	262,700	183,700	207,200	131,300	277,000	139,900	595,600	145,000
RECR-025	City Playground Lifecycle Prgm	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
SERV-001	Servus Lifecycle Replacement Prgm	964,700	815,200	1,777,700	1,156,200	1,075,200	254,800	689,700	2,231,000	1,396,300	500,500
COMM & REC SVCS Total		1,707,100	1,427,400	2,905,400	1,979,200	1,943,500	934,600	1,520,900	2,945,200	2,682,800	1,172,500
EMERG SVCS											
FIRE-001	Emergency Equip Replace Plan	177,500	209,000	160,300	211,900	196,800	452,400	137,400	324,600	229,800	75700
EMERG SVCS Total		177,500	209,000	160,300	211,900	196,800	452,400	137,400	324,600	229,800	75,700
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	850,000	850,000	850,000	850,000	850,000
PW-004	Energy Efficiency Replace Prgm		131,000		131,000		131,000		131,000		
GEN GOV Total		800,000	931,000	800,000	931,000	800,000	1,031,000	900,000	1,031,000	900,000	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	2,457,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000
ENGS-005	Permanent Line Marking Rehab	210,000	225,000	230,000	230,000	230,000	240,000	240,000	240,000	250,000	250,000
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	1,000,000	425,000	650,000	650,000	700,000	700,000	700,000	700,000	700,000	700,000
ENGS-008	Transportation Systems Mgmt	688,400	644,000	656,800	542,000	667,000	542,000	667,000	542,000	667,000	667,000
ENGS-014	Paved Parking Lot Prgm	750,000	150,000	50,000	100,000	1,200,000		500,000	500,000	150,000	800,000
ENGS-017	Back Lanes Prgm		1,215,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
ENGS-042	Bridge Prgm	627,500	256,500	627,500	256,500	627,500	256,500	627,500	2,530,000	627,500	256,500
ENGS-060	Traffic Signal Maintenance	490,000	490,000	490,000	510,000	510,000	520,000	535,000	535,000	535,000	535,000
ENGS-081	Transportation Secondary Infrastructure Management (New)	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000
PLAN & ENG Total		11,189,900	10,673,500	10,637,300	10,221,500	11,867,500	10,191,500	11,202,500	12,980,000	10,862,500	11,141,500

10 Year Municipal RMR Capital Plan - continued

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
PUBLIC OPS											
PW-001	PW Mobile Equip Replace Plan	4,499,000	6,059,500	3,118,000	3,333,000	2,861,300	2,576,000	2,905,700	5,364,000	1,633,500	2,982,000
PW-006	Shop &Yard Equip Replacement	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
PW-031	Municipal Facilities - Repairs & Renewal	12,800,000	6,000,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	607,600	
TRAN-001	Transit Bus Lifecycle Replace	280,000	9,250,700	8,267,000	11,321,000	9,120,000	5,663,000	9,485,000	1,778,000	3,121,500	4,325,000
PUBLIC OPS Total		17,619,000	21,350,200	16,195,000	19,464,000	16,791,300	13,049,000	17,200,700	11,952,000	5,402,600	7,347,000
Municipal RMR Capital		**31,493,500**	**34,591,100**	**30,698,000**	**32,807,600**	**31,599,100**	**25,658,500**	**30,961,500**	**29,232,800**	**20,077,700**	**20,636,700**

Note: Green font represents funding from Lifecycle Reserves
PM-24-01 Approval of 2024-2033 Municipal RMR Capital Plan June 6, 2023

10 Year Municipal Growth Capital Plan

2024 Approved Municipal Growth Capital

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
TRAN-004	Transit Growth Buses	1,620,000									
Approved Municipal Growth Total		**1,620,000**									

AR-23-416 Approval of TRAN-004 Transit Growth Buses August 29, 2023

10 Year Municipal Growth Capital Plan - continued

2024 Recommended Municipal Growth Capital

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
RECR-074	Community Amenities Site - Construction		12,387,200		60,794,000	60,794,000					
ENGS-068	Active Transport Plan	510,000	645,000	630,000	320,000	705,000	110,000	490,000	490,000	490,000	110,000
TRAN-007	N Transit Oriented Development (TOD)							1,000,000		25,000,000	
PLAN-011	Permitting Software Modernization	450,000									
RECR-045	Oakmont Trail Phase 2	2,599,400									
ENGS-010	Mobility Choices Strategy	1,000,000						1,000,000			
ENV-002	Solar Photovoltaics (PV) Program		250,000								
ENGS-080	Meadowview Lane & Rail Crossing	340,000		3,370,000							
RECR-050	RWP Meadowview - Construction		5,046,700	2,694,500							
ENV-001	Contaminated Sites Remediation	30,000									
ENGS-079	RR260-Road Construction (Community Amenities)*		150,000		3,041,500						
PLAN-009	Housing Options for Affordability & Accessibility	112,500									
RECR-049	Neighborhood Park Development	257,700	2,232,700	907,600	3,176,600	4,387,800	3,604,000	126,900	929,500	1,248,100	2,491,100
PW-018	PW Satellite Yard		374,000	3,100,000							
CULTR-005	Founders Walk Phase 3	108,000	251,100	41,500	47,200						
TRAN-024	Transit Garage (Liggett Place) Expansion	635,000	5,610,000	1,593,000							
RECR-040	Dog Friendly Park Development	249,400									
ENGS-058	Neighborhood Traffic Calming	362,500	482,500	482,500	482,500	362,500	482,500	482,500	362,500	362,500	362,500
ITSV-009	Municipal Area Network Expansion	390,000									
ENGS-073	Fowler Way - 50% OSL				3,351,200	54,160,000					
POLI-008	Policing Facility	150,000		3,000,000		26,850,000					
ENGS-054	Transportation Network Improvements	330,000	1,220,000	2,630,000	3,540,000	4,365,000	495,000	310,000	330,000	3,720,000	310,000
ENGS-082	Transportation Preliminary Eng. & Design	559,100	546,900	1,207,000	670,500	1,490,000	958,000	385,000	872,700	200,000	580,000
	Public Art	258,000	263,200	268,500	273,900	279,400	285,000	290,700	296,500	302,400	308,500
Recommended Municipal Growth Capital		**8,341,600**	**29,459,300**	**19,924,600**	**75,697,400**	**153,393,700**	**5,934,500**	**4,085,100**	**3,281,200**	**31,323,000**	**4,162,100**

Notes: Red font represents debt funded projects and dependent on funding available and the longer-term debt strategy.
*RR260 debt funded project and part of existing approved Bylaw 41/2020.

10 Year Municipal Growth Capital Plan - continued

Municipal Growth Capital to Present to Council in Q1 2024

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
DARP-005	Millennium Park Design Phase 2 & Construction	1,580,700	7,476,300	7,655,700							
Municipal Growth Capital to Present to Council		**1,580,700**	**7,476,300**	**7,655,700**							

2024 Unfunded Municipal Growth Capital

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
ENGS-070	N St. Albert Trail Improvements (80% OSL)						24,028,900				
RECR-040	Dog Friendly Park Development			1,330,500							
CULTR-009	St. Albert Historic River Lots & Grain Elevator Ph 1A, B & C - Ag Pavilion & Visitor Reception)	1,468,600	7,145,400	220,500							
ITSV-015	Web Services Enhancements	75,000	75,000								
CULTR-010	St. Albert Historic River Lots & Grain Elevator Phase 2A & B - Event Grounds			1,355,300	786,400						
CULTR-030	St. Albert Historic River Lots & Grain Elevator Phase 3A & B - Museum							16,101,200	1,695,800		
SERV-008	Servus Place Fitness Expansion			725,000	8,000,000						
ENGS-069	ITS Strategy Implementation	316,300	357,300	347,500	255,600	293,200	336,200	336,200	336,200	336,200	336,200
TRAN-003	Transit Waiting Shelters		60,000			63,000				66,000	
PW-033	Fleet Services Garage Expansion	632,500	2,300,000	1,150,000							
ENGS-077	Neil Ross Road Extension - 100% OSL		950,000	900,000							
COUN-037	St. Albert Place - Exterior Programmable LED Lights	125,000									
COUN-038	Council Chamber Bench Renewal	192,000									
ENGS-083	Lacombe Lake Park Permanent Paving	150,000		1,345,000							
DARP-003	Civic Plaza				60,000	174,000		1,811,500			
DARP-006	Perron Street Pedestrian Improvements					821,000		6,424,000			
DARP-007	Grandin Road Improvemt							244,500		2,431,000	
DARP-011	St Anne St. Pedestrian Improvements							984,500		6,667,500	
DARP-014	St. Thomas St. Median Improvements					313,000			3,190,500		
DARP-015	Tache Street Green Corridor					145,500			6,614,500		
Unfunded Municipal Growth Capital		**2,959,400**	**10,887,700**	**7,373,800**	**9,102,000**	**1,809,700**	**24,365,100**	**25,901,900**	**11,837,000**	**9,500,700**	**336,200**
Grand Total Municipal Growth Capital		**14,501,700**	**47,823,300**	**34,954,100**	**84,799,400**	**155,203,400**	**30,299,600**	**29,987,000**	**15,118,200**	**40,823,700**	**4,498,300**

2024 Municipal Capital Funding

Charter No.	Charter Name	BUDGET	PAYG	Lifecycle Reserves	Provincial Grants	Federal Grants	Capital / Growth Stabilization Reserves	Other Reserves
RMR Approved Projects								
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	2,457,000			2,457,000			
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	1,000,000			1,000,000			
ENGS-008	Transportation Systems Mgmt	688,400			688,400			
ENGS-014	Paved Parking Lot Prgm	750,000			750,000			
ENGS-042	Bridge Prgm	627,500				627,500		
ENGS-060	Traffic Signal Maintenance	490,000	490,000					
ENGS-081	Transportation Secondary Infrastructure Management (New)	141,000				141,000		
FIRE-001	Emergency Equip Replace Plan	177,500		177,500				
COMS-001	Community Capital Grant Prgm	250,000	250,000					
CULTR-001	Arden Theatre Lifecycle Plan	33,000		33,000				
CULTR-023	Visual Arts Studio Lifecycle	49,500	49,500					
RECR-001	Aquatics Lifecycle Replace Plan	209,900		209,900				
RECR-025	City Playground Lifecycle Prgm	200,000		200,000				
SERV-001	Servus Lifecycle Replacement Prgm	964,700		964,700				
PW-001	PW Mobile Equip Replace Plan	4,499,000		4,499,000				
PW-006	Shop &Yard Equip Replace	40,000	40,000					
PW-031	Municipal Facilities - Repairs & Renewal	12,800,000		12,800,000				
TRAN-001	Transit Bus Lifecycle Replace	280,000		280,000				
Approved RMR Total		**31,493,500**	**1,089,500**	**19,914,100**	**8,211,400**	**2,278,500**		

2024 Municipal Capital Funding – continued

Charter No.	Charter Name	BUDGET	PAYG	Lifecycle Reserves	Provincial Grants	Federal Grants	Capital/ Growth Stabilization Reserves	Other Reserves
Growth Approved & Recommended Projects								
TRAN-004	Transit Growth Buses	1,620,000				1,620,000		
ENGS-068	Active Transport Plan	510,000				510,000		
PLAN-011	Permitting Software Modernization	450,000	450,000					
RECR-045	Oakmont Trail Phase 2	2,599,400			2,599,400			
ENGS-010	Mobility Choices Strategy	1,000,000				1,000,000		
ENGS-080	Meadowview Lane & Rail Crossing	340,000	340,000					
ENV-001	Contaminated Sites Remediation	30,000	30,000					
PLAN-009	Housing Options for Affordability & Accessibility	112,500	112,500					
RECR-049	Neighborhood Park Development	257,700	257,700					
CULTR-005	Founders Walk Phase 3	108,000				108,000		
TRAN-024	Transit Garage (Liggett Place) Expansion	635,000	635,000					
RECR-040	Dog Friendly Park Development	249,400						249,400
ENGS-058	Neighborhood Traffic Calming	362,500	362,500					
ITSV-009	Municipal Area Network Expansion	390,000				390,000		
POLI-008	Policing Facility	150,000	150,000					
ENGS-054	Transportation Network Improvements	330,000			330,000			
ENGS-082	Transportation Network: Preliminary Eng.	559,100	559,100					
	Public Art	258,000	258,000					
Approved & Recommended Growth Total		**9,961,600**	**3,154,800**		**2,929,400**	**3,628,000**		**249,400**
TOTAL		**41,455,100**	**4,244,300**	**19,914,100**	**11,140,800**	**5,906,500**		**249,400**

2024 10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
STORM											
STORM-001	Utility Master Plan	410,000					250,000				
STORM-002	STORM Infrastructure Rehab	2,064,000	1,161,000	1,219,000	1,850,000	1,610,000	1,725,000	1,775,000	1,826,400	1,879,600	1,934,300
STORM-004	STORM Mgmt LOS	2,097,500	4,633,500	1,286,500	6,658,500	1,039,000	3,832,000	1,268,500	5,946,300	1,269,000	1,560,500
STORM-007	Sediment and Erosion Control	5,274,300	603,700	1,513,400	2,237,500	1,513,400	690,000	1,281,000	690,000	1,281,000	690,000
STORM Total		9,845,800	6,398,200	4,018,900	10,746,000	4,162,400	6,497,000	4,324,500	8,462,700	4,429,600	4,184,800
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	290,000	300,000	309,000	320,000	330,000	340,000	350,200	360,700	371,500	382,600
WASWT-002	WASTWT Household Service Replace	563,000	585,000	605,000	626,000	647,000	587,000	607,000	627,000	650,000	671,000
WASWT-003	WASTWT Main Replacement	1,077,600	1,636,500	2,186,100	1,143,500	1,680,500	2,160,300	1,188,400	2,308,700	1,725,800	1,236,200
WASWT-004	WASTWT Collection System LOS	1,737,000	1,598,000	518,000	2,960,000	287,500	2,990,000	287,500	710,700	287,500	732,000
WASWT-010	Utility Master Plan	410,000					250,000				
WASWT-020	WASTWT Lift Station Studies					414,000	345,000	2,500,000			
WASTEWTR Total		4,077,600	4,119,500	3,618,100	5,049,500	3,359,000	6,672,300	4,933,100	4,007,100	3,034,800	3,021,800
WATER											
WATER-002	Utility Master Plan	410,000					250,000				
WATER-003	Water System Infrastructure Rehab	591,000	602,800	614,800	701,300	715,300	736,700	759,000	781,600	805,000	829,200
WATER-004	Water Network LOS	2,141,800	1,967,100	2,202,500	1,782,500	1,782,500	1,051,700	1,844,000	1,993,300	1,895,800	1,949,100
WATER-006	Pump Station & Reservoir Rehab Prgm	4,922,600	300,000	550,000	4,410,000						
WATER Total		8,065,400	2,869,900	3,367,300	6,893,800	2,497,800	2,038,400	2,603,000	2,774,900	2,700,800	2,778,300
SOLIDW											
SOLWA-001	Recycle Yard Upgrades			32,500							
SOLIDW Total				32,500							
Utility RMR Capital		**21,988,800**	**13,387,600**	**11,036,800**	**22,689,300**	**10,019,200**	**15,207,700**	**11,860,600**	**15,244,700**	**10,165,200**	**9,984,900**

PM-24-02 Approval of 2024-2033 Utility RMR Capital Plan June 6, 2023

2024 10 Year Utility Growth Capital Plan

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
WATER											
WATER-019	North Reservoir East Transmission Main - 75%OSL								71,575	415,375	
WATER-020	North Reservoir South Transmission- 75% OSL								84,600	490,875	
WATER Total									156,175	906,250	
SOLIDW											
SOLWA-002	Compost Transfer Site			511,000							
SOLWA-006	Refuse Truck	410,000									
SOLIDW Total		410,000		511,000							
Utility Growth Capital		**410,000**		**511,000**					**156,175**	**906,250**	

Note: The Utility Growth 10 Year Plan and Utility rates, reflect only the portion the City is responsible to fund.



Ray Gibbon Drive Construction

DEBT

The City's long-term debt relates to 10 projects detailed in the table below:

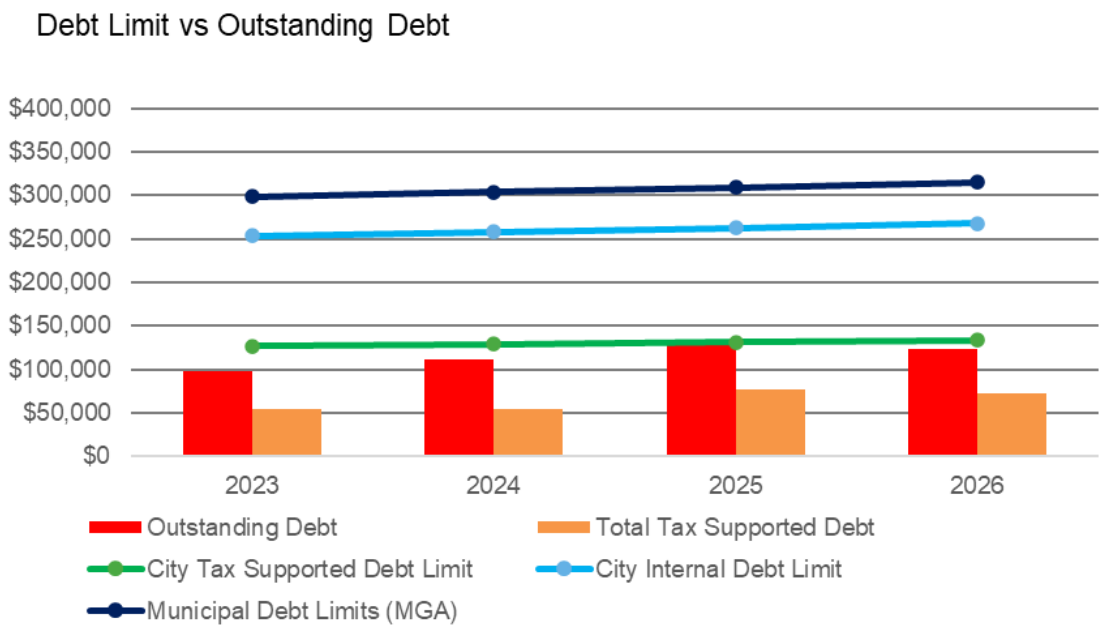
2023 – 2026 Debt

(In thousands of dollars)

	2023	2024	2025	2026
Debt Outstanding (as at December 31)				
Ray Gibbon Drive Stage 1 and 2	$ 8,065	$ 6,143	$ 4,133	$ 2,030
Servus Place	2,317	369	-	-
Project #9	7,852	7,419	6,972	6,511
Fire Hall #4	1,636	7,730	15,051	14,626
Range Road #260	18,708	20,635	18,450	17,633
North St. Albert Trail	24,972	33,853	39,139	37,704
Ray Gibbon Drive Improvements	26,438	25,414	24,352	23,250
Police Building	2,500	4,933	4,794	4,647
Villeneuve Road	5,400	5,255	16,757	16,280
Total Debt Outstanding	$ 97,888	$ 111,751	$ 129,649	$ 122,680
Debt Payments				
Ray Gibbon Drive Stage 1 and 2	$ 2,269	$ 2,269	$ 2,269	$ 2,269
Servus Place	3,281	2,018	377	-
Project #9	682	682	682	682
Fire Hall #4	901	966	671	1,322
Range Road #260	2,612	2,631	2,970	1,524
North St. Albert Trail	1,338	1,969	2,816	3,378
Ray Gibbon Drive Improvements	2,014	2,032	2,032	2,032
Police Building	-	216	433	433
Villeneuve Road	-	467	467	1,476
Total Debt Payments	$ 13,096	$ 13,251	$ 12,717	$ 13,115

Debt Limit vs Outstanding Debt

(In thousands of dollars)



The 2023 total debt outstanding is projected to be $97.9 million of which $53.8 million is tax supported. The Range Road #260, North St. Albert Trail and Project #9 debt payments are funded from reserves and have no impact to the tax rate. Villeneuve Road debt payments are 65% funded by reserves and 35% from the tax rate. The total debt outstanding represents the debentures of approved projects and does not include any future debt funded projects that have not been approved.

Debentures are taken out at the end of the year with servicing to begin the following year.



Millennium Park Concept

Debt Strategy

The City's Municipal Development Plan (MDP) *Flourish* envisions the City's Growth from a current estimated population of 71,000 to a future population of 100,000 and 13,000 new jobs over the coming decades. While this growth is likely to bring in new sources of revenue to the City it will also require significant investment in new infrastructure.

Some growth requirements have been captured in the Council's 2023-2025 Strategic Plan, including advancing the development of Lakeview Business District, Millennium Park, and acquiring land for the community amenities site.

In order to balance these priorities with other required capital infrastructure, the City is in the process of developing a long-term debt strategy. Properly applied, debt can be a cost effective source of funding that complements the sustainability of an organization. A debt strategy provides the opportunity to begin capital projects sooner, spread the costs intergenerationally to those residents who will benefit, and provide flexible and affordable financing options.

Debt decisions should balance maintaining quality of life with financial considerations. The purpose of debt policies and guiding plans is 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.

FUNCTION INFORMATION

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

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$3	$3	$2	$5	$5	$5	$3
Other Revenue	-	1	-	-	-	-	-
Transfers To/From Reserves	-	10	-	-	-	-	-
TOTAL	$3	$14	$2	$5	$5	$5	$3
EXPENDITURES							
Salaries, Wages & Benefits	$572	$595	$597	$634	$634	$872	$(37)
Contracted & General Services	75	106	170	237	237	165	(67)
Materials, Goods, Supplies & Utilities	20	29	41	41	41	41	-
Transfers To Organizations & Individuals	2	20	12	1	1	1	11
Other Expenditures	5	-	8	15	15	15	(8)
Transfers To/From Reserves	14	18	-	-	-	-	-
TOTAL	$688	$768	$826	$927	$927	$1,093	$(101)
NET	$(685)	$(754)	$(824)	$(922)	$(922)	$(1,088)	$(98)

SIGNIFICANT CHANGES

Expenses

$67 thousand increase in Contracted & General Services is due to an increase in Councillors' per diem costs.

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), and the Deputy Chief Administrative Officer (DCAO).

Resource Requests

There are no resource requests this year.

Executive Leadership Function
(In Thousands of Dollars)
FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Conditional Grants	$492	$492	$492	$492	$492	$492	-
Transfers To/From Reserves	150	108	-	-	-	-	-
TOTAL	$642	$601	$492	$492	$492	$492	-
EXPENDITURES							
Salaries, Wages & Benefits	$1,747	$1,980	$1,539	$1,560	$1,574	$1,589	$(20)
Contracted & General Services	369	53	64	69	69	69	(5)
Materials, Goods, Supplies & Utilities	7	19	29	30	30	30	(1)
Transfers To/From Reserves	420	7	-	-	-	-	-
Transfers To/From Operations/Capital	4,349	4,396	4,349	4,493	4,493	4,493	(144)
TOTAL	$6,891	$6,455	$5,981	$6,151	$6,165	$6,180	$(170)
NET	$(6,249)	$(5,855)	$(5,489)	$(5,659)	$(5,673)	$(5,688)	$(170)

SIGNIFICANT CHANGES

Expenses

$144 thousand increase in Transfers to Operations/Capital is due to an increase in the Library transfer.

Note: Totals may not sum exactly due to rounding



St. Albert Place – City Hall

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, Legislative and Records Services
- Economic Development
- Information Technology Services
- Human Resources and Safety
- Financial and Strategic Services
- Communications and Public Affairs and
- Government / Indigenous Relations and Environment

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 & RECORDS SERVICES	ECONOMIC DEVELOPMENT	INFORMATION TECHNOLOGY SERVICES	HR & SAFEYY	FINANCIAL & STRATEGIC SERVICES	COMMUNICATIONS & PUBLIC AFFAIRS	GOVERNMENT / INDIGENOUS RELATIONS & ENVIORNOMENT
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
HRIS Integration	132,000
Insurance Claims Resource	50,000
IT Application Analyst – Emergency Services	83,200
IT Application Analyst – Recreation & Parks	12,400
IT Application Analyst – Records & Information Mgmt.	73,400
Maintain IT / Corporate Training	25,000
Solicitor Contract	30,000

Corporate Business Pan Initiatives

SERVICE	$ REQUEST
Investment Attraction and Marketing – Lakeview Business District	452,000

Growth Initiatives

SERVICE	$ REQUEST
IT Investment Fund	300,000

Capital Charters

CHARTER NAME	$ REQUEST
ITSV-009 Municipal Area Network Expansion	390,000
ENV – 001 Contaminated Sites Remediation	30,000

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$490	$352	$298	$308	$344	$304	$10
Penalties & Costs On Taxes	1,168	1,210	1,050	1,175	1,175	1,175	125
Licenses & Permits	881	902	854	864	876	876	10
Conditional Grants	209	155	555	320	341	367	(235)
Other Revenue	60	10	12	12	12	12	-
Transfers To/From Reserves	252	532	309	370	501	253	61
TOTAL	$3,060	$3,161	$3,078	$3,049	$3,249	$2,986	$(30)
EXPENDITURES							
Salaries, Wages & Benefits	$14,573	$15,885	$17,836	$17,994	$18,196	$18,368	$(157)
Contracted & General Services	3,942	5,188	7,155	7,537	7,688	7,479	(382)
Materials, Goods, Supplies & Utilities	367	401	444	407	469	406	37
Transfers To Organizations & Individuals	47	11	48	-	-	-	48
Bank Charges & Short Term Interest	-		-	1	1	1	(1)
Other Expenditures	92	168	102	104	104	105	(2)
Transfers To/From Reserves	274	603	109	168	163	101	(59)
Transfers To/From Operations/Capital	1	-	-	-	1	-	-
TOTAL	$19,296	$22,257	$25,693	$26,210	$26,622	$26,459	$(517)
NET	$(16,236)	$(19,095)	$(22,615)	$(23,161)	$(23,374)	$(23,473)	$(546)

SIGNIFICANT CHANGES

Revenue

$125 thousand increase in Penalties & Costs On Taxes regarding late property tax payments.

$235 thousand decrease in Conditional Grants due to one-time grants not budgeted in 2024.

Expenses

$157 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs.

$382 thousand increase in Contracted & General Services due to an increase in software licensing costs and return to full budget allocation for learning and development offset by decrease in expenses related to one-time grants.

Note: Totals may not sum exactly due to rounding



Jarome Iginla Arena

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		
SP 4: Adapting to a Changing Natural Environment		

CORPORATE BUSINESS PLAN	COMMUNITY SERVICES	RECREATION & PARKS
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
Administrative Assistance	5,100
Violence Prevention Coordinator	25,100

Capital Charters

CHARTER NAME	$ REQUEST
RECR – 045 Oakmont Trail Phase 2	2,599,400
RECR – 049 Neighbourhood Park Development	257,700
CULTR – 005 Founders Walk Phase 3	108,000
RECR – 040 Dog Friendly Park Development	249,400
DARP – 005 Millenium Park Development *	1,580,700

* To be presented to Council in Q1 of 2024

Community & Recreation Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$2,422	$5,765	$6,522	$7,780	$7,946	$7,965	$1,258
Interest Income	1	2	1	1	1	1	-
Rentals	1,703	2,585	2,824	2,945	3,003	3,026	120
Conditional Grants	1,739	1,809	1,552	1,577	1,577	1,577	24
Other Revenue	208	529	664	719	730	725	55
Transfers To/From Reserves	1	67	50	3	3	3	(47)
TOTAL	$6,075	$10,757	$11,613	$13,024	$13,259	$13,296	$1,411
EXPENDITURES							
Salaries, Wages & Benefits	$11,701	$13,504	$15,107	$16,037	$16,131	$16,296	$(930)
Contracted & General Services	1,087	1,976	2,520	2,528	2,552	2,570	(8)
Materials, Goods, Supplies & Utilities	2,380	2,781	3,141	3,727	3,829	3,915	(586)
Transfers To Organizations & Individuals	2,386	2,801	3,041	3,256	3,265	3,276	(214)
Bank Charges & Short Term Interest	50	110	106	116	116	116	(10)
Other Expenditures	96	254	215	341	342	342	(126)
Transfers To/From Reserves	127	297	157	157	157	157	-
Transfers To/From Operations/Capital	607	679	695	695	695	695	-
TOTAL	$18,434	$22,401	$24,983	$26,856	$27,086	$27,367	$(1,874)
NET	$(12,360)	$(11,644)	$(13,370)	$(13,833)	$(13,827)	$(14,071)	$(463)

SIGNIFICANT CHANGES

Revenue

$1,258 thousand increase in Sales & User Fees due to an increase in membership/admissions and lessons fees and full year of operations at Fountain Park Recreation Centre.

$120 thousand increase in Rentals due to an increase in recreation rental rates and demand.

$55 thousand increase in Other Revenue partially due to the cost share agreement contributions from Sturgeon County.

Expenses

$930 thousand increase in Salaries, Wages and Benefits due to annualization of salary costs and full year of Fountain Park Recreation Centre operations.

$586 thousand increase in Materials, Goods, Supplies & Utilities due to an increase in utility costs and full year of Fountain Park Recreation Centre operations.

$214 thousand increase in Transfer to Organizations & Individuals due to an increase in FCSS funding and reallocation of grants funding from other departments aligned to new grant policy.

$126 thousand increase in Other Expenditures due to an increase in demand for recreation subsidy program.

Note: Totals may not sum exactly due to rounding



Fire Hall No. #1

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:

COUNCIL STRATEGIC PRIORITY	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:

Capital Charters

CHARTER NAME	$ REQUEST
POLI – 008 Policing Facility	150,000

Emergency Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$1,514	$1,839	$1,240	$1,369	$1,369	$1,369	$130
Licenses & Permits	414	419	424	424	424	424	-
Fines	2,189	1,902	2,100	1,650	1,600	1,550	(450)
Rentals	24	28	32	35	35	38	3
Conditional Grants	1,311	2,048	1,937	2,037	2,037	2,037	100
Other Revenue	2,686	2,686	2,887	2,901	2,916	2,916	14
TOTAL	$8,138	$8,922	$8,620	$8,417	$8,381	$8,334	$(203)
EXPENDITURES							
Salaries, Wages & Benefits	$23,300	$24,006	$24,067	$25,359	$25,556	$25,701	$(1,292)
Contracted & General Services	1,567	1,502	1,432	1,352	1,325	1,303	80
Purchases From Other Governments	10,070	12,771	13,100	14,801	15,290	15,630	(1,701)
Materials, Goods, Supplies & Utilities	997	967	1,158	1,298	1,312	1,326	(140)
Bank Charges & Short Term Interest	2	2	4	4	4	4	-
Other Expenditures	1,500	1,582	1,799	1,940	1,997	2,055	(141)
Transfers To/From Reserves	355	105	120	114	114	114	7
Transfers To/From Operations/Capital	1	1	-	-	-	-	-
TOTAL	$37,791	$40,937	$41,679	$44,867	$45,597	$46,132	$(3,188)
NET	$(29,653)	$(32,015)	$(33,060)	$(36,450)	$(37,216)	$(37,798)	$(3,390)

SIGNIFICANT CHANGES

Revenue

$130 thousand increase Sales & User Fees due to increased volume in ambulance billings and motor vehicles collision recoveries.

$450 thousand decrease in Fines due to lower trending in traffic ticket revenue.

$100 thousand increase in Conditional Grants due to full year budget of 911 grants for Public Safety Answering Point (PSAP).

Expenses

$1,292 thousand increase in Salaries, Wages & Benefits due to higher mix of senior staff compared to prior year and annualization of salaries and new staff from prior year.

$1,701 thousand increase in Purchases From Other Governments due to the increase in the RCMP contract.

$140 thousand increase in Materials, Goods, Supplies & Utilities due to an increase in uniforms and consumable supplies costs.

$141 thousand increase in Other Expenditures due to an increase in equipment charges for Emergency Services Vehicles.

Note: Totals may not sum exactly due to rounding



Public Operations – Asphalt Replacement

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	
OE 2: Planning and Prioritizing	

CORPORATE BUSINESS PLAN	PUBLIC OPERATIONS
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
Public Works Fleet Maintenance Staff	85,500
StAT Fleet Maintenance Staff	85,500

Capital Charters

CHARTER NAME	$ REQUEST
TRAN – 024 Transit Garage Expansion	635,000

Public Operations Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$1,922	$3,296	$3,343	$3,716	$3,944	$4,025	$373
Licenses & Permits	26	27	24	24	24	24	-
Rentals	604	604	650	650	650	650	-
Conditional Grants	325	984	611	611	611	611	-
Other Revenue	13	16	-	-	-	-	-
Materials, Goods, Supplies & Utilities	461	461	461	461	461	461	-
Other Expenditures	6,659	6,909	7,407	8,094	8,384	8,634	687
Transfers To/From Reserves	16	17	1,474	22	22	22	(1,452)
Transfers To/From Operations/Capital	333	333	333	253	304	304	(80)
TOTAL	$10,358	$12,646	$14,303	$13,830	$14,400	$14,730	$(473)
EXPENDITURES							
Salaries, Wages & Benefits	$13,407	$14,013	$13,938	$14,250	$14,286	$14,323	$(312)
Contracted & General Services	12,855	15,693	17,239	16,921	17,387	17,699	319
Materials, Goods, Supplies & Utilities	6,126	8,069	8,494	9,059	9,296	9,395	(565)
Other Expenditures	3,864	4,129	4,251	4,788	4,931	5,077	(537)
Transfers To/From Reserves	2,792	2,981	3,357	3,277	3,328	3,328	80
Transfers To/From Operations/Capital	(839)	(808)	(951)	(951)	(951)	(951)	-
TOTAL	$38,205	$44,078	$46,328	$47,344	$48,277	$48,871	$(1,016)
NET	$(27,847)	$(31,432)	$(32,026)	$(33,514)	$(33,877)	$(34,141)	$(1,488)

SIGNIFICANT CHANGES

Revenue

$373 thousand increase in Sales & User Fees due to an increase in transit utilization levels.

$687 thousand increase in Other Expenditures due to an increase in garage recoveries which reflects updated equipment charge usage and rates.

$1,452 thousand decrease in Transfers To/From Reserves due to Edmonton Metropolitan Transit Commission (EMTSC) dissolution.

Expense

$312 thousand increase in Salaries, Wages & Benefits due to annualization of salaries.

$319 thousand decrease in Contracted & General Services due to decrease in EMTSC dissolution offset by increases in transit operations, janitorial contracts, and rentals & leases.

$565 thousand increase in Materials,Goods,Supplies & Utilities due to increases in utility charges and equipment & vehicle parts.

$537 thousand increase in Other Expenditures to reflect updated equipment charge usage rate.

Note: Totals may not sum exactly due to rounding



South Riel Development

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
Building Compliance Officer	56,200
Development Officer	82,300
Engineering Development Supervisor	91,000

Growth Initiatives

SERVICE	$ REQUEST
Municipal Land Specialist	92,500

Capital Charters

CHARTER NAME	$ REQUEST
ENGS – 010 Transportation Master Plan (TMP) Update	1,000,000
ENGS – 068 Active Transportation Plan	510,000
ENGS – 080 Meadowview Lane and Rail Crossing	340,000
ENGS – 058 Neighbourhood Traffic Calming	362,500
ENGS – 054 Transportation Network Improvements	330,000
ENGS – 082 Transportation Network Preliminary Engineering	559,100
PLAN – 011 Permitting Software Modernization	450,000
PLAN – 009 Housing Options for Affordability and Accessibility	112,500

Planning & Engineering Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$1,533	$1,206	$1,302	$1,333	$1,333	$1,333	$32
Licenses & Permits	2,123	2,407	2,234	2,309	2,309	2,309	75
Conditional Grants	16	5	-	-	-	-	-
Other Revenue	31	15	16	16	16	16	-
Transfers To/From Reserves	173	33	-	-	-	-	-
TOTAL	$3,874	$3,665	$3,551	$3,658	$3,658	$3,658	$107
EXPENDITURES							
Salaries, Wages & Benefits	$6,913	$6,912	$7,953	$8,076	$8,068	$8,096	$(123)
Contracted & General Services	554	518	527	652	677	677	(125)
Materials, Goods, Supplies & Utilities	3,264	3,288	3,125	3,382	3,383	3,384	(258)
Bank Charges & Short Term Interest	52	48	34	34	34	34	-
Other Expenditures	72	73	83	88	91	94	(6)
Transfers To/From Reserves	-	46	-	-	-	-	-
Transfers To/From Operations/Capital	(462)	(367)	(449)	(456)	(456)	(456)	7
TOTAL	$10,393	$10,516	$11,273	$11,777	$11,798	$11,829	$(504)
NET	$(6,519)	$(6,851)	$(7,722)	$(8,119)	$(8,140)	$(8,172)	$(397)

SIGNIFICANT CHANGES

Revenue

$75 thousand increase in Licenses & Permits consistent with rate increases.

Expense

$123 thousand increase in Salaries, Wages & Benefits due to annualization of salaries.

$125 thousand increase in Contracted & General Services due to increases in asset data collection contracted services and subscriptions.

$258 thousand increase in Materials, Goods, Supplies & Utilities due to increase in utility costs.

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

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Property Taxes (Net Municipal)	$339	$200	$200	$200	$200	$200	-
Business Taxes	-	-	-	1,013	900	900	1,013
Sales & User Fees	4,229	4,470	4,835	5,186	5,351	5,351	351
Franchise & Concession Contracts	6,373	7,303	8,969	9,130	9,226	9,321	161
Interest Income	4,020	5,281	5,500	7,000	7,000	7,000	1,500
Rentals	13	13	6	12	12	12	6
Other Revenue	241	34	28	30	30	30	2
Transfers To/From Reserves	2,280	3,981	4,091	4,895	5,785	6,440	804
Transfers To/From Operations/Capital	(15)	2	-	-	-	-	-
TOTAL	$17,480	$21,284	$23,629	$27,465	$28,503	$29,254	$3,836
EXPENDITURES							
Property Taxes (Net Municipal)	-	$13	-	-	-	-	-
Salaries, Wages & Benefits	879	667	-	-	-	-	-
Contracted & General Services	5	5	5	5	5	5	-
Materials, Goods, Supplies & Utilities	(59)	(1)	-	-	-	-	-
Transfers To Organizations & Individuals	128	131	124	130	130	130	(6)
Bank Charges & Short Term Interest	2,639	3,376	3,385	4,385	4,385	4,385	(1,000)
Debenture Interest	1,303	2,158	4,056	3,657	4,699	5,602	399
Other Expenditures	55	(82)	2,569	3,514	5,922	8,411	(945)
Transfers To/From Reserves	19,576	18,107	14,633	17,014	18,973	21,015	(2,381)
Transfers To/From Operations/Capital	-	-	11	-	-	-	11
Principal Repayments	4,929	7,101	8,584	8,913	7,336	7,300	(329)
TOTAL	$29,456	$31,476	$33,365	$37,617	$41,451	$46,847	$(4,251)
NET	$(11,976)	$(10,192)	$(9,737)	$(10,152)	$(12,947)	$(17,593)	$(415)

SIGNIFICANT CHANGES

Revenue

$1013 thousand increase in Business Taxes regarding assessment growth revenue applied to the base.

$351 thousand increase in Sales & User fees from utility administration fee based on projected corporate assumptions.

$161 thousand increase in Franchise & Concession Contracts due to growth in the municipality.

$1,500 thousand increase in Interest Income based on increased rates, investment base and investments in long term instruments.

$804 thousand increase in Transfer To/From Reserves due to fund debt payments; Range Road #260, North St. Albert Trail and Villeneuve Road.

Expenses

$1,000 thousand increase in Bank Charges & Short Term Interest due to higher interest revenue transferred to reserve and deferred revenue balances.

$399 thousand decrease in Debenture Interest due to less repayment going towards interest.

$945 thousand increase in Other Expenditures for the corporate contingency.

$2,381 thousand increase in Transfer To/From Reserves for; infrastructure funding strategy, public art and community capital grant.

$329 thousand increase in Principal Repayments as more repayment going towards principal repayment.

Note: Totals may not sum exactly due to rounding



Curbside Collection

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:

COUNCIL STRATEGIC PRIORITY	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:

Maintain Services

SERVICE	$ REQUEST
Solid Waste Operator	0
Utilities Asset Management Coordinator	49,100
Utilities Locator Technician	65,000
Waste and Diversion Associate	15,000
Waste Drop Off Cards	15,000

Capital Charters

CHARTER NAME	$ REQUEST
SOLWA – 006 Refuse Truck	410,000

Utilities Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Proposed Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$40,654	$41,966	$46,531	$49,115	$50,125	$50,882	$2,584
Penalties & Costs On Taxes	246	238	250	245	245	245	(5)
Other Revenue	38	40	40	40	40	40	-
Transfers To/From Reserves	1,366	1,384	682	682	682	682	-
Transfers To/From Operations/Capital	-	-	11	-	-	-	(11)
TOTAL	$42,304	$43,629	$47,513	$50,082	$51,092	$51,849	$2,569
EXPENDITURES							
Salaries, Wages & Benefits	$5,857	$5,950	$6,167	$6,396	$6,539	$6,554	$(229)
Contracted & General Services	8,859	8,910	9,851	10,240	10,419	10,419	(388)
Purchases From Other Governments	13,775	13,458	14,731	15,377	15,686	15,994	(646)
Materials, Goods, Supplies & Utilities	1,116	1,227	1,144	1,385	1,398	1,412	(241)
Transfers To Organizations & Individuals	-	11	24	24	24	24	-
Bank Charges & Short Term Interest	1	1	1	1	1	1	-
Debenture Interest	306	282	263	249	235	235	14
Other Expenditures	1,303	1,204	1,466	1,495	1,749	1,962	(29)
Transfers To/From Reserves	9,505	11,413	12,766	13,882	13,941	14,149	(1,116)
Transfers To/From Operations/Capital	536	456	682	602	653	653	80
Principal Repayments	1,060	1,086	419	433	447	447	(14)
Funds Acquired Closeout	(12)	(374)	-	-	-	-	-
TOTAL	$42,304	$43,623	$47,513	$50,082	$51,092	$51,849	$(2,569)
NET	-	$6	-	-	-	-	-

SIGNIFICANT CHANGES

Revenue

$2,584 thousand increase in Sales & User fees due to an increase in rates for Water, Wastewater, Storm Water, and Solid Waste.

Expense

$229 thousand increase in Salaries, Wages and Benefits due to annualization of salary costs.

$388 thousand increase in Contracted & General Services for utility administration based on projected corporate assumptions.

$646 thousand increase in Purchases from Other Governments due to the projected increase in rates charged by Arrow Utilities offset by the projected decrease in rates and volume purchased from EPCOR.

$241 thousand increase in Materials, Goods, Supplies & Utilities due to increase in electricity charges, equipment charges, and water meter purchases and parts.

$1,116 thousand increase in Transfers To/From Reserves to balance department totals.

Note: Totals may not sum exactly due to rounding

APPENDICES

OPERATION BUSINESS CASES (MUNICIPAL & UTILITY)

MUNICIPAL GROWTH BUSINESS CASES (FUNDED)

MUNICIPAL BUSINESS CASE (RESERVE FUNDED)

UTILITY GROWTH BUSINESS CASES (FUNDED)

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2024 RECOMMENDED)

MUNICIPAL GROWTH CAPITAL TO PRESENT TO COUNCIL IN Q1 2024

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2024 UNFUNDED)

CAPITAL PROJECT CHARTERS – UTILITY GROWTH (2024 FUNDED)

STRATEGIC FRAMEWORK

PROGRAM AND SERVICE DELIVERY

ACRONYMS

GLOSSARY

MUNICIPAL GROWTH BUSINESS CASES (FUNDED)

Administrative Assistant

Violence Prevention Coordinator

Engineering Development Supervisor

Municipal Land Specialist

Insurance and Claims Resource

HRIS Integration Analyst

Maintain IT/Corporate Training

IT Application Analyst (ES)

IT Application Analyst (R&P)

IT Application Analyst (RIM)

IT Investment Fund

Solicitor

Building Compliance Officer

Development Officer I

PW Fleet Maintenance Staff

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Administrative Assistant
LEAD DEPARTMENT:	Community Services

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Convert the current term position of Administrative Assistant to a Permanent 1.0 FTE.

BUSINESS CASE JUSTIFICATION:	**Current State -** Community Services operates two branches out of two locations, SAP and Beaudry Place. We have a 1.0 FTE Administrative Assistant for FCSS at Beaudry, and a full-time term Administrative Assistant for Cultural Services at SAP. There is also a 0.5 FTE Administrative Assistant primarily tasked with processing P.O.'s and invoices for the whole department. The term Administrative Assistant, over the past 3 years, has provided a range of administrative support, reception and customer service primarily for the Culture branch at SAP, including assisting with bookings for SAP lobby and Visual Arts studios, registration support for Performing Arts classes, taking meeting minutes for The Arden Theatre and Cultural Programming teams, and assisting with preparing materials for the International Children's Festival of the Arts. This term position provides relief administrative support, reception and customer service for the FCSS branch on a regular basis to cover for RDO's, leaves, and scheduled work from home days. In addition, this position provides invoice and PO processing support to the .50 FTE position. **Issues -** The term position does not receive pension benefits, Health Spending Account and is not entitled to Long Term Disability benefits, all of which are attractive benefits to an employee and contribute to employee retention. Turnover replacement costs are estimated at 25% of annual salary which is approximately $12,500. Conversion of the position to permanent will assist with retaining current staff, recognizing the continuous training and investment that the City has made in them. This is the only administrative position that currently consistently supports both branches and can cover leaves and absences without additional training."

	Opportunities - There is an opportunity that can be gained in retaining the existing term employee through conversion to permanent by leveraging the skills gained to date to continue to refine and streamline the service of the Community Services team. **Risks -** The risk of not approving this business case is that the current staff member may elect to resign in order to accept a permanent position elsewhere. Significant, specific skills would be lost. In the short term, tasks completed by this position would not be completed leading to a lower level of service from the Community Services structure. Additionally, costs would be incurred through recruiting a new candidate, as well as training, onboarding and lower productivity gains until the new candidate was a full contributor in the role.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	5,100
		Net Budget:	$	**5,100**
	2025	Total Revenue:	$	-
		Total Expense:	$	7,300
		Net Budget:	$	**7,300**
	2026	Total Revenue:	$	-
		Total Expense:	$	7,400
		Net Budget:	$	**7,400**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	For 2024 Community Services has cut a total of $184,900 from the salary budget due to position reclassification, staff redeployment within the department and reduced needs in temporary salaries. The cost of converting this position is only the net difference of benefit costs. Incremental funding requirements are nominal due to current full- time employment in a term position, with incremental value limited to employee recognition.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Violence Prevention Coordinator
LEAD DEPARTMENT:	Community Services

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Conversion of 0.80 term position to 1.0 FTE Violence Prevention Coordinator

BUSINESS CASE JUSTIFICATION:	**Current State -** In the fall of 2021, a Violence Prevention Coordinator was hired, with the responsibility of engaging men within existing networks to address gender and equality and gender-based violence. In the past year and a half, this position has worked with a men's support group, provided education and training in elementary schools, and hosted training opportunities for city staff. Research indicates primary prevention, engaging with men, and encouraging men to be ambassadors against Gender Based Violence may nudge society into stopping domestic violence. This is a primary prevention-based position, the long-term goal is to facilitate a shift in culture to gender equity and non-violence. **Issues -** The casual position does not receive benefits, Health Spending Account and is not entitled to Long Term Disability benefits, all of which are attractive benefits to an employee and contribute to employee retention. Conversion of the position to permanent will assist with retaining current staff, recognizing the continuous training and investment that the City has made in them. This position builds trust and relationships with the community over time, and any personnel changes will require new connections to be built, reducing initial effectiveness. **Opportunities -** The term Violence Prevention Coordinator supports Violence Prevention and Sexual Health education for the City of St. Albert. The work focuses, primarily, on working with young men to end violence against women and girls, but specializes in healthy relationships, consent, gender equity, and reducing gender-based violence in the community. RCMP continue to report that Family Violence in on the rise. Domestic Violence and

	Assault is a policing priority, and this position provides an opportunity to further upstream before there are issues. The current casual role is filled by an industry expert, that is able to facilitate specialized training, including instruction in WiseGuyz, an evidence-informed participate program designed to promote healthy relationships and prevent adolescent dating violence. **Risks -** The risk of not engaging in this purpose/role is that we continue to address domestic and sexual violence in the same way that has not shifted the statistics historically. Another risk is that the current staff member may elect to resign in order to accept a permanent position elsewhere. Significant, specific skills would be lost. In the short term, tasks completed by this position would not be completed leading to a lower level of service from the Community Services structure. Additionally, costs would be incurred through recruiting a new candidate, as well as training, onboarding and lower productivity gains until the new candidate was a full contributor in the role.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	25,100
		Net Budget:	$	**25,100**
	2025	Total Revenue:	$	-
		Total Expense:	$	29,000
		Net Budget:	$	**29,000**
	2026	Total Revenue:	$	-
		Total Expense:	$	29,800
		Net Budget:	$	**29,800**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

YEAR:	2024
BUSINESS CASE NAME:	Engineering Development Supervisor
LEAD DEPARTMENT:	Engineering Services

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Addition to existing development engineering supervisors to meet service levels and customer demands. Ties into service delivery from Planning & Development.

BUSINESS CASE JUSTIFICATION:	**Current State –** There are two existing development engineering supervisors responsible for subdivision developments that come from the planning department. Everything funnels through them and is reviewed by them for all drawing reviews and construction inspections. This is a bottle neck in the process and the volume of development applications has more than doubled since 2015 with the same volume of staff. With annexation and more available land for development the number of development applications is increasing. **Issues -** As stated in the current state the volume of work is increasing due to annexation and ongoing development areas increasing in development applications. This is an increase in volume of work and currently all development applications funnel through two people to complete all the work that goes through the planning department. With the volume of work increasing and the number of employees remaining the same, there are major concerns with projects not being reviewed to the best standards. This could lead to the onsite construction being inadequate and more costly to maintain, replace, or repair. The high volume of work is also pushing staff burnout and is threatening to lose our highly trained staff. This would be more costly in finding quality replacements and training them to be at the same level as the current staff. **Opportunities -** The position is working on achieve cost avoidance with ensuring the installations meet the engineering standards for our dedicated items from developers. Also cost avoidance for the time and cost for replacing staff due to burnout.

	Risks - Not getting this position limits our ability to take on development agreements which will slow development and reduce revenues and taxes for St. Albert. Could result in lower quality infrastructure/assets which will generate greater costs in the future. Required to meet needs generated by other areas (Planning & Development, Economic Development). Staff morale could be harmed because of increased workload in the absence of additional resources. Needed with additional development areas added through annexation.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	91,000
		Net Budget:	$	**91,000**
	2025	Total Revenue:	$	-
		Total Expense:	$	125,000
		Net Budget:	$	**125,000**
	2026	Total Revenue:	$	
		Total Expense:	$	128,500
		Net Budget:	$	**128,500**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	The return of investment is cost avoidance as in previous years when there were not enough staff a consultant was hired to do the reviews. This led to situations where the site installations did not meet our standards and ended up needing to be replaced after 5 years in service for a cost of approximately $4 million. This cost did not need to be realized and the installation should have lasted more than 25 years. This means that we will have to pay more for installations over time. The position would be in place to ensure that these do concerns do not arise further.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

YEAR:	2024
BUSINESS CASE NAME:	Municipal Land Specialist
LEAD DEPARTMENT:	Engineering Services

TYPE:	○ Mandatory (Legal, risk, safety) ○ Maintain Service Levels ✓ Growth Requirement (new or enhanced service levels) ○ Corporate Business Plan
SCOPE STATEMENT:	Having a staff member dedicated solely to land management would enable the City to develop a number of strategies, policies, standardized templates and procedures to protect City land interests. Having one centralized department where other departments would come for land management expertise would save time, eliminate multiple departments asking the same people for information, be more efficient, and simplify tracking procedures.

BUSINESS CASE JUSTIFICATION:	**Current State –** The City currently doesn't have a Land Department or any dedicated land positions. **Issues -** Siloed: Land services are siloed and staff from various departments a managing land and real estate on an ad-hoc basis. Staff managing some of these projects may lack the training or experience needed to manage these assets proficiently Capacity: Without a designated person or department to manage land matters, several staff are working on land and real estate-related projects from the side of their desks. Lack of strategy and consistent approach to management of City land assets. Lack of awareness of opportunities (inventory of assets, and who is responsible) and challenges (possible redundancies, varying degrees of staff knowledge and experience managing land or real estate assets, etc.) **Opportunities –** As it grows, it is important that it has a strong land management strategy in place to ensure service levels are

	maintained, processes are streamlined, and opportunities are not missed. Revenue Generation & Cost Savings: Divesting of surplus, underutilized or high operating cost real estate assets can both generate funds for the Land Reserve and reduce operating expenses associated with high operating cost buildings. Standardized Leasing Practices and Increasing Lease Revenues - Opportunity to increase revenue from leases, save time and cost with standardized practices, and potentially provide more equitable leasing practices, especially for the City's non-profit organization tenants. in place to ensure service levels are maintained, processes are streamlined, and opportunities are not missed. Revenue Generation & Cost Savings: Divesting of surplus, underutilized or high operating cost real estate assets can both generate funds for the Land Reserve and reduce operating expenses associated with high operating cost buildings. Standardized Leasing Practices and Increasing Lease Revenues - Opportunity to increase revenue from leases, save time and cost with standardized practices, and potentially provide more equitable leasing practices, especially for the City's non-profit organization tenants. **Risks -** In recent years, the City of St. Albert has experienced unprecedented growth and development, which is expected to continue. As the City grows, it is important that it has a strong land management strategy in place to ensure service levels are maintained, processes are streamlined, and opportunities are not missed. In the past, the City has subdivided portions of public utility lots, closed portions of roads, and sold those portions to private land owners. In other cases, the City has acquired land from private land owners that contain several utility right-of-way restrictions on the properties. Lessons-learned from those transactions indicate that there are deficiencies in the City’s processes for land disposition and acquisition because there is no specific position assigned to complete some steps in the process. In all of these examples, there have been missteps that could have impacted the outcome of the sales negotiations. Having one central department where other departments would come for land management expertise would save time, eliminate multiple departments asking the same people for information, be more efficient, and simplify tracking processes. It would also ensure all City land interests are documented and executed correctly.

	The City has a number of miscellaneous Licence of Occupations throughout the City. These include exclusive use agreements for portions of City-owned lands, signs in road right-of-ways, and signs in municipal reserve. The City does not have a repository for tracking these licences and many of them have expired. This results in lost revenue as the City charges a yearly fee for the licence. It may also leave the City exposed to liability in the event there is an incident involving the occupation site. The City owns several parcels of land. It is desirable to create a comprehensive database of these lands to ensure all City-owned lands are being optimally used. Having a staff member dedicated solely to land management would also enable the City to develop a number of strategies, policies, standardized templates and procedures to protect City land interests.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Activity: N/A Organizational Excellence Priority: Land & Real Estate Program Activity: N/A

FINANCIAL INFORMATION:

Year			
2024	Total Revenue:	$	-
	Total Expense:	$	92,500
	Net Budget:	$	**92,500**
2025	Total Revenue:	$	-
	Total Expense:	$	127,300
	Net Budget:	$	**127,300**
2026	Total Revenue:	$	-
	Total Expense:	$	135,900
	Net Budget:	$	**135,900**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	Incremental funding requirements are nominal due to current full-time employment in a term position, with incremental value limited to employee recognition and LTD benefits.
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

YEAR:	2024
BUSINESS CASE NAME:	Insurance and Claims Resource
LEAD DEPARTMENT:	Financial & Strategic Services

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Consulting dollars to be used to obtain additional resource and support for the insurance and claims portfolio.

BUSINESS CASE JUSTIFICATION:	**Current State -** The City currently has one Insurance and Claims Coordinator. The insurance industry has increased requirements to obtain insurance, which requires significant time to prepare and provide the information required. In addition, the volume of claims has increased, with our Insurance and Claims Coordinator processing over 300 claims where the industry standard is 100-150, depending on the complexity. Lack of capacity has impacted our ability to proactively work with departments to identify insurance-related risks and plan activities to mitigate those risks, track claims history and frequency and work with departments to address the most frequent situations that result in payouts to realize cost savings and minimize the impact on our premiums. There has been an increase in requests for the operational risk assessment due to increased levels of development activities in the city. This adds additional pressure to our Insurance and Claims Coordinator who is required to sometimes visit a site and/or review document for insurance compliance. In 2023, the City initiated the Insurance Program review to determine the best model for the future. The draft report received from the consultant indicates that we should have two more Claims Analysts, making it a total of 3 Insurance and Claims positions. This is if we continue to deliver the insurance program as we are today. Should the recommendation be that the City works towards more of a self-insurance program, the resourcing requirements would increase.

	Issues - To properly manage the insurance and claims program for the City of our size, we require additional resources. This is for insurance-related work and claims management. The City currently does not have insurance-certified professionals, a resource that can focus on insurance-related risks and claims. We also do not have a backup for our Insurance and Claims Coordinator which creates significant risk to the organization. When the position is on vacation, especially for 2-3 weeks, we have no other option but to inform residents that they have to wait, sometimes up to 3 weeks for their claim to be looked at and processed. **Opportunities -** We can realize cost savings with a more proactive approach to managing insurance-related risks and analyzing claim trends to address the most frequently occurring claims, especially those with high payouts. This information can be used to ensure proper controls are put in place to mitigate the risk and frequency of occurrences that lead to claims. We could obtain better rates for our insurance policies if we could demonstrate a more proactive approach and up-to-date risk management plans. Also, having a resource that is an insurance professional provides additional points when insurance companies are assessing our policies and rates. Coverage for the Insurance and Claims Coordinator and ensuring service continuity and succession planning. Industry standard is 100-150 claims per resource and the City has 300 annually on average. The budget requested will be used to obtain temporary support for Insurance and Claims until a full-time position is approved. **Risks –** Lack of proactive approach to identifying and managing insurance-related risks which results in increased frequency of claim. We are missing opportunities to manage insurance-related risks that fall under the City's liability. Without internal insurance expertise we are relying on our broker to ensure proper coverage at proper levels.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Activity: Advance Enterprise Risk Management Framework & Practice Organizational Excellence Priority: Operational Performance Activity: Municipal Insurance Practice Review

FINANCIAL INFORMATION:	Year			
	2024	Total Revenue:	$	-
		Total Expense:	$	50,000
		Net Budget:	$	**50,000**
	2025	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**
	2026	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

YEAR:	2024
BUSINESS CASE NAME:	HRIS Integration (Analyst FTE)
LEAD DEPARTMENT:	Human Resources & Safety

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	In order to build value from our newly acquired HRIS. a HRIS Analyst position is required to ensure proper maintenance and to oversee system enhancement/improvements, including a multi year integration with other existing City used systems.

BUSINESS CASE JUSTIFICATION:	**Current State -** Due to the lack of proper resources to maintain and enhance our previous payroll system, it was not kept current, which diminished the opportunities to maximize its value and it was not integrated with any other system. The City's new HRIS has integration capability, but the City does not have sufficient resources to manage these integrations. **Issues -** A dedicated resource is required to maintain and maximize the capabilities of the newly acquired HRIS. **Opportunities -** Having a system with the latest version and integrated with other City systems (or replacing other software) will increase operational efficiencies and may reduce annual system licensing fees. **Risks -** Without the expertise/resource to monitor and /or enhance the HRIS the system will be underutilized thus decreasing its value.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: Digital Transformation Activity: Implement a Human Resources Information System

FINANCIAL INFORMATION:	Year			
	2024	Total Revenue:	$	-
		Total Expense:	$	132,000
		Net Budget:	$	**132,000**
	2025	Total Revenue:	$	-
		Total Expense:	$	136,000
		Net Budget:	$	**136,000**
	2026	Total Revenue:	$	-
		Total Expense:	$	140,000
		Net Budget:	$	140,000

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Maintain IT/Corporate Training
LEAD DEPARTMENT:	Human Resources & Safety

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	To resolve current inability to effectively implement and utilize required technology and meet safety training requirements by converting $110,000 of existing L&D Operating budget into 1.0 FTE, plus request $25,000 ongoing to the L&D Operating budget.

BUSINESS CASE JUSTIFICATION:	**Current State –** Current resourcing for corporate L&D is over-capacity. This means some required training is outsourced or not done at all. This FTE will alleviate pressure and balance corporate learning workload to meet organizational, technology and safety priorities. The new FTE will be a Training Specialist to coordinate expansion of training design, development, delivery and implementation for business applications and safety training. The conversion of L&D operating dollars will coincide with the post-COVID recovery of the budget, holding minimal impact to current organizational learning activities. The $25K supplement to the L&D budget will allow for quality IT application training to be sourced and/or developed, without impacting other currently funded corporate learning initiatives. **Issue -** The IT Service Review (RSM) recommended a training coordinator be added to coordinate training activities associated with systems and technologies. Inflight technology implementation projects need to include both initial training as well as the development of or access to training materials for ongoing employee training. For existing business applications, training on new features and upgrades or training for new staff is often not provided due to budget and/or staffing resource constraints. Health & safety legislated requirements are ever evolving and require dedicated L&D support to ensure training gaps are being managed through appropriate education supports. Of immediate attention is training supports to the Psychological Health & Safety requirements, which will aid in reducing benefit usage cost, and

	improve employee health. Current L&D capacity cannot take on this additional work. **Opportunities -** The position will work with current L&D Specialist, IT and other stakeholders to ensure a coordinated, planned and resourced approach to building and sustaining capacity in users of business applications and safety priorities. Adoption of systems to improve, maximize use of existing and future implemented software and applications can mitigate errors and improve efficiency. This position will implement and sustain safety training related to the corporate psychological health & safety action plan, meeting our organizational H&S legislated requirements. **Risks -** Without ongoing training for new staff and for applications enhancements, business applications will be not used effectively, and the City will not realize the benefits of technology investment. Adoption of systems to improve, maximize use of existing and future implemented software and applications can mitigate errors and improve efficiency. Annual H&S audits indicate compliance gaps in safety training and orientation. This FTE will provide capacity to address and mitigate the risks of these technical and safety shortfalls. Without this added FTE, the current L&D function cannot take on any additional innovative, responsive, or strategic learning initiatives without reducing or cancelling current services provided. Ultimately, without this FTE L&D has maxed out it's ability to meet ever expanding corporate learning needs.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: Digital Transformation Activity: N/A

FINANCIAL INFORMATION:

Year			
2024	Total Revenue:	$	-
	Total Expense:	$	25,000
	Net Budget:	$	**25,000**
2025	Total Revenue:	$	-
	Total Expense:	$	25,000
	Net Budget:	$	**25,000**
2026	Total Revenue:	$	-
	Total Expense:	$	25,000
	Net Budget:	$	**25,000**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	IT Application Analyst: Emergency Services
LEAD DEPARTMENT:	Information Technology

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Dedicated Application Analyst to manage and support all Emergency Services business applications, including but not limited to Report Exec, CAD, replacement to FDM RMS, and emergency event callout. They will work closely with Technical Service resources that manage and support Fire Services technology, including but not limited to station alerting, mobile data terminals (MDTs), AFRRCS radios, and dispatch consoles.

BUSINESS CASE JUSTIFICATION:	**Current State -** With the resignation of the QA Analyst and the retirement of the Director of Emergency Management, and the end of contract support resources for Fire Services, it became apparent that a significant amount of IT support for Fire Services was being provided by Fire Services staff ""off the corner of their desks"" or by a contract resource. An additional FTE is required to address this gap. **Issues -** The gap created by the retirement and resignation of Fire Services staff means that the following functions cannot be provided: • front end user support for Fire RMS, AHS MDTs • system administration • RMS application management & support, MDT updates, Active 911 admin, AVL support The following application support & management functions are currently not being delivered: • Fire prevention, Preplan / Situational Awareness, Fire training administration • overall application management & enhancements

	• 24/7/365 application support • The following are new NG-911 technologies requiring management and support: • SolaComm Call Handling (Fire & RCMP) • ESINet networking technology (Fire & RCMP) • NG911 management (e.g., Local Registration Authority (LRA)) **Opportunities –** This position is required to fill this gap in managing and supporting Fire Services applications and to collaborate with IT Technical Services to manage and support Fire Services technology for existing and new NG-911 technology. **Risks -** Without this position, there will not be sufficient support for critical emergency services applications, compromising the efficiency and effectiveness of Emergency Services and increasing the frequency with which Emergency Services operate in business continuity mode using failback procedures.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	
		Total Expense:	$	83,200
		Net Budget:	$	**83,200**
	2025	Total Revenue:	$	-
		Total Expense:	$	110,500
		Net Budget:	$	**110,500**
	2026	Total Revenue:	$	
		Total Expense:	$	113,700
		Net Budget:	$	**113,700**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	IT Application Analyst: R&P
LEAD DEPARTMENT:	Information Technology

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	The IT Application Analyst (IntelliLeisure) supports Recreation & Parks, including custom reporting, website development, troubleshooting software and hardware, database management, and maintenance of the recreation software and Power Platform reporting. This position is being increased from .88 FTE to 1.0 FTE to address workload and is consistent with all other IT Application Analysts.

BUSINESS CASE JUSTIFICATION:	**Current State -** This position is currently categorized as a 0.88 FTE commitment, with reduced daily work hours to accommodate that capacity. **Issues -** Reduced ability to support Rec and Parks with their applications. There is increasing demand for support from this area, and the position cannot accommodate all their needs at a 0.88 capacity. **Opportunities -** Increasing to a 1.0 FTE will allow the position to provide the same level of service offered by the other Application Analyst positions. **Risks -** More consistent support levels for Recreation & Parks with extended support hours.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	Year			
	2024	Total Revenue:	$	-
		Total Expense:	$	12,400
		Net Budget:	$	**12,400**
	2025	Total Revenue:	$	-
		Total Expense:	$	14,400
		Net Budget:	$	**14,400**
	2026	Total Revenue:	$	-
		Total Expense:	$	14,400
		Net Budget:	$	**14,400**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

YEAR:	2024
BUSINESS CASE NAME:	IT Application Analyst: RIM
LEAD DEPARTMENT:	Information Technology
TYPE:	○ Mandatory (Legal, risk, safety) ○ Maintain Service Levels ✓ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	The IT Application Analyst (Microsoft 365 Applications) supports and manages the development of Microsoft 365 applications such as Purview, including governance of SharePoint site development, Teams and Power Platform/Power Automate implementations, developing functionality for records and information management and related process challenges, assisting the RIM team in implementing standards for creating department, team and project sites and managing permissions in support of the RIM Program Directive. They will collaborate with Records and Information Management to implement information management, governance, security, process flows and configuration for Teams, SharePoint, and shared drives, perform SharePoint audits, and develop employee training and expertise. (RSM Initiative: IN.10)

BUSINESS CASE JUSTIFICATION:	**Current State -** When City employees started working remotely in response to the COVID pandemic, there was a rapid uptake of OneDrive, Teams, and SharePoint sites for creating, storing, and sharing documents. This adoption was due to a combination of 2 factors; the VPN option at the time made it difficult and, in some cases, impossible for staff to access files on the shared drives, and it was very easy and intuitive for staff to create Teams, share files from OneDrive and, to a lesser extent, create SharePoint sites. This situation resulted in a proliferation of Teams sites, OneDrive use and sharing, and SharePoint site creation without appropriate training, governance, or standards. ITS and LLRS have attempted a number of times to make progress on initiatives and issues using contract resources and "off the corner of the desk" City resources. In each case, it became evident that a dedicated resource with the appropriate expertise is required to address the current state. **Issues -** The current Microsoft 365 environment, including SharePoint and Teams, is ungoverned and is not managed appropriately. Due to a lack of knowledge, and constraints on IT

	expertise and capacity, Team sites and SharePoint pages are created with incorrect permission and security settings. Consequently, it has become increasingly difficult to find documents and far too easy to inadvertently share documents incorrectly, thereby inappropriately disclosing information. Recently, the Alternate Work Arrangements employees survey identified concerns regarding using SharePoint. From the survey results, it was evident that employees value working remotely. However, remote working has presented organizational challenges regarding accessing, storing, sharing, and retaining records. Survey comments referred to the lack of consistency on how/where files are stored and concerns with e-filing practices. These were noted as areas of risk as we continue to provide remote work opportunities for our employees. Microsoft Purview and SharePoint knowledge is extremely fragmented within the organization, and many inquiries are unanswerable given available employee expertise. **Opportunities -** The Microsoft platform, including but not limited to Purview, SharePoint, Teams, Power Platform/Power Automate, and other applications, is powerful and impactful technology that can deliver extensive benefits in information/records management, collaboration, automation, process efficiency, and decision making to name a few. There is an immediate need for an expert to protect information and optimize the potential for Microsoft 365 applications. This position will provide the technical expertise to collaborate with the RIM team to create proper information governance in Microsoft Purview and SharePoint environments through the consistent application of the RIM Program Directive. **Risks –** Given the issues identified, the City currently faces the following risks: 1. Risks to organizational information in the form of loss, duplication, error, and inadvertent disclosure, as well as lost productivity due to searching for or recreating documents. 2. Legislative/compliance risk if the City is not compliant with FOIP in safeguarding sensitive personal information. 3. Reputational risk if documents are accessed that could be taken out of context by unauthorized parties. Without this position, the status quo will continue. The longer the current state persists, the greater the risk to the organization, and the more resources will be required to rectify the situation.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Activity: Enhance Records and Information Management Practice Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	Year			
	2024	Total Revenue:	$	-
		Total Expense:	$	73,400
		Net Budget:	$	**73,400**
	2025	Total Revenue:	$	-
		Total Expense:	$	97,500
		Net Budget:	$	**97,500**
	2026	Total Revenue:	$	-
		Total Expense:	$	100,400
		Net Budget:	$	**100,400**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	IT Investment Fund
LEAD DEPARTMENT:	Information Technology

TYPE:	○ Mandatory (Legal, risk, safety) ○ Maintain Service Levels ✓ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Technology funding source for IT Governance investment requests to update and modernize business applications required for City services and processes and address new investment opportunities.

BUSINESS CASE JUSTIFICATION:	**Current State -** Over the past three budget cycles, individual budget submissions have been made for new technology or enhancements but were deferred to accommodate higher-ranking submissions. In 2021, a budget submission was made to create this fund, but it was also not approved. The IT Governance framework being implemented will provide the processes and approvals for the allocation of this fund. **Issues -** The lack of funding has delayed a number of enhancements to business applications, particularly for Tempest and Prospero. By not investing in new modules and enhancements for existing business applications, staff must identify workarounds and manual processes to compensate for the lack of functionality. **Opportunities -** A stable fund is required to ensure that existing technology investments are optimized and continue delivering value to the City, to ensure that new opportunities approved by IT Governance committee(s) can be funded, and to ensure flexibility to fund needs that arise throughout the year. This fund is a signification mitigation to the corporate digital transformation risk. **Risks –** The corporate risk register has identified a digital transformation risk that the City is unable to adapt and implement the digital transformation required to effectively and efficiently support the City's operations. Overall, the lack of this stable funding increases the risk that the City will experience decreased efficiency, higher operating costs, missed opportunities for innovation, reduced productivity, reduced resident and customer service levels, and decreased employee satisfaction.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Activity: Enhance Records and Information Management Practice Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	300,000
		Net Budget:	$	**300,000**
	2025	Total Revenue:	$	-
		Total Expense:	$	300,000
		Net Budget:	$	**300,000**
	2026	Total Revenue:	$	-
		Total Expense:	$	300,000
		Net Budget:	$	**300,000**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Solicitor
LEAD DEPARTMENT:	Legal, Legislative & Records Services

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ✓ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan ○ Council Initiated
SCOPE STATEMENT:	The scope of this business case is to add additional funds for external legal services or a part-time internal resource to help maintain current internal service levels and meet the demands for legal advice of other departmental Corporate Business Plan projects.

BUSINESS CASE JUSTIFICATION:	**Current State -** The volume, complexity, and associated risk of work being sent to Legal Services is consistently trending upwards, as the City grows. **Issues -** Capacity is lacking with the current slate of 2 lawyers to maintain current service levels, and we know (based on the planned corporate business plan projects) that there is a great deal of complex and risky legal work that will be submitted. As demand is growing for more advice and for more complex advice, service levels have been eroding. **Opportunities -** This is a new approach to service delivery by filling the need for legal work for upcoming corporate business plan project by hiring either part time assistance or external help on a project basis. **Risks -** If this business case is not added, Legal Services will not be able to support all other department-led corporate business plan projects in 2024. Work will have to be triaged, and all internal service levels will not be met.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	Year			
	2024	Total Revenue:	$	-
		Total Expense:	$	30,000
		Net Budget:	$	**30,000**
	2025	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**
	2026	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Building Compliance Officer
LEAD DEPARTMENT:	Planning & Development

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	New FTE position within Building Inspections Services with the purpose of improving Building Inspector capacity by re-allocating administrative duties from technical experts in order to allow them more time to apply their skills and knowledge in the field, and in-turn enhance speed to building occupancy.

BUSINESS CASE JUSTIFICATION:	**Current State –** Currently, Building Inspectors are tasked with the very technical details of reviewing plans and inspecting construction to ensure building life/safety, while scheduling their own appointments, trying to contact owners/builders, etc. Over the past 5 years, total building permit applications have increased by 44%. Each of these applications requires inspections to be scheduled, and often for follow-ups with the owner/contractor. **Issues -** Due to the volume of calls required, the ability of the inspectors to dedicate the requisite amount of time on plan review and inspection is at risk of being compromised, which could lead to negative implications from a permitting and occupancy perspective, as well as from a life safety perspective. **Opportunities -** As noted, funding this position will offer Building Inspections a greater opportunity to provide dedicated customer care, as well as administrative services with respect to permitting applications & inspections. It will also improve service delivery from a technical aspect, by enabling the building inspectors to spend more of their time on plan review & inspection, and less on administrative responsibilities. **Risks -** Building Inspections Services relies on hands-on scheduling of inspections, and follow-up to service calls by the building inspectors themselves. The position, as proposed, would create an administrative compliance officer position to take a lead role in scheduling and following up on inspections, allowing the inspectors to focus on the buildings and the disciplines they are responsible for. At present, the inspectors are largely at capacity. Not funding the position will lead to continued increase by inspectors of administrative duties, to the detriment of their

	inspection capacity and capabilities. This will lead to increased time per inspection, increase workload, decreased overall service, and the increased potential for mistakes, which could threaten building life/safety.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Economic Prosperity Activity: Green Tape 2.0 Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	56,200
		Net Budget:	$	**56,200**
	2025	Total Revenue:	$	-
		Total Expense:	$	77,300
		Net Budget:	$	**77,300**
	2026	Total Revenue:	$	-
		Total Expense:	$	79,200
		Net Budget:	$	**79,200**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Development Officer
LEAD DEPARTMENT:	Planning & Development

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	The intent of this position is to allow Planning & Development to maintain service levels for Development Permit Applications.

BUSINESS CASE JUSTIFICATION:	**Current State -** There are currently 4 Development Officers who are responsible for the issuance of all development permits, compliance certificates, land use bylaw enforcement, and information requests (and related duties). **Issues -** Planning & Development has not added a Development Officer since 2012. Since that time, development application numbers have gotten more technical and nuanced, and **Opportunities -** The addition of a Development Officer I position will improve our current service delivery by lowering turnaround times for development permit issuance, compliance certificate review, land use bylaw enforcement, and information requests. If a new Development Officer position is not approved, turnaround times for development permits, compliance certificates etc., will increase. The complexity of the average file has increased and a new Development Officer is needed to maintain (and improve) turnaround times. **Risks -** Risk of not approving the business case is that Planning & Development will not be able to maintain service levels, hence making the City less attractive for investment.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Economic Prosperity Activity: Update the Land Use Bylaw Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	Year			
	2024	Total Revenue:	$	-
		Total Expense:	$	82,300
		Net Budget:	$	**82,300**
	2025	Total Revenue:	$	-
		Total Expense:	$	100,200
		Net Budget:	$	**100,200**
	2026	Total Revenue:	$	-
		Total Expense:	$	103,000
		Net Budget:	$	**103,000**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	PW Fleet Maintenance Staff
LEAD DEPARTMENT:	Public Operations

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Additional PW fleet maintenance staff to maintain service levels associated with growth.

BUSINESS CASE JUSTIFICATION:	**Current State -** PW Capital vehicle assets of $29M, Annual operating budget $8M. Includes PW Operations, Utilities, Emergency Services (including MES). PW shop is at capacity (both in terms of human resources and physical space). 2023 Growth heavy equipment vehicles do not have space allocated to maintain them within the garage. **Issues -** Demand for surplus vehicles (spares) is increasing in all departments to create coverage to maintain department service levels. Currently, maintenance budgets are tied to active lifecycle assets. Replacement assets are allocated existing budget, but we maintain retired assets without budget because we do not dispose of all retired assets for contingency. Maintenance costs increase towards the end of asset life cycle, further widening the budget gap to maintain the assets. The City's mixture of equipment requires specialized knowledge and skill to maintain. In-house skill is more cost-effective and yields a better result in equipment maintenance. **Opportunities -** A second shift could be set up with more staff to maximize the utilization of existing space while more garage space is acquired. Another position will help with coverage for staff absences such as sick time, leaves, vacation, etc. **Risks -** Not maintaining fleet service levels resulting in increase in contracted services with the potential to negatively impact department service levels by increase in downtime of units.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A			
FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	
		Total Expense:	$	85,500
		Net Budget:	$	**85,500**
	2025	Total Revenue:	$	**-**
		Total Expense:	$	118,000
		Net Budget:	$	**118,000**
	2026	Total Revenue:	$	-
		Total Expense:	$	118,000
		Net Budget:	$	**118,000**
	○ One time ◉ Ongoing If one time, indicate number of years: _____			
FUNDING NOTES:	N/A			
ASSOCIATED CAPITAL PROJECT:	N/A			
CAPITAL IMPACTS:	N/A			

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Transit Fleet Maintenance Staff
LEAD DEPARTMENT:	Public Operations

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Additional transit fleet maintenance staff to maintain service levels alongside service growth demands. This would introduce a second shift (evening) to maximize work schedules within existing space.

BUSINESS CASE JUSTIFICATION:	**Current State -** We hit an all-time high of 2.64M km driven in our conventional transit and Handibus fleet in 2022. Usual numbers are around 2.5M km. Maintenance is directly proportional to kilometers driven. On-demand service is also increasing, which increases overall kilometers driven. **Issues -** As the kilometers increase, so does the unscheduled maintenance requirements. If buses are not properly maintained we will not be meeting transportation safety requirements from Alberta Transportation. The overtime budget is steadily increasing to accommodate the need for maintenance but is not a sustainable solution to maintain service levels. The availability of spare buses is diminishing as kilometers are increasing which increases the risk that transit service levels will not be met. This is a daily risk, Monday to Friday. **Opportunities -** During an evening shift, we would be able to address defects outside operating hours for both convention and Handibus fleet within existing garage space. Reduces downtime for handibuses and we won't have to utilize StAT Minivan as a last resort. An evening shift would make us ready for the next service day and reduce staff overtime budgets. **Risks -** If not received, transit service levels will not be met because of reduced ability to maintain the transit fleet in the operational period. If buses are not maintained appropriately, they would not meet legislated transportation safety requirements from Alberta Transportation.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	85,500
		Net Budget:	$	**85,500**
	2025	Total Revenue:	$	-
		Total Expense:	$	118,000
		Net Budget:	$	**118,000**
	2026	Total Revenue:	$	-
		Total Expense:	$	118,000
		Net Budget:	$	**118,000**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	TRAN-024
CAPITAL IMPACTS:	N/A

MUNICIPAL BUSINESS CASE (RESERVE FUNDED)

Investment Attraction & Marketing

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Investment Attraction & Mktg Lakeview Business District
LEAD DEPARTMENT:	Economic Development

TYPE:	○ Mandatory (Legal, risk, safety) ○ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels) ✓ Corporate Business Plan
SCOPE STATEMENT:	Supporting Council's strategic priority of Economic Prosperity, attracting investment to the Lakeview Business District will promote economic growth and sustainability in St. Albert. This will be done through hiring a term Senior Economic Development officer specializing in industrial and commercial investment attraction, and additional dollars to advertise and promote Lakeview Business District as one of the region's best locations for industrial development and businesses.

BUSINESS CASE JUSTIFICATION:	**Current State -** Supporting Council's strategic priority of Economic Prosperity, attracting investment to the Lakeview Business District will promote economic growth and sustainability in St. Albert. This will be done through hiring a term Senior Economic Development officer specializing in industrial and commercial investment attraction, and additional dollars to advertise and promote Lakeview Business District as one of the region's best locations for industrial development and businesses. **Issues -** In 2023, the City developed the Investment Attraction Strategy, a CBP initiative under the Economic Prosperity priority. The 5-10 Year plan places an emphasis on attracting industrial and commercial investment and development in the city, with a focus on the Lakeview Business District. The Investment Attraction and Growth (IA&G) branch of the Economic Development department is comprised of two staff. They are responsible for a large scope that includes attracting industrial and commercial investment, enhancing investment readiness, regional economic development, and aspects of management of the City's real estate assets related to transactions. In the last 5-6 years, St. Albert has seen increased interest and demand from industrial businesses. The IA&G branch has been instrumental in attracting new large industrial businesses such as Dura-Line, OK Tire, and Uline. With this growing demand and the

	future addition of 600+ acres of designated employment lands in Lakeview, this branch risks not having the capacity to manage current leads and opportunities, let alone an future growth. The term Senior Economic Development Officer will be responsible for leading and supporting the tactics within the Investment Attraction Strategy aimed at attracting investment to Lakeview. Some of these tactics and initiatives include developing marketing plans and incentives specific to Lakeview, outbound prospecting and hosting/touring of prospects, and offering subject matter expertise for St. Albert's target sectors. Economic Development currently has approximately $44,000 allocated to advertising & promotion within the department operating budget, with only $20,000 currently dedicated to the Investment Attraction Plan. The additional advertising and promotion dollars will be aimed at an expanded regional and national target audience and will seek to leverage traditional and non-traditional marketing tactics. **Opportunities -** Fulfilling Council's Strategic Plan: This business case directly supports Council's strategic priority of advancing development of Lakeview. Accelerating the Pace of Investment: Increasing marketing resources in-step with staffing resources is deliberate and strategic, attempting to accelerate the pace of investment, development and location of new businesses in Lakeview Business District. ROI / Revenue Potential: Through funding a term position along with marketing dollars for Lakeview, we expect the investment in this business case to generate approximately 5:1 ROI, adding roughly $8,000,000 in new non-residential assessment. High Revenue/Non-residential Assessment Generation Potential: As an example of the revenue potential, in the last 2 years, Economic Development's Investment Attraction business unit, has, conservatively, directed, attracted, and facilitated approximately $40 million in new investment/non-residential assessment. Under our current mill rate, every $8 million in new non-res. assessment attracted to St. Albert generates ~$130,000 annually in new tax revenue. Lakeview has the potential to generate $1.5 billion in new assessment. This business case provides the opportunity to accelerate the realization of that new assessment. This branch also led the divestment of city-owned industrial lands, which resulted in $3 million in revenue. The City has a 178 acre landholding within Lakeview. This position will support the sale of these lands, should the City wish to divest. Short Term Pilot / Low Risk Position: This position is being proposed as a 3-year term position, which offers the opportunity to test the effectiveness and value of adding this staff resource over a reasonable period, without the risk of a long-term financial commitment at this time. **Risks –** Opportunity Cost - There is a risk that the hot industrial market will begin to cool in the coming years, and we miss or are

	unable to maximize this window of opportunity because we delay our investment in resources to support promoting and selling Lakeview. Not Achieving or Delaying Council's Strategic Priority - Deferring or not adequately funding investment attraction efforts for Lakeview is likely to delay or not achieve Council's priority of Economic Prosperity related to the advancement of development of Lakeview. Development Readiness of Lakeview - Timelines for land use planning and servicing of Lakeview may delay or impede the ability for investment and development to occur, thus reducing the near-term effectiveness of this position. Investing in this business case is likely to generate approximately $8,000,000 in new non-residential assessment attracted. This revenue would offset the annual operating cost to staff this position. Our target would be 5:1 ROI, aiming for the position to directly attract or support the attraction of $40 million of new assessment over the 3-year term. For the marketing porting, operating costs would be offset by a ratio of 5:1 over the 3-year term.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Economic Prosperity Activity: Lakeview Business District Servicing Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	452,000
		Net Budget:	$	**452,000**
	2025	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**
	2026	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**

	○ One Time Ongoing If one time, indicate number of years: ___**1**____
FUNDING NOTES:	It is recommended that this business case be funded through Reserve dollars and includes the following costs for 3 years: $120,600/yr for a term Senior Economic Development Officer $30,000/yr for Marketing
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

UTILITY GROWTH BUSINESS CASES (FUNDED)

Waste and Diversion Associate

Waste Drop-Off User Cards

Solid Waste Operator

Asset Management Coordinator

Utilities Locator Technician

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Waste and Diversion Associate
LEAD DEPARTMENT:	Public Operations

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	This position supports solid waste programming C.4.2. This position delivers internal and external education and outreach programs, maintains internal databases for the Waste & Diversion Program branch, and ensures compliance with provincial reporting standards and timelines (e.g., ARMA funding request deadlines).

BUSINESS CASE JUSTIFICATION:	**Current State -** Role is currently a term position. **Issues -** We have had difficulty in maintaining consistency in this role due to its lack of permanent status. **Opportunities -** Environmental focused studies continue to attract many students each year, suggesting it would not be difficult to find a suitable candidate however a very qualified candidate turned down the position in April 2023 as it was only a term. Converting term to permanent would attract the highly qualified students. **Risks -** Reputational Risk as The City is seen as a leader in education and outreach when it come to waste and diversion. The risk of the landfill diversion rate going down if the position is not there, which can have financial consequence, due to the higher cost associated with landfilling than recycling or composting waste. If residents do not have the knowledge and ability to sort the garbage, organics and recycling properly, they may dispose of all waste in the garbage or may contaminate other streams. Both outcomes could result in higher utility rates for the resident as the City pays higher rates to landfill material

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**		
	2024	Total Revenue: $	-
		Total Expense: $	15,000
		Net Budget: $	**15,000**
	2025	Total Revenue: $	-
		Total Expense: $	15,200
		Net Budget: $	**15,200**
	2026	Total Revenue: $	-
		Total Expense: $	15,500
		Net Budget: $	**15,500**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Waste Drop-Off User Cards
LEAD DEPARTMENT:	Public Operations

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	To have a process in place to ensure rate payers and non-rate payers (St. Albert Businesses, multi-family, contractors), have access to the compost facility.

BUSINESS CASE JUSTIFICATION:	**Current State -** Currently staff do informal identification checks at the Compost Depot. The address must be from St. Albert, however, they could be from a non-rate paying house (e.g. apartment or resident from Edmonton, Sturgeon County, etc.). **Issues -** Having annual cards will confirm who pays for access to the site. We cannot confirm if all users are rate payers at this time. **Opportunities -** Selling cards to Contractors and businesses will also generate revenue for the City. By disposing of the waste/items in St. Albert, businesses may save time in transportation and disposal fees instead of going into Edmonton or to Roseridge. Cards would be sold in person at St. Albert Place, Servus Place and Fountain Park, similar to the Extra Garbage Tag program. Front counter staff can fill out a form (similar to cart exchange form) where information will be collected (name, company, address, card number, etc.) and it can be sent to the Waste branch after the transaction. Increased generation of chipped material that could be used in shrub beds. **Risks -** Continued misuse of the Compost Depot. Illegal dumping may increase in and around City limits. Without having a scaled site contractors may bring in more material than anticipated and therefore would cost the City more to process and to dispose of. A contractor that lives in the City may just use their residential card, we would likely require a process to check the cards. We may not generate enough revenue to off set cost of operating the depot.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	15,000
		Net Budget:	$	**15,000**
	2025	Total Revenue:	$	-
		Total Expense:	$	15,000
		Net Budget:	$	**15,000**
	2026	Total Revenue:	$	-
		Total Expense:	$	15,000
		Net Budget:	$	**15,000**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Solid Waste Operator
LEAD DEPARTMENT:	Public Operations

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	To purchase a side load automated refuse truck with operator (CUPE) to provide waste collection to ensure service levels are being met, as the City continues to grow.

BUSINESS CASE JUSTIFICATION:	**Current State -** See charter SOLWA-006. Current number of households serviced per day, by collection route and zone. The red line represents current collection capacity (2,132 carts/day). **Issues -** Currently, three of our ten collection routes are approaching or have already exceeded our daily cart collection capacity: · Monday, Zone A (2,308 homes) · Wednesday, Zone A (2,834 homes) · Friday, Zone B (2,198 homes) It is anticipated that Monday Zone B will exceed daily collection capacity by the end of 2024, therefore the Waste & Diversion Operations branch will require an additional operator and equipment to maintain service levels. **Opportunities -** Adding an additional truck in 2024 will create capacity to meet service levels and, could allow the provision curbside collection to households annexed in 2022. Additionally, with an additional vehicle, Waste & Diversion Operations could explore curbside garbage collection to multi-residential complexes currently privately serviced. In both cases there would be revenue generated through a resident's monthly utility rates. **Risks -** The additional truck is required to meet existing service levels. With recent (14% growth from 2011 to 2022) and projected growth (31% from 2022 to 2030) a new truck is required to mitigate consequences such as falling service levels or increased overtime.

CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A			
FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	-
		Net Budget:	$	**-**
	2025	Total Revenue:	$	-
		Total Expense:	$	83,200
		Net Budget:	$	**83,200**
	2026	Total Revenue:	$	-
		Total Expense:	$	83,200
		Net Budget:	$	**83,200**
	○ One time ◉ Ongoing If one time, indicate number of years: _____			
FUNDING NOTES:	N/A			
ASSOCIATED CAPITAL PROJECT:	SOLWA-006			
CAPITAL IMPACTS:	N/A			

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Utilities Asset Mgmt. Coord.
LEAD DEPARTMENT:	Public Operations

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	The main purpose of this position is to improve the maturity of the Utilities Asset Management Program (existing service). Seasonally, during construction season, this position will assist with coordination of the Utilities RMR program (existing service) as a project coordinator. This request is for one (1) four-year term position.

BUSINESS CASE JUSTIFICATION:	**Current State -** The City's two Utilities Engineers are currently assigned as the Asset Management leads/stewards for Utilities. Currently the advancement of the Utilities Asset Management Program accounts for less than 5% of their duties. In addition, eight months of summer student positions (1 position for 8 months or 2 positions for 4 months) have also been assisting with coordinating RMR projects and advancing the Utilities Asset Management Program. The intention is to reduce the number summer student resources to a single four month position, depending on the expected workload. **Issues -** While progress on asset management planning with current resources has been made, the Utilities department has not made as much progress as other departments with dedicated asset management resources and additional resources are needed. Utilities has a multi-year backlog of RMR that is somewhat limited to a construction season of May to August (when additional resources are available to coordinate construction). **Opportunities -** Additional staffing to address Utilities RMR backlog and finding synergy opportunities that will reduce the future cost of Utility asset replacement.

	Having an additional resource to coordinate construction will expand the Utilities RMR construction season. **Risks -** There is a risk that the City will spend more on RMR due to inefficiencies in the program (not finding all potential synergies between projects)
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	**Year**			
	2024	Total Revenue:	$	-
		Total Expense:	$	49,100
		Net Budget:	$	**49,100**
	2025	Total Revenue:	$	-
		Total Expense:	$	68,400
		Net Budget:	$	**68,400**
	2026	Total Revenue:	$	-
		Total Expense:	$	71,400
		Net Budget:	$	**71,400**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CITY BUSINESS PLAN + BUDGET

OPERATING BUSINESS CASE

YEAR:	2024
BUSINESS CASE NAME:	Utilities Locator Technician
LEAD DEPARTMENT:	Public Operations

TYPE:	○ Mandatory (Legal, risk, safety) ✓ Maintain Service Levels ○ Growth Requirement (new or enhanced service levels ○ Corporate Business Plan
SCOPE STATEMENT:	Addition of one FTE (Equivalent to Operator 2) to address/support Utilities growth and aging infrastructure (additional customers, additional infrastructure, existing aging infrastructure)

BUSINESS CASE JUSTIFICATION:	**Current State -** Duties of this new position are being performed by multiple FTEs. **Issues -** Additional resources needed to address growth and aging infrastructure requirements of Utility (additional customers, additional infrastructure, increasing age of existing system each year that is not renewed). **Opportunities -** The creation of this position will provide other FTE resources currently performing these duties with work hours needed to address growth (as one example 3 new lift stations are expected to be added to Utilities asset inventory between 2023 and 2024). **Risks -** Without sufficient staffing, Utilities is unable to maintain service levels to customers.
CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Activity: N/A Organizational Excellence Priority: N/A Activity: N/A

FINANCIAL INFORMATION:	Year			
	2024	Total Revenue:	$	-
		Total Expense:	$	65,000
		Net Budget:	$	**65,000**
	2025	Total Revenue:	$	-
		Total Expense:	$	88,400
		Net Budget:	$	**88,400**
	2026	Total Revenue:	$	-
		Total Expense:	$	90,300
		Net Budget:	$	**90,300**

	○ One time ◉ Ongoing If one time, indicate number of years: _____
FUNDING NOTES:	N/A
ASSOCIATED CAPITAL PROJECT:	N/A
CAPITAL IMPACTS:	N/A

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2024 RECOMMENDED)

ENGS-068 Active Transport Plan

PLAN-011 Permitting Software Modernization

RECR-045 Oakmont Trail Phase 2

ENGS-010 Transport Master Plan (TMP) Update

ENGS-080 Meadowview Lane & Rail Crossing

ENV-001 Contaminated Sites Remediation

PLAN-009 Housing Options for Affordability & Accessibility

RECR-049 Neighborhood Park Development

CULTR-005 Founders Walk Phase 3

TRAN-024 Transit Garage (Liggett Place) Expansion

RECR-040 Dog Friendly Park Development

ENGS-058 Neighborhood Traffic Calming

ITSV-009 Municipal Area Network Expansion

POLI-008 Policing Facility

ENGS-054 Transportation Network Improvements

ENGS-082 Transportation Network: Preliminary Eng.

CAPITAL PROJECT CHARTER

Year: 2024 - 2033

Charter Number: ENGS-068

Charter Name: Active Transportation

Lead Department: Engineering Services

Type: Growth

Explanation (RMR or Growth): This project targets completion of engineering / design and construction of new sidewalk and trail structures to eliminate gaps within the network.

Asset Category: Roads & Other Engineered Structures

Scope Statement: This project will deliver Active Transportation infrastructure (sidewalk and trail) planning, design and construction; to result in increased accessibility and connectivity.

Project Charter Justification

Current State

In 2018, an Active Transportation Development Strategy and Gaps Assessment Report was completed, that delivered a prioritized listing of gaps of sidewalk and trail locations.

In 2022, Administration developed and applied for the Federal Grant Funding of Active Transportation. Unfortunately, the application was not approved, and the 2024 Project Charter has been updated to reflect funding of the program through municipal costs only. The change has resulted in reduction of scope annually and extended timelines for completion of work; however, priorities and anticipated order of delivery of projects remain unchanged.

The current priority areas for new sidewalk installations are:

1) Riel Business Park: a new sidewalk connection from the north side of Riel Drive (just west of Sir Winston Churchill Avenue) to Levasseur Road. This project is broken into 2 phases, with Phase 1 construction starting in 2023, which will deliver sidewalk from west of Sir Winston Churchill Avenue to approximately the bike skills park (south of Rayborn Crescent North). Phase 2 is planned for delivery in 2024; subject to budget approval.

2) Campbell Business Park: Corriveau Avenue, Carnegie Drive and a segment of Boudreau Road. Design is completed for sections of Corriveau Avenue and Carnegie Drive.

Through the requested funding and planned programming, the above areas will have sidewalk connectivity delivered by the end of 2026. Programming would continue through this period to advance design work associated with next priority sites plan for construction beyond 2026.

Issue

1) Site inspections must be performed to confirm feasibility and constructability of “gap” sites from the report. It has been found that some locations of the report identified as “gaps” are not feasible to have sidewalk constructed.
2) Some locations may be restricted in existing right of way space to accommodate the placement of sidewalk or trail. Such sites may require engagement with private landowners to seek easement or land purchase, or adjustments to design to accommodate movement.
3) Infrastructure must be designed and constructed for accessibility for various levels of mobility capabilities.
4) Through the development process it is intended that new development address active mode infrastructure immediately adjacent to their site; however, infrastructure may not be in place to accommodate full active mode travel to the location(s) from various areas of the City.
5) There is limited data regarding volumes and use of the trail network, which results in reduced capability of quantifying priority areas.

Opportunities

1) Communication / Transparency: The completion of the network “gaps” assessment has helped to identify and prioritize placement of new sidewalk and trails that supports proactive communication for information and for resident’s awareness of the program.
2) Project alignment: Complete sidewalk or trail connection components within alternative capital projects. When doing so, it may create efficiency for completion and economic benefit through efficiencies of construction, as well it reduces disruption and negative impacts of construction.

Risks

1) Reduced safety: If not appropriately accommodated, pedestrians /cyclists may opt to attempt to use the roadway that can result in immediate and high-risk conflicts between vehicles and vulnerable road users.
2) Reduced quality of life: Areas of the City without appropriate active transportation connections reduces mobility choices and impact the movement of those with mobility challenges.
3) Construction costs: Construction costs may vary annually based on the industry, or be impacted directly by the actual scope of work required to accommodate infrastructure within an area such as grading, utility conflicts, land requirements, tree conflicts, etc.

4) Public Perception versus Priority Levels: There are instances when residents may have an opinion on where the City should be investing and what improvements need to be completed. Although these may often be inline for areas of improvement, scheduling may vary, and communication is required to share the evidence of “why” and “how” improvements are made.
5) Poor weather conditions to allow for construction completion.

6) Missed collaborative efforts between departments for construction activity.

7) Disruption to road users and services during construction activity.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A
Initiatives: N / A
Admin Focus Area: N / A
Initiatives: N / A

Stakeholder Identification:
- City Council
- Residents / Businesses
- City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Capital Projects Office, Corporate Communications,

Timeline:
- Year 1: Design
- Years 2 or beyond: Construction
- Effort is made to maintain advance work for sites through design to develop stronger accuracy in cost estimates.

FINANCIAL INFORMATION:	Investment Year	2024	$	510,000
		2025		645,000
		2026		630,000
		2027		320,000
		2028		705,000
		2029		110,000
		2030		490,000
		2031		490,000
		2032		490,000
		2033		110,000
		Total	**$**	**4,500,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	130,000	35,000		40,000		100,000				100,000
Site Servicing										
Strucure/Building Construction	260,000	470,000	490,000	230,000	550,000		400,000	400,000	400,000	
Landscaping										
Construction Management	40,000	50,000	50,000		55,000		40,000	40,000	40,000	
Commissioning and QA/QC	50,000	50,000	50,000	30,000	50,000					
Contingency	30,000	40,000	40,000	20,000	50,000	10,000	50,000	50,000	50,000	10,000
Public Participation Activities										
Equipment										
TOTAL	**510,000**	**645,000**	**630,000**	**320,000**	**705,000**	**110,000**	**490,000**	**490,000**	**490,000**	**110,000**

Comments:

1. From 2029 and beyond, values are place holders of work with effort to design next priority sites in 2029 and complete construction over a following 3-year period.

2. Construction costs beyond 2026 are at a concept design level and subsequent phasing of work may be required to maintain levels of annual budget request. Accurate cost estimates will be established as design is completed.

Operating Impacts Worksheet

Timeframe: Ongoing

OPERATING IMPACTS	Department	2024	2025	2026
Public Operations: Sidewalk snow maintenance			2,000	2,000
TOTAL		**-**	**2,000**	**2,000**

Operational impacts related to new roadway maintenance and sidewalk / trail Maintenance along with landscaping maintenance based on:

- $2,014 / km of trail
- $5,698 / lane km of road

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: PLAN-011

Charter Name: Permitting Software Modernization

Lead Department: Planning & Development

Type: Growth

Explanation (RMR or Growth): This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services.

Asset Category: Mobile & Other Equipment

Scope Statement: Implement permitting software to modernize the application process for Planning & Development.

Project Charter Justification

Current State - – Building, Development, and Planning Permit applications continue to rise year over year as the community continues to grow. A corporate decision to migrate from the use of the previous permitting software (POSSE) over the past several years to Prospero has improved the 1-off financial/fee side of the application process but has resulted in the Department utilizing a limited software for permit processing, rather than the previous software, which had been very custom-tailored to St. Albert's development process.

Issue - St. Albert handles thousands of permit applications per year (>7,700 in 2021, 5-year average of 6,695). The implementation of the Prospero/Tempest software for permitting led to efficiencies in inputting of fees, but has led to inefficiencies on the building, development, and planning permit side. The Department began implementation of E-apply modules in 2020 to facilitate ease of application, however the E-apply effort stalled out in 2021 after the creation of 4 of 50 building permit modules due to lack of resources and capacity within the IT Department.

Opportunities Annual Planning & Development Department operation is typically ~75-85% funded through development related permitting, with annual revenues of $3.2m in 2021, and a 5-year average of $2.7m. Administration believes that re-investing a portion of those permit application revenues will enable the implementation of either additional tailored modules of the current software, or the implementation of a new software to improve efficiencies and speed of processing, and reduce red tape, manual handling of applications, etc.

Risks - – Risks of not modernizing the software are the continued manual processing of applications, which increases time to issuance, and risk of manual error. As the City continues to grow, the city risks an erosion in the time required to issue permits. Feedback from land development clients indicate that e-permitting services are found in neighbouring municipalities, which reduce timelines and costs.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 1. Economic Prosperity

Initiatives: 1.6 Green Tape 2.0

Admin Focus Area: 3. Digital Transformation

Initiatives: N / A

Stakeholder Identification:

- Council (Secondary – funding, engagement)
- Planning & Development (Primary – conduct research, engagement, document drafting)

Timeline:

1. Review of software solutions (2024)
2. Selection of preferred software solution (2024)
3. Implementation of preferred software solution (2024-25)

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	450,000
		2025		
		2026		
		2027		
		2028		
		2029		
		2030		
		2031		
		2032		
		2033		
		Total	**$**	**450,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Universal Accessibility: No costing at this time. To be incorporated as part of design (est. min 5%).

Assume $75,000 annual license fee

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	450,000									
Other										
TOTAL	**450,000**	-	-	-	-	-	-	-	-	-

Comments:

Operating Impacts Worksheet

Timeframe: Ongoing

OPERATING IMPACTS	Department	2024	2025	2026
Annual License Fee	Information Technology	75,000	75,000	75,000
TOTAL		**75,000**	**75,000**	**75,000**

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: RECR-045

Charter Name: Oakmont Trail Phase 2 Development

Lead Department: Recreation & Parks

Type: Growth

Explanation (RMR or Growth): This project involves the construction of a new trail to complete connections between the existing Oakmont trail system and the Red Willow Trail system along the Sturgeon River.

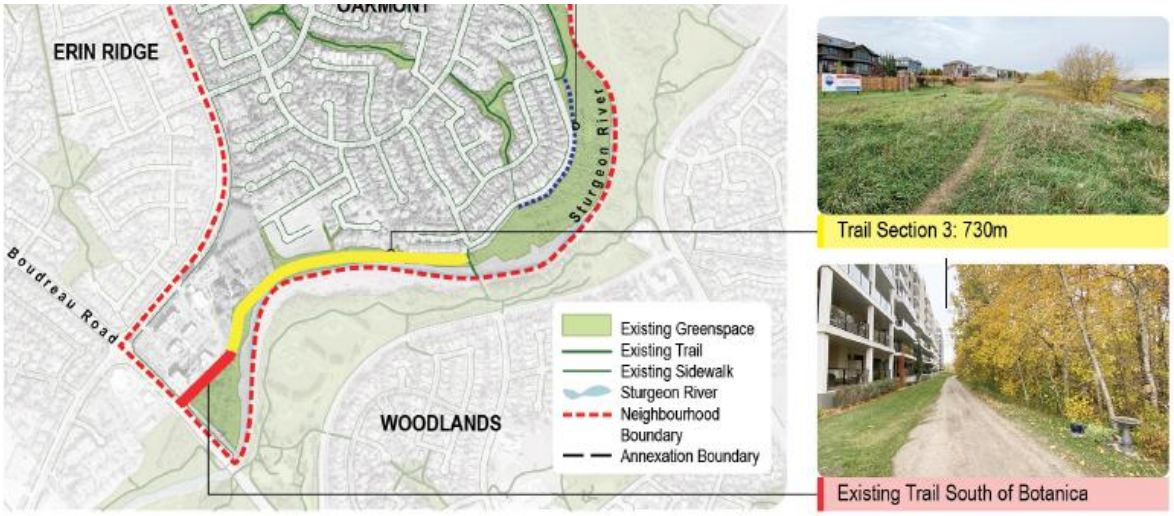
Asset Category: Parks & Trails

Scope Statement: This project includes the completion of design and construction of a new trail linkage along the north side of the Sturgeon River from Boudreau Road to the Oakmont Pedestrian Bridge (Blaise Bridge).

Project Charter Justification

Current State - Under current conditions, walking and cycling are accommodated within the neighborhood of Oakmont and are connected to the larger Red Willow trail network via the Oakmont pedestrian bridge over the river. As identified by the 2018 Active Transportation Plan - Development Strategy and Gaps Assessment, there is no east-west trail connection on the north side of the river adjacent to Oakmont, seen in Figure 1. This lack of active mode accommodation causes residents and visitors to detour through Oakmont or create their own paths along the border of the neighbourhood in the environmental reserve.

This project follows a feasibility study and is a reduced scope from previous submissions to align to approved Council motions. As such this charter addresses connection from Boudreau Road to the Oakmont Pedestrian Bridge, labelled as Trail Section 3 below. Trail Section 3 is a current gap with no accommodation for active modes. It leads to/from a trail fragment that exists south of the Botanica development. Design for Segment 3 has been completed to 90% however as design progressed, a need for a more extensive bridge structure than originally planned became evident. As such additional design funding is required to support bridge construction.



This phase includes completion of design and construction of approximately 730m of multi-use trail including one bridge and one wooden staircase. Approximately 140m of trail will be constructed on private property and secured for public use through a registered Utility Right of Way (URW). Contributions for this trail segment from the private owners of Riverbank Landing will offset the ultimate project cost. The exact costs for this segment will be reflected in savings or revenue offsets on the project upon completion.

Issue - The public is currently using this alignment without any trail development, which has caused concern with private property, wildlife impacts and lack of access for the public at large. The area also has numerous small encroachments and invasive species (both planted and naturally spread) that would benefit from this project.

Due to limited right of way to construct the trail, there are impacts and constraints related to:

- Land stability including slope and soil condition.
- Potential environmental impacts.
- Proximity to private property; trail alignment may cause concern to adjacent landowners.
- Space constraints due to small distance between the river and private property.
- Need to time construction to enable efficient and effective construction, ideally prior to extensive development along the east side of the Riverbank Landing property.
- Need to cross-existing stormwater infrastructure.

These constructability issues have been largely mitigated through the feasibility assessment however may necessitate adjustments during construction. The construction cost estimates and associated contingencies, consider these uncertainties but remain a project risk.

Constructability of Segment 3 is highly contingent on development of Riverbank Landing due to the need to access private property prior to development of certain segments for construction. The landowner is a willing partner in the project however will not be able to hold their development to enable trail construction. Should trail construction funding not be available in a timely fashion, construction costs can be expected to increase significantly.

Opportunities – Trails are highly valued and used by residents, with trails, parks and green spaces rated as the highest contributor to quality of life (2021 Recreation Use and Satisfaction survey). Through public engagement during the feasibility assessment, there is a strong desire to see this area connected. In addition to meeting the Active Transportation Strategy goals, this project is also aligned with Municipal Development Plan policies:

- 11.2.8. Facilitate and implement connections to the City's trail system when new development and redevelopment occurs, and,
- 11.2.9. Facilitate open space and trail linkages between parks and natural features.

This project allows the City to deliver on improved connectivity and accommodate walking and cycling within and connecting to the Oakmont neighbourhood. The proposed alignments take advantage of a partnership with the developer of Riverbank Landing, which will enhance trail experience while reducing required capital investments.

Risks –

Risks of not completing this project:

1) Trail connectivity is not completed resulting in:
    - Residents continuing to require detours to access the Red Willow Trail System
    - Residents continue to create and use their own paths, leading to potential environmental concerns (soil issues, garbage, wildlife conflicts) and conflicts with neighbouring landowners.
    - Public access to this area of the Sturgeon River valley remains limited and unmanaged.
2) Assessment, design and construction costs increase due to delays.
3) Riverbank Landing private development progresses too fast and constructability becomes difficult.

Risks within completing this project:

1) Trail system connectivity has perceived impacts to adjacent landowners, especially along Oakbay Point and Orchard Court, with little ability to mitigate impacts.
2) Competing priorities and lack of internal resourcing.

3) Construction delays due to weather.
4) Due to the limited access and environmental sensitivity, lack of qualified candidates at construction phases.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 3. Community Well Being

Initiatives: N / A

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification: Residents have been engaged through two phases of work and no further public engagement is expected to be required. Administration will continue to consult with Boudreau Developments and individual landowners along the trail alignment as design and construction progresses.

Internal:

- Recreation & Parks
- Engineering: Capital Projects Office
- Public Operations (Parks and Open Spaces, Utilities)
- Intergovernmental/Indigenous Relations & Environment

Timeline:

Q1 2024: Design Completion

Q2 2024 – Q3 2025: Construction of Trail 3

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	2,599,400
		2025		-
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**2,599,400**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	220,000									
Site Servicing										
Strucure/Building Construction	825,000									
Landscaping	818,200									
Construction Management	51,300									
Commissioning and QA/QC										
Contingency	684,900									
Public Participation Activities										
Equipment										
Other										
TOTAL	2,599,400	-	-	-	-	-	-	-	-	-

Comments: Additional detail design required to complete unanticipated bridge design. Escalation at 10% due to nature of work, contingency at 50% for bridge component, 25% for all other elements as appropriate to design stage.

Operating Impacts Worksheet

Timeframe: Ongoing

Operating impacts are related to the ongoing clearing and maintenance of trail, bridge, stair and site furnishing assets as per established standards.

OPERATING IMPACTS	Department	2024	2025	2026
Parks and Open Spaces - trail, garbage, bench, stairs and bridge maintenance	Public Operations			4,600
TOTAL		**-**	**-**	**4,600**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: ENGS-010

Charter Name: Mobility Choices Strategy

Lead Department: Engineering Services

Type: Growth

Explanation (RMR or Growth): The purpose of this project is to develop a Mobility Choices Strategy, which will include a long-term plan for Transit and Transportation Services and other services that contribute to achievement of the Mobility Choices outcome.

Asset Category: Master Plan, Studies & Other

Scope Statement: The Mobility Choices Strategy will replace the existing Transportation Master Plan and Transit Services Long-Term Plan, creating an outcome-based plan in alignment with the Council Policy C-CG-06 -City of St. Albert Strategic Framework. This project shall apply the principles and policies developed for Mobility Choices within the MDP and involve internal and consulting service resources to complete technical studies, forecasting, modeling, analysis, and stakeholder engagement to expand upon the details of how the city will respond to growth impacts, growth service delivery, capital investment and its role in regional transportation and transit planning.

Project Charter Justification

This project is justified through its alignment to City policies and the updated approach to long-term planning, the status of transportation planning and transit service planning, and the relevance it plays towards addressing several issues, opportunities, and risks related to mobility planning in St. Albert.

Alignment to City of St. Albert Strategic Framework

Following Council's approval of the Municipal Development Plan (MDP), in August 2021, Council approved C-CG-06 City of St. Albert Strategic Framework Council Policy with a purpose to establish a framework that aligns the City's short-, medium- and long-term operational efforts.

Long-term strategies are scoped by the MDP with goals and principles used as a foundation to establish Long-Range Strategies and include the development of program and service objectives, to guide delivery of related services, capital projects and requirements, including options for and impacts of community growth. In the MDP, the

Mobility Choices Goal is defined as – *St. Albert supports a safe and efficient transportation network, providing full range of attractive and healthy options for moving around*. Principles include, multi-model transportation, street network, public transit, active transportation, parking, and goods movement.

Status of Transportation Planning

The previous Transportation Master Plan (TMP) and supplemental Strategic Implementation Plan was approved in early 2016 and covered up to the year 2027. Numerous strategies, initiatives and tasks identified in the TMP have been completed since 2016 including:

- Complete Streets Guidelines, with integration into standards and application to projects.
- Intelligent Transportation Systems (ITS) Strategy, with Implementation Plan.
- Transportation Safety Plan; with Implementation Plan.
- Transportation Network Improvement Strategy, with advancement of multiple recommendations: Ray Gibbon Drive, North St. Albert Trail, Fowler Way, Neil Ross.
- Active Transportation Plan Development Strategy and Gaps Assessment
- Planning and securement of a North Park n Ride site

A total of sixty-eight (68) strategies were recommended within the TMP. The current status is:

- Thirty-seven (37) strategies completed; 54% of total
- Eighteen (18) strategies are on-going or in process; 26% of total
- Thirteen (13) are strategies not completed; 19% of total
    - These strategies are aligned to longer term planning involve focus of public transit services, progression of LRT, regional collaborative strategies, and incorporation of environmental reviews and modeling.
    - These strategies may be considered for prioritization within the Mobility Strategy.

The Edmonton Metropolitan Region Integrated Transportation Master Plan (IRTMP) has been completed. Developing the City's Mobility Choices Strategy now is well-timed to help coordinate the City's direction towards improved mobility with regional priorities and strategies, leverage recent community input, and create planning efficiencies within the City.

Status of Transit Services Planning

Prior to a decision to dissolve the Edmonton Metropolitan Transit Service Commission, the City of St. Albert paused some of its planning and budgeting activities related to Transit service in preparation for the transfer of operations to the commission. The City of St. Albert is now resuming its planning and budgeting activities related to Transit Services. Longer-term Transit planning, in conjunction with Transportation planning will provide future direction for Transit Services and a 5-year implementation plan.

Issue

1. As development and growth occur, investment and capital improvements are made to the transportation network and transit services, and updates are performed to other Municipal Plans (Municipal Development Plan, Long-range Strategies, etc.), it is critical that the Mobility Choices Strategy be developed and aligned with the City's priorities, community and regional growth.

2. Annexation has occurred of Sturgeon County land (2022) to which the existing Transportation Master Plan and Transit Long-Term Plan do not identify network planning or servicing considerations.

3. As approximately 80% of the previous Transportation Master Plan has been implemented, new scope and future needs should be identified and strategies established to focus resources.

4. Transit Services Long-Term Plan is out of date and not reflective of current and future needs of the community. In addition, several activities listed in the plan have not been completed, partly due to delay in anticipation of the Regional Transit Services.

5. The City's new approach to long-range strategy development needs to be incorporated into the City's long-range transportation planning, including Transit Services. The approach is outcome-based and collaborative across city departments, services, and functions.

Opportunities

1. Alignment with the recently completed MDP, Regional IRTMP, and other municipal/regional planning and development initiatives will strengthen relevance of the Mobility Choices Strategy.
2. Data is critical to capturing how our network and transportation services are being used and assists with evaluation of level of service. Enhancing data in terms of information and locations captured helps improve on evidence-based decision making for network improvements and capital investment.
3. Data related to current performance of Transit Services, future demand and growth of the community will help inform services to ensure the community needs are met.
4. Active Transportation Planning will be strengthened by the Mobility Choices Strategy with optimal network planning and direction towards strategic capital investment. The City's new approach to long-range strategy development presents several opportunities in the context of the Mobility Choices Strategy:
    a. It leverages existing community engagement and input from the development of the MDP. As a result, engagement requirements are reduced and more focused on understanding community priorities and perceived gaps versus large scale visioning engagement activities.
    b. Building off the land-use and built-form considerations of the MDP, the Mobility Choices Strategy will also plan long-term for existing and potential new city services required to realize the community's vision for the future.

c. The Mobility Choices Strategy will inform on high level funding requirements to realize community expectations for transportation needs.

d. The new scope of the Mobility Choices Strategy reduces the need for additional planning efforts because it combines previously standalone long-range plans such as the Transportation Master Plan, the Transit Long-term Plan and others into one, outcome-based Plan.

Risks

1. Regional transportation network planning and construction timelines will impact levels of service and network expectations.

2. Current planning data (i.e., census information, household travel survey) not being available impacting the reliability or relevance of items identified in the Mobility Choices Strategy.
3. The Mobility Choices Strategy is intended as a living document with intermittent updates to re-evaluate and re-confirm the status and needs of the City's network. Without updates, the standing TMP will eventually fall behind and/or out of alignment with the City's priorities and needs. The current TMP is approaching this precipice.
4. Management of expectations related to Long-Term Plan vs activities that become part of the implementation plan. Mobility Choices Strategy will provide strategic direction but it will not update and/or implement other related plans that will support implementation of the Plan. This work will be identified in the Mobility Choices Strategy for implementation over the next 5-10 years.
5. Without additional funding, some activities will not be able to be completed in-house (technical studies, forecasting, analysis) and this will impact the assumptions available when developing the Mobility Choices Strategy and ultimately influence the quality of the end product.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A
Initiatives: N / A
Admin Focus Area: 2. Planning & Prioritization
Initiatives: 2.3 Mobility Choices Long-Range Strategy

Stakeholder Identification:

- City Council
- Residents / Businesses
- City Departments: Public Operations, Emergency Services, Recreation & Parks, Planning and Development, Community Services, Economic Development, Financial

and Strategic Services, Government/Indigenous and Environment Services, and Communications and Public Affairs
- Edmonton Metropolitan Region: EMRB and surrounding communities – particularly City of Edmonton and Sturgeon County
- Alberta Transportation
- Special interest groups such as: Environmental Action Committee, Senior mobility groups, Youth Committee

Timeline:
- Q1: 2024 tender and award of the Mobility Choices Strategy update scope
- Q2 – Q2 2025: Public Consultation / Engagement / Model Analysis / Project data gathering and review
- Q2 2025: Draft Report
- Q4 2025: Final Report

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	1,000,000
		2025		-
		2026		-
		2027		-
		2028		-
		2029		-
		2030		1,000,000
		2031		-
		2032		-
		2033		-
		Total	**$**	**2,000,000**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning	135,000	-	-	-	-	-	135,000	-	-	-
Detailed Planning and Design	700,000						700,000			
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC	25,000						25,000			
Contingency	70,000						70,000			
Public Participation Activities	70,000						70,000			
Equipment										
TOTAL	**1,000,000**	**-**	**-**	**-**	**-**	**-**	**1,000,000**	**-**	**-**	**-**

Comments:

- It is anticipated a timeline of 16 - 24 months would be required for the delivery of the final Mobility Choices Strategy.

- The projected budget is estimated from previous TMP development costs ($800,000) with and increase (compared to past estimates and draft charters) to reflect increased scope to integrate more defined public transit planning and scope as part of the Mobility Choices work. ($200,000). This cost is derived from recently completed Transit Long-Term planning documents developed within the Edmonton Metropolitan Region.
    - Such public transit scope would have been completed separately with Transit Long Term planning.

CAPITAL PROJECT CHARTER

Year: 2024 - 2033

Charter Number: ENGS-080

Charter Name: Meadowview Lane and Rail Crossing

Lead Department: Engineering Services

Type: Growth

Explanation (RMR or Growth): This project targets the completion of engineering design and construction of Meadowview Lane, that will service Riverside development and the future Heritage Site / recreational area.

Asset Category: Roads & Other Engineered Structures

Scope Statement: The Project Scope includes the completion of engineering design and construction of Meadowview Lane to connect Rankin Drive to Mission Avenue; including relocation of the at grade rail crossing from Meadowview Drive.

Project Charter Justification

Current State

Preliminary Area Structure Plan work for the Riverside community had identified a closure of Rankin Drive; however, maintaining a connection between Riverside and Mission was deemed to provide better service to the community and improves connectivity and mobility options. Meadowview Lane also offers the opportunity to relocate and close the existing at-grade rail crossing from Meadowview Drive (which would close). This supports improved rail safety by eliminating a conflict point between the rail crossing and the left turn into the recreation area / ball diamonds. In addition, relocating the crossing to Meadowview Lane will allow for an appropriately designed rail crossing to support the City's Whistle Cessation application to CN, who have already conceptually approved the rail crossing relocation.

Meadowview Lane will allow for the planned closure of Meadowview Drive, which aligns with the development plans of the Heritage Site. Access will be maintained to the ball diamonds.

Conceptual work has been completed on the Meadowview Lane cross-section, allowing for a concept level (+/-50%) estimate for construction. Preliminary design (60%) is in progress and is anticipated to be completed in 2023. This work has informed towards improved accuracy of cost estimates from previous charter drafts (explaining the variance and reduction in requested budget in this updated charter version) and will continue to improve accuracy with the completion of preliminary and subsequent detailed design.

Issue

1) Riverside Development has advanced and residential development directly adjacent to the roadway is likely to advance soon. Coordination and collaboration with the Developer could deliver improved services and reduce costs while also reducing negative impact should the roadway construction occur following development.

2) Servicing and access to the Heritage sites is limited, which impacts the ability for the Heritage Site to be developed as envisioned.
    - If Meadowview Lane is not completed, investment of improvements will be required to portions of Meadowview Drive, as well as the rail crossing of Meadowview Drive. The construction of Meadowview Lane results in greater benefit than investing in improvements to Meadowview Drive.

3) Whistle Cessation: Either site access changes at the ball diamonds, or relocation of the at-grade rail crossing are required to enable Whistle Cessation.
    - The current at grade crossing of Meadowview Drive is the closest rail crossing to residential development and there are reported concerns of reduced quality of life due to the proactive train whistles.
    - Potential access changes of the ball diamonds are high costs, with lower benefit.
    - Development is continuing in direct vicinity of the rail corridor in the Riverside community, directly adjacent to the rail crossing. It is anticipated that resident concerns with negative train impacts are going to increase.

Opportunities

1) Coordination with Genstar for timely delivery of construction to minimize lost costs and disruption of construction to residents in the area.

2) Grant Funding – Rail Safety Improvement Program for work of relocation of the rail crossing.

3) Timely design and construction of Meadowview Lane will provide greater opportunity for the planned staged development of the City's Heritage Site.

Risks

1) Construction costs may vary from estimated values.

2) Poor weather conditions to allow for construction completion.

3) Disruption to road users and services during construction.

4) Diversion of road network issues to alternative locations.

5) Updates to CN Rail Crossing Standards could result in increased costs for work completion.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A
Initiatives: N / A
Admin Focus Area: N / A
Initiatives: N / A

Stakeholder Identification:
- Residents / Businesses – Quality of life and confidence of the transportation network.
- Council – Timelines and strategies of the project
- Capital Projects team – alignment to completion with all network improvements.
- Public Operations –work reflects maintenance needs and timelines of operational impact.
- Genstar (Developer)

Timeline:

2024 – Detailed Design
- Note: the year 2025 will allow for the design work to be submitted for Grant funding for the Rail Safety Improvement Program.

2026 – Construction

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	340,000
		2025		
		2026		3,370,000
		2027		
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**3,710,000**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs			25,000							
Concept Planning										
Detailed Planning and Design	300,000									
Site Servicing			100,000							
Strucure/Building Construction			2,400,000							
Landscaping			75,000							
Construction Management			200,000							
Commissioning and QA/QC	10,000		50,000							
Contingency	30,000		520,000							
Public Participation Activities										
Equipment										
TOTAL	**340,000**	**-**	**3,370,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments:

1) The current construction estimate is from preliminary engineering work, at a “Class B” level: +/- 20%

2) Once detailed design is completed, Administration may apply for Rail Safety Improvement Grant Funding to help fund a portion of costs associated with the relocation of the at-grade rail crossing from Meadowview Drive to the new Meadowview Lane. Current cost estimates are not reflective of any Grant Funding, as the project has not been approved.

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: ENV-001

Charter Name: Contaminated Sites

Lead Department: Government/Indigenous Relations and Environment

Type: Growth

Explanation (RMR or Growth): City-managed contaminated sites have existing environmental liabilities and require ongoing risk management and/or remediation.

Asset Category: Master Plan, Studies & Other

Scope Statement: The Badger Lands site has been identified as a priority in the City's contaminated sites portfolio. Based on the work completed in 2022, it is recommended that further source-zone assessment and generation of site-specific guidelines be undertaken at the Badger Lands site.

Project Charter Justification

Current State – As a result of temporary snow storage activities between 2008 to 2020, Badger Lands has become impacted with chlorides, detected in both soil and groundwater. After several investigations between 2014-2017, a long-term Risk Management Plan was submitted to the Province. Since the Risk Management Plan was implemented at the site, snow storage activities ceased following the 2019/2020 winter season. In August 2021, Council approved funds to assess the current conditions of the site, including the area where snow was historically stored (source zone). Previous investigations were unable to assess the source zone due to extremely wet conditions from snow storage.

Issue – Soil data collected through the assessment showed that elevated concentrations of chlorides were found deeper in the soil profile than detected in previous investigations. The elevated concentrations also indicated that using generic remediation guidelines may not be favorable and may be an overly conservative approach to site remediation resulting in removal of excess soil. As the 2022 assessment identified that the source zone extended deeper and until the future land use for this site is confirmed, continuation of the Risk Management Plan (annual groundwater sampling) was recommended.

Opportunities –. Once future land use is determined through the Badger Lands Neighbourhood Plan, it is recommended that further source zone assessment and generation of site-specific guidelines be undertaken. This should be considered while

the source zone is currently accessible. Once on-site development occurs, the source zone may become buried under fill.

Risks – Significant risk is associated with the management of contaminated sites, as failure to adequately comply with provincial and federal legislation may result in investigations, enforcement, and fines. It is anticipated that further assessment and gaining regulatory approval for site-specific guidelines will take approximately 12-18 months. If the assessment isn't funded and planned for, the City is at risk of delaying the approval and subsequent development of the Badger Lands Neighbourhood Plan.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 1. Economic Prosperity

Initiatives: 1.2 St. Albert West ASP and Neighbourhood Plan

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification:

Internal stakeholders – Planning and Development, Public Operations, Legislative, Legal and Record Services, Strategic Services, and Government/Indigenous Relations & Environment.

External – Alberta Environment and Protected Areas

Timeline:

2024/2025 – Source-zone assessment, generation of site-specific guidelines and submission to Alberta Environment and Protected Areas. Alberta Environment and Protected Areas takes approximately 6-8 months for approval.

2025/2026 – Implementation of remediation plans (cost to be determined during source-zone assessment and generation of site-specific guidelines)

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	30,000
		2025		-
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**30,000**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	30,000									
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
Other										
TOTAL	30,000	-	-	-	-	-	-	-	-	-

Comments: N/A

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: PLAN-009

Charter Name: Housing Options for Affordability & Accessibility

Lead Department: Planning & Development

Type: Growth

Explanation (RMR or Growth): This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services.

Asset Category: Master Plan, Studies & Other

Scope Statement: Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility.

Project Charter Justification

Current State - The City of St. Albert has developed a Housing Diversity Action Plan, which was received by City Council in March 2015. The Housing Diversity Action Plan identifies several recommended actions, and these actions are based upon access to limited City funding. This includes direction to work with regional partners to explore non-market housing opportunities

Issue - St. Albert has one of the highest median incomes within the Edmonton Metropolitan Region (approximately $101,427/yr). However, in 2011, there were 2,000 St. Albert households officially below the low-income measure, including 1,170 children. These households earned incomes between $11,740/yr to $18,840/yr.

The number of seniors in St. Albert has increased significantly over the last 10 years. This growth trends shows a higher ratio of older residents to younger residents, resulting in increased health-care related housing demands.

Opportunities - The new National Housing Strategy National Housing Co-Investment Fund will be delivered through the province. This fund provides both low interest loans and grant funding for projects that are one of the following: affordable, universally accessibly, or energy efficient housing. Access to this Fund along with other, provincial and federal funding is based on a shared partnership model. Provincial and federal funding are prioritized to communities who provide funding, land contributions, or some form of private and/or public partnerships to support non- market housing development.

To further Council's goals, a sustainable affordable housing fund is required to enable the development of incentives or programs. This will allow the City to leverage and access Provincial, Federal and non-government funding.

Risks - Without dedicating municipal affordable housing resources or funding, it is unlikely that either the Provincial or Federal government will provide future funding to the City of St. Albert. Partnerships with non-government agencies (i.e., Habitat for Humanity, Homeland Housing) also face limitations without a municipal funding/resource contribution

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 3. Community Well Being

Initiatives: 3.3 Enhance Housing Options

Admin Focus Area: 5. Residents / Customers

Initiatives: N / A

Stakeholder Identification:

- Council (Secondary – funding, engagement)
- Planning & Development (Primary – conduct research, engagement, document drafting)
- Community & Social Development (Secondary – provide input on potential needs, linkages, and impacts)

Timeline:

4. Begin to implement the findings of the Housing Affordability and Accessibility Options Report (Project 5.3), that leverages regional partnerships, and will include inclusionary housing opportunities and universal accessibility goals. (2024)
5. Establish an ongoing affordable housing fund (2025)

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	112,500
		2025		-
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**112,500**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs		Funds determined through the program concept								
Concept Planning	112,500									
Detailed Planning and Design		Funds determined through the program concept								
Site Servicing										
Strucure/Building Construction		Funds determined through the program concept								
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
Other										
TOTAL	**112,500**	-	-	-	-	-	-	-	-	-

Comments:

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024-2033

Charter Number: RECR-049

Charter Name: New Neighbourhood Park Development

Lead Department: Recreation & Parks

Type: Growth

Explanation (RMR or Growth): Development of new outdoor recreation amenities on municipal reserve lands within developing neighbourhoods.

Asset Category: Parks & Trails

Scope Statement: To provide recreation opportunities on municipal reserve lands for new neighbourhoods as they are built. Work includes provision of trails, park and open space recreation amenities, and landscaping.

Project Charter Justification

This charter is to provide park and open space recreation amenities and trails within new and developing neighbourhoods. The charter encompasses costs for concept planning (park master plans), public participation, detailed design, and construction of all growth areas. Progress and timing for all projects is tied to the developer-led growth of new areas.

Through the Municipal Development Plan (MDP) and Engineering Standards, developers provide basic park amenities including trash receptacles, benches, trails, and basic landscaping (grading, grass, some plantings). The City then provides additional amenities and features to support active and passive use of the parks and open spaces, including playgrounds, outdoor rinks, sport fields, sport courts, trail connections, seating areas, landscaping, etc. in alignment with the Parks and Open Spaces Standards and Guidelines (updated 2018) and the Engineering Standards.

Per the *Municipal Government Act* and through the Area Structure Plan (ASP) and associated processes, municipalities receive 10% of lands being developed as municipal reserve (MR), for the specific purpose of providing parks, open spaces (including buffers between developments), and school sites within each neighbourhood.

Current State - There are several approved or in progress ASPs that have identified MR lands that will require development over the timeframe of this charter including:

- Cherot
- Erin Ridge North Phase 2
- Jensen Lakes
- Jensen Lakes Phase 2
- North Ridge Phase 2
- South Riel
- Riverside

- Ville Giroux
- Lakeview/Badger

Parks master plans are completed or in progress for most of these neighbourhoods. The information from these master plans will support refinement of this charter and provide the basis of detailed design for each park.

Badger Lands and Lakeview District may have MR dedicated within this timeframe. Concept plans will be required when the ASPs are approved, and timing is tentatively anticipated in the chart below. New development areas included in the Annexation lands will be included in this charter as more information becomes available.

Work in 2024 will focus on a potential partnership with Averton in South Riel for conceptual design work, concept planning for the new Jensen Lakes Phase 2 parks, and concept planning for the anticipated Lakeview/Badger municipal reserve. Additional projects within the scope of this charter may be advanced, pending available funding, in consultation with developers.

Issue - Provision of new parks and open space amenities is an on-going need. Trails, parks and open spaces ranked as the top factor contributing to a high quality of life in the City, ranking substantially higher than any other factor (City of St. Albert 2021 Community Satisfaction Survey). The City needs to ensure new neighbourhoods have access to developed parks and open spaces, as provided in existing neighbourhoods, to ensure equitable access and to continue meeting current service levels and resident expectations.

St. Albert is experiencing residential growth at an unprecedented rate, with associated needs for ongoing park development. The timing of park construction is challenging to anticipate as it must align with the adjacent development and overall neighbourhood build out. Administration works cooperatively with developers to assess neighbourhood park needs and anticipate appropriate park construction timelines throughout the year to forecast as accurately as possible.

Urban Squares are a new, unique type of park. Proposed for Riverside, South Riel, and Jensen Lakes Phase 2, these parks are near high density and commercial developments, have high traffic and visibility in the community and are intended as attractive features for development. Urban Squares carry development and operating costs much higher than other neighbourhood parks of comparable size. Further discussions between developers and Administration around responsibilities and resourcing of these parks needs to occur. Costing for the proposed urban square in Riverside is included below; however, further exploration of costs and roles/responsibilities is required for other sites.

Opportunities - The dedication of MR lands is essential to the development of park spaces in St. Albert. Each ASP has opportunities for the development of park spaces that will provide a variety of spontaneous and structured recreation opportunities.

Neighbourhood park construction funds will provide recreation opportunities depending on the target market for the ASP and unique needs of the neighbourhood, as well as identified City

recreation amenity needs. Well thought out parks with compatible amenities and uses increase the overall attractiveness of the neighbourhood, directly increase property values and enhance the quality of life of all residents in the City.

By incorporating the principles of “Complete Streets” and the “Active Transportation Strategy”, work under this charter will support active modes of transportation and off-street mobility choices within new neighbourhoods.
Alternate funding sources will be explored wherever possible for work undertaken in this charter, including through grants and partnerships. Of note, the City has successfully partnered with several developers on parks under this charter, resulting in parks delivered much earlier than traditional models, with additional investment by developers into park amenities and/or with increased planning and construction efficiencies. This has led to reduced costs and increased benefits to new residents as well as providing attractive spaces for potential homebuyers.

Through this charter, Administration is seeking to leverage funding to partner on park sites, with a focus on South Riel for 2024. If successful, this will reduce the long-term taxpayer capital cost and enable homebuyers access to park sites much sooner than in fully City-funded park enhancement projects.

Risks

Risks of not completing this work include:

- The City’s standard level of service is the provision of developed parks and open spaces within neighbourhoods. If funding is not provided for parks in new neighbourhoods, inequity between existing and new neighbourhood residents would occur.
- For community parks adjacent to school sites, lack of funding under this charter would impact provision of supporting amenities typical to school sites, such as sports fields and ice rinks.
- Decreased quality of life for residents in new areas without developed park spaces and amenities.
- Delays in planning and construction of parks may cause residents to become accustomed to existing use, regardless of future site intention.
    - E.g., lack of awareness of school sites causing resident concern when developed for school board use
- Communities are less attractive to homebuyers without access to developed parks.
- Underdeveloped lands may pose safety hazards and are an attractant for unwanted uses.
- Missed opportunities for partnerships with South Riel and/or other community partners.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 3. Community Well Being

Initiatives: N / A

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification:

Internal:

- Recreation and Parks
- Public Operations
- Planning
- Engineering
- Intergovernmental/Indigenous Relations and Environment

External:

- Land Developers
- Community Recreation Groups
- Neighbourhood Residents
- General Public

Timeline:

The chart below indicates anticipated timelines for park development within each approved or proposed ASP. These timelines are approximate only.

Park Master Plans will be completed to identify potential amenities of each park and refine costing estimates. Master Plans are expected to be completed for all growth areas (new and amended ASPs) by the end of 2023.

General timing for concept planning (CP), design (D) and construction (C) for parks and open spaces in each neighbourhood is indicated below. Plans under this charter are reviewed with Planning and developers at minimum annually, and more frequently as needed to align park development with neighbourhood build out and developer timing.

Neighbourhood	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Badger Lands	CP									
Cherot		D		D C		C		D	C	
Erin Ridge North Phase 2		C	D		C					
Jensen Lakes	D	D	D	C	C	D		C	D	
Jensen Lakes Phase 2	CP						D		D C	C
Lakeview District	CP									
North Ridge Phase 2			D		C					
Riverside			D	D	C	C	D		C	
South Riel	CP	D		D C		C				
Ville Giroux				D		D C		C		

FINANCIAL INFORMATION:	Investment Year		
		2024	$ 257,700
		2025	2,232,700
		2026	907,600
		2027	3,176,600
		2028	4,387,800
		2029	3,604,000
		2030	126,900
		2031	929,500
		2032	1,248,100
		2033	2,491,100
		Total	**$ 19,362,000**
			See Capital Project Worksheet for details.

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning	160,000					10,000				
Detailed Planning and Design	22,500	183,100	340,500	230,200		58,000	48,600	4,800	195,800	
Site Servicing										
Strucure/Building Construction										
Landscaping		1,461,600	224,600	1,830,900	2,875,200	2,302,000		580,200	597,600	1,627,400
Construction Management										
Commissioning and QA/QC										
Contingency	23,200	530,000	282,500	1,030,500	1,437,600	1,180,000	24,300	292,500	396,700	813,700
Public Participation Activities	52,000	58,000	60,000	85,000	75,000	54,000	54,000	52,000	58,000	50,000
Equipment										
Other										
TOTAL	**257,700**	**2,232,700**	**907,600**	**3,176,600**	**4,387,800**	**3,604,000**	**126,900**	**929,500**	**1,248,100**	**2,491,100**

Comments: Contingency calculated 50% for all projects (concept phase) as per budget instructions. Escalation at 5% for 2024, 2.4% for 2025 onwards as per budget instructions.

Operating Impacts Worksheet

Timeframe: Ongoing

Maintenance costs are related to the provision of additional park landscaping, site furnishings, trails, and recreation amenities.

OPERATING IMPACTS	Department	2024	2025	2026
Jennifer Park Parks and Open Spaces (site furnishings, landscaping)	Public Operations		9,200	9,200
Jennifer Park Facility Operations (playground)	Public Operations	3,000	3,000	3,000
Raspberry Park Parks and Open Spaces (site furnishings, landscaping)	Public Operations		3,300	3,300
Raspberry Park Facility Operations (playground)	Public Operations	3,000	3,000	3,000
TOTAL		**6,000**	**18,500**	**18,500**

CAPITAL PROJECT CHARTER

Year: 2024-2027

Charter Number: CULTR-005

Charter Name: Founders Walk Phase 3 (Cultural/Historical Interpretive Features)

Lead Department: Community Services

Type: Growth

Explanation (RMR or Growth): To continue to share and celebrate St. Albert's rich culture and history from the Grain Elevator Park, along the Sturgeon River to St. Albert Place; providing the connecting link to Phase 1 and 2 of Founders Walk.

Asset Category: Historical / Cultural

Scope Statement: Planned Cultural/Historical Interpretive Features concentrate on the origin story of St. Albert including celebrating the Indigenous peoples and Sturgeon River and significant contributions to the establishment of St. Albert. Interpretive opportunities included in this project are phased to align with planned Capital projects at Children's Bridge, St. Albert Place, and Millenium/Lions Park.

Project Charter Justification

Current State -

In consideration of the financial limitations of constructing all nodes included in Founders Walk Phase III design discussions and stakeholder review, this project has been rescoped to coincide with planned Capital projects in the downtown core.

This includes:

2024 – Children's Bridge: Bridge lighting - under carriage accent lighting, 'up' accent lighting, pedestrian walkway lighting

2025 – Red Willow Trail Phase 2: Cultural/Historical interpretation for Children's Bridge, Sturgeon River Mill Company, and The Matriarchs.

2025 – St. Albert Place: Cultural/Historical interpretation for Sturgeon River and St. Albert Place, including widening sidewalk to east of St. Albert Place to enhance access to Red Willow Trail.

2026- Millennium Park/Lions Park – Cultural/Historical interpretation of area, historical flood markers, 5000 years of First Nations use and Metis community.

2027 – Future Interpretation: Celebration Garden and Mill Drive

Project History

Extensive community engagement occurred in 2017 and 2018. A follow up meeting was held in 2019 with invited indigenous partners, who recommended changes to the current design including removing significant infrastructure planned along the riverfront and expressing the

desire to include the Indigenous history in St. Albert and the roles they played and continue to play in building this community.

During Q2 of 2021, Community Services met with internal stakeholders to ensure planned design considers current Recreation and Parks standards and guidelines, does not impact future construction for Millennium Park, Red Willow West, or the boat launch, considers newly updated Alberta Environment Water Act changes, and focuses planned work to enhance existing infrastructure and reduce planned construction costs.

Planned cultural/historical interpretive features will reflect the important contributions Indigenous peoples to the vibrant community that St. Albert is today.

Issue - Phase 1 and 2 of Founders Walk primarily focused on settler history. The walk currently includes areas around downtown and the early settlements and businesses in the Mission area. There are several capital projects that intersect with planned interpretive features downtown.

Opportunities - Completing the current cultural/historical walk (Founders Walk) will provide an integral link connecting the downtown area with Mission Hill and St. Albert's Historic Riverlots and Grain Elevator Park. It will connect several St. Albert landmarks and such as the Father Lacombe Chapel, Mission Hill, Lions Park, St. Albert Place and Red Willow Trail system and provide opportunities to share more of St. Albert's stories with residents and visitors.

Existing interpretive features have created a destination for residents and visitors to learn about the community's history. The continuance of this work supplies added opportunities to celebrate St. Albert and include First Nation and Metis stories and experiences. Cultural/historic interpretation through signage and art supplies the opportunity for the public, schools, and visitors to learn more about the rich cultural and historical significance of the downtown area and builds stewardship and pride in the community.

Administration is constantly seeking funding opportunities to offset investment for cultural/historical initiatives.

Risks - Risks of not completing this project:

- Existing cultural/heritage walking loop (Founders Walk) is not completed.
- The existing interpretive features the public/visitors experience focus primarily on settler history.
- We do not continue to build and celebrate a sense of pride in our past or recognize the contribution of all peoples to our shared story.

Risks within completing this project:

Children's Bridge may not be suitable for some of the planned enhancements, including adding lighting. (Engineering is currently reviewing for suitability as they prepare for planned bridge maintenance in 2024).

Getting power to Children's Bridge may be delayed.

Capital projects that interpretive nodes are being paired with for efficiency may be delayed.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 2. Downtown Vibrancy

Initiatives: N / A

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification:

Name & Role	Responsibility or Contribution
Community Services	Project sponsor, public engagement, design review, stakeholder liaison.
Capital Project Office	Support for public engagement, design review, stakeholder liaison and construction support
Public Operations	Planning, advisory, construction support and maintenance
Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support.
Planning and Development	Planning, advisory, construction support, permits and inspections
Engineering	Planning, advisory, construction support
Recreation and Parks	Planning, advisory
Stakeholders (internal and external) including Arts and Heritage Foundation	Advisory, notification of construction, disruption of service and issue resolution
Government/Indigenous Relations and Environment	Planning, advisory, stakeholder liaison, support

Timeline:

2024 – Design, Interpretive Plan, Construction – Children's Bridge

2025 – Design, Interpretive Plan, Construction – St. Albert Place; Design, Interpretive Plan, Construction – Red Willow Trail Phase 2

2026 – Design, Interpretive Plan, Construction – Millennium Park/Lions Park

2027 – Design, Interpretive Plan, Construction – Mill Drive and Celebration Garden

FINANCIAL INFORMATION:	Investment Year		
		2024	$ 108,000
		2025	251,100
		2026	41,500
		2027	47,200
		2028	-
		2029	-
		2030	-
		2031	-
		2032	-
		2033	-
		Total	**$ 447,800**
			See Capital Project Worksheet for details.

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	9,500	22,000	3,600	4,100						
Site Servicing										
Strucure/Building Construction	78,800	183,300	30,300	34,500						
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	19,700	45,800	7,600	8,600						
Public Participation Activities										
Equipment										
Other										
TOTAL	108,000	251,100	41,500	47,200	-	-	-	-	-	-

Comments:

CAPITAL PROJECT CHARTER

Year: 2024 - 2032

Charter Number: TRAN-024

Charter Name: Transit Garage Expansion – Liggett Place

Lead Department: Public Operations

Type: Growth

Explanation (RMR or Growth): To increase the Transit Garage capacity to meet current and future service levels, and to accommodate growth transit buses and growth Handibuses.

Asset Category: Civic Facilities

Scope Statement: Design and construct a 12-lane parking extension and construct an additional maintenance bay to Liggett Place - Transit portion, required to accommodate present and future service levels, growth transit buses and additional support equipment, FTE's and infrastructure.

Project Charter Justification

Current State - Liggett Place (StAT Transit Garage specifically) has been at capacity since 2018. Steady upward trend in transit service hours over time has increased annual kilometers driven, and thus increased our maintenance component. In 2022, the transit fleet hit an all time high of 2.64 million kilometers driven. Storage and space to maintain and repair units is challenging on a daily basis. The 2014 and newer clean diesel and electric buses, have also increased maintenance requirements.

Issue - The existing StAT garage is at max capacity, with the parking of buses outside. Transit buses and associated bus technology's (Smart Bus, Smart Fare, On-Demand and Handibus tablets) are sensitive to cold, requiring warmth to maintain in service. Moving buses multiple times throughout the day to accommodate service and maintenance, increases our inefficiencies.

Opportunities - Contracted Services has proven costly and increases downtime. An additional bus maintenance bay, a set of mobile hoists and two Heavy-Duty Technicians will enable us to complete most tasks in house and reduce contracted services. Mid life in-house engine rebuilds cost $20,000, taking that outside increases to $40,000+.

Risks - Deferment will see StAT stagnate with no room for additional growth buses. Routes to new sub divisions in conventional transit methodology will be restricted and meeting the daily bus book out requirements, will remain in question.

Construction costs may be slightly higher, given the garage must remain operational. Once the project is complete, the increased garage capacity is expected to last 15 to 20 years.

If LRT is not extended to Campbell Rd until after 2032, additional storage space and growth may be required. Without additional service, storage space and FTE's, transit fleet service standards will continue to be challenging to maintain and will be held at the current levels.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A

Initiatives: N / A

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification:

Primary

- St Albert Transit
- PW (building maintenance)
- Planning & Engineering, Transit for RFP development, planning, management of contractors.
- Contractors (engineering firm to design, build and play role of primary contractor. Various sub-contractors)

Secondary

- St Albert Risk & Insurance Department
- Purchasing Department

Utility companies (gas, water, electrical)

Timeline:

2024 – Confirm needs, tender and select engineering firm/ contractor and start design work.

2024 / 2025 – Finalize design / Tender / Award.

2025 / 2026 – Start construction / commission.

FINANCIAL INFORMATION:	Investment Year		
		2024	$ 635,000
		2025	5,610,000
		2026	1,593,000
		2027	-
		2028	-
		2029	-
		2030	-
		2031	-
		2032	-
		2033	-
		Total	**$ 7,838,000**
			See Capital Project Worksheet for details.

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	635,000									
Site Servicing										
Strucure/Building Construction		5,290,000	1,380,000							
Landscaping										
Construction Management		320,000	83,000							
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment			130,000							
Other										
TOTAL	635,000	5,610,000	1,593,000	-	-	-	-	-	-	-

Comments: Construction management firm will manage the entire project, from contractor selection, sub-trades, building construction, landscaping and commissioning. Construction management is based on average 6% fee charged by consultants. Equipment in 2026 will be six (6) mobile hoists.

Operating Impacts Worksheet

Timeframe: Ongoing

OPERATING IMPACTS	Department	2024	2025	2026
FTE's (Heavy Duty Technicians), one in 2024 the other in 2026 (include in construction charter)		85,500	118,000	118,000
Building Maintenance				5,000
Utility increases (gas / electrical) in 2027 and onward upon construction completion		-	-	-
TOTAL		**85,500**	**118,000**	**123,000**

CAPITAL PROJECT CHARTER

Year: 2024-2026

Charter Number: RECR-040

Charter Name: Dog Friendly Park Development

Lead Department: Recreation & Parks

Type: Growth

Explanation (RMR or Growth): This project is growth because it involves the design and construction of a new dog friendly park.

Asset Category: Parks & Trails

Scope Statement: To design and build a new dog friendly park within the City to meet growing demand and keep pace with population growth. This project includes assessment of an identified area in the North Carrot Creek area of the Red Willow Park West Master Plan, consideration of alternatives, detailed design, and construction.

Project Charter Justification

Current State - The City currently has two categories of Dog Designated Areas: Dog Friendly Parks (2 parks) and Off Leash Areas (28 areas)

- Dog Friendly Parks are those sites which provide a dedicated location for dogs and dog owners to gather and are developed in alignment with Dog Friendly Park Design Guidelines. The Dog Friendly Parks are Lacombe Lake Park (west) and Dodger Dog Park (east).
- Off Leash Areas are those sites where dog owners can take their dogs off leash but share use with other recreational activities. They are located throughout the City.

In response to identified community need, the goal is to provide a new Dog Friendly Park in St. Albert. In the 2012 Recreation Master Plan, additional dog parks were ranked in the top eight outdoor priorities. More recently, Dog Designated Areas, including Dog Friendly Parks, have been ranked as a medium-high need in the 2022 Recreation Amenity Needs Assessment. The City is also experiencing high levels of use within the existing dog friendly parks, especially Lacombe Lake Park, and anticipates more demand as new neighborhoods are built. The fencing of Dodger Dog Park in 2023 is expected to support off leash dog use but is not anticipated to fully meet current demand and projected growth-related needs.

As per Council Policy C-FS-01: Financial Reserves, surcharge fees received are allocated to the Dog License Fund. This fund has a sufficient balance to support detailed design of this new site and aligns to the intent of the fund. **Therefore, design funding for this charter is recommended from the Dog License Fund.** Construction costs will be assessed once design is complete, and the appropriate funding source brought forward at that time.

Issue - Dog Friendly Parks must meet several criteria as per the Dog Friendly Park Design Guidelines. A potential site is identified in the Red Willow Park West Master Plan (2018) for a Dog Friendly Park (Figure 2). This site is City owned, just outside the Cherot neighbourhood and adjacent to the proposed new Community Amenities Site.

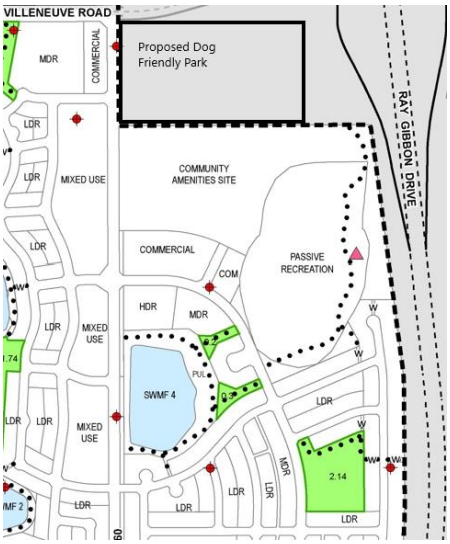


Figure 1: North Carrot Creek and Community Amenities Site

The North Carrot Creek site has potential complications that require further review including:

- Land Use Bylaw zoning
- Environmental concerns and potential mitigations

Funding in 2024 would support site assessments (geotechnical, environmental) and detailed design if the site is feasible, with construction occurring in 2026. Construction would include provision of an approximately 2400 square meter gravel parking area, trails, signage, fencing and other base park amenities. Project timing may need to be adjusted to minimize construction impacts to and from the project as a result of the Community Amenities Site.

While assessment and potential construction of the North Carrot Creek site is the next logical step in addressing the current dog-related pressures, Administration will continue to assess additional options for dog friendly parks as St. Albert continues to grow. This could include regional partnerships and opportunities with other land use planning.

Opportunities - Appropriately locating and constructing an additional dog friendly park will alleviate pressures at the two existing dog friendly parks and shift use away from existing off leash dog areas that share space with other uses. Dog friendly areas are supported by dedicated funding through the Dog License Fund. Advancement of this project using this dedicated fund will support meeting current and future demand for dog friendly areas, while not impacting available capital funding for priority projects.

With the confirmation of the Community Amenities Site location, the potential North Carrot Creek Dog Friendly Park should not cause concern with residential landowners. The site is located along major roadways allowing for good access, appropriate for a park intended for citywide use. There are likely strong synergies between the users of the new Community Amenities Site and the intended audience for this project.

The site also has the opportunity for shared use parking or washroom facilities with the proposed Community Amenities Site. Co-locating different administration and recreational facilities will enable construction and operational efficiencies.

Risks - Provision of dog friendly spaces are a current service offering that requires additional space and resourcing as the community and the dog population continues to grow. However, dog parks can be a contentious issue and appropriate siting is key.

Public engagement will be required. There is a large amount of interest and differing perspectives on how best to designate and manage this type of park. Proactive communication during detailed design (2024), construction (2026) and long-term maintenance, as well as integration of public feedback into park design, will help alleviate potential concern.

Risks of not completing the project:

- Pressures and conflict with high use in the existing dog friendly parks and off leash areas are already being observed and will not be alleviated.
- Increasing population density in neighborhoods, including more high-density housing which lacks yards for pet owners is resulting in increased demand for dog designated areas that will not be met.

Risks within the project:

- Appropriate site not available to be acquired, or cost prohibitive
- Inflation of construction costs
- Site constraints
- In house resources not available

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A

Initiatives: N / A

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification:

Internal:

- Recreation & Parks
- Capital Project Office
- Public Works
- Legal Services
- Risk & Insurance and Purchasing
- Engineering - Transportation

External

- General Public
- Adjacent landowners
- Area developer (Rohit Group of Companies)

Timeline:

2024 – Site Assessment, detailed design, and public engagement

2026 – Park construction

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	249,400
		2025		
		2026		1,330,500
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**1,579,900**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	151,400									
Site Servicing										
Strucure/Building Construction										
Landscaping			887,000							
Construction Management										
Commissioning and QA/QC										
Contingency	75,700		443,500							
Public Participation Activities	22,300									
Equipment										
Other										
TOTAL	**249,400**	**-**	**1,330,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments: Costing extrapolated from Dodger Dog Park. As per budget instructions, contingency at 50%, escalation: 2024-5%, 2025-2026 – 2.4%. Funding available for design through the Dog License Fund.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024 - 2033

Charter Number: ENGS-058

Charter Name: Neighbourhood Traffic Calming

Lead Department: Engineering Services

Type: Growth

Explanation (RMR or Growth): This project targets the completion of traffic safety improvements within neighbourhoods, inclusive of school zones / playground zones.

Asset Category: Master Plan, Studies & Other

Scope Statement: This project enacts on City Council Policy C-TS-02 Neighbourhood Traffic Calming and recommendations of the Safe Journeys to School report.

Project Charter Justification

Current State

The table below identifies between 32% to 36% of all public roadway collisions have occurred within neighbourhoods annually from 2018 to 2021. This equals a total of approximately 1,099 collisions occurring in neighbourhoods within this time frame, inclusive of 135 incidents involving severe outcomes (injury or fatality). Note - At the time of charter development, 2022 collision reporting was in process.

Table 1.0: 2018 – 2021 Network Collision Total vs. Neighbourhood Collisions

Year	Citywide	Neighbourhood Level		
	Collision Frequency	Collisions (% Total Collision)	Injury & Fatal Collisions	PDO Collisions
2018	1012	333 (33%)	39	294
2019	973	349 (36%)	51	298
2020	617	195 (32%)	19	176
2021	636	222 (35%)	26	196

To date, Administration has received resident requests to enact Council Policy C-TS-02: Neighbourhood Traffic Calming to address concerns with traffic safety within the following communities:

Table 2.0: Resident Requests for Neighbourhood Traffic Calming (as of May 2023; in no ranking)

ID	Neighbourhood	Roadway(s) (of resident concern)	Concerns
1	Oakmont	Oak Vista Drive	Excessive Speeding & Pedestrian Safety
2	Mission	Mission Avenue	Excessive Speeding
3	Riverside	Riverside Drive; Riviere Terrace; Red Fox Way; Rankin Drive; Roberge Close	Excessive Volumes; Excessive Speeding & Pedestrian Safety
4	North Ridge	North Ridge Drive	Excessive Speeding & Pedestrian Safety
5	Woodlands	Westwood Drive	Excessive Speeding & Pedestrian Safety
6	Kingswood	Kingswood Drive	Excessive Speeding

From the locations above, Administration is in process of evaluating sites for warrant of traffic calming, which the results may also inform towards prioritization of response. From preliminary reviews, the communities are within parameters to advance towards next steps of the Traffic Calming Process which would involve:

1) Resident Support Survey: Confirm residents believe there to be traffic safety issues within the community that would be solved by Traffic Calming and there is support, to advance the process.

2) Issue Identification and Traffic Calming Plan Development (subject to confirmation of #1): Resident engagement would be performed to identify traffic issues and locations of concerns with development of mitigation measures and creation of a Traffic Calming Plan for the community.

3) Resident Plan Support (Subject to completion of #1 and #2): From the developed Traffic Calming Plan, survey the neighbourhood for support and if validated for support advance to construction and implementation of the Traffic Calming Plan.

Once the first steps are completed construction costs would be estimated; at this time there are no conceptual plans or details to inform on construction costs. Place holders have been applied to this charter. The intent of funding within 2024 is to complete necessary engagement and associated planning and plan development which will inform on cost updates to advance any supported implementation.

Issue

1) Cost estimates are unknown until Traffic Calming Plans are completed and preliminary engineering and design is performed. This makes forecasting program funding needs difficult.

2) Road right of way limitations may impact feasibility or opportunity of design changes.

3) Public Perception: There are instances to which residents may have an opinion on where the City should be investing and what improvements should be completed. In addition,

residents may have a perception of traffic safety issues that are not quantified or validated through measurables.

4) Disruption: Due to the nature of the required construction, there may be substantial disruption generated to road users and residents that may also take a substantial time frame.

5) Continued congestion. Mitigation measures and improvements are not ultimately amending or influencing traffic demands of areas of traffic "generator" development – as an example a school site. Overall congestion and limited availability to accommodate such high volume (on site at the school or in the vicinity of the school on these collector roadways) continue to be issues.

6) Road user behavior: Despite engineered roadway improvements, behavior that directly violates the Traffic Safety Act or St. Albert Traffic Bylaw can directly impact the safety to multiple road users. Continued speeding, miss-use of parking areas, stopping areas or pedestrian crossings, or lack of road user attention requires targeted education and enforcement.

Opportunities

1) Temporary measures: Use of temporary measures provides opportunity for "testing" potential design changes prior to full investment of permanent construction.

2) Communication / Transparency: There is opportunity to proactively communicate background information on roadway safety improvements.

3) Evaluation: Data collection associated with vehicle speeds and collision data analysis will be utilized as effective quantitative measures of effectiveness of implementing neighbourhood traffic safety improvements. Non-quantitative evaluation may also be utilized through resident engagement and associated with comfort and confidence of neighbourhood traffic safety.

4) Funding: There may be opportunity to target a specific percentage of traffic enforcement violations for funding of Traffic Safety initiatives, such as the Neighbourhood Traffic Calming.

5) Return on Investment: Beyond quality of life, improvement and residential satisfaction and confidence in a safe transportation network; traffic safety improvements that reduce motor vehicle collisions have a direct return on investment to the community through reduced costs of collisions.

Risks

1) Quantity of neighbourhood requests and staff limitations / budget limitations to address multiple requests (solution is the identified prioritization).

2) Adjustment of priority locations due to updated traffic data verification

3) Rising construction costs

4) Weather (Schedule); Weather impact on equipment operation

5) Safety of traffic and pedestrians

6) Traffic Delays / roadway efficiency

7) Priority of other construction projects (road overlays, road reconstructs)

8) Increase scope of work and associated costs during the creation /finalization of traffic
calming plans.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A
Initiatives: N / A
Admin Focus Area: N / A
Initiatives: N / A

Stakeholder Identification:
- Residents / Businesses – Quality of life and confidence of a safe and reliable transportation network.
- Council – Timelines and strategies of the project to communicate effectively and efficiently with residents.
- Businesses (in vicinity of projects) – Impacts to their area, collaboration on land use
- Capital Projects team – alignment to completion with all network improvements.
- Public Operations / Transit / Fire / EMS – as network users and stakeholders providing services that may be impacted by traffic design changes, allowing for input in planning and updates of schedules.

Timeline:
- Year 1:
    - Q1: RFP for public / resident engagement and provisional Traffic Plan Development
    - Q2-Q4: Resident Survey and Plan Development
    - Potential of Temporary measure installation(s)

- Year 2:
    - Temporary measure installations or evaluation period
    - Potential of permanent construction - Requires completion of design and construction

FINANCIAL INFORMATION:	Investment Year		
		2024	$ 362,500
		2025	482,500
		2026	482,500
		2027	482,500
		2028	362,500
		2029	482,500
		2030	482,500
		2031	362,500
		2032	362,500
		2033	362,500
		Total	**$ 4,225,000**
			See Capital Project Worksheet for details.

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning	140,000	45,000	45,000	45,000	140,000	45,000	45,000	140,000	140,000	140,000
Detailed Planning and Design	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Site Servicing										
Strucure/Building Construction		250,000	250,000	250,000		250,000	250,000			
Landscaping										
Construction Management		37,500	37,500	37,500		37,500	37,500			
Commissioning and QA/QC		4,000	4,000	4,000		4,000	4,000			
Contingency	17,500	21,000	21,000	21,000	17,500	21,000	21,000	17,500	17,500	17,500
Public Participation Activities	75,000	25,000	25,000	25,000	75,000	25,000	25,000	75,000	75,000	75,000
Equipment	30,000				30,000			30,000	30,000	30,000
TOTAL	**362,500**	**482,500**	**482,500**	**482,500**	**362,500**	**482,500**	**482,500**	**362,500**	**362,500**	**362,500**

Comments:

1) 2024 is a year to respond to resident requests for Traffic Calming, as per Council Policy. The objective of this year is to establish confidence of support to advance to the next steps of the Traffic Calming Process, which would deliver the development and implementation of a Traffic Calming Plan.

2) Costs beyond 2024 are place holder values only; not reflective of conceptual design, but values that would reflect implementation of a Plan and further design or engagement.

3) Once resident engagement and applicable Plan development occurs, stronger accurate cost estimates may be developed.

Operating Impacts Worksheet

Timeframe: Ongoing

OPERATING IMPACTS	Department	2024	2025	2026
Snow and ice maintenance - curb extensions	Public Operations			7,500
TOTAL		**-**	**-**	**7,500**

- Seasonal, snow & ice as well as sidewalk maintenance. Public Operations covers equipment and resources to perform these actions; estimated at $2,500 per pedestrian curb extension location annually.

- 2026 Operational costs are reflective of costs for addressing sites that may be constructed in 2025.

- These values are estimates and placeholders, as there are no confirmed plans at the time of developing this charter.

CAPITAL PROJECT CHARTER

Year: 2024-2025.

Charter Number: ITSV-009

Charter Name: Municipal Area Fibre Network Expansion

Lead Department: Information Technology

Type: Growth

Explanation (RMR or Growth): This project will enhance service levels and produce long-term cost avoidance.

Asset Category: Roads & Other Engineered Structures

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.

Project Charter Justification

The Municipal Area Network has enabled improved capacity and reliability for IT systems, fire dispatch, telephone system, building security and access systems, as well as central monitoring and control of traffic signals per the Transportation Master Plan and Intelligent Transportation Systems Strategy.

Since 2018, the MAN has been producing substantial cost savings by eliminating the use of leased telecommunication networks. The MAN also produces cost avoidance on lifecycle costs for unreliable wireless devices previously used for the traffic signal radio network.

The ITSV-009 Municipal Area Fibre Network Expansion project covers a three-year period from 2022 to 2024 and includes 3 objectives.

1. To extend the fibre network to support Intelligent Transportation Systems (ITS) and improved traffic management systems, while also enabling the option of adaptive signal operations.
2. To create redundant fibre "rings" to connect City facilities. These ring-shaped paths will provide redundancy in the event that the existing direct line fibre connections are damaged or severed.
3. To address the security and monitoring requirements of existing and future Utilities facilities. Fibre connections will provide fast communication that will enable robust security and monitoring. Please note that fibre connections to Utilities facilities such as the new Sturgeon Reservoir are funded separately with the fiber connection included in the budget for that capital project.

With respect to objective 1, fibre communication acts as the backbone for a variety of ITS solutions, enabling connectivity to traffic management systems and field equipment. This improves efficiency for network monitoring and minimizes response times to address potential intersection changes. This connectivity also enables systems to share information, from signal timing that can be used to apply adaptive signal operations, to field information that can be used to present real time information such as video feeds or travel times or driver messaging. Fibre communication has been applied to approximately 80% of the City's fully signalized traffic controls, with connectivity completed to critical corridors such as St Albert Trial, Boudreau Road/Giroux Road, McKenney Avenue/Bellerose Drive, Hebert Road/Gervais Road. Expanding the network to reach new signalized intersections along these corridors or along additional corridors will allow for additional traffic controls to be integrated into the system. Future target areas include Ray Gibbon Drive and expansion to the north on St Albert Trail.

The focus for 2023 is objective 2 to implement redundant fibre connections to municipal facilities. These ring-shaped paths will provide redundancy in the event that the direct line fibre connections are damaged or severed. Administration is currently soliciting requests for proposals which will determine the number of fiber rings that can be built. Depending on these costs, remaining rings will be funded from 2024 capital.

With respect to objective 3, connecting existing utilities facilities, existing reservoirs and pump stations currently connect over a radio network. The main radio repeater used for SCADA is expected to be decommissioned in the next two years (third party permission to use location was discontinued) and the system will become substantially less reliable. Alternatives are being considered for various facilities including using the City's fiber network to provide some facilities with fast communication that will enable robust security and monitoring through features such as automated card access and video surveillance. The extension of new fibre connections to existing and new/future Utilities facilities will be considered beginning in 2023 as funding within various Utilities capital projects permits.

Current State – The City has been investing in this network incrementally since 2015, resulting in approximately 30km of fibre optic infrastructure. As of early 2023, all major City facilities and approximately 80% of the City's traffic signals have been connected. The MAN enabled regional collaboration via a direct connection to the Alberta First Responders Radio Communication System (AFRRCS), resulting in a highly secure connection and substantial operating cost savings.

Issue – The MAN provides secure and unlimited communications between City facilities and every line of business. As the City expands into newly annexed lands to the north and west, these new areas need to be connected. To build resiliency, multiple, redundant paths or rings are created. If one side of the ring is broken, network traffic can continue uninterrupted on the other side. When new facilities and roadways are constructed, funds are allocated within these projects to ensure branch connection to the nearest point within the network; this project charter will help ensure the backbone of the network reaches into the new areas.

Opportunities - The MAN saves operating funds that would otherwise be expended for leased telecommunication services and enables cost avoidance as new facilities are added and the

volume of data increases. The MAN will address the telecommunication needs of all departments and will result in cost avoidance as existing systems are replaced or upgraded – for example, some traffic signals and utility control systems (SCADA) communicate using radios that must be regularly upgraded or replaced. Current radio systems do not have sufficient capacity to support higher bandwidth applications such as video surveillance.

Impacts

- This project provides the essential underpinning network required for all City initiatives involving information technology.
- The project provides the foundation for the Intelligent Transportation Systems Strategy, particularly the ability to centralize monitoring, report on corridor level of performance and integrate adaptive control of intersections. Elements of the Intelligent Transportation Systems Strategy and real-time Driver Information Technology will not be possible without the MAN.
- Utilities currently use leased copper telecommunication circuits to monitor the City's water reservoirs. The supplier of the leased circuits has advised the City that the technology is obsolete and will be phased out within a few years. The current leased circuits are very old and do not allow high bandwidth applications such as computer networks or video surveillance of these mission critical facilities. The MAN would enable physically isolated and highly secure networks for active control and monitoring of the City's water supply.
- The MAN enables the monitoring and control of the City's existing solar arrays and will be essential to any new arrays that are planned. Monitoring and control is essential to the safe and effective operation of these renewable energy projects.
- The MAN will have maintenance costs, but the fibre optic cable and conduit is expected to last at least 25 years and routine maintenance costs are low (mainly inspection).

Risks - This capital charter will reduce risks in many areas, including the monitoring and control of public safety systems such as Fire, Traffic Signals, and Utilities. Future connection of new City facilities will not be possible unless this core network is in place, for example: Fire Station 4, Utilities (SCADA) to the west, and signals on Ray Gibbon Drive and other new arterial and collector roadways.

The focus for 2023 is to implement redundant fibre connections to municipal facilities. Without these redundant rings, if the direct line fibre connection to a City facility is cut, that facility will either have no internet or City network connection at all or will have a much slower one provided by a backup radio link to St. Albert Place. Either situation would significantly impact the facility's ability to operate. As well, without this redundancy, the fibre connection to the Provincial Building used for the AFRRCS (Alberta First Responders Radio Communication) is a single point of failure jeopardizing emergency communications. This capital project will reduce this risk to city operations and business continuity. Administration is currently soliciting requests for proposals which will determine the number of fibre rings that can be built. Depending on these costs, remaining rings will be funded from 2024 capital.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A

Initiatives: N/A

Admin Focus Area: 3. Digital Transformation

Initiatives: N/A

Stakeholder Identification:

Internal Stakeholders:

- Engineering – Project management and tendering
- Utilities – monitoring and control of water reservoirs, SCADA and security systems
- Transportation – connectivity to traffic signals along major transportation corridors. Support to video cameras, data collection, travel time studies, and road condition reporting
- Fire Services – critical networks to Fire Stations, inter-agency communications (AHS, AFRRCS). Support to traffic signal pre-emption, station alerting, radio system, dispatch.
- Transit – improved network bandwidth and redundancy to Dez Leggit Facility and depots. Support to Smart Fare, digital signage, Naki park and ride, conversion to AFRRCS radio system.
- Public Works and Transit - improved network bandwidth and redundancy to major facilities, secure corporate Wi-Fi at satellite facilities in support of field work. Building HVAC and access controls.
- Recreation and Parks – connection to major recreational facilities in support of telephones, security, computer networks, point-of-sale, building controls, public Wi-Fi, etc.

External Stakeholders:

- Regional Transit Authority partners
- Alberta First Responders Radio Communication System
- Alberta Health Services
- Fire mutual aid (Edmonton, Sturgeon, Parkland, etc.)
- Regional transportation corridors (St. Albert Trail, Ray Gibbon Drive)

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**	**2024**	$	390,000
		2025		
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**390,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes. refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	390,000									
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
Other										
TOTAL	**390,000**	-	-	-	-	-	-	-	-	-

Comments:

Operating Impacts Worksheet

Timeframe: Ongoing

OPERATING IMPACTS	Department	2024	2025	2026
The expansion of the City Fibre MAN, in particular with the inclusion of utilities facilities requires management that exceeds the current resource capacities. Therefore, a Network Analyst position (estimated level 14) is required to be utilized on all networks. An Operating business case for FTE will be submitted for 2025 budget.	Information Technology			
TOTAL		-	-	-

CAPITAL PROJECT CHARTER

Year: 2026 - 2030

Charter Number: POLI-008

Charter Name: Policing Services Building

Lead Department: Emergency Services

Type: Growth

Explanation (RMR or Growth): New Policing facility required to keep pace with growth.

Asset Category: Civic Facilities

Scope Statement: This Project is the full build out of a new Policing Services building, aimed to accommodate all facets of both the RCMP and Municipal Enforcement branches, as well as all associated civilian staff, required to meet the policing needs of the community, through 2060.

Project Charter Justification

Current State – Policing Services is comprised of both the RCMP and Municipal Enforcement teams, 911 Dispatch and Non-Emergency call answering services, along with numerous specialized civilian and support staff; when combined, this equates to approximately 120 established positions. Currently, Policing Services is spread between Maloney Place (RCMP Detachment) and Beaudry Place.

In addition to the above, the not-for-profit police-based victim services unit, is also housed within Maloney Place increasing office and space needs of the 3 staff members and numerous volunteers and board members.

Issue – Through previous external and internal reviews, it was determined that the current buildings occupied by Policing Services (Maloney and Beaudry) have several shortcomings including, but not limited to, safety and security deficiencies, parking limitations, and total available square footage. Through Project Charter POLI-006, Council directed Administration to complete a limited scope renovation to address the urgent needs of today, aimed at meeting facility needs through 2027; it is estimated that each facility will no longer be able to adequately accommodate policing operations beyond this time.

Opportunities – A new Policing Services Building will address the lack of adequate space for Policing Services, challenging service delivering and growth. This new facility would also consolidate all Policing Services staff and operations, under one roof, leading to improved operations and service delivery. Further, consolidation will assist in meeting compliance with current Municipal Police Service Agreement (RCMP Contract),

as well as meet appropriate health, safety, and accessibility standards for municipal staff.

Using a phased approach, Administration intends to hire a consultant to assist with determining spacing and land needs which would be followed by concept planning and design. By taking this approach, alternative accommodation strategies or new opportunities that may not have been previously available or reviewed in detail, may be realized.

Risks – Without addressing the permanent facility needs of Policing Services, it is certain that we will have a lack of adequate building space by 2027, which may impact service levels. Further, without having ample space, we may be challenged to add new resources, which will be a result of addressing the needs of our growing population; this would be in addition to Council approving an increase to RCMP and Municipal Enforcement staffing levels, as per Councils Policy C-PS-02.

A significant trigger that would impact new space for policing is heavily reliant on the number of resources and the service level that Council approves over the next number of years. Should this growth increase sooner than expected new space needs will be urgent. Should program and service growth be slower than anticipated and the current building accommodations remain viable, in which new space could be delayed.

Alternatives to the construction of a new Policing Services building may be the use of a new satellite building, to accommodate some operations. Although building a satellite facility may be an attractive option, it is essential to understand that further renovations to existing buildings would be necessary as they would still be required to accommodate increased staffing levels and, they are nearing the end of their life cycles.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A

Initiatives: N / A

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification:

Internal stakeholders: Policing Services, Engineering, Planning and Development, Public Operations, and Information Technology.

External Stakeholders: RCMP and St. Albert Victim Services

Timeline:

2024 – Feasibility Study and Land Identification

- Engagement of consultant for feasibility analysis inclusive of stakeholder requirement consolidation, identification of opportunities related to land acquisition, concept development, refined cost estimates based on concepts.

2026 – Land Acquisition and Planning, Preliminary and Detailed Design

2028 - Construction

FINANCIAL INFORMATION:	Investment Year		
		2024	$ 150,000
		2025	-
		2026	3,000,000
		2027	-
		2028	26,850,000
		2029	
		2030	-
		2031	-
		2032	-
		2033	-
		Total	**$ 30,000,000**
			See Capital Project Worksheet for details.

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning	150,000		100,000							
Detailed Planning and Design			1,250,000							
Site Servicing			150,000							
Strucure/Building Construction					24,615,000					
Landscaping										
Construction Management					1,000,000					
Commissioning and QA/QC										
Contingency					2,735,000					
Public Participation Activities										
Equipment										
Other										
TOTAL	**150,000**	**-**	**1,500,000**	**-**	**28,350,000**	**-**	**-**	**-**	**-**	**-**

Comments: None at this time

CAPITAL PROJECT CHARTER

Year: 2024 - 2033

Charter Number: ENGS-054

Charter Name: Transportation Network Improvements

Lead Department: Engineering Services

Type: Growth

Explanation (RMR or Growth): This project targets the completion of redesign of existing intersections for safety or capacity (level of service) improvements.

Asset Category: Roads & Other Engineered Structures

Scope Statement: This project shall perform improvements to intersections that result in enhanced safety or improved levels of service and reduced congestion / delay.

Project Charter Justification

Current State

Intersections are integral components of the transportation network, representing corridor connection points that must service multiple directions of travel and a variety of road users (vehicle, pedestrian, cyclist, transit). These locations over time may also become “pinch points” to which delay and congestion may be generated, or they may represent areas of safety concern due to conflicting movements and risks of collisions.

Examples of such locations, where work is in progress to review or address issues include:

- South St. Albert Trail corridor, including the intersection of St. Albert Trail at Hebert Road / Gervais Road.
    - This area and intersection are candidates due to congestion, delay and safety.
    - Status: An in-service safety review has been completed, with conceptual design completed of the corridor area; effort now is delivery preliminary design (2023).

- Intersection of St. Albert Trail and St. Anne Street / Sturgeon Road
    - This intersection is a candidate site due to safety and opportunity to align capital investment with RMR work.
    - Status: An in-service safety review has been completed; effort now is preliminary design (2023).
    - This intersection is proposed for detailed design work to be completed in 2024, to empower construction of improvements in 2025 with timed

intersection RMR work and coordinated completion with the Niche development.

- Intersection of Boudreau Road and Sir Winston Churchill Avenue
  - This intersection is a candidate site due to safety and operational improvements for improved efficiency to reduce delay and congestion.
  - Status: Effort now is completion of an in-service safety review (2023), with programming planned for detailed design completion in 2026 and construction in 2027.

- Boudreau Road at Campbell Road
  - This site is currently a candidate for improvements to address both safety and operational areas to reduce intersection delay and congestion.
  - Status: Effort now is completion of an in-service safety review (2023) , with programming planned for detailed design in 2025 and construction in 2026.

- Intersection of Giroux Road at Lockhart Drive
  - This intersection experiences safety issues associated with Transit buses making righthand turns from eastbound to southbound which results in the transit bus jumping the southwest curb of the intersection or having to travel into the oncoming travel lanes.
  - Status: Preliminary design work has been completed (information shared to Council within IR-23-26). Costs are preliminary and at the time of this charter's development detailed design was not completed.
  - Intersection work is proposed for detailed design and construction in 2024.

- Intersection of McKenney Avenue at Mission Avenue
  - This intersection experiences safety issues associated with Transit buses making righthand turns from eastbound to southbound which results in the transit bus jumping the southwest curb of the intersection or having to travel into the oncoming travel lanes.
  - Status: Preliminary design work has been completed (information shared to Council within IR-23-26). Costs are preliminary and at the time of this charter's development detailed design was not completed.
  - Intersection work is proposed for detailed design and construction in 2024.

Completion and timing of work will be subject to network conditions and validation of benefits of improvements. Further completed analysis will inform on timing needs and expected benefit results, which may result in amendments to future drafts of this charter.

Issue

1) Road right of way limitations: Constraints to what improvements can be made within the existing road right of way (i.e., minimal space available to add lanes /separate movements).

2) Transportation Utility Corridor (TUC): Some locations may be restricted to what improvements can be completed due to location within the TUC of the Anthony Henday Dr.

3) Completion of the noted intersection safety assessments and design work shall better inform on construction cost estimates which will be integrated into updated future charters. At this time, construction place holder values have been applied to the charter using costs associated with previous intersection improvements with similar anticipated scope. Cost estimates are +/- 50% as they are conceptual and will be adjusted as work advances to inform on improved estimates.

4) Strategic improvements: Data collection and analysis of roadway / safety operations are critical to ensure this project is evidence based and appropriately prioritizing improvements.

Opportunities

6) Project Alignment: Consideration and collaboration between this charter and planned RMR work will result in cost savings and minimize network disruption.

7) Where relevant, incorporate new sidewalk into improvements to close existing gaps in the active transportation network through construction of sidewalk.

8) Performance of preliminary engineering / design work strengthens cost estimate accuracy and minimize “unknowns” of the project in advance of construction.

Risks

1) Construction costs may vary from estimated values used to create this project charter

2) Poor weather conditions to allow for construction completion.

3) Disruption to road users and services (transit) during construction activity.

4) Collaboration with landowners adjacent to intersections to acquire necessary easements.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A
Initiatives: N / A
Admin Focus Area: N / A
Initiatives: N / A
Stakeholder Identification:

- City Council
- Residents / Businesses
- City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Recreation & Parks, Planning and Development, Community and Social Development, Economic Development, Smart City, Capital Projects Office, Corporate Communications,

Timeline:
- Year 1: In-Service Safety Review
- Years 2 /3: Design
- Future Year(s): Construction (subject to prioritization for delivery)

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	330,000
		2025		1,220,000
		2026		2,630,000
		2027		3,540,000
		2028		4,365,000
		2029		495,000
		2030		310,000
		2031		330,000
		2032		3,720,000
		2033		310,000
		Total	**$**	**17,250,000**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning							90,000			90,000
Detailed Planning and Design	125,000	300,000	300,000		200,000	450,000	200,000	300,000		200,000
Site Servicing										
Strucure/Building Construction	125,000	700,000	2,000,000	2,800,000	3,300,000				3,000,000	
Landscaping	10,000	30,000	70,000	80,000	110,000				60,000	
Construction Management	20,000	75,000	200,000	300,000	350,000				300,000	
Commissioning and QA/QC	10,000	40,000	60,000	60,000	75,000				60,000	
Contingency	40,000	75,000		300,000	330,000	45,000	20,000	30,000	300,000	20,000
Public Participation Activities										
Equipment										
TOTAL	**330,000**	**1,220,000**	**2,630,000**	**3,540,000**	**4,365,000**	**495,000**	**310,000**	**330,000**	**3,720,000**	**310,000**

Comments:

1) Construction cost estimates are conceptual (+/- 50%) and will be informed by completion of safety review and design. Greater accuracy of cost estimates will be established with completion of design work.

2) Construction cost estimates were derived from previous similar intersection work and scope anticipated with noted sites.

3) Prioritization and schedule may be subject to change from updated traffic and safety data collected.

4) Construction of improvements may be limited or influenced by site constraints and work may be defined as unfeasible with further design completion.

5) Timing of delivery of projects and resulting annual budgets will be informed by network operational assessments; to which some projects may be

recommended for delay of investment, while others may be recommended to be expedited.

CAPITAL PROJECT CHARTER

Year: 2024 - 2033

Charter Number: ENGS-082

Charter Name: Transportation Preliminary Engineering & Design

Lead Department: Engineering Services

Type: Growth

Explanation (RMR or Growth): This project delivers on planning, engineering and preliminary design work towards new transportation roadway projects triggered by growth.

Asset Category: Roads & Other Engineered Structures

Scope Statement: This project targets the completion of conceptual planning and/or preliminary engineering design of future arterial roadway improvements related to servicing new development.

Project Charter Justification

With recent (2022) annexation of new lands and required servicing needs to support new development, there are multiple transportation projects on the horizon that require attention towards planning and ultimately delivery.

Typically, individual project charters reflecting full costs of planning, engineering, design and construction are developed; however, there is a risk associated with developing funding requests for construction prior to any investment towards planning or preliminary design. Implications of unknowns at early stages of a project can significantly influence cost estimates and put the City at risk in terms of longer-term financial planning.

Opportunity exists to invest in the roadway concept planning and/or preliminary design work earlier in the project life cycle and ahead of communicating required construction funding. This will enable improved cost estimate accuracy and scope definition, improved information sharing with stakeholders, and empower holistically planned and designed corridors that meet City standards. Outputs of this project will also enable the development community to better understand requirements, conditions and costs of each project. In addition, more informed cost estimates will benefit the Off Site Levy (OSL) model and Bylaw, and better enable development partners to front end final detailed engineering and construction for roadway projects.

Eight (8) transportation projects are current candidates for preliminary work to be completed. In order of current priority, the projects are:

1. Giroux Road West
2. Range Road 260
3. Meadowview Drive West
4. Range Road 253/ Coal Mine Road
5. Bellerose Drive
6. Campbell Road Extension
7. Poundmaker Road
8. Hogan Road

Note – in some instances, the priority of the roadway may be reflective of specific segments and may not be associated with the entirety of the corridor. Prioritization will be influenced by growth and development and associated timelines to service areas.

This charter is intended to fund the conceptual planning and/or preliminary engineering and design to a 60% design level for the noted projects, which will inform on scope and higher accuracy cost estimates of projects. Outputs of this work may be used to develop individual project charters for future budget consideration or could be provided to the development community to enable them to advance detailed design and construction of roadway improvements to support their development applications.

Issue

1. Development of project charters with little to no resources allocated to define scope and develop project cost estimates creates risks of funding requests being inaccurate.

2. Project cost estimates are used to inform on Off Site Levy cost estimates and values are currently contentious in terms of perceived accuracy from the development community. Improving the details used to inform on cost estimates provides greater confidence in projected costs and documents the rationale and assumptions made towards the project's delivery.

3. Continued growth and increasing density will influence the needs to expand the transportation network with deliver either upgrades to existing corridors or new roadways.

4. Funding constraints associated with the City's increasing project loads, reduced off site levy reserve availability and costs associated with existing or short-term projects may require consideration of delay or seeking of alternative funding sources.

5. Roadway corridors impactful and adjacent to multiple developers and "piece-mealing" corridor improvements with different interpretations of design requirements,

different site constraints that early development may not recognize, changing design standards, land use amendments – all of which may negatively impact the alignment, design and final deliverable of a roadway.

Opportunities

1. Investment towards concept planning and preliminary design will result in improved accuracy of scope and costs that will be used to develop individual project charters for associated projects.
2. Improved cost estimates with documented rationale, will improve the inputs to the Off Site Levy model, and improve communications and collaboration with development partners.
3. Proactive investment in conceptual planning and/or preliminary design provides clearer communications with developers on the City's requirements and expectations as they advance land servicing. This can reduce timelines to develop, review and approve detailed designs, and potentially expedite development applications.
4. Investment in conceptual planning and preliminary design of roadway corridors results in a holistic plan that better mitigates overall corridor issues or constraints that cannot be realized through piecemeal design. As a result, detailed design and construction can occur in stages with confidence that one stage will not negatively impact future stages.
5. Provides better opportunity to identify and protect future road right-of-way requirements prior to subdivision or development of adjacent lands occurring.

Risks

This project charter seeks to reduce risks associated with delivery of arterial roadways. The risks associated with individual projects will become more recognized as individual project charters are developed, but high-level risks associated with this charter include:

1. Timelines of construction from when preliminary engineering is completed may still vary from forecasted and costs may be impacted by industry conditions or inflation.

2. Development timeframes may vary, which could result in expediting or delaying construction of work based on changes in demand and priority.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A
Initiatives: N / A
Admin Focus Area: 2. Planning & Prioritization
Initiatives: 2.3 Mobility Choices Long-Range Strategy

Stakeholder Identification:

- Council: project status, Off Site Levy Updates, budget considerations.
- Planning and Development: prioritization of projects to service growth.
- UDI members: Technical Working group and OSL team; updating outputs of projects and cost estimates, design requirements and delivery of projects.
- Public Operations: Planned projects and timelines for operational impact identification.
- Residents: Network Planning and construction status updates.

Timeline:

- Q1: Project prioritization confirmed, and professional services tendered
- Q2/Q3: Preliminary engineering and design work completed for priority corridors.
- Q4: Final report delivery

*Note – some corridors may expand beyond a 12-month project turn around and require additional time for completion.

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	559,100
		2025		546,900
		2026		1,207,000
		2027		670,500
		2028		1,490,000
		2029		958,000
		2030		385,000
		2031		872,700
		2032		200,000
		2033		580,000
		Total	**$**	**7,469,200**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning	559,100	546,900	1,207,000	670,500	1,490,000	958,000	385,000	872,700	200,000	580,000
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
TOTAL	**559,100**	**546,900**	**1,207,000**	**670,500**	**1,490,000**	**958,000**	**385,000**	**872,700**	**200,000**	**580,000**

Comments:

- The estimated value of preliminary design work is derived from 6% of order of magnitude opinion of probable construction costs.
- Construction funding of projects was estimated based upon the Complete Streets Guidelines and regional construction costs (2019).

MUNICIPAL GROWTH CAPITAL TO PRESENT TO COUNCIL IN Q1 2024

DARP-005 Millennium Park Development

CAPITAL PROJECT CHARTER

Year: 2024-2026

Charter Number: DARP-005

Charter Name: Millennium Park Development

Lead Department: Recreation & Parks

Type: Growth

Explanation (RMR or Growth): The investment is considered growth as it is construction of new recreation amenities and facilities.

Asset Category: Parks & Trails

Scope Statement: The Millennium Park project will build on the conceptual design completed in 2019 and further work started in 2022. The project is intended to design and construct a destination park in the Downtown that supports events and community gathering.

Project Charter Justification

Current State - The Downtown Area Redevelopment Plan (DARP) provides policy direction on the revitalization of downtown. Further to that, the Economic Prosperity outcome in Council's Strategic Plan includes the goal to encourage a vibrant downtown through the implementation of the DARP.

Lively public spaces that infuse areas with a sense of vibrancy are an essential component to the successful revitalization of downtowns. Millennium Park will also be a significant demonstration of the City's continuing commitment to downtown. The Park will play a critical placemaking role by establishing a high-quality multi-use, programmed and spontaneous use public space linking the existing Lions Park, St. Albert Place and Red Willow Park alongside providing opportunities for healthy, active lifestyles and community connection. The vision as stated in the Millennium Park concept plan is:

> *Millennium Park, as a major park in the public heart of St. Albert, is a vibrant and welcoming place that integrates the natural ecology, history, and culture of the site, for a variety of dynamic uses. The site connects open space across the broader city, creating a destination to gather and celebrate for the community.*

As communities invest in enhancement projects such as the St. Anne Promenade and Millennium Park, business investment in Downtown often follows. The returns in tax revenues from the related economic growth, especially in compact, urban areas, can offset the initial public expenditure.

Millennium Park is fronted by St. Anne Street Promenade, with a trail running parallel to the river, large natural tree stands and no further amenities. The site was identified in DARP as an "active, multi-use park; a centerpiece of downtown". To support implementation of this project, the Millennium Park Concept Plan (DARP-016) was initiated in 2017 and finalized in 2019. In

addition, the design concept assumed the charter funding with RECR-038 (Water Play Park) was to be included within the Millennium Park project and RECR-038 was rescinded. This concept plan was informed by robust public and internal consultation and will be further refined through further conceptual work to be completed by Q1 2024.

As this site is a major future recreation and park site within the City, there are a few appropriate reserve funds that could minimize the impact to taxpayers, while still supporting continued progress including use of existing funds from the Major Recreation Facilities (City Wide), Major Recreation Facilities (Neighbourhood) and/or the Parkland Reserve.

It should be noted that all funding requests in this charter are based on current state. As the project is exploring scope and scale through the approved funding in 2023, the required funding for future phases of design and construction is approximate and will be adjusted as more information is available.

Issue - Through the Concept Plan process and with further discussions with Council in 2023, the scope of Millennium Park has evolved. The site has several important ecological features, including native tree stands and wetlands and is protected by a flood berm but risks flooding in a 1:200 flood event.

Though important to downtown revitalization, the costs of this park are significant and timing of project approval within the greater capital priorities of the City will require careful consideration.

Opportunities - This park represents a significant opportunity to beautify and activate the downtown area, meeting the goals of DARP. Millennium Park will connect Lions Park to St. Albert Place, providing additional space and supports for festivals, special events and community gatherings including the International Children's Festival of the Arts, St. Albert Farmers Market, and the Snowflake Festival. There is opportunity to more strongly connect the design and construction of Millennium Park with the redevelopment planning for Lions Park that is planned in 2023 building stronger flow and cohesion between the two spaces.

As the conceptual plan is updated, further opportunities including potential revenue generation (sponsorship, rental/lease space) will be explored in coordination with Council. Grants and partnerships with other levels of government will be continually explored to increase the viability of this project.

Risks - The project costing included with the original concept was reviewed in 2020 by Capital Projects Office to assess more current cost comparable and known risks, resulting in a decrease by several million to the charter total cost, which has been offset by inflation and continuing instability in construction costs across all industries.

Based upon past experiences when building within the downtown and along the Sturgeon River, there are likely to be complexities. It is assumed that the costing and contingency are sufficient; however, until detailed design of all elements is complete, construction costs are estimates only.

The project is a substantial investment and there may not be significant resources (financial and staff) to complete. The project was previously phased into five distinct phases but has been realigned with the City's debt strategy to complete detailed design in 2024, with construction starting in 2025 and concluding in 2026. This enabled construction efficiencies and reduces potential future inflationary costs but may not be supported when funding sources are scarce.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 2. Downtown Vibrancy

Council Priority: 2. Downtown Vibrancy

Initiatives: 2.2 Planning for Millennium Park Development

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification: Extensive public engagement has been completed as part of the conceptual planning phase. Adjacent landowners, event holders and the public may be informed as the project progresses, however no further engagement is projected.

As this project is part of the larger downtown revitalization plan, there are a number of internal stakeholders involved including:

- Community Services
- Economic Development
- Emergency Services
- Intergovernmental/Indigenous Relations & Environment
- Planning & Engineering
- Public Operations

Timeline:

2024 – Phase 2: Detailed Design – Site Features
2025-2026 – Phase 3: Construction

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	1,580,700
		2025		7,476,300
		2026		7,655,700
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**16,712,700**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning	1,053,800									
Detailed Planning and Design										
Site Servicing		601,400								
Strucure/Building Construction										
Landscaping		4,382,800	5,103,800							
Construction Management										
Commissioning and QA/QC										
Contingency	526,900	2,492,100	2,551,900							
Public Participation Activities										
Equipment										
Other										
TOTAL	**1,580,700**	**7,476,300**	**7,655,700**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments: As per budget instructions, contingency at 50%, escalation: 2024-5%, 2025 – 2.4%, 2026 – 2.4%.

Operating Impacts Worksheet

Timeframe: Ongoing

Ongoing operating costs will be expected related to maintenance of chosen amenities and park features.

Operating costs are projected to begin in 2027 and will be submitted in future charters.

OPERATING IMPACTS	Department	2024	2025	2026
TOTAL		-	-	-

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2024 UNFUNDED)

CULTR-009 St. Albert Historic River Lots & Grain Elevator Ph 1A, B & C - Ag Pavilion & Visitor Reception)

ITSV-015 Web Services Enhancements

ENGS-069 ITS Strategy Implementation

PW-033 Fleet Services Garage Expansion

PW-041 St. Albert Place - Exterior Programmable LED Lights

PW-042 Council Chamber Bench Renewal

ENGS-083 Lacombe Lake Park Permanent Paving

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024-2025

Charter Number: CULTR-009

Charter Name: St. Albert's Historic River Lots and Grain Elevator Park Phase 1A, B & C – Agricultural Pavilion and Visitors Reception. (Formerly Heritage Park Phase 1A, B & C – Agricultural Pavilion and Visitors Reception)

Lead Department: Community Services

Type: Growth

Explanation (RMR or Growth): This charter includes required land remediation for the newly acquired Meadowview Drive land and the constructure of an Agricultural Pavilion and Visitor Centre, including a new parking lot for St. Albert's Historic River Lots and Grain Elevator Park.

Asset Category: Historical / Cultural

Scope Statement: This project furthers planned work included in the Heritage Sites Functional Plan. It includes reorienting the entrance to the site to accommodate recent changes to the Riverside ASP that prioritize a new entrance into the Riverside subdivision. The needed remediation for the newly acquired Meadowview Drive land in the centre of the site. The construction of an Agricultural Pavilion and Visitor Centre, that will address agricultural exhibit and storage constraints, provide the public with access to additional public washrooms, and provide additional parking.

Project Charter Justification

Current State - The Functional Plan for the Heritage Sites was approved by Council in 2010. This plan built upon the Heritage Sites Masterplan and provided a five-phase approach to provide the necessary infrastructure to support the restoration of the historic buildings and future visitor amenities. The Functional Plan was updated (2020) to reorientate the entrance to the site to accommodate the changes to the Riverside ASP (change in the CN railway crossing and the new entrance into the Riverside subdivision). The updated plan provides new phasing and costings to complete the heritage sites as a community asset, event location, and tourist destination; the updated plan also includes the relocation of the Musée Héritage Museum to the heritage sites.

Work completed under the Functional Plan (2010)

- Restoration of the 1906 Alberta Grain Company and 1929 Alberta Wheat Pool grain elevators (2011), the Belcourt and Cunningham Houses (2019), Maison Chevigny and Brosseau Granary (2020)
- Site servicing for buildings (water, sewer, electricity) with capacity to add Agricultural Pavilion and more public washrooms for the site.

- Landscaping and temporary fencing of River Lots

Work to be completed under the updated Functional Plan (2020)

- Phase 1 CULT-009 – relocation of maintenance yard, Agricultural Pavilion & Visitor Centre, parking lot and landscaping, *new* addition of site remediation for the newly acquired Meadowview Drive land.
- Phase 2 CULT-010– Event grounds for community and commercial use, enhanced security, linkage to Red Willow Trail
- Phase 3 CULT-030– relocation of Musée Héritage Museum to the heritage sites and additional parking

Phase 1

To accommodate the updated Riverside ASP the entrance to the heritage sites will change from its current location to the west of the 1906 grain elevator. The Agricultural Pavilion and Visitor Reception will welcome visitors, provide additional washrooms for the public (there are currently only two public washrooms located in the basement of the train station) and provide indoor and covered space to display artifacts that support agricultural history and the grain elevators.

In order to build this pavilion, the maintenance yard and storage huts will need to be relocated to the south end of Meadowview Drive and a new maintenance workshop built to replace the aging 1970s trailer.

2024 – Environmental remediation of the newly acquired Meadowview Drive land.

2024 – RFP for detailed design/architectural/engineering services.

2024 – Removal of buildings, relocation of maintenance yard

2025 – Construction of Agricultural Pavilion and Visitor Centre, construction of new maintenance workshop., parking lot, security lighting

2026 – Landscaping



Figure 4.1: Phase 1 Development

Issue - This phase of the development of the heritage sites is the continuation of the long-range plan for this unique site. The buildings have all been restored and are open to the public, but the site is still missing amenities that improve the usability of the site for events. The new phases identified in the updated Functional Plan (2020) are required to; safely and efficiently operate the site and provide the amenities required for visitor use, community enjoyment and to create an event destination.

In order to make this site a destination within the Capital Region it requires improved visitor amenities such as adequate parking facilities, public washrooms and a new visitor centre to greet you as you enter the site. The natural area at the south end of the heritage sites will link to the Red Willow Trail as it expands north along the river from the trestle bridge to the Grey Nuns White Spruce Forest, this will increase its awareness and use within the community.

Opportunities –

- Administration is constantly seeking funding opportunities to offset the substantial investment this project requires.
- Arts and Heritage Foundation is eligible for grants and funding, the municipality is not, and has consistently brought additional funding to shared Capital projects to offset the investment required.
- the heritage sites showcase St. Albert's history and help differentiate this community from others in the Capital Region.

- The built heritage and River Lots tell the story of St. Albert's deep Métis roots, Francophone immigration, and its agricultural history with the oldest designated grain elevator in the province.

Risks -

- Cost estimates were developed in 2020 before ESA Level 1 or 2 was completed at the newly acquired Meadowview Drive land
- ESA Level 2 had not been completed at the newly acquired Meadowview Drive land at the time of Capital Growth Charter submission.
- Environmental issues identified may require greater remediation than anticipated.
- Construction delays due to weather and permitting requirements.
- The remediation of the newly acquired Meadowview Drive land is included within this Charter. Should council not approve this charter, the land will remain in mostly unusable condition.
- Should council opt to only purse portions of this Charter, the following scenarios may be required:
    - Phase 1 goes ahead and building remains at the newly acquired Meadowview Drive land during site remediation – AHF could use this building as storage until the maintenance yard is relocated.
    - Phase 1 goes ahead and the building is demolished during site remediation.
        - AHF would need to vacate using the building at the newly acquired Meadowview Drive land for temporary storage, and secure temporary storage until the maintenance yard is built.
    - Phase 1 does not go ahead, but remediation of the newly acquired Meadowview Drive land does, and building remains during remediation.
        - AHF would use the building as storage until the maintenance yard is relocated at a future date.
    - Phase 1 does not go ahead but remediation of the newly acquired Meadowview Drive land, including demolition of building, does,
        - AHF would vacate the building and find temporary storage solution until the maintenance yard is relocated at a future date.
    - Currently many of the agricultural artifacts are in storage as there is no adequate shelter or suitable way for them to be displayed.
    - The visitor experience is diminished when the full agricultural history of the area cannot be told when visiting the grain elevators.
- Additional dollars for contracted services or Partnership Agreement to support additional ground maintenance. An operating budget was not submitted for 2024. If remediation of the newly acquired Meadowview Drive land happens earlier, there may be challenges with AHF operating dollars to maintain.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 2. Downtown Vibrancy

Initiatives: N / A

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification:

Name & Role	Responsibility or Contribution
Community Services	Project sponsor, public engagement, design review, stakeholder liaison.
Arts and Heritage Foundation	Public engagement, design review, and facility management and operation
Capital Project Office	Project management and construction execution
Public Works	Planning, advisory, construction support and maintenance
Legal Services, Risk & Insurance and Purchasing	Risk Assessment, agreement support and procurement process support.
Planning and Development	Planning, advisory, construction support, permits and inspections
Engineering	Planning, advisory, construction support
Recreation and Parks	Planning, advisory
Stakeholders: Includes community, Metis Local, Michif, First Nations, and BLESS (internal and external)	Advisory, notification of construction, disruption of service and issue resolution

Timeline:

2024 – Environmental remediation for the newly acquired Meadowview Drive land

2024 – RFP for detailed design/architectural/engineering services for Phase 1 work.

2024 – Removal of buildings, relocation of maintenance yard.

2025 – Construction of Agricultural Pavilion and Visitor Centre, construction of new maintenance workshop, parking lot, security lighting

2026 – Construction of Open Space, Amenities, and Landscaping.

FINANCIAL INFORMATION:	Investment Year		
		2024	$ 1,468,600
		2025	7,145,400
		2026	220,500
		2027	-
		2028	-
		2029	-
		2030	-
		2031	-
		2032	-
		2033	-
		Total	**$ 8,834,500**
			See Capital Project Worksheet for details.

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	545,600	-	-							
Site Servicing	134,500	-								
Strucure/Building Construction		4,618,100								
Landscaping		-	138,600							
Construction Management		674,800	20,400							
Commissioning and QA/QC										
Contingency	238,000	1,852,500	61,500							
Public Participation Activities										
Equipment										
Other	550,500									
TOTAL	1,468,600	7,145,400	220,500	-	-	-	-	-	-	-

Comments: Remediation costs estimated at $550,500.00 for 2024.

Operating Impacts Worksheet

Timeframe: Ongoing

Operational impacts contract management of the maintenance provider, estimated cost of:
Asphalt Parking lot $3.25/sqm per year for winter maintenance. Asphalt and curb stop Maintenance $1.00/sqm per year per year. If the lot is gravel we do not normally maintain those in the winter. Summer maintenance $.25/sqm for grading and adding gravel as required.
For any buildings, budget estimate $25/sq ft per annum
(Estimate $ provided by Senior Manager, Public Operations)

OPERATING IMPACTS	Department	2024	2025	2026
Ground Maintenance, placeholder			10,000	10,000
TOTAL		**-**	**10,000**	**10,000**

CAPITAL PROJECT CHARTER

Year: 2024-2025.

Charter Number: ITSV-015

Charter Name: Web Services Enhancements (StAlbert.ca)

Lead Department: Information Technology

Type: Growth

Explanation (RMR or Growth): Supporting expansions to digital service delivery and enhancements to the related resident experience to accelerate the adoption and quality of web-based self-service options.

Asset Category: Master Plan, Studies & Other

Scope Statement: Support ongoing research into and progressive enhancements to the City's growing portfolio of public-facing web services to ensure they continue to satisfy resident needs and business objectives.

Project Charter Justification

Funding support is necessary for facilitating public involvement in digital service design, executing in response to research findings, and proactively improving our web services portfolio to avoid a costly, protracted rebuild.

Current State - The City's websites are an essential platform for resident communication and service delivery, supporting 1.9 million user sessions annually and thousands of inquiries and transactions. From a technical standpoint, our websites are in good condition. The main City website underwent a complete in-house rebuild in 2019, with related updates migrating to our satellite services (such as MyCity, the Open Data Portal, and Program Registrations) in 2020. However, with only one dedicated FTE for developing and improving the City's web assets and no available contingency funding, the department is severely strained to address emergent requests and has considerably less capacity to integrate public consultation into our processes or proactively address enhancements necessary to meet the growing needs and expectations of the organization and its customers.

Issue - Due to an absence of funding, no meaningful public engagement or testing related to the City website has occurred since 2016, and none ever with our satellite services. Consequently, assumptions, internal stakeholder opinions, industry best practices, and fragmentary public feedback drive design, development and content decisions. The ease with which the public can find essential information or utilize our online services, let alone their success or satisfaction with these elements, is unknown. However, there is mounting awareness that problem areas exist, requiring investigation and informed changes in approach.

The Ernst & Young review strongly recommends the inclusion of the public in the City's digital service design process; we fully support this recommendation, but it will not be possible without predictable budgetary support for the work.
Opportunities - By 2024, the City website will be five years old and due for a significant refresh. Budgetary support at this time, the first since 2014, would allow the organization to engage with the public, collect vital learnings for the next iteration, and execute upon long-required business needs.

This charter enables two strategic goals. Firstly, it supports the Green Tape 2.0 initiative in providing easier access to online services and information. It is also a critical step in the Corporate Business Plan initiative “Enhancement of Online Access to City Services” to accelerate the adoption of self-service options and digital channels to improve resident experience, part of strategic priority five, Financial Sustainability.

Risks - Ongoing incremental investment into the City's websites is necessary to rapidly leverage emergent opportunities and avoid the costly need for a complete redevelopment of the portfolio. The external development of an entirely new website, and its subsequent reflection in our satellite services, could exceed two years and a million dollars depending on platform choices and technical requirements. This expenditure and a painfully delayed response to mounting dissatisfaction are what we risk by failing to invest in informed, incremental improvements to the existing portfolio.

Growing requirements for custom programming, integrating third-party services, and supporting emerging technologies challenge internal expertise and exceed available capacity. Without dedicated funding, the ability to act upon a new business opportunity or react to a challenging technical issue is severely impacted by the time required to pursue individual business cases.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 5. Financial Sustainability

Initiatives: 5.9 Enhancement of Online Access to City Services

Admin Focus Area: 3. Digital Transformation

Initiatives: N / A

Stakeholder Identification:

External: Residents, businesses, utility clients, public

Internal: All departments, City Council

Timeline:

2024 – Conduct public consultations, identify priority areas for enhancement, work internally or with external consultants to produce deliverables, and conduct validation testing with the public where applicable.

2025 – Continue to work internally or with external consultants to produce deliverables based on prioritization conducted in 2023 and conduct validation testing with the public where applicable.

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	75,000
		2025		75,000
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**150,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	75,000	75,000								
Other										
TOTAL	**75,000**	**75,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments: Although listed under Equipment, this charter will deliver contracting services.

Operating Impacts Worksheet

Timeframe: One Time

In order to action the results of this research, a term position for an IT Web Applications Specialist has been included in the 2024-2026 Multi-Year Budget Submissions with the costs noted below. Based on the outcome of this charter and the subsequent work plan, the need for a permanent FTE will be evaluated in 2025.

OPERATING IMPACTS	Department	2024	2025	2026
IT Web Applications Specialist: StAlbert.ca including MyCity and web development	Information Technology	76,400	97,500	100,400
TOTAL		**76,400**	**97,500**	**100,400**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024 - 2033

Charter Number: ENGS-069

Charter Name: Intelligent Transportation Systems (ITS) Strategy Implementation

Lead Department: Engineering Services

Type: Growth

Explanation (RMR or Growth): ITS is the application of sensing, analysis, control and communication technologies to enhance safety, mobility and efficiency of the transportation network and empower greater information sharing.

Asset Category: Roads & Other Engineered Structures

Scope Statement: This project will enact recommendations identified within the Intelligent Transportation Systems (ITS) Strategic Plan to improve mobility efficiency, safety, and information sharing.

Project Charter Justification

Current State

The City developed an Intelligent Transportation System (ITS) Strategy, which formalizes and documents the community's vision, objectives, principles and priorities for integrating ITS. With the Strategy, an Implementation Plan was developed to strategically deliver on the priorities of the ITS Strategy. The priority of actions for short-term delivery of the ITS Strategy are:

- Data collection and management – this is the information that will be used to monitor and report on the network.
    - Permanent count stations have been applied and continue to be a focus moving forward.

- Adaptive Signal control: This is the shift in signal timing operations to improve efficiency along corridors in and through the City. It shifts from pre-set time of day plans to a system using increased sensing to respond better to real time demand.
    - The St. Albert Tr and Boudreau Rd Corridors have had Adaptive signal operations applied and funding would expand to next priority applicable sites.

- System capabilities to improve monitoring and reduce time to respond to network issues.
    - A Central monitoring system has been applied and integrated to the network.

- Preparing for and implementing equipment that shall provide real time information to road users, assisting with condition warnings, allow for improved pre-trip planning.

- Drive time sensors, Point / Tilt / Zoom (PTZ) cameras and a Driver Information Sign (Ray Gibbon south) have been installed and continue to be targeted actions.

Issue

3) Expansive network needs and priorities: The transportation network must meet the needs of varying, and sometimes conflicting, priorities of road users. The objective is to optimize movement for the overall network and prioritize safety.

4) Project alignment: With ITS solutions there are numerous stakeholders, components and areas to focus on. Implementing “one off” improvements may result in disjointed planning and loss of effective / efficient management.

5) Technical malfunctions: as with many technical systems, some ITS applications are “new” and as they have been applied there are continuous monitoring efforts, adjustments and response required from the system manufacturers and distributors.

Opportunities

1) Enhancing data collection will improve on evidence-based decision making for network operations, and capital investment.

2) Project alignment: There is opportunity to complete ITS integration within alternative transportation network capital projects (Ray Gibbon Drive / North St Albert Trail, Fowler Way). This can create efficiency for completion and economic benefit through efficiencies of construction, as well it reduces disruption and negative impacts of construction.

Risks

1) Technology: Technology is fast changing; improving infrastructure to one degree may restrict other improvements or result in lost costs as further upgrades are necessary. Ensuring projects and programs integrate known technology as well as account for “upcoming” and relevant impacts within industry will be critical to a sustainable system.

2) Public Perception versus Priority Levels: There are instances to which residents may have an opinion on where the City should be investing and what improvements need to be completed. Continued communication and “evidence-based” approaches to project completion will allow for information sharing.

3) Unscheduled disruption, damage due to construction activities or malfunctioning equipment associated with the communications network which impacts levels of service road users.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A
Initiatives: N / A
Admin Focus Area: N / A
Initiatives: N / A

Stakeholder Identification:
- City Council
- Residents / Businesses
- City Departments: Transit, Public Works, Fire and Emergency Services, Municipal Enforcement, Economic Development, Capital Projects Office, Corporate Communications

Timeline:
Annually:
Q1: Tendering / RFP for equipment or technology
Q2 / Q3: Installations of field equipment
Q4: Integration of technology and network monitoring

FINANCIAL INFORMATION:	Investment Year		
		2024	$ 316,300
		2025	357,300
		2026	347,500
		2027	255,600
		2028	293,200
		2029	336,200
		2030	336,200
		2031	336,200
		2032	336,200
		2033	336,200
		Total	**$ 3,250,900**
			See Capital Project Worksheet for details.

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	27,000	37,000	35,000	35,000	20,000	35,000	35,000	35,000	35,000	35,000
Site Servicing										
Strucure/Building Construction	56,000	75,000	71,000	66,000	46,000	61,000	61,000	61,000	61,000	61,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	26,300	35,300	34,500	37,600	20,200	33,200	33,200	33,200	33,200	33,200
Public Participation Activities										
Equipment	207,000	210,000	207,000	117,000	207,000	207,000	207,000	207,000	207,000	207,000
TOTAL	**316,300**	**357,300**	**347,500**	**255,600**	**293,200**	**336,200**	**336,200**	**336,200**	**336,200**	**336,200**

Comments:

1. Years 2029 to 2033 are “placeholder” years; with budgets held in anticipation of technology and equipment.

2. Cost estimates are based upon 2022 equipment costs; construction costs may be subject to change.

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024-2033

Charter Number: PW-033

Charter Name: Fleet Services Garage Expansion

Lead Department: Public Operations

Type: Growth

Explanation (RMR or Growth): To increase garage capacity to accommodate service level increases within Fleet's internal customer base. This charter is the higher cost of the two options and is based on the addition of two lanes within Jack Kraft.

Asset Category: Civic Facilities

Scope Statement: Option#2. Design and construct an extension to the existing Public Works Fleet Services Maintenance Facility, required to accommodate Public Works, Utility, Environment and Emergency Services Vehicles. Add two sets of mobile hoists and two 1.0 FTE's (Heavy Duty Technicians).

Project Charter Justification

The existing Public Works Garage is past capacity, there continues to be a yearly increase in the number of Fleet Services vehicles requiring maintenance. Increasing maintenance capacity is priority to handle the existing and future Fleet Services maintenance demands. Expansion of the existing building is recommended over a satellite facility, as there are savings in land and operating costs.

Current State - The garage area has exceeded full capacity and repairs cannot be completed in a timely manner, as existing space and manpower is limiting.

Issue - Preventative, scheduled and unscheduled maintenance and repair is required on all Fleet Services vehicles. Departmental requirements for access to their vehicles continues to suffer as Fleet maintenance efficiencies are steadily decreasing due to existing space and manpower.

Opportunities - Fleet Services maintenance in one facility increases operational effectiveness, supported by a common parts and service location.

Risks - Deferment will require a continued increase in contracted services and extend repair times on all Fleet Services vehicles. Legislation requires us to effectively maintain all vehicles as per manufacturers specification. Present departmental services levels continue to task our abilities to efficiently maintain the required number of vehicles in the City's Fleet, including Environment, Utilities and Emergency Services. With the new

Firehall and increase in their vehicle requirements, the expansion is that much more vital in maintaining reliability and assisting in meeting their service levels.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A

Initiatives: N / A

Admin Focus Area: 5. Residents / Customers

Initiatives: 1.6 Scope Attraction & Retention Strategies

Stakeholder Identification:

Internal Stakeholders

Fire Services, Municipal Enforcement, Public Works, Utilities, Engineering, Risk & Insurance, Finance and Purchasing.

External

Residents, Local Businesses and Utility companies (water & waste).

Timeline:

2024 – Define needs, tender, select engineering firm/contractor, and complete design work.

2025 – Finalize design and start construction.

2026 – Complete project and commission.

FINANCIAL INFORMATION:	Investment Year			
		2024	$	632,500
		2025		2,300,000
		2026		1,150,000
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	$	4,082,500
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	632,500									
Site Servicing										
Strucure/Building Construction		2,300,000	1,150,000							
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
Other										
TOTAL	**632,500**	**2,300,000**	**1,150,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments:

Operating Impacts Worksheet

Timeframe: Ongoing

OPERATING IMPACTS	Department	2024	2025	2026
Additional fuel, electricity, maintenance and repairs	Utility @ $3.00 SF			12,000
Building	Public Operations			18,000
Staffing requirement - Two FTEs - Heavy Duty Technicians in 2027 $236,000	Public Operations			
TOTAL		**-**	**-**	**30,000**

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: COUN-037

Charter Name: St. Albert Place – Exterior, Programable LED Lights

Lead Department: Public Operations

Type: Growth

Explanation (RMR or Growth): The intention of this charter is to secure funding and ultimate approval, to support the installation of programable LED lighting on the front balcony of St. Albert Place (SAP).

Asset Category: Civic Facilities

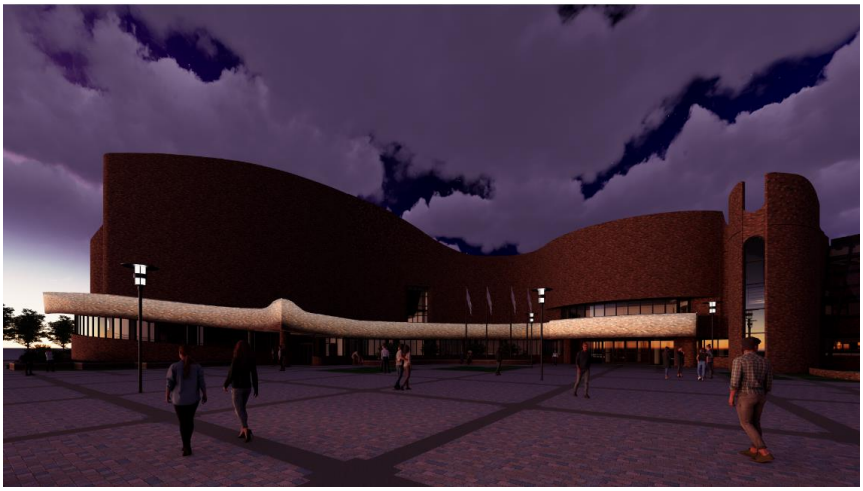
Scope Statement: A Council motion was presented and subsequently passed on May 16th, 2023, requesting that a growth charter be developed to include the installation of approximately 300 feet of LED lighting along the balcony outside of the Council Chambers.

Project Charter Justification

Current State – Currently SAP does not have a lighting system capable of providing color change to celebrate the many events that St. Albert recognizes throughout the year.

Issue – The requested area to receive the lighting treatment is the exterior balcony location outside of Council Chambers which has an approximate length of 300 feet. There are multitudes of options for string lighting packages that are programmable to commercial grade soffit lighting that would be mounted to the brick work. The most viable option is presented below.

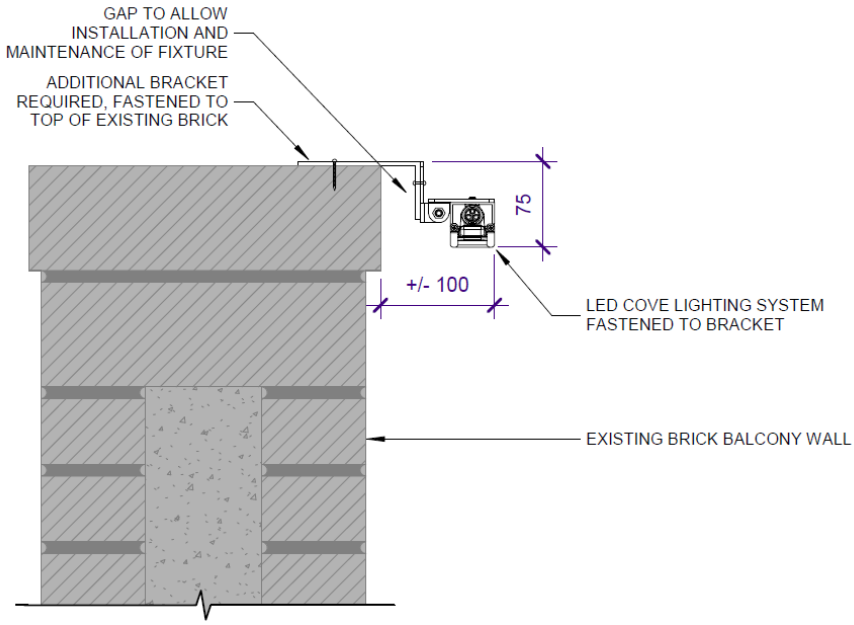
View 1



View 2



Proposed brickwork mounting:



A budgeted value to complete the requested scope would range from $125,000.00 installed.

Opportunities – If Council is supportive of this initiative, economies of scale could be achieved as an RMR project is occurring at SAP, this work is expected to take place at SAP between 2024-2025.

Risks – As St. Albert Place is a designated Municipal Historic Resource, the proposed lighting would require review from a heritage conservation consultant and ultimate approval from the CAO.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: 2. Downtown Vibrancy

Initiatives: 2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization

Admin Focus Area: N / A

Initiatives: N / A

Stakeholder Identification: - Internal stakeholders include Community Services, Communications & Public Affairs and Public Operations. External stakeholders would include all citizens of St. Albert.

Timeline:

If approved, the installation would occur during the life-cycle renovation work in 2024-2025.

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	125,000
		2025		-
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**125,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	125,000									
Other										
TOTAL	125,000	-	-	-	-	-	-	-	-	-

Comments:

Operating Impacts Worksheet

Timeframe: Ongoing

OPERATING IMPACTS	Department	2024	2025	2026
TBD dependent on service level required	Communications / PO			
TOTAL		**-**	**-**	**-**

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: COUN-038

Charter Name: Council Chamber Bench Renewal Investigation

Lead Department: Public Operations

Type: Growth

Explanation (RMR or Growth): The intention of this charter is to secure funding to support the investigation, design and renewal of the Council Chamber bench and supporting infrastructure.

Asset Category: Civic Facilities

Scope Statement: A Council motion was presented and subsequently passed on January 10th, 2023, (CM 23-02) requesting a project charter for an upgrade or replacement of the Council bench.

Project Charter Justification

Current State – The bench located in the Council Chambers is original circa 1984 and has had limited repairs or modification work in the last 40 years.

Issue – There are numerous issues with the current configuration of the Council bench,

- Access to the desk is via stairs and a non-compliant accessible ramp
- There is no barrier to divide the ramp from the lower floor
- Existing Council chairs do not fit beneath the desk surface
- The cables for all the electrical equipment are not confined
- Visibility to the floor members is not sufficient, site lines to the floor require improvement
- New microphones with minimal visual barrier requested
- Insufficient quantity of power along desk, each seat space should have access to power
- Millwork finish is damaged and requires a refresh
- Design option to align with historical preservation of existing architecture
- Current desk design does not align with the Universal Accessibility Plan
- Accommodate each Councillor name plates at each workspace

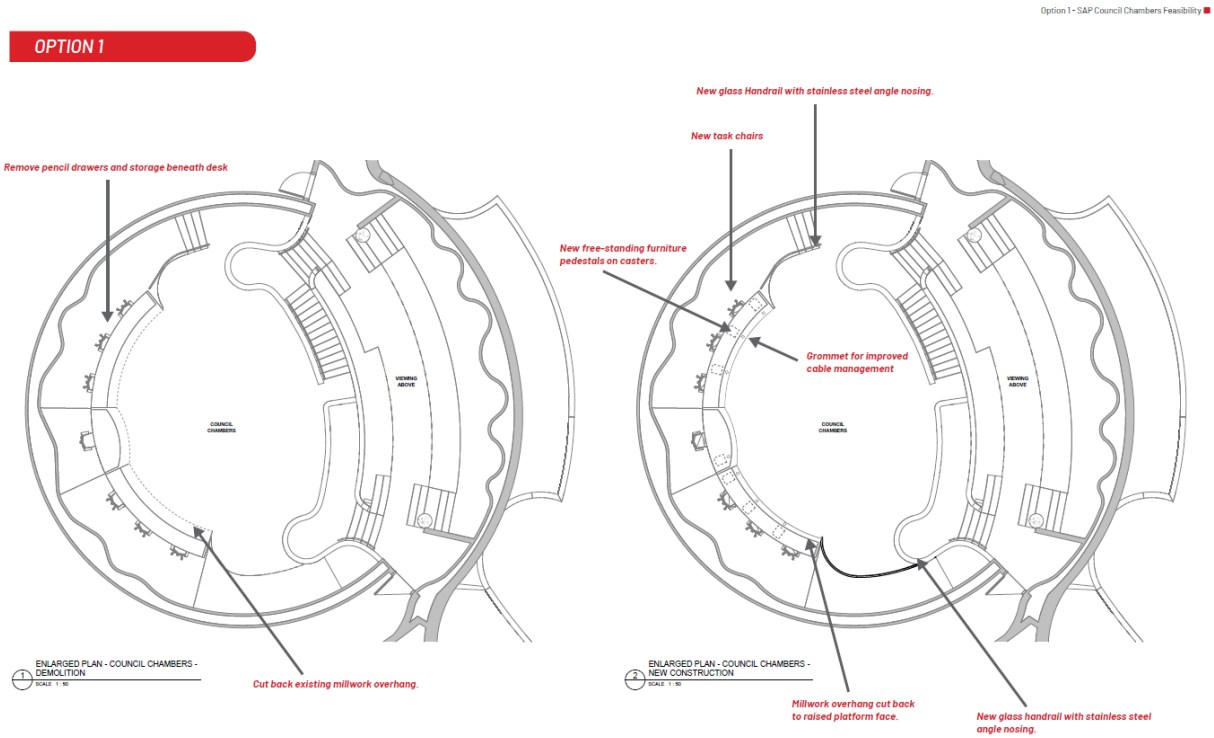
Opportunities – Administration has reached out to a design consultant on possible functional improvements to the bench and related space. Two options were provided. The modifications provided in Option 1 are respective of the original Douglas Cardinal

designed building, with minimal revisions, aimed at improved user comfort. Option 2 focuses on retaining much of the original bench construction, while also upgrading the requirements of the space to meet the National Building Code (2019) items on barrier-free accessibility.

Option 1 - The current Council desk footprint remains intact and the existing ramp and tiered podium space construction would remain. The following revisions would be made to support increased user safety and visibility:

- A glass handrail would be added to the ramp for fall protection
- Pencil drawers and storage available beneath the desk would be removed to gain much needed knee space and circulation to Council members
- Storage for Council members would-be free-standing furniture pedestals (located beneath the desk) that could be rearranged and would be positioned between Council members to provide additional barriers between members
- Cut back existing millwork overhang beyond the raised platform face to minimize the visibility issues with the Council member desk depth
- Provide new task chairs to Council members with adjustable height arms to ensure chairs can slide beneath the desk
- Relocate power / data connections to beneath the desk and grommet through the countertop for improved cable management
- Refinish all millwork surfaces (sand and stain)
- A glass handrail would be added to the stair for fall protection

Class D estimates for this work are $65,000

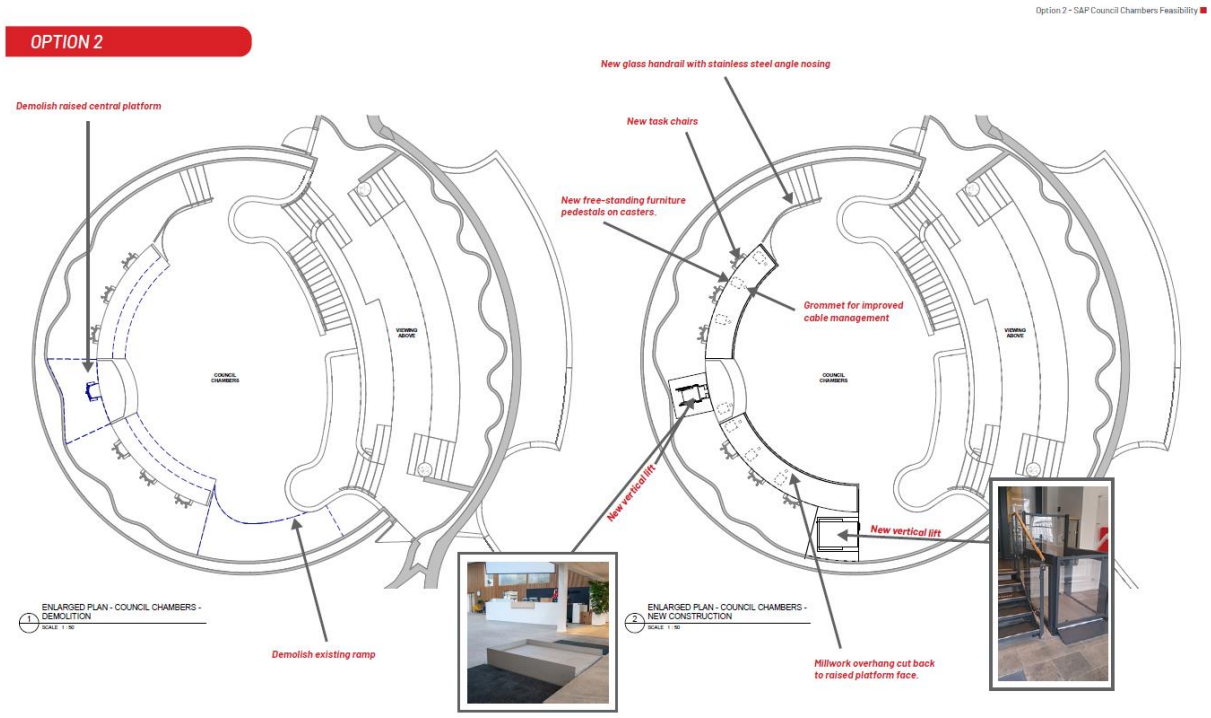


Option 2 – This option suggests ramp removal, which would ultimately require review from a heritage conservation consultant and approval from CAO:

- Demolish and remove the existing ramp
- Demolish and remove the raised central platform for the Mayor
- Install a vertical lift in replacement of the raised Mayor platform
- Install a vertical lift in replacement of the existing ramp, in order to gain a barrier free accessible platform
- Cut back existing millwork overhang beyond the raised platform face, to minimize the visibility issues with the Council member desk depth
- Remove existing carpet finish to vertical component and replace with stain-grade wood veneer millwork to match desk
- Storage for Council members would-be free-standing furniture pedestals (located beneath the desk) that could be rearranged and would be positioned between Council members to provide additional barriers between members
- Pencil drawers and storage available beneath the desk would be removed to gain much needed knee space and circulation to Council members
- Provide new task chairs to Council members with adjustable height arms to ensure chairs can slide beneath the desk

- Relocate power / data connections to beneath the desk and grommet through the countertop for improved cable management
- Refinish all millwork surfaces
- Install new plastic laminate finish to top of desk for added durability and longevity of the product
- A glass handrail would be added to the stair for fall protection

Class D estimates for this work are $192,000



Risks – As St. Albert Place is a designated Municipal Historic Resource, both options would need a review from a heritage conservation consultant and ultimate approval from the CAO.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A

Initiatives: N / A

Admin Focus Area: N / A

Initiatives: 1.1 Inclusion, Diversity, Equity and Accessibility Strategy

Stakeholder Identification: - Internal stakeholders include Council Members, Legal, Legislative & Records Services, Information Technology Services, Community Services and Public Operations. External stakeholders would include all citizens of St. Albert.

Timeline: Potential timelines dependent on review and approval of design aspects, related to the buildings Municipal Historic Resource status. Should any one of the proposed options obtain approval, work could potentially take place during life-cycle renovation work, scheduled to occur at St. Albert place in 2024/2025.

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	192,000
		2025		-
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**192,000**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	192,000									
Other										
TOTAL	**192,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments:

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: ENGS-083

Charter Name: Lacombe Lake Parking Lot Paving

Lead Department: Engineering Services

Type: Growth

Explanation (RMR or Growth): This project targets completion of upgrades to the existing gravel structure that will result in a hard surface (paved) parking lot at Lacombe Lake.

Asset Category: Roads & Other Engineered Structures

Scope Statement: This project performs the necessary engineering, design, and final construction to transition the Lacombe Lake Parking Lot from gravel to the current municipal standard for paved parking lots.

Project Charter Justification

Current State

The City currently owns a total of thirteen (13) gravel parking lot structures; with some sites being maintained directly by the City and other sites being maintained by private lease holders.

The Lacombe Lake Parking Lot services the Lacombe Lake Park, which is a highly used public park space offering amenities inclusive of: multiuse trails that connect to the Red Willow Trail system, fenced dog park, heated washrooms and change building, open field space with picnic tables, and fishing / skating (seasonal activities). These park activities and amenities generate a substantial public gathering space that are recognized as a priority to ensure supportive infrastructure, such as the parking lot, are up to standards and support a user friendly and accessible public realm. The existing gravel structure may act as a barrier for some users with mobility challenges and does not meet current engineering standards for a parking lot.

The parking lot currently accommodates approximately 50 vehicles, with the structure being gravel, no existing on-site underground storm management systems and no formal line markings utilized to dedicate stalls or drive aisles. Efficiencies of the parking lot may be recognized with the opportunity to deliver a hard surface structure that will help improve surface water drainage, allow for delineated parking stalls that could

increase capacity and improved vehicle flow and safety from clearly identifying No Parking zones.

Issues

1) The current gravel structure may act as a mobility barrier for some park users.

2) The current gravel structure does not align to up to date municipal engineering standards for hard surface parking structures for development.

3) Engineering and design of the parking lot has not been completed, resulting in the construction estimate being conceptual during the creation of this charter.
    a. To address this, a time delay of one year between engineering and design and construction has been added which empowers updates to be performed to the project charter prior to approved construction funding.

4) Costs associated with upgrading are substantially higher than costs associated with preventative maintenance and preservation of gravel lots. Surface utilities and line painting assets will have to be included within this upgrade.

Opportunities

1. Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning.

2. Improved accessibility to all potential users and improve the equitability of the parking lot.

3. Upgrades will allow more efficient use and mobility for emergency equipment and personnel deployed in the area.

4. Upgrades will address concerns noted from various St Albert residents about the functionality of the parking lot

Risks

1. Disruption to park users during construction. There are no other public parking areas beyond adjacent on street parking in neighbourhoods to accommodate park users.
2. Construction costs may vary from estimated values.
3. Poor weather conditions can delay construction.
4. Increased scope of work due to unexpected site conditions.
5. Traffic / access disruption, construction noise, city service disruption

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A
Initiatives: N / A
Admin Focus Area: N / A
Initiatives: N / A

On August 15, 2023 Council passed the motion of CM-23-34 that gave direction: That Administration develop a Capital Project Charter for the permanent paving of the parking lot at Lacombe Lake Park for inclusion in the 10-year capital projects list and project prioritization matrix.

Stakeholder Identification:

1. Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents – Quality of life and facility accessibility.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects team – performance of project management and alignment of capital programming.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events / facility services.
6. Utilities – Coordination for design and considerations of underground storm management.

Timeline:

- Program delivery is based upon completion of engineering and design work to improve upon defining scope and increase accuracy of cost estimates, which are then used to inform on future construction estimates.
- Design anticipated for Q1 to Q3 2024, with construction in Q2 & Q3 2026

FINANCIAL INFORMATION:	Investment Year	2024	$ 150,000
		2025	
		2026	1,345,000
		2027	
		2028	
		2029	
		2030	
		2031	
		2032	
		2033	
		Total	**$ 1,495,000**
			See Capital Project Worksheet for details.

Operational Impacts: No

Associated Operating Business Case: N/A

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	150,000									
Site Servicing										
Strucure/Building Construction			985,000							
Landscaping										
Construction Management			50,000							
Commissioning and QA/QC			20,000							
Contingency			290,000							
Public Participation Activities										
Equipment										
Other										
TOTAL	150,000	-	1,345,000	-	-	-	-	-	-	-

Comments:

- Design is estimated to be 15% of construction costs.
- Construction Management is estimated to be 5% of construction costs and is inclusive of project management, data analysis and staffing.
- The Construction Estimate has applied the City's internal pavement management software for total cost estimates and assumed historical costs of the upgrades.
    - This estimate is conceptual with no investment of design.
    - Because of the status of the design and cost estimate, a 30% contingency has been applied. This value will be adjusted once design is completed and more accurate cost estimates may be generated.
    - A 3-year project delivery has been applied with a year separating design and construction to allow for an updated project cost to be incorporated into the project charter for funding requests.
- QA/QC is estimated at 2% of construction costs.

CAPITAL PROJECT CHARTERS – UTILITY GROWTH (2024 FUNDED)

SOLWA-006 Refuse Truck

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER

Year: 2024

Charter Number: SOLWA-006

Charter Name: Refuse Truck

Lead Department: Public Operations

Type: Growth

Explanation (RMR or Growth): The growth of an additional refuse truck is required to maintain our current service levels in waste collection. Recent growth and near future growth require expansion of fleet.

Asset Category: Mobile & Other Equipment

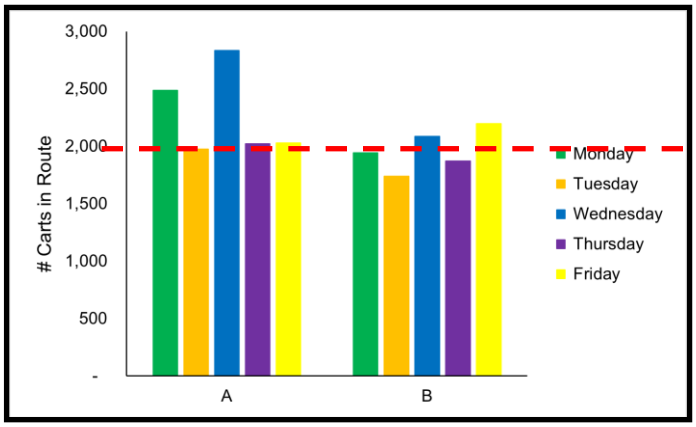
Scope Statement: To purchase a side load automated refuse truck to provide waste collection to ensure service levels are being met, as the City continues to grow.

Project Charter Justification

This project encompasses the purchase of an additional side load refuse truck. recent and projected residential growth require an increase in refuse vehicles to continue to meet service levels.

Current State –

Current number of households serviced per day, by collection route and zone. The red line represents current collection capacity (2,132 carts/day).



Issue - Currently, three of our ten collection routes are approaching or have already exceeded our daily cart collection capacity:

- Monday, Zone A (2,308 homes)
- Wednesday, Zone A (2,834 homes)
- Friday, Zone B (2,198 homes)

It is anticipated that Monday Zone B will exceed daily collection capacity by the end of 2024, therefore the Waste & Diversion Operations branch will require an additional operator and equipment to maintain service levels.

Opportunities – Adding an additional truck in 2024 will create capacity to meet service levels and, could allow the provision curbside collection to households annexed in 2022. Additionally, with an additional vehicle, Waste & Diversion Operations could explore curbside garbage collection to multi-residential complexes currently privately serviced. In both cases there would be revenue generated through a resident's monthly utility rates.

Risks – The additional truck is required to meet existing service levels. With recent (14% growth from 2011 to 2022) and projected growth (31% from 2022 to 2030) a new truck is required to mitigate consequences such as falling service levels or increased overtime.

Strategic Plan & Corporate Business Plan Alignment

Council Priority: N/A

Initiatives: N / A

Admin Focus Area: 1. Our People Our Team

Initiatives: 1.5 Workforce Planning

Stakeholder Identification:

Internal

Fleet Services to service the equipment.

Planning & Engineering Services has identified waste as an internal stakeholder for design approvals (aprons, road width, turnarounds, etc.)

Utilities Services provides billing and sets utility rates. New builds set up their utility account, including choosing cart size, through utilities services

External

Residents of St. Albert

Timeline: 2024 – Procure and order

2025 – Unit becomes a component of the Public Works Fleet

FINANCIAL INFORMATION:	**Investment Year**	**2024**	$	410,000
		2025		-
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		Total	**$**	**410,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: 2024 Solid Waste Operator

Capital Project Worksheet

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	410,000									
Other										
TOTAL	410,000	-	-	-	-	-	-	-	-	-

Comments:

Operating Impacts Worksheet

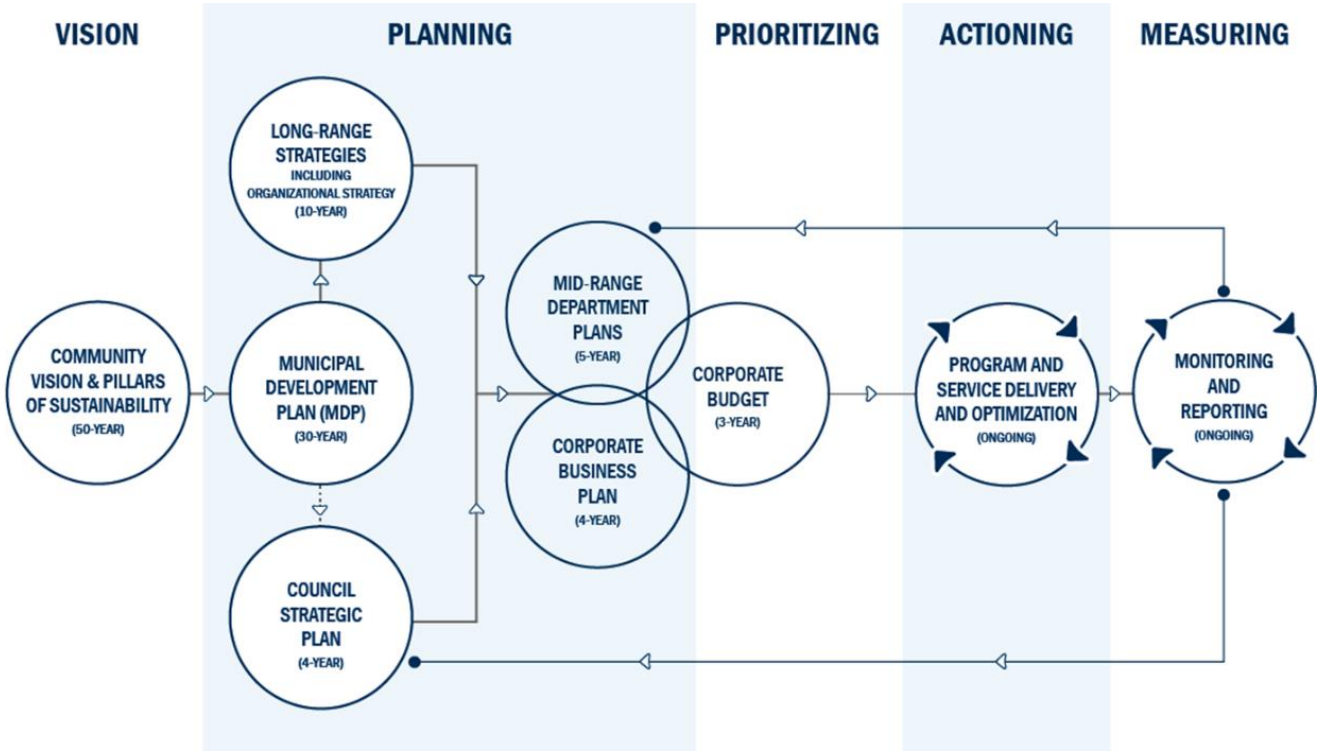
Timeframe: Ongoing

OPERATING IMPACTS	Department	2024	2025	2026
Solid Waste Operator	Solid Waste Mgmt (6030-9100)		67,400	67,400
Benefits	Solid Waste Mgmt (6050-9100)		15,800	15,800
Equipment Charges	Solid Waste Mgmt (6901-9100)		48,000	48,000
Transfer to Operations	Solid Waste Mgmt (6803-9050)		51,300	51,300
TOTAL		**-**	**182,500**	**182,500**

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.

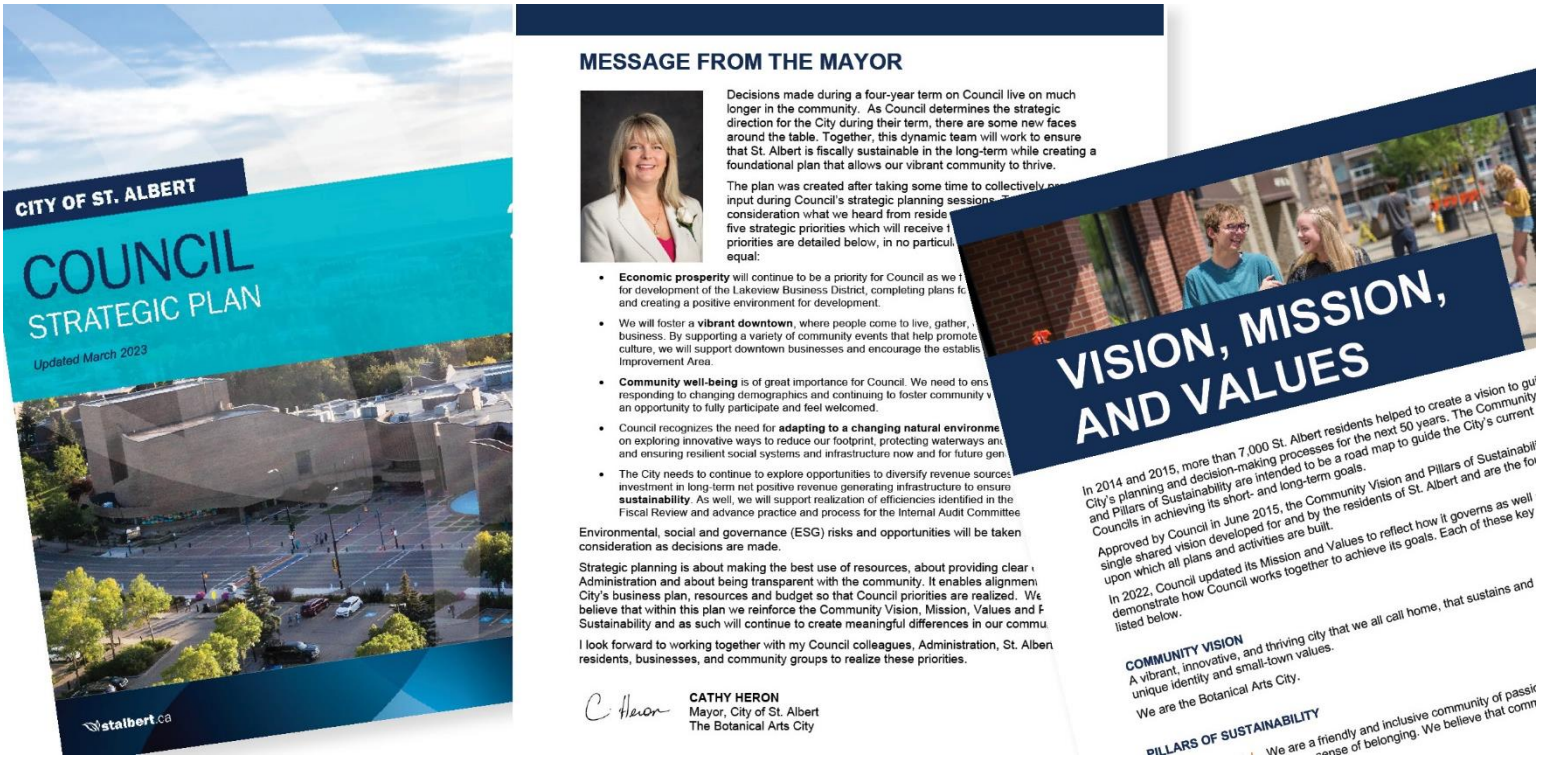
MUNICIPAL DEVELOPMENT PLAN

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 goals 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 will be in effect in 2024 with Mobility Choices, Resilient Infrastructure and the Organizational Strategy to be developed over the next three years.

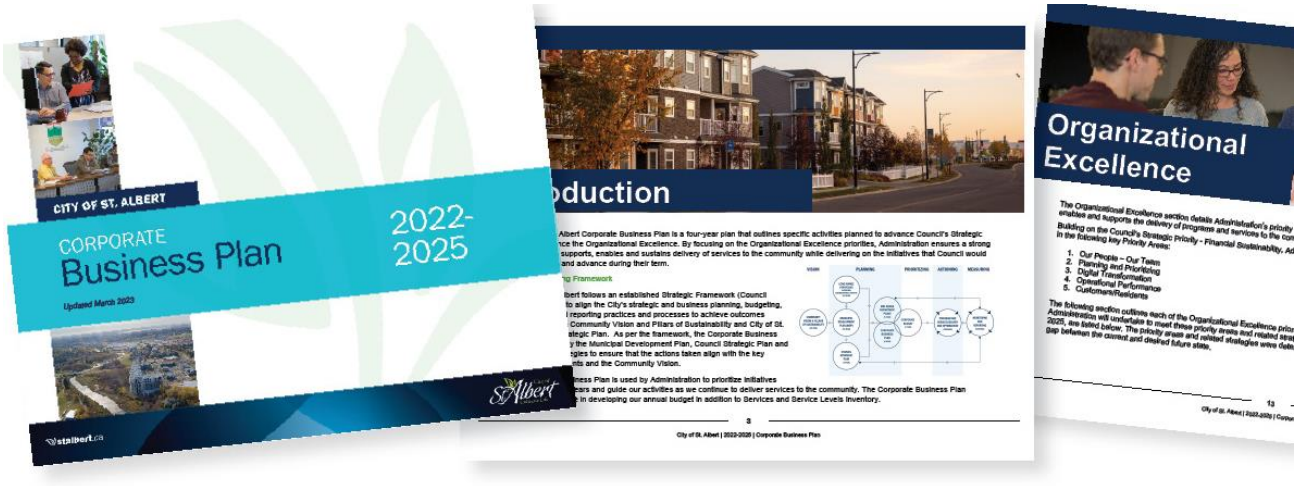


COUNCIL STRATEGIC PLAN

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 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.
Initiatives Completed to Achieve the Priority: • 1.6 Green Tape 2.0 • 1.7 Investment Attraction 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.

Initiatives Completed to Achieve the Priority:

- All initiatives are in progress or have not started yet.

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.

Strategy: Foster a cohesive community that supports physical and psychological well-being of all residents.

Initiatives Completed to Achieve the Priority:

- 3.5 Ownership of Community Amenities Site land

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.

Initiatives Completed to Achieve the Priority:

- 4.1 Waste Minimization Strategies

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

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.

Initiatives Completed to Achieve the Priority:

- 5.1 Intermunicipal Partnerships
- 5.2 Revenue Generation Infrastructure Opportunities (including Solar Farm Initiative)
- 5.6 911 Dispatch Delivery Review
- 5.15 Shared Services for Public Participation

Along with these Council Strategic Priorities, Administration identified five areas of priority for Organizational Excellence (OE). 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.

Initiatives Completed to Achieve the Priority:

1. OE 1.2 Resiliency Conversations

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.

Initiatives Completed to Achieve the Priority:

- All initiatives are in progress or have not started yet.

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.

Initiatives Completed to Achieve the Priority:

- All initiatives are in progress or have not started yet.

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.

Initiatives Completed to Achieve the Priority:

- All initiatives are in progress or have not started yet.

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.

Initiatives Completed to Achieve the Priority:

- OE 5.1 Marketing and Communications Consolidation

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.

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. Nearly all FTEs and over 80% of our budget supports this core service delivery. More details about the programs and services provided by the City of St. Albert are identified in the Program and Service Delivery beginning on the next page.

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 advance 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 outlines 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.

The framework is depicted in the figure below:



PROGRAM AND SERVICE DELIVERY

CITY SERVICES

The City provides a wide range of services related to the following programs:

- Community Amenities
- Community Development
- Environmental Stewardship
- Land Use & Development
- Movement of Goods & People
- Public Safety
- Business & Financial Management
- Corporate Governance & Standards
- Local & Regional Governance
- Organizational Operations & Development

Every day, residents encounter services that are offered throughout 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 2022 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.



Rondeau Park

COMMUNITY AMENITIES

Access to Amenities

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

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

- The Arden Theatre
- City Arts Space
- Culture Wall of Fame
- St. Albert Visual Arts Studios
- Aquatics amenities
- Field and fitness amenities
- Ice surfaces
- Multipurpose spaces
- Park amenities
- Playgrounds
- Specialty sport amenities
- Sport fields
- Sport courts

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

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

In conjunction with community groups, the City provides programming at indoor and outdoor aquatic facilities including Grosvenor Outdoor Pool, Fountain Park Recreation Centre, and Woodlands Water Play Park. In 2022, the City conducted the Recreation Needs Assessment. The results included a prioritized listing of recreation amenities based on utilization, public engagement and philosophical alignments that will inform the future planning and infrastructure needs beyond the Community Amenities Site.

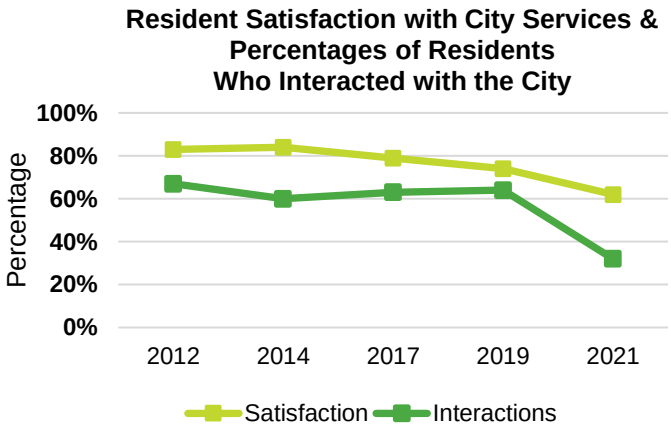
In fall of 2022 the City completed construction on development of the Grey Nuns White Spruce Park, a historically significant conservation park in St. Albert with over four km of new trails, two viewpoints, nature-based play area, outdoor classrooms, integrated public art, and a large picnic area. This work resulted in several provincial and federal awards including a Municipal Environmental Award from Alberta Municipalities and the 2023 CAMA Environmental Leadership & Sustainability Award, in the 20,001 to 100,000 populations category from the Canadian Association of Municipal Administrators.

Additionally, St. Albert recognizes public art as a defining characteristic of our community identity. As such, the City is responsible for the maintenance of the City's public art inventory through the maintenance, addition, and removal of pieces from the inventory. The Grey Nuns White Spruce Park also introduced integrated art to the City's practice, in which art is integrated into development of the site itself.

User Experience

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

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



The City coordinates booking opportunities and access to cultural facilities operated by

the City. This includes bookings at St. Albert Place Visual Arts Studios, The Arden Theatre, and St. Albert Place lobby and plaza. Some recreation and sport facilities also provide a space for events such as social gatherings, business conferences and meetings. St. Albert provides facility services assistance at recreation facilities to support users and meet their needs in safe and clean facilities.

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



The Arden Theatre



2022 St. Albert Celebrates Canada Day

COMMUNITY DEVELOPMENT

Community Events

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

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

In 2022, the City provided road closures to support various events including the St. Albert Road Race, RunWild, St. Albert Celebrates Canada Day, Rock'n August, Snowflake Festival, and New Years Eve Fireworks.

Truth and Reconciliation

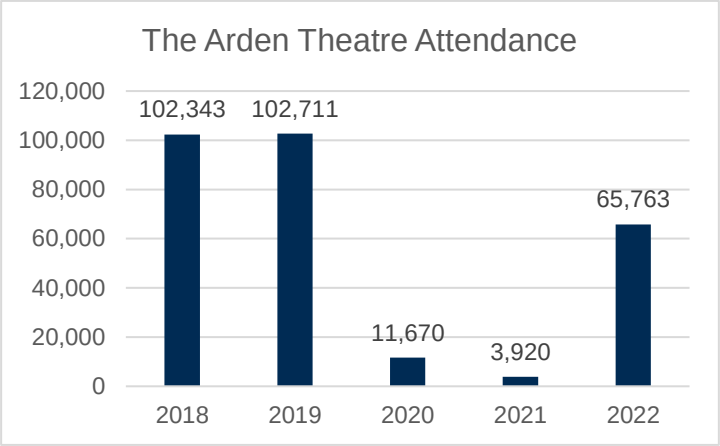
In 2022, Truth and Reconciliation efforts included the City's involvement in the Inuvialuit Regional Corporation's Nanilavut Initiative, a federally supported initiative to locate Inuit who passed away during the 1940-1960's tuberculosis epidemic after being sent to health care facilities such as the Charles Camsell Indian Hospital. The Inuvialuit Grave Marking Commemoration Ceremony and the Journey of Remembrance was attended by more than 200 people. Five cemeteries were visited to honour the 12 Inuvialuit whose burials were discovered in the region, and seven of which are buried in the St. Albert Municipal Cemetery. The families honoured the seven Inuvialuit through ceremony and the placement of individual grave markers. The closure, healing, and relief expressed by the families is a defining moment on the journey of reconciliation for the City.

Community Organizations and Groups Support

St. Albert highly values the work of groups and individuals who are active in promoting the community's well-being and development in 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.

Cultural Development

In 2022, in-person cultural events gradually returned.



The Arden Theatre returned post-pandemic to host 262 events, 237 of which took place in the downtown core, including the successful community focused outdoor Plaza Series. These events brought more than 65,000 people to St. Albert, and our downtown core. This was a remarkable recovery given that regular use of the Arden did not resume until March. The cost recovery rate for 2022 exceeded that of the previous five years.

In support of our diverse cultural community, a number of cultural community organizations were supported through the use of The Arden Theatre, including:

- Africans and African Descendant Friendship Club
- A Night for Ukraine
- Outloud
- St. Albert Latin Cultural Association

The 41st International Children's Festival of the Arts returned June 2-5, 2022 live and in-person, and virtual options to experience the festival was also offered. Feature performances, workshops, and free site activities were available and ensured there was something for everyone who attended, with over 10,000 tickets sold. The 2022 festival was made possible with the assistance of a total of 346 volunteers who donated their time over the four-day festival totaling over 3,000 volunteer hours.



Walk Walk Dance Public Art

The Walk Walk Dance Public Art initiative, supported by the Arts Development Advisory Committee, made

its western Canadian premiere in St. Albert. Created for and during the pandemic, Walk Walk Dance is a series of music-making lines exploring how participation and interaction can create new spaces for play. Step, jump, roll or dance on the lines to trigger music. This project was designed to be accessible to everyone. Due to popular demand, the City extended the experience until the end of July and during the ten-week run of this installation, almost nine million notes were played.

Economic Development

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

Financial Grants and Support

The City provides various grants to not-for-profit organizations and residents in the areas of special events, sport and culture development, operational funding, capital renovations and development, and environmental initiatives.

Funding Partnerships

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

Additional grants are provided for the delivery of preventative social services. In 2022, in addition to City counselling offerings, residents were supported through a new model for short-term counselling in which the City contracted with local service providers. Furthermore, in 2022 the City of St. Albert supported 18 nonprofit organizations to participate in the Digital Economy Program, offered by Business Link, Digital Main Street, and the University of Alberta. The program provides one-on-one assistance with digital services, equipping organizations with the skills needed to expand their organization's digital reach. Ten social service agencies, three sport and recreation agencies, and five arts and culture organizations signed up to participate in the program.

Public Education

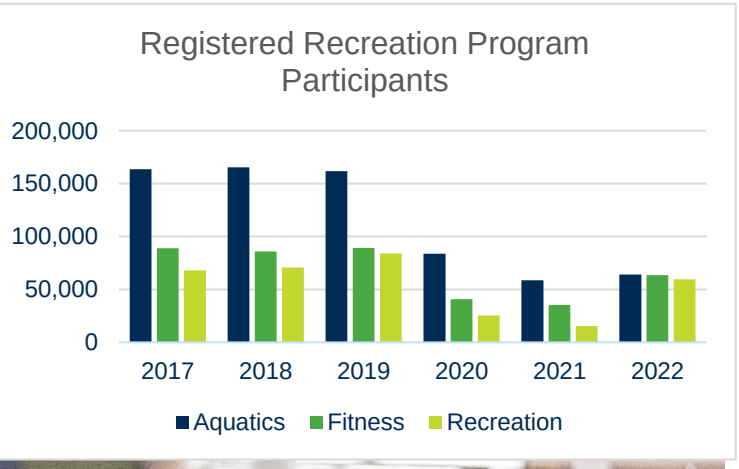
The City coordinates annual programming opportunities to encourage community environmental stewardship and conservation. In 2022, St. Albert residents had the opportunity to participate in Clean and Green RiverFest, Partners in Parks, Weed Warrior events, rain barrel sale, Bike Month (free bike tune ups), community tree planting, and neighbourhood and school clean ups.

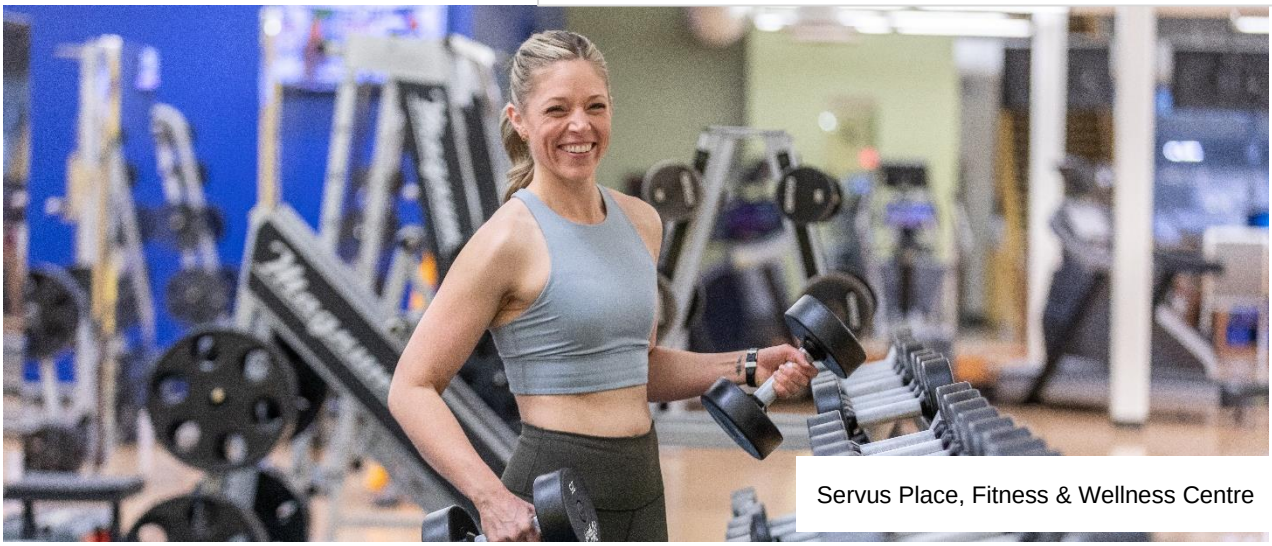
Environmental awareness and education are also facilitated through campaigns and resources. Of note, a Classroom Home Energy Assessment Toolkit resource was developed for Grades 5, 7 and 11 to test the current energy and water usage at school and home.

In collaboration with Indigenous partners and community representatives, the City supports events and ceremonies of annual commemoration and acknowledgement, including but not limited to Red Dress Day, National Indigenous Peoples Day, Treaty 6 Recognition and Acknowledgement Day, National Day for Truth and Reconciliation, Métis Week, etc. These ceremonies of significant recognition are an opportunity for community to come together, share truths and raise awareness about the local Indigenous context of St. Albert.

Recreation Development

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



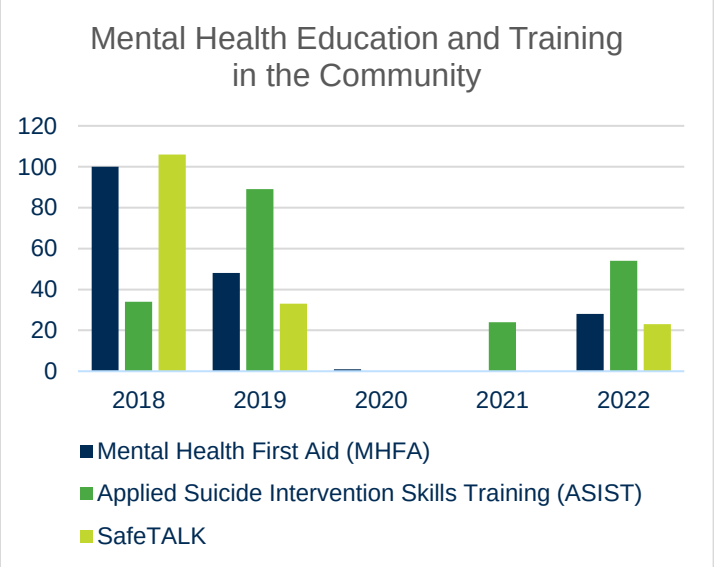


Servus Place, Fitness & Wellness Centre

Social Development

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

The City is committed to the health and well-being of our residents and continues to work with the Government of Alberta and community agencies to provide support and resources to residents. In 2022, an ongoing mental health campaign helped raise awareness of community resources available to residents experiencing mental health challenges, family violence, and sexual assault. This included access to help lines and resources available for support 24/7.

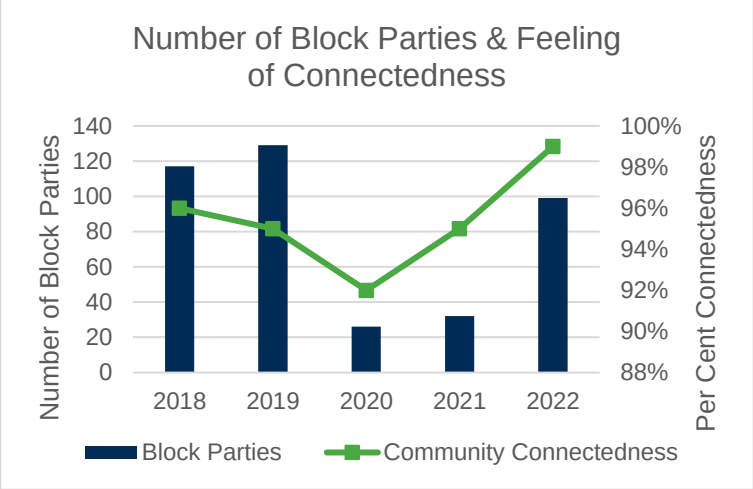


From the onset, the pandemic has had an unprecedented impact on individual and community wellbeing and heightened the need for mental health supports. In 2022, the Healing Project was created as a way for our community to process our collective grief experienced during the pandemic. Residents were invited to contribute their thoughts, feelings, and experiences which were displayed at St. Albert Place for others to view.

In 2022 the St. Albert Domestic and Sexual Violence Community Response Committee worked together as service providers to discuss the needs within St. Albert and worked collaboratively to find solutions. The City offered several programs aimed at preventing Gender Based Violence including:

- Wiseguyz pilot aimed to connect with men and boys in partnership with SAiF.
- The Sexual Violence Counselling project was implemented, and counselling is now offered in St. Albert by SAFFRON for both individuals who have experienced sexual violence or abuse and those that support them.

The City also supports community connectedness through support of the Block Party program. Since 2008, block parties have become a big part of living in St. Albert and in 2022 there was a significant increase with the removal of pandemic restrictions. Neighbourhood development activities were enthusiastically received and provided many reconnection opportunities with 99% of those participating in block parties reporting a strong sense of community connectedness.

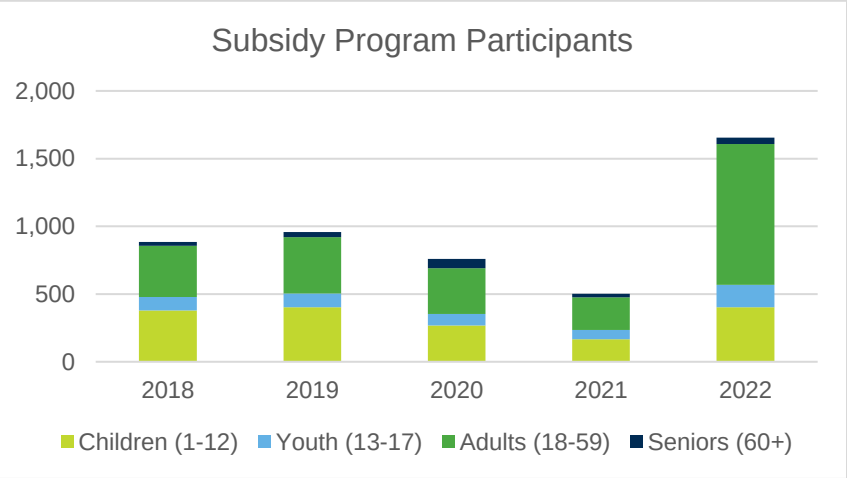


Communities are strongest when residents know their neighbours and feel connected to the community. Through fostering a better awareness of one's neighbours and surroundings, people feel safer, have a sense of belonging, and take greater pride in their community.

The City also offers the Subsidy Program, which is designed to support low-income individuals and families to participate in the City's recreation facilities and programs, and local and commuter transit services. Family and Community Support Services provides the screening for this program and the opportunity is also used to connect with participants and assess if other social supports may be needed.

After a decrease in participant numbers due to the pandemic, 2022 has seen unprecedented increase in St. Albert residents accessing the subsidy programs. Residents are returning to more post-pandemic activities and families are facing economic pressures.

The graph to the right represents a 210% increase of new households from the previous year, as well as a significant 96% increase from average pre-pandemic new households accessing the program.





BLESS Viewing Platform at Big Lake

ENVIRONMENTAL STEWARDSHIP

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.

Protection

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

Sturgeon River Water Quality Index

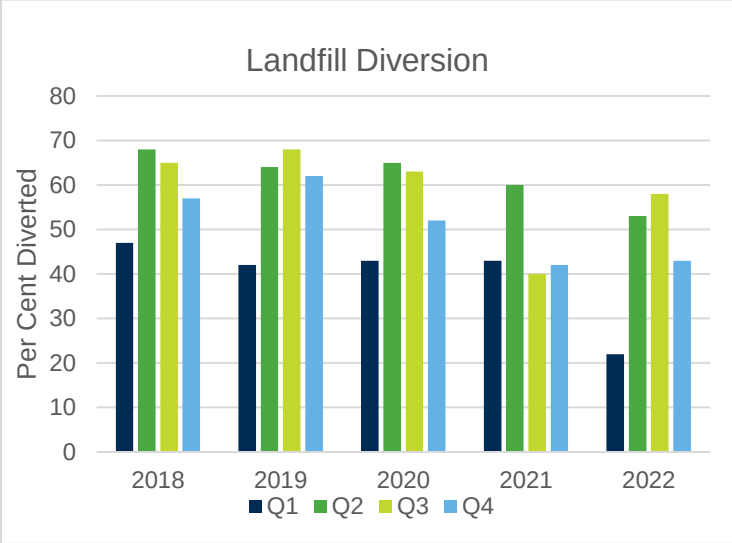
	2018	2019	2020	2021	2022
Total Nitrogen	**Good**	**Good**	**Good**	**Excellent**	**Excellent**
Total Phosphorus	**Excellent**	**Good**	**Good**	**Excellent**	**Excellent**
Total Suspended Solids	**Excellent**	**Good**	**Excellent**	**Excellent**	**Excellent**
Chloride	**Pass**	**Pass**	**Pass**	**Pass**	**Pass**
E. coli	**Pass**	**Pass**	**Pass**	**Pass**	**Pass**

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.

Waste Management

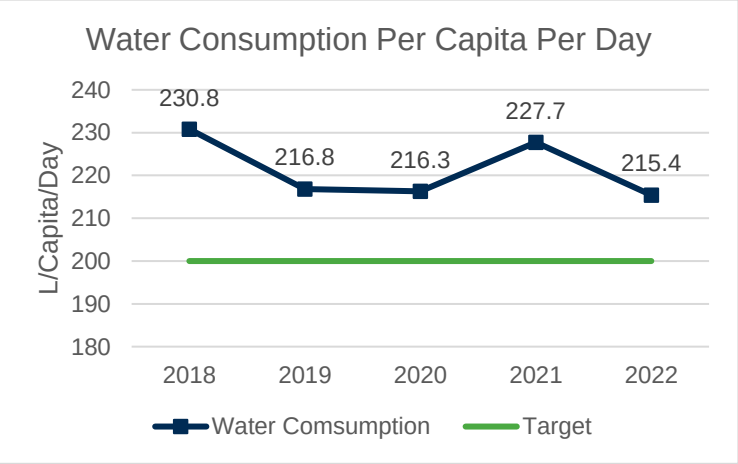
Waste collection and disposal services ensure that possible waste is recycled into resources such as compost and that hazardous wastes are properly disposed. St. Albert offers a complement of waste management services to the community including:

- 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.



Water Management

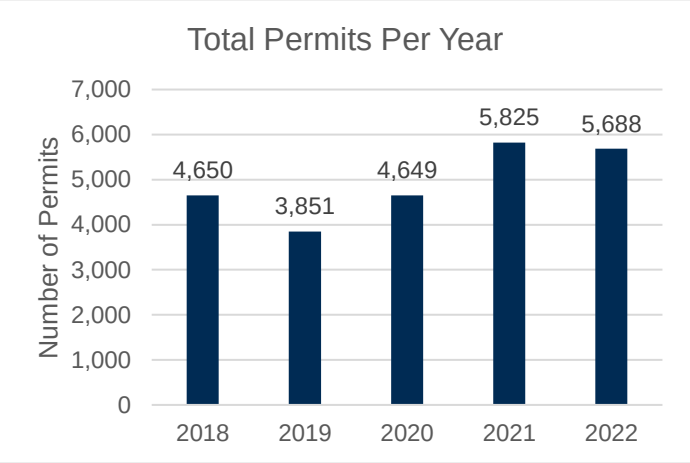
The municipal water supply system is municipally operated to provide safe drinking water to all residents. The City manages neighbourhood drainage problems and the stormwater runoff that ultimately flows into the Sturgeon River and collects and treats wastewater.



LAND USE DEVELOPMENT

Application Review and Permitting

The City conducts environmental reviews of development applications and issues licenses, and permits related to land use, and development permits, and road right of way. 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 and total permits issued in 2022 has remained similarly high.



Infrastructure Planning

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

Land Development

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

Land Use Planning

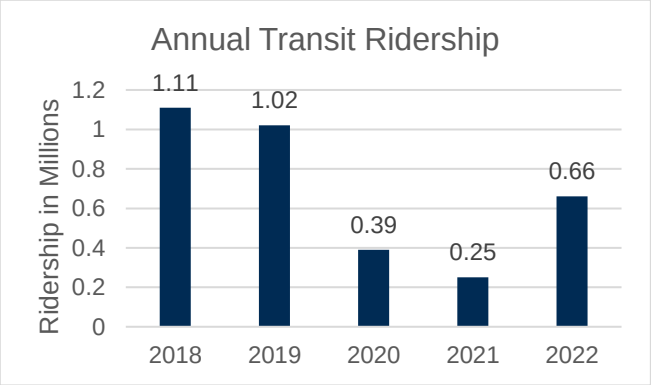
Administration assesses the needs and plans for future community and City buildings, capital improvement projects, schools, and affordable housing. Planning for future growth includes long range land use planning. The City is also responsible for processing and coordinating statutory plans, amendments,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

MOVEMENT OF GOODS AND PEOPLE

Public Transit

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

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



Transit overall ridership in 2022 has started to rebound from the pandemic.

Road Accessibility

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

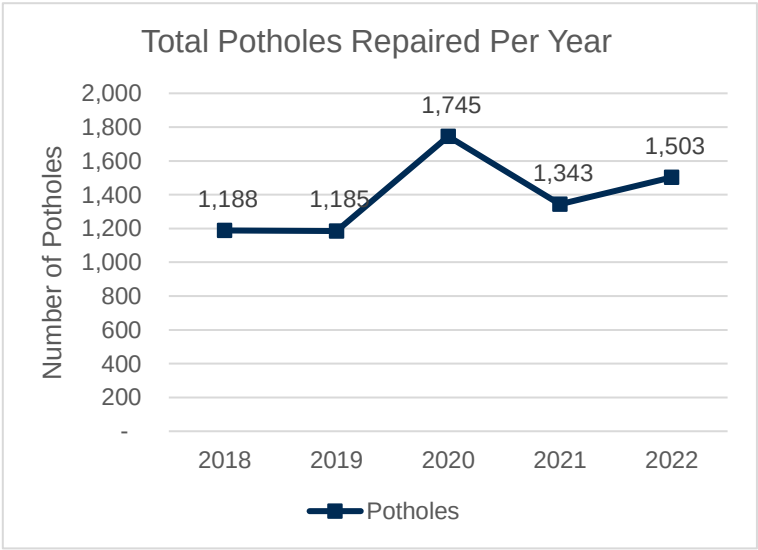
- Snow clearing and ice removal from all City bus stops, parking lots and hard surface infrastructure, roads, trails, and sidewalks.
- Routine sweeping of the City road network to remove debris and other hazards.

Vehicle Networks

The City provides transportation management services by way of traffic signals and systems, traffic signs and markings to support safe and efficient movement of goods and people. The City is responsible for planning, installing, replacing, inspecting and maintaining these assets and systems. Maintenance of vehicle networks includes responding to reported concerns from the public, existing malfunctions, damage to networks, or perceived unsafe conditions.

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.

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).





Fire Services

PUBLIC SAFETY

Emergency Management

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

Enforcement and Licensing

Enforcement of Building and Safety Codes, conducting Building Inspection Services, and technical advice allows the City to support ongoing compliance with the *Alberta Safety Code Act*. Furthermore, the City responds to public complaints about, and provides enforcement related to business licensing, and issues related to 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*.

Fire, Rescue, and Emergency Medical Services

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

Fire Services responds to all types of emergency events including fire, rescue, service calls, dangerous goods releases, motor vehicle accidents, and ice/water rescue.

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

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

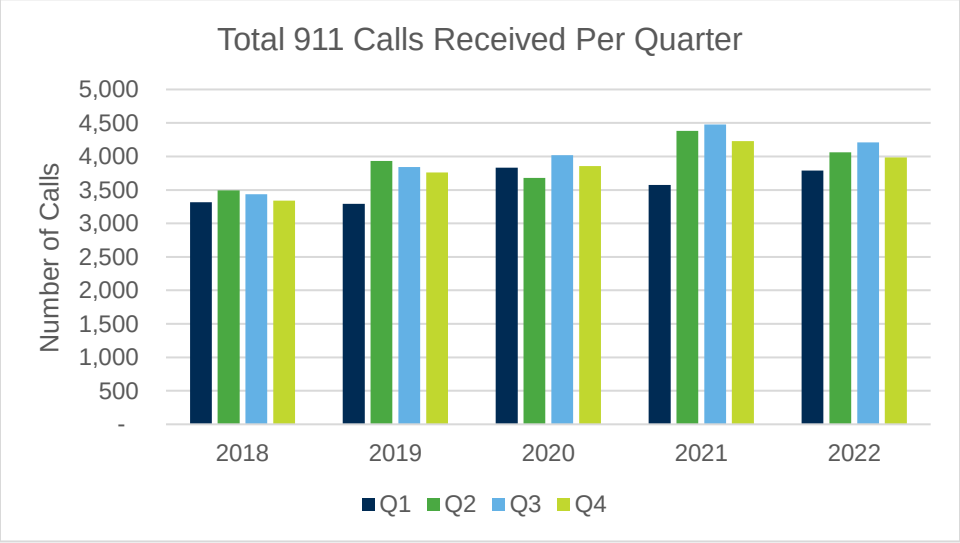
Policing Services

In addition to fire and medical dispatching, the City offers police dispatching. The graph below outlines the number of calls Police received through the 911 system. The City is also responsible for photo enforcement for speeding and red light offences through the use of automated technology.

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

- apprehending criminals, offenders and others who may be lawfully taken into custody,
- executing all warrants, 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.



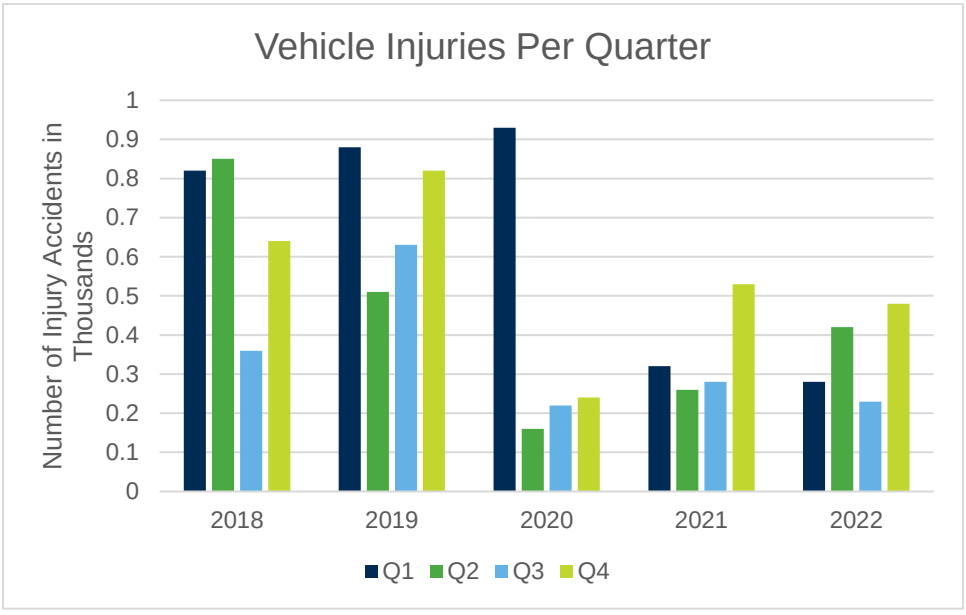
Year over year increases in 911 calls is to be expected as the City population continues to grow.



Roundabout at Everitt Drive

Transportation Safety

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



BUSINESS AND FINANCIAL MANAGEMENT

Asset Management

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

Strategic Business Planning

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

Business Development

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

Communication and Marketing

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

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

Financial Operations and Management

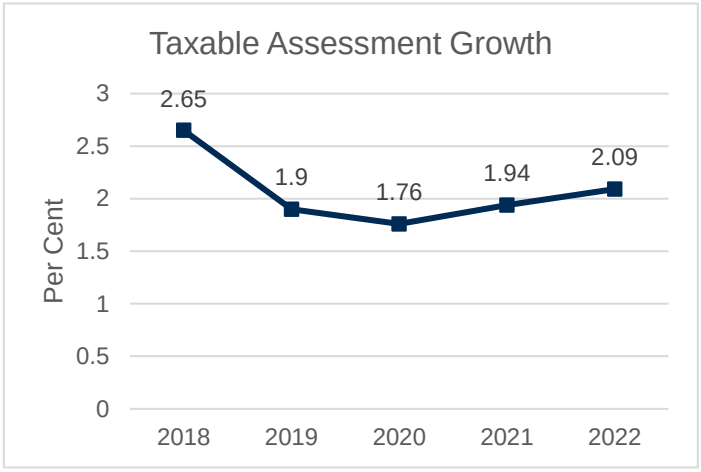
Management of utility accounts is performed internally to facilitate account set-up and closure, billing, and payment of utility accounts. The City partners with the St. Albert Village Community and Food Bank to provide financial assistance on utility bill through a one-time annual grant to provide relief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



Jensen Lakes Neighbourhood

Municipal Assessment and Taxation

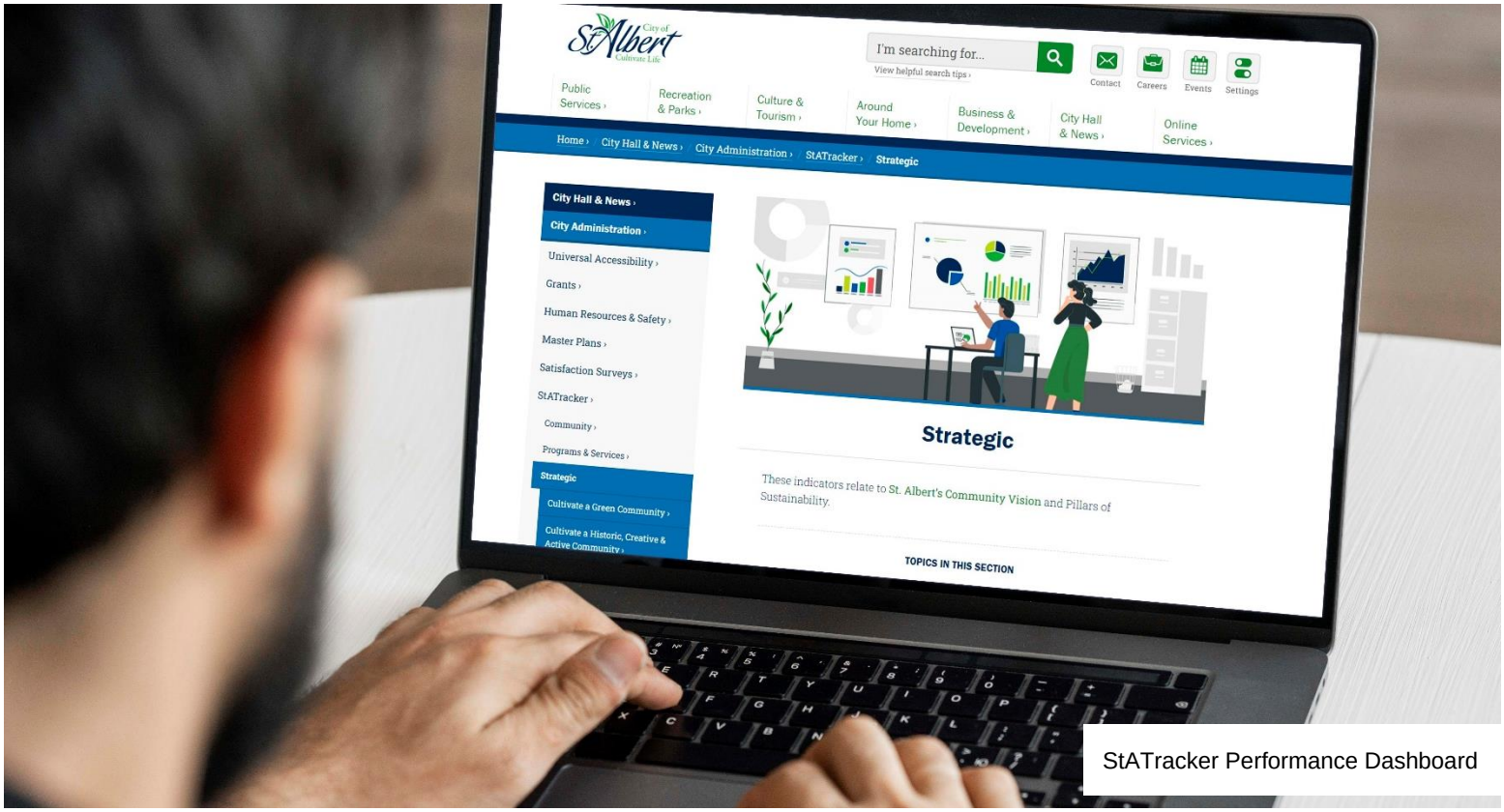
The delivery of accurate and equitable property assessments is essential for the distribution of the annual tax levy. The City is responsible for development of the annual assessment taxation roll, and ensures it is up to date through re-inspections of existing property using building permit data and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



Assessment growth continues to rebound and has increased from 2021 up to 2.09% in 2022.

Project and Change Management

The City plans, budgets, and manages capital projects from the initial concept phase, through design, construction, and project closeout. This includes "repair, maintain, and replace" projects and new community infrastructure. Examples of infrastructure are sidewalks/trails, roads, bridges, parks, utilities, and facilities. Capital project management also includes providing a central contact point for resident inquiries on capital construction projects and maintenance of a map of construction location on the City's website. Administration also ensures each project has its own separate webpage to ensure the public is kept informed. Operational projects are also managed to ensure successful implementation of new practices, systems, service reviews, and business process improvement.



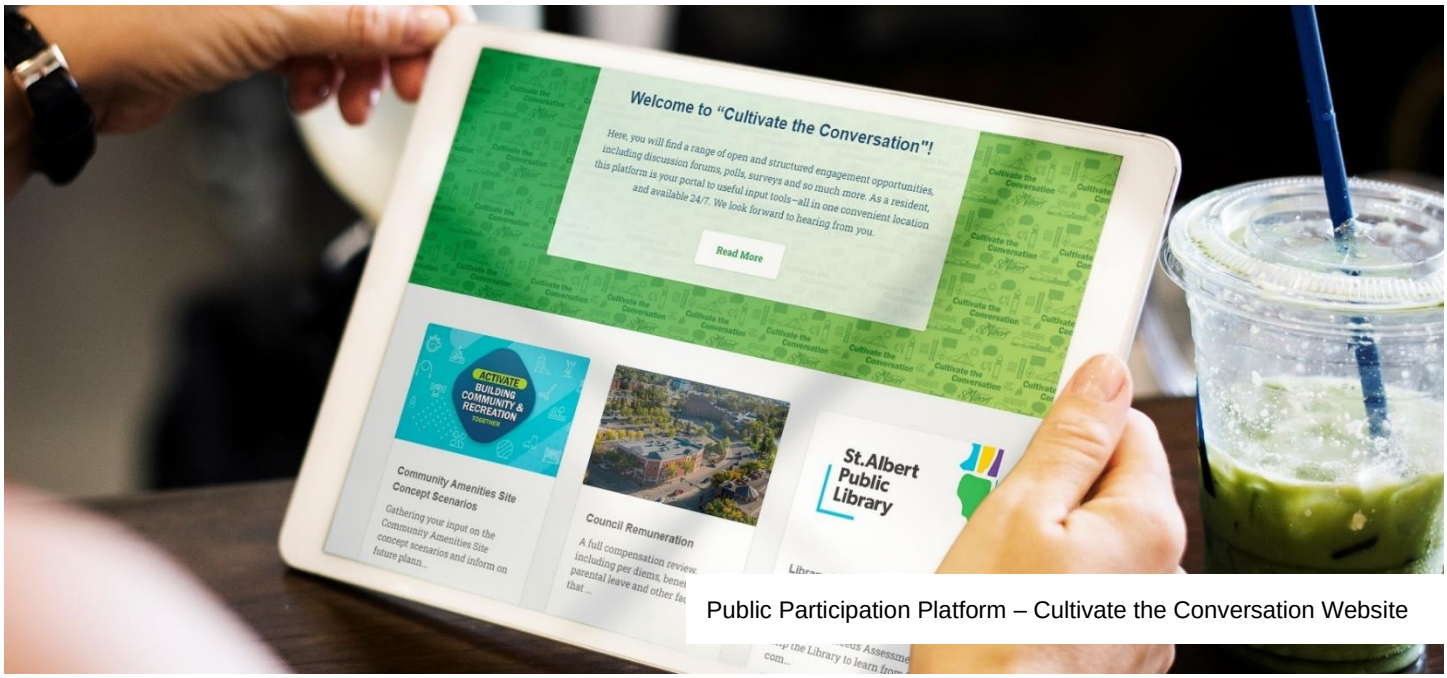
StATracker Performance Dashboard

CORPORATE GOVERNANCE AND STANDARDS

Corporate Reporting

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

- The City’s Annual Report
- The Corporate Budget Report
- Quarterly Reporting
- Long Range Strategy Reporting
- StATracker Performance Dashboard



Public Participation Platform – Cultivate the Conversation Website

LOCAL AND REGIONAL GOVERNMENT

Municipal Elections and Democratic Processes

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

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

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

In response to pandemic restrictions on in-person gathering, the City moved all public engagement online. Using the Cultivate the Conversation platform, the City has reached over 50,500 community stakeholders since the platform was launched in 2020 and has engaged over 4,800 participants on 42 various projects. In 2022, there were 15 projects open for public feedback, some of which included the St. Albert West Area Structure Plan, the Local & Diversified Business Survey, and the E-Scooter Pilot. Post-pandemic, the City has moved some engagement back to in-person, such as with the Municipal Naming project, and the Land Use Bylaw Pop-Up at the Farmers' Market.

ACRONYMS

AFRRCS	Alberta First Responders Radio Communication System
AHF	Arts and Heritage Foundation
AHS	Alberta Health Services
ARMA	Alberta Recycling Management Authority
ASIST	Applied Suicide Intervention Skills Training
ASP	Area Structure Plan
BLESS	Big Lake Environment Support Society
CAO	Chief Administrative Officer
CC	Capital Charter
CCBF	Canada Community Building Fund
CM	Council Motion
CN	Canadian National Rail
COMS	Community Services
CUPE	Canadian Union of Public Employees
CULTR	Cultural Services
DARP	Downtown Area Redevelopment Plan
DCAO	Deputy Chief Administrative Officer
EL	Executive Leadership
EMRB	Edmonton Metropolitan Region Board
EMS	Emergency Medical Services
ENGS	Engineering Services
ENV	Environment
ES	Emergency Services
ESA	Environmental Site Assessment
FCSS	Family & Community Support Services
FIRE	Fire Services
FTE	Full-time Equivalent
GFOA	Government Finance Officer's Association
HRIS	Human Resources Information System
HVAC	Heating Ventilation and Air Conditioning

IR	Information Request
IRTMP	Edmonton Metropolitan Region Integrated Transportation Plan
IT	Information Technology
ITS	Intelligent Transportation Systems
ITSV	Innovation & Technology Services
L & D	Learning & Development
LED	Light Emitting Diode
LOS	Level of Service
LRT	Light Rail Transit
MAN	Municipal Area Network
MDP	Municipal Development Plan
MDT	Mobile Data Terminal
MGA	Municipal Government Act
MR	Municipal Reserve
OE	Organizational Excellence
OSL	Off Site Levy
PAYG	Pay-As-You-Go
PLAN	Planning and Development
POLI	Policing Services
POSSE	Government Workflow Management Software
PTZ	Point/Tilt/Zoom
PV	Photovoltaics
QA/QC	Quality Assurance/Quality Control
R & P	Recreation & Parks
RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RFP	Request for Proposal
RIM	Records & Information Management
RMR	Repair, Maintain, Replace
ROW	Right of Way
RTSC	Regional Transit Services Commission
RWP	Red Willow Park
SAP	St. Albert Place (City Hall)
SCADA	Supervisory Control and Data Acquisition
SERV	Servus Place (Recreation Facility)

SF	Square Foot
SOLWA	Solid Waste
SP	Strategic Priority
SROI	Social Return on Investment
StAT	St. Albert Transit
TMP	Transportation Master Plan
TOD	Transit Oriented Development
TUC	Transportation Utility Corridor
UDI	Urban Development Institute
URW	Utility Right of Way

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.

PROPOSED FINANCIAL PLAN + 2024 BUDGET

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