



City of St. Albert

2024 APPROVED BUDGET

St. Albert, Alberta



Approved 2024-2026 Financial Plan and 2024 Budget

This budget document contains the 2024 Approved Budget and two years of actual financial performance (2022-audited and 2023-unaudited).

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

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

There are two methods to navigate within the document:

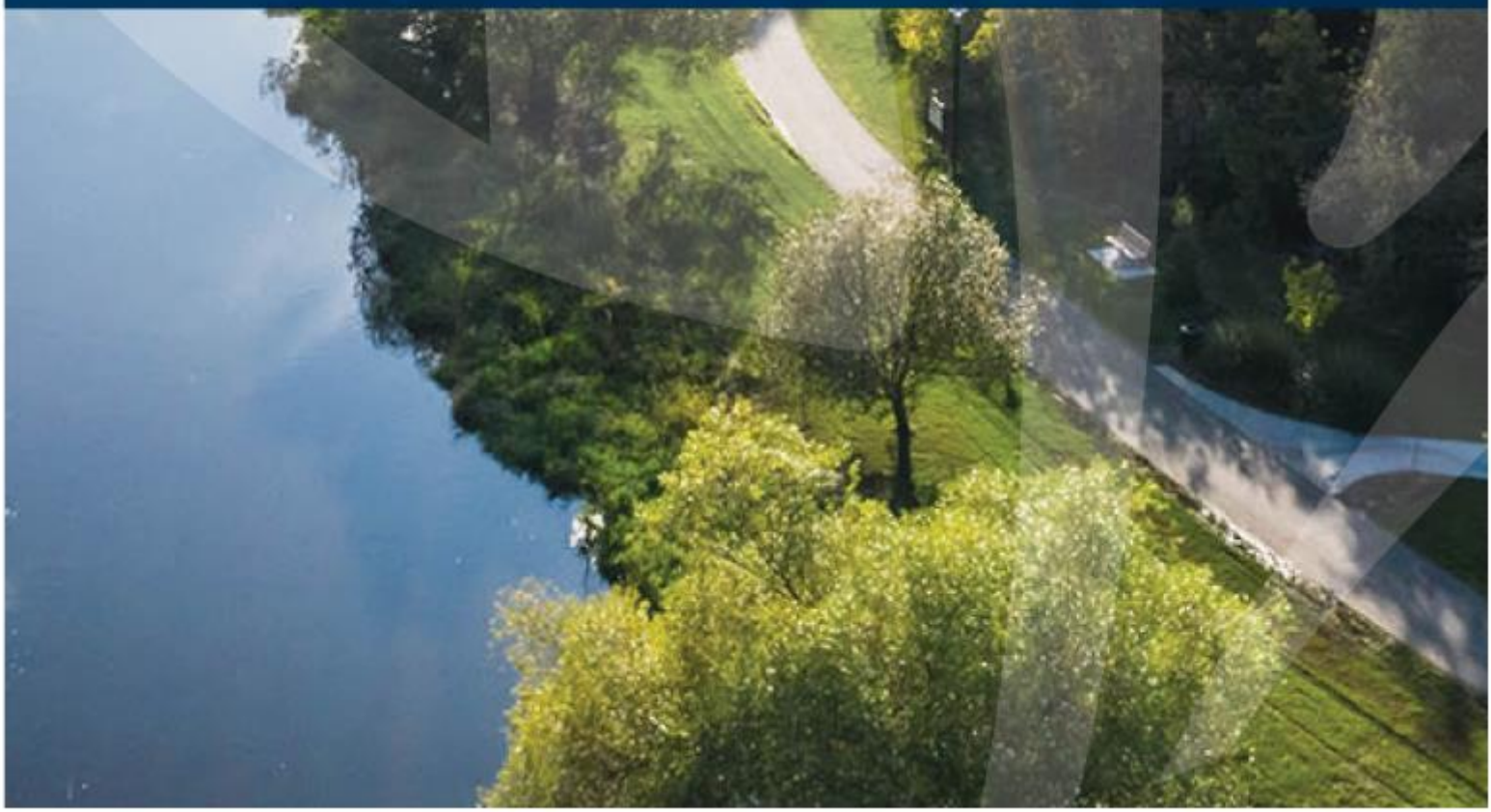
1. Hyper-links - The Table of Contents has been linked to and from all pages.

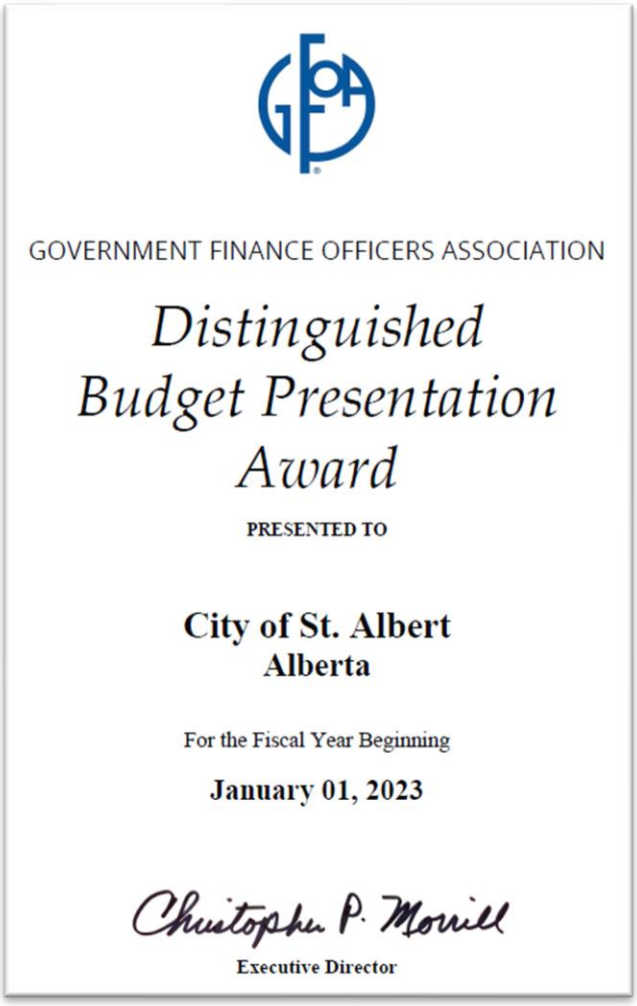
2. Bookmarks - Click on the bookmark icon (blue ribbon) in the left windowpane.



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

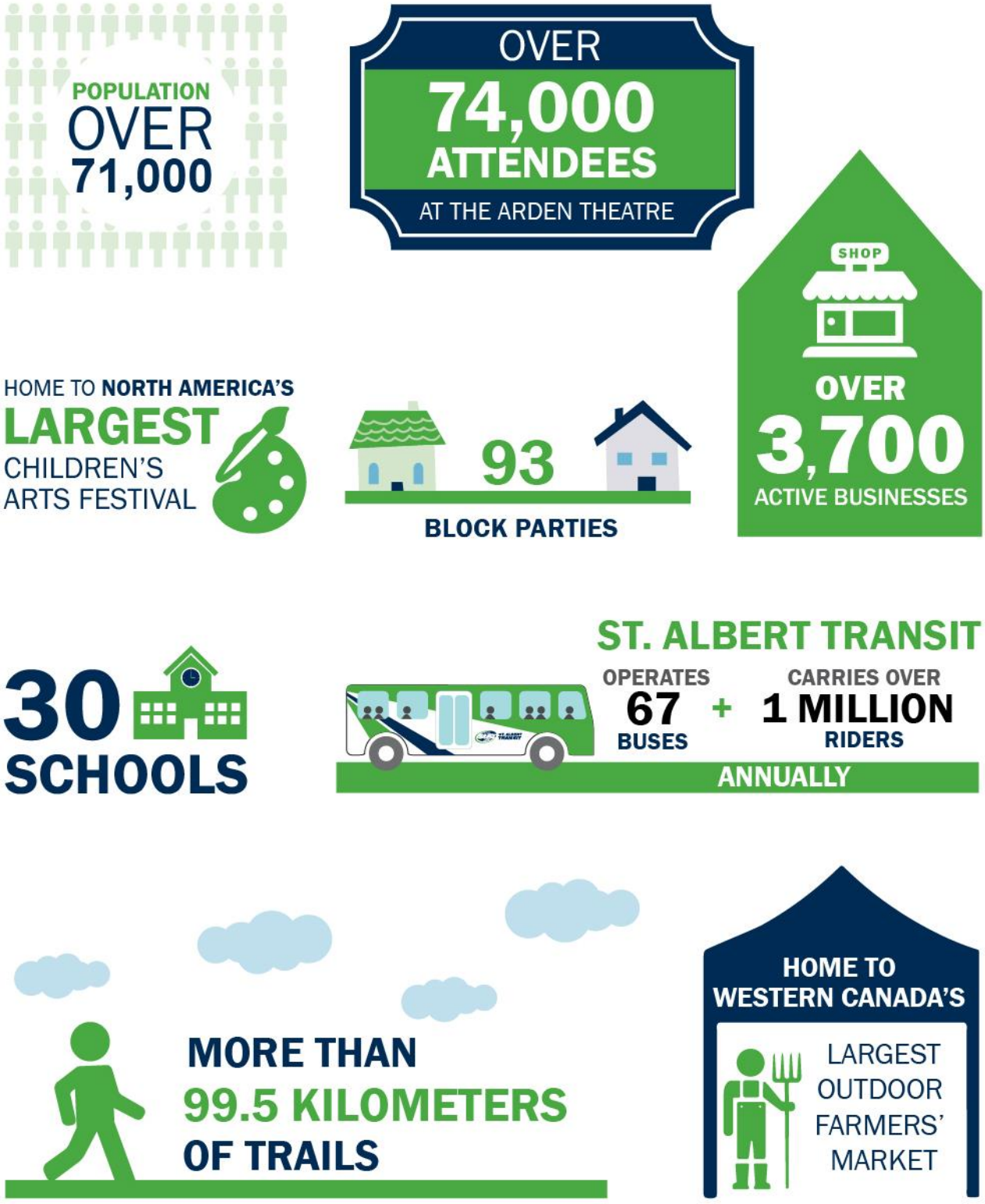
Executive Director

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 1, 2023. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

ST. ALBERT FAST FACTS



Hyperlink and Bookmark features available

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CHIEF ADMINISTRATIVE OFFICER MESSAGE



The approved 2024 budget continues to focus on maintaining the delivery of valued programs and services to residents while responding to community growth. It reflects the City's commitment to fiscal responsibility by closely aligning expenditures and revenue. This budget also emphasizes the need to invest in the future by pursuing and enabling non-residential development to diversify revenue streams, increasing connectivity throughout our city, and enhancing efficiencies by integrating technology and building capacity in key service areas to meet our growing community's needs now and into the future.

The City's budget is shaped by Council-approved services and service levels, Council's Strategic Plan, Corporate Business Plan, and community feedback. Like other municipalities in Alberta, and indeed across Canada, the City of St. Albert adjusts to significant inflationary pressures and gaps in available infrastructure funding from other levels of government. We also continue to adapt to varying revenues, such as the decrease in transit, reflecting changes in resident's choices and lifestyles, while our city experiences population and geographical growth and sets conditions to enable future success.

For 2024, Council approved a net municipal tax requirement of $134.1 million that results in an overall average municipal property tax of $4,460 for an average house valued at $500,000.

The municipal capital investment plan includes 25 municipal capital charters focusing on repairing, maintaining, or replacing existing infrastructure and 19 capital charters that address growth.

Approved utility rates for 2024 result in an average monthly bill of $156.54 with the utility capital plan investment that includes 13 utility capital projects focusing on repairing, maintaining, or replacing existing utility infrastructure and one capital charter that addresses growth.

Council continues to prioritize Administration's support of non-residential development opportunities such as Lakeview Business District that directly enables and supports Council's long-term priority of economic prosperity and ultimately financial sustainability. This development is important in diversifying the City's tax assessment base with the goal of expanding sources of revenue to reduce reliance on residential tax dollars to maintain services and service levels in a sustainable way.

Thank you for your interest in the City of St. Albert's 2024 Financial Plan and Budget.



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

INTRODUCTION

City Administration is pleased to present the 2024 Approved Budget document which provides an overview of the City's various corporate and financial plans for the 2024 Budget and future endeavors. The recommendations within this document are based on the City of St. Albert Council Strategic Plan.

The 2024 Approved Budget is divided into four sections:

Introductory Section – includes a message from the Chief Administrative Officer and provides an overview of the City of St. Albert, including its City Profile 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 Staff Summary and a Financial Plan for each of the City's Functions.

Appendices Section – includes the Strategic Framework, Program and Service Delivery, a listing of commonly used Acronyms and a Glossary.

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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.

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

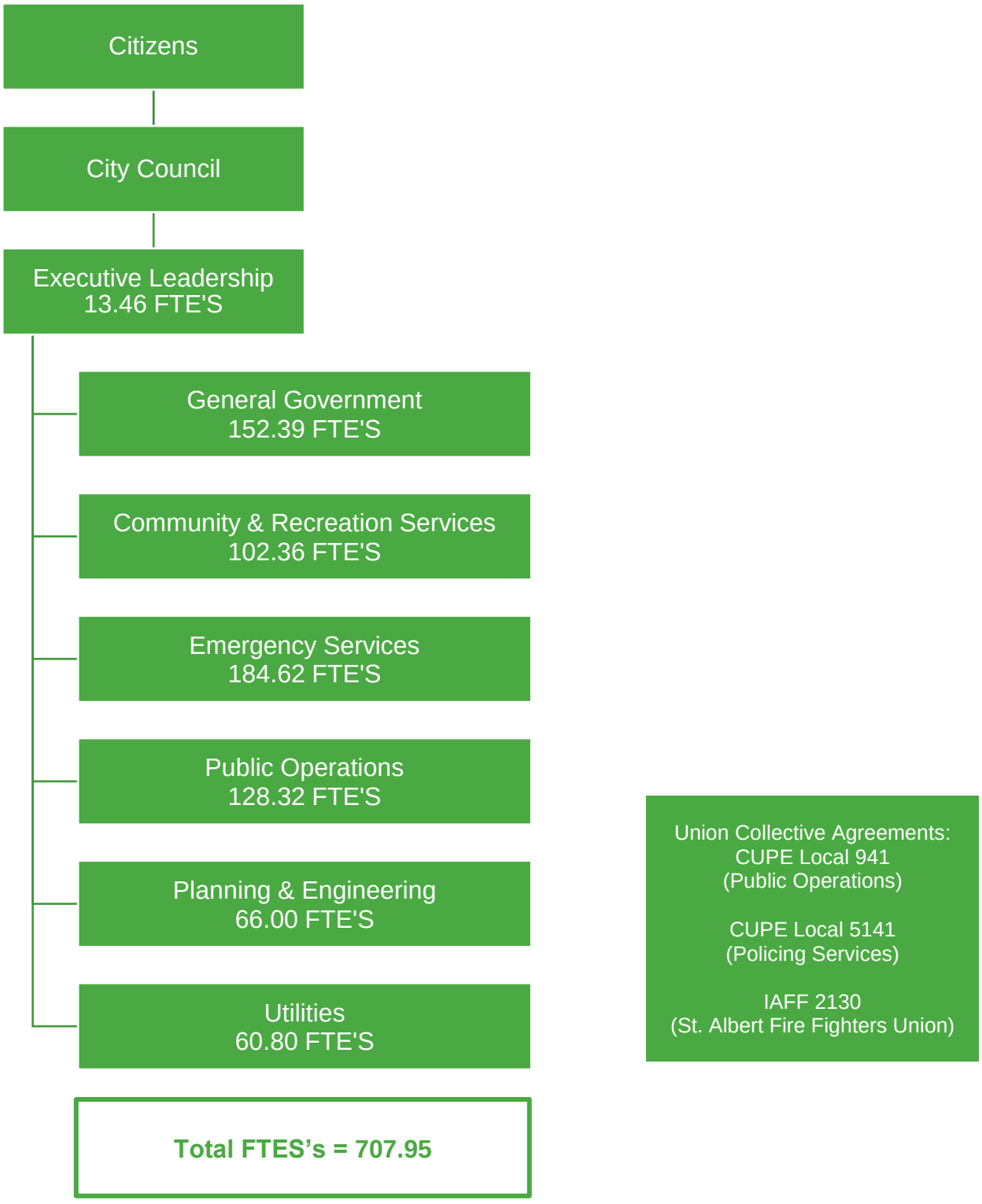
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 707.95 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL

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



ORGANIZATION CHART

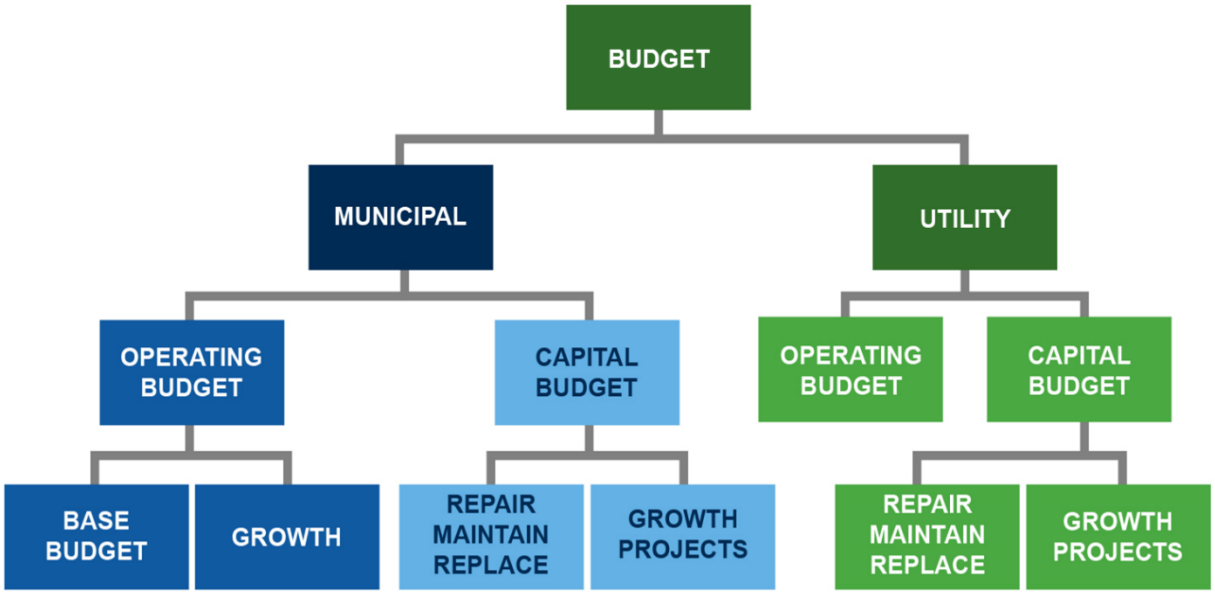


CORPORATE BUDGETING

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. 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 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.

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



Tax Dollars at Work

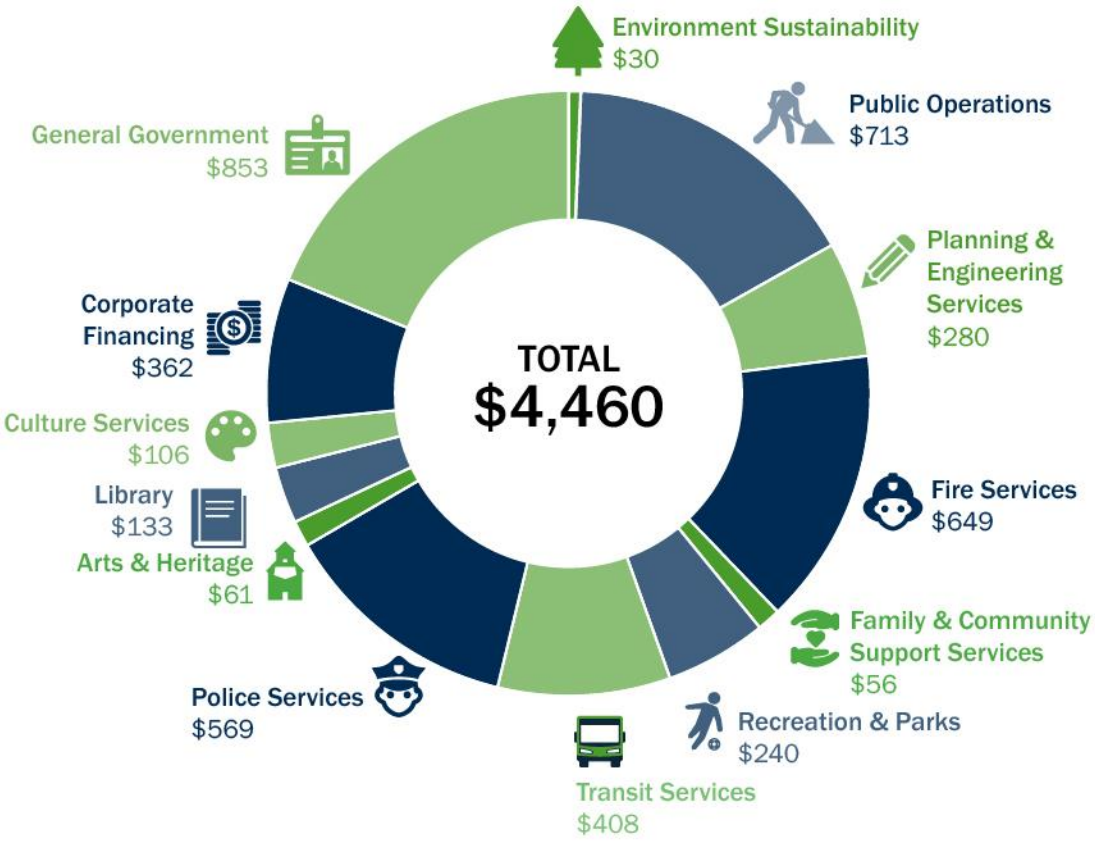
The Operating Budget funds services such as snow removal, trail maintenance, transit, and recreation programs for residents. The annual budget is built to maintain those services at Council approved service levels. Efforts are also made to continue to optimize service delivery to ensure community needs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



**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.



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 approved municipal capital plan investment by asset category is illustrated below:



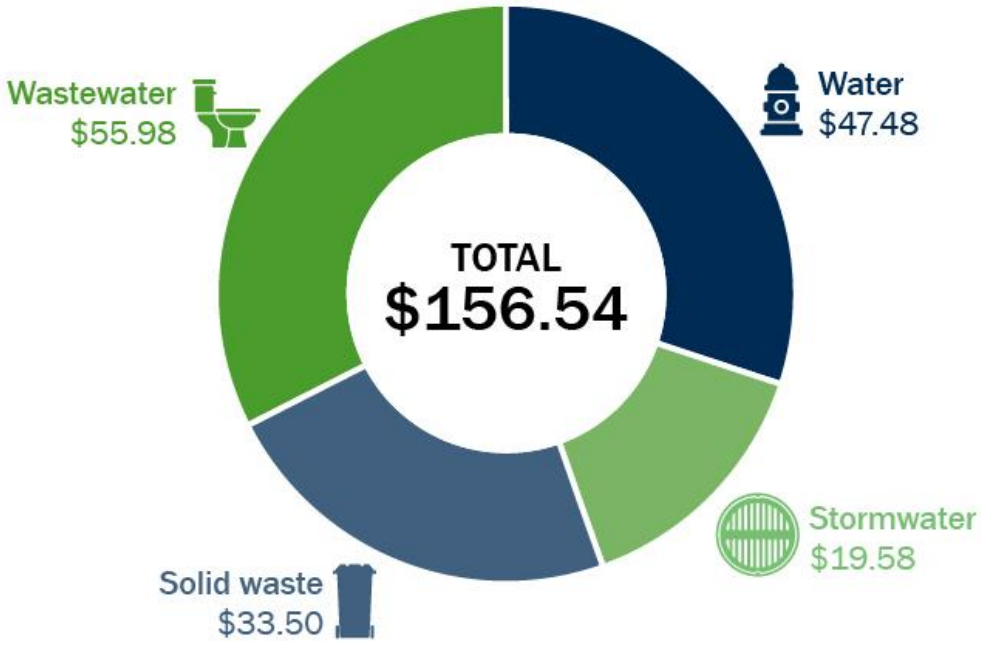
UTILITY BUDGET

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 approved typical monthly bill for 2024 is $156.54, an increase of 8.5 per cent from the prior year. The allocations of monthly rates are as follows:



UTILITY CAPITAL BUDGET

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

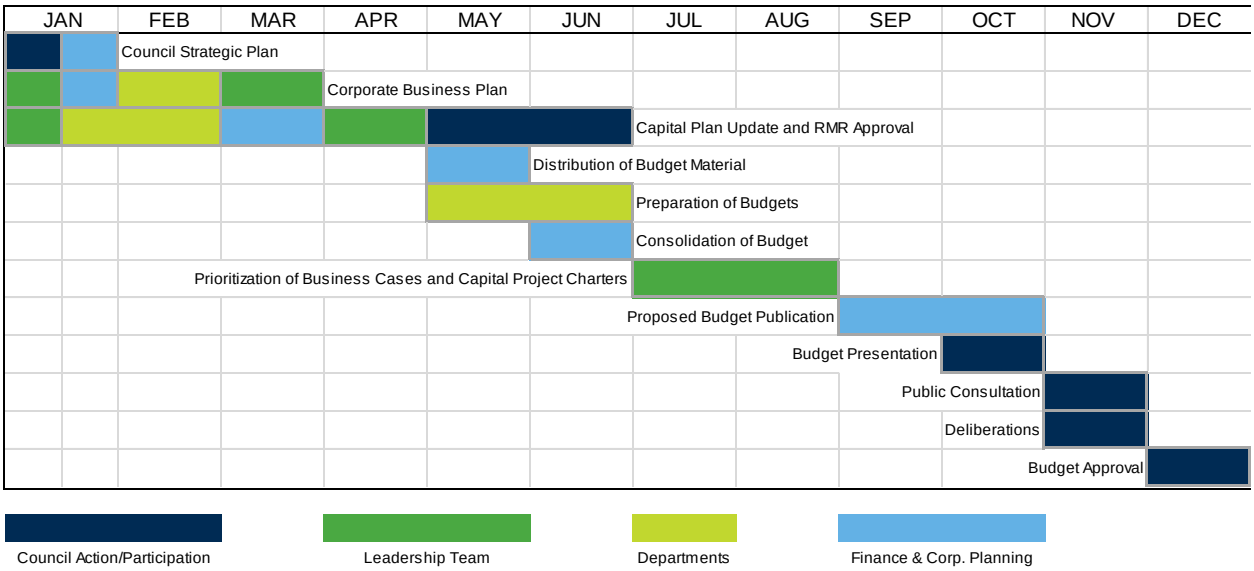




Jensen Lakes Crossing

Budget Timeline

The objective for the budget cycle is to have a 2024-2026 Financial Plan and Budget adopted and in place before December 31, 2023. The following timetable illustrates the process for the 2024-2026 Financial Plan and Budget:



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

The Committee of the whole met on November 27, 2023, to deliberate the Proposed consolidated budget of $317,373 thousand. During the deliberation process Council motioned several changes to the 2024 budget which include:

- Increase in Utilities due to higher wastewater rates ($673 thousand)
- Two new Municipal Enforcement Officers ($181 thousand)
- One Diversity, Inclusion and Equity Advisor ($94 thousand)
- One vehicle for the Municipal Enforcement Officers ($157 thousand)
- Installation of LED recognition lighting at St. Albert Place ($125 thousand)

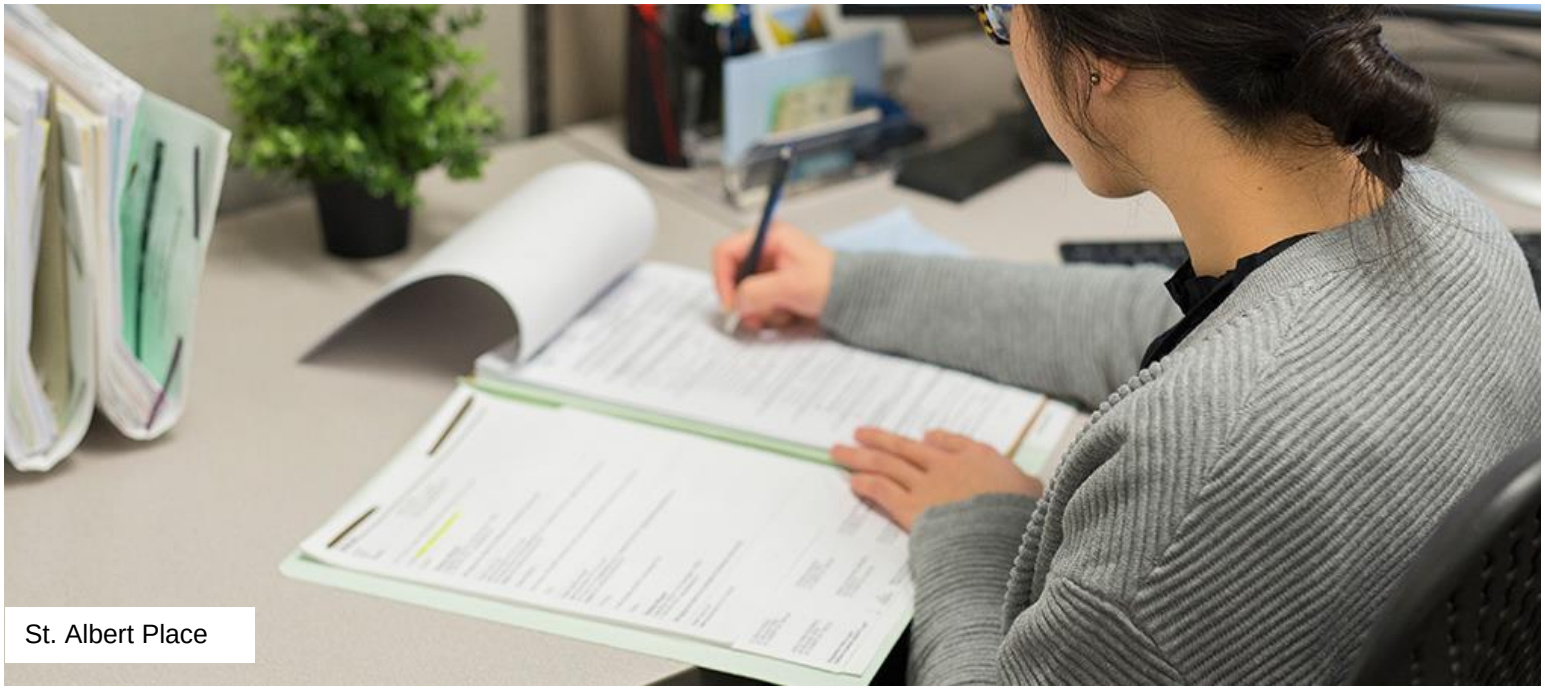
- Applying prior year unused assessment growth to reduce the base ($288 thousand)

The adjustments resulted in a consolidated budget of $318,424 thousand and a net tax requirement of $134,113 thousand, which equates to a 5.5.% municipal tax increase and an 8.5% utility rate increase.

Council approved the Capital and Operating budgets via the following Council motions:

PM-24-001	Municipal Capital RMR budget, June 6, 2023
PM-24-002	Utility Capital RMR budget, June 6, 2023
AR-23-591	Municipal and Utility Operating budgets and Municipal and Utility Capital Growth budgets, December 19, 2023

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



St. Albert Place

FINANCIAL STRUCTURE, POLICY AND PROCESS

FUND DESCRIPTIONS AND FUND STRUCTURE

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

Operating Funds

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

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

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

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

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

Capital Funds

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

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

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

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

Reserve Funds

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

Fund Relationships

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

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

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

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

FUNCTION/FUND RELATIONSHIP

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

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

BASIS OF BUDGETING

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

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

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

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



Public Operations

Some highlights of the process are as follows:

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

Balanced Budget

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

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

FINANCIAL POLICIES

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

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

All Council Policies noted below can be found on the city website.

Policy Name and Number	Policy Purpose	Date Last Revised	Due for Review
C-CG-01 Council's Vision, Mission and Values	To articulate the Community Vision and Pillars of Sustainability and establish Council's mission and values by which Council will govern and lead the community.	Jun 20, 2022	2026
C-CG-02 City of St. Albert Council Strategic Plan	To establish a City of St. Albert Strategic Plan that guides Administration's corporate and financial planning efforts.	Jan 31, 2023	2027
C-CG-06 City of St. Albert Strategic Framework	To establish a strategic framework that aligns the City's short- and long-term operational efforts to the Community Vision and Pillars of Sustainability and the City of St. Albert Council's Strategic Plan. The strategic framework shall include the following components: 1. Community Vision and Pillars of Sustainability 2. City of St. Albert Council Strategic Plan 3. Municipal Development Plan 4. Long-Range Strategies 5. Mid-Range Department Plans 6. Corporate Business Plan 7. Corporate Budgeting 8. Program and Service Delivery and Optimization 9. Monitoring and Reporting	Aug 30, 2021	2025
C-CG-11 Community Vision and Pillars of Sustainability	To establish the Community Vision and Pillars of Sustainability that guide the long-term sustainability of the community. The Community Vision and Pillars of Sustainability were developed by St. Albert residents and endorsed by the St. Albert Community Sustainability Committee to provide clear direction to Council and Administration on what they consider the unique and desirable future for St. Albert is in the long term.	Jan 21, 2019	2029
C-FS-01 Financial Reserves	To set aside funds for the establishment of specific reserves to provide for emergent financial needs, stabilize tax rates, to set aside funds for the replacement of existing equipment, facilities and future projects and to minimize the debt financing needs of the Corporation.	Nov 4, 2019	2024

C-FS-02 Investments	To establish the goals and parameters under which financial investments can be made for the City of St. Albert.	Nov 4, 2019	2024
C-FS-03 Debt Management	To consider debt as a financing tool, supporting the City's ability to meet current and future infrastructure challenges. To strategically manage borrowing capacity for future capital assets, maintain maximum flexibility of current operating funds, and limit the impact that debt charges will have on future tax and utility rates.	Nov 4, 2019	2024
C-FS-04 Cash Management	To ensure that the City of St. Albert optimizes cash management opportunities to maximize its use of available cash.	Jan 21, 2019	2024
C-FS-05 Budget and Taxation Guiding Principles	To establish principles for the preparation of budgets and property taxation levies in accordance with the Municipal Government Act.	Jul 5, 2021	2024
C-FS-11 Operating and Capital Carry Forwards and Closed Projects	To establish a consistent approach and review process for the carry forward of funding required to complete incomplete operating or capital projects. Any operational or capital project that has not been completed during its budgeted fiscal year shall be brought forward for consideration as part of Administration's report on proposed year end transfers, and all projects shall be subject to a maximum carry-forward deadline. Any operating or capital project that is fully completed within the fiscal year shall be brought forward for consideration as part of Administration's report on proposed year end transfers, and all projects with a surplus shall have that surplus directed back to its original funding source if feasible.	Jan 21, 2019	2024
C-FS-14 Utility Fiscal Policy	To establish a policy for the City's four utilities (water, wastewater, storm and solid waste) that minimizes utility rate fluctuations, provides transparency in rate setting, and addresses funding for future capital projects.	Jan 21, 2019	2024
C-FS-16 Municipal Fees and Charges	To establish the framework by which fees relating to various City programs, services, goods and requirements are set by the Chief Administrative Officer.	Aug 30, 2021	2024

C-FS-17 Alternative Capital Financing	To provide a framework governing Alternative Capital Financing arrangements to accomplish the following: 1. Projects identified to be delivered through Alternative Capital Financing arrangements are aligned with Council's priorities, 2. Project delivery resources are harnessed and appropriately allocated, 3. Project risks, rewards and responsibilities are identified, shared and managed; and 4. Public interest is preserved through a fair competitive and transparent process.	Jun 15, 2020	2024
C-FS-19 Taxation of Vacant Residential Lands	To establish policy for the taxation of vacant residential lands which have remained undeveloped for a defined duration of time.	Aug 17, 2015	2024
C-FS-20 Off-Site Levy Recovery Fund Utilization	The OLRF reserve is intended to mitigate the risk associated with the pace of development to ensure that debt servicing obligations can be met should the levies collected in any year be less than any debt servicing costs.	Jan 21, 2019	2024
C-CAO-20 Public Participation Policy	Public Participation is a crucial process that allows individuals to contribute to the decision-making of Council and Administration regarding the city's policies, programs, projects, and services. Furthermore, it ensures transparent communication regarding the collection and utilization of public input. The City of St. Albert places great value on public participation procedures and efforts that contribute to shaping policy, program, service, and project decisions. These endeavours involve providing Council and Administration with accurate and comprehensive information, enabling them to make well-informed decisions.	Nov 21, 2023	2027

C-CS-04 Public Art	To provide a consistent approach to acquiring public art through purchase, commission or donation for municipally owned buildings and properties, or for other buildings and properties in the City that are highly accessible and visible to the public. To establish a framework for the integration, display, maintenance and preservation of public art. To stimulate growth in the community's arts and culture sector, through opportunities for learning, participation and experimentation in arts and culture.	Jan 21, 2019	2024
C-ED-03 Land Transactions	To establish the guiding principles, process and accountabilities related to the acquisition or disposition of lands by the City of St. Albert. The City shall acquire, maintain, or dispose of Land in a manner that maximizes its long term strategic and / or economic advantage. The City shall also conduct all Land transactions in a consistent, transparent, and equitable manner where possible.	Jan 21, 2019	2024
C-ED-07 Economic Prosperity	To demonstrate the City's long-term commitment toward Economic Prosperity and establish clarity on areas of focus. The City of St. Albert believes it is critical to the long-term viability of the community to aggressively pursue opportunities that propel the City toward a balanced mix between non-residential and residential assessment and a high quality of life for all community members. The City shall maintain a robust	Jan 21, 2019	2024
C-HR-01 Non-Union Compensation Philosophy and Employee Remuneration	The City of St. Albert compensates positions fairly and equitably in relation to each other and recognizes that it must compete for talent to fulfill similar positions as those that exist within relevant comparators. Therefore, total compensation will be internally and externally equitable while managing within the City's financial capabilities. Additionally, employee compensation systems will be easy to communicate and administer while providing a predictable means of managing salary costs and other total compensation related expenses.	Mar 18, 2018	2024

C-P&E-02 Capital Project Management	To define and mandate a corporate-wide approach that will establish a professionally accepted framework for the efficient management and delivery of capital projects while minimizing the risk to the City. To provide a framework for managing the scope, quality, time, cost, risk and human resources of corporate projects to increase the probability that optimal solutions will be selected and that capital projects will be implemented at the “right” time and at the “right” cost. To establish clear lines of responsibility/accountability for project management decisions and the achievement of project objectives and deliverables. Clear lines of accountability/responsibility facilitate optimal decision-making, minimize misunderstandings and delays, and identify and explain the causes of problems as they arise. To identify project management principles and concepts that provide a foundation for the development of a corporate project management framework	Jan 21, 2019	2024
C-P&E-07 Asset Management	To set the guidelines for implementing consistent asset management practices and procedures throughout the City of St. Albert. To articulate the City’s commitment to: a. Ensuring the City’s long-term management of assets is done in a sustainable manner that meets the Council-defined acceptable condition of the assets to be used by the residents, visitors, the environment, and the corporation. b. Meeting Federal and Provincial legislative requirements for asset management. c. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice. d. Ensuring an integrated approach across all Business Units in Asset Management service delivery. e. Establishing a consistent approach for the rehabilitation, repair and replacement of the City’s assets.	Jan 21, 2019	2024

C-P&E-08 Off-Site Levy Framework	To provide a framework for the transparent, responsible and integrated administration of the City's Off-site Levy Bylaw and the identified municipal infrastructure required to support the sustainable growth and development of undeveloped lands within St. Albert. The City of St. Albert promotes an attractive environment that supports sustainable growth and development while building a diversified tax base. Growth and development is done in a fiscally responsible and transparent manner through appropriate corporate performance, a key component of which is planning and developing municipal infrastructure that effectively and efficiently meets the present and future growth needs of the City. An annual report on the outcomes of the Off-Site Levy Framework is presented to Council.	Mar 16, 2020	2024
C-P&E-09 Off-Site Levy City Front-Ending Prioritization Criteria	To provide a set of principles that will be used to prioritize and assess which new off-site levy municipal infrastructure may be eligible for City front-ending in order to support the sustainable growth and development of undeveloped lands within St. Albert. The City of St. Albert demonstrates transparent and responsible evaluation of growth infrastructure projects by integrating all business units in the prioritization process and ensuring responsible funding mechanisms. The City of St. Albert recognizes that in certain circumstances, new municipal infrastructure must be built to facilitate growth and that the City will need to initially front-end the required funds to construct this infrastructure in advance of receiving reimbursement in the form of off-site levy funding from benefiting landowners.	Jan 21, 2019	2024

C-P&E-10 Intermunicipal Utility Infrastructure Excess Capacity	To provide the framework for determining when it may be beneficial to provide excess capacity in the City's utility infrastructure system to accommodate the servicing of lands outside the existing City boundaries and allow for sustainable growth planning while mitigating risks to the City. The City of St. Albert cultivates strong relationships with other municipal partners and demonstrates transparent and responsible evaluation of all opportunities for the sustainable servicing of areas from a regional perspective. A cooperative mechanism with the adjoining municipalities to facilitate compatible land use planning is necessary for sustainable growth.	Jan 21, 2019	2024

FINANCIAL SUMMARIES

2024 FUND BALANCE

(In Thousands of Dollars)

	OPERATING	CAPITAL	RESERVE	TOTAL
Revenues				
Property Taxes	$134,113			$134,113
Sales & User Fees	73,110	-	-	73,110
Other Revenue	9,571	-	-	9,571
Fines & Penalties	3,084	-	-	3,084
Government Transfers	5,082	22,114	-	27,197
Ambulance Contracted Services Revenue	2,901	-	-	2,901
Licenses & Permits	3,621	-	-	3,621
Franchise Fees	9,130	-	-	9,130
Interest Income	7,001	-	-	7,001
	247,611	22,114	-	269,726
Expenses				
Salaries, Wages, & Benefits	91,794	-	-	91,794
Contracted & General Services	40,039	4,550	-	44,590
Materials, Goods, Supplies & Utilities	19,329	-	-	19,329
Purchases From Other Governments	30,851	-	-	30,851
Other Expenditures	12,289	-	-	12,289
Debenture Principal Repayment	9,346	-	-	9,346
Debenture Interest Repayment	3,906	-	-	3,906
Transfers To Organizations & Individuals	3,471	250	-	3,721
Bank Charges & Short Term Interest	4,541	-	-	4,541
Capital Expenditures		59,078		59,078
	215,565	63,878	-	279,443
Other Financing Sources (Uses)				
Transfers In	6,677	42,022	34,640	83,339
Transfers Out	38,723	258	48,573	87,554
Total	(32,047)	41,764	(13,933)	(4,215)
Net change in Fund Balance	-	-	(13,933)	(13,933)
FUND BALANCES - Beginning of year			71,763	71,763
FUND BALANCES - End of year	-$	-$	$57,830	$57,830

Note: Totals may not sum exactly due to rounding.

2024 CONSOLIDATED OPERATING AND CAPITAL BUDGET

(In Thousands of Dollars)

	Operating	Capital	Total
Revenues			
Sales & User Fees	73,110		73,110
Other Revenue	9,571		9,571
Fines & Penalties	3,084		3,084
Government Transfers	5,082	17,047	22,129
Contracted Services Revenue	2,901		2,901
Licenses & Permits	3,621		3,621
Franchise Fees	9,130		9,130
Investment Income	7,001		7,001
Transfers To/From Reserves	6,677	47,089	53,766
Total Revenues	$ 120,176	$ 64,136	$ 184,312
Expenses			
Council	927		$927
Executive Leadership	6,151		6,151
General Government	27,557	1,220	28,777
Community & Recreation Services	26,909	5,180	32,089
Emergency Services	45,059	485	45,544
Planning & Engineering	47,521	14,854	62,375
Public Operations	12,091	19,999	32,090
Corporate Financing	37,331		37,331
Utilities	50,742	22,399	73,141
Total Expenses	$ 254,288	$ 64,136	$ 318,424
Net Tax Requirement	**$ 134,113**	**-**	**$ 134,113**
Non Cash Budget			
Amortization of Tangible Capital Assets		$46,231	$46,231
Contributed Tangible Capital Assets		21,546	21,546

Note: Totals may not sum exactly due to rounding.

CONSOLIDATED OPERATING BUDGET (MUNICIPAL & UTILITY)

(In Thousands of Dollars)

	2022 Actuals	2022 Budget	2023 Actuals	2023 Budget	2024 Budget
REVENUES					
Property Taxes	$117,418	$117,532	$124,672	$124,842	$134,113
Sales & User Fees	62,127	63,776	68,123	67,584	73,110
Other Revenue	8,215	8,283	9,009	8,827	9,571
Fines & Penalties	3,350	$3,927	2,836	3,400	3,084
Government Transfers	5,493	5,090	5,757	5,168	5,082
Contracted Services Revenue	2,685	2,802	2,730	2,886	2,901
Licenses & Permits	3,755	3,351	3,778	3,536	3,621
Franchise Fees	7,303	6,326	8,786	8,969	9,130
Interest Income	5,283	4,201	9,366	5,501	7,001
Transfers To/From Reserves	8,166	8,083	5,043	6,999	6,677
	$223,796	$223,371	$240,101	$237,712	$254,289
EXPENSES					
Council	778	837	819	836	927
Executive Leadership	6,632	6,388	5,957	5,996	6,151
General Government	22,757	24,027	24,185	25,709	27,557
Community & Recreation Services	22,377	25,537	24,043	25,011	26,909
Emergency Services	40,937	40,552	42,952	41,679	45,059
Public Works & Transit	44,078	42,252	43,704	46,328	47,521
Planning & Engineering	10,784	10,711	11,879	11,273	12,091
Corporate Financing	31,399	28,106	41,627	33,365	37,331
Utilities	44,053	44,960	44,933	47,513	50,742
	$223,796	$223,371	$240,101	$237,712	$254,289

Note: Totals may not sum exactly due to rounding.

MUNICIPAL OPERATING BUDGET

(In Thousands of Dollars)

	2022 Actuals	2022 Budget	2023 Actuals	2023 Budget	2024 Budget
REVENUES					
Property Taxes	$117,418	$117,532	$124,672	$124,842	$134,113
Sales & User Fees	20,161	20,519	24,154	21,053	23,334
Other Revenue	8,175	8,243	8,968	8,787	9,531
Fines & Penalties	3,112	3,652	2,590	3,150	2,839
Government Transfers	5,493	5,090	5,757	5,168	5,082
Ambulance Contracted Services Revenue	2,685	2,802	2,730	2,886	2,901
Licenses & Permits	3,755	3,351	3,778	3,536	3,621
Franchise Fees	7,303	6,326	8,786	8,969	9,130
Interest Income	5,283	4,201	9,366	5,501	7,001
Transfers To/From Reserves	6,358	6,694	4,366	6,307	5,995
	$179,742	$178,409	$195,166	$190,198	$203,546
EXPENSES					
Salaries, Wages, & Benefits	77,731	78,547	81,718	81,037	85,399
Contracted & General Services	25,772	27,725	24,766	29,146	29,800
Transfers To/From Operations/Capital	3,909	4,194	3,675	3,655	3,782
Materials, Goods, Supplies & Utilities	15,589	15,049	15,735	16,431	17,959
Purchases From Other Governments	12,771	12,300	13,037	13,100	14,801
Other Expenditures	6,032	6,736	6,764	9,019	10,794
Debenture Principal Repayment	7,101	7,246	9,338	8,584	8,913
Debenture Interest Repayment	2,158	2,426	3,046	4,056	3,657
Transfers To Organizations & Individuals	2,981	3,213	3,224	3,267	3,447
Bank Charges & Short Term Interest	3,536	2,949	6,319	3,529	4,540
Transfers To/From Reserves	22,163	18,027	27,546	18,375	20,456
	$179,742	$178,409	$195,166	$190,198	$203,546

Note: Totals may not sum exactly due to rounding.

UTILITY OPERATING BUDGET

(In Thousands of Dollars)

	2022 Actuals	2022 Budget	2023 Actuals	2023 Budget	2024 Budget
REVENUES					
Sales & User Fees	$41,966	$43,256	$43,969	$46,531	$49,775
Other Revenue	40	40	41	40	40
Fines & Penalties	238	275	246	250	245
Transfers To/From Reserves	1,808	1,389	(201)	692	682
	$44,053	$44,960	$44,055	$47,513	$50,742
EXPENSES					
Salaries, Wages, & Benefits	5,950	6,031	5,994	6,167	6,396
Contracted & General Services	8,966	9,407	7,787	9,851	10,240
Transfers To/From Operations/Capital	756	981	674	982	902
Materials, Goods, Supplies & Utilities	1,227	1,141	1,289	1,144	1,370
Purchases From Other Governments	13,458	13,836	13,847	14,731	16,050
Other Expenditures	1,204	1,349	1,275	1,466	1,495
Debenture Principal Repayment	1,086	1,086	419	419	433
Debenture Interest Repayment	282	286	258	263	249
Transfers To Organizations & Individuals	11	24	13	24	24
Bank Charges & Short Term Interest	1	1	1	1	1
Transfers To/From Reserves	11,113	10,819	12,496	12,466	13,584
	$44,053	$44,960	$44,055	$47,513	$50,742

Note: Totals may not sum exactly due to rounding.



Midtown – new residential construction

OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

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

Property Taxes

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

Sales and User Fees

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 facilities, etc.

Other Revenue

Miscellaneous revenues, donations, and local grants.

Fines and Penalties

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

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

Business, dog, cannabis and tobacco licenses, as well as building and alarm permits.

Franchise Fees

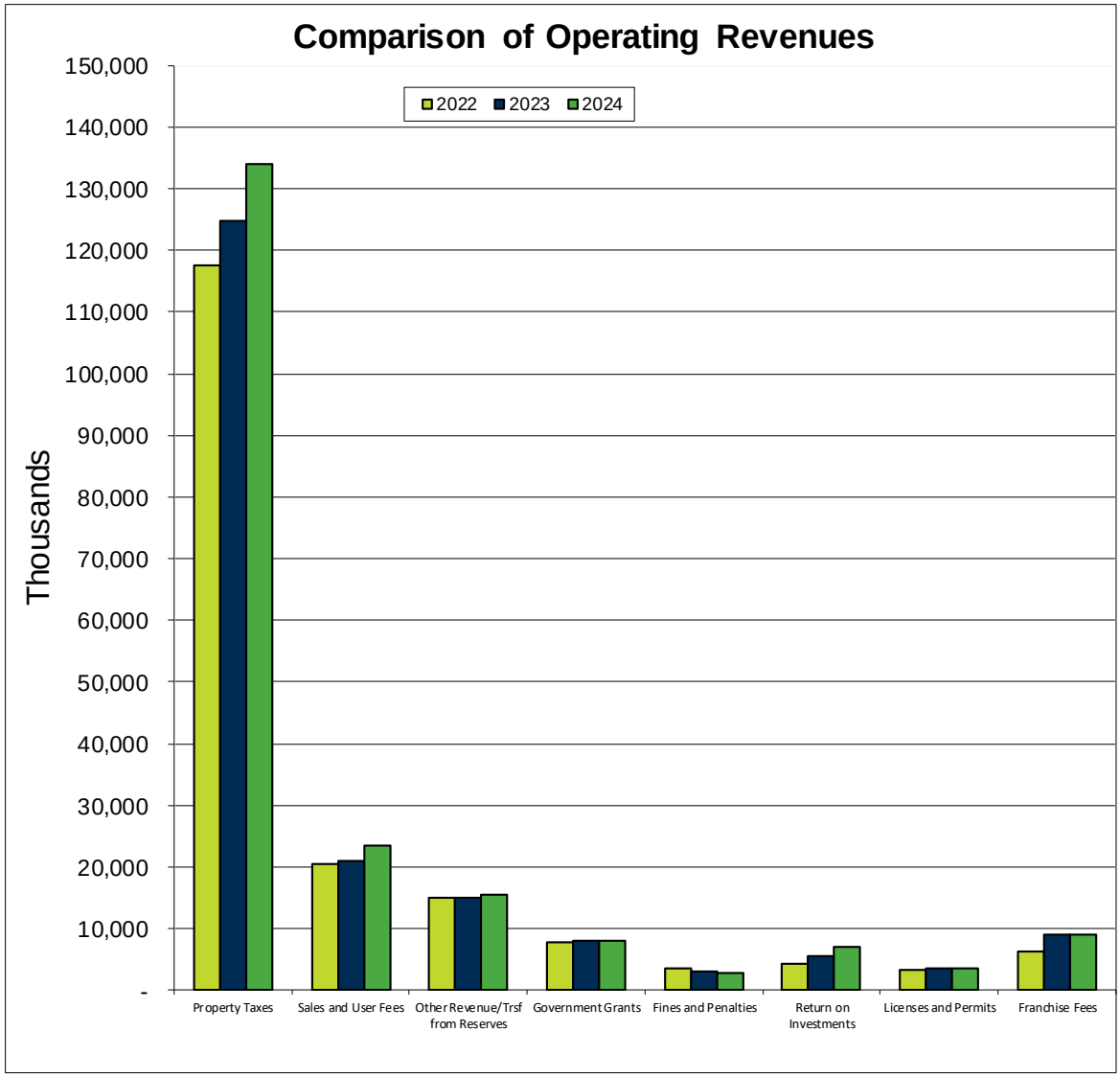
The City of St. Albert receives franchise fee revenue from the Natural Gas and Electricity supplier. The franchise fee is charged to customers as a percentage of the supplier's cost of delivering the commodity.

Interest Income

Interest earned on investments.

Transfer To/From Reserves

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



Explanatory Notes:

Property Taxes - Increase due to an approved 5.5% tax increase due to inflation, increased debenture payments and future funding for maintenance of existing assets.

Sales & User Fees - Increase due to annual fee increases in addition to higher utilization of Transit and Community Services.

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

Government Grants - No significant change from 2023.

Fines & Penalties - Decrease in photo radar fine revenue due to lower trending in traffic tickets issued.

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

Licenses & Permits - No significant change from 2023.

Franchise Fees - No significant change from 2023.



St. Albert Transit Handibus Service

EXPENDITURES

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

Amortization of Tangible Capital Assets

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

Salaries, Wages and Benefits

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

Contracted and General Services

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

Contributed Assets

Assets transferred from external third parties. The transfer generally results from development of new sites where developers have completed the base infrastructure and the assets are then turned over to the City.

Transfers To/From Operations/Capital

Funding for the Library as well as the annual transfer of funding for capital projects and lifecycle reserves.

Materials, Goods, Supplies and Utilities

This category 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

Identified in this category are the cost of purchasing RCMP services, water from EPCOR (the City of Edmonton) and wastewater treatment from Arrow Utilities.

Other Expenditures

Council and Corporate contingencies are included in this category.

Debenture Principal and Interest Repayment

Relates to debt payments on long-term debentures.

Transfers to Organizations and Individuals

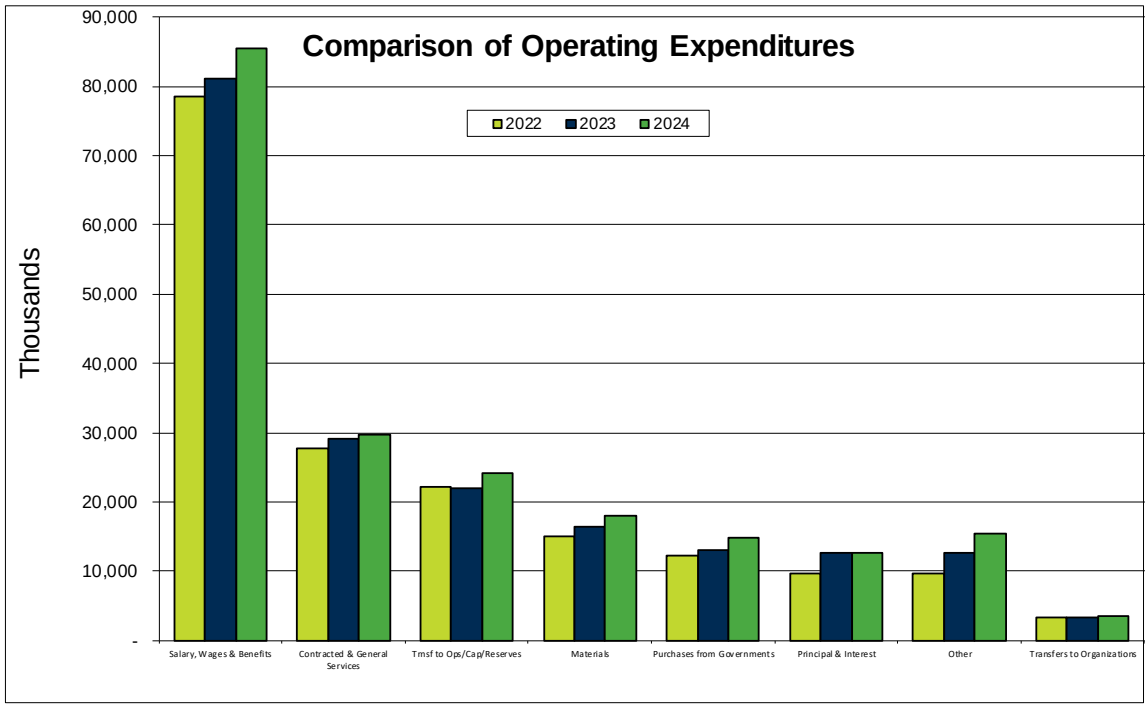
Funding transferred to FCSS agencies and ‘Outside Agencies’ such as the Arts and Heritage Foundation.

Bank Charges & Short-Term Interest

Bank and merchant fees and interest expense related to reserves and deferred revenue.

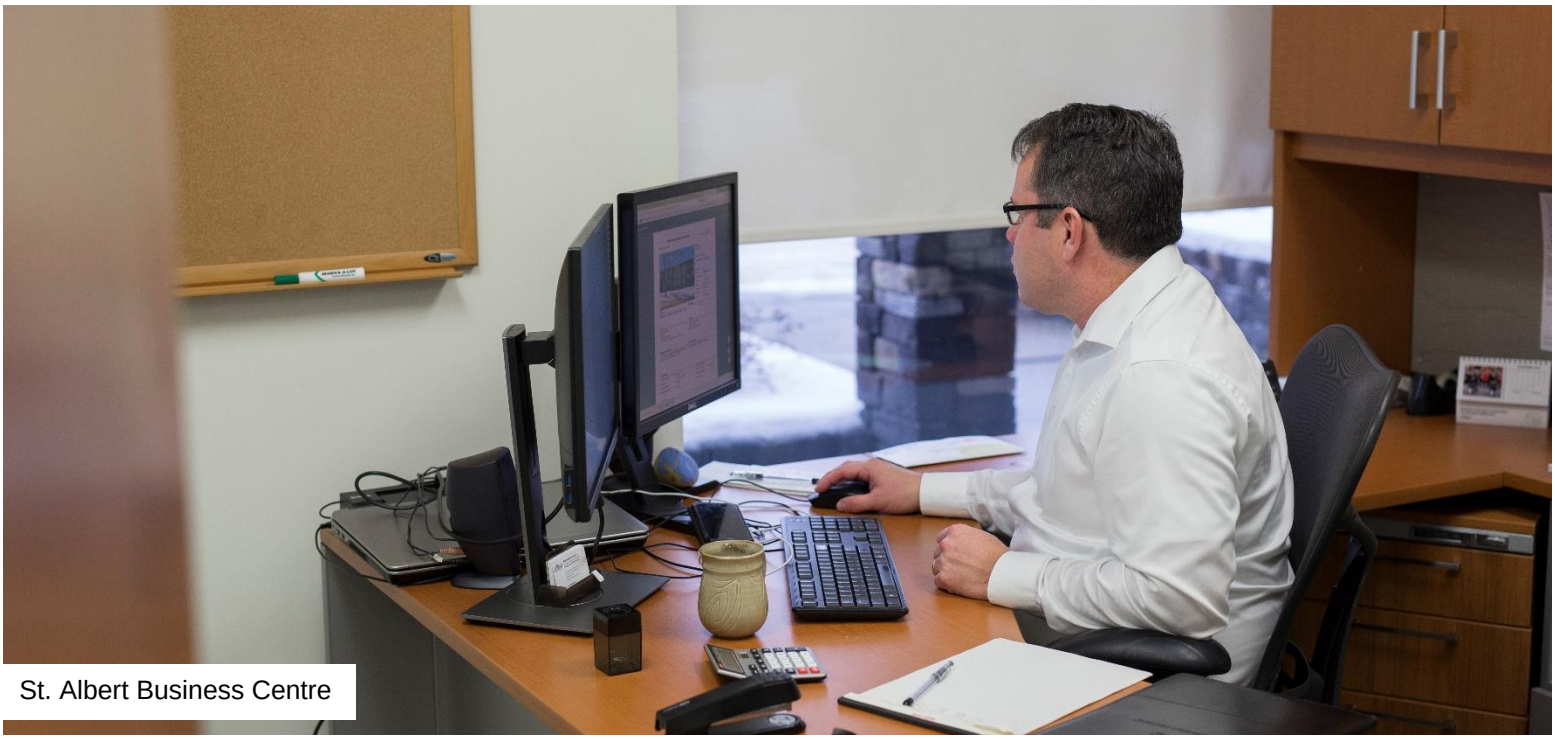
Transfers To/From Reserves

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



Explanatory Notes:

Salaries & Benefits	- Increase in salaries due to approval of 18 new Full-Time Employees.
Contracted and General Services	- Increase in Contracted and General Services due to inflation and IT contracts.
Transfer to Operations/ Capital Reserves	- Increase in transfer to reserves to support infrastructure funding strategy.
Materials, Goods, Supplies & Utilities	- Increase in corporate electricity rates as well increased inflationary costs.
Purchases from other Governments	- Increase in RCMP contract rates.
Debenture Principal & Interest	- New debentures in 2023, increase in principal and interest payments.
Other Expenditures	- Increases in higher equipment charges required to own and operate the City's fleet of vehicles as well as an estimate for employee contract settlements.
Transfer to Organizations	- No significant change from 2023.



St. Albert Business Centre

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.

Recognizing the financial realities facing the City, only business cases required to maintain existing services and service levels, support corporate initiatives, and advancing economic development on Lakeview Business District were presented for Council review.

Council approved 17 municipal operating business cases for a total of $1,687,200 of which 1 business case is funded from reserve for $452,000. Council also approved two base business cases totaling $275,900. Four utility business cases were approved for a total of $129,100 to be funded from utility rates.

MUNICIPAL BUSINESS CASES

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2024 $	APPROVED 2025 $	APPROVED 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 (CONT'D)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2024 $	APPROVED 2025 $	APPROVED 2026 $
Funded Growth Business Cases (Cont'd)					
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 (CONT'D)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2024 $	APPROVED 2025 $	APPROVED 2026 $
	Funded Growth Business Cases (Cont'd)				
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**	**$ -**	**$ -**
	Base Business Cases - Council Motion				
HR & Safety Diversity & Inclusion Advisor	The resource would establish a corporate IDEA workforce strategy to build reasonable employee-focused programs that are aligned, implemented, and maintained, along with a council supported service level. This strategy would be long term with opportunities to adapt to changes in priorities and would be incremental annual progress towards identified goals/outcomes. The first year is reserve funded.	1.00	94,600	127,300	128,800
Emergency Services Municipal Enforcement Unit Increase	To align the Municipal Enforcement staffing to Council Policy C-PS-02 Policing Services. As the current staffing ratio of Municipal Enforcement Officers to a Sergeant (Senior Municipal Enforcement Officer) is 10:1. By having a second Sergeant, required administrative duties would be shared, increasing the ability of both Sergeants to provide additional direct supervision, while increasing their capacity to respond to calls. The second position being a General Duty member, Municipal Enforcement would gain additional capacity to provide timely responses to calls and be better positioned to conduct proactive patrols and traffic enforcement duties.	2.00	181,300	227,900	242,200
Total Base Business Cases - Council Motion		**3.00**	**$ 275,900**	**$ 355,200**	**$ 371,000**

UTILITY BUSINESS CASES

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2024 $	APPROVED 2025 $	APPROVED 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 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**	**$ 129,100**	**$ 354,500**	**$ 359,700**

CAPITAL AND DEBT

Capital (Municipal & Utility)

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

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

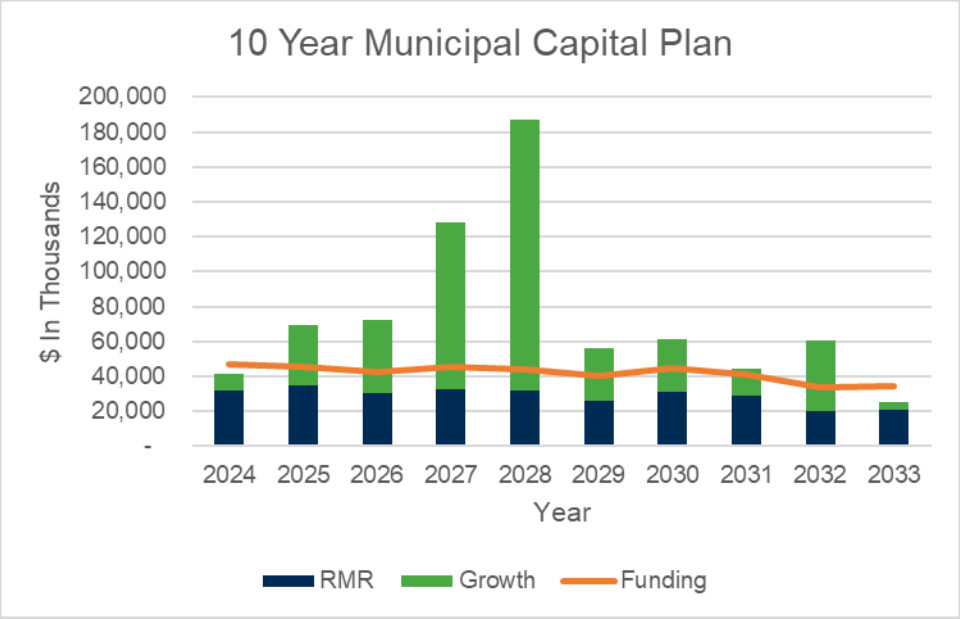
The City divides its capital investment into two categories:

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

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

The City's 10-Year Capital Plans reflect the long-term capital requirements of the City for the next 10 years. The municipal plan includes approximately $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.

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

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

The approved consolidated 2024 Capital Budget amounts to $63.9 million in spending on projects:

Municipal Capital Budget	$ 41,580,100	44 projects
Utility Capital Budget	$ 22,398,800	14 projects
Total	**$63,978,900**	**58 projects**

Capital Funding and Expenditures

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

The current year reserve net fund transfer-out was $13.9 million (or 19.4% of the opening balance) which was due to the timing of projects vs availability of other funding.

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

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

Capital Project – Operating Impacts

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

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

For 2024, there are operating impacts on the Municipal Approved Growth capital projects of $7 thousand.

Growth Capital Project Highlights

For 2024, the City is undertaking a number of new growth initiatives. A summary of each of these initiatives is noted below.

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: 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.

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.

Strategic Plan Alignment:

Council Priority: 2. Downtown Vibrancy

Admin Focus Area: N/A

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 – 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**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024-2026

Charter Number: RECR-040

Charter Name: Dog Friendly Park Development

Lead Department: Recreation & Parks

Type: Growth

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

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.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2024: Site Assessment, detailed design, and public engagement

2026: Park construction

Financial Information:

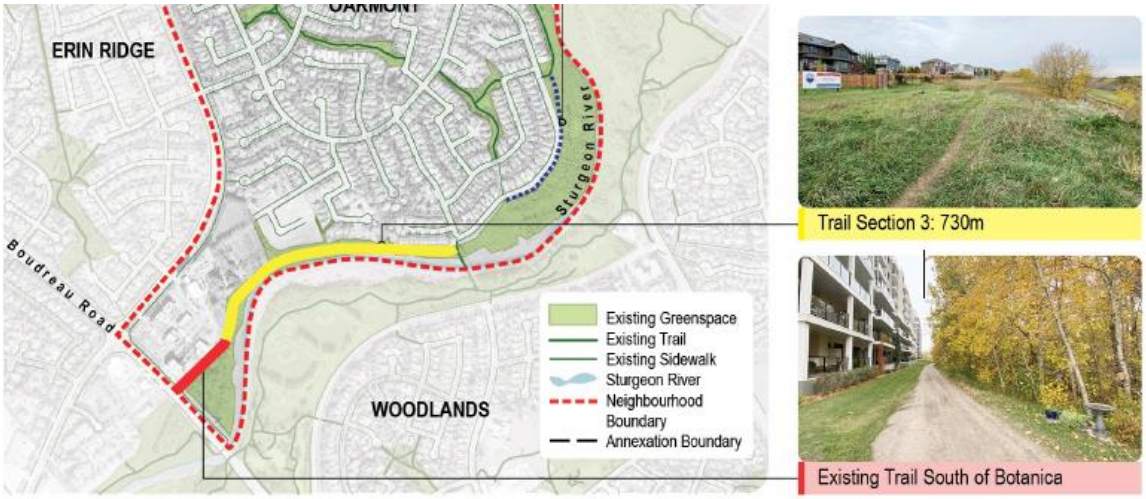
Investment Year	**2024**	$	249,400
	2025		-
	2026		1,330,500
	2027		-
	2028		-
	2029		-
	2030		-
	2031		-
	2032		-
	2033		-
	Total	**$**	**1,579,900**

Operational Impacts: Yes Projected to begin in 2028.

Associated Operating Business Case: N/A

CITY BUSINESS PLAN + BUDGET

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: RECR-045

Charter Name: Oakmont Trial Phase 2 Development

Lead Department: Recreation & Parks

Type: Growth

Explanation: 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.

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).

Strategic Plan Alignment:

Council Priority: 3. Community Well Being

Admin Focus Area: N/A

Timeline:

2024:	Q1	Design Completion
	Q2-Q4	Construction of Trail 3
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**

Operational Impacts: Yes Projected to begin in 2026 with a budget of $4,600.

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024-2033

Charter Number: RECR-049

Charter Name: New Neighbourhood Park Development

Lead Department: Recreation & Parks

Type: Growth

Explanation: Development of new outdoor recreation amenities on municipal reserve lands within developing neighbourhoods.

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.

Strategic Plan Alignment:

Council Priority: 3. Community Well Being

Admin Focus Area: N/A

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**

Operational Impacts: Yes Projected to begin in 2024 with a budget of $6,000 and increasing to $18,500 beginning in 2025.

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: PM-24-08

Charter Name: Municipal Enforcement Vehicle

Lead Department: Emergency Services

Type: Growth

Explanation: A municipal enforcement vehicle coinciding with the increase in the Municipal Enforcement Unit's authorized strength of two Municipal Enforcement Officers.

Scope Statement: This project will provide an additional municipal enforcement vehicle consistent with the addition of two approved Municipal Enforcement Officers.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N / A

Timeline:

2024: Purchase of a Municipal Enforcement vehicle

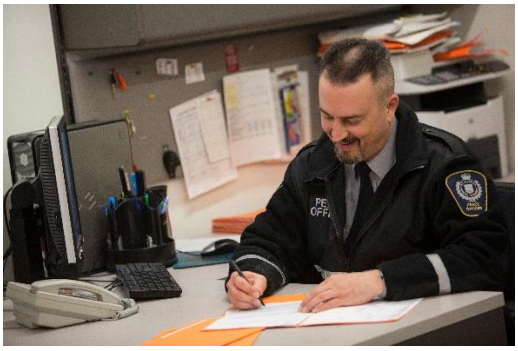
Financial Information:

Investment Year	**2024**	$	157,500
	2025		-
	2026		-
	2027		-
	2028		-
	2029		-
	2030		-
	2031		-
	2032		-
	2033		-
	Total	**$**	**157,500**

Operational Impacts: Yes Vehicle Maintenance

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2026-2030

Charter Number: POLI-008

Charter Name: Policing Services Building

Lead Department: Emergency Services

Type: Growth

Explanation: New Policing facility required to keep pace with growth.

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.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

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

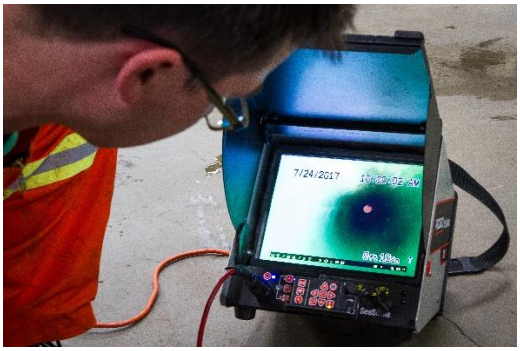
Financial Information:

Investment Year	**2024**	$	150,000
	2025		-
	2026		3,000,000
	2027		-
	2028		26,850,000
	2029		-
	2030		-
	2031		-
	2032		-
	2033		-
	Total	**$**	**30,000,000**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: ENV-001

Charter Name: Contaminated Sites

Lead Department: Government / Indigenous Relations & Environment

Type: Growth

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

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.

Strategic Plan Alignment:

Council Priority: 1. Economic Prosperity

Admin Focus Area: N/A

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**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024-2025

Charter Number: ITSV-009

Charter Name: Municipal Area Fibre Network Expansion

Lead Department: Information Technology

Type: Growth

Explanation: This project will enhance service levels and produce long-term cost avoidance.

Scope Statement: Extend the City's fibre optic communication network to prepare for annexed lands, create redundant rings, and address the security and monitoring requirements of the City's water supply.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

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**

Operational Impacts: Yes The expansion of the City Fibre MAN, in particular with the inclusion of utilities facilities requires management that exceeds the current resource capacities. A Network Analyst position is required to be utilized on all networks beginning in 2025.

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: ENGS-010

Charter Name: Mobility Choices Strategy

Lead Department: Engineering Services

Type: Growth

Explanation: This project is to develop a Mobility Choices Strategy, which will include a long-term plan for Transit and direct or supplemental Transportation Services that contribute to the MDP (Flourish) and achievement of the Mobility Choices outcome.

Scope Statement: The Mobility Choices Strategy will replace the existing Transportation Master Plan (2014) 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 best practice and 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.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2024: Q1: Internal and External Stakeholder Engagement, development of defined strategic targets.

2024: Q3 Tender and award for professional services associated with delivering the Mobility Choices Strategy

2025: Q1 – Q4 Public Engagement / Model Analysis / Project data gathering and review. Draft Report.

2026: Q1 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**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024 - 2033

Charter Number: ENGS-054

Charter Name: Transportation Network Improvements

Lead Department: Engineering Services

Type: Growth

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

Scope Statement: This project shall perform improvements to intersections that result in enhanced safety or improved levels of service and reduced congestion / delay. Locations within the 2024 program include construction at the intersections Giroux Road at Lockhart Drive, McKenney Avenue at Mission Avenue and detailed design work at St. Albert Trail at St. Anne Street / Sturgeon Road.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2024: Q1: Tendering and award of design work.

Q2 – Q3: Construction (Giroux Rd @ Lockhart and McKenney Ave @ Mission Ave).

Q4: Detailed design completion of St Albert Trail at St. Anne Street

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**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024 - 2033

Charter Number: ENGS-058

Charter Name: Neighbourhood Traffic Calming

Lead Department: Engineering Services

Type: Growth

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

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

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2024:	Q1	Tendering and award of professional services to support necessary public / resident engagement and provisional Traffic Calming Plan Development.
	Q2-Q4	Resident Survey and Traffic Calming Plan Development (if supported)
		Potential of Temporary measure installation(s)
2025:		Temporary measure installations or evaluation period
2026 and beyond:		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**

Operational Impacts: Yes Snow and ice maintenance – curb extensions beginning in 2026 with an estimated budget of $7,500.

Associated Operating Business Case:

CAPITAL PROJECT CHARTER



Year: 2024 - 2033

Charter Number: ENGS-068

Charter Name: Active Transportation

Lead Department: Engineering Services

Type: Growth

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

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

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2024:	Q2 – Q3	Construction of new sidewalk in Riel Business Park (Phase 2 of 2)
		Design
	Q1:	Tender and award for design of next priority sites.
	Q2-Q4:	Design of next priority sites
2025 and beyond:		Construction and further design of next priority sites.

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**

Operational Impacts: Yes Sidewalk snow maintenance beginning in 2025 with an estimated budget of $2,000.

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024 - 2033

Charter Number: ENGS-080

Charter Name: Meadowview Lane and Rail Crossing

Lead Department: Engineering Services

Type: Growth

Explanation: This project shall deliver the completion of engineering and design and construction of Meadowview Lane; a new road segment that will service Riverside development and the future Heritage Site / recreational area.

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.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2024:	Q1	Tendering and award of professional services to complete detailed design.
	Q2-Q4	Detailed Design and application of permitting for CN rail crossing relocation.
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**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024 - 2033

Charter Number: ENGS-082

Charter Name: Roadway Preliminary Engineering & Design

Lead Department: Engineering Services

Type: Growth

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

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.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2024:	Q1	Tendering and award for professional services to complete design work.
		Targeted corridors of 2024 include RR 260 S (TWP 540A to Meadowview Drive) and Meadowview Drive (Ray Gibbon Drive to the west City limit).
	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**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: PLAN-009

Charter Name: Housing Options for Affordability and Accessibility

Lead Department: Planning & Development

Type: Growth

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

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

Strategic Plan Alignment:

Council Priority: 3. Community Well Being

Admin Focus Area: 5. Residents / Customers

Timeline:

2024: 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.

2025: Establish an ongoing affordable hosing fund.

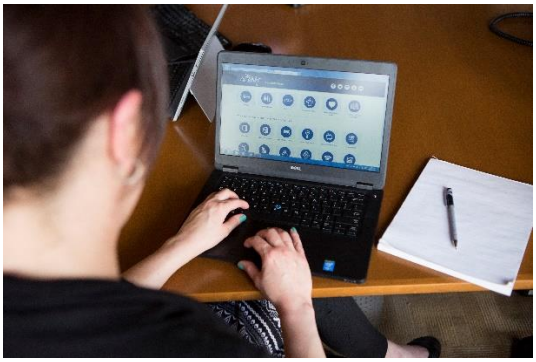
Financial Information:

Investment Year	**2024**	$	112,500
	2025		-
	2026		-
	2027		-
	2028		-
	2029		-
	2030		-
	2031		-
	2032		-
	2033		-
	Total	**$**	**112,500**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: PLAN-011

Charter Name: Permitting Software Modernization

Lead Department: Planning & Development

Type: Growth

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

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

Strategic Plan Alignment:

Council Priority: 1. Economic Prosperity

Admin Focus Area: 3. Digital Transformation

Timeline:

2024: Review of software solutions.

Selection of preferred software solution.

2024-2025: Implementation of preferred software solution.

Financial Information:

Investment Year	**2024**	$	450,000
	2025		-
	2026		-
	2027		-
	2028		-
	2029		-
	2030		-
	2031		-
	2032		-
	2033		-
	Total	**$**	**450,000**

Operational Impacts: Yes Annual license fee beginning in 2024 with a budget of $75,000.

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: COUN-037

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

Lead Department: Public Operations

Type: Growth

Explanation: To install programable LED lighting on the front balcony of St. Albert Place (SAP)

Scope Statement: To install approximately 300 feet of LED lighting along the balcony outside of the Council Chambers of SAP.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2024: Purchase and installation of exterior LED lights

Financial Information:

Investment Year	**2024**	$	125,000
	2025		-
	2026		-
	2027		-
	2028		-
	2029		-
	2030		-
	2031		-
	2032		-
	2033		-
	Total	**$**	**125,000**

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: TRAN-004

Charter Name: Transit Growth Buses

Lead Department: Public Operations

Type: Growth

Explanation: To increase the size of the Transit fleet to allow for the introduction of two new transit routes to new communities in St. Albert – Riverside and Jensen Lakes.

Scope Statement: As identified under the Transportation Master Plan and Transit Long Term Department Plan, StAT will purchase additional buses for the transit fleet to accommodate increased demand resulting from population growth and neighbourhood expansion.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

Timeline:

2023: RFP out on bids and tender, awarded for January 2024.

2024-2025: Delivery subject to manufacturers lead time, typically one to two years.

Financial Information:

Investment Year	**2024**	$	1,620,000
	2025		-
	2026		-
	2027		-
	2028		-
	2029		-
	2030		-
	2031		-
	2032		-
	2033		-
	Total	**$**	**1,620,000**

Operational Impacts: Yes Beginning in 2024 with a budget of $260,000, increasing to $540,000 in 2025 and further increasing to $565,000 in 2026.

Associated Operating Business Case(s): New Transit Service Riverside and New Transit Service Jensen Lakes.

CAPITAL PROJECT CHARTER



Year: 2024-2026

Charter Number: TRAN-024

Charter Name: Transit Garage Expansion – Liggett Place

Lead Department: Public Operations

Type: Growth

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

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.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: N/A

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**

Operational Impacts: Yes 2024 2 FTE's (April 1 Start) $85,500

2025 2 FTE's (Annualized) $118,000

2026 2 FTE's & Building Maintenance $237,000

Associated Operating Business Case: N/A

CAPITAL PROJECT CHARTER



Year: 2024

Charter Number: SOLWA-006

Charter Name: Refuse Truck

Lead Department: Public Operations

Type: Growth

Explanation: 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.

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.

Strategic Plan Alignment:

Council Priority: N/A

Admin Focus Area: 1. Our People Our Team

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**

Operational Impacts: Yes 1.00 FTE and related equipment costs beginning in 2025 with an estimated budget of $182,500.00.

Associated Operating Business Case: 2024 Solid Waste Operator

CONSOLIDATED CAPITAL BUDGET

(In Thousands of Dollars)

	2022 Budget	2023 Budget	2024 Budget
REVENUES			
Government Grants	$20,123	$21,140	$22,114
Drawn From Reserve & Allowances	32,922	60,522	42,022
Recoverd Costs	1,000	172	-
Debenture	12,145	34,333	-
	$66,189	$116,167	$64,136
EXPENSES			
Municipal Services	39,395	68,656	35,338
Community, Recreation and Culture Services	5,421	2,588	5,180
Administration & Support Services	3,663	1,341	1,220
Water	6,879	37,676	8,065
WasteWater	6,339	2,816	4,078
Storm	5,437	3,059	9,846
Solid Waste Management	(944)	30	410
	$66,189	$116,167	$64,136
Amortization of Tangible Capital Assets	38,562	43,279	46,231
Contributed Tangible Capital Assets	41,132	59,461	21,546

Note: Totals may not sum exactly due to rounding.

MUNICIPAL CAPITAL BUDGET

(In Thousands of Dollars)

	2022 Budget	2023 Budget	2024 Budget
REVENUES			
Government Grants	$19,136	$20,153	$21,127
Drawn From Reserve & Allowances	16,198	17,928	20,610
Recoverd Costs	1,000	172	-
Debenture	12,145	34,333	-
	$48,479	$72,586	$41,738
EXPENSES			
Municipal Services	39,395	68,656	35,338
Community, Recreation and Culture Services	5,421	2,588	5,180
Administration & Support Services	3,663	1,341	1,220
	$48,479	$72,586	$41,738
Amortization of Tangible Capital Assets	30,903	34,625	37,422
Contributed Tangible Capital Assets	24,925	37,190	13,896

Note: Totals may not sum exactly due to rounding.

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	75,700
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**
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**
RMR Total		**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

10 Year Municipal Growth Capital Plan

Function	Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
COMM & REC SVCS	CULTR-005	Founders Walk Phase 3	108,000	251,100	41,500	47,200						
	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						
	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		
	DARP-005	Millennium Park Design Phase 2 & Construction		1,580,700	7,476,300	7,655,700						
	RECR-040	Dog Friendly Park Development	249,400		1,330,500							
	RECR-045	Oakmont Trail Phase 2	2,599,400									
	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
	RECR-050	RWP Meadowview - Construction		5,046,700	2,694,500							
	RECR-074	Community Amenities Site - Construction		12,387,200		60,794,000	60,794,000					
	SERV-008	Servus Place Fitness Expansion			725,000	8,000,000						
	(blank)	Public Art	258,000	263,200	268,500	273,900	279,400	285,000	290,700	296,500	302,400	308,400
COMM & REC SVCS Total			**3,472,500**	**23,230,200**	**21,944,600**	**80,954,300**	**65,461,200**	**3,889,000**	**16,518,800**	**2,921,800**	**1,550,500**	**2,799,500**
EMERG SVCS	FIRE-023	Fire #2 Security Upgrade										
	PM-24-08	Municipal Enforcement Vehicle	157,500									
	POLI-008	Police Facility	150,000		3,000,000		26,850,000					
EMERG SVCS Total			**307,500**		**3,000,000**		**26,850,000**					
GEN GOV	ENV-001	Contaminated Sites Remediation	30,000									
	ENV-002	Solar Photovoltaics (PV) Program		250,000								
	ITSV-009	Municipal Area Network Expansion	390,000									
	ITSV-015	Web Services Enhancements		75,000	75,000							
GEN GOV Total			**420,000**	**325,000**	**75,000**							
PLAN & ENG	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		
	ENGS-010	Mobility Choices Strategy	1,000,000						1,000,000			
	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-058	Neighborhood Traffic Calming	362,500	482,500	482,500	482,500	362,500	482,500	482,500	362,500	362,500	362,500
	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
	ENGS-069	ITS Strategy Implementation		316,300	357,300	347,500	255,600	293,200	336,200	336,200	336,200	336,200
	ENGS-070	North St. Albert Trail Improvements anticipated 80% OSL						24,028,900				
	ENGS-073	Fowler Way - 50% OSL				3,351,200	54,160,000					
	ENGS-077	Neil Ross Road Extension - 100% OSL		950,000	900,000							
	ENGS-079	RR260-Road Construction (Community Amenities) - OSL		150,000		3,041,500						
	ENGS-080	Meadowview Lane & Rail Crossing	340,000		3,370,000							
	ENGS-082	Transportation Preliminary Engineering & Design (New)- OSL	559,100	546,900	1,207,000	670,500	1,490,000	958,000	385,000	872,700	200,000	580,000
	ENGS-083	Lacombe Lake Park Permanent Paving (new)		150,000		1,345,000						
	PLAN-009	Housing Options for Affordability & Accessibility	112,500									
	PLAN-011	Permitting Software Modernization	450,000									
PLAN & ENG Total			**3,664,100**	**4,460,700**	**9,576,800**	**13,158,200**	**62,791,600**	**26,367,600**	**12,468,200**	**12,196,400**	**14,207,200**	**1,698,700**
PUBLIC OPS	COUN-037	St. Albert Place - Exterior, Programmable LED Lights	125,000									
	COUN-038	Council Chamber Bench Renewal		192,000								
	PW-018	PW Satellite Yard		374,000	3,100,000							
	PW-033	Fleet Services Garage Expansion (New)		632,500	2,300,000	1,150,000						
	TRAN-003	Transit Waiting Shelters		60,000			63,000				66,000	
	TRAN-004	Transit Growth Buses	1,620,000									
	TRAN-007	N Transit Oriented Development (TOD)							1,000,000		25,000,000	
	TRAN-024	Transit Garage (Liggett Place) Expansion	635,000	5,610,000	1,593,000							
PUBLIC OPS Total			**2,380,000**	**6,868,500**	**6,993,000**	**1,150,000**	**63,000**	-	**1,000,000**	-	**25,066,000**	
GROWTH Total			**10,244,100**	**34,884,400**	**41,589,400**	**95,262,500**	**155,165,800**	**30,256,600**	**29,987,000**	**15,118,200**	**40,823,700**	**4,498,200**

2024 Municipal Capital Funding

Charter No.	Charter Name	BUDGET	PAYG	Lifecycle Reserves	Provincial	Federal	Capital Reserve	Other Reserves
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				
RMR TOTAL		**31,493,500**	**1,089,500**	**19,914,100**	**8,211,400**	**2,278,500**		
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					
COUN-037	St. Albert Place - Exterior, Programmable LED Lights	125,000					125,000	
PM-24-08	Municipal Enforcement Vehicle	157,500					157,500	
	Public Art	258,000	258,000					
Growth Total		**10,244,100**	**3,154,800**		**2,929,400**	**3,628,000**	**282,500**	**249,400**
TOTAL		**41,737,600**	**4,244,300**	**19,914,100**	**11,140,800**	**5,906,500**	**282,500**	**249,400**

2024 Municipal Capital Projects with Operating Impacts

Charter No.	Charter Name	Budget	2024	2025	2026
COUN-037	St. Albert Place - Exterior, Programmable LED Lights	125,000	1,000	1,000	1,000
ENGS-058	Neighborhood Traffic Calming	362,500			7,500
ENGS-068	Active Transport Plan	510,000		2,000	2,000
PLAN-011	Permitting Software Modernization	450,000		75,000	75,000
RECR-045	Oakmont Trail Phase 2	2,599,400			4,600
RECR-049	Neighborhood Park Development	257,700	6,000	18,500	18,500
RMR & Growth TOTAL		**4,304,600**	**7,000**	**96,500**	**108,600**

UTILITY CAPITAL BUDGET

(In Thousands of Dollars)

	2022 Budget	2023 Budget	2024 Budget
REVENUES			
Government Grants	$987	$987	$987
Drawn From Reserve & Allowances	16,724	42,594	21,412
	$17,711	$43,581	$22,399
EXPENSES			
Water	6,879	37,676	8,065
WasteWater	6,339	2,816	4,078
Storm	5,437	3,059	9,846
Solid Waste Management	(944)	30	410
	$17,711	$43,581	$22,399
Amortization of Tangible Capital Assets	7,659	8,654	8,809
Contributed Tangible Capital Assets	16,207	22,271	7,650

Note: Totals may not sum exactly due to rounding.

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 and 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**							
RMR Total		**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**

10 Year Utility Growth Capital Plan

Charter No.	Charter Name	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
WASTEWTR											
WASWT-022	Erin Ridge North Sanitary Lift Station - 100% OSL										
WASTEWTR Total											
WATER											
WATER-019	North Reservoir East Transmission Main - 75%OSL								71,600	415,400	
WATER-020	North Reservoir South Transmission- 75% OSL								84,600	490,900	
WATER Total									**156,200**	**906,300**	
SOLIDW											
SOLWA-002	Compost Transfer Site			511,000							
SOLWA-006	Refuse Truck		410,000								
SOLIDW Total			**410,000**	**511,000**							
Growth Total			**410,000**	**511,000**					**156,200**	**906,300**	

2024 Utility Capital Funding

Charter No.	Charter Name	BUDGET	CCCB (FGTF)	Water Reserve	Wastewater Reserve	Storm Reserve	Solid Waste Reserve
STORM-001	Utility Master Plan	410,000				410,000	
STORM-002	STORM Infrastructure Rehab	2,064,000				2,064,000	
STORM-004	STORM Mgmt LOS	2,097,500				2,097,500	
STORM-007	Sediment and Erosion Control	5,274,300				5,274,300	
WASWT-001	WASTWT Rehab Prgm	290,000			290,000		
WASWT-002	WASTWT Household Service Replace	563,000			563,000		
WASWT-003	WASTWT Main Replacement	1,077,600			1,077,600		
WASWT-004	WASTWT Collection System LOS	1,737,000			1,737,000		
WASWT-010	Utility Master Plan	410,000			410,000		
WATER-002	Utility Master Plan	410,000		410,000			
WATER-003	Water System Infrastructure Rehab	591,000		591,000			
WATER-004	Water Network LOS	2,141,800		2,141,800			
WATER-006	Pump Station and Reservoir Rehab Prgm	4,922,600	987,000	3,935,600			
RMR Total		**21,988,800**	**987,000**	**7,078,400**	**4,077,600**	**9,845,800**	
SOLWA-006	Refuse Truck	410,000					410,000
GROWTH Total		**410,000**					
TOTAL 2024 Capital (RMR & GROWTH)		**22,398,800**	**987,000**	**7,078,400**	**4,077,600**	**9,845,800**	**410,000**

2024 Utility Capital Projects with Operating Impacts

Charter No.	Charter Name	Budget	2024	2025	2026
SOLWA-006	Refuse Truck	410,000		182,500	182,500
RMR & Growth Total		**410,000**		**182,500**	**182,500**



Ray Gibbon Drive construction

Debt

The City uses debt as a financing tool to manage its financial position in a prudent and sustainable manner to balance the need for capital infrastructure and the City’s ability to pay for it.

The City's long-term debt at the end of 2023 relates to eight significant projects - the first stages of Ray Gibbon Drive Stage 1 and 2 (originating in 2006), Ray Gibbon twinning and Improvements (originating in 2020, 2021, 2022), construction of Servus Credit Union Place (originating in 2006). Phase 3 North Interceptor Project 9 (originating in 2018, 2019), The North St. Albert Trail (originating in 2020, 2021, 2022, 2023), Range Road 260 (originating in 2021, 2022), Fire Hall #4 Land (originating in 2021) and Villeneuve Road (originating in 2023). Future debt funded projects include the Police Building renovation and expansion.

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
Ray Gibbon Drive Twinning	6,126	6,037	5,721	5,398
Fire Hall #4	886	7,750	15,073	14,649
Range Road #260	18,481	20,642	18,457	17,639
North St. Albert Trail	21,672	30,432	35,593	34,029
Ray Gibbon Drive Improvements	20,098	19,383	18,637	17,859
Police Building Reno & Expansion	-	5,000	4,865	4,723
Villeneuve Road	5,000	4,603	15,844	15,092
Total Debt Outstanding	$ 90,497	$ 107,778	$ 125,295	$ 117,929
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
Ray Gibbon Drive Twinning	430	430	448	448
Fire Hall #4	901	901	671	1,322
Range Road #260	2,612	2,612	2,970	1,524
North St. Albert Trail	1,338	1,850	2,697	3,259
Ray Gibbon Drive Improvements	1,584	1,584	1,584	1,584
Police Building Reno & Expansion	-	-	433	433
Villeneuve Road	-	641	641	1,649
Total Debt Payments	$ 13,096	$ 12,345	$ 12,131	$ 11,521

Current debt is in the form of debentures and has been financed through the Alberta Treasury Board and Finance. Interest rates are established at the time of borrowing and remain constant throughout the term, thereby eliminating the risk associated with rate fluctuations. Debt servicing payments are made semi-annually.

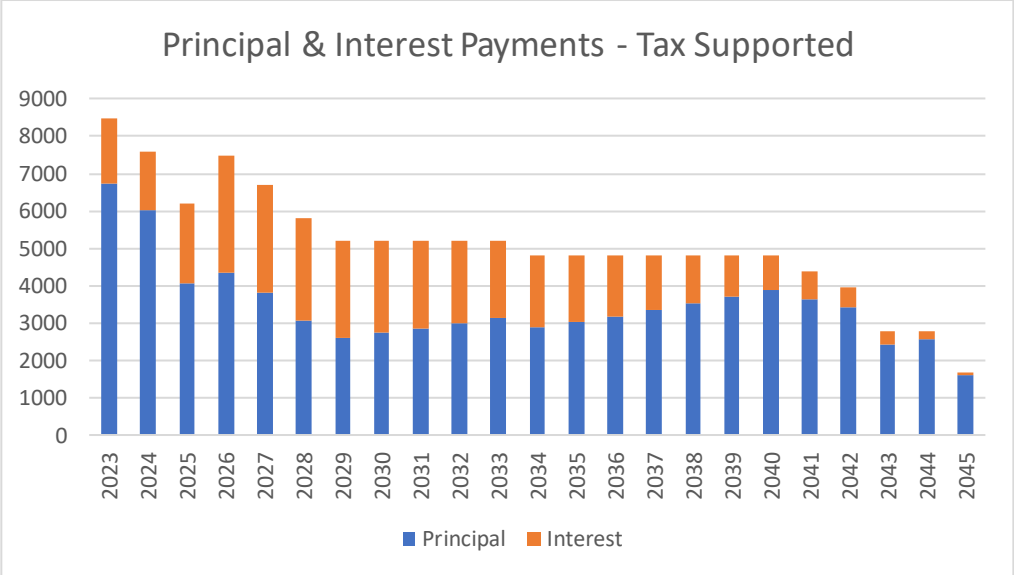
The City uses two funding methods to pay for debt servicing: tax and reserves.

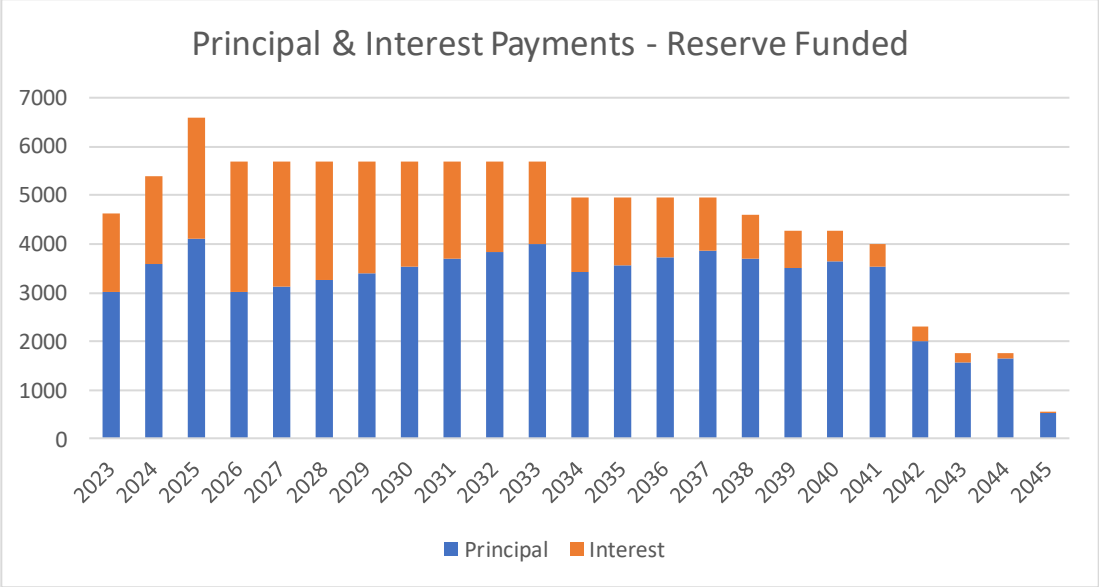
Most of the debt incurred by the City is tax supported and paid from operations through the generation of tax revenue. However, the City has also undertaken debt to front end capital projects related to new development which are offsite leviable and will eventually be charged to developers. These projects are funded from the City's Offsite Levy Recovery Fund reserve and thus, have no impact on the tax base.

The offsite levy projects are:

- Project 9 servicing fully funded through reserve
- Range Road 260 servicing fully funded through reserve
- North St Albert Trail servicing partially funded through reserve
- Villeneuve Road servicing partially funded through reserve

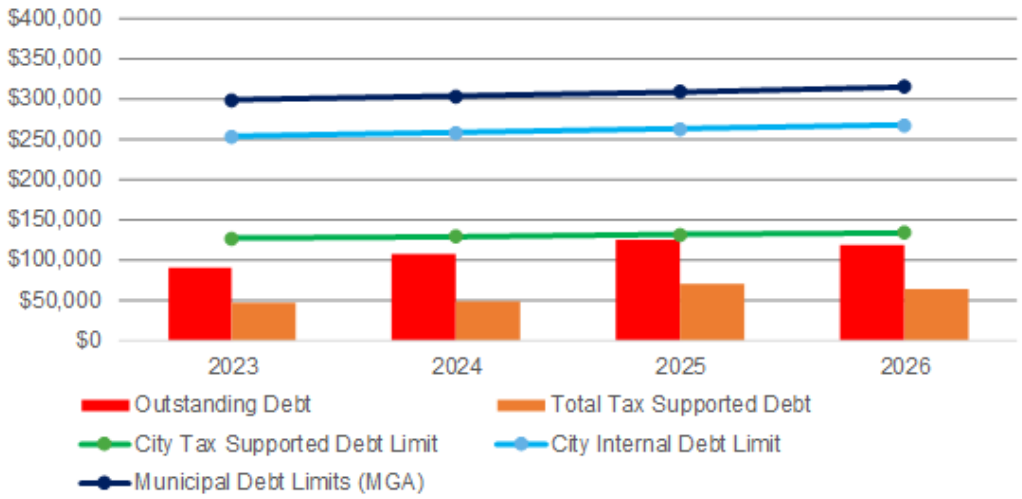
The debt servicing on tax funded and reserve funded projects are noted below.





Debt Limit Versus Outstanding Debt

(In thousands of dollars)



Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. In addition, the City of St. Albert's Debt Management Policy, C-FS-03, stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limits prescribed by Provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the City's internally determined debt limit and debt services limits. These limits ensure the City is able to fiscally manage debt servicing.

The current debt outstanding of $90.5 million is well under the limits established by the Province of Alberta as well as the City's internal limits.

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



St. Albert Place – City Hall

FUNCTION INFORMATION

STAFFING

Function	2022 Approved Positions	2023 Approved Positions	Staffing Changes	2024 Approved Positions	New Positions Approved
Executive Leadership	11.00	14.20	(0.74)	13.46	0.00
General Government	133.35	137.72	9.35	152.39	5.32
Community & Recreation Services	112.29	109.62	(9.26)	102.36	2.00
Emergency Services	177.62	181.62	1.00	184.62	2.00
Public Operations	124.32	126.32	-	128.32	2.00
Planning & Engineering	59.00	62.00	-	66.00	4.00
Total Municipal	**617.58**	**631.48**	**0.35**	**647.15**	**15.32**
Utility Services	**58.15**	**58.15**	**(0.35)**	**60.80**	**3.00**
Total Full-Time Equivalent Staff	**675.73**	**689.63**	-	**707.95**	**18.32**

Changes in Staffing Levels for the 2024 Approved Budget are noted on the following pages:

New Positions (Operating Business Cases)

General Government
- 1.00 HRIS Integration Analyst
- 1.00 Training Specialist
- 0.12 IT Application Analyst (Recreation & Parks)
- 1.00 IT Application Analyst (Emergency Services)
- 1.00 IT Application Analyst (Records and Information Management)
- 1.00 Diversity & Inclusion Equity Advisor

Community Services and Recreation & Parks
- 1.00 Administrative Assistant
- 1.00 Violence Prevention Coordinator

Emergency Services
- 2.00 Municipal Enforcement Officers

Public Operations
- 1.00 PW Fleet Maintenance Staff
- 1.00 Transit Fleet Maintenance Staff

Planning & Engineering
- 1.00 Engineering Development Supervisor
- 1.00 Municipal Land Specialist
- 1.00 Building Compliance Officer
- 1.00 Development Officer

Utility Services
- 1.00 Utilities Locator Technician
- 1.00 Waste and Diversion Associate
- 1.00 Solid Waste Operator

Further details can be found beginning on page 45 - Municipal Business Cases.

New Positions Approved via Council Motion

General Government

0.20 Taxation Representative (increase 0.80 to 1.00 FTE)

Changes in Function Staffing Levels

Changes other than approved new positions in function levels are due to organizational restructuring.

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 Approved 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	10	-	-	-	(10)
TOTAL	$3	$14	$12	$5	$5	$5	$(7)
EXPENDITURES							
Salaries, Wages & Benefits	$572	$595	$597	$634	$634	$872	$(37)
Contracted & General Services	75	106	180	237	237	165	(57)
Materials, Goods, Supplies & Utilities	20	29	41	41	41	41	-
Transfers To Organizations & Individuals	2	20	19	1	1	1	18
Other Expenditures	5	-	1	15	15	15	(15)
Transfers To/From Reserves	14	18	-	-	-	-	-
TOTAL	$688	$768	$836	$927	$927	$1,093	$(91)
NET	$(685)	$(754)	$(824)	$(922)	$(922)	$(1,088)	$(98)
AUTHORIZED POSITIONS							
Full-Time	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**-**

SIGNIFICANT CHANGES

Revenue

No Significant Changes

Expense

$57 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).

Executive Leadership Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Approved 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	15	-	-	-	(15)
TOTAL	$642	$601	$507	$492	$492	$492	$(15)
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 Organizations & Individuals	-	-	15	-	-	-	15
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	$5,996	$6,151	$6,165	$6,180	$(155)
NET	$(6,249)	$(5,855)	$(5,489)	$(5,659)	$(5,673)	$(5,688)	$(170)
AUTHORIZED POSITIONS							
Full-Time	**10.00**	**11.00**	**14.20**	**13.46**	**13.46**	**13.46**	**-0.74**

SIGNIFICANT CHANGES

Revenue

No Significant Changes

Expenses

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

Resource Requests

There are no resource requests this year.

Note: Totals may not sum exactly due to rounding



Downtown and Sturgeon River

GENERAL GOVERNMENT

Functional Overview

The General Government functional area provides strategic guidance, planning, advice and resources to Council and the corporation to support and enable the delivery of services and 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

The departments in this function are involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan (shaded boxes indicate involvement):

CORPORATE BUSINESS PLAN	LEGAL, LEGISLATIVE & RECORDS SERVICES	ECONOMIC DEVELOPMENT	INFORMATION TECHNOLOGY SERVICES	HR & SAFETY	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 approved to pursue the implementation of the Corporate Business Plan and delivery of services:

Operating Business Cases

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
HRIS Integration	OE 3: Digital Transformation	132,000
Insurance & Claims Resource	OE 4: Operational Performance	50,000
IT Application Analyst – Emergency Services	Service Delivery	83,200
IT Application Analyst – Recreation & Parks	Service Delivery	12,400

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
IT Application Analyst – Records & Information Mgmt.	SP 5: Financial Sustainability	73,400
Maintain IT / Corporate Training	OE 3: Digital Transformation	25,000
Solicitor Contract	Service Delivery	30,000
Investment Attraction and Marketing – Lakeview Business District	SP 1: Economic Prosperity	452,000
IT Investment Fund	SP 5: Financial Sustainability	300,000
Diversity, Inclusion and Equity Advisor	SP 3: Community Well Being	94,600

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
ITSV-009 Municipal Area Network Expansion	OE 3: Digital Transformation	390,000
ENV – 001 Contaminated Sites Remediation	SP 1: Economic Prosperity	30,000

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Approved 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
Interest Income	-	-	-	-	-	-	-
Conditional Grants	209	155	555	365	386	412	(190)
Other Revenue	60	10	12	12	12	12	-
Transfers To/From Reserves	252	532	325	822	501	253	497
TOTAL	$3,060	$3,161	$3,094	$3,546	$3,294	$3,031	$451
EXPENDITURES							
Salaries, Wages & Benefits	$14,573	$15,885	$17,836	$18,770	$18,958	$19,149	$(933)
Contracted & General Services	3,942	5,188	7,171	8,031	7,970	7,758	(860)
Materials, Goods, Supplies & Utilities	367	401	444	411	471	408	33
Transfers To Organizations & Individuals	47	11	48	60	48	35	(12)
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	181	169	106	(73)
Transfers To/From Operations/Capital	1	-	-	-	1	-	-
TOTAL	$19,296	$22,257	$25,709	$27,557	$27,721	$27,560	$(1,848)
NET	$(16,236)	$(19,095)	$(22,615)	$(24,011)	$(24,428)	$(24,530)	$(1,397)
AUTHORIZED POSITIONS							
Full-Time	**128.31**	**133.35**	**137.72**	**152.39**	**152.39**	**152.39**	**14.67**

SIGNIFICANT CHANGES

Revenue

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

$190 thousand decrease in Conditional Grants due to one-time grants not budgeted in 2024.

$497 thousand increase in Transfers from Reserves due to approval of one time reserve funding for Investment and Marketing business case

Expenses

$933 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs.

$860 thousand increase in Contracted & General Services due to 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



Spin class at Servus Place

Community & Recreation Services

Functional Overview

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

- Community Services
- Recreation and Parks

Corporate Business Plan Alignment

The departments in this function are involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan (shaded boxes indicate involvement):

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

CORPORATE BUSINESS PLAN	COMMUNITY SERVICES	RECREATION & PARKS
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 approved to pursue the implementation of the Corporate Business Plan and delivery of services:

Operating Business Cases

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
Administrative Assistant	Service Delivery	5,100
Violence Prevention Coordinator	Service Delivery	25,100

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
RECR – 045 Oakmont Trail Phase 2	SP 3: Community Well Being	2,599,400
RECR – 049 Neighbourhood Park Development	SP 3: Community Well Being	257,700
CULTR – 005 Founders Walk Phase 3	SP 2: Downtown Vibrancy	108,000

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
RECR – 040 Dog Friendly Park Development	Service Delivery	249,400

Community & Recreation Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Approved Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$2,422	$5,765	$6,522	$7,777	$7,967	$7,986	$1,255
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	1,572	1,577	1,577	1,577	5
Other Revenue	208	529	664	719	730	725	55
Transfers To/From Reserves	1	67	59	3	3	3	(56)
TOTAL	$6,075	$10,757	$11,641	$13,020	$13,280	$13,317	$1,379
EXPENDITURES							
Salaries, Wages & Benefits	$11,701	$13,504	$15,107	$16,089	$16,265	$16,396	$(982)
Contracted & General Services	1,087	1,976	2,529	2,528	2,552	2,570	1
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	3,061	3,256	3,265	3,276	(195)
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	$25,011	$26,909	$27,220	$27,467	$(1,898)
NET	$(12,360)	$(11,644)	$(13,370)	$(13,888)	$(13,940)	$(14,150)	$(519)
AUTHORIZED POSITIONS							
Full-Time	**112.49**	**112.29**	**109.62**	**102.36**	**102.36**	**102.36**	**-7.26**

SIGNIFICANT CHANGES

Revenue

$1,255 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

$982 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.

$195 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 Services Fleet

EMERGENCY SERVICES

Functional Overview

The Emergency Services functional area provides external services in the areas of fire, ambulance and policing. St Albert is one of only seven Alberta municipalities that operates an integrated fire/ambulance service. 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

The departments in this function are involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan (shaded boxes indicate involvement):

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 approved to pursue the implementation of the Corporate Business Plan or delivery of services:

Operating Business Cases

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
2 MES Officers	Service Delivery	181,300

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
POLI – 008 Policing Facility	Service Delivery	150,000

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
PM – 24-08 Municipal Enforcement Vehicle	Service Delivery	157,500

Emergency Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Approved 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	1,664	1,628	1,578	(436)
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	$8,431	$8,409	$8,362	$(189)
EXPENDITURES							
Salaries, Wages & Benefits	$23,300	$24,006	$24,067	$25,537	$25,801	$25,960	$(1,471)
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	1,308	1,314	1,328	(151)
Bank Charges & Short Term Interest	2	2	4	4	4	4	-
Other Expenditures	1,500	1,582	1,799	1,944	2,004	2,062	(145)
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	$45,059	$45,852	$46,400	$(3,380)
NET	$(29,653)	$(32,015)	$(33,060)	$(36,629)	$(37,442)	$(38,038)	$(3,569)
AUTHORIZED POSITIONS							
Full-Time	**177.62**	**177.62**	**181.62**	**184.62**	**184.62**	**184.62**	**3.00**

SIGNIFICANT CHANGES

Revenue

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

$436 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

$1,471 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.

$151 thousand increase in Materials, Goods, Supplies & Utilities due to an increase in uniforms and consumable supplies costs.

$145 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 – grass cutting

PUBLIC OPERATIONS

Functional Overview

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

Corporate Business Plan Alignment

The departments in this function are involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan (shaded boxes indicate involvement):

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	

CORPORATE BUSINESS PLAN	PUBLIC OPERATIONS
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 approved to pursue the implementation of the Corporate Business Plan and delivery of services:

Operating Business Cases

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$AMOUNT
Public Works Fleet Maintenance Staff	Service Delivery	85,500
StAT Fleet Maintenance Staff	Service Delivery	85,500

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
TRAN – 024 Transit Garage Expansion	Service Delivery	635,000
TRAN – 004 Transit Growth Buses	Service Delivery	1,620,000
COUN – 037 St. Albert Place – Exterior LED lights	Service Delivery	125,000

Public Operations Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Approved 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	$14,421	$14,532	$14,572	$(483)
Contracted & General Services	12,855	15,693	17,239	16,927	17,395	17,715	313
Materials, Goods, Supplies & Utilities	6,126	8,069	8,494	9,059	9,300	9,400	(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	$47,521	$48,535	$49,141	$(1,193)
NET	$(27,847)	$(31,432)	$(32,026)	$(33,691)	$(34,134)	$(34,410)	$(1,665)
AUTHORIZED POSITIONS							
Full-Time	**126.32**	**124.32**	**126.32**	**128.32**	**128.32**	**128.32**	**2.00**

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

$483 thousand increase in Salaries, Wages & Benefits due to approval of four new FTE's and annualization of salaries.

$313 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 costs 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



Planning & Engineering - Plans

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

The departments in this function are involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan (shaded boxes indicate involvement):

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 approved to pursue the implementation of the Corporate Business Plan and delivery of services:

Operating Business Cases

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
Building Compliance Officer	SP 1: Economic Prosperity	56,200
Development Officer	SP 1: Economic Prosperity	82,300
Engineering Development Supervisor	Service Delivery	91,000
Municipal Land Specialist	SP 5: Financial Sustainability	92,500

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
ENGS – 010 Mobility Choices Strategy	OE 2: Planning and Prioritizing	1,000,000
ENGS – 068 Active Transportation Plan	Service Delivery	510,000
ENGS – 080 Meadowview Lane and Rail Crossing	Service Delivery	340,000
ENGS – 058 Neighbourhood Traffic Calming	Service Delivery	362,500
ENGS – 054 Transportation Network Improvements	Service Delivery	330,000
ENGS – 082 Transportation Network Preliminary Engineering	OE 2: Planning and Prioritizing	559,100
PLAN – 011 Permitting Software Modernization	SP 1: Economic Prosperity	450,000
PLAN – 009 Housing Options for Affordability and Accessibility	SP 3: Community Well Being	112,500

Planning & Engineering Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Approved 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
Rentals	13	13	6	12	12	12	6
Conditional Grants	16	5	-	-	-	-	-
Other Revenue	31	15	16	16	16	16	-
Transfers To/From Reserves	173	33	-	-	-	-	-
TOTAL	$3,887	$3,678	$3,557	$3,670	$3,670	$3,670	$113
EXPENDITURES							
Salaries, Wages & Benefits	$6,913	$6,912	$7,953	$8,389	$8,497	$8,541	$(435)
Contracted & General Services	554	518	527	652	677	677	(125)
Materials, Goods, Supplies & Utilities	3,264	3,288	3,125	3,384	3,384	3,385	(259)
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	$12,091	$12,227	$12,275	$(818)
NET	$(6,506)	$(6,838)	$(7,716)	$(8,421)	$(8,557)	$(8,605)	$(706)
AUTHORIZED POSITIONS							
Full-Time	**57.00**	**59.00**	**62.00**	**66.00**	**66.00**	**66.00**	**4.00**

SIGNIFICANT CHANGES

Revenue

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

Expense

$435 thousand increase in Salaries, Wages & Benefits due to approval of four new FTE's and annualization of salaries.

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

$259 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, and 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 Approved Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Property Taxes (Net Municipal)	$339	$200	$200	$200	$200	$200	-
Business Taxes	-	-	-	-	900	900	-
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
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	$17,467	$21,271	$23,623	$26,440	$28,491	$29,242	$2,818
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	16,728	18,687	20,730	(2,095)
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	$37,331	$41,165	$46,562	$(3,966)
NET	$(11,989)	$(10,204)	$(9,743)	$(10,891)	$(12,674)	$(17,320)	$(1,148)
AUTHORIZED POSITIONS							
Full-Time	N/A	N/A	N/A	N/A	N/A	N/A	N/A

SIGNIFICANT CHANGES

Revenue

$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.

$2,095 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



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

The departments in this function are involved in the following Strategic Priority (SP) and Organizational Excellence (OE) initiatives from the Corporate Business Plan (shaded boxes indicate involvement):

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	

Resource Requests

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

Utility Operating Business Cases

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
Solid Waste Operator for 2025	Service Delivery	0
Utilities Asset Management Coordinator	Service Delivery	49,100
Utilities Locator Technician	Service Delivery	65,000
Waste and Diversion Associate	Service Delivery	15,000

Capital Charters

CHART ER	CORPORATE BUSINESS PLAN ALIGNMENT	$ AMOUNT
SOLWA – 006 Refuse Truck	OE 1: Our People – Our Team	410,000

Utilities Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2021 Actuals	2022 Actuals	2023 Revised Budget	2024 Approved Budget	2025 Planned Budget	2026 Planned Budget	2023 - 2024 Variance
REVENUES							
Sales & User Fees	$40,654	$41,966	$46,531	$49,775	$51,739	$52,549	$3,245
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	$50,742	$52,706	$53,516	$3,229
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	16,050	17,285	17,678	(1,319)
Materials, Goods, Supplies & Utilities	1,116	1,227	1,144	1,370	1,383	1,397	(226)
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	13,884	13,971	14,148	(1,118)
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	$50,742	$52,706	$53,516	$(3,229)
NET	-	$6	-	-	-	-	-
AUTHORIZED POSITIONS							
Full-Time	**54.15**	**58.15**	**58.15**	**60.80**	**60.80**	**60.80**	**2.65**

SIGNIFICANT CHANGES

Revenues

$3,245 thousand increase in Sales & User fees due to an increase in various flat and variable rates for water, wastewater, storm, and solid waste.

Expenses

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

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

$1,319 thousand increase in Purchases from Other Governments due to an increase in rates from Arrow Utilities.

$1,118 thousand increase in Transfers To/From Reserves to balance department totals.

$226 increase in Materials, Goods, Supplies & Utilities due to an increase in electricity and construction and maintenance materials.

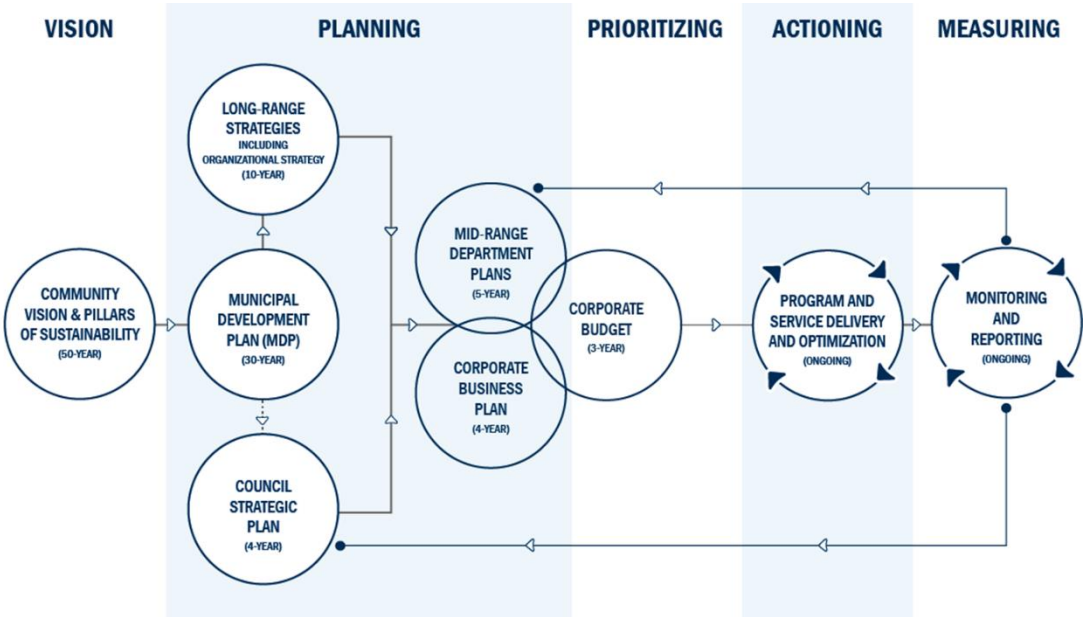
Note: Totals may not sum exactly due to rounding

APPENDICES

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 Flourish – Growing to 100K municipal development plan, 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 is complete 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.



St. Albert City Council

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 One: Economic Prosperity

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

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 plans for the recently annexed lands.

Initiative	**Est. Completion**
Lakeview Business District Servicing	12/30/25
St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan	12/31/24
Regional and sub-regional economic development	12/31/24

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.

Initiative	**Est. Completion**
Update of the Land Use Bylaw	06/30/24
Integration of Annexed Lands into City Technical Plans and Studies	Starting in 2024
Green Tape 2.0	Completed
Investment Attraction Strategy	Completed
Infill Strategy	Starting in 2024

Key Indicators	- Percent non-residential versus residential tax assessment

Strategic Priority Two: Downtown Vibrancy

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

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 plans for the recently annexed lands.

Initiative	Est. Completion
Downtown Area Redevelopment Plan (DARP) Update and Prioritization	Completed

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.

Initiative	Est. Completion
Planning for Millennium Park Development	12/31/25

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.

Initiative	Est. Completion
Downtown Stakeholder Coordination	Completed

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

Strategic Priority Three: 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.

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.

Initiative	**Est. Completion**
Advance Mixed Market Housing Development	12/31/24
Feasibility Study for Youth Transitional Housing	05/31/24
Enhance Housing Options	12/31/25

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

Initiative	**Est. Completion**
Community amenities needs assessment and concept planning	Completed

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

Initiative	**Est. Completion**
Indigenous Reconciliation – Synergistic Partnerships	06/30/24
Municipal Naming	Completed

Strategy	Foster a cohesive community that supports physical and psychological well-being of all residents.

Initiative	**Est. Completion**
Grant Program Review	Completed
Community Social Needs Assessment	06/30/24
Inclusion, Diversity, Equity and Accessibility Strategy	Starting in 2024

Key Indicators	- Housing Diversity

Strategic Priority Four: 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.

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

Initiative	**Est. Completion**
Waste Minimization Strategies	Completed
Climate Adaptation Plan (Risk and Vulnerability Assessment)	Completed
Energy Efficiency Community Based Programs	Completed

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

Initiative	**Est. Completion**
Green Environment Strategy	Completed
Resilient Infrastructure Strategy	Starting in 2025

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

Strategic Priority Five: Financial Sustainability

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

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 a Solar Farm and discovering partnership opportunities.

Initiative	**Est. Completion**
Long-Term Debt Strategy	03/29/24

Strategy	Continue to ensure efficiency in City service delivery and operation with a focus on long-term financial sustainability. This strategy includes implementation of opportunities identified in the Operational and Fiscal Review and advancing the Internal Audit practice and processes and the implementation of audit recommendations.

Initiative	**Est. Completion**
Arden Theatre Operating Model Options Review	Completed
Implement Direction for 911 Dispatch Delivery Model Review	Completed
Standardized Capital Project and Contract Management Procedures	12/31/25
Mature Asset Management Program	12/31/25
Enhancement of Online Access to City Services	Starting in 2024
Customer Relationship Management Direction	Starting in 2024
Customer Relationship Management Implementation	Starting in 2025
Extending Online options for Building and Development Application Process	Starting in 2024
Modernize City's Budget - Multi-year Budgeting	Starting in 2025
Enhance Records and Information Management Practice	12/31/26
Procurement Audit Implementation - Phase 1 and 2	12/31/24
Procurement Audit Implementation - Phase 3	Starting in 2025
Internal Audit Committee - Practice and Process	Completed
Process Improvement for planning, development and/or engineering	05/31/24

Strategy	Consider environmental, social and governance (ESG) opportunities and risks when making decisions.

Initiative	**Est. Completion**
Advance Enterprise Risk Management Framework and Practice	01/31/25

Key Indicators	- New Sources of net positive revenue - Benefits realized from the Operational and Fiscal Review opportunities approved by Council for implementation.

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.

Strategy	Enable and support healthy and resilient employees at all levels of the organization.

Initiative	Est. Completion
Psychological Health and Safety	12/31/25
Change Management Framework	04/01/24
Change Management Framework Implementation	Starting 2024

Strategy	Attract and retain top talent to ensure the City can deliver on its programs and services.

Initiative	Est. Completion
Workforce Planning	12/31/24
Scope Attraction and Retention Strategies	Starting in 2025
Internal Communications Strategy	Starting in 2024
Human Resources 101 for Leaders	Starting in 2024
Succession Planning	Completed

Key Indicators	- City permanent employee retention rate - Training budget as a percentage of payroll costs

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.

Strategy	Enable and support healthy and resilient employees at all levels of the organization.

Initiative	**Est. Completion**
Organizational Strategy	12/31/24
Mobility Choices Long-Range Strategy	Starting in 2024
Development of Long-Range Community Strategies	Starting in 2025
Business Continuity	Starting in 2024

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

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.

Strategy	Modernize the delivery of programs and services and processes through technology and automation.

Initiative	**Est. Completion**
Implement a Human Resources Information System (HRIS)	12/31/24
Enterprise Maintenance Management Asset Management (AM) Platform	06/30/25
Next Generation 911 (NG911) Implementation and System Replacement	06/30/25

Key Indicators	- Successful completion of the digital transformation initiatives

Priority Area 4: Operational Performance

Fostering and supporting the culture of continuous improvement.

Strategy	Modernize the delivery of programs and services and processes through technology and automation.

Initiative	**Est. Completion**
Data Governance Strategy	Starting in 2024
IT Governance and IT Portfolio Management	Completed
Application Management Roadmaps and Application Rationalization	12/31/25
Municipal Insurance Practice Review	Completed
Land and Real Estate Program	Starting in 2024
Municipal Census	Starting in 2024
Asset Retirement Obligation	01/31/24

Key Indicators	- Progress status of projects

Priority Area 5: Residents/Customers

Ensuring efficient and effective access to services, opportunities for engagement, and information sharing with residents, businesses, and community groups.

Strategy	Provide open and transparent information and opportunities for input that informs decisions.

Initiative	**Est. Completion**
City's Marketing and Communications Plan	12/31/24

Key Indicators	- Percentage of residents that agree or strongly agree that the City makes information accessible.

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. More detail about the programs and services provided by the City of St. Albert are identified in the next section.

Evaluation & Reporting

Performance Measurement is essential to provide the business intelligence required for effective decision making in the allocation of resources, commitment of effort, setting of priorities, and in annual planning and budgeting. Performance measures are being created for the Council Strategic Plan priorities. Multiple departments will contribute to these outcome-based measures, and they will not be organized by function or department. Work continues to mature this practice at the City of St. Albert. Updated measures and targets will be set in 2024 with reporting to begin in 2025.

Reporting to Council and the community is provided on a regular basis. Quarterly and annual reports to the community demonstrate progress the City is making towards achieving Council's Strategic Priorities and outline the City's financial performance.

Administration also provides progress reports on all Long-Range Strategies to Council and the community annually, or as per the frequency established in each Strategy.



Public Operations laying asphalt

PROGRAM AND SERVICE DELIVERY

City Services

The City provides a wide range of services related to:

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

Every day, residents encounter services that are offered by 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 the community, according to Council approved Services and Service Levels Inventory. This section is an excerpt from 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

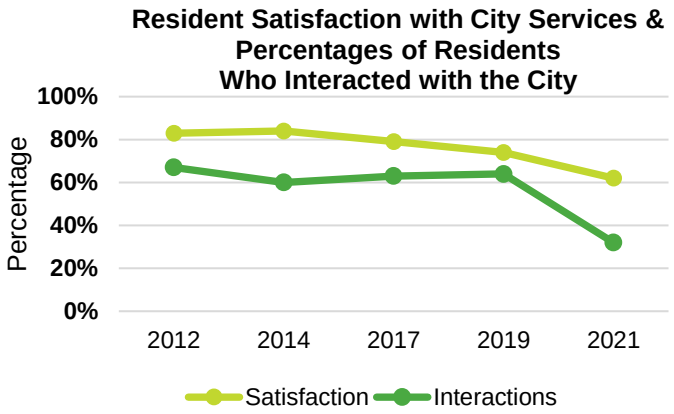
Customer Services

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

Front Counter Service

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

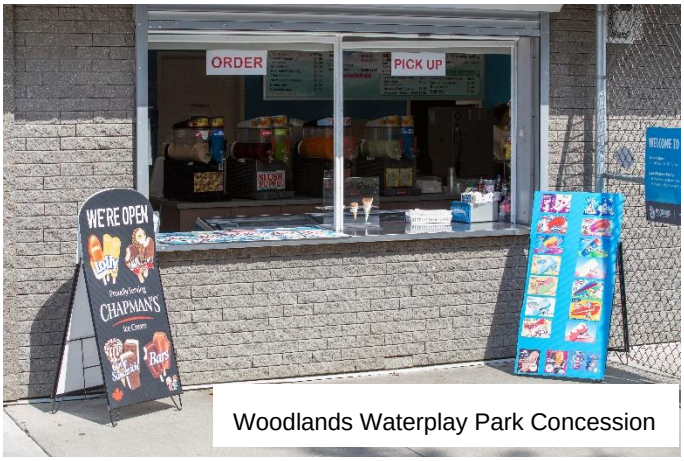
- tax and assessment inquiries
- revenue collection and payment
- utility account management
- business licenses and permits/licenses issuance
- planning and development inquiries
- engineering inquiries
- construction information desk
- police and bylaw inquiries
- cemetery management
- *Freedom of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



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

Provision of Food and Beverages

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



Woodlands Waterplay Park Concession

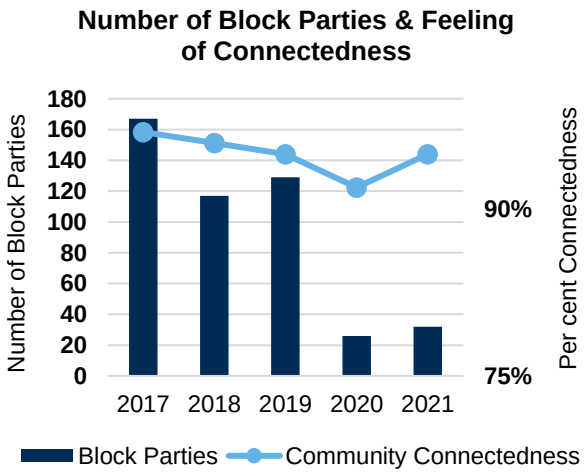


Be A Good Neighbour Campaign

Community Development

Community and Neighbourhood Capacity Building

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



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

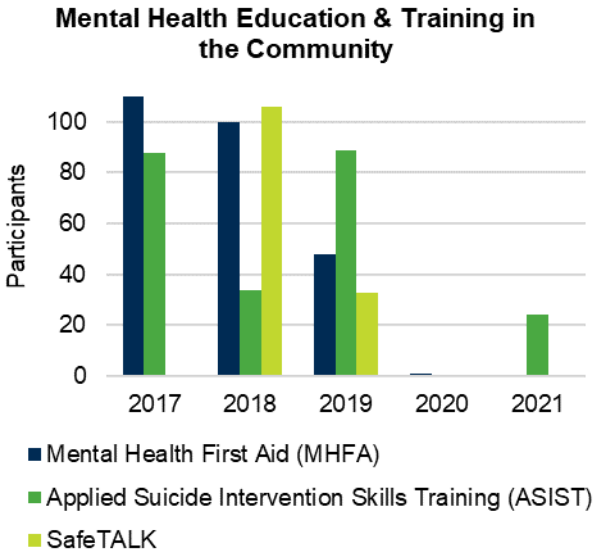
Community Groups Support and Capacity Building

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

Community Granting and Support for Delivery of Services

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

Mental Health Education and Training



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

Civic Granting and Support to Community Events

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

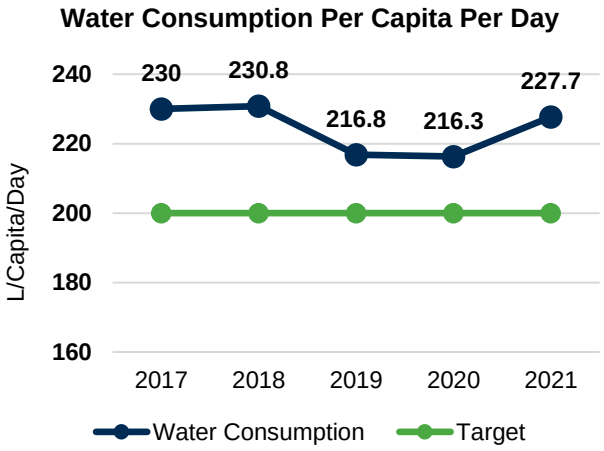
Services also include the provision of funding to eligible applicants in the areas of special events, sport and culture development, operational funding and capital renovations and development through the Community Capital Grant Program, the Community Events Grant Program and the Outside Agencies Grant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

Environmental Protection and Stewardship

Environmental Strategy, Risk and Compliance

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

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



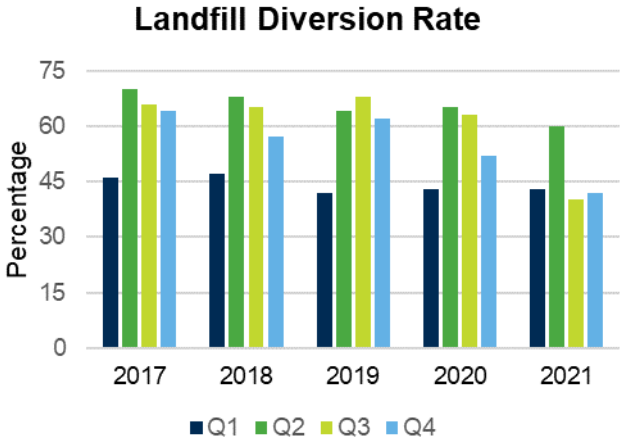
In the past five years, residents are using less water per capita per day and on average are nearing the City's target of 200 L/capita/day. 2021 saw an increase in water consumption due to record-breaking temperatures in June and July.

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

Waste Management

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

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



In 2021, garbage generation increased due to residents spending more time at home due to COVID-19. Organics generation decreased due to a dry summer, additionally, an increased amount of organics were contaminated which went to the landfill.

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



Kingswood Park

Urban Forestry and Turf Maintenance

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

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

Water, Stormwater and WasteWater Management

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

Land and Economic Development

Land Use Planning

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

Development

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

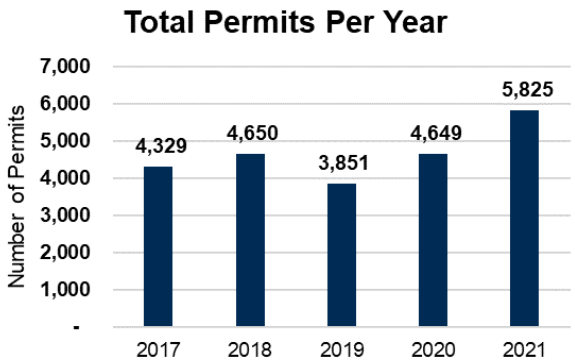
- new development and infill-related infrastructure required to service lands,
- traffic-related data to growth impacts, and
- proposed development (non-traffic control related) signage.

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

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

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

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



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

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



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

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



New business development in St. Albert's north side

Construction Management

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

Business Attraction, Retention and Expansion

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

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

Movement of People and Goods

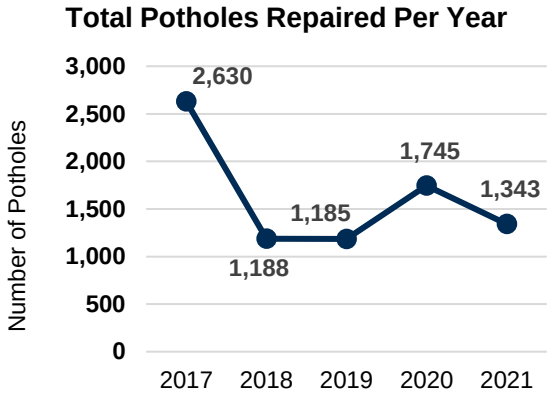


Transportation Management

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

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

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



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

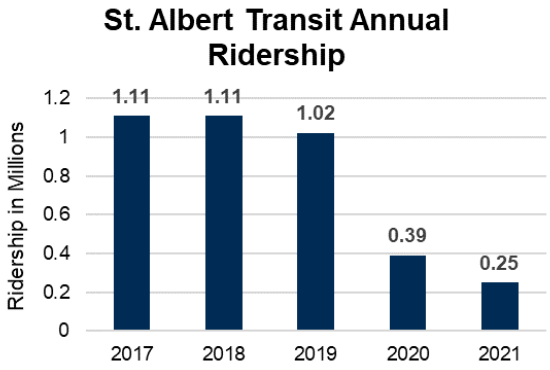
Roadway Repair and Maintenance

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

Transit Program

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

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

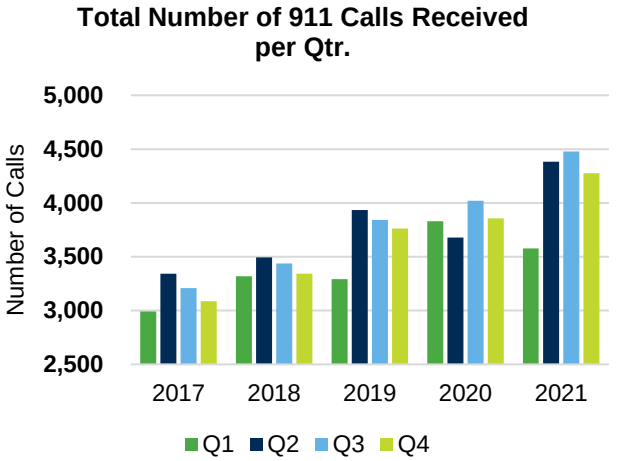


Transit overall ridership in 2021 continued to be disrupted by the pandemic. Rather than commuting to work or school, residents were required to conduct these activities online at home.

Public Safety

Fire Prevention, Response and Enforcement

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

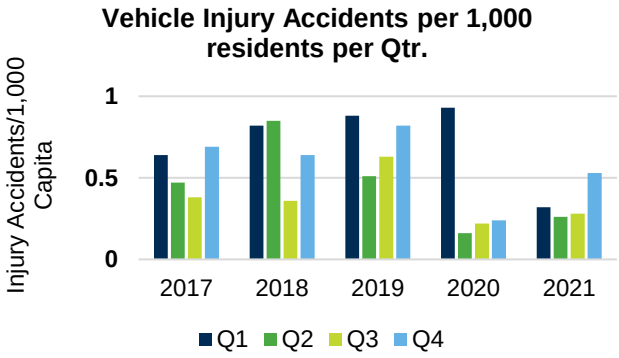


Year over year increases in 911 calls is to be expected as the City population continues to grow.

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

Medical Emergency

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



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

Bylaw and Provincial Act Enforcement

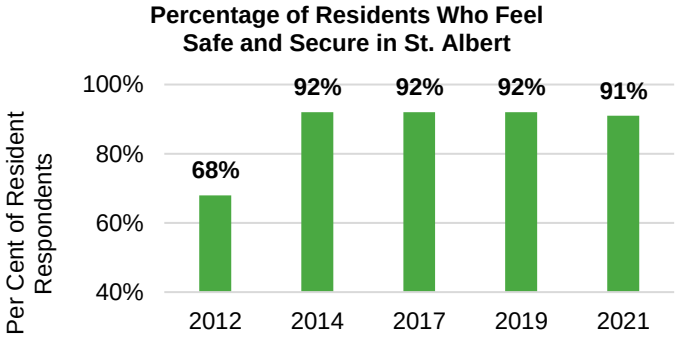
St. Albert's bylaw services respond to public complaints and enforce municipal bylaws and provincial statutes. This includes, but is not limited to community standards enforcement, animal control, parking enforcement, as well as the *Alberta Traffic Safety Act* and portions of the *Alberta Gaming, Liquor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





Policing Services

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



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

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

Recreation, Parks and Culture

Public Art

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



Mural painting at Children's Festival

Arts and Culture Programming

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

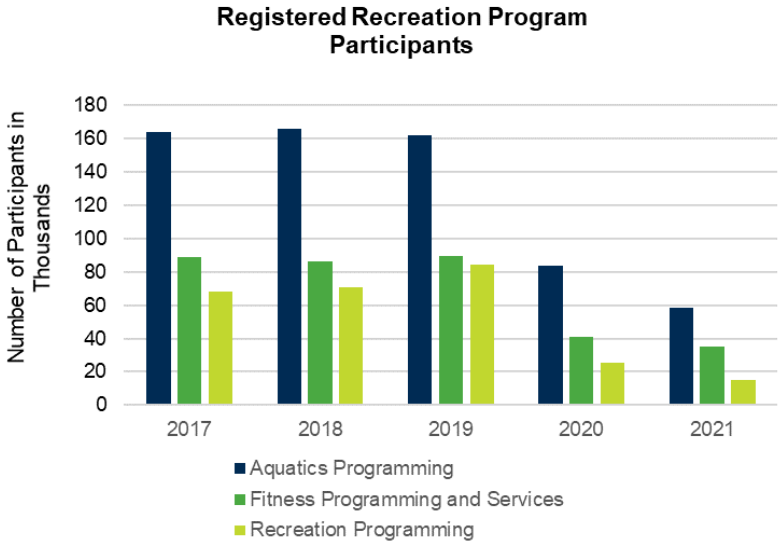
Cultural Facility Access

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

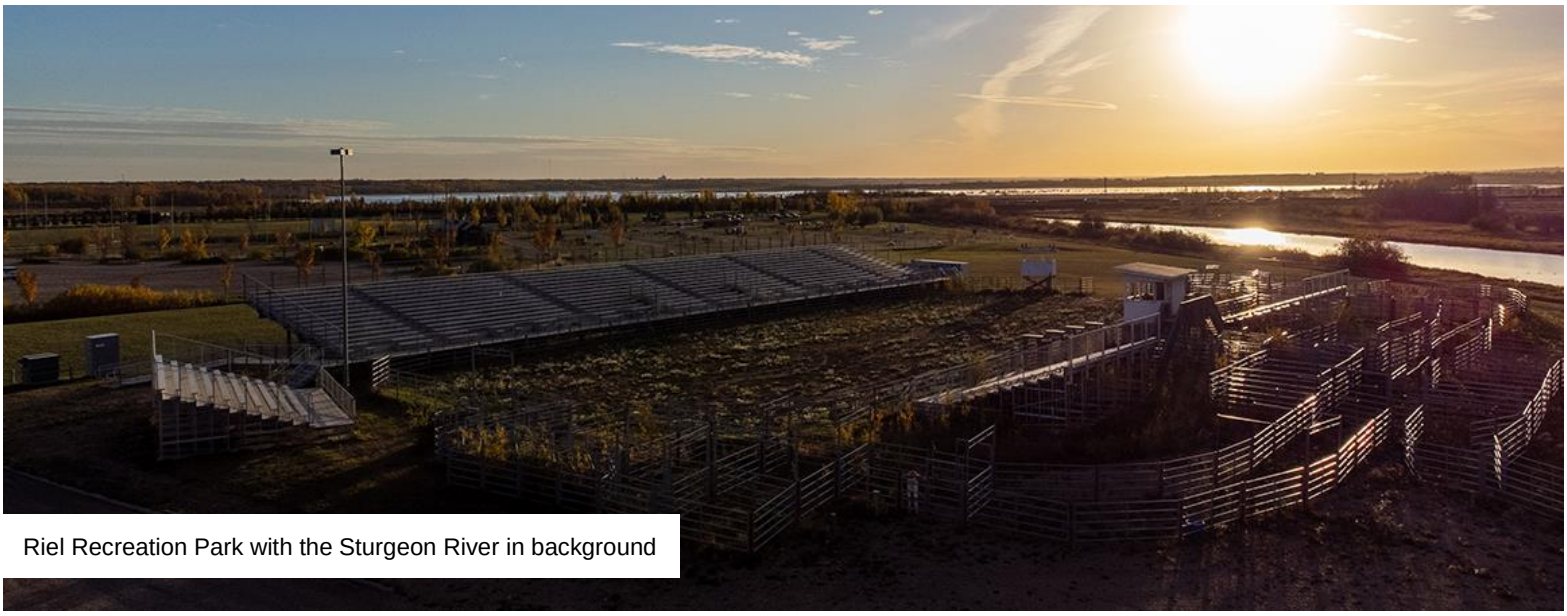
Recreational Programming and Support to Community Programming

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

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



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



Riel Recreation Park with the Sturgeon River in background

Parks and Open Spaces and Recreational Amenity Access

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

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

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

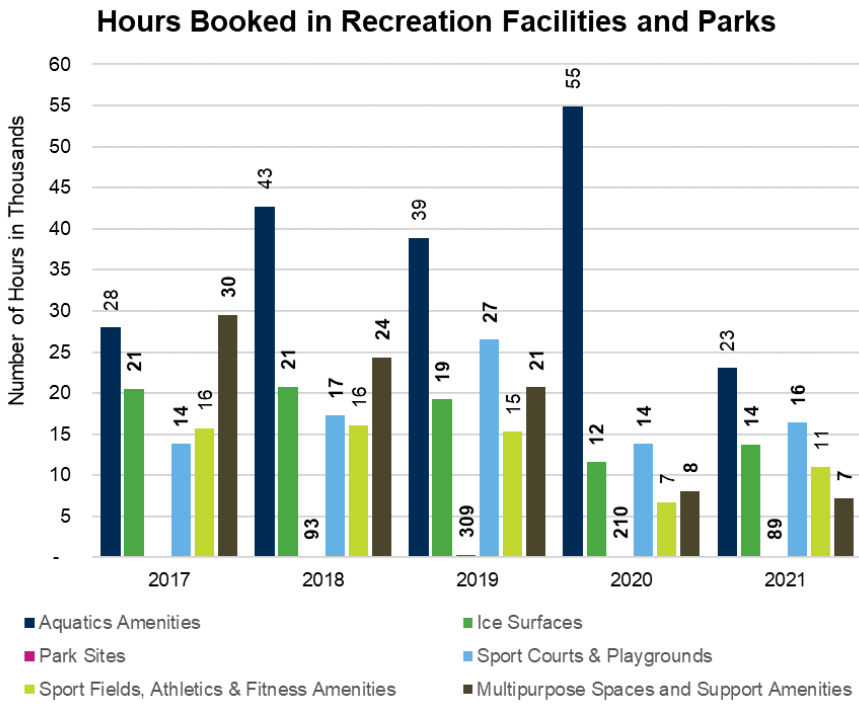
- Aquatics amenities
- Field and fitness amenities
- Ice surfaces
- Multipurpose spaces
- Park amenities
- Playgrounds
- Specialty sport amenities
- Sport fields
- Sport courts

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

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

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

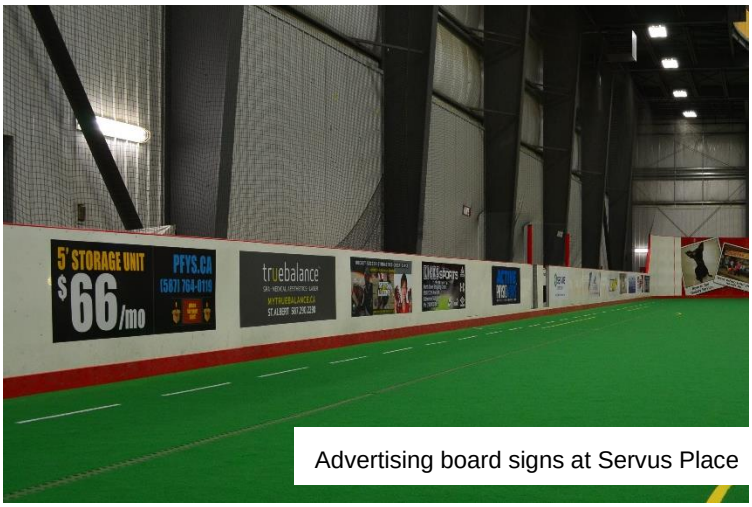
Indoor and outdoor recreation facilities were closed due to provincial public health measures for much of 2021. As restrictions were lifted, additional safety measures were enacted to provide the safest possible environment.



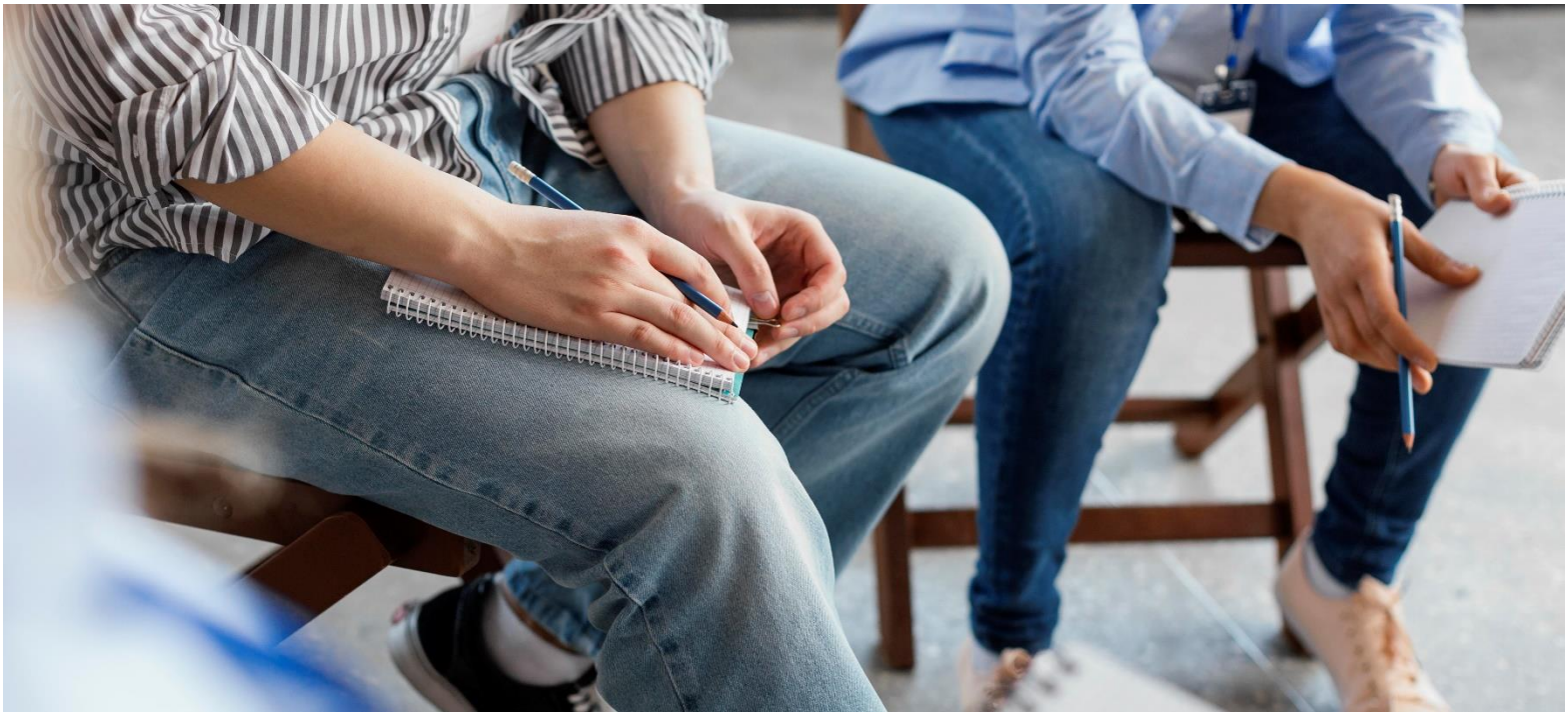
Beginning in March 2020 and through 2021, in response to the Covid-19 pandemic, recreation amenities, facilities and program offerings were periodically imposed with restrictions of varying degrees and/or closures that impacted how and when the public could access or utilize these services.

Business Development and Commercial Services

The City raises funds through advertising and sponsorship opportunities to support the delivery of recreational services to the community. The City partners with St. Albert businesses in the provision of food, beverage, professional and retail services to enhance the customer experience at City sites.



Advertising board signs at Servus Place

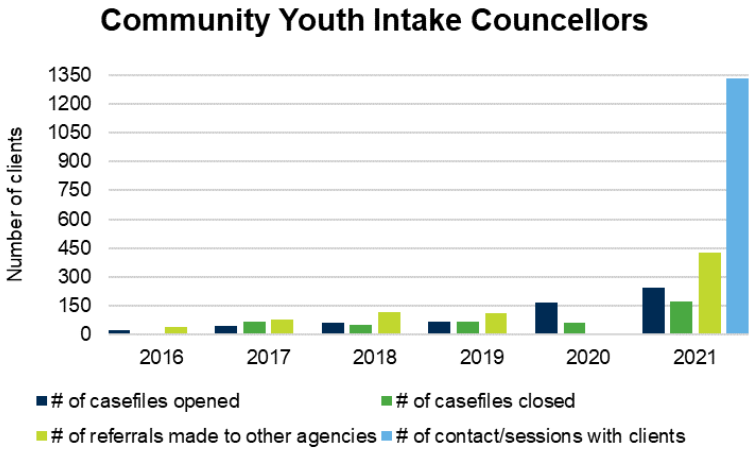


Social Support

Counselling and Outreach Services

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

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



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



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

Governance and Public Communication and Participation

Governance

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

Public Communication and Participation

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

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

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

2024 Budget Public Engagement

The 2024 Budget Public Engagement initiative marked a collaborative effort between City Council and Administration to formulate an annual budget reflective of the community's evolving needs. This process establishes tax rates and investment priorities and dictates the allocation of funds toward maintaining and optimizing service levels, programs, and projects. In 2023, Administration extended an invitation to St. Albert residents to participate in a comprehensive survey on the 2024 Proposed Budget.

This survey asked residents' input on various topics, including the importance of land use planning, preferences for maintaining or enhancing specific city services, suggestions for new services not currently offered, and opinions on infrastructure investment priorities. Additionally, it gauged residents' views on strategic financial planning and potential adjustments to service levels, alongside collecting feedback on preferred methods for future budget communication and engagement. The survey results were presented to Council during the budget deliberations, playing a crucial role in guiding their decision-making process. Residents also had the opportunity to present their views directly to Council in-person during budget deliberations.

Future Budget Public Engagement

As a City, we are committed to fostering an inclusive and transparent budget process and will create more opportunities for resident feedback on the proposed 2025 budget. We aim to incorporate residents’ preferred engagement methods regarding City programs and services, utilizing a mix of online surveys and in-person events to facilitate discussions on the 2025 proposed budget process. Community feedback is invaluable, offering Council and Administration insight into residents' priorities, guiding the allocation of tax dollars, and identifying key areas of importance across the city and within local neighbourhoods. This ongoing engagement underscores our dedication to creating a budget that aligns with our community's needs and aspirations, ensuring St. Albert's continued growth and well-being.

ACRONYMS

AFRRCS	Alberta First Responders Radio Communications System
AR	Agenda Report
ARMA	Alberta Recycling Management Authority
ASP	Area Structure Plan
CAO	Chief Administrative Officer
CAD	Computer-Aided Design
CPC	Capital Project Charter
COMS	Community Services
CULTR	Cultural Services
CUPE	Canadian Union of Public Employees
DARP	Downtown Area Redevelopment Plan
DCAO	Deputy Chief Administrative Officer
EL	Executive Leadership
ENGS	Engineering Services
ENV	Environment
ES	Emergency Services
ESG	Environmental Social and Governance
FCSS	Family Community Support Services
FDM	Fire Department Management System
FIRE	Fire Services
FOIP	Freedom of Information and Protection of Privacy
FTE	Full-time Equivalent
GFOA	Government Finance Officer’s Association
HR	Human Resources
HRIS	Human Resource Information System
IAFF	International Association of Fire Fighters
IT	Information Technology
ITSV	Innovation & Technology Services
L&D	Learning & Development
LED	Light-emitting Diode

LOS	Level of Service
MAN	Municipal Area Network
MES	Municipal Enforcement Services
MDP	Municipal Development Plan
MFR	Medical First Response
MGA	Municipal Government Act
OBC	Operating Business Case
OE	Organizational Excellence
OSL	Offsite Levy
PAYG	Pay-As-You-Go
PM	Postponed Motion
PLAN	Planning and Development
POLI	Policing Services
PW	Public Works
R&P	Recreation & Parks
RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RFP	Request for Proposal
RIM	Records and Information Management
RMR	Repair, Maintain, Replace
RR	Range Road
SAP	St. Albert Place (City Hall)
SERV	Servus Place (Recreation Facility)
SOLWA	Solid Waste
SP	Strategic Priority
StAT	St. Albert Transit
TRAN	Transit
TWP	Township
UTIL	Utility Services
WASTW	Wastewater

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Liabilities - The financial obligations the City has to others.

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

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

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

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

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

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

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

Province - The Province of Alberta.

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

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

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

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

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

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

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

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

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

APPROVED 2024 BUDGET

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