



2025-2027

3-YEAR

PROPOSED FINANCIAL PLAN AND 2025 BUDGET

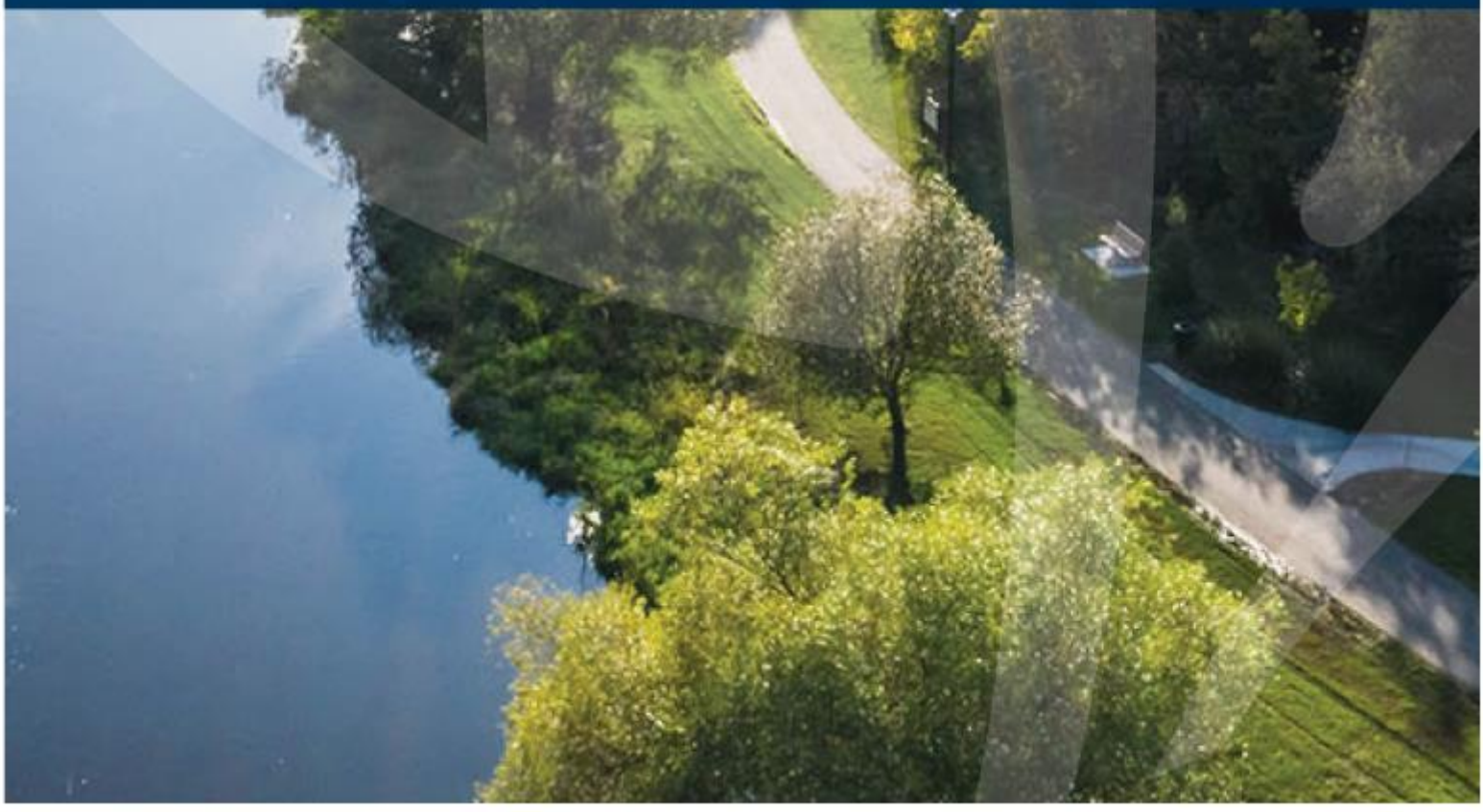
Municipal and Utility Budgets
October 2024





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, 2024

Christopher P. Morrill

Executive Director

The City has received the award for Distinguished Budget Presentation for 19 consecutive years. This award, presented by the Government Finance Officers Association of the United States and Canada (GFOA), is presented to governments who publish high-quality Financial Plans and Budgets.

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of St. Albert, Alberta**, for its Annual Budget for the fiscal year beginning **January 01, 2024**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

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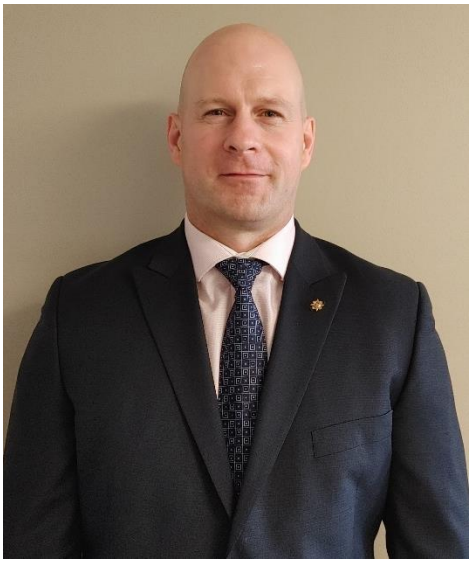
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CHIEF ADMINISTRATIVE OFFICER MESSAGE



It is an exciting time to be in St. Albert, and I am pleased to present the proposed 2025-27 Financial Plan and 2025 Budget. The proposed 2025 budget continues to focus on maintaining high standards for the delivery of programs and services to residents, businesses and community stakeholders while setting conditions for future growth, community well-being and economic prosperity.

Our growing community is now home to 72,316 residents according to the 2024 Municipal Census. As we continue to grow, we are responding to the challenges and opportunities that come with shaping and supporting the current and future needs of the community.

Increased operational costs due to inflation, community growth and reduced government grant funding continue to impact many municipalities across Canada. As well, severe weather and housing challenges continue to inform discussions as we proactively work with other orders of government and regional partners to align and collaborate towards a common end. While these factors impact the City's operations, enabling growth, maintaining our current infrastructure and fostering resilience across our city remain imperatives that cannot be ignored.

The 2025 Budget continues to be informed by Council-approved services and service levels, Council's Strategic Plan, the Corporate Business Plan, and community feedback. As a fiscally responsible municipality, we continue to focus on operational improvements, managing resources and corporate risks effectively while balancing increased costs and required investments for a sustainable future.

As we evolve and our urban footprint expands, we are looking to stimulate economic growth by creating more employment and business opportunities for residents. We are focusing on establishing connectivity between the old and new areas and addressing emerging needs for housing and social programming. We are also advancing our ability to respond to the unexpected with ongoing emergency preparedness planning and training to support our community, employees and surrounding municipalities.

Some key highlights of this year's budget include:

- Advancing Council's priorities, including the development of Lakeview Business District.
- Enabling more mixed housing developments.

- Expanding social and community programs with increased Subsidy Program funding and continued funding for the Library and Arts and Heritage Foundation.

- Addressing capacity to support corporate risk management.

The **proposed 2025 Municipal Operating Budget** of $216.2 million results in a $142.9 million tax levy, which yields an overall average municipal property tax increase of 4.5 per cent.

The proposed 2025 operating budget includes 15 new operating budget requests with no impact on taxes. Funded through new growth in the community in 2024, these requests address the needs in some of the key service areas, maintain service delivery, and support projects that advance Council's priority areas.

The **proposed 2025 Municipal Capital Budget** of $55.7 million includes 26 capital charters (requests for funding) focusing on repairing, maintaining and/or replacing existing municipal infrastructure, and 9 capital charters that address community growth.

The **proposed 2025 Utility Operating Budget** is $54.6 million. The proposed monthly utility bill will yield an average increase of 7.2 per cent or a change of $11.27 per month compared to last year.

The **proposed 2025 Utility Capital Budget** of $15.2 million includes 8 capital projects, focusing on repairing, maintaining and/or replacing existing utility infrastructure and one capital charter that addresses community growth.

It is the City of St. Albert's employees' passion and privilege to deliver the services and programs that make St. Albert the best community to call home. I sincerely appreciate the dedication shown by all City employees in making sound strategic and operational decisions for our community while preparing the proposed 2025 budget.

I invite you to learn more about the proposed 2025 budget and the budget process by visiting budget.stalbert.ca.

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

DOCUMENT SECTIONS AND NAVIGATION

The 2025 Proposed Budget document provides an overview of the City's various corporate and financial plans for the 2025 budget and future endeavours. The recommendations within this document are based on the City of St. Albert Council Strategic Plan and Council approved Services and Service Levels.

The City's Proposed Financial Plan and 2025 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 the 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 the 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 the City Council and to City employees.

The 2025 Proposed Budget is divided into four sections:

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

Financial Summaries Section – provides consolidated budgets for municipal and utility operations as well as capital, including operating revenue and expenditure sources. This section also includes operating business cases and debt commitments.

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

Appendices Section – includes proposed 2025 municipal business cases, 2025 capital project charters – municipal and utility growth (2025 recommended and unfunded), the Strategic Framework, and Program and Service Delivery information. This section also provides a list of commonly used acronyms and a glossary.

There are several methods to navigate within the document:

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

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

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

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

5. Hyperlinks provided on theMunicial Business Cases summary p 32, 10 Year Municipal Capital Growth Capital Plan (2025 Recommended) p 39, 10Year Municipal Growth Capital Plan (2025 Unfunded) p 40 and the 10 Year Utility Growth Capital Plan p 44.



Perron Street and St. Anne Street Pedestrian Scramble

OVERVIEW

CITY PROFILE

Today, St. Albert is a vibrant city with a population of 72,316. 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.





River Lots 23 and 24 a Métis and French-Canadian Settlement

History of Settlement in St. Albert

St. Albert is located within Treaty 6 territory, a significant First Nations gathering place and Métis homeland. Indigenous peoples have had an important role in St. Albert's founding and growth, have celebrated many achievements and continue to contribute to our community. January 14, 1861, proclaimed Mission Hill as the home of the St. Albert mission settlement. By 1870, St. Albert was the largest agricultural settlement west of Winnipeg, with a population of approximately 1,000. The village of St. Albert was established on December 7, 1899, by order of Council. St. Albert was declared a new Town in the mid 1950s. The City of St. Albert was incorporated on January 1, 1977, and currently covers a total area of 6,531 hectares after an annexation was approved in 2021.

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 (comprised of City Council), and an administrative branch (led by the Chief Administrative Officer).

City Council consists of a Mayor and six Councillors. St. Albert's 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 and the next election will be held in October of 2025.

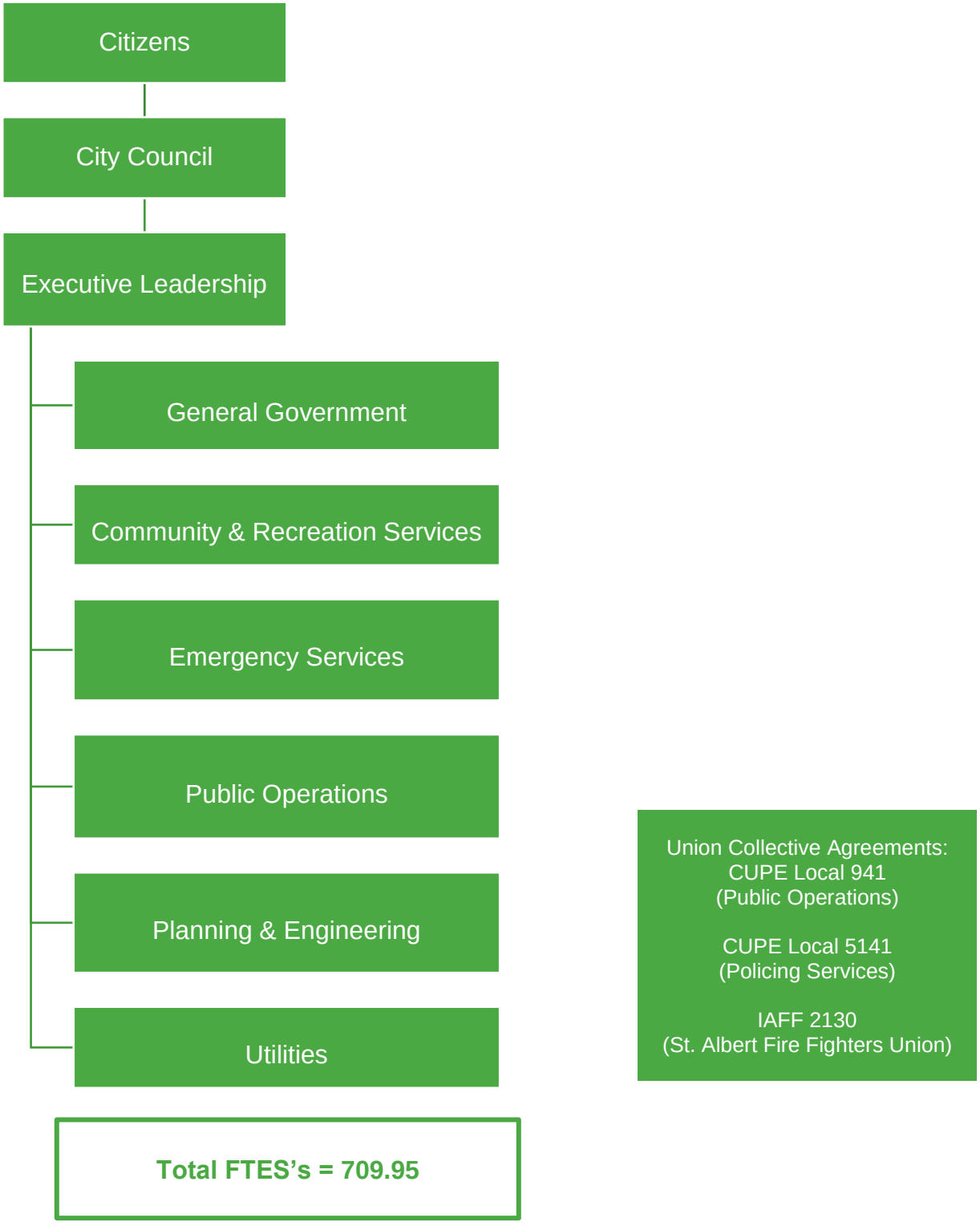
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 709.95 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL

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



ORGANIZATION CHART

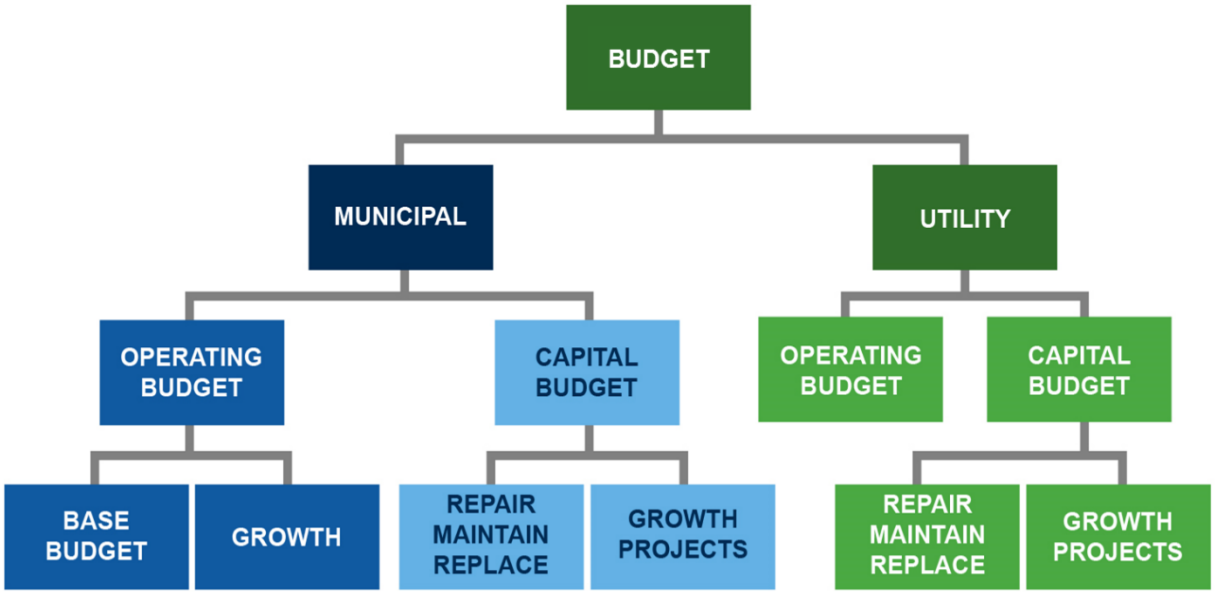


CORPORATE BUDGETING

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 and to advance priorities established in Council's Strategic Plan. More details about these service levels, strategic priorities and the overall strategic framework can be found in the appendix. Preparation of the corporate budget is one of the most critical initiatives undertaken by City's 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.

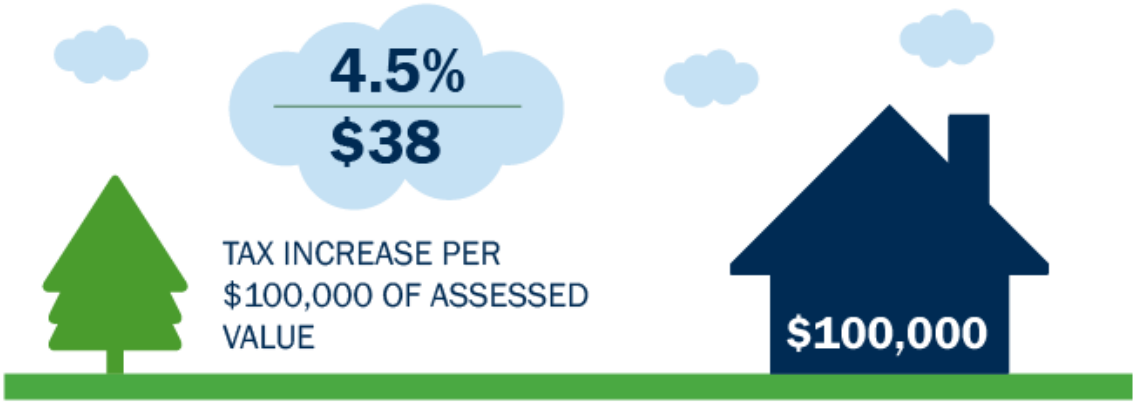


The municipal budget is fundamental in the provision of City programs and services and allows for investments in priority infrastructure. The utility budget ensures adequate dollars are in place to maintain reliable service delivery and resources investments in utility-related infrastructure.

MUNICIPAL OPERATING BUDGET

The 2025 Proposed Operating net Budget of $142.9 million results in a 4.5 per cent property tax increase. This increase is required to deliver current programs and services to the community while responding to community growth. A property will see an average increase of about $38 per year for every $100,000 of assessed value.

The actual tax rate will not be finalized until May 2025 after the assessment roll is completed.



Tax Dollars at Work

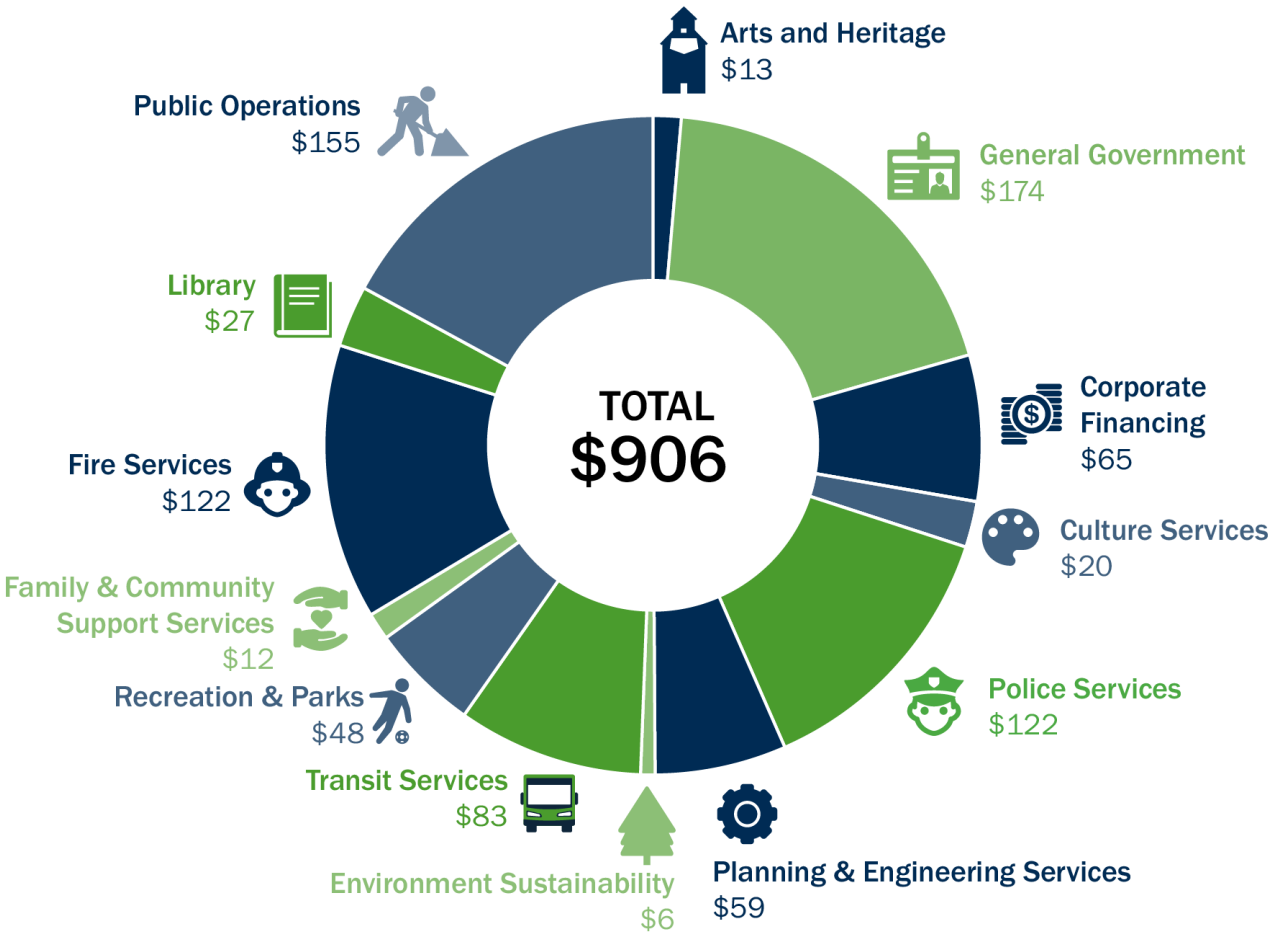
The operating budget funds services such as snow removal, trail maintenance, transit, and recreation programs for residents. The annual budget is built to maintain those services at Council approved service levels. Efforts are also made to continue to optimize service delivery to ensure community needs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



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

Distribution of Tax Dollars

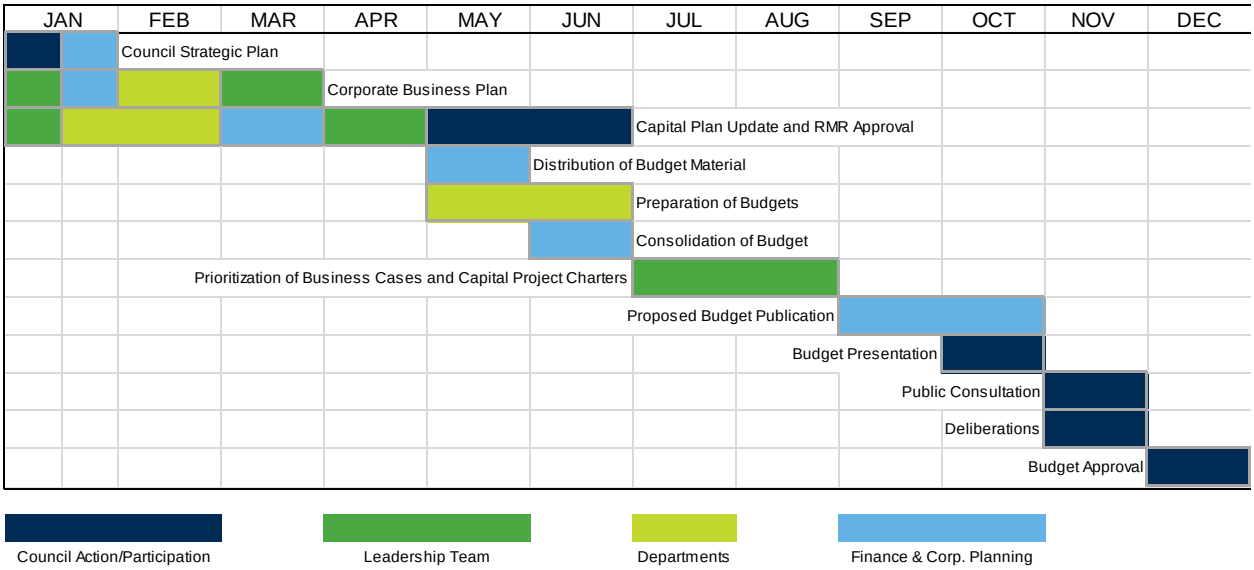
Residents will pay an average of $906 per $100,000 in assessed value on their property tax bill, or an increase of $38 for 2025. The distribution of tax dollars to various service categories is illustrated below.



The chart above excludes the Provincial Education Levy, Homeland Housing Levy, and utility charges.

Budget Timeline

The objective for the budget cycle is to have a 2025-2027 Financial Plan and Budget adopted and in place before December 31, 2024, as mandated by the *MGA (Municipal Government Act)*. The following timetable illustrates the process for the 2025-2027 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 St. Albert's 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 final tax rate is approved by May of the following year ensuring the City has enough time to get tax notices out in time for the end of June which is also mandated by the *MGA*

Amendments to an approved Budget

Once the budget is approved, any amendment to the budget must have formal approval through St. Albert's City Council.

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.

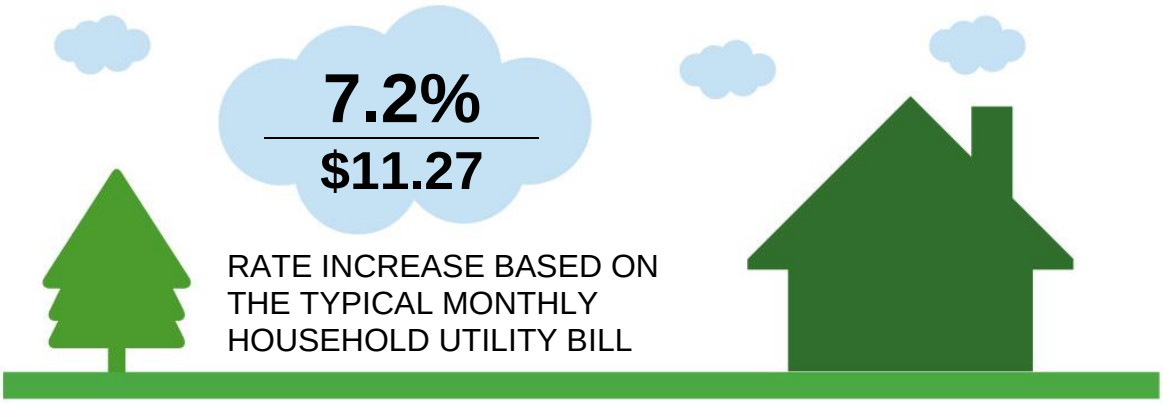
For 2025, the proposed municipal capital plan investment by asset category is illustrated below:



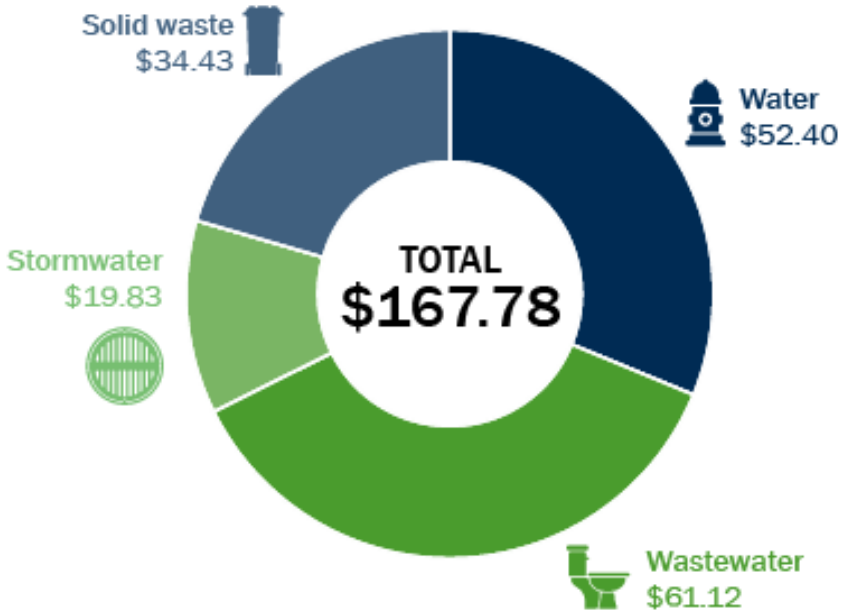
UTILITY BUDGET

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

DISTRIBUTION OF UTILITY BILL



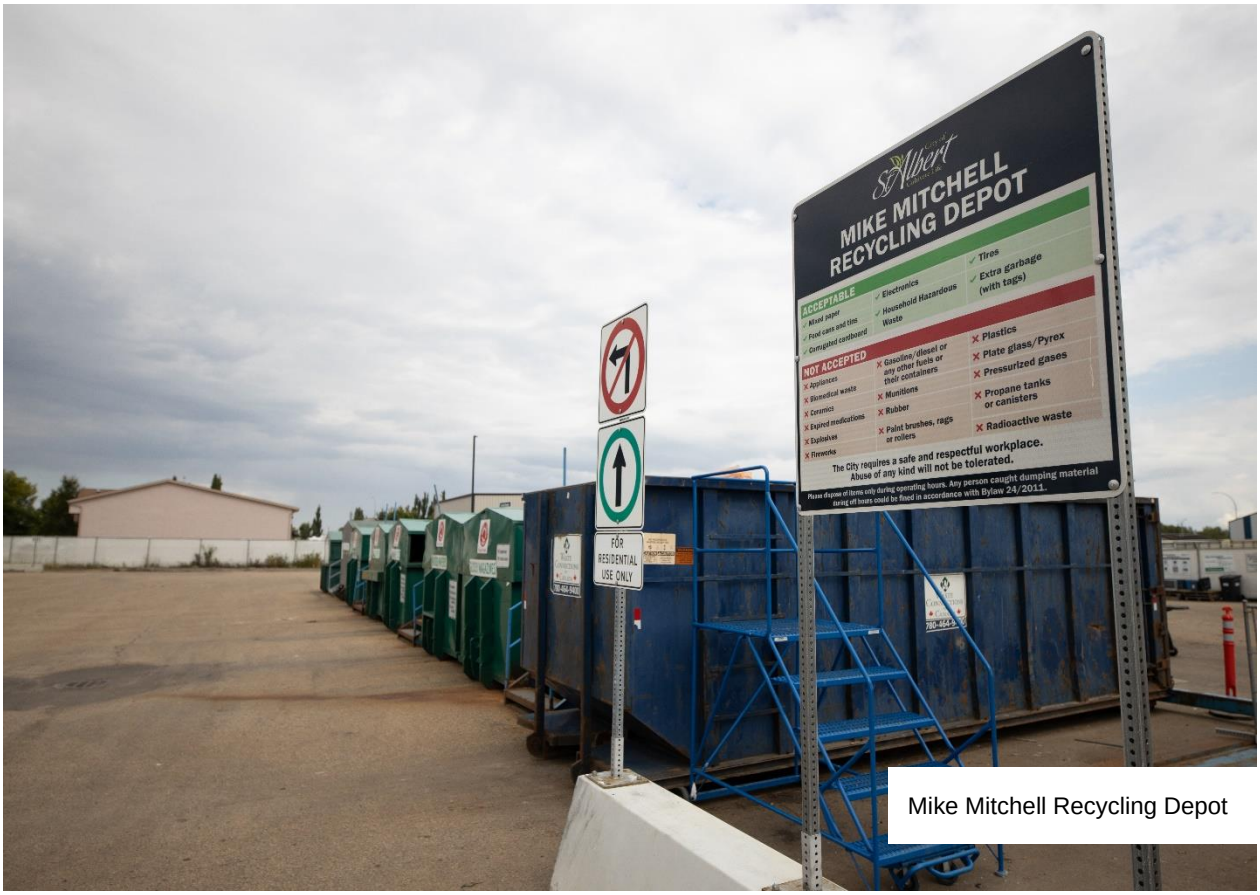
The proposed typical monthly bill for 2025 is $167.78, an increase of 7.2 per cent from the prior year. The allocations of monthly rates are as follows:



UTILITY CAPITAL BUDGET

For 2025, the proposed utility capital plan investment by asset category is illustrated below:

Water Infrastructure	Wastewater Infrastructure	Stormwater Infrastructure	Solid Waste Infrastructure	TOTAL
$4.7 M	$7.3 M	$3.2 M	$0.0 M	$15.2 M
				9 projects



Mike Mitchell Recycling Depot

FINANCIAL SUMMARIES

PROPOSED CONSOLIDATED OPERATING BUDGET

(MUNICIPAL & UTILITY)

(In Thousands of Dollars)

	2024 Revised	2025 Proposed	2026 Planned	2027 Planned
REVENUES				
Sales & User Fees	$73,330	$77,876	$78,987	$79,995
Other Revenue	9,571	9,665	9,702	9,887
Assessment Growth Revenue	-	1,170	1,170	1,260
Fines & Penalties	3,084	2,088	2,088	2,088
Government Transfers	5,440	5,024	5,050	4,747
Ambulance Contracted Services Revenue	2,901	3,481	3,481	3,481
Licenses & Permits	3,621	3,766	3,766	3,776
Franchise Fees	9,130	9,674	9,776	9,878
Interest Income	7,001	8,501	8,501	8,501
Transfers To/From Reserves	7,067	7,213	5,768	5,726
	121,142	128,455	128,288	129,338
EXPENSES				
Salaries, Wages, & Benefits	92,943	93,934	94,901	95,438
Contracted & General Services	40,881	41,609	41,555	41,521
Transfers To/From Operations/Capital	5,139	5,414	5,413	5,113
Materials, Goods, Supplies & Utilities	19,331	20,317	20,585	20,767
Purchases From Other Governments	30,851	33,006	33,479	34,064
Other Expenditures	10,679	13,693	16,962	20,086
Debenture Principal Repayment	9,346	7,988	7,084.900	7,140
Debenture Interest Repayment	3,906	4,216	5,217.500	6,031
Transfers To Organizations & Individuals	3,434	3,591	3,589	3,599
Bank Charges & Short Term Interest	4,541	5,266	5,266	5,266
Transfers To/From Reserves	34,297	39,758	40,434	43,816
	255,347	268,790	274,486	282,840
Municipal Requirement	$134,205	$140,335	$146,198	$153,502
2025 Proposed Business Cases		1,385		
Proposed Transfer to Growth Stabilization Reserve		45		
Growth Revenue Applied Against Base		1,170		
	-	2,600	-	-
Municipal Tax Levy	$134,205	$142,935	$146,198	$153,502
Non Cash Budget				
Amortization of Tangible Capital Assets	46,231	50,317	55,241	59,817
Contributed Tangible Capital Assets	15,546	11,439	27,781	27,781

Note: Totals may not sum exactly due to rounding



Shoppes at Giroux

OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

The City of St. Albert's Operating Budget is supported by several sources of revenue which help offset the overall property tax requirement. These sources include sales and user fees, government grants, licenses, permits and other sources of revenue such as franchise fees.

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, rental of facilities, and Utility rates.

Other Revenue

Miscellaneous revenues, donations, local grants.

Assessment Growth Revenue

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

Fines and Penalties

Revenue received for fines issued by the RCMP and/or Municipal Enforcement under the Traffic Code and other city bylaws, 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.

SIGNIFICANT CHANGES IN CONSOLIDATED OPERATING BUDGET REVENUES

The Proposed Budget includes $7.3 million in increased revenues. Below is a summary of the major changes:

Sales and User Fees ($4.5 million increase)

This is due to an increase in customer utility rates, internal Utility administration fees based on projected corporate assumptions, rate increases to fees and admissions, and rental increases in Recreation and Parks.

Fines & Penalties ($1.0 million decrease)

Scope changes within the Alberta Traffic Enforcement (ATE) guidelines have resulted in a decrease in revenues received by the City.

Government Transfers ($0.4 million decrease)

In 2024 the City budgeted for one time grants related to Collaborative Economic Development, Land Use & Infrastructure Delivery Planning Framework, and Clean Energy Improvement Program (CEIP). The only Grant remaining in 2025 is CEIP. These grants have corresponding expenses and they do not impact the net tax levy.

Ambulance Contracted Services Revenue ($0.6 million increase)

The City entered into a new agreement with Alberta Health Services in 2024 resulting in increased revenue.

Licenses and Permits ($0.1 million increase)

Increase approved as part of the 2025 Master rates.

Franchise Fees ($0.5 million increase)

Increase due to rate adjustments and City growth.

Interest Income ($1.5 million increase)

The City has a number of investments in long term securities with higher interest rates.

Transfers to/From Reserves ($0.1 million increase)

The Offsite Levy Recovery Reserve is used to fund the debt servicing for offsite levy projects. Additional draws on debt servicing for North St. Albert Trail, which is an offsite levy project, increases the transfer from the reserve. The City is also drawing from the Election reserve to fund the 2025 Election. These increases are offset by the one time draw from the Stabilization reserve in 2024 to fund the business case for Lakeview Business District.

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. The City 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. 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 Public Library as well as the annual transfer of funding for capital projects and lifecycle reserves.

Materials, Goods, Supplies and Utilities

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 (Family Community Support Services) 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.

SIGNIFICANT CHANGES IN CONSOLIDATED OPERATING BUDGET EXPENSES

The Proposed Municipal Budget includes $13.4 million in increased expenses. Below is a summary of the major changes:

Salaries, Wages, & Benefits ($1.0 million increase)

The increase is mainly due to the annualization of salaries. The 2025 budget also includes two positions related to the Inclusive Hiring Program. While the positions must be approved by Council they have been included in the proposed budget as base business cases.

Contracted & General Services ($0.7 million increase)

This is due to contract increases for Transit drivers, snow removal and IT technology, the 2025 Election, and internal utility administration fees, offset by decreases due to a scope change within ATE (Alberta Traffic Enforcement) for photo radar contract, and one time grant expenses.

Transfers To/From Operations/Capital ($0.3 million increase)

This is due to an increase in both the Library transfer and the transfer to the Election reserve to manage future elections.

Materials, Goods, Supplies & Utilities ($1.0 million increase)

This is due to an increase in fuel from rate and volume changes and electricity delivery costs, offset by a reduction in telephone charges.

Purchases from Other Governments ($2.1 million increase)

This is due to increases in the RCMP contract and rates charged by Arrow Utilities.

Other Expenditures ($3.0 million increase)

The increase relates to corporate contingency and an increase to the City's Recreation and Transit subsidy program to match demand.

Debenture Principal and Interest Repayment ($1.0 million decrease)

The City will see the retirement of two tax supported debentures in 2025; Servus Place and Fire Hall #4 Land. This decrease is offset by anticipated increases in debt for North St. Albert Trail and the FCM loan for Fountain Park Recreation Centre. Further details can be found under the Debt Section.

Transfers To Organizations & Individuals ($0.2 million increase)

This is due to an increase in City grants resulting from the 2024 census and an increase in the Arts and Heritage Foundation (AHF) ask.

Bank Charges & Short-Term Interest ($0.7 million increase)

Increase due to higher interest rates and investments in longer terms which are allocated to interest bearing reserves and deferred revenue grants.

Transfers to/From Reserves ($5.5 million increase)

As per Council Policy C-FS-05 an annual budget increase of 1.5% is included in the municipal tax requirement to support the repair, maintenance and replacement of existing capital assets. Under the new Debt Management Policy C-FS-03 retiring debt servicing will be redirected to Pay-As-You-Go on an interim basis until such time as new debt servicing is required. The net tax impact of the retiring debt is $1.6 million. Finally, there was an increase in Utility transfers to reserve to maintain a self funding approach to ensure future funding of utility capital projects.

The following page highlights the Municipal Operating Budget by Object:

MUNICIPAL OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

	2024 Revised	2025 Proposed	2026 Planned	2027 Planned
Revenues				
Sales & User Fees	$23,554	$24,254	$24,525	$24,567
Other Revenue	9,531	9,625	9,662	9,847
Assessment Growth Revenue	-	1,170	1,170	1,260
Fines & Penalties	2,839	1,833	1,833	1,833
Government Transfers	5,440	5,024	5,050	4,747
Ambulance Contracted Services Revenue	2,901	3,481	3,481	3,481
Licenses & Permits	3,621	3,766	3,766	3,776
Franchise Fees	9,130	9,674	9,776	9,878
Interest Income	7,001	8,501	8,501	8,501
Transfers To/From Reserves	6,385	6,531	5,087	5,044
	70,400	73,857	72,849	72,933
Expenses				
Salaries, Wages, & Benefits	86,421	87,178	88,082	88,554
Contracted & General Services	30,642	30,986	30,846	30,812
Transfers To/From Operations/Capital	4,238	4,461	4,460	4,460
Materials, Goods, Supplies & Utilities	17,961	18,747	18,996	19,164
Purchases From Other Governments	14,801	15,860	16,078	16,175
Other Expenditures	9,310	12,238	15,265	18,155
Debenture Principal Repayment	8,913	7,541	6,624	6,664
Debenture Interest Repayment	3,657	3,981	4,997	5,825
Transfers To Organizations & Individuals	3,410	3,567	3,565	3,575
Bank Charges & Short Term Interest	4,540	5,265	5,265	5,265
Transfers To/From Reserves	20,714	24,368	24,869	27,786
	204,605	214,192	219,047	226,435
Municipal Requirement	$134,205	$140,335	$146,198	$153,502
2025 Proposed Business Cases		1,385		
Proposed Transfer to Growth Stabilization Reserve		45		
Growth Revenue Applied Against Base		1,170		
	-	2,600	-	-
Municipal Tax Levy	$134,205	$142,935	$146,198	$153,502
Non Cash Budget				
Amortization of Tangible Capital Assets	37,422	41,649	45,763	48,732
Contributed Tangible Capital Assets	7,896	9,209	16,978	16,978

Note: Totals may not sum exactly due to rounding

UTILITY OPERATIONS BUDGET

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

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

The City has established a Utility Model to derive its rates over a 10-year period. Several factors are taken into consideration through the development of the 2025 utility rates:

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

The following page highlights the Utility Operating Budget by Object:

UTILITY OPERATING BUDGET BY OBJECT

(In Thousands of Dollars)

	2024 Revised	2025 Proposed	2026 Planned	2027 Planned
Revenues				
Sales & User Fees	$49,775	$53,622	$54,463	$55,428
Other Revenue	40	40	40	40
Fines & Penalties	245	255	255	255
Transfers To/From Reserves	682	682	682	682
	50,742	54,598	55,439	56,405
Expenses				
Salaries, Wages, & Benefits	6,522	6,756	6,820	6,884
Contracted & General Services	10,240	10,623	10,709	10,709
Transfers To/From Operations/Capital	902	953	953	653
Materials, Goods, Supplies & Utilities	1,370	1,569	1,588	1,603
Purchases From Other Governments	16,050	17,146	17,401	17,889
Other Expenditures	1,368	1,455	1,697	1,931
Debenture Principal Repayment	433	447	461	476
Debenture Interest Repayment	249	235	221	206
Transfers To Organizations & Individuals	24	24	24	24
Bank Charges & Short Term Interest	1	1	1	1
Transfers To/From Reserves	13,584	15,390	15,565	16,030
	50,742	54,598	55,439	56,405
Net	$-	$-	$-	$-
Amortization of Tangible Capital Assets	8,809	8,669	9,478	11,085
Contributed Tangible Capital Assets	7,650	2,230	10,803	10,803

Note: Totals may not sum exactly due to rounding

Utility Rates

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

As such, the proposed average monthly bill for 2025 is $167.78, an increase of 7.2% from the prior year. The allocations of monthly rates are as follows:

Monthly Utility Rates
(In Dollars)

	2024	2025
Water		
Flat Rate	$ 13.41	$ 15.30
Water Rate/m3	$ 1.85	$ 1.85
Supplemental Capital Contribution	$ 4.47	$ 7.50
Total	**$ 47.48**	**$ 52.40**
Wastewater		
Flat Rate	$ 12.88	$ 12.99
Variable Rate/m3 - 100%	$ 2.51	$ 2.71
Supplemental Capital Contribution	$ 2.91	$ 4.77
Total	**$ 55.95**	**$ 61.12**
Storm		
Single	$ 16.39	$ 16.39
Condo	$ 11.24	$ 11.24
Non-residential (Industrial/Comm)	$ 43.09	$ 43.09
Supplemental Capital Contribution	$ 3.19	$ 3.44
Total	**$ 19.58**	**$ 19.83**
Solid		
Flat Rate	$ 9.84	$ 10.77
Cart - 80 Litre	$ 1.30	$ 1.30
Cart - 120 Litre	$ 5.41	$ 5.41
Cart - 240 Litre	$ 10.40	$ 10.40
Curbside Organics	$ 6.72	$ 6.72
Recycling	$ 6.54	$ 6.54
Refuse Stickers	$ 2.25	$ 2.25
Supplemental Capital Contribution	$ -	$ -
Total	**$ 33.50**	**$ 34.43**
Fee for Paper Bill	$ 1.14	$ 1.15
Average Monthly Residential Bill*	**$ 156.51**	**$ 167.78**

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

OPERATING BUSINESS CASES

Executive Leadership Team (EL) utilized a Business Case Prioritization process to evaluate all requested operating business cases. This prudent and practical planning aligns business cases with Council and 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 2025 Proposed Business Plan and Budget.

Assessment Growth for 2025 is budgeted at $2.6 million. As per City Council Policy C-FS-05 Budget and Taxation Guiding Principles 45% or $1.17 million was applied to the base and $1.43 million is available for use.

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

- Fifteen business cases valued at $1.4 million to maintain service levels and support corporate initiatives.
- Two business cases at $0.3 million funded from the base to support the existing subsidy programing and the Inclusive Hiring Program.
- One business case at $0.2 million funded from reserve to support the 2025 Municipal Election

There is one Council initiated business case of $23 thousand to assist Council as they become full-time positions. This business case is unfunded and summarized for Council's information.

MUNICIPAL BUSINESS CASES

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2025 $	PROPOSED 2026 $	PROPOSED 2027 $
	Funded Base Budget Business Cases				
Community Services Subsidy Program	Increase the budget for the existing Subsidy Program to match demand for support to low-income individuals and families.	-	200,000	200,000	200,000
Human Resources Inclusive Hiring Program	Implementation of the Diversity, Inclusion and Equity Strategy as per 2024 council approved PM-24-22.	2.00	135,500	139,000	142,600
Total Funded Base Budget Business Cases		**2.00**	**$ 335,500**	**$ 339,000**	**$ 342,600**
	Reserve Funded Base Budget Business Cases				
Legal, Legislative & Records 2025 Election Requirements	The approval of Bill 20 has resulted in additional costs to administer the 2025 Municipal Election	-	200,000	-	-
Total Reserve Funded Base Budget Business Cases		**-**	**$ 200,000**	**$ -**	**$ -**
	Funded Assessment Growth Business Cases				
Emergency Services Fire Marshal	This new addition to the Fire Prevention Team will lead the daily activities of the Fire Prevention including adding much needed capacity aimed at improving response times to public inquiries and engagement opportunities. The position will also support maintaining service levels within this branch.	1.00	126,000	176,000	176,000
Emergency Services MES Bike Patrol	Establish funding for a permanent and annual Municipal Enforcement Bike Patrol Program. Funding required for training, bicycles, and specialized uniform/equipment to be implemented over 2 years.		12,000	-	-
Engineering AM Coordinator - HUB	This position will be a central resource for all asset classes to help the asset stewards and subject matter experts align and support the implementation of the Enterprise Maintenance Management-Asset Management (EMM-AM) platform (2025-2030). This position will provide on-going support for the asset management program.	1.00	75,500	92,600	95,200
Engineering Land Coordinator	The Land Coordinator will investigate and facilitate resolution of identified encroachments on City land. The position will also be responsible to review and approve land interest documentation during the subdivision endorsement process, negotiate standard utility right of way agreements, process development agreements and crossing agreements, and process and track City leases and licenses.	1.00	83,400	103,400	106,400

MUNICIPAL BUSINESS CASES - CONTINUED

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2025 $	PROPOSED 2026 $	PROPOSED 2027 $
Executive Leadership Executive Assistant	Executive administrative support for Leadership Team and Executive of a portfolio to enable directors and managing directors to focus their capacity on significant operational or strategic issues.	1.00	71,800	98,600	101,500
Financial & Strategic Services Contract Management Specialist	A permanent Contract Management Specialist is required to address inconsistent contract management processes across City departments as identified in the Procurement Audit Recommendations.	1.00	93,000	127,700	131,400
Financial & Strategic Services Risk & Insurance Advisor	The position will provide a proactive approach to managing and minimizing the risks, frequency and severity of claims and enhanced decision-making that could lead to reduced costs of insurance and increased cost avoidance.	1.00	68,900	91,100	95,000
Government Indigenous Relations & Environment Climate Adaption Specialist	This position is required to develop, implement, and monitor a climate adaptation program within the organization and the community. To reduce economic, social, and environmental impacts of climate change, adaptation considerations will need to be incorporated into infrastructure, project planning and design, decision making and service delivery.	1.00	81,800	102,600	105,600
Human Resources & Safety Corporate Security Risk Mitigation	New FTE and consultant funding to support establishing corporate oversight, coordination, and implementation work that matures the Corporate Security service to ensure employee, customer, and stakeholders' physical safety and asset security. The request value for 2025 is a combination of wages for a 1.0 Security Lead position as well as contracted services.	1.00	170,000	127,000	130,000
Information Technology IT Application Analyst - Asset Mgmt	Dedicated Application Analyst to support the Enterpise Maintenance Management-Asset Management (EMM-AM) software platform throughout the procurement process, implementation and provide ongoing application management and support.	1.00	120,200	120,200	120,200
Planning & Development Planning Technician/Analyst	Due to the annexation, digitization, increasing addressing needs, and a focus on performance metric reporting, another Planning Technician is required to maintain existing level of service and to met the regulated processing timelines.	1.00	84,100	104,100	107,100
Planning & Development Safety Codes Officer - Electrical	New FTE position within Building Inspections Services with the purpose of maintaining service levels within the BIS Branch	1.00	102,500	129,700	133,500

MUNICIPAL BUSINESS CASES - CONTINUED

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	PROPOSED 2025 $	PROPOSED 2026 $	PROPOSED 2027 $
Public Operations Facility Services HVAC Technician	An additional Facility Services HVAC Technician responsible for repairing and maintaining heating, ventilation and air conditioning equipment in municipal facilities. Installation of components and systems may also be performed by this position.	1.00	90,300	120,400	120,400
Public Operations Supervisor, Transit Fleet	A new FTE to support the Fleet Manager this position supplements the monitoring and performance of Fleet Services, placing efforts in positively influencing, assisting and supporting of all Fleet Services projects, processes and services.	1.00	102,700	129,900	133,600
Public Operations Supervisor, Transit Operations	This position will supervise operations for the Transit branch of Public Operations.The position will oversee bus operating contract management, routing, scheduling and ridership tasks of the branch.	1.00	102,700	129,900	133,600
Operating Impacts	Operating Impacts from Growth Capital	-	-	15,000	70,100
Total Funded Assessment Growth Business Cases		**14.00**	**$ 1,384,900**	**$ 1,668,200**	**$ 1,759,600**
	Unfunded Council Business Cases				
Council Administrative Assistant - Council	A new 1.0 FTE Administrative Assistant to assist Council as they become full-time positions.	1.00	23,000	71,500	73,300
Total Unfunded Council Business Cases		**1.00**	**$ 23,000**	**$ 71,500**	**$ 73,300**
	Funding Sources				
Assessment Growth Available (55% of $2.6Million)			$ 1,430,000		
Funding Applied			-$ 1,384,900		
Residual Balance of Assessment Growth - Transfer to Reserve			**$ 45,100**		

CAPITAL (MUNICIPAL & UTILITY)

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

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

The City divides its capital investment into two categories:

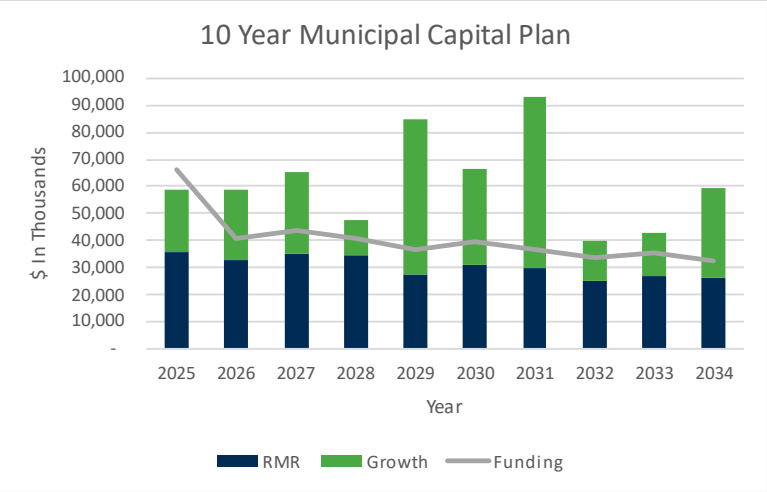
1. **Repair, Maintain, and Replace (RMR)** - Capital initiatives that relate to maintaining current service levels that are required by lifecycle plans and are considered a replacement or rehabilitation of existing infrastructure, facilities, and equipment.

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

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

The 10 Year Municipal Capital Plan has identified approximately $813 million in capital investment, of which $304 million is attributed to RMR projects and the remaining $509 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 $155.5 million in capital investment. The plan includes projects ranging from various utility management levels of service rehabilitation and sedimentation erosion control.

RMR is approved earlier in the budget process to ensure adequate funding is made available for maintaining existing infrastructure. On June 4, 2024, Council approved the 2025 RMR Capital Budget, which include 25 Municipal projects totaling $35.5 million and 8 Utility capital projects totaling $15.1 million.

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

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

Through this evaluation, Administration recommends funding 9 municipal capital growth projects in the amount of $20.2 million and one utility growth project in the amount of $0.1 million. This recommendation postpones 9 municipal capital projects in the amount of $3.1 million.

Capital Funding and Expenditures

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

Capital Project – Operating Impacts

As part of the capital budget process and planning, the City incorporates all ongoing operating costs that will be incurred due to the implementation of capital projects.

The operating impacts are $15 thousand in 2026 and $70.1 thousand in 2027. These costs are associated with ongoing utilities, & maintenance of the expanded transit garage.

The operating impacts do not include the debt servicing associated with TRAN-024 Transit Garage Expansion. The servicing costs on this $10.7 million project would impact future operating budgets by an estimated 0.6 per cent.

Capital Project – Public Art

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

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

10 Year Municipal RMR Capital Plan

Charter No.	Charter Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
COMM & REC SVCS											
COMS-001	Community Capital Grant Prgm	265,000	265,000	265,000	265,000	260,000	260,000	260,000	260,000	260,000	260,000
CULTR-001	Arden Theatre Lifecycle Plan	178,600	330,100	110,600	191,300	89,700	93,000	121,000	196,900	73,700	185,500
CULTR-023	Visual Arts Studio Lifecycle	55,700	42,600	75,400	16,500	5,500	7,900		40,700		55,000
RECR-001	Aquatics Lifecycle Replace Plan	155,700	264,100	323,700	208,600	123,800	262,900	151,100	549,600	632,200	109,800
RECR-025	Parks and Outdoor Recreation Amenities	544,000	344,000	827,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
SERV-001	Servus Lifecycle Replacement Prgm	1,015,200	1,962,700	1,341,200	1,385,200	551,700	804,700	2,256,000	1,401,300	695,500	832,300
COMM & REC SVCS Total		**2,214,200**	**3,208,500**	**2,942,900**	**2,266,600**	**1,230,700**	**1,628,500**	**2,988,100**	**2,648,500**	**1,861,400**	**1,642,600**
EMERG SVCS											
FIRE-001	Emergency Equip Replace Plan	209,000	160,300	211,900	196,800	452,400	137,400	324,600	229,800	75,700	270,000
EMERG SVCS Total		**209,000**	**160,300**	**211,900**	**196,800**	**452,400**	**137,400**	**324,600**	**229,800**	**75,700**	**270,000**
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	850,000	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		**931,000**	**800,000**	**931,000**	**800,000**	**1,031,000**	**900,000**	**1,031,000**	**900,000**	**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	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000	2,301,000
ENGS-005	Permanent Line Marking Rehab	225,000	230,000	230,000	230,000	240,000	240,000	240,000	250,000	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	525,000	650,000	650,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
ENGS-008	Transportation Systems Mgmt	682,000	659,500	547,000	664,000	547,000	664,000	547,000	664,000	547,000	664,000
ENGS-014	Paved Parking Lot Prgm	150,000	50,000	100,000	1,200,000	50,000	500,000	500,000	150,000	800,000	3,000,000
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	755,000	627,500	256,500	2,115,000	256,500	627,500	2,530,000	627,500	256,500	627,500
ENGS-060	Traffic Signal Maintenance	565,000	575,000	575,000	575,000	585,000	545,000	550,000	560,000	560,000	560,000
ENGS-081	Transportation Secondary Infrastructure Mgmt	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000	141,000
PLAN & ENG Total		**10,170,000**	**11,275,000**	**10,291,500**	**13,417,000**	**10,311,500**	**11,209,500**	**13,000,000**	**10,884,500**	**11,046,500**	**13,734,500**
PUBLIC OPS											
PW-001	PW Mobile Equip Replace Plan	5,401,000	3,357,250	3,582,500	2,588,500	3,767,750	2,576,000	6,009,000	2,286,500	3,594,000	5,360,775
PW-006	Shop & Yard Equip Replacement	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
PW-031	Municipal Facilities - Repairs & Renewal	6,000,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	3,867,600
TRAN-001	Transit Bus Lifecycle Replace *	10,515,950	9,230,300	12,123,000	10,424,000	5,518,000	9,695,000	1,778,000	3,307,500	4,635,000	585,000
PUBLIC OPS Total		**21,971,950**	**17,412,550**	**20,530,500**	**17,837,500**	**14,110,750**	**17,096,000**	**12,612,000**	**10,419,000**	**13,054,000**	**9,868,375**
RMR Total		**35,496,150**	**32,856,350**	**34,907,800**	**34,517,900**	**27,136,350**	**30,971,400**	**29,955,700**	**25,081,800**	**26,937,600**	**26,415,475**

Notes: Green font represents funding from Lifecycle Reserves
PM-25-005 Approval of 2025-2034 Municipal RMR Capital Plan June 4, 2024
*AR-23-417 Approval of TRAN-001 Transit Bus Lifecycle Replace 2025 and 2026 budget August 29,2023
AR-24-207 (May 24, 2024) and AR-24-275 (June 18, 2024) Approval to Increase TRAN-001 Transit Bus Lifecycle Replace 2025 and 2026 budgets

10 Year Municipal Growth Capital Plan

2025 Recommended Municipal Growth Capital

Charter No.	Charter Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Later years
RECR-074	Community Amenities Site - Construction										14,098,400	170,479,000
ENGS-068	Active Transportation	595,000	568,000	415,000	675,000	250,000	500,000	500,000	500,000	500,000	500,000	
ENV-002	Solar Photovoltaics (PV) Program		250,000			265,000		250,000			375,000	
ENGS-080	Meadowview Lane & Rail Crossing		3,198,000									
RECR-050	RWP Meadowview - Construction	4,717,800	2,621,600									
ENGS-079	RR260-Road Construction (Community Amenities)* - OSL									150,000	3,041,500	
ITSV-017	Municipal Area FiberNetwork Expansion - Northeast (new)		430,000									
RECR-049	Neighborhood Park Development	1,989,900	2,655,300	945,400	2,480,700	1,057,400	2,046,100	8,307,800	4,504,100	3,822,500	4,134,200	
PW-018	PW Yard		660,000	7,465,500								
CULTR-005	Founders Walk Phase 3	263,700	43,700	49,500								
TRAN-024	Transit Garage (Liggett Place) Expansion	10,760,000										
RECR-040	Dog Friendly Park Development		1,566,100									
ENGS-058	Neighborhood Traffic Calming	482,500	482,500	482,500	362,500	482,500	482,500	482,500	362,500	482,500	482,500	
POLI-008	Police Facility				3,550,000		28,350,000					
ENGS-073	Fowler Way - 50% OSL			3,351,200		54,160,000						
ENGS-054	Transportation Network Improvements	110,000	1,805,300	150,000	3,628,060		435,000	10,325,000				
ENGS-082	Roadway Preliminary Engineering & Design	650,000	550,000	800,000	750,000	750,000	800,000	800,000	800,000	400,000	400,000	
PLAN-012	Badger Land Study (new)	330,000										
	Public Art	263,200	268,500	273,900	279,400	285,000	290,700	296,500	302,400	308,400	314,600	
Recommended Municipal Growth Capital		**20,162,100**	**15,099,000**	**13,933,000**	**11,725,660**	**57,249,900**	**32,904,300**	**20,961,800**	**6,469,000**	**5,663,400**	**23,346,200**	**170,479,000**

Notes: Red font represents debt funded projects and dependent on funding available and the longer-term debt strategy.

*RR260 is a debt funded project and part of existing approved Bylaw 41/2020.

10 Year Municipal Growth Capital Plan

2025 Unfunded Municipal Growth Capital

Charter No.	Charter Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Later years
TRAN-007	N Transit Oriented Development (TOD)											26,000,000
ENGS-070	North St. Albert Trail Improvements 80% OSL						750,000	23,926,800				
RECR-045	Oakmont Trail Phase 2		48,100									
ENGS-010	Mobility Choices Strategy						550,000					
CULTR-009	Historic River Lots and Grain Elevator Park – Phase 1: Event Grounds and Visitors Centre	839,100	6,128,200									
ITSV-015	Web Services Enhancements	100,000	100,000									
CULTR-010	Historic River Lots and Grain Elevator Park – Phase 2: Ag Pavilion, Maintenance Yard, River Lots			3,920,200	1,035,800							
CULTR-030	Historic River Lots and Grain Elevator Park – Phase 3 Musée Héritage Museum							15,560,300				
SERV-008	Servus Place Fitness Expansion		725,000	8,000,000								
ENGS-069	ITS Strategy Implementation	316,300	357,300	347,500	255,600	293,200	336,200	336,200	336,200	336,200	336,200	
TRAN-003	Transit Waiting Shelters	74,000				74,000				74,000		
PW-033	Fleet Services Garage Expansion	650,000	2,500,000	1,764,000								
ENGS-083	Lacombe Lake Parking Lot Paving	150,000		1,345,000								
ENGS-077	Neil Ross Road Extension - 100% OSL	600,000	900,000									
ENGS-084	St. Albert Botanic Park Parking Lot Paving (new)	100,000		1,002,500								
COUN-038	Council Chamber Bench Renewal	257,000										
DARP-003	Civic Plaza					61,500	177,500	1,849,500				
DARP-006	Perron Street Pedestrian Improvements						838,000		6,559,000			
DARP-007	Grandin Road Improvement2								249,500		2,482,000	
DARP-011	St. Anne St Pedestrian Improvements								1,005,000		6,807,500	
DARP-014	St. Thomas St. Median Improvements							319,500		3,257,500		
DARP-015	Tache Street Green Corridor							148,500		6,753,500		
Unfunded Municipal Growth Capital		**3,086,400**	**10,758,600**	**16,379,200**	**1,291,400**	**428,700**	**2,651,700**	**42,140,800**	**8,149,700**	**10,421,200**	**9,625,700**	**26,000,000**
Total		**23,248,500**	**25,857,600**	**30,312,200**	**13,017,060**	**57,678,600**	**35,556,000**	**63,102,600**	**14,618,700**	**16,084,600**	**32,971,900**	**196,479,000**

Note: Red font represents debt funded projects and dependent on funding available and the longer-term debt strategy.

2025 Municipal Capital Funding

Charter No.	Charter Name	BUDGET	PAYG	Lifecycle Reserves	Provincial Grants	Federal Grants	Capital / Growth Stabilization Reserves	Other Reserves	Debt
RMR Approved Projects									
ITSV-001	IT Office Automation	50,000	50,000						
ITSV-002	IT Lifecycle Replace Plan	750,000		750,000					
ENGS-001	Arterial Rehab Prgm	1,636,000			1,636,000				
ENGS-002	Collector Roadway Prgm	1,235,000			1,235,000				
ENGS-003	Local Roadway Prgm	1,680,000			1,680,000				
ENGS-004	Roadway Rehab Prgm	2,301,000			2,301,000				
ENGS-005	Permanent Line Marking Rehab	225,000	225,000						
ENGS-006	Multi-Use Trail Rehab Prgm	275,000			275,000				
ENGS-007	Sidewalk Program	525,000			525,000				
ENGS-008	Transportation Systems Mgmt	682,000			682,000				
ENGS-014	Paved Parking Lot Prgm	150,000	150,000						
ENGS-042	Bridge Prgm	755,000				755,000			
ENGS-060	Traffic Signal Maintenance	565,000			565,000				
ENGS-081	Transportation Secondary Infrastructure Mgmt	141,000	141,000						
FIRE-001	Emergency Equip Replace Plan	209,000		209,000					
COMS-001	Community Capital Grant Prgm	265,000	265,000						
CULTR-001	Arden Theatre Lifecycle Plan	178,600		178,600					
CULTR-023	Visual Arts Studio Lifecycle	55,700	55,700						
RECR-001	Aquatics Lifecycle Replace Plan	155,700		155,700					
RECR-025	City Playground Lifecycle Prgm	544,000		544,000					
SERV-001	Servus Lifecycle Replacement Prgm	1,015,200		1,015,200					
PW-001	PW Mobile Equip Replace Plan	5,401,000		5,401,000					
PW-004	Energy Efficiency Replace Prgm	131,000	131,000						
PW-006	Shop &Yard Equip Replace	55,000	55,000						
PW-031	Municipal Facilities - Repairs & Renewal	6,000,000		6,000,000					
TRAN-001	Transit Bus Lifecycle Replace	10,515,950		10,515,950					
Approved RMR TOTAL		**35,496,150**	**1,072,700**	**24,769,450**	**8,899,000**	**755,000**			

2025 Municipal Capital Funding – continued

Charter No.	Charter Name	BUDGET	PAYG	Lifecycle Reserves	Provincial Grants	Federal Grants	Capital / Growth Stabilization Reserves	Other Reserves	Debt
Growth Recommended Projects									
ENGS-068	Active Transportation	595,000			595,000				
RECR-050	RWP Meadowview - Construction	4,717,800			1,035,000	3,682,800			
RECR-049	Neighborhood Park Development	1,989,900						1,989,900	
CULTR-005	Founders Walk Phase 3	263,700	263,700						
TRAN-024	Transit Garage (Liggett Place) Expansion	10,760,000							10,760,000
ENGS-058	Neighborhood Traffic Calming	482,500	482,500						
ENGS-054	Transportation Network Improvements	110,000	110,000						
ENGS-082	Roadway Preliminary Engineering & Design	650,000	650,000						
PLAN-012	Badger Land Study	330,000	330,000						
	Public Art	263,200	263,200						
Recommended Growth Total		**20,162,100**	**2,099,400**		**1,630,000**	**3,682,800**		**1,989,900**	**10,760,000**
TOTAL		**55,658,250**	**3,172,100**	**24,769,450**	**10,529,000**	**4,437,800**		**1,989,900**	**10,760,000**

Note: The 2025 Municipal Funding has been provided for information purposes only. Administration maintains authority to modify funding sources based on current information to allow for maximization of grants.

2025 10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
STORM											
STORM-001	Utility Master Plan*							250,000			
STORM-004	STORM Collection LOS and Rehab-Replace Prgm	3,168,300	5,472,000	2,160,700	5,477,300	2,001,200	6,850,400	3,543,700	6,850,400	3,392,700	3,392,700
STORM-007	Sedimentation and Erosion Control Prgm		2,242,500	2,846,200	3,151,000	3,180,300	1,285,200	1,840,000	2,520,600	673,700	690,000
STORM-020	Stormwater Lift Station Rehab Prgm*				35,500	46,000	322,000	322,000			
STORM Total		**3,168,300**	**7,714,500**	**5,006,900**	**8,663,800**	**5,227,500**	**8,457,600**	**5,955,700**	**9,371,000**	**4,066,400**	**4,082,700**
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	309,000	318,300	328,000	337,700	347,800	358,200	369,000	380,100	391,400	403,200
WASWT-002	WASTWT Household Service Replace Prgm	575,800	593,100	610,900	629,100	648,100	667,600	687,600	708,100	711,800	715,600
WASWT-004	WASTWT Collection System LOS & Main Repl Pr	3,474,400	4,115,200	1,713,200	4,784,000	2,610,600	4,304,300	2,674,600	2,510,100	1,573,500	2,532,000
WASWT-010	Utility Master Plan*							250,000			
WASWT-020	WASWT Lift Station Rehab Prgm*	2,840,000			319,800	414,000	1,236,200	1,236,200			
WASTEWTR Total		**7,199,200**	**5,026,600**	**2,652,100**	**6,070,600**	**4,020,500**	**6,566,300**	**5,217,400**	**3,598,300**	**2,676,700**	**3,650,800**
WATER											
WATER-002	Utility Master Plan*							250,000			
WATER-003	Water System Rehab, Maint & Replacement	620,900	640,000	659,200	679,000	700,000	721,000	742,600	765,000	788,000	812,000
WATER-004	Water Network LOS and Main Replacement Pgm	4,047,800	4,268,000	2,851,500	2,851,500	2,193,900	2,920,500	3,072,300	2,970,200	3,025,300	3,155,400
WATER-006	Pump Station and Reservoir Rehab Prgm		369,100	688,000	5,157,500						
WATER Total		**4,668,700**	**5,277,100**	**4,198,700**	**8,688,000**	**2,893,900**	**3,641,500**	**4,064,900**	**3,735,200**	**3,813,300**	**3,967,400**
SOLIDW											
SOLWA-001	Recycling Depot Upgrades	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500	32,500
SOLIDW Total		**32,500**	**32,500**	**32,500**	**32,500**	**32,500**	**32,500**	**32,500**	**32,500**	**32,500**	**32,500**
RMR Total		**15,068,700**	**18,050,700**	**11,890,200**	**23,454,900**	**12,174,400**	**18,697,900**	**15,270,500**	**16,737,000**	**10,588,900**	**11,733,400**

Note: * costs are broken out by Utility, but detailed in one charter (WATER-002 & WASWT-020 respectively)

PM-25-006 Approval of 2025-2034 Utility RMR Capital Plan June 4, 2024

2025 10 Year Utility Growth Capital Plan

Charter No.	Charter Name	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
WASTEWTR											
WASWT-022	Erin Ridge North Sanitary Lift Station - 100% OSL										
WASWT-023	Jensen Lakes Non-Potable Truckfill	123,500									
WASTEWTR Total		**123,500**									
WATER											
WATER-019	North Reservoir East Transmission Main - 75%OSL							71,500	415,500		
WATER-020	North Reservoir South Transmission- 75% OSL							84,600	490,900		
WATER Total								**156,100**	**906,400**		
SOLIDW											
SOLWA-002	Compost Transfer Site		650,000								
SOLIDW Total			**650,000**								
Growth Total		**123,500**	**650,000**					**156,100**	**906,400**		

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



Fountain Park Playground

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 relates to ten significant projects

- The first stages of Ray Gibbon Drive Stage 1 and 2 (originating in 2006)
- Construction of Servus Credit Union Place (originating in 2006)
- Phase 3 North Interceptor Project 9 (originating in 2018, 2019)
- Ray Gibbon twinning (originating in 2020, 2021, 2022)
- Fire Hall #4 Land (originating in 2021)
- Range Road 260 (originating in 2021, 2022)
- The North St. Albert Trail (originating in 2020, 2021, 2022, 2023)
- The North St. Albert Trail Phase 3 (originating in 2024)
- Municipal Facilities (FCM Loan for Fountain Park)
- Villeneuve Road (originating in 2023)

The City's long-term debt projects are detailed in the table below:

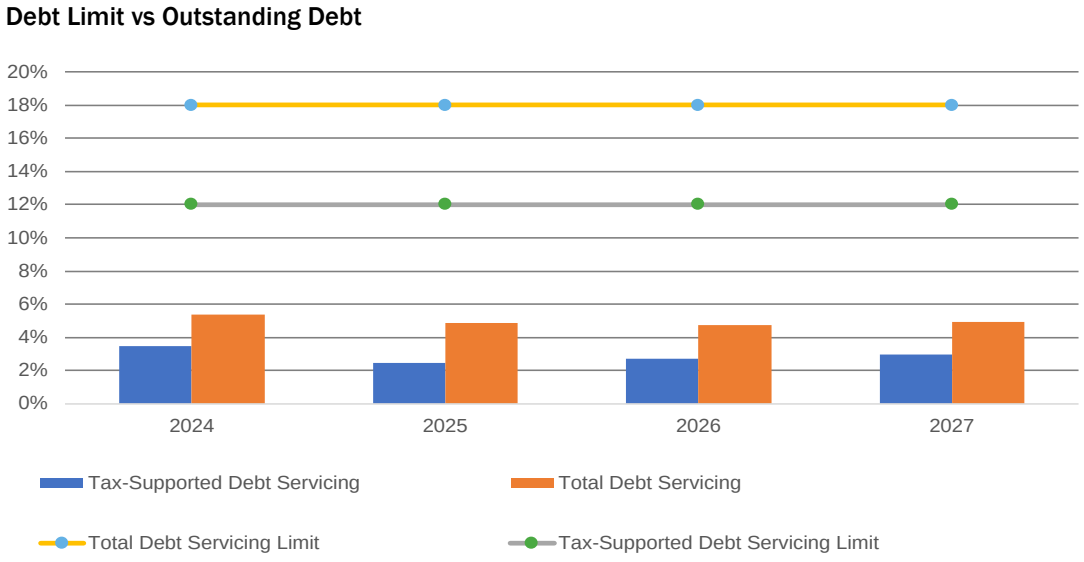
2024 – 2027 Debt

(In thousands of dollars)

	2024	2025	2026	2027
Debt Outstanding (as at December 31)				
Ray Gibbon Drive Stage 1 and 2	$ 25,526	$ 22,770	$ 19,889	$ 17,640
Servus Place	369	-	-	-
Project #9	7,419	6,972	6,511	6,035
Ray Gibbon Drive Twinning	5,822	5,512	5,195	4,872
Fire Hall #4	779	9,208	21,419	20,818
Range Road #260	20,415	18,236	17,425	16,584
North St. Albert Trail	28,841	35,078	33,782	32,428
North St. Albert Trail Phase 3	3,683	3,349	2,999	2,631
Municipal Facilities	3,750	3,649	3,542	3,428
Villeneuve Road	4,603	9,944	15,651	14,857
Total Debt Outstanding	$ 101,207	$ 114,718	$ 126,413	$ 119,293
Debt Payments				
Ray Gibbon Drive Stage 1 and 2	$ 3,853	$ 3,853	$ 3,853	$ 3,098
Servus Place	2,018	377	-	-
Project #9	682	682	682	682
Ray Gibbon Drive Twinning	430	430	430	430
Fire Hall #4	901	67	799	1,877
Range Road #260	2,612	2,951	1,504	1,504
North St. Albert Trail	1,338	2,365	2,996	2,996
North St. Albert Trail Phase 3	513	513	513	513
Municipal Facilities	-	324	324	324
Villeneuve Road	641	641	1,139	1,684
Total Debt Payments	$ 12,986	$ 12,204	$ 12,240	$ 13,108

Debt Servicing Limits

(In thousands of dollars)



The City of St. Albert shall adhere to a debt servicing limit prescribed by the Province and as detailed per the City's Debt Management Policy, C-FS-03, which was updated in Q2 2024. The update establishes an internal limit of 18% of the City's operating budget for total debt servicing and 12% of the City's operating budget for tax-supported debt servicing. As illustrated in the table above, the City's has $13.0 million in debt servicing payments which is considerably lower than the municipal and internal limits.

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

Of the $114.7 million outstanding in 2025 $60.3 million is non-tax funded and $54.4 million tax funded.

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



Alpine Park Pickle Ball Courts

Debt Strategy

The City's Municipal Development Plan (MDP) *Flourish* envisions the City's Growth from a current population of 72,000 to a future population of 100,000 and 13,000 new jobs over the coming decades. While this growth is likely to bring in new sources of revenue to the City it will also require significant investment in new infrastructure.

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

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

Debt decisions should balance maintaining quality of life with financial considerations. The purpose of debt policies and guiding plans is to strategically manage borrowing capacity for future capital assets, maintain maximum flexibility of current operating funds, and limit the impact that debt charges will have on future tax and utility rates.

FUNCTION INFORMATION

COUNCIL

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

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

Resource Requests

The following resources have been identified through Council Motion:

Council Motion

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
Administrative Assistant	Service Delivery	23,000

Council Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Sales & User Fees	$3	$3	$2	$2	$2	$2	-
Other Revenue	1	-	-	-	-	-	-
Transfers To/From Reserves	10	2	9	-	-	-	(9)
TOTAL	$14	$6	$11	$2	$2	$2	$(9)
EXPENDITURES							
Salaries, Wages & Benefits	$595	$637	$719	$740	$832	$832	$(22)
Contracted & General Services	106	130	183	231	243	243	(48)
Materials, Goods, Supplies & Utilities	29	31	41	47	41	41	(6)
Transfers To Organizations & Individuals	20	14	11	11	11	11	-
Other Expenditures	-	-	5	15	15	15	(10)
Transfers To/From Reserves	18	8	-	-	-	-	-
TOTAL	$768	$819	$958	$1,043	$1,141	$1,141	$(85)
NET	**$(754)**	**$(814)**	**$(948)**	**$(1,041)**	**$(1,139)**	**$(1,139)**	**$(94)**
AUTHORIZED POSITIONS							
Full-Time	7.00	7.00	7.00	7.00	7.00	7.00	0.00

SIGNIFICANT CHANGES

Expenses

$22 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs & Councillors transitioning to full-time roles starting with the next term in October 2025.

$48 thousand increase in Contracted & General Services is due to increase in higher travel and learning & development expenses, partially offset by the phase-out of per diem costs after October 2025.

$6 thousand increase in Materials, Goods, Supplies & Utilities is due to a one-time home office stipend provided to Councillors for each term.

Note: Totals may not sum exactly due to rounding

EXECUTIVE LEADERSHIP

Executive Leadership provides 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 Office of the Chief Administrative Officer (CAO), and the Office of the Managing Directors (OMD).

Resource Requests

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

Maintain Services

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
Executive Assistant	Service Delivery	71,800

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

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Transfers To/From Reserves	$61	$15	-	-	-	-	-
TOTAL	$61	$15	-	-	-	-	-
EXPENDITURES							
Salaries, Wages & Benefits	$1,980	$1,524	$1,590	$1,607	$1,630	$1,654	$(16)
Contracted & General Services	53	47	69	74	74	74	(5)
Materials, Goods, Supplies & Utilities	19	21	30	25	25	25	5
Transfers To Organizations & Individuals	-	15	-	-	-	-	-
Transfers To/From Reserves	7	1	-	-	-	-	-
TOTAL	$2,059	$1,608	$1,689	$1,705	$1,728	$1,753	$(17)
NET	**$(1,998)**	**$(1,593)**	**$(1,689)**	**$(1,705)**	**$(1,728)**	**$(1,753)**	**$(17)**
AUTHORIZED POSITIONS							
Full-Time	11.00	14.20	13.46	10.46	10.46	10.46	-3.00

SIGNIFICANT CHANGES

Expenses

$16 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs.

Note: Totals may not sum exactly due to rounding



St. Albert Place – City Hall

GENERAL GOVERNMENT

Functional Overview

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

The following departments are funded through this function:

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

Corporate Business Plan Alignment

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

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

Maintain Services

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
IT Applications Analyst – Asset Management (term to perm)	OE 3: Digital Transformation	120,200
Risk & Insurance Advisor	OE 4: Operational Performance	68,800

Growth Initiatives

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
Climate Adaptation Specialist	SP 4: Adapting to a Changing Natural Environment	81,800
Contract Management Specialist	SP 5: Financial Sustainability	93,000
Corporate Security Risk Mitigation	Service Delivery	170,000
Inclusive Hiring Program	Service Delivery	135,500

Reserve Funded (Election Reserve)

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
2025 Election Requirements	Service Delivery	200,000

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Sales & User Fees	$352	$587	$308	$345	$304	$304	$37
Penalties & Costs On Taxes	1,210	1,223	1,175	1,200	1,200	1,200	25
Licenses & Permits	902	914	864	936	936	946	72
Interest Income	-		-	-	-	-	-
Conditional Grants	155	422	842	386	412	109	(456)
Other Revenue	10	11	12	12	12	12	-
Transfers To/From Reserves	532	88	959	701	253	210	(258)
TOTAL	$3,161	$3,245	$4,159	$3,579	$3,116	$2,780	$(580)
EXPENDITURES							
Salaries, Wages & Benefits	$15,885	$17,290	$19,130	$19,348	$19,628	$19,760	$(219)
Contracted & General Services	5,188	5,391	8,682	8,605	8,192	7,877	77
Materials, Goods, Supplies & Utilities	401	454	411	404	348	348	7
Transfers To Organizations & Individuals	11	25	25	38	25	25	(13)
Bank Charges & Short Term Interest		1	1	1	1	1	-
Other Expenditures	168	128	104	95	95	96	9
Transfers To/From Reserves	603	904	181	208	198	198	(27)
Transfers To/From Operations/Capital	-	(7)	-	5	-	-	(5)
TOTAL	$22,257	$24,185	$28,533	$28,704	$28,488	$28,305	$(172)
NET	**$(19,095)**	**$(20,940)**	**$(24,374)**	**$(25,126)**	**$(25,372)**	**$(25,525)**	**$(752)**
AUTHORIZED POSITIONS							
Full-Time	**133.35**	**137.72**	**152.39**	**156.39**	**156.39**	**156.39**	**4.00**

SIGNIFICANT CHANGES

Revenue

$72 thousand increase in Licenses & Permits Fees is due to higher Business license revenue driven by increased volume.

$456 thousand decrease in Conditional Grants due to one-time grants not budgeted in 2025.

$258 thousand decrease in transfers from reserves is due to one time projects not budgeted in 2025 such as Home Energy Retrofit Accelerator (HERA) program, and Lakeview Business District offset by an increase to fund the 2025 municipal election.

Expenses

$219 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs and the addition of 2 FTEs for the Inclusive Hiring Program

$77 thousand decrease in Contracted & General Services due expenses related to one-time grants and one time projects not budgeted in 2025 offset by an increase in software licensing costs and 2025 municipal election costs related to Bill 20.

Note: Totals may not sum exactly due to rounding



Doger Off-Leash Dog Park

Community & Recreation Services

Functional Overview

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

- Community Services
- Recreation and Parks

Corporate Business Plan Alignment

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

CORPORATE BUSINESS PLAN	COMMUNITY SERVICES	RECREATION & PARKS
SP 1: Economic Prosperity		
SP 2: Downtown Vibrancy		
SP 3: Community Well Being		
SP 4: Adapting to a Changing Natural Environment		

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

Resource Requests

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

Maintain Services

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
Subsidy Program	Service Delivery	200,000

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
CULTR 005 Founders Walk Phase 3	Service Delivery	263,700
RECR 049 Neighbourhood Park Development	Service Delivery	1,989,900
RECR 050 RWP Meadowview Construction	Service Delivery	4,717,800
Public Art	Service Delivery	263,200

Community & Recreation Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Sales & User Fees	$5,765	$6,806	$7,812	$8,044	$8,157	$8,177	$233
Interest Income	2	3	1	1	1	1	-
Rentals	2,585	2,874	2,960	3,017	3,062	3,062	58
Conditional Grants	2,301	2,148	2,069	2,069	2,069	2,069	-
Other Revenue	529	769	719	729	521	454	10
Transfers To/From Reserves	115	45	147	3	3	3	(144)
TOTAL	$11,296	$12,644	$13,707	$13,863	$13,813	$13,765	$156
EXPENDITURES							
Salaries, Wages & Benefits	$13,504	$14,289	$16,512	$16,629	$16,797	$16,945	$(117)
Contracted & General Services	1,976	2,031	2,673	2,604	2,584	2,604	69
Materials, Goods, Supplies & Utilities	2,781	3,160	3,729	3,713	3,828	3,907	16
Transfers To Organizations & Individuals	2,801	3,041	3,244	3,388	3,399	3,409	(145)
Bank Charges & Short Term Interest	110	140	116	141	141	141	(25)
Other Expenditures	254	388	341	517	517	517	(176)
Transfers To/From Reserves	297	275	157	157	157	157	-
Transfers To/From Operations/Capital	5,075	5,067	5,188	5,411	5,411	5,411	(223)
TOTAL	$26,797	$28,391	$31,959	$32,560	$32,833	$33,091	$(601)
NET	**$(15,500)**	**$(15,746)**	**$(18,252)**	**$(18,697)**	**$(19,020)**	**$(19,326)**	**$(445)**

AUTHORIZED POSITIONS	2022 Approved	2023 Approved	2024 Approved	2025 Proposed	2026 Planned	2027 Planned	2024-2025 Variance
Full-Time	112.29	109.62	102.36	102.36	102.36	102.36	0.00

SIGNIFICANT CHANGES

Revenue

$233 thousand increase in Sales & User Fees due to an increase in membership/admissions and lessons fees from rate increases.

$144 thousand decrease in Transfers To/From Reserves due to one-time projects not budgeted in 2025 such as Diversity & Inclusion Public Art, Colour Fields II, Healthy Communities.

Expenses

$117 thousand increase in Salaries, Wages and Benefits due to annualization of salary costs.

$145 thousand increase in Transfers To Organizations & Individuals due to increase in Arts and Heritage grant and increase in grant funding due to Census results.

$176 thousand increase in Other Expenditures due to increase in demand for Subsidy Program.

$223 thousand increase in Transfers To/From Operations/Capital due to an increase in the Library transfer.

Note: Totals may not sum exactly due to rounding



Fire Hall No. 3

EMERGENCY SERVICES

Functional Overview

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

Corporate Business Plan Alignment

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

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

Resource Requests

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

Maintain Services

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
Fire Marshal	Service Delivery	126,000

Growth Initiatives

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
MES Bike Patrol	Service Delivery	12,000

Emergency Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Sales & User Fees	$1,839	$2,172	$1,369	$1,387	$1,387	$1,387	$18
Licenses & Permits	419	447	424	428	428	428	4
Fines	1,902	1,367	1,664	633	633	633	(1,031)
Rentals	28	34	35	35	38	38	-
Conditional Grants	2,048	2,117	2,037	2,077	2,077	2,077	40
Other Revenue	2,686	3,042	2,901	3,481	3,481	3,481	580
Transfers To/From Operations/Capital	-	(75)	-	-	-	-	-
TOTAL	$8,922	$9,104	$8,431	$8,042	$8,044	$8,044	$(389)
EXPENDITURES							
Salaries, Wages & Benefits	$24,006	$24,937	$25,667	$25,632	$25,880	$25,977	$35
Contracted & General Services	1,502	1,609	1,352	1,012	1,012	1,012	340
Purchases From Other Governments	12,771	13,037	14,801	15,860	16,078	16,175	(1,060)
Materials, Goods, Supplies & Utilities	967	1,202	1,308	1,395	1,460	1,472	(87)
Bank Charges & Short Term Interest	2	2	4	4	4	4	-
Other Expenditures	1,582	1,722	1,944	1,886	1,941	1,998	58
Transfers To/From Reserves	105	443	114	93	93	93	21
Transfers To/From Operations/Capital	1		-	-	-	-	-
Funds Acquired Closeout	-	(75)	-	-	-	-	-
TOTAL	$40,937	$42,877	$45,189	$45,882	$46,468	$46,731	$(693)
NET	**$(32,015)**	**$(33,774)**	**$(36,759)**	**$(37,841)**	**$(38,424)**	**$(38,687)**	**$(1,082)**
AUTHORIZED POSITIONS							
Full-Time	**177.62**	**181.62**	**184.62**	**184.62**	**184.62**	**184.62**	**0.00**

SIGNIFICANT CHANGES

Revenue

$1,031 thousand decrease in Fines primarily due to the change in scope within the Alberta Traffic Enforcement (ATE) guidelines.

$580 thousand increase in other revenue due to new Alberta Health Services contract signed in 2024.

Expense

$340 thousand decrease in Contracted & General Services primarily due to the change in scope within the Alberta Traffic Enforcement (ATE) guidelines.

$1,060 thousand increase in Purchases from Other Governments due to increase in the RCMP contract.

$87 thousand increase in Materials, Goods, Supplies & Utilities due to an increase in uniforms and consumable supplies costs.

Note: Totals may not sum exactly due to rounding



Public Operations - Park maintenance

PUBLIC OPERATIONS

Functional Overview

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

Corporate Business Plan Alignment

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

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

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

Resource Requests

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

Maintain Services

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
Supervisor, Transit Fleet	Service Delivery	102,700
Supervisor, Transit Operations	Service Delivery	102,700
Facility Services HVAC Technician	Service Delivery	90,300

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
TRANS 024 Transit Garage Expansion	Service Delivery	10,760,000

Public Operations Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Sales & User Fees	3,296	3,972	3,886	3,968	4,033	4,054	82
Licenses & Permits	27	27	24	24	24	24	-
Rentals	604	612	650	650	650	650	-
Conditional Grants	984	1,065	492	492	492	492	-
Other Revenue	16	15	-	-	-	-	-
Materials, Goods, Supplies & Utilities	461	461	461	461	461	461	-
Other Expenditures	6,909	7,387	8,094	8,178	8,423	8,675	84
Transfers To/From Reserves	17	17	122	22	22	22	(100)
Transfers To/From Operations/Capital	333	253	253	304	304	304	51
TOTAL	$12,646	$13,808	$13,981	$14,098	$14,408	$14,682	$117
EXPENDITURES							
Salaries, Wages & Benefits	$14,013	$14,239	$14,707	$15,050	$15,083	$15,109	$(343)
Contracted & General Services	$15,693	$15,034	$17,027	$17,783	$18,063	$18,324	$(756)
Materials, Goods, Supplies & Utilities	$8,069	$7,367	$9,059	$9,462	$9,591	$9,663	$(403)
Other Expenditures	$4,129	$4,442	$4,788	$5,027	$5,177	$5,331	$(239)
Transfers To/From Reserves	$2,981	$3,448	$3,277	$4,528	$4,528	$4,528	$(1,251)
Transfers To/From Operations/Capital	$(808)	$(826)	$(951)	$(951)	$(951)	$(951)	-
TOTAL	$44,078	$43,704	$47,907	$50,899	$51,491	$52,004	$(2,992)
NET	$(31,432)	$(29,895)	$(33,927)	$(36,802)	$(37,083)	$(37,322)	$(2,875)
AUTHORIZED POSITIONS							
Full-Time	**124.32**	**126.32**	**128.32**	**127.82**	**127.82**	**127.82**	**-0.50**

SIGNIFICANT CHANGES

Revenue

$82 thousand increase in Sales & User Fees due to an increase in transit utilization levels.

$84 thousand increase in Other expenditures due to an increase in garage recoveries reflecting updated equipment charge usage and rates.

$100 thousand decrease in Transfers To/From Reserves due to one-time projects not budgeted in 2025 such as Transit Drivers Service Review.

Expenses

$343 thousand increase in Salaries, Wages and Benefits due to annualization of salaries.

$756 thousand increase in Contracted & General Services due to increases in snow removal, transit operations, rentals & leases, and vehicle repairs and maintenance.

$403 thousand increase in Materials, Goods, Supplies & Utilities due to increase in average fuel costs and supplies.

$239 thousand increase in Other Expenditures related to increase in equipment charges.

$1,251 thousand increase in Transfer to Reserves for reallocation of capital funding to sustain equipment replacement plan.

Note: Totals may not sum exactly due to rounding



Sturgeon Heights Reservoir Replacement and Decommissioning

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.

The following departments are funded through this function:

- Engineering Services
- Planning and Development

Corporate Business Plan Alignment

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

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

Resource Requests

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

Maintain Services

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
Land Coordinator	OE 4: Operational Performance	83,400
Planning Technician/Analyst	SP 1: Economic Prosperity	84,100
Safety Codes Officer – Electrical	Service Delivery	102,500

Growth Initiatives

SERVICE	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
Asset Management Coordinator – HUB	SP 5: Financial Sustainability	75,500

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
ENGS 054 Transportation Network Improvements	Service Delivery	110,000
ENGS 058 Neighbourhood Traffic Calming	Service Delivery	482,500
ENGS 068 Active Transportation	Service Delivery	595,000
ENGS 082 Roadway Preliminary Engineering and Design	Service Delivery	650,000
PLAN 012 Badger Land Study	SP 1: Economic Prosperity	330,000

Planning & Engineering Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Sales & User Fees	$1,206	$1,931	$1,333	$1,212	$1,212	$1,212	$(122)
Licenses & Permits	2,407	2,390	2,309	2,378	2,378	2,378	69
Rentals	13	15	12	12	12	12	-
Conditional Grants	5	5	-	-	-	-	-
Other Revenue	15	16	16	16	16	16	-
Transfers To/From Reserves	33	-	-	-	-	-	-
TOTAL	$3,678	$4,357	$3,670	$3,617	$3,617	$3,617	$(52)
EXPENDITURES							
Salaries, Wages & Benefits	$6,912	$7,788	$8,097	$8,172	$8,232	$8,278	$(75)
Contracted & General Services	518	520	652	677	678	678	(25)
Materials, Goods, Supplies & Utilities	3,288	3,408	3,384	3,701	3,704	3,708	(318)
Bank Charges & Short Term Interest	48	59	34	34	34	34	-
Other Expenditures	73	82	88	94	97	100	(6)
Transfers To/From Reserves	46	582	-	-	-	-	-
Transfers To/From Operations/Capital	(367)	(559)	-	-	-	-	-
TOTAL	$10,516	$11,879	$12,255	$12,679	$12,745	$12,798	$(424)
NET	**$(6,838)**	**$(7,522)**	**$(8,585)**	**$(9,061)**	**$(9,127)**	**$(9,180)**	**$(476)**
AUTHORIZED POSITIONS							
Full-Time	**59.00**	**62.00**	**66.00**	**67.00**	**67.00**	**67.00**	**1.00**

SIGNIFICANT CHANGES

Revenue

$122 thousand decrease in Sales & User Fees due to a trending decrease in development services compliance certificates.

$69 thousand increase in Licenses & Permits consistent with rate increases.

Expenses

$75 thousand increase in Salaries, Wages and Benefits due to annualization of salary costs.

$318 thousand increase in Materials, Goods, Supplies & Utilities due to higher electricity delivery costs impacting street lighting.

Note: Totals may not sum exactly due to rounding

CORPORATE FINANCING

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

Corporate Financing Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Property Taxes (Net Municipal)	$200	$276	$200	$200	$200	$200	-
Business Taxes	-	-	-	1,170	1,170	1,260	1,170
Sales & User Fees	4,470	4,833	5,189	5,583	5,669	5,669	394
Franchise & Concession Contracts	7,303	8,868	9,130	9,674	9,776	9,878	544
Interest Income	5,281	9,365	7,000	8,500	8,500	8,500	1,500
Other Revenue	34	34	30	30	30	30	-
Transfers To/From Reserves	3,981	3,945	4,895	5,501	4,505	4,505	605
Transfers To/From Operations/Capital	2	-	-	-	-	-	-
TOTAL	$21,271	$27,322	$26,443	$30,657	$29,849	$30,042	$4,214
EXPENDITURES							
Property Taxes (Net Municipal)	$13	$7	-	-	-	-	-
Salaries, Wages & Benefits	$667	$4,802	-	-	-	-	-
Contracted & General Services	$5	$4	$5	$5	$5	$5	-
Materials, Goods, Supplies & Utilities	$(1)	$90	-	-	-	-	-
Transfers To Organizations & Individuals	$131	$129	$130	$130	$130	$130	-
Bank Charges & Short Term Interest	$3,376	$6,117	$4,385	$5,085	$5,085	$5,085	$(700)
Debenture Interest	$2,158	$3,046	$3,657	$3,981	$4,997	$5,825	$(324)
Other Expenditures	$(82)	$138	$2,040	$4,603	$7,422	$10,098	$(2,563)
Transfers To/From Reserves	$18,107	$21,978	$16,986	$19,387	$19,894	$22,810	$(2,401)
Principal Repayments	$7,101	$9,338	$8,913	$7,541	$6,624	$6,664	$1,372
Funds Acquired Closeout	-	$(4,544)	-	-	-	-	-
TOTAL	$31,476	$41,107	$36,115	$40,731	$44,156	$50,617	$(4,617)
NET	$(10,204)	$(13,785)	$(9,672)	$(10,075)	$(14,307)	$(20,575)	$(403)
AUTHORIZED POSITIONS							
Full-Time	N/A	N/A	N/A	N/A	N/A	N/A	N/A

SIGNIFICANT CHANGES

Revenue

$1,170 thousand increase in Business Taxes regarding assessment growth revenue applied to the base.

$394 thousand increase in Sales & User fees from utility administration fee based on projected corporate assumptions.

$544 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.

$605 thousand increase in Transfer To/From Reserves due to fund debt payments; Range Road #260, North St. Albert Trail and Villeneuve Road.

Expenses

$700 thousand increase in Bank Charges & Short Term Interest due to higher interest revenue transferred to reserve and deferred revenue balances.

$324 thousand increase in Debenture Interest due to new debentures.

$2,563 thousand increase in Other Expenditures for the corporate contingency.

$2,401 thousand increase in Transfer To/From Reserves for; infrastructure funding strategy, Servus Place debenture applied to capital offset by the reallocation to Public Operations.

$1,372 thousand decrease in Principal Repayments due to Servus Place and Fire Hall # 4 land debentures retired in 2025 offset by new debentures for North St Albert Trail and Municipal Facilities.

Note: Totals may not sum exactly due to rounding



Perron Street Bridge Outfall Structural Repairs

UTILITY SERVICES

Functional Overview

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

The following services are funded through the Utility Services Function:

- Water
- Wastewater
- Stormwater
- Solid Waste Management

Corporate Business Plan Alignment

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

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

Resource Requests

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

Capital Charters

CHARTER NAME	CORPORATE BUSINESS PLAN ALIGNMENT	$ REQUEST
WASWT-023 Jensen Lakes Non-Potable Truckfill	Service Delivery	123,500

Utilities Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Sales & User Fees	41,966	43,969	49,775	53,622	54,463	55,428	3,846
Penalties & Costs On Taxes	238	246	245	255	255	255	10
Other Revenue	40	41	40	40	40	40	-
Transfers To/From Reserves	1,384	677	682	682	682	682	-
TOTAL	$43,629	$44,933	$50,742	$54,598	$55,439	$56,405	$3,856
EXPENDITURES							
Salaries, Wages & Benefits	$5,950	$5,994	$6,522	$6,756	$6,820	$6,884	$(234)
Contracted & General Services	$8,910	$7,725	$10,240	$10,623	$10,709	$10,709	$(384)
Purchases From Other Governments	$13,458	$13,847	$16,050	$17,146	$17,401	$17,889	$(1,095)
Materials, Goods, Supplies & Utilities	$1,227	$1,289	$1,370	$1,569	$1,588	$1,603	$(199)
Transfers To Organizations & Individuals	$11	$13	$24	$24	$24	$24	-
Bank Charges & Short Term Interest	$1	$1	$1	$1	$1	$1	-
Debenture Interest	$282	$258	$249	$235	$221	$206	$14
Other Expenditures	$1,204	$1,275	$1,368	$1,455	$1,697	$1,931	$(86)
Transfers To/From Reserves	$11,413	$12,796	$13,884	$15,690	$15,865	$16,030	$(1,807)
Transfers To/From Operations/Capital	$456	$374	$602	$653	$653	$653	$(51)
Principal Repayments	$1,086	$419	$433	$447	$461	$476	$(14)
Funds Acquired Closeout	$(374)	$941	-	-	-	-	-
TOTAL	$43,623	$44,933	$50,742	$54,598	$55,439	$56,405	$(3,856)
NET	$6	-	-	-	-	-	-
AUTHORIZED POSITIONS							
Full-Time	**58.15**	**58.15**	**60.80**	**61.30**	**61.30**	**61.30**	**0.50**

SIGNIFICANT CHANGES

Revenue

$3,846 thousand increase in Sales & User fees due to an increase in rates for Water, Wastewater, Storm Water and Solid Waste.

Expenses

$234 thousand increase in Salaries, Wages & Benefit due to annualization of salaries.

$384 thousand increase in Contracted & General Services for utility administration based on projected corporate assumptions.

$1,095 thousand increase in Purchases From Other Governments due to the projected increase in rates charged by Arrow Utilities offset by the projected decrease in rates and volume purchased from EPCOR.

$199 thousand increase in Materials, Goods, Supplies & Utilities due to an increase in electricity charges.

$1,807 thousand increase in Transfer To/From Reserves to balance department totals.

Note: Totals may not sum exactly due to rounding

APPENDICES

OPERATION BUSINESS CASES (MUNICIPAL FUNDED)

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2025 RECOMMENDED)

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2025 UNFUNDED)

CAPITAL PROJECT CHARTERS – UTILITY GROWTH (2025 FUNDED)

OUTSIDE AGENCY FUNDING REQUESTS

STRATEGIC FRAMEWORK

PROGRAM AND SERVICE DELIVERY

ACRONYMS

GLOSSARY

MUNICIPAL GROWTH BUSINESS CASES (FUNDED)

Subsidy Program

2025 Election Requirements

Executive Assistant

Fire Marshall

MES Bike Patrol

Asset Management Coordinator – HUB

Land Coordinator

Contract Management Specialist

Risk & Insurance Advisor

Climate Adaptation Specialist

Corporate Security Risk Mitigation

Planning Technician/Analyst

Safety Codes Officer – Electrical

Facility Services HVAC Technician

Supervisor, Transit Fleet

Supervisor, Transit Operations

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: SUBSIDY PROGRAM
Lead Department: Community Services

Type: Maintain Service Levels

Scope Statement: Increase the budget for the existing Subsidy Program to match the demand for support to low-income individuals and families.

BUSINESS CASE JUSTIFICATION

Current State – Subsidy Program supports low-income individuals and families to participate in the City's recreation facilities and programs, and transit services. 2024 demand exceeded existing demand. Demand is expected to continue.

Issue – Inflation, the economy, and newcomers to St. Albert are placing increasing demand on the existing subsidy program. Low-income individuals and families accessing recreation programming can participate in physical/cultural activities they otherwise could not afford, and help alleviate other financial pressures, including paying for groceries or housing.

We have seen a 159% increase in subsidy requests over the past 5 years and 50% increase since 2022.

Opportunities – n/a

Risks – Without access to the subsidy, newcomers and low-income residents have a barrier to accessing programs that can help build new skills, interact with others, and feel like they are a part of a community.

The department has been attempting to cover increased expenses within existing operations, but as inflation and demand increase support needs of residents across the department, this is not sustainable.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $200,000

Net: $200,000

Year: 2026

Revenue:

Expense: $200,000

Net: $200,000

Year: 2027

Revenue:

Expense:

Net:

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: 2025 ELECTION REQUIREMENTS
Lead Department: Legal, Leg & Records Services

Type: Maintain Service Levels

Scope Statement: The approval of Bill 20 has resulted in additional costs to administer the 2025 Municipal Election

BUSINESS CASE JUSTIFICATION

Current State – *The Municipal Affairs Statues Amendment Act*, 2024, or Bill 20 came into effect in spring 2024. The two of the new requirements are to require a permanent electors register and prohibit automated voting equipment, such as electronic tabulators.

Issue – The additional requirements mean that the City will incur new costs to create a permanent voter registry and incur contract labour costs and space for manual counting.

Opportunities – n/a

Risks – The City must take these steps in order to comply with the Provincial Legislation.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue: - $200,000

Expense: $200,000

Net: - 0

Year:

Revenue:

Expense:

Net:

Year:

Revenue:

Expense:

Net:

Duration of Funding: One time

If one time, indicate number of years: _1_____

Associated Capital Project: N/A

Capital Impacts: N/A

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: FIRE MARSHAL
Lead Department: Emergency Services

Type: Maintain Service Levels

Scope Statement: This new addition to the Fire Prevention Team will lead the daily activities of the Fire Prevention team including adding much needed capacity aimed at improving response times to public inquiries and engagement opportunities. The position will also support maintaining service levels within this branch.

BUSINESS CASE JUSTIFICATION

Current State – The City of St. Albert has two (2) Fire Prevention Officers. These officers are responsible for:

- Responding to customer inquiries and complaints
- Issuing permits
- File/Investigation review and compliance assurance
- Investigating all dollar-loss fires
- Plan reviews for proposed development
- Conducting Fire Inspections of various occupancy types to ensure compliance with the Fire Code
- Monitoring compliance with the Fire Bylaw as required
- Planning and directing educational opportunities for residents

Each of these activities contributes to the life/safety of both residents and visitors to the City of St. Albert.

Issue – Currently, Fire Prevention has a staff complement of two (2) which represents an approximate officer to resident ratio of 1:35,000. Industry recommendations vary from 1:15,000 to 1:20,000.

As the City continues to be developed, additional demands are placed on Fire Prevention to review plans, complete inspections, provide education, and investigate dollar-loss fires. Our current complement of officers is challenged to maintain service expectations and the parameters of inspections as set in the City of St. Alberts Quality Management Plan.

Opportunities – Funding the addition of the Fire Marshal will provide additional capacity within the Fire Prevention Branch leading to improved service delivery for both internal and external customers. This additional capacity will also support meeting the

inspection requirements outlined within the Quality Management Plan. Overall, additional staffing within Fire Prevention leads to improved community safety and maintenance of service delivery standards.

Risks – For two consecutive years, Fire Prevention has failed to meet inspection targets outlined within the City of St. Alberts Quality Management Plan. This failure is a result of a difference in the capacity of the two existing officers versus demand. These results were reported to the Safety Codes Council. Continuing to fail to meet inspection requirements may lead to some dwellings falling out of compliance with the Alberta Fire Code thus creating higher risk to occupants and first responders.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $126,000

Net: $126,000

Year: 2026

Revenue:

Expense: $176,000

Net: $176,000

Year: 2027

Revenue:

Expense: $176,000

Net: $1760,00

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: MES BIKE PATROL
Lead Department: Emergency Services

Type: Growth Requirement (new or enhanced service levels)

Scope Statement: Establish funding for a permanent Municipal Enforcement Bike Patrol Program.

BUSINESS CASE JUSTIFICATION

Current State – Currently MES officers patrol using vehicles, golf carts or by walking patrols. Each of these options has limitations. A bike patrol will allow for officers to better access areas such as our trail system, public events and remote areas.

This business case will provide the initial funding required for training, bicycles, and specialized uniforms/equipment to be implemented. A minor adjustment to the Emergency Services base budget will be required in future years to maintain this service.

Issue – There have been safety concerns with existing golf carts and there are limitations to where the carts may access.

Opportunities – Officers will be more visible in areas that residents frequent such as our trial system and at public events. This can contribute positively to the perception of safety in our community. This positive presence may also improve resident satisfaction for the Municipal Enforcement Service branch as seen in the Community Satisfaction survey.

Risks – Failing to fund will result in a continued limited presence of MES Peace Officers in the park and trail system and at events.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $12,000

Net: $12,000

Year: 2026

Revenue:

Expense: $

Net: $

Year: 2027

Revenue:

Expense: $

Net: $

Duration of Funding: One time

If one time, indicate number of years: __1____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: ASSET MANAGEMENT COORDINATOR - HUB
Lead Department: Engineering Services

Type: Growth Requirement (new or enhanced service levels)

Scope Statement: This position will be a central resource for all asset classes to help the asset stewards and subject matter experts align and support the implementation of the Enterprise Maintenance Management-Asset Management (EMM-AM) platform (2025-2030). This position will provide ongoing support for the asset management program.

BUSINESS CASE JUSTIFICATION

Current State – The City's asset management program is being established and is currently focused on improving the maturity levels of asset planning.

Within the Corporate Business Plan (and identified within the Fiscal Review), a new platform has been identified to assist in the execution of asset management functions, EMM-AM. Work is underway to select a vendor, and additional work will need to be done to successfully implement the software across the City. There are currently no central or asset-specific resources to assist in the implementation of this enterprise solution.

Issue – The current asset stewards are focused on the operational maintenance and management of assets and there is limited capacity to improve asset maturity planning and asset management practices. The alternative to this HUB position is to backfill asset steward positions while they get seconded to EMM-AM implementation phase, but this approach would not help transition well the roles they fill today.

EMM-AM will introduce a new platform, and significant work will be required to coordinate information from asset stewards to configure the system to the City's asset management framework. Without this position, centralized governance will be more challenging and the benefits of a formal asset management program will be diminished.

Opportunities – This position will bolster a hub and spoke model for asset management, enabling departments to manage their assets independently but within a larger, more consistent governance framework. It also provides additional capacity, knowledge and expertise that may not be available within asset classes.

This position introduces a nimble organizational structure that leverages centralized resources. The position introduces some positional redundancy for asset stewards and increases knowledge retention within the practice of asset management as well as consistency of practice across the organization.

Risks – Without this position, asset stewards do not have capacity to implement the EMM-AM program and maintain existing city assets through RMR and growth capital programs. Current workloads would require that priorities be made and could result in the delay of the EMM-AM project and implementation of asset management improvements. The introduction of the EMM-AM platform is a considerable digital transformation and will require staff capacity to configure and adopt it. The platform will assist in streamlining and finding efficiencies in asset management processes however, this change will take time and capacity from many city employees. The EMM-AM platform introduces a centralized repository of asset information that can be leveraged for informed decision-making. It also presents the opportunity to share information across asset classes and increase opportunities for sharing of learnings across asset classes.

As the community grows, there are increasing expectations to maintain the existing infrastructure and plan for future assets more sustainably. With this resource, the City is able to continue meeting community expectations for the maintenance and planning of City assets and infrastructure.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 5. Financial Sustainability

Activity: Mature Asset Management Program

Administrative Priority: Digital Transformation

Activity: Enterprise Maintenance Management and Asset Management Platform

Financial Information:

Year: 2025

Revenue: - $

Expense: $75,500

Net: - $75,500

Year: 2026

Revenue:

Expense: $92,600

Net: $92,600

Year: 2027

Revenue:

Expense: $95,200

Net: $95,200

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project: Approved Charter for EMM-AM project

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: LAND COORDINATOR
Lead Department: Engineering Services

Type: Maintain Service Levels

Scope Statement: The Land Coordinator will investigate and facilitate resolution of identified encroachments on City land. The position will also be responsible for reviewing and approving land interest documentation during the subdivision endorsement process, negotiating standard utility right of way agreements, processing development agreements and crossing agreements, and processing and tracking City leases and licenses.

BUSINESS CASE JUSTIFICATION

Current State – In accordance with Council Policy C-P&E-13- Encroachments onto Public Land and Other City Interests, the City is required to address encroachment issues.

Currently, many of these job functions are being completed by a term Land Administrator position, which is approved until April 1, 2025. Prior to 2024, there was a permanent FTE (Storm/Land Compliance Coordinator) who managed many of these functions. Due to additional and expanding responsibilities assigned to Engineering, the position was split into two roles and the existing FTE was assigned to the other position.

Issue – This position is intended to address existing job functions that have been handled by different positions and departments in a siloed and an ad-hoc way. Asset Management, Land and Integrated Infrastructure Services (AMLIIS) team is developing a land management program that will centralize and expand these activities. A robust overall land management plan is anticipated to generate additional revenues over time.

Opportunities – This position is essential to the implementation of an overall continuous improvement plan and a new approach to centralized service delivery in the restructured Asset Management, Land, and Integrated Infrastructure Services (AMLIIS) branch. With the Senior Municipal Land Specialist position being responsible for the development and implementation of the Municipal Land and Real Estate Framework to guide the City's strategic management of corporate land and real estate assets, support will be required for some of the administrative functions of that program, such as lease and license preparation. Additionally, the Supervisor of Long-Term Engineering was restructured within AMLIIS as the Off-Site Levy Specialist' This resource needs to be dedicated to this program to examine opportunities to evolve the program to ensure OSL rates, plans and policies are developed and maintained as efficiently as possible to make development in the City competitive in the region. Some of the less technical or

complex aspects of land management and securing land interests performed by this position will now be handled by the Land Coordinator.

Risks – Risk of not maintaining existing services. This position is only funded through a temporary salary. This could lead to non-compliance with bylaws and standards. Minor safety and regulatory impacts.

Job functions would have to be reassigned to other positions, which will impact other service delivery.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: Operational Performance

Activity: Land & Real Estate Program

Financial Information:

Year: 2025

Revenue:

Expense: $83,400

Net: $83,400

Year: 2026

Revenue:

Expense: $103,400

Net: $103,400

Year: 2027

Revenue:

Expense: $106,400

Net: $106,400

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: EXECUTIVE ASSISTANT
Lead Department: CAO

Type: Maintain Service Levels

Scope Statement: Executive administrative support for Leadership Team and Executive of a portfolio to enable directors and managing directors to focus their capacity on significant operational or strategic issues.

BUSINESS CASE JUSTIFICATION

Current State – Currently, there are two Executive Assistant (EA) positions supporting Leadership Team and Executive Leadership. Executive Leadership consists of 4 positions (CAO and 3 Managing Directors) with each Executive member overseeing a portfolio of departments. Leadership Team consists of the 12 Directors and 6 Senior Managers in the City. The 2 EA positions do not have the capacity to support all the Executive and Leadership Team members. In the absence of administrative support, Senior Managers, Directors and Managing Directors are spending significant time on administrative work which could be reallocated to operational and strategic issues.

Issue – 2 EA's for 22 positions' administrative needs (1:11 ratio) results in no administrative support provided to many Leadership Team members. This business case seeks to move towards an EA for each portfolio and ensure Executive and Leadership Team have administrative support available in their portfolio. Similar to Mayor and Council having dedicated administrative resources (2 resources for 7 people) for their administrative needs, Administration requires this dedicated support. Also, this EA support model existed prior to a reorganization in 2018 that saw Executive Leadership reduced to 2 positions. When the City benchmarks with similar municipalities it has found at minimum Executive members have their own dedicated EA support and in larger organizations LT members have a dedicated administrative support.

Opportunities – The addition of an Executive Assistant allows the prioritization of Leaders' time to the most important matters and to focus on the City's Corporate Business Plan, leading people, and seeking to find and implement opportunities for improvement. It ensures the enquiries put to these leaders are actioned to deadlines, communications are improved, reasonable coverage for administrative resources, and a more sustainable administrative model.

Risks – Without this resource, Corporate Business Plan or planning activities could be delayed, people leadership and operational attention are stretched, and LT and EL positions are engaged in administrative duties. This issue will continue to persist and

worsen as the City grows. A decision to not approve this request in 2025 would see the request deferred and submitted in the subsequent year. This position will also help address corporate risk including Competing Priorities, Capacity, Retention of Knowledge/Network Value and Internal Communications.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $71,800

Net: $71,800

Year: 2026

Revenue:

Expense: $98,600

Net: $98,600

Year: 2027

Revenue:

Expense: $101,500

Net: $101,500

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: CONTRACT MANAGEMENT SPECIALIST
Lead Department: Financial & Strategic Services

Type: Growth Requirement (new or enhanced service levels)

Scope Statement: A permanent Contract Management Specialist is required to address inconsistent contract management processes across City departments as identified in the Procurement Audit Recommendations.

BUSINESS CASE JUSTIFICATION

Current State – The City currently has a decentralized contract management practice that is not monitored and the degree of compliance with best business practices is inconsistent between departments. City departments currently do not have capacity to properly manage contracts fully throughout contract lifecycles. Also, we currently have no means to hold vendors to their contract performance and responsibilities. This exposes the City to considerable contract, legal and financial risk. This position would support the organization in improving contract management practices and processes.

Issue – Contract management requires specialized knowledge that is limited in the current staff complement. City departments do not have capacity or expertise to take on additional responsibilities associated with contract management at this time within existing resources.

Contract administration practices across City departments vary greatly and put the City in situations where we lack documentation and are unable to defend contract issues.

Opportunities – In 2019, the Internal Audit Steering Committee conducted a review of the City's procurement practices and identified a need to improve the standardization of the contract management practice in order to reduce contract, legal and financial risk exposure for the City.

This resource would add much needed expertise to enhance the City's contract management practices and supplement existing knowledge of contract management within City employees. It would also introduce a hybrid model for contract management where departments would receive support from a centralized resource to assist them with contract management or manage contracts directly depending on scope and complexity. This approach would leverage new centralized expertise and capacity, improving standardization and, where appropriate, retaining departments' autonomy to manage their own contracts.

There will also be an opportunity to improve vendor performance evaluations. Improved contract management will help manage vendors and suppliers and protect the City's interests.

Risks – Identified in both Procurement Audit and the EY report, this was an identified gap and presents considerable exposure to risks associated with contracts and how the City manages them. This position will address this risk.

This position will also address work with the Capital Projects Office around capital contract management. The City of St. Albert has a large volume of contracts that are not managed or monitored to reduce risk exposure to the City. Many contracts the City enters into are of high value, especially in the case of capital projects.

Without this additional resource, the City remains exposed to existing levels of contract, legal and financial risk (compliance, fraud & unethical behaviour, financial sustainability, etc.) and does not have capacity to implement improvements to the City's decentralized contract management practices.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 5. Financial Sustainability

Activity: Procurement Audit Implementation Phase 1 & 2

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $93,000

Net: $93,000

Year: 2026

Revenue:

Expense: $127,700

Net: $127,700

Year: 2027

Revenue:

Expense: $131,400

Net: $131,400

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: RISK & INSURANCE ADVISOR
Lead Department: Financial & Strategic Services

Type: Maintain Service Levels

Scope Statement: The position will provide a proactive approach to managing and minimizing the risks, frequency and severity of claims and enhanced decision-making that could lead to reduced costs of insurance and increased cost avoidance.

BUSINESS CASE JUSTIFICATION

Current State – The City has one Insurance and Claims Coordinator who is responsible for administration related to the insurance program, processing of claims and all activities related to insurance and claims required documentation and budget. This Risk and Insurance Advisor will provide an appropriate level of subject matter expertise and insurance designation to proactively identify and manage risks related to insurance and additional capacity for claims management and reporting. This business case implements one of the recommendations from the Insurance Program Review conducted by an external party in 2023.

The Manager provides the overall oversight for the insurance and claims, including developing and updating related policies, procedures and Administrative Directives, reviewing and negotiating the insurance policies and is involved in more complex insurance claims for decision-making. The Manager also provides operational risk management advice as it relates to insurance and is responsible for monitoring insurance-related risks and ensuring that adequate insurance is in place to manage identified risks.

A recently completed Insurance Program review, by a third party, identified opportunities to optimize the City's insurance including potential opportunities for cost savings and cost avoidance.

One of the main recommendations that would enable the implementation of opportunities from the review, is additional resources to ensure proactive management of insurance-related risks, the use of analytics to help inform decisions and the addition of insurance-specific designation that the City is lacking right now. Also, additional resources would provide adequate coverage for claims management. Although the consultants recommended adding two more positions, a supervisor and an additional Insurance and Claims Coordinator, Administration is proposing adding only one additional position at this time and evaluating resourcing needs in future years.

Issue – Currently, the City does not have a resource with an insurance designation, which limits the City's ability to holistically review and manage risks and insurance-related activities proactively. Insurance requirements are becoming more complex and require focused attention and knowledge to assess the City's risk and performance to make informed decisions.

Due to limited capacity on the Insurance and Claims side, insurance-related risk management does not currently take place proactively.

We have experienced an increase in claims, and some are more complex, including lawsuits. More time is required to review, assess and deal with increasing claims.

In addition, with only one Insurance and Claims Coordinator, the Branch does not have proper leave coverage, which is a risk on its own. Currently, residents are asked to submit paperwork and wait until our one Insurance and Claims Coordinator returns from vacation. This is not the desired level of customer service.

Also, the industry standard for claims administration is 100-150 claims per resource and the City has 225 annually on average. With more complex claims and some leading to lawsuits, the City's one resource is stretched too thin and is not in the best position to balance this workload with other insurance requirements such as proactive risk management and analytics.

Opportunities – The Insurance team will have adequate capacity to monitor historical claims and risk exposure to make informed decisions related to required policies and policy limits. There is an opportunity to further explore levels of deductibles and self-insuring some policies, which could result in cost savings, but it requires matured risk management and dedicated resources to ensure risks are balanced with risk appetite and financial impacts.

Additional resources would also provide coverage for claims management to ensure adequate levels of customer service with more responsive service, especially during periods of high claim inquiries and leave coverage. The Insurance team will be in a better position to conduct a proactive risk assessment, work with departments to develop risk management plans and monitor historical claims information to make informed insurance policy-related decisions.

There is an opportunity to further explore levels of deductibles and self-insuring some policies, which could result in cost savings, but it requires matured risk management and dedicated resources to ensure risks are balanced with risk appetite and financial impacts.

Additional resources would also provide coverage for claims management to ensure adequate levels of customer service with more responsive service, especially during periods of high claim inquiries and leave coverage.

Risks – The lack of a proactive approach to identifying and managing insurance-related risks results in an increased frequency of claims, which increases the cost of related insurance policies.

Without a resource with an insurance designation, we are not able to fully optimize opportunities and address challenges related to risk management, insurance and claims. We may be missing opportunities to improve efficiency and cost savings.

Without internal insurance expertise, we rely on our broker to ensure proper coverage at the proper levels, which is not ideal.

Manager's time is at times significantly impacted by operational, and insurance matters which limit time spent on strategic work and initiatives.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: Operational Performance

Activity: Municipal Insurance Practice Review

Financial Information:

Year: 2025

Revenue:

Expense: $68,900

Net: $68,900

Year: 2026

Revenue:

Expense: $91,100

Net: $91,100

Year: 2027

Revenue:

Expense: $95,000

Net: $95,000

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: CLIMATE ADAPTATION SPECIALIST
Lead Department: Gov't/ Indigenous Relations & Environment

Type: Growth Requirement (new or enhanced service levels)

Scope Statement: This position is required to develop, implement, and monitor a climate adaptation program within the organization and the community. To reduce economic, social, and environmental impacts of climate change, adaptation considerations will need to be incorporated into infrastructure, project planning and design, decision making and service delivery.

BUSINESS CASE JUSTIFICATION

Current State – The Edmonton Metropolitan Region Board (EMRB) has completed a Climate Risk and Vulnerability Assessment for the region. Actions from this report and related future anticipated projects (the City's Climate Adaptation Plan) will require coordination and resources to meet St. Albert's regional obligations.

This position will update and implement the City's climate adaptation plan and ensure its integration with the regional plan. The position will also play an active role in the development of the Resilient Infrastructure Long Range Strategy. This position is complimentary to the Municipal Energy Specialist role within the Environment Branch.

Issue – Communities are experiencing significant negative impacts under current climate conditions. The EMRB estimates that without substantive action, economic losses in the region will grow from $4 Billion per year to $10.1 Billion in 2080. Extreme weather events, like wildfires and floods, will become more common and severe. Planning for climate change will make St. Albert a more resilient community - reducing economic, social and environmental impacts, and saving money. A $3.2 Billion expenditure over the next decade by all orders of government, households and businesses could serve to mitigate the impacts of climate change and provide a significant return on investment ($2 to $6 for each dollar invested).

Opportunities – Adaptation actions are cost-effective, essential and will generate benefits, including innovative solutions and technologies, retain ecosystem services, reduce economic shocks to supply chains, sustain livelihoods and maintain social cohesion, and most importantly, save lives.

Risks – Climate change is a risk multiplier. It amplifies existing vulnerabilities and socio-economic inequalities, resulting in some populations experiencing climate impacts more severely. People with health conditions, and disabilities, very young or older adults, and

people who experience structural inequality, poverty, isolation, or discrimination are particularly vulnerable to the impacts of climate change.

Adaptation solutions can better prepare us for the more frequent, severe and unpredictable climate-related disasters. It ensures that community health, food and social systems are better equipped to manage climate risks and support the diverse components of well-being such as mental health and food security. Incremental and transformational changes to infrastructure help to avoid major losses to properties, communities, and critical infrastructure while presenting opportunities to address existing inequalities and the climate's disproportionate impact on marginalized and underserved populations.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 4. Adapting to Changing Natural Environment

Activity: Climate Adaptation Plan (Risk and Vulnerability Assessment)

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $81,800

Net: $81,800

Year: 2026

Revenue:

Expense: $102,600

Net: $102,600

Year: 2027

Revenue:

Expense: $105,600

Net: $105,600

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: CORPORATE SECURITY RISK MITIGATION
Lead Department: HR & Safety

Type: Growth Requirement (new or enhanced service levels)

Scope Statement: New FTE and consultant funding to support establishing corporate oversight, coordination, and implementation work that matures the Corporate Security service to ensure employee, customer, and stakeholders' physical safety and asset security. The request value for 2025 is a combination of wages for a 1.0 Security Lead position as well as contracted services.

BUSINESS CASE JUSTIFICATION

Current State – There is a decentralized approach and no dedicated FTE to manage security related risks resulting in a more reactive approach. Due to competing priorities and capacity constraints, security reviews and action implementation have been delayed or addressed on an ad hoc basis. This business case identifies that a higher level of safety and security will be accomplished by conducting a comprehensive review of all City facilities, developing, reviewing, and updating departmental and facility emergency response plans, and implementing an action plan, addressing any deficiencies or potential risks, within the organization. An FTE would ensure a streamlined, proactive and coordinated approach resulting in more efficient and effective management of corporate security risk that has been identified among the City's top 5 risks in the Corporate Risk Register.

Issue – The City is seeing trends in physical and asset security risk that indicate further attention and a proactive approach is needed:

- Threatening behavior – includes harassment/abuse, assault, and lude behavior
- Theft/Break-ins – includes theft and related property damage

Incident Trending

Year	Harassment Related	Year Over Year Change	Thefts & Break-ins	Year Over Year Change
2023	165	44.73%	62	21.57%
2022	114	20%	51	121.74%
2021	95	116%	23	43.75%

Note: Departments experiencing the largest number of the above incidents include Recreation and Park followed by Public Operations

Additionally, there has been a rise in recent years of serious security related incidents across Canada. We are not immune to these types of incidents within our region and examples include an intentionally set explosion in the Strathcona County Municipal Building underground parkade and the recent active shooter incident at Edmonton City Hall.

For clarity of scope, City Council approved a position for an IT Cyber Security Analyst for 2024. This business case distinguishes itself from cyber security and instead focuses on all other corporate/operational security risks.

Although many incidents are presently reported through the safety management system, there is no compiling and analysis of associated expenses of incidents, which would allow the prioritization of actions and would help identify the reasonable estimates or solutions to prevent incidents and future associated costs (of further incidents).

Security of events, VIP's (e.g., Mayor and Council), and of persons (or their assets) is managed on a request or incident basis. The Corporate Security professional would eventually create a review/intake of requests so they can develop proactive strategies for both administrative and engineered controls. This would potentially include the oversight of all security contracts at the City.

Considering current incident trends, identified threats that could impact St. Albert, and our strategic risk analysis we believe developing and implementing a security strategy is a high priority.

Opportunities – This business case will position the City to be proactive in responding to prevalent issues versus being reactive and allow the City to identify and prevent security incidents of a wide variety from occurring. The investment in this business case is presumed to offset or avoid increases in facilities expenses and insurance premiums; however, the quantification of that expense avoidance is difficult to quantify as security plan implementation will not completely eliminate the security risk. Additionally, there is expected expense savings/cost avoidance through the procurement process in that a corporate procurement versus department level procurement is anticipated to attract more interest and with improved contractual/service fees. Benchmarking of midsized municipalities was completed and identified at least one FTE resource exists at equal to or larger municipalities.

A proactive state could include working to a defined service level and corporate standard, regularly auditing the security program and developing an action plan aimed at continuous improvement, efficiency, and cost containment (or cost avoidance). Currently, incidents are reported through the safety management system, there is no correlation of associated data. A dedicated resource would help prioritize actions and prevent incidents associated with physical security, asset security and associated costs and tender to acquire the service/controls recommended (if required).

Centralized program oversight would be an overarching strategy to plan for and manage security related risks, conduct risk assessments, identify priorities, develop risk management plans, monitor, and report on security related performance, procurement and contract management, and related training. Once an FTE is in place, proper prioritization will take place to help mature this service and responsibilities across the organization.

To help identify the overall current state and gaps related to corporate security, consulting funding is also required to obtain the services of an external party to conduct this review, develop recommendations and a multi year implementation plan that would then be coordinated by this FTE. This approach would ensure that the City has an overall understanding of all security related risks across the city and City facilities to better prioritize addressing identified opportunities for action and improvement of current practices.

Risks – Without the approval of this business case, security program oversight and management will remain decentralized with fragmented ownership. This makes it difficult to manage the overall security approach of the City strategically and efficiently. There will continue to be no centralized/standardized process to assess existing security related gaps and implement a mitigation strategy aimed at prioritizing actions. The City's risk register would continue to identify a mismatch in the risk tolerance of the City. Administration has identified the risk should be mitigated but current controls are deemed insufficient. This leaves the City open to further trending of escalation of related incidents and the associated costs and a higher chance of serious security incidents occurring. We would recommend any breakdown of security related incidents or detailed examples of gaps should be provided in camera.

Again, there has been a rise in recent years of serious security related incidents across Canada. We are not immune to these types of incidents within our region, with an intentionally set explosion in the Strathcona County Municipal Building underground parkade and the recent active shooter incident at Edmonton City Hall. Centralized program oversight would be an overarching strategy to manage security related risks, identify priorities, mitigate, and report on security related performance. Although incidents are reported through the safety management system, there is no correlation of associated data. This would allow the opportunity to prioritize actions and prevent incidents associated with physical security, asset security and associated costs as well as RFP to acquire the service/control if required. Administration recommends any breakdown of security related incidents be provided in camera.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $170,000

Net: $170,000

Year: 2026

Revenue:

Expense: $127,000

Net: $127,000

Year: 2027

Revenue:

Expense: $130,000

Net: $130,000

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: IT APPLICATIONS ANALYST – ASSET MANAGEMENT
Lead Department: Information Technology

Type: Maintain Service Levels

Scope Statement: Dedicated, permanent Application Analyst to support the Enterprise Maintenance Management-Asset Management (EMM-AM) software platform throughout the procurement process and implementation and to provide ongoing application management and support.

BUSINESS CASE JUSTIFICATION

Current State – The IT Application Analyst (Asset Management) is a 3 year term position funded by the EMM-AM project that supports the project as stated in the scope statement. They will also support the existing asset management software as the City transitions to the new platform starting in 2025 which includes custom reporting, troubleshooting software and hardware, database management and maintenance of the asset management software. They will work closely with GIS analysts who support our spatial asset data, as well as partner departments that are stakeholders on the EMM-AM project and software platform once implemented. This business case will make the term position permanent.

Issue – Needed to manage and support the Enterprise Maintenance Management & Asset Management (EMM-AM) application and platform during and after the EMM-AM implementation. The current FTE capacity of application analysts is not sufficient to manage and support this platform.

Opportunities – As stated in the EMM-AM capital project charter, this position is required to provide adequate, ongoing support for the EMM-AM software platform during and after implementation.

Risks – Without this position, the City risks not having adequate support for the new Asset Management system during and ongoing after implementation and will not be able to manage and support the application and therefore will not achieve the benefits defined in the project charter.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: Digital Transformation

Activity: Enterprise Maintenance Management and Asset Management Platform

Financial Information:

Year: 2025

Revenue:

Expense: $120,200

Net: $120,200

Year: 2026

Revenue:

Expense: $120,200

Net: $120,200

Year: 2027

Revenue:

Expense: $120,200

Net: $120,200

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: PLANNING TECHNICIAN/ANALYST
Lead Department: Planning & Development

Type: Maintain Service Levels

Scope Statement: Due to the annexation, digitization, increased addressing needs, and a focus on performance metric reporting, another Planning Technician is required to maintain the existing level of service and to meet the regulated processing timelines.

BUSINESS CASE JUSTIFICATION

Current State – The Planning & Development department has grown over the past years, however, the amount of technicians supporting the team has remained the same. In addition, several big changes have occurred (like the annexation) and will be implemented (digital applications, LUB regulations, municipal naming, etc.), that need extra technical support. The Planning Technicians are seeing an increase in multi-unit addressing requests and are also being tasked with numerous metrics reporting from within the department (MDP KPIs), the organization (Strategic Services KPIs) and outside the organization (the Province, EMRB).

Issue – As the organization becomes more reliant on digitization and data supports, the Planning Technicians have experienced increasing requests for information, project support, and adoption of changing IT platforms. In addition, increased multi-family applications require immediate responses for addressing. These applications are much more complex than low density addressing and require quicker turnarounds - as this task is directly tied to development timelines. In addition, the Planning Technicians are instrumental in the department's transition to digital processes. When Prospero was implemented, a planning technician was assigned to support that implementation which took up approximately 80% of their capacity. The Planning Technicians are also responsible for assembling data metrics and implementing the new GIS upgrades. This requires additional time to provide the KPIs and move data sets into the new system. The KPI collection is taking up a significant portion of their daily tasks, which was not even contemplated within the Planning Technician job description.

Opportunities – As the City looks to expand its online service provision, the Planning Technician position will assist in the implementation of this goal - and help to trouble shoot challenges faced - to help reduce errors and timeline to implement the new programs. One would expect that this position would also reduce the costs of implementation. In addition, having additional support will enable the team to respond to addressing inquiries in a timelier fashion - while also ensuring quality. This position will help to support the new service delivery of reporting on Key Performance Indicators.

This is an expanded expectation of the Planning Technician role, as they are reporting on key measures regarding the effectiveness of policy and procedural processes.

Risks – This is a central support position within P&D. Without adding this additional resource, regulated timelines for subdivision and development applications can be impacted - reducing our service levels. In addition - required reporting to the province and the EMRB will be prioritized over internal processes, which may impact other departments and their deliverables. The other significant risk is the ability of the department to advance its needs regarding digitization and process improvements. Without this resource it limits our ability to catch up to other municipalities regarding the needed and expected process improvements, making the departments even further behind in online applications and AI adoption.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 1. Economic Prosperity

Activity: Extending Online options for Building and Development Application Process

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $84,100

Net: $84,100

Year: 2026

Revenue:

Expense: $104,100

Net: $104,100

Year: 2027

Revenue:

Expense: $107,100

Net: $107,100

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: SAFETY CODES OFFICER - ELECTRICAL
Lead Department: Planning & Development

Type: Maintain Service Levels

Scope Statement: New Safety Codes Officer - Electrical is required to maintain service levels within the Building Inspections Services Branch.

BUSINESS CASE JUSTIFICATION

Current State – Currently, Building Inspectors are tasked with the very technical details of reviewing plans and inspecting construction to ensure building life/safety. Over the past 5 years, total building permit applications have increased by almost half. In 2023, over 18,000 physical inspections were conducted by 6 inspectors (2 building, 2 electrical, 2 plumbing/gas, 1 manager (building)).

Issue – As the pace of development continues to increase, existing staff are stretched more and more to maintain service standards.

Opportunities – Funding this position is necessary to enable Building Inspections to maintain safety standards related to inspections and building construction.

Risks – As the pace of development continues to increase, existing staff are stretched more & more to maintain service standards & ensure building safety. Inspectors are now occasionally conducting 30+ inspections/day, which is a significant risk to quality of the inspection, and to employees (burnout).

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $102,500

Net: $102,500

Year: 2026

Revenue:

Expense: $129,700

Net: $129,700

Year: 2027

Revenue:

Expense: $133,400

Net: $133,400

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: FACILITY SERVICES HVAC TECHNICIAN
Lead Department: Public Operations

Type: Maintain Service Levels

Scope Statement: An additional Facility Services HVAC Technician responsible for repairing and maintaining heating, ventilation and air conditioning equipment in municipal facilities. Installation of components and systems may also be performed by this position.

BUSINESS CASE JUSTIFICATION

Current State – There is currently a single HVAC Technician performing this role in the Facility Services branch of Public Operations. Additional support is provided by way of outsourced contractor services. The single internal technician does not provide for any redundancy or business continuity, which is particularly troublesome for management of after-hours trouble calls and servicing requirements. The work performed by the HVAC Technician is specialized and the equipment repaired and maintained is part of a larger facility system that is performed more efficiently with system familiarity that available outsourced services may not always have. HVAC equipment is part of Facility Lifecycle programs, however, maximizing asset utilization requires completion of prescribed inspections and subsequent preventative maintenance. Aging infrastructure requires increasing maintenance to achieve currently programmed lifecycle replacement timing. New and advancing technologies are changing the way that heating, ventilation and air conditioning systems are maintained, with a growing emphasis on energy efficiency, sustainability and comfort expectations. These considerations require a more in-depth understanding of HVAC systems and controls that current resourcing cannot sustain.

The HVAC Technician performs inspections and preventative maintenance to ensure these systems operate efficiently, comply with safety and regulatory requirements and provide a comfortable environment for facility users.

Issue – This position assists with the sustainable management of municipal facility HVAC systems. Contracted services are currently employed to supplement the work performed by the HVAC Technician. In order to comply with regulatory and safety requirements related to HVAC systems, including pressure vessels, requires specific certification, frequency of inspection and registration requirements that exceed the capacity of a single qualified HVAC Technician. Municipal facilities, and in particular HVAC systems, operate 24 hours per day with scheduled coverage for approximately a third of this time. The single HVAC Technician is responsible for attention to all after-hours trouble and service calls related to HVAC systems. An additional HVAC

Technician can provide redundancies to sustain operations but will also reduce overtime to a single employee and contracted service costs at higher rates.

Opportunities – A second HVAC Technician will reduce contracted service costs that are paid at a higher rate. This position will also provide for redundancy for a single employee responsible for all issues across a 24 hour period. They will work to increase preventative maintenance achievement to extend the life of expensive equipment with increasing procurement lead times. Increased safety awareness can be shared with employees working around HVAC equipment, in particular pressure vessels.

Risks – Increased risk of equipment failure by failing to complete preventative maintenance as required.

Heightened costs associated with contracted services.

A single employee leaves the department vulnerable with no redundancy internally.

There is a risk of inability to obtain contracted services required to achieve service expectations or comply with safety and regulatory requirements.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $90,300

Net: $90,300

Year: 2026

Revenue:

Expense: $120,400

Net: $120,400

Year: 2027

Revenue:

Expense: $120,400

Net: $120,400

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: SUPERVISOR, TRANSIT FLEET
Lead Department: Public Operations

Type: Maintain Service Levels

Scope Statement: A new FTE to support the Fleet Manager. This position supplements the monitoring and performance of Fleet Services, placing efforts in positively influencing, assisting and supporting all Fleet Services projects, processes and services.

BUSINESS CASE JUSTIFICATION

Current State – The size of the City fleet and its equipment continues to grow, with increased annual kilometers travelled by all rolling stock and the increase of operational hours on the City's equipment. The two fleet maintenance shops have been at capacity for seven years and the departmental and City burden placed on Fleet in its effort to support all their service levels has compounded greatly. The drawn out and lengthy transit authority journey stalled out all growth for Fleet Services and even through its conclusion, the Fleet Manager and Fleet Supervisor's role and requirements climbed exponentially. This position would start in January 2025.

Issue – Increasing fleet size and the advancement of technologies continue to increase preventative and unscheduled maintenance. Procurement and all City processes continue to increase Fleet's workload and our operating and capital budgets continue to steadily climb. The repair, maintain and replacement (RMR) process has increased the out-of-scope efforts in directly supporting and completing the procurement processes. Prior to the alignment of Public Works and Transit, the PW Shop had a Fleet Manager and Fleet Supervisor, and Transit had a Fleet Manager. Since that time Fleet has only had the Fleet Manager and the PW Fleet Supervisor, with the Fleet Manager working 10 plus hours per day and periodically on evenings and weekends which could result in burnout.

Opportunities – The addition of a Transit Fleet Supervisor will bring Fleet back to where it existed prior to PW & Transit alignment. This FTE will assist with all Fleet processes, supporting maintenance service levels, directing Fleet's workforce and working through the ever demanding procurement processes. This is a step in the right direction, but the present and future needs and requirements dictate further increased support or continue to increase contracted services and burn out the out-of-scope resources.

Risks – Manager Fleet does not have supervisor able to support Transit.

The risks mitigated by this position include:

- Competing Priorities - Manager vs Supervisor activities
- Capacity - One person performing two roles
- Digital Transformation - ARC, advancing ridership technologies require support
- Employee Turnover - Utility and HDM staff support
- Retention of Knowledge - One person performing all maintenance activities at transit.

Not adding this FTE to Fleet Services will continue to burn out the Fleet Manager and Fleet Supervisor. The lack of resources, manpower and space continue to be challenging for the growing City and especially Fleet Services. Our customers are the internal COSA departments that utilize our vehicles and equipment to maintain their service levels. We are a time sensitive industry that must perform in order to conform to Alberta Transportation legislation and guidelines, and in doing so maintain safe vehicles and equipment for our workforce. Many City departments do not have Fleet's time sensitive components mixed in with legislative requirements that affect their teams' daily workload.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $102,700

Net: $102,700

Year: 2026

Revenue:

Expense: $129,900

Net: $129,900

Year: 2027

Revenue:

Expense: $133,600

Net: $133,600

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: SUPERVISOR, TRANSIT OPERATIONS
Lead Department: Public Operations

Type: Maintain Service Levels

Scope Statement: This position will supervise operations for the Transit branch of Public Operations. The position will oversee bus operating contract management, along with the routing, scheduling and ridership tasks of the branch.

BUSINESS CASE JUSTIFICATION

Current State – The Transit branch is characterized by three functional areas. The three areas are Fleet and Assets, Customer Service and Operations. Transit Operations consists of the routing and scheduling of transit operations for Conventional and Handibus services. These tasks are completed by a Handibus Coordinator and an Operations Coordinator who both report to the Manager, Transit Service Delivery. The Transit Operations Coordinator and the Handi-bus Coordinator will report to this position.

Issue – Each of the three functional areas of St. Albert Transit were led by a Manager prior to 2019. Beginning in 2013, intermunicipal transit governance began to gain traction in the Edmonton Capital Region, 13 municipalities signed a memorandum of understanding in 2018, leading to the creation of the Edmonton Metropolitan Transit Services Commission (EMTSC) in 2021. The Commission would provide transit services, and it was during this period that reductions in City of St. Albert Transit staff occurred in preparation for transit of service to the commission. In 2023, the EMTSC was disestablished, returning St. Albert Transit to its own transit agency. However, staffing levels that had been reduced were not restored to pre-commission levels. A resource gap exists in the Operations area responsible for routing, scheduling and oversight of bus operations activities.

Opportunities – A Supervisor, Transit Operations will restore the Operations area to the required staffing level. This position will be responsible for optimization of Transit Operations including routing and scheduling. With ridership increasing this position will ensure operations are run effectively and sustainably. This position is also integral for succession planning within the Transit Department.

Risks – Capacity is currently exceeded by the demands of Transit Operations. Specialized applications and technologies such as Smart Bus/ Smart Fare, Hastus are currently known by a single employee without redundancy.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue:

Expense: $102,700

Net: $102,700

Year: 2026

Revenue:

Expense: $129,900

Net: $129,900

Year: 2027

Revenue:

Expense: $133,600

Net: $133,600

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

OPERATING BUSINESS CASE

Year: 2025

BUSINESS CASE NAME: ADMINISTRATIVE ASSISTANT - COUNCIL
Lead Department: CAO

Type: Council-Initiated

Scope Statement: A new 1.0 FTE Administrative Assistant to assist Council as they become full-time positions.

BUSINESS CASE JUSTIFICATION

Current State – Currently, one Executive Assistant (1.0 Full-Time Equivalent FTE) supports the Mayor and a 1.0 FTE Administrative Assistant supports six part-time Council members.

CM-23-17 directs that "Administration develop a business case to provide members of Council with office space and a budget for comparable Administrative Assistant support to what exists in similar Alberta mid-sized municipalities, for six full-time Councilors, for the Council term commencing October 2025. That this business case be prepared and presented to the Standing Committee of the Whole by October 2024."

Administration has benchmarked council space and administrative resources with Alberta mid-sized municipalities. Although additional workload is expected of Council after the transition to full-time following the 2025 municipal election, the extent of that workload and impact on administrative assistant resources requires further analysis. Benchmarks indicated that those with populations over 100,000 and full-time/additional Council members had additional resources. Administration has assessed this position would be at the same classification level as presently exists.

Issue – On June 6, 2023, Council passed the following motion: CM-23-18, Effective after the next municipal election in 2025, Councilors will be deemed full-time and compensated at an annual salary of $86,000. With this change, some additional administrative support is anticipated to be necessary. However, not all Council members will rely on administrative support to the same degree. Administration's internal review is that the administrative requirements, for which Council is relying on existing resources today, is not going to double.

This business case proposes that the position will be in place on October 1, 2025, ready to support the next Council.

Council may alternatively wish to propose a contract (non employee) budget for dedicated council administrative or research support. This option could only be found applied in large urban centres (Edmonton/Calgary). Such an alternative conflicts with

the internal staff support model for coverage and shared resourcing. The issue of different demands/administrative needs of different council members continues and could see some Council members having higher reported expenses versus that of their Council colleagues.

Opportunities – This business case seeks to meet the administrative demands of Council to ensure efficient delivery of council governance. It is provided at Council's request. Administration's view is that there are other higher priority requests advanced for Council's decision or deferred to future years that should be given consideration over this request.

Risks – Council has requested this business case. If it is not approved Council and Administration would assess the work impacts of a full-time council and if capacity to meet council requirements became unsustainable, a business case would be developed for a subsequent budget year. If urgent additional capacity was required in 2026, Council could approve temporary funding for the purpose of administrative support using reserve funds.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Activity: N / A

Administrative Priority: N / A

Activity: N / A

Financial Information:

Year: 2025

Revenue: -

Expense: $23,000

Net: - $23,000

Year: 2026

Revenue: -

Expense: $71,500

Net: $71,500

Year: 2027

Revenue: -

Expense: $73,300

Net: $73,300

Duration of Funding: Ongoing

If one time, indicate number of years: _____

Associated Capital Project:

Capital Impacts:

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2025 RECOMMENDED)

ENGS-068 Active Transportation

RECR-050 RWP West - Meadowview Construction

RECR-049 New Neighbourhood Park Development

CULTR-005 Founders Walk Phase 3

TRAN-024 Transit Garage (Liggett Place) Expansion

ENGS-058 Neighbourhood Traffic Calming

ENGS-054 Transportation Network Improvements

ENGS-082 Roadway Preliminary Engineering and Design

PLAN-012 Badger Lands Site Plan

CAPITAL PROJECT CHARTER

YEAR: 2025 – 2034 (inclusive)

CHARTER NUMBER: ENGS-068

CHARTER NAME: ACTIVE TRANSPORTATION
LEAD DEPARTMENT: Engineering Services

TYPE: Growth

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

ASSET CATEGORY: Roads & Other Engineered Structures

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

PROJECT CHARTER JUSTIFICATION

Current State

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

Priority areas for new sidewalk installations have targeted:

1) Riel Business Park; Riel Drive from Sir Winston Churchill Avenue to the BMX park: Planned for completion in 2024.

2) Sturgeon Road: Sir Winston Churchill Avenue to Woodlands Road: Planned for completion in 2024.

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

Through the requested funding and planned programming, the Campbell Business Park will have sidewalk completed by end of 2027. Further work will continue to advance design of next priority sites throughout the City.

Issue(s)

1) Site inspections must be performed to confirm feasibility and constructability of “gap” sites from the report. It has been found that some locations of the report identified as “gaps” are not feasible to have sidewalk constructed.

2) Some locations may be restricted in existing right of way space to accommodate the placement of sidewalk or trail. Such sites may require engagement with private landowners to seek easement or land purchase, or adjustments to design to accommodate movement.

3) Infrastructure must be designed and constructed for accessibility for various levels of mobility capabilities.

4) Through the development process it is intended that new development address active mode infrastructure immediately adjacent to their site; however, infrastructure may not be in place to accommodate full active mode travel to the location(s) from various areas of the City.

5) There is limited data regarding volumes and use of the trail network, which results in reduced capability of quantifying priority areas.

Opportunities

1) Communication / Transparency: The completion of the network “gaps” assessment has helped to identify and prioritize placement of new sidewalk and trails that supports proactive communication for information and for resident’s awareness of the program.

2) Project alignment: Complete sidewalk or trail connection components within alternative capital projects. When doing so, it may create efficiency for completion and economic benefit through efficiencies of construction, as well it reduces disruption and negative impacts of construction.

Risks

1) Reduced safety: If not appropriately accommodated, pedestrians /cyclists may opt to attempt to use the roadway that can result in immediate and high-risk conflicts.

2) Reduced quality of life: Areas of the City without active transportation connections reduces mobility choices and impacts the movement of those with mobility challenges.

3) Construction costs: Construction costs may vary annually based on the industry, or be impacted directly by the actual scope of work required to accommodate infrastructure within an area such as grading, utility conflicts, land requirements, tree conflicts, etc.

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

5) Poor weather conditions to allow for construction completion.

6) Missed collaborative efforts between departments for construction activity.

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

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A
Initiatives: N / A
Operational Excellence Priority Area: N / A
Initiatives: N / A

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

Timelines (associated with a single site):
- Year 1: Design
- Years 2 or beyond: Construction
- Effort is made to maintain advance work for sites through design to develop stronger accuracy in cost estimates.

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	595,000
		2026		568,000
		2027		415,000
		2028		675,000
		2029		250,000
		2030		500,000
		2031		500,000
		2032		500,000
		2033		500,000
		2034		500,000
		Total	**$**	**5,003,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design			125,000		200,000					
Site Servicing										
Strucure/Building Construction	450,000	425,000	200,000	500,000		400,000	400,000	400,000	400,000	400,000
Landscaping										
Construction Management	60,000	60,000	40,000	75,000		50,000	50,000	50,000	50,000	50,000
Commissioning and QA/QC	40,000	40,000	30,000	50,000		10,000	10,000	10,000	10,000	10,000
Contingency	45,000	43,000	20,000	50,000	50,000	40,000	40,000	40,000	40,000	40,000
Inflation										
Equipment										
Other										
TOTAL	**595,000**	**568,000**	**415,000**	**675,000**	**250,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**

Comments:

- From 2030 and beyond, construction and design placeholders are maintained that will be updated with applicable defined work plans.
- Contingency is 10% of construction costs.

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

The below operational impacts are anticipated to be required annually, following completion of construction of the new sidewalk to address seasonal maintenance.

OPERATING IMPACTS	Department	2025	2026	2027
		-	2,000	2,000
TOTAL		**-**	**2,000**	**2,000**

CAPITAL PROJECT CHARTER

YEAR: 2025-2026

CHARTER NUMBER: RECR-050

CHARTER NAME: RWP WEST – MEADOWVIEW CONSTRUCTION
LEAD DEPARTMENT: Recreation & Parks

TYPE: Growth

EXPLANATION (RMR OR GROWTH): The project involves the remaining phases of the Red Willow Park West – Meadowview project. This charter addresses a new key trail connection between the Grey Nuns White Spruce Park (GNWSP) multi-use trail and the existing Red Willow Trail east of the CN trestle bridge, new supportive amenities (parking, washrooms) and interpretive opportunities at GNWSP.

ASSET CATEGORY: Parks & Trails

SCOPE STATEMENT: The charter scope includes the construction of what is identified as Phase Two and Phase Three of the Red Willow Park West - Meadowview Project.

- Phase Two: Trail connection from GNWSP to existing trails in MacMillan Park, east of the CN trestle bridge, including seating areas and viewing nodes.
- Phase Three: Design and construction of a new parking area, washrooms and interpretation opportunities at GNWSP.

PROJECT CHARTER JUSTIFICATION

Current State

In consideration of the complexity of the project, including permitting requirements from multiple agencies, the project has been broken into three phases.

Phase One: GNWSP construction was funded in 2021 (complete).

Phase Two: Trail connection from GNWSP under the CN trestle bridge to connect to existing trails at MacMillan Park. Design work, permits and external approval requirements have been completed. The land required to connect Phase Two along Riverlot 22 was acquired in 2021.

Phase Two includes the construction of:

- Multi-use trail (~1.9km) from GNWSP along the Sturgeon River, connecting to the existing trail on the east side of the trestle bridge.
- Pedestrian bridges at the Riverside stormwater management facility and under the existing CN trestle bridge.

    - Safety requirements have changed substantially since other similar crossings in the Red Willow Trail system were built. Both of these structures are more complex than in other areas of the City.
- Boardwalks through environmentally sensitive areas with limited land available for trail construction.
- Viewpoint at Meadowview Lane to give opportunity for nature viewing and educational opportunities.
- Seating nodes as required by the City's Municipal Engineering



Standards.

Phase Three: The Riverside entrance at GNWSP will consist of a permanent parking lot and washrooms. Construction of this phase is dependent on the stages of Riverside development and the realignment of Hogan Road. This work began in 2024 by the developer, Genstar Developments Ltd. (Genstar). The timing of this work is assessed annually with Genstar. This phase also includes potential interpretive infrastructure for GNWSP and Phase Two trails.

Project History

1991: Red Willow Park Master Plan completed from Riverlot 56 to Big Lake. Red Willow Park is deemed an open space corridor along the Sturgeon River which is managed to conserve St. Albert's unique natural and cultural heritage and to provide a land and facility base for recreation pursuits, accessible to all.

Out of the 1991 Red Willow Park Master Plan, major park development such as Kingswood, Lions Park, and Woodlands occurred.

2003: Red Willow Park West Master Plan is completed as this area (west of the trestle bridge) has changed significantly since 1991 and a new Master Plan is needed. Riel Recreation Park develops through this plan.

2011: Grey Nuns White Spruce Forest Bylaw 31/2011 designated the forest as a Municipal Historic Resource. This has provided valuable protection to the forest.

2014: Grey Nuns White Spruce Park Management Plan created with the purpose to provide strategies to preserve and maintain the forest while allowing appropriate use of the park for the enjoyment of residents.

2018: The City updated the Red Willow Park West Master Plan to ensure alignment with key City and Provincial initiatives, such as 2014 Riverside Area Structure Plan, Grey Nuns White Spruce Park Management Plan, Heritage Sites Functional Study and Lois Hole Provincial Park Management Plan. This plan also included expansion into Carrot Creek greenway.

2019-2023: Detailed design on Phase One [complete] and Phase Two [complete] was initiated in 2019. This step included public and stakeholder engagement, completion of design processes, and permitting from multiple agencies including ATCO gas, CN Rail, Department of Fisheries and Oceans, Alberta Culture – *Historic Resources Act* and Albert Environment – *Water Act* and *Public Lands Act* approvals.

2021: Construction was completed on GNWSP, and the site was reopened to the public.

2024: The GNWSP and trail interpretive plan project has commenced with the collection of historical, cultural and environmental information about the area.

Issue

The project has been broken into three phases due to its complexity; however, all three phases contribute to Council, administration directives and policies which address such aspects as environmental sustainability and active transportation. Increased need for trail connection has occurred due to the Riverside neighbourhood build-out continuing at a rapid pace, with over 10,000 residents expected at completion. Demand for active transportation networks is expected to grow with the development of Riverside, Cherot East, Avenir and the Lakeview Business District. This trail will also connect the GNWSP and Riverside neighbourhood to the existing downtown trail system.

Opportunities

Construction of this trail connection addresses the trail gap within the existing Red Willow Trail system. It provides a key connection for Riverside as well as for all residents wanting to travel downtown to GNWSP and the Ray Gibbon Drive bridge and associated trail system. Parks, green and natural spaces, and trails were the top factors contributing to a high quality of life in the City, ranking substantially higher than any other factor (City of St. Albert 2021 Community Satisfaction Survey). More specifically trails are a free recreational amenity that connect citizens to their community, each

other and the environment, offering positive mental, social, physical and spiritual benefits. This area is a critical growth area for the west of St. Albert and would (along with work trail in Oakmont) provide a contiguous trail across the north side of the river. This project additionally aligns with the following Flourish policies:

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

There is strong support for the construction of this project, identified through public engagement carried out as part of the Red Willow Park West Master Plan update in 2018. Public engagement during detailed design resulted in over 140 surveys being completed and 77 people attending the open house. Stakeholders representing eight organizations were also consulted through separate meetings and communications.

Aligning with standard service levels and meeting the principles outlined in the City of St. Albert Parks and Open Space Standards and Guidelines, the GNWSP is planned to have a parking lot and full-service washroom as part of Phase Three of this project. The cultural and historic significance of GNWSP and Red Willow Park has the potential to offer unique opportunities for the public and school and community groups to learn more about the rich cultural, historical and ecological significance of the area through interpretive opportunities. Interpretive opportunities can also build stewardship and public responsibility for the forest and park overall. This work is aligned with the goals of the GNWSP Management Plan.

Alignment with the Active Transportation network and representing strong stewardship of natural areas amidst a growing population makes this project a prime candidate for grant submissions. Administration is constantly seeking funding opportunities to offset the substantial investment this project requires.

Two bridge structures near GNWSP were anticipated in the Riverside Area Structure Plan. The bridges were near one another crossing the stormwater management facility nearest the park. To reduce extensive lifecycle costs, maintain essential trail connectivity and offset City capital costs, the two bridges were reduced to the already designed Red Willow Park West Phase 2 bridge. As compensation, the City has received a contribution of $228,000 from Genstar. This revenue will be recognized at the time of construction, reducing the overall capital cost of the project.

Risks

Risks of not completing this project:

- Trail connectivity is not completed which creates safety and liability concerns when people create their own routes near the Sturgeon River and across the CN rail line.
- Riverside residents continue to require detours to access the Red Willow Trail System and cannot effectively use the trail system for active transportation.

- Residents continue to create and use their own paths, leading to potential environmental concerns (soil issues, garbage, wildlife impacts).
- Construction costs increase due to delays.
- Environmental and other assessments need to be repeated due to project delays.

Risks within completing this project:

- Environmental issues identified may require greater remediation than anticipated.
- Construction delays due to weather and permitting requirements.
- Lack of qualified candidates that have environmentally sensitive construction experience.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 3. Community Well Being

Initiatives: N/A

Operational Excellence Priority Area: N/A

Initiatives: N/A

Stakeholder Identification:

Internal Stakeholders: Extensive internal consultations have occurred during detailed design and will occur throughout construction as this project impacts many departments including:

- Government/Indigenous Relations & Environment.
- Public Operations incl. Utilities.
- Planning & Development.
- Emergency Services.
- Engineering incl. Transportation.
- Community Services incl. Culture; and
- RCMP.

External stakeholders: Extensive consultation with groups and the public occurred at the Master Plan stage and continued during design and construction. Major stakeholders are:

- Genstar Developments.

- Private landowners.
- Arts and Heritage Foundation.
- Canadian National Railway.
- St. Albert Men's Slow Pitch.
- Big Lake Environmental Support Society.
- Grey Nuns White Spruce Park Working Group.
- Sturgeon River Watershed Alliance.
- Government of Alberta – Environment and Parks.
- Indigenous partners; and
- General public.

Timeline:

- 2025 – Phase Two RWP West trail construction.
- 2026 – Phase Three GNWSP Riverside Entrance Construction & Interpretive Plan

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	4,717,800
		2026		2,621,600
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		2034		-
		Total	**$**	**7,339,400**
			See Capital Project Worksheet for details.	

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

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	184,800									
Site Servicing		110,400								
Strucure/Building Construction		1,205,000								
Landscaping	3,406,300	314,500								
Construction Management	380,300	106,000								
Commissioning and QA/QC	31,900	11,900								
Contingency	714,500	873,800								
Public Participation Activities										
Equipment										
Other										
TOTAL	**4,717,800**	**2,621,600**	-	-	-	-	-	-	-	-

Comments: Contingency at 15% for Phase Two (2025 scope) and 50% for Phase Three (2025 & 2026 scope). Escalation at 3.0% for 2025 and 2026, as per budget instructions.

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

Operating impacts for Phase Two are anticipated to begin in 2027 and include the maintenance of trails, associated site furnishings, and the bridge structures and will be included in future charters.

Operating impacts for Phase Three are anticipated to begin in 2028 and will be included in future charters.

OPERATING IMPACTS	Department	2025	2026	2027
Public Works - Parks and Open Spaces	Public Operations			20,900
Costs for trail, boardwalk, bridge, bench,				
waste receptacles, fencing and naturalized plantings maintenance				
TOTAL		**-**	**-**	**20,900**

CAPITAL PROJECT CHARTER

YEAR: 2025-2034

CHARTER NUMBER: RECR-049

CHARTER NAME: NEW NEIGHBOURHOOD PARK DEVELOPMENT
LEAD DEPARTMENT: Recreation & Parks

TYPE: Growth

EXPLANATION (RMR OR GROWTH): Development of new outdoor recreation amenities on municipal reserve lands within growing neighbourhoods.

ASSET CATEGORY: Parks & Trails

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

PROJECT CHARTER JUSTIFICATION

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

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

Through the Municipal Development Plan (MDP) and Engineering Standards, developers provide basic park amenities including trash receptacles, benches, trails, and basic landscaping (grading, grass, some plantings). In alignment with the Parks and Open Spaces Standards and Guidelines (updated 2023) and the City's Engineering Standards, the City then provides additional amenities and features to support active and passive use of the parks and open spaces, including playgrounds, outdoor rinks, sport fields, sport courts, trail connections, seating areas, landscaping, etc.

Current State

There are several approved or in-progress ASPs and Neighbourhood Plans (NPs) that have identified MR lands that will require development over the timeframe of this charter including:

- Cherot (including Cherot East and Avenir neighbourhoods);
- Erin Ridge North Phase 2;
- Jensen Lakes;
- Jensen Lakes Phase 2;
- North Ridge Phase 2;

- South Riel;
- Annexation Area (Solarcrest, previously dedicated MR);
- Riverside;
- Ville Giroux; and
- Lakeview/Badger.

Parks master plans are completed or in progress for most of these neighbourhoods. The information from these master plans will support refinement of this charter and provide the basis of detailed design for each park. New areas are added to this charter as ASPs and NPs are approved by Council. New neighbourhoods in the northeast annexation area are anticipated to be approved over the next few years and will increase the areas covered under this charter.

Work in 2025 will focus on a potential partnership with Averton in South Riel (Midtown) for detailed design work and construction of Element Park in Erin Ridge North Phase 2. Additional projects within the scope of this charter may be advanced, pending available funding, in consultation with developers.

Issue

St. Albert is experiencing strong residential growth, with associated needs for ongoing park development. The City needs to ensure new neighbourhoods have access to developed parks and open spaces, as provided in existing neighbourhoods, to ensure equitable access and to continue meeting current service levels and resident expectations.

The timing of park construction is challenging to anticipate as it must align with the adjacent development and overall neighbourhood build out. Administration works cooperatively with developers to assess neighbourhood park needs and anticipate appropriate park construction timelines throughout the year to forecast as accurately as possible.

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

Opportunities

Trails, parks, and open spaces ranked as the top factor contributing to a high quality of life in the City, ranking substantially higher than any other factor (City of St. Albert 2021 Community Satisfaction Survey). The dedication of MR lands is essential to the development of park spaces in St. Albert. Each ASP has opportunities for the development of park spaces that will provide a variety of spontaneous and structured recreation opportunities.

Well-thought-out parks with compatible amenities and uses increase the overall attractiveness of the neighbourhood, directly increase property values, and enhance the quality of life of all residents in the City. Neighbourhood park construction funds will provide recreation opportunities that consider the target market for the ASP, unique needs of the neighbourhood, and City-wide recreation amenity needs.

Incorporating the principles of “Complete Streets” and the “Active Transportation Strategy”, work under this charter supports active modes of transportation and off-street mobility choices within new neighbourhoods.

Alternate funding sources (e.g., grants, partnerships) will be explored for work undertaken in this charter. The City has partnered with several developers on parks under this charter, resulting in parks delivered much earlier than traditional models, with additional investment by developers into park amenities and/or with increased planning and construction efficiencies. This has led to reduced municipal capital costs, timely access to parks and outdoor amenities for new residents, and improved neighbourhood aesthetics for potential homebuyers.

Through this charter, Administration is seeking to leverage funding to partner on park sites, with a focus on South Riel for 2025.

Risks

Risks of not completing this work include:

- Lack of funding for parks in new neighbourhoods would lead to inequities and lower quality of life for residents between existing and new neighbourhoods.
- For community parks adjacent to school sites, lack of funding under this charter would impact provision of supporting amenities typical to school sites, such as sports fields and ice rinks.
- Lack of park planning could mean missed opportunities to leverage grants or developer investment.
- Delays in planning and construction of parks may cause residents to become accustomed to existing use regardless of future site intention.
    - E.g., lack of awareness of school sites causing resident concern when developed for school board use.
- Communities are less attractive to homebuyers without access to developed parks.
- Underdeveloped lands may pose safety hazards and are an attractant for unwanted uses.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 3. Community Well Being

Initiatives: N/A

Operational Excellence Priority Area: N/A

Initiatives: N/A

Stakeholder Identification:

Internal:

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

External:

- Land developers;
- Community recreation groups;
- Neighbourhood residents; and
- General public.

Timeline:

Table 1 below indicates approximate timelines for park development and considers approved or proposed ASPs.

Park master plans (concept plan) will be completed upon ASP/NP approval to identify potential amenities of each park and refine costing estimates. 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 annually at a minimum and more frequently as needed to align park development with neighbourhood build out and developer timing.

Table 1

Neighbourhood	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Annexation Area						CP	D	C		
Badger Lands						D		C		
Cherot			CP	D		D C	D C		C	D C
Erin Ridge North Phase 2	C	D		C						
Jensen Lakes		D	D C	D C	C	D	D C	C	C	
Jensen Lakes Phase 2						D	D C		D	C
Lakeview District										
North Ridge Phase 2					D		C			
Riverside		D	C		D		D C	D	C	C
South Riel	D	C								
Ville Giroux					D		C			

FINANCIAL INFORMATION:	Investment Year	2025	$	1,989,900
		2026		2,655,300
		2027		945,400
		2028		2,480,700
		2029		1,057,400
		2030		2,046,100
		2031		8,307,800
		2032		4,504,100
		2033		3,822,500
		2034		4,134,200
		Total	**$**	**31,943,400**
			See Capital Project Worksheet for details.	

Operational Impacts: **Yes**

Associated Operating Business Case: None

CAPITAL PROJECT WORKSHEET

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning			60,000			10,000				
Detailed Planning and Design	160,000	140,600	33,700	126,300	272,400	433,800	306,600	168,900	41,200	46,900
Site Servicing										
Strucure/Building Construction										
Landscaping	1,248,700	1,543,300	501,800	1,446,200	403,700	858,900	4,962,000	2,687,400	2,378,900	2,570,700
Construction Management	122,600	123,500	40,100	115,700	32,300	69,000	397,000	215,500	190,300	205,700
Commissioning and QA/QC										
Contingency	454,600	841,900	297,800	786,500	338,000	646,400	2,634,200	1,428,300	1,210,100	1,308,900
Public Participation Activities	4,000	6,000	12,000	6,000	11,000	28,000	8,000	4,000	2,000	2,000
Equipment										
Other										
TOTAL	**1,989,900**	**2,655,300**	**945,400**	**2,480,700**	**1,057,400**	**2,046,100**	**8,307,800**	**4,504,100**	**3,822,500**	**4,134,200**

Comments: Contingency at 50% for conceptual projects, reduced as appropriate for projects in detailed design. Escalation at 3% for 2025-2034, as per budget instructions.

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

Operating impacts related to the maintenance of new parks and recreation amenities within parks spaces.

OPERATING IMPACTS	Department	2025	2026	2027
Public Works - Facility Services	Public Operations			
Maintenance of playground and rink structures				9,000
Public Works - Parks and Open Spaces	Public Operations			
Maintenance of ice surfaces, trails, plantings, seating				23,200
signage and waste receptacles				
TOTAL		**-**	**-**	**32,200**

CAPITAL PROJECT CHARTER

YEAR: 2025 - 2027

CHARTER NUMBER: CULTR-005

CHARTER NAME: FOUNDERS WALK PHASE 3
LEAD DEPARTMENT: Community Services

TYPE: Growth

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

ASSET CATEGORY: Historical / Cultural

SCOPE STATEMENT: Planned Cultural/Historical interpretive features concentrate on the origin story of St. Albert including celebrating the Indigenous Peoples and Sturgeon River and significant contributions to the establishment of St. Albert. Interpretive opportunities included in is project are phased to align with planned Capital Projects at St. Albert Place and Millennium/Lions Park.

PROJECT CHARTER JUSTIFICATION

Current State – In consideration of the financial limitations of constructing all nodes included in Founders Walk Phase III design discussions and stakeholder review, this project was rescoped in 2023 to use a phased approach that aligns with planned Capital projects in the downtown core where possible.

The naming of this charter and future interpretive initiatives are currently under review by Community Services, which is considering opportunities to continue telling the city's stories and celebrating its rich culture and history.

Approved in 2024 –Children's Bridge lighting. Deferred to 2025.

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

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

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

2027 –Celebration Garden

Project History

Extensive community engagement took place in 2017 and 2018, followed by a meeting in 2019 with invited Indigenous partners. They recommended changes to the design, suggesting the removal of significant infrastructure planned along the riverfront. Additionally, they expressed the desire to incorporate Indigenous history highlighting the roles Indigenous people have played and continue to play in building the community, both in this project and others.

Issue –

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

Opportunities –

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

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

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

Risks –

Risks of not completing this project:

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

Risks within completing this project:

Getting power to Children's Bridge may be delayed in 2025.

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

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 2. Downtown Vibrancy

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

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

Timeline:

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

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

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

FINANCIAL INFORMATION:	Investment Year		
		2025	$ 263,700
		2026	43,700
		2027	49,500
		2028	-
		2029	-
		2030	-
		2031	-
		2032	-
		2033	-
		2034	-
		Total	**$ 356,900**
			See Capital Project Worksheet for details.

Operational Impacts: No

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	23,100	3,800	4,300							
Site Servicing										
Strucure/Building Construction	192,500	31,900	36,200							
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	48,100	8,000	9,000							
Public Participation Activities										
Equipment										
Other										
TOTAL	**263,700**	**43,700**	**49,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments: N/A

CAPITAL PROJECT CHARTER

YEAR: 2025

CHARTER NUMBER: TRAN-024

CHARTER NAME: TRANSIT GARAGE (LIGGETT PLACE) EXPANSION
LEAD DEPARTMENT: Public Operations

TYPE: Growth

EXPLANATION (RMR OR GROWTH): To increase the transit garage capacity to meet current and future service levels, and to accommodate growth transit/para-transit buses.

ASSET CATEGORY: Civic Facilities

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

PROJECT CHARTER JUSTIFICATION

Current State - Liggett Place (StAT Transit Garage specifically) has been at capacity since 2015. Steady upward trend in transit service hours over time has increased annual kilometers driven, and thus increased our maintenance component. In 2023, the transit fleet hit an all time high of 2.74 million kilometers driven. Storage and space to maintain and repair units is challenging on a daily basis. The 2014 and newer clean diesel and electric buses, have also increased maintenance requirements.

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

Opportunities - Contracted Services has proven costly and increases downtime. An additional bus maintenance bay, two sets of mobile hoists and one Heavy-Duty Technicians will enable us to complete most tasks in house and reduce contracted services. Mid life in-house engine rebuilds cost $20,000, taking that outside increases to $40,000+. The opportunity remains to stretch the life of the present transit Garage to 2034, at the latest. At time have a brand new, alternate fuel, hydrogen, electric and diesel transit facility built beside Naki Park n Ride. The location would be ideal for movement, operational flow and maintenance of transit buses.

Risks - Deferment will see StAT stagnate with continued zero room for additional growth buses. Routes to new sub divisions in conventional transit methodology will be restricted and meeting the daily bus book out requirements, will remain in question. At time of writing this, two growth buses have been approved, along with an additional growth Handibus.

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

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

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

If the project supports a Council and/or Admin Focus Area, select an appropriate response from the drop-down lists below. If the charter does not align with one or more of the drop-down lists select "N / A" from that list.

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: 4. Operational Performance

Initiatives: 2.2 Mobility Choices Long-Range Strategy

Stakeholder Identification:

Internal

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

Secondary

- COSA Risk & Insurance
- Purchasing Department
- Utilities – gas, water and electrical

Timeline:

2025 – Finalize design and start construction.

2026-2027 - Complete project and commission.

FINANCIAL INFORMATION:	Investment Year	2025	$	10,760,000
		2026		
		2027		
		2028		
		2029		
		2030		
		2031		
		2032		
		2033		
		2034		
		Total	**$**	**10,760,000**
			See Capital Project Worksheet for details.	

Operational Impacts: **Yes** If yes, refer to Operating Impacts Worksheet for details.

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	6,000,000	4,000,000								
Landscaping										
Construction Management	320,000	85,000								
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment		355,000								
Other										
TOTAL	**6,320,000**	**4,440,000**	-	-	-	-	-	-	-	-

Comments: Construction management firm will manage the entire project, from contractor selection, sub-trades, building construction, landscaping and commissioning. Construction management is based on average 6% fee charged by consultants. Equipment in 2026 includes ten (10) mobile hoists, air, oil and grease systems, second wheel lift, maintenance support equipment and 10 jack stands.

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

OPERATING IMPACTS	Department	2025	2026	2027
Utility increases			8,000	10,000
Building Maintenance			5,000	5,000
Staffing - 1 HDT FTE			118,000	118,000
TOTAL		**-**	**131,000**	**133,000**

The annual tax impact for debt servicing is estimated to be $XXX by 2026 (20 year debenture at 6% interest).

CAPITAL PROJECT CHARTER

YEAR: 2025 – 2034 (inclusive)

CHARTER NUMBER: ENGS-058

CHARTER NAME: NEIGHBOURHOOD TRAFFIC CALMING
LEAD DEPARTMENT: Engineering Services

TYPE: Growth

EXPLANATION (RMR OR GROWTH): This project targets the completion of traffic safety improvements within neighbourhoods, inclusive of school zones / playground zones.

ASSET CATEGORY: Roads & Other Engineered Structures

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

PROJECT CHARTER JUSTIFICATION

Current State

The table below identifies between 30% to 35% of all public roadway collisions have occurred within neighbourhoods annually from 2020 to 2023. This equals a total of approximately 954 collisions occurring in neighbourhoods within this time frame, inclusive of 93 incidents (10% of total neighbourhood collisions) involving severe outcomes (injury or fatality).

Table 1.0: 2020 – 2023 Network Collision Total vs. Neighbourhood Collisions

	City Wide	Neighbourhood Level		
Year	Total Collisions	Neighbourhood Collisions (% of Total City Wide)	Injury & Fatal Collisions	PDO Collisions
2020	586	198 (34%)	20	178
2021	636	220 (35%)	25	195
2022	849	271 (32%)	24	247
2023	870	265 (30%)	24	241

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

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

ID	Neighbourhood	Roadway(s) (of resident concern)	Concerns

1	Oakmont	Oak Vista Drive	Excessive Speeding & Pedestrian Safety
2	Mission	Mission Avenue	Excessive Speeding
3	Riverside	Riverside Drive; Riviere Terrace; Red Fox Way; Rankin Drive; Roberge Close	Excessive Volumes; Excessive Speeding & Pedestrian Safety
4	North Ridge	North Ridge Drive	Excessive Speeding & Pedestrian Safety
5	Woodlands	Westwood Drive	Excessive Speeding & Pedestrian Safety
6	Kingswood	Kingswood Drive	Excessive Speeding

From the locations above, Administration is in process of implementing Neighbourhood Traffic Calming to the first four communities (numbers 1 – 4 inclusive of Table 2.0), with the objective of completing the steps necessary to finalize approved Traffic Calming Plans for the communities that ultimately desire and support Traffic Calming by completing the following steps in 2024:

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

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

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

Once these steps are completed, construction costs would be estimated based upon final Plans and design; at this time there are no conceptual plans or designs to inform on construction costs. Place holders have been applied to this charter. The intent of funding within 2025 is to advance the construction of approved Traffic Calming Plans and to complete resident engagement in next priority communities (as per the above engagement steps).

Issue

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

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

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

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

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

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

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

Opportunities

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

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

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

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

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

Risks

1) Quantity of neighbourhod requests and staff limitations / budget limitations to address multiple requests (solution is the identified prioritization).
2) Adjustment of priority locations due to updated traffic data verification
3) Rising construction costs

4) Weather (Schedule); Weather impact on equipment operation
5) Safety of traffic and pedestrians
6) Traffic Delays / roadway efficiency
7) Priority of other construction projects (road overlays, road reconstructs)

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A
Initiatives: N / A
Operational Excellence Priority Area: N / A
Initiatives: N / A

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

Timeline:
- Year 1:
  - Q1: RFP for public / resident engagement and provisional Traffic Plan Development
  - Q2-Q4: Resident Survey and Plan Development
  - Potential of Temporary measure installation(s)
- Year 2:
  - Temporary measure installations or evaluation period
  - Potential of permanent construction - Requires completion of design and construction

FINANCIAL INFORMATION:	Investment Year		
		2025	$ 482,500
		2026	482,500
		2027	482,500
		2028	362,500
		2029	482,500
		2030	482,500
		2031	482,500
		2032	362,500
		2033	482,500
		2034	482,500
		Total	**$ 4,585,000**
			See Capital Project Worksheet for details.

Operational Impacts: **No**

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning	45,000	45,000	45,000	140,000	45,000	45,000	45,000	140,000	45,000	45,000
Detailed Planning and Design	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Site Servicing										
Strucure/Building Construction	250,000	250,000	250,000		250,000	250,000	250,000		250,000	250,000
Landscaping										
Construction Management	37,500	37,500	37,500		37,500	37,500	37,500		37,500	37,500
Commissioning and QA/QC	4,000	4,000	4,000		4,000	4,000	4,000		4,000	4,000
Contingency	21,000	21,000	21,000	17,500	21,000	21,000	21,000	17,500	21,000	21,000
Public Participation Activities	25,000	25,000	25,000	75,000	25,000	25,000	25,000	75,000	25,000	25,000
Equipment				30,000				30,000		
Other										
TOTAL	**482,500**	**482,500**	**482,500**	**362,500**	**482,500**	**482,500**	**482,500**	**362,500**	**482,500**	**482,500**

Comments:

- With no developed concepts or design of the possible Traffic Calming Plans; placeholders for construction are applied for years 1 – 3, with an engagement year following and then further construction years.
- Community / resident engagement is planned for 2024 that will inform on the concepts and designs for possible future construction and updates will be applied to funding once that work is completed.

CAPITAL PROJECT CHARTER

YEAR: 2025 – 2034 (inclusive)

CHARTER NUMBER: ENGS-054

CHARTER NAME: TRANSPORTATION NETWORK IMPROVEMENTS
LEAD DEPARTMENT: Engineering Services

TYPE: Growth

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

ASSET CATEGORY: Roads & Other Engineered Structures

SCOPE STATEMENT: This project shall perform applicable engineering and design and construction to deliver improvements to intersections that result in enhanced safety or improved levels of service associated with reduced congestion or delay.

PROJECT CHARTER JUSTIFICATION

Current State

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

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

- Intersection of St. Albert Trail and St. Anne Street / Sturgeon Road
    - This intersection is a candidate site due to safety and opportunity to align capital investment with RMR work.
    - Status: An in-service safety review has been completed and preliminary design (60%) is completed; proposed for detail design in 2025 and construction in 2026.

- Boudreau Road at Campbell Road
    - This site is currently a candidate for improvements to address both safety and operational areas to reduce intersection delay and congestion.
    - Status: An in-service safety review has been completed and preliminary design (60%) is in process (2024); proposed for detail design in 2026 and construction in 2027.

- South St. Albert Trail corridor, including the intersection of St. Albert Trail at Hebert Road / Gervais Road.
    - This area and intersection are candidates due to congestion, delay and safety.
    - Status: An in-service safety review has been completed, with conceptual design completed of the corridor area; preliminary (60%) design is in progress with anticipated completion in 2024. Due to planned work by the City of Edmonton for the Anthony Henday Drive at 137 Avenue, this project may be deferred to record any impacts or influence to the St Albert Trail corridor.

- Intersection of Boudreau Road and Sir Winston Churchill Avenue
    - This intersection is a candidate site due to safety and operational improvements for improved efficiency to reduce delay and congestion.
    - Status: An in-service safety review has been completed, with conceptual design completed for the intersection; preliminary (60%) design is in progress with anticipated completion in 2024.
    - Completion and timing of improvements will be subject to network conditions and validation of benefits. Current cost estimates for improvements are not in line with resulting benefits from existing conditions; however, prioritization of this site is anticipated in the future.

Issue(s)

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

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

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

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

Opportunities

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

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

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

Risks

1) The first site of St Albert Trail at St Anne Street is influenced by the 32 St Anne St development.
2) Construction costs may vary from estimated values used to create this project charter
3) Poor weather conditions to allow for construction completion.
4) Disruption to road users and services (transit) during construction activity.
5) Collaboration with landowners adjacent to intersections to acquire necessary easements.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A
Initiatives: N / A
Operational Excellence Priority Area: N / A
Initiatives: N / A

Stakeholder Identification:

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

Timeline:

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

FINANCIAL INFORMATION:	Investment Year		
		2025	$ 110,000
		2026	1,805,300
		2027	150,000
		2028	3,628,100
		2029	-
		2030	435,000
		2031	10,325,000
		2032	-
		2033	-
		2034	-
		Total	**$ 16,453,400**
			See Capital Project Worksheet for details.

Operational Impacts: **No**

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	100,000		150,000			435,000				
Site Servicing										
Strucure/Building Construction		1,175,300		2,215,900			6,769,000			
Landscaping		35,000		280,200			470,000			
Construction Management		182,000		333,000			1,086,000			
Commissioning and QA/QC		50,000		50,000						
Contingency	10,000	363,000		749,000			2,000,000			
Public Participation Activities										
Equipment										
Other										
TOTAL	**110,000**	**1,805,300**	**150,000**	**3,628,100**	**-**	**435,000**	**10,325,000**	**-**	**-**	**-**

Comments:

- 2025 – 2026 is applicable to Year 1 Detailed Design and Year 2 Construction of St Albert Tr at St. Anne St
- 2027-2028 is applicable to Year 1 Detailed Design and Year 2 Construction of Boudreau Rd at Campbell Rd
- 2030 – 2031 is applicable to Year 1 Detailed Design and Year 2 Construction of the South St Albert Trail Corridor (from Anthony Henday Drive to Gate Avenue)
- Contingency = 30% of structural construction
- Construction Management = 15% of structural construction

CAPITAL PROJECT CHARTER

YEAR: 2025 – 2034 (inclusive)

CHARTER NUMBER: ENGS-082

CHARTER NAME: ROADWAY PRELIMINARY ENGINEERING & DESIGN
LEAD DEPARTMENT: Engineering Services

TYPE: Growth

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

ASSET CATEGORY: Roads & Other Engineered Structures

SCOPE STATEMENT: This project targets completion of conceptual planning and/or preliminary engineering design of future arterial roadway improvements to service new development.

PROJECT CHARTER JUSTIFICATION

Current State

There are multiple transportation projects that require attention towards planning and delivery based upon servicing needs to support new development. Typically, individual project charters reflecting full costs of planning, engineering, design and construction are developed; however, there is a risk associated with developing funding requests for construction prior to any investment towards planning or preliminary design. Implications of unknowns at early stages of a project can significantly influence cost estimates and put the City at risk in terms of longer-term financial planning.

Dedicated investment towards early roadway concept planning and/or preliminary design work prior to communicating required construction funding helps achieve multiple benefits:

- Improved cost estimate accuracy and scope definition improves municipal capital planning, as well as Off-Site Levy implications and financial recovery needs.
- Improved information sharing with stakeholders (developers, regional partners).
    - Outputs of this project will ensure stakeholders understand requirements, conditions and costs of each project.
- Protection of planned corridors, both for the physical road right of way, as well as documented expectations of final product for a roadway.
- “Shovel ready” projects that may be applicable candidates for grant funding.

There are two (2) roadways advancing preliminary design in 2024 - Range Road 260 (Township Road 540A to Meadowview Drive) and Meadowview Drive (Ray Gibbon Drive to the west City limit).

Next priority candidates for preliminary work to be completed in 2025 include:

1. Giroux Road West / Township Road 540A: Not part of this charter - Lakeview Servicing charter (2025)
2. LeClair Way: Requested funding through this charter (2025)

Outputs of this work may be used to develop individual project charters for future budget consideration or shared with the development community to enable them to advance detailed design and construction of roadway improvements to support development applications.

Issue(s)

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

2. Project cost estimates are used to inform on Off Site Levy cost estimates and values are contentious in terms of perceived accuracy. Improving the details used to inform on cost estimates provides greater confidence and documents the assumptions of the project.

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

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

5. Roadway corridors impactful and adjacent to multiple developers and "piece-mealing" corridor improvements with different interpretations of design requirements, different site constraints that early development may not recognize, changing design standards, land use amendments – all of which may negatively impact the final deliverable of a roadway.

Opportunities

1. Investment towards concept planning and preliminary design will result in improved accuracy of scope and costs that can inform on project charters for associated projects.

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

Risks
The risks associated with individual projects will become more recognized as individual project charters are developed, but high-level risks associated with this charter include:

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

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

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A
Initiatives: N / A
Operational Excellence Priority Area: 2. Planning and Prioritizing
Initiatives: 2.2 Mobility Choices Long-Range Strategy

Stakeholder Identification:
- Council: project status, Off Site Levy Updates, budget considerations.
- Planning and Development: prioritization of projects to service growth.
- UDI members: Technical Working group and OSL team
- Public Operations: Planned projects and timelines for operational impact identification.

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

*Note – some corridors may expand beyond a 12-month project turn around

FINANCIAL INFORMATION:	Investment Year		
		2025	$ 650,000
		2026	550,000
		2027	800,000
		2028	750,000
		2029	750,000
		2030	800,000
		2031	800,000
		2032	800,000
		2033	400,000
		2034	400,000
		Total	**$ 6,700,000**
			See Capital Project Worksheet for details.

Operational Impacts: No

Associated Operating Business Case: No

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	650,000	550,000	800,000	750,000	750,000	800,000	800,000	800,000	400,000	400,000
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Inflation										
Equipment										
Other										
TOTAL	**650,000**	**550,000**	**800,000**	**750,000**	**750,000**	**800,000**	**800,000**	**800,000**	**400,000**	**400,000**

Comments:

1) Estimates for preliminary design work are based upon received costs from 2023 and 2024 programs of similar scope.

2) Cost estimates assume scope of preliminary engineering and design only and are not supportive of additional scope associated with land acquisition, servicing, construction or construction management services or supplemental scope.

CAPITAL PROJECT CHARTER

YEAR: 2025

CHARTER NUMBER: PLAN-012

CHARTER NAME: BADGER LANDS SITE PLAN
LEAD DEPARTMENT: Planning & Development

TYPE: Growth

Explanation (RMR or Growth): As land development continues and expands west, this project charter will ensure that the long-term operational needs of the City are addressed as St. Albert grows.

Asset Category: Master Plan, Studies & Other

Scope Statement: This charter will develop a cohesive site plan for City-owned lands commonly referred to as the Badger Lands (43 City Annex North – Plan 052551, Block 2, Lot 1). This land is crucial for facilitating municipal growth needs, including, but not limited to, a Satellite Yard for Public Works, a Policing Servicing Building, Public Utilities, a High School, a Utilities Debris Processing Station, a City Park, and Recreation Services.

To ensure effective and efficient site planning, a comprehensive site plan should be developed to strategically locate municipal needs and support complementary activities and land uses. This planning will encompass both the lands north and south of the future Fowler Way.

PROJECT CHARTER JUSTIFICATION

Council has previously included the city-owned Badger Property (43 City Annex North – Plan 052551, Block 2, Lot 1) in the West St. Albert Area Structure Plan and has initiated a Neighbourhood Structure Plan for this property. A functional planning study for Fowler Way has been completed, and the City Planning Department has identified several municipal uses for the Badger Property.

While these plans provide direction for future development, a detailed site plan is needed for the following reasons:

- To ensure that municipal facilities are compatible with each other and the surrounding area.
- To achieve optimal and safe site configuration, including the necessary utility, transportation, and access infrastructure.
- To implement access points that separate municipal operations traffic from public traffic as much as possible.

- To effectively coordinate the timing and staging of developments.
- To establish site-specific guidelines for the remediation of the Badger Property.
- To ensure conformance with the ASP and NSP for this area.
- To maximize provincial and federal grant funding.

This project charter will support the following growth recommended project charters contained within the 2025 budget as well as future expected charters:

- POLI-008 – Policing Facility
- PW-018 – PW Satellite Yard
- SW-002 – Compost Depot
- ENV-001 – Contaminated Sites Remediation (2026 addition)

An external planning consultant will be hired to coordinate the detailed site plan, building on information gathered through the St. Albert West Area Structure Plan and the Badger Land Neighbourhood Planning processes.

Current State: Public Operations and Engineering currently have active operations at the South Badger Property, which need to be relocated per the St. Albert West ASP. The North Badger Property has been identified as the preferred location for additional Public Operations facilities and possibly for municipal facilities for several other City departments. Additionally, there is a need for more municipal facilities and operational activities to support growth, which could be located on either the South or North lands.

Issue: City growth is driving the need for new and expanded municipal facilities. The Badger Property is proposed to be divided into two properties by dedicating road right-of-way for future Fowler Way. There is known salt contamination on a portion of the North Badger Property from previous snow storage, which can be remediated to accommodate Public Operations needs. The St. Albert West Area Structure Plan has identified the South Badger Property for a future school and park, which are better suited to the South Badger Property due to the existing residential land uses nearby.

Opportunities: The North Badger Property is expected to remain city-owned and is large enough to accommodate all current known municipal needs in the area. Grant funding may be available for some of the planned municipal facilities at the site.

Risks: Proceeding without a detailed concept plan for the Badger Lands could result in reduced productivity, land inefficiencies, increased financial costs, and additional staffing requirements.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 1. Economic Prosperity

Initiatives: 1.2 St. Albert West ASP and Neighbourhood Plan

Operational Excellence Priority Area: 4. Operational Performance

Initiatives: 4.6 Land & Real Estate Program

Stakeholder Identification: Several city departments and branches need to be engaged as part of this engagement including Emergency Services, Government/Indigenous Relations and Environment, Engineering Services, Planning and Development, Public Operations, Recreation and Parks,

Timeline: This is a planning project expected to be completed in 2025/2026, following the completion of the Badger Lands Neighbourhood Plan. Further design and construction for site development will be carried out under project-specific charters.

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	330,000
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		2034		-
		Total	**$**	**330,000**
			See Capital Project Worksheet for details.	

Operational Impacts: **No**

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning	100,000									
Detailed Planning and Design	200,000									
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	30,000									
Public Participation Activities										
Equipment										
Other										
TOTAL	**330,000**	-	-	-	-	-	-	-	-	-

Comments: N/A

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

The operational impacts of planning are difficult to quantify but are expected to more than offset the cost of having to relocate municipal facilities in the future.

OPERATING IMPACTS	Department	2025	2026	2027
TOTAL		-	-	-

Operational impacts are difficult to assess.

CAPITAL PROJECT CHARTERS – MUNICIPAL GROWTH (2025 UNFUNDED)

CULTR-009 St. Albert Historic River Lots and Grain Elevator Park Phase 1

ITSV-015 Web Services Enhancement (StAlbert.ca)

ENGS-069 Intelligent Transportation Systems Implementation

TRAN-003 Transit Waiting Shelters

PW-033 Fleet Services Garage Expansion

ENGS-083 Lacombe Lake Parking Lot Paving

ENGS-077 Neil Ross Road

ENGS-084 Botanic Park Parking Lot Paving

COUN-038 Council Chamber Bench Renewal

CAPITAL PROJECT CHARTER

YEAR: 2025-2026

CHARTER NUMBER: CULTR-009

CHARTER NAME: ST. ALBERT HISTORIC RIVER LOTS AND GRAIN ELEVATOR PARK – PHASE 1: EVENT GROUNDS AND VISITORS CENTRE
LEAD DEPARTMENT: Community Services

TYPE: Growth

EXPLANATION (RMR OR GROWTH): This charter includes the construction and development of the proposed Event Grounds and Visitors Centre building.

ASSET CATEGORY: Historical / Cultural

SCOPE STATEMENT:

Phase 1A - this phase focuses on the development of the proposed Event Grounds, with construction efforts focused on environmental remediation, earthworks, fine grading, topsoil and seed and security fencing. This initial development phase would also include the construction of the proposed entrance feature, the Lac Ste. Anne trail, and an initial work on formalizing trails and a (temporary) painted crosswalk across Meadowview Drive to connect the event grounds, River Lots and the Grain Elevator areas of the Heritage Site. The total estimated cost for this phase is $0.65 million and will allow the City and Arts and Heritage Foundation to better host events of all sizes.

Phase 1B - this phase will create the new entrance for the Heritage Site with the construction of the proposed Visitors Centre building, welcome plaza, and parking lot. In advance of all of the surface development, this phase will include all of the deep utility servicing for the proposed development, including the services required for the future museum building. Power, lighting, and security all also included in this phase. The total estimated cost for this phase is $6.01 million

PROJECT CHARTER JUSTIFICATION

Current State -

This 2024 Functional Plan Update will build on the work that has been completed since 2010 and provide an updated plan including phased progression of the remaining work. This Functional Plan Update strives to continue work on the site designed to achieve five fundamental goals:

- Restore and preserve important historical resources for the use and enjoyment of current and future generations.
- Use the site and its components as a framework for the public to engage in narratives relating to the history of the site and St. Albert.
- Create an active and accessible recreational space that connects with, and is a destination within, Red Willow Park West.
- Create a public space that provides for a variety of St. Albert cultural and social needs.
- Create a Heritage Site that integrates a number of historical resources while providing for the needs of visitors.

The Functional Plan for the Heritage Sites was approved by Council in 2010. This plan built upon the Heritage Sites Masterplan and provided a five-phase approach to provide the necessary infrastructure to support the restoration of the historic buildings and future visitor amenities.

Work completed under the Functional Plan (2010)

- Restoration of the 1906 Alberta Grain Company and 1929 Alberta Wheat Pool grain elevators (2011), the Belcourt and Cunningham Houses (2019), Maison Chevigny and Brosseau Granary (2020)
- Site servicing for buildings (water, sewer, electricity).
- Landscaping and temporary fencing of River Lots

Work to be completed under the updated and re-phased Functional Plan (2024):

- **Phase 1 CULTR-009: Event Grounds and Visitors Centre -** This phase focuses on the development of the proposed Event Grounds, and the construction of the proposed entrance feature, Visitors Centre building, welcome plaza, and parking lot.
- **Phase 2 CULTR-010: Agricultural Pavilion / Maintenance Yard / River Lots -** This phase focuses on the development of the Agricultural Pavilion building and maintenance yard, and the upgrading of the existing gravel parking lot.
- **Phase 3 CULTR-030: Musée Héritage Museum -** This phase focuses on the development of the Musée Héritage Museum as a key visitor attraction on the Heritage Site.

Issue -

This phase of the development of the heritage sites is the continuation of the long-range plan for this unique site. The buildings have all been restored and are open to the public, but the site is still missing amenities that improve the usability of the site for events. The new phases identified in the updated Functional Plans (2020 and 2024) are required to safely and efficiently operate the site and provide the amenities required for visitor use, community enjoyment and to create an event destination.

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

Opportunities -

- Administration is constantly seeking funding opportunities to offset the substantial investment this project requires.
- Arts and Heritage Foundation is eligible for grants and funding, the municipality is not and has consistently brought additional funding to shared Capital projects to offset the investment required.
- the Historic River Lots and Grain Elevator Park showcase St. Albert's history and help differentiate this community from others in the Capital Region.
- The built heritage and river lots tell the story of St. Albert's deep Métis roots, Francophone immigration, and its agricultural history with the oldest designated grain elevator in the province.

Risks -

- Momentum of development in neighbouring communities
- Historic River Lots and Grain Elevator Park is underutilized due to incomplete development of site

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 2. Downtown Vibrancy

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification:

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

Timeline:

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	839,100
		2026		6,128,200
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		2034		-
		Total	**$**	**6,967,300**
			See Capital Project Worksheet for details.	

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

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing	25,000	439,000								
Strucure/Building Construction	206,400	3,500,400								
Landscaping	328,000	129,400								
Construction Management	83,900	617,800								
Commissioning and QA/QC										
Contingency	195,800	1,441,600								
Public Participation Activities										
Equipment										
Other		50,000								
TOTAL	**839,100**	**6,128,200**	-	-	-	-	-	-	-	-

Comments: N/A

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

Operational impacts, contractor estimated costs:

- Turf, cost per Hectare: $2923.00
- Asphalt Parking lot: $3.00/sqm per year - for winter maintenance, ie. Snow clearing.
- Asphalt and curb stop Maintenance $0.75/sqm per.
- Gravel Parking lots: $.20/sqm for grading and gravel as required – summer maintenance only.
- Buildings, budget estimate $25/sq ft per annum

OPERATING IMPACTS	Department	2025	2026	2027
Turf	CS	-	1,500	1,500
Snow Clearing - 58 stalls, 1750 m2	PO	-	-	5,300
Asphalt and Curb Stop Maintenance - 1750 m2	CS	-	-	1,300
Buildings, RMR - Visitors Centre, 740 m2	CS	-	-	18,500
Concrete Maintenance - 800 m2	CS	-	-	14,400
TOTAL		**-**	**1,500**	**41,000**

CAPITAL PROJECT CHARTER

YEAR: 2025, 2026

CHARTER NUMBER: ITSV-015

CHARTER NAME: WEB SERVICES ENHANCEMENTS (STALBERT.CA)
LEAD DEPARTMENT: Information Technology

TYPE: Growth

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

ASSET CATEGORY: Master Plan, Studies & Other

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

PROJECT CHARTER JUSTIFICATION

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

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

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

service design process; we fully support this recommendation, but it will not be possible without predictable budgetary support for the work.

Opportunities - By 2025, the City website will be six years old and due for a significant refresh. Budgetary support at this time, the first since 2014, would allow the organization to engage with the public, collect vital learnings for the next iteration, and execute upon long-required business needs.

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

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

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

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 5. Financial Sustainability

Initiatives: 5.10 Enhancement of Online Access to City Services

Operational Excellence Priority Area: 3. Digital Transformation

Initiatives: N / A

Stakeholder Identification:

External: Residents, businesses, utility clients, public

Internal: All departments, City Council

Timeline:

2025 – Conduct public consultations, identify priority areas for enhancement, work internally or with external consultants to produce deliverables, and conduct validation testing with the public where applicable.

2026 – Continue to work internally or with external consultants to produce deliverables based on prioritization conducted in 2023 and conduct validation testing with the public where applicable.

Financial estimates are class D, +/- 50%.

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	100,000
		2026		100,000
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		2034		-
		Total	**$**	**200,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	100,000	100,000								
Other										
TOTAL	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

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

OPERATING IMPACTS WORKSHEET

Timeframe: One Time

In order to action the results of this research, a term position for an IT Web Applications Specialist has been included in the 2025-2027 Multi-Year Budget Submissions with the costs noted below. Based on the outcome of this charter and the subsequent work plan, the need for a permanent FTE will be evaluated in 2026.

OPERATING IMPACTS	Department	2025	2026	2027
IT Web Applications Specialist: StAlbert.ca including MyCity and web development	Information Technology	78,300	100,000	102,900
TOTAL		**78,300**	**100,000**	**102,900**

CAPITAL PROJECT CHARTER

YEAR: 2025 – 2034 (inclusive)

CHARTER NUMBER: ENGS-069

CHARTER NAME: INTELLIGENT TRANSPORTATION SYSTEMS (ITS) IMPLEMENTATION
LEAD DEPARTMENT: Engineering Services

TYPE: Growth

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

ASSET CATEGORY: Roads & Other Engineered Structures

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

PROJECT CHARTER JUSTIFICATION

Current State

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

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

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

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

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

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

Issue(s)

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

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

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

Opportunities

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

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

Risks

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

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

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

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A
Initiatives: N / A
Operational Excellence Priority Area: N / A
Initiatives: N / A

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

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

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	316,300
		2026		357,300
		2027		347,500
		2028		255,600
		2029		293,200
		2030		336,200
		2031		336,200
		2032		336,200
		2033		336,200
		2034		336,200
		Total	**$**	**3,250,900**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: No

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	27,000	37,000	35,000	35,000	20,000	35,000	35,000	35,000	35,000	35,000
Site Servicing										
Strucure/Building Construction	56,000	75,000	71,000	66,000	46,000	61,000	61,000	61,000	61,000	61,000
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	26,300	35,300	34,500	37,600	20,200	33,200	33,200	33,200	33,200	33,200
Inflation										
Equipment	207,000	210,000	207,000	117,000	207,000	207,000	207,000	207,000	207,000	207,000
Other										
TOTAL	**316,300**	**357,300**	**347,500**	**255,600**	**293,200**	**336,200**	**336,200**	**336,200**	**336,200**	**336,200**

Comments:

- From 2030 and beyond, placeholders are maintained that will be updated with applicable defined work plans.

CAPITAL PROJECT CHARTER

YEAR: 2025

CHARTER NUMBER: TRAN-003

CHARTER NAME: TRANSIT WAITING SHELTERS
LEAD DEPARTMENT: Public Operations

TYPE: Growth

EXPLANATION (RMR OR GROWTH): This project is intended to increase the number of sheltered waiting areas for transit patrons within St. Albert, to match community growth.

ASSET CATEGORY: Civic Facilities

SCOPE STATEMENT: This project is intended to provide sheltered waiting areas for transit patrons within St. Albert. Transit service standards provide guidelines that bus shelters will be provided at all transit exchanges, all major transfer locations, high usage transit zones and locations open to the elements. As transit service is introduced in the newly developed neighborhoods, requests for shelters have increased.

PROJECT CHARTER JUSTIFICATION

Current State - Current program includes new shelters every four years to improve the overall transit system and match growth.

Issue - Our advertising contractor adds shelters in high vehicle traffic areas for the main purpose of advertising, not particularly where the shelter may be required or was requested by the ridership.

Opportunities - StAT will continue to explore opportunities with our vendor and new developers to include more shelters in their budgets and operations. If the budget is not adequate, StAT will put into operation as many shelters as allowable, with the remainder being deferred to future years. Aligns with Council priorities to “continue to explore and implement leading practices to manage the safe and efficient movement of goods and people.”

Risks - The number of shelter locations may be limited by the number of acceptable locations, not having shelters where needed reduces the attractiveness of St. Albert Transit and may impact StAT’s ability to maximize ridership.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 3. Community Well Being

Initiatives: 4.5 Resilient Infrastructure Strategy

Operational Excellence Priority Area: 5. Customers / Residents

Initiatives: 2.3 Development of Long-range Community Strategies

Stakeholder Identification:

Internal

- St. Albert Transit
- Planning and Engineering (for shelter pad construction within the sidewalk program)
- City of St. Albert Risk & Insurance Department (adding more City owned structures)
- Public Works (for snow clearing)
- Purchasing department (for shelter purchasing process)

Secondary

Public

Timeline:

2024 - Specs and Tender.
2025 – Procure installation of bus shelters.

2028 - Specs and Tender.

2029 - Procure, installation of shelters.

2033 - Specs and Tender.
2033 – Procure, installation of shelters.

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	74,000
		2026		
		2027		
		2028		
		2029		74,000
		2030		
		2031		
		2032		
		2033		74,000
		2034		
		Total	**$**	**222,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction	74,000				74,000				74,000	
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment										
Other										
TOTAL	**74,000**	**-**	**-**	**-**	**74,000**	**-**	**-**	**-**	**74,000**	**-**

Comments: Prices are based on commercially available shelters, installation and freight.

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

OPERATING IMPACTS	Department	2025	2026	2027
Janitorial Cleaning Services	Transit	600	600	600
	Janitorial Services			
TOTAL		**600**	**600**	**600**

CAPITAL PROJECT CHARTER

YEAR: 2025

CHARTER NUMBER: PW-033

CHARTER NAME: FLEET SERVICES GARAGE EXPANSION
LEAD DEPARTMENT: Public Operations

TYPE: Growth

EXPLANATION (RMR OR GROWTH): To increase garage capacity to accommodate service level increases within Fleet's internal customer base. This charter is the higher cost of the two options and is based on the addition of two lanes within Jack Kraft. Option #1 was the new proposed north west satellite yard, Fleet would take over the present Utilities space in Jack Kraft, no addition would be required.

ASSET CATEGORY: Civic Facilities

SCOPE STATEMENT: Increasing garage capacity to maintain internal departmental service levels, including Fleets Services.

PROJECT CHARTER JUSTIFICATION

Current State - The existing Public Works Garage has exceeded full capacity and repairs cannot be completed in a timely manner, as existing space and manpower is limited. Increasing maintenance capacity is priority to handle the existing and future Fleet Services maintenance demands. Expansion of the existing building is recommended over a satellite facility, as there are savings in land and operating costs.

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

Opportunities - Should north west satellite facility be approved, Utilities could move out of Jack Kraft, then Fleet could move into their existing space and no addition would be required. Fleet Services PW garage maintenance in one facility increases operational effectiveness, supported by common administration, parts and service.

Risks - Deferment will require a continued increase in contracted services and extend repair times on all Fleet Services vehicles and equipment. Alberta Transportation Legislation requires Fleet to effectively maintain all vehicles and equipment as per manufacturers specification and approved preventative maintenance plan. Present departmental services levels continue to task our abilities to maintain the required number of vehicles and equipment in the City's growing fleet, including Public Operations, Environment, Utilities, MES and Emergency Services.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

If the project supports a Council and/or Admin Focus Area, select an appropriate response from the drop-down lists below. If the charter does not align with one or more of the drop-down lists select “N / A” from that list.

Council Strategic Priority: 3. Community Well Being

Initiatives: 4.5 Resilient Infrastructure Strategy

Operational Excellence Priority Area: 5. Customers / Residents

Initiatives: 4.6 Land & Real Estate Program

Stakeholder Identification:

Internal

- St. Albert Transit
- Planning and Engineering (for shelter pad construction within the sidewalk program)
- City of St. Albert Risk & Insurance Department (adding more City owned structures)
- Public Works (for snow clearing)
- Purchasing department

Secondary

- COSA Risk & Insurance
- Purchasing Department
- Utilities – gas, water and electrical

Timeline:

2025 – Define Needs, tender, select engineering firm/contractor, start design
2026 – Finalize design and start construction.

2027 - Complete project and commission.

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	650,000
		2026		2,500,000
		2027		1,764,000
		2028		
		2029		
		2030		
		2031		
		2032		
		2033		
		2034		
		Total	**$**	**4,914,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	650,000	2,500,000	1,764,000							
Other										
TOTAL	**650,000**	**2,500,000**	**1,764,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments: *Construction management firm will manage the entire project, from contractor selection, sub-trades, building construction, landscaping and commissioning. Construction management is based on average 6% fee charged by consultants. Equipment in 2027 will also include twelve (12) mobile hoists.*

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

OPERATING IMPACTS	Department	2025	2026	2027
Utility increases				8,000
Building Maintenance				5,000
Staffing - 1 HDT FTE				118,000
TOTAL		-	-	**131,000**

CAPITAL PROJECT CHARTER

YEAR: 2025 – 2034 (inclusive)

CHARTER NUMBER: ENGS-083

CHARTER NAME: LACOMBE LAKE PARKING LOT PAVING
LEAD DEPARTMENT: Engineering Services

TYPE: Growth

EXPLANATION (RMR OR GROWTH): This project targets completion of upgrades to the existing gravel structure that will result in a hard surface (paved) parking lot at Lacombe Lake.

ASSET CATEGORY: Roads & Other Engineered Structures

SCOPE STATEMENT: This project performs the necessary engineering, design, and final construction to pave the existing gravel Lacombe Lake Parking Lot.

PROJECT CHARTER JUSTIFICATION

Current State

The City currently owns a total of thirteen (13) gravel parking lot structures; with some sites being maintained directly by the City and other sites being maintained by private lease holders.

The Lacombe Lake Parking Lot services the Lacombe Lake Park, which is a highly used public park space offering amenities inclusive of: multiuse trails that connect to the Red Willow Trail system, fenced dog park, heated washrooms and change building, open field space with picnic tables, and fishing / skating (seasonal activities). These park activities and amenities generate a substantial public gathering space that are recognized as a priority to ensure supportive infrastructure, such as the parking lot, are up to standards and support a user friendly and accessible public realm. The existing gravel structure may act as a barrier for some users with mobility challenges and does not meet current engineering standards for a parking lot.

The parking lot currently accommodates approximately 50 vehicles, with the structure being gravel, no existing on-site underground storm management systems and no formal line markings utilized to dedicate stalls or drive aisles. Efficiencies of the parking lot may be recognized with the opportunity to deliver a hard surface structure that will help improve surface water drainage, allow for delineated parking stalls that could increase capacity and improved vehicle flow and safety from clearly identifying No Parking zones.

Issues

1) The current gravel structure may act as a mobility barrier for some park users.

2) The current gravel structure does not align to up to date municipal engineering standards for hard surface parking structures for development.

3) Engineering and design of the parking lot has not been completed, resulting in the construction estimate being conceptual during the creation of this charter.
    a. To address this, a time delay of one year between engineering and design and construction has been added which empowers updates to be performed to the project charter prior to approved construction funding.

4) Costs associated with upgrading are substantially higher than costs associated with preventative maintenance and preservation of gravel lots. Surface utilities and line painting assets will have to be included within this upgrade.

Opportunities

1. Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning.

2. Improved accessibility to all potential users and improve the equitability of the parking lot.

3. Upgrades will allow more efficient use and mobility for emergency equipment and personnel deployed in the area.

4. Upgrades will address concerns noted from various St Albert residents about the functionality of the parking lot

Risks

1. Disruption to park users during construction. There are no other public parking areas beyond adjacent on street parking in neighbourhoods to accommodate park users.
2. Construction costs may vary from estimated values.
3. Poor weather conditions can delay construction.
4. Increased scope of work due to unexpected site conditions.
5. Traffic / access disruption, construction noise, city service disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A
Initiatives: N / A
Operational Excellence Priority Area: N / A
Initiatives: N / A

On August 15, 2023 Council passed the motion of CM-23-34 that gave direction: That Administration develop a Capital Project Charter for the permanent paving of the parking lot at Lacombe Lake Park for inclusion in the 10-year capital projects list and project prioritization matrix.

Stakeholder Identification:

1. Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
2. Residents – Quality of life and facility accessibility.
3. Council – Delivery of services aligned with Council Strategies.
4. Capital Projects team – performance of project management and alignment of capital programming.
5. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events / facility services.
6. Utilities – Coordination for design and considerations of underground storm management.

Timeline:

- Program delivery is based upon completion of engineering and design work to improve upon defining scope and increase accuracy of cost estimates, which are then used to inform on future construction estimates.
- Design anticipated for Q1 to Q3 2025, with construction in Q2 & Q3 2027

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	150,000
		2026		
		2027		1,345,000
		2028		
		2029		
		2030		
		2031		
		2032		
		2033		
		2034		
		Total	**$**	**1,495,000**
			See Capital Project Worksheet for details.	

Operational Impacts: No

Associated Operating Business Case: No

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	150,000									
Site Servicing										
Strucure/Building Construction			985,000							
Landscaping										
Construction Management			50,000							
Commissioning and QA/QC			20,000							
Contingency			290,000							
Inflation										
Equipment										
Other										
TOTAL	**150,000**	**-**	**1,345,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments:

- Design is estimated to be 15% of construction costs.
- Construction Management is estimated to be 5% of construction costs and is inclusive of project management, data analysis and staffing.
- The Construction Estimate has applied the City's internal pavement management software for total cost estimates and assumed historical costs of the upgrades.
    - This estimate is conceptual with no investment of design.
    - Because of the status of the design and cost estimate, a 30% contingency has been applied. This value will be adjusted once design is completed and more accurate cost estimates may be generated.
    - A 3-year project delivery has been applied with a year separating design and construction to allow for an updated project cost to be incorporated into the project charter for funding requests.
- QA/QC is estimated at 2% of construction costs.

CAPITAL PROJECT CHARTER

YEAR: 2025 – 2034 (inclusive)

CHARTER NUMBER: ENGS-077

CHARTER NAME: NEIL ROSS ROAD
LEAD DEPARTMENT: Engineering Services

TYPE: Growth

EXPLANATION (RMR OR GROWTH): This project targets all scope to enable and complete construction of Neil Ross Road from its current terminus at Element Drive to the future 127 Street alignment.

ASSET CATEGORY: Roads & Other Engineered Structures

SCOPE STATEMENT: This project shall perform preliminary engineering design (60% design) and road right-of-way acquisition for the Neil Ross Road extension from Element Drive to the future 127 Street alignment (NE City Limit).

PROJECT CHARTER JUSTIFICATION

Current State

A Functional Planning Study for Neil Ross Road was completed in 2020, indicating the preferred alignment and cross-section for the roadway, with an Opinion of Probable Costs (+/-50%).

This project is Off-Site Leviable, and aligns to Council Policy C-P&E-09 (Off-site Levy Front-ending Prioritization Criteria) and is influential to:

1. Sustain growth and development in the north-east of the City

2. Improve network level of service through connectivity and alternate arterial routes.

3. Improve transportation safety by rerouting traffic away from community short-cutting (through Erin Ridge / Erin Ridge North).

The fronting of funding is expected due to desired completion of the project for influence and improvement to the overall network and will enable and support new development. Should development advance ahead of the City's targeted timeframe to require connectivity, front ending of work may be completed by the applicable developer.

Issue

1. City Growth and Development: Neil Ross Road will be impacted by development occurring in northeast St. Albert. The City has received an application from Landrex Hunter Ridge for an Area Structure Plan (ASP) in northeast St. Albert known as the NE ASP, which includes the lands surrounding the future Neil Ross Road alignment. Timelines of development are unknown at this time, but if the ASP is approved, the need for the Neil Ross Road extension could be accelerated.

2. Regional Demand: Neil Ross Road will be impacted by regional traffic demands (County / outside City boundaries). In 2021 Sturgeon County approved the Sturgeon Valley South ASP that envisions the lands adjacent Coal Mine Road as residential with a density of 35 dwelling units per net residential hectare. These influences will be estimated through traffic analysis.

3. Network Needs: Neil Ross Road will be a future key corridor for the City and potentially regional, connecting 127 Street to St Albert Trail and Ray Gibbon Drive (via Fowler Way); however, capital investments must represent the maximum benefit to the City. A network evaluation was completed in 2018 that identified priority levels and a substantial demand of investment for the City's Transportation network. The 2018 network evaluation did not highlight Neil Ross Road as a priority when compared to competing demands in the City.

4. Land Acquisition: The City has identified a preferred alignment with the functional planning study and communicated with land owners; however, there is potential contention between the City's preferred alignment and land owner's desired alignment.

Opportunities

1. Strategic improvements: Staged investment towards Neil Ross Road may be investigated.

2. Project Alignment: Consideration and collaboration between this charter and other planned capital work or development will ensure stronger strategic planning.

3. Project Readiness: Timely completion of preliminary engineering/design streamlines future efforts and reduces time to reach construction readiness to support growth. Completion of preliminary work also enables front ending of delivery of detailed work and construction by development partners.

4. Reduced Community Short-cutting: The communities of Erin Ridge and Erin Ridge North are currently being impacted by vehicle short-cutting due to limited alternate routes around the communities to gain access to St Albert Trail commercial sites. The construction of Neil Ross Road provides a viable alternative that can alleviate some of the existing short-cutting.

Risks

1. Without design or land appraisals performed, the costs of land for the road right-of-way may be higher than estimated.

2. Construction costs may vary from estimated values used to create this project charter; being that design is not completed.

3. Development timeframes may vary, which could result in expedition of work or delay depending on the pace of development.

4. Diversion of road network issues to alternative locations

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A
Initiatives: N / A
Operational Excellence Priority Area: N / A
Initiatives: N / A

Stakeholder Identification:
- Residents / Businesses – Quality of life and confidence of the transportation network.
- Council – Timelines and strategies of the project
- Capital Projects Office – Alignment to completion with all network improvements.
- Public Operations – Work reflects maintenance needs and timelines of operational impact.
- Development Community – Costs, timelines, design outcomes
- Sturgeon County – Design, timelines

Timeline:

2025
- Preliminary Design (60%)
- Environmental and Geotechnical studies

2026
- Land acquisition

Construction: Anticipated to be front ended via development in unknown future years.

FINANCIAL INFORMATION:	Investment Year		
		2025	$ 600,000
		2026	900,000
		2027	
		2028	
		2029	
		2030	
		2031	
		2032	
		2033	
		2034	
		Total	**$ 1,500,000**
			See Capital Project Worksheet for details.

Operational Impacts: No

Associated Operating Business Case: No

Associated Operating Business Case: No

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs		900,000								
Concept Planning										
Detailed Planning and Design	500,000									
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC	50,000									
Contingency	50,000									
Inflation										
Equipment										
Other										
TOTAL	**600,000**	**900,000**	-	-	-	-	-	-	-	-

Comments:

3) It is anticipated that although the City's best interest is early investment towards preliminary engineering and design, with protection of the road right of way through land acquisition; the development community can front end construction costs to service new development as required.

4) It is anticipated that, subject to the timing of construction and the results of applicable traffic analysis proposed with new development, Neil Ross Road may be delivered in a staged approach with first effort to construct a 2-lane cross section and future widening as demands increase.

5) Land costs are estimated at $90,000 / Acre

CAPITAL PROJECT CHARTER

YEAR: 2025 – 2034 (inclusive)

CHARTER NUMBER: ENGS-084

CHARTER NAME: ST ALBERT BOTANIC PARK PARKING LOT PAVING
LEAD DEPARTMENT: Engineering Services

TYPE: Growth

EXPLANATION (RMR OR GROWTH): This project targets completion of upgrades to the existing gravel structure that will result in a hard surface (paved) parking lot at the Botanic Park.

ASSET CATEGORY: Roads & Other Engineered Structures

SCOPE STATEMENT: This project performs the necessary engineering, design, and final construction to pave the existing gravel Botanic Park Parking Lot.

PROJECT CHARTER JUSTIFICATION

Current State

The City currently owns a total of thirteen (13) gravel parking lot structures; with some sites being maintained directly by the City and other sites being maintained by private lease holders. Typically, Administration recommends maintaining the gravel structures as they exist, with potential of improvements to occur subject to any redevelopment to the land use the parking lot services; however, site specific considerations may be made to address improving individual sites without setting a precedence of requiring paving of all structures.

The Botanic Park is a leased city land area that is managed, maintained and operated by the Society of Friends for the St. Albert Public Gardens. It is a well visited and used site that has incorporated a variety of accessibility improvements to help visitors and users with mobility through the area and to connections of the larger city trail network. One aspect of consideration of improvement to help support improved mobility is the paving of the parking lot, as the existing gravel structure may act as a barrier for some users with mobility challenges and does not meet current engineering standards for a parking lot.

The parking lot currently accommodates approximately 55 vehicles, with the structure being gravel, no existing on-site underground storm management systems and no formal line markings utilized to dedicate stalls or drive aisles. Efficiencies of the parking lot may be recognized with the opportunity to deliver a hard surface structure that will help improve surface water drainage, allow for delineated parking stalls that could

increase capacity and improved vehicle flow and safety from clearly identifying No Parking zones.

Issues

5) The current gravel structure may act as a mobility barrier for some park users.

6) The current gravel structure does not align to up to date municipal engineering standards for hard surface parking structures for development.

7) Engineering and design of the parking lot has not been completed, resulting in the construction estimate being conceptual during the creation of this charter. To address this:
    a. A contingency of 50% has been incorporated into the current cost estimates;
    b. A time delay of one year between engineering and design and construction has been added which empowers updates to be performed to the project charter.

8) Costs associated with upgrading are substantially higher than costs associated with preventative maintenance and preservation of gravel lots. Surface utilities and line painting assets will have to be included within this upgrade.

Opportunities

5. Consideration and collaboration between this charter and alternative planned capital work (utility improvements, facilities work) ensures stronger strategic planning.

6. Improved accessibility to all potential users and improve the equitability of the parking lot.

7. Upgrades will allow more efficient use and mobility for emergency equipment and personnel deployed in the area.

Risks

6. City funding of an asset that is typically maintained and managed and funded for improvmements by the Leasee may generate a precedence for other city leased sites.
7. Disruption to park users during construction.
8. Construction costs may vary from estimated values.
9. Poor weather conditions can delay construction.
10. Increased scope of work due to unexpected site conditions.
11. Traffic / access disruption, construction noise, city service disruption

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A
Operational Excellence Priority Area: N / A
Initiatives: N / A

On May 7, 2024 Council approved PM-25-002 “That a project charter be developed for paving the St. Albert Botanic Park parking lot for addition to the 2025 – 2034 Municipal Capital Growth Plan.”

Stakeholder Identification:

7. Public Works – Ensuring that all work reflects and compliments maintenance work that City crews are performing and scheduling.
8. Society of Friends for the St. Albert Public Gardens – Lease Holder
9. Council – Delivery of services aligned with Council Strategies.
10. Capital Projects team – performance of project management and alignment of capital programming.
11. Recreation Services – alignment of construction activity to minimize conflicts of construction with special events / facility services / Lease Agreement.
12. Utilities – Coordination for design and considerations of underground storm management.

Timeline:

- Program delivery is based upon completion of engineering and design work to improve upon defining scope and increase accuracy of cost estimates, which are then used to inform on future construction estimates.
- Design anticipated for Q1 to Q3 2025, with construction in Q2 & Q3 2027

FINANCIAL INFORMATION:	Investment Year		
		2025	$ 100,000
		2026	
		2027	1,002,500
		2028	
		2029	
		2030	
		2031	
		2032	
		2033	
		2034	
		Total	**$ 1,102,500**
			See Capital Project Worksheet for details.

Operational Impacts: Yes – but outside of the timelines of this charter time period of Operational Impact.

Associated Operating Business Case: No

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	100,000									
Site Servicing										
Strucure/Building Construction			595,000							
Landscaping			30,000							
Construction Management			50,000							
Commissioning and QA/QC			15,000							
Contingency			312,500							
Inflation										
Equipment										
Other										
TOTAL	**100,000**	**-**	**1,002,500**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Comments:

- Design is estimated to be 15% of total construction costs.
- Construction Management is estimated to be 8% of construction costs and is inclusive of project management, data analysis and staffing.
- The Construction Estimate has applied the City's internal pavement management software for total cost estimates and assumed historical costs of the upgrades.
    - This estimate is conceptual with no investment of design.
    - Because of the status of the design and cost estimate, a 50% contingency has been applied. This value will be adjusted once design is completed and more accurate cost estimates may be generated.
    - A 3-year project delivery has been applied with a year separating design and construction to allow for an updated project cost to be incorporated into the project charter for funding requests.
- QA/QC is estimated at approximately 2% of construction costs.

CAPITAL PROJECT CHARTER

YEAR: 2025

CHARTER NUMBER: COUN-038

CHARTER NAME: COUNCIL CHAMBERS BENCH RENEWAL INVESTIGATION
LEAD DEPARTMENT: Public Operations

TYPE: Growth

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

ASSET CATEGORY: Civic Facilities

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

PROJECT CHARTER JUSTIFICATION

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

Issue – There are numerous issues with the current configuration of the Council bench,

- Access to the desk is via stairs and a non-complaint accessible ramp
- There is no barrier to divide the ramp from the lower floor
- Existing Council chairs do not fit beneath the desk surface
- The cables for all the electrical equipment are not confined
- Visibility to the floor members is not sufficient, site lines to the floor require improvement
- New microphones with minimal visual barrier requested
- Insufficient quantity of power along desk, each seat space should have access to power
- Millwork finish is damaged and requires a refresh
- Design option to align with historical preservation of existing architecture
- Current desk design does not align with the Universal Accessibility Plan
- Accommodate each Councilor name plates at each workspace

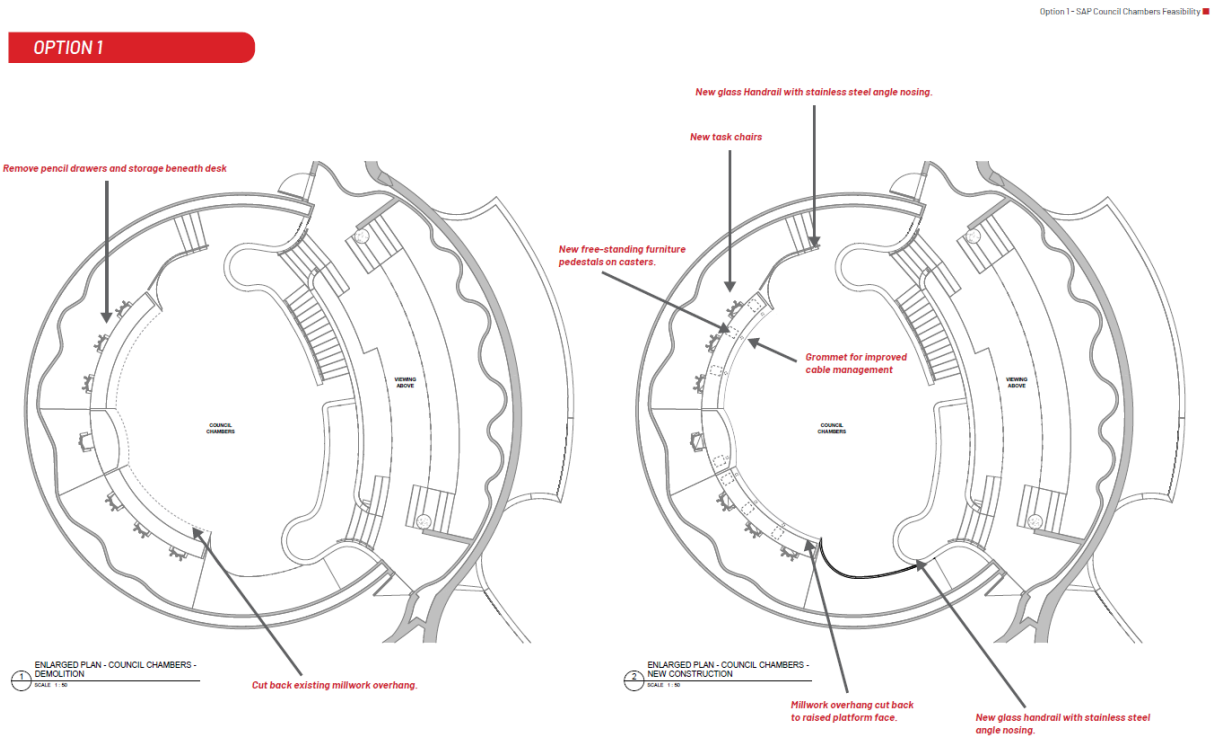
Opportunities – In 2023, Administration engaged a design consultant on possible functional improvements to the bench and related space. Two options were provided. The modifications provided in Option 1 are respective of the original Douglas Cardinal

designed building, with minimal revisions, aimed at improved user comfort. Option 2 focuses on retaining much of the original bench construction, while also upgrading the requirements of the space to meet the National Building Code (2019) items on barrier-free accessibility.

Option 1 - The current Council desk footprint remains intact and the existing ramp and tiered podium space construction would remain. The following revisions would be made to support increased user safety and visibility:

- A glass handrail would be added to the ramp for fall protection
- Pencil drawers and storage available beneath the desk would be removed to gain much needed knee space and circulation to Council members
- Storage for Council members would-be free-standing furniture pedestals (located beneath the desk) that could be rearranged and would be positioned between Council members to provide additional barriers between members
- Cut back existing millwork overhand beyond the raised platform face to minimize the visibility issues with the Council member desk depth
- Provide new task chairs to Council members with adjustable height arms to ensure chairs can slide beneath the desk
- Relocate power / data connections to beneath the desk and grommet through the countertop for improved cable management
- Refinish all millwork surfaces (sand and stain)
- A glass handrail would be added to the stair for fall protection

Class D estimates for this work are $65,000, with potential detailed design costs estimated to be approximately $40,000.

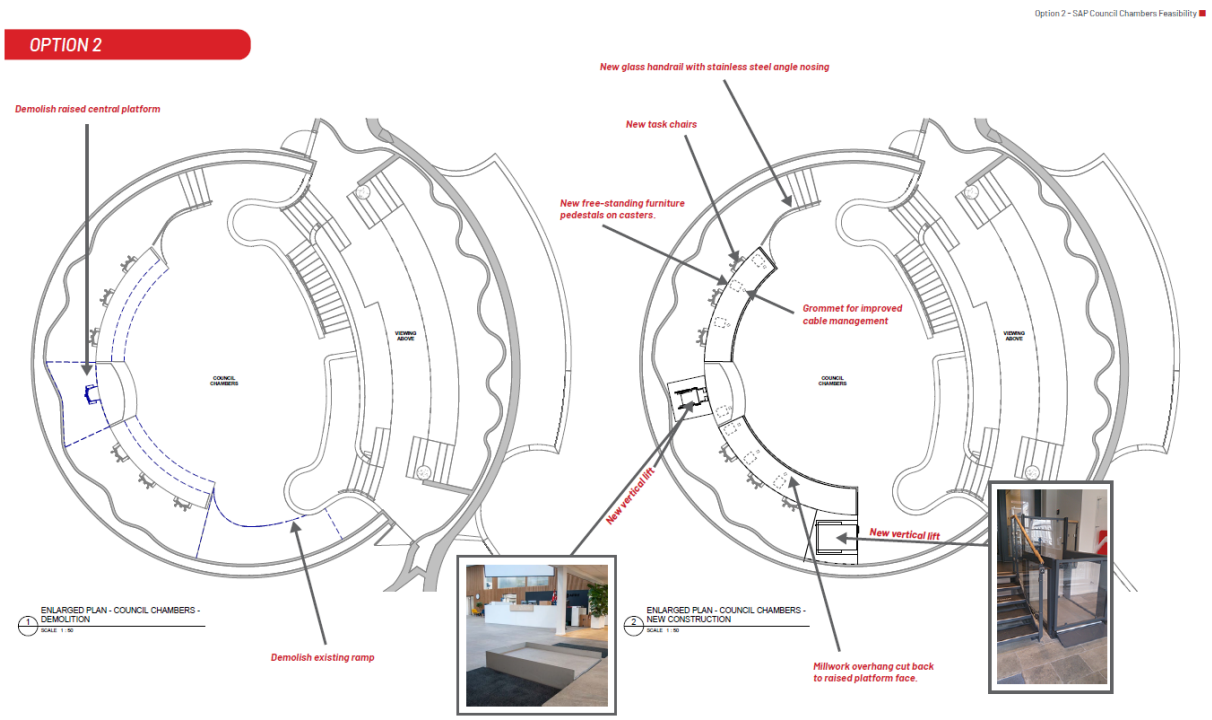


Option 2 – This option suggests ramp removal, which would ultimately require review from a heritage conservation consultant and approval from CAO

- Demolish and remove the existing ramp
- Demolish and remove the raised central platform for the Mayor
- Install a vertical lift in replacement of the raised Mayor platform
- Install a vertical lift in replacement of the existing ramp, in order to gain a barrier free accessible platform
- Cut back existing millwork overhang beyond the raised platform face, to minimize the visibility issues with the Council member desk depth
- Remove existing carpet finish to vertical component and replace with stain-grade wood veneer millwork to match desk
- Storage for Council members would-be free-standing furniture pedestals (located beneath the desk) that could be rearranged and would be positioned between Council members to provide additional barriers between members
- Pencil drawers and storage available beneath the desk would be removed to gain much needed knee space and circulation to Council members
- Provide new task chairs to Council members with adjustable height arms to ensure chairs can slide beneath the desk
- Relocate power / data connections to beneath the desk and grommet through the countertop for improved cable management

- Refinish all millwork surfaces
- Install new plastic laminate finish to top of desk for added durability and longevity of the product
- A glass handrail would be added to the stair for fall protection

Class D estimates for this work are $207,000, with design costs expected to be approximately $50,000.



Risks – As St. Albert Place is a designated Municipal Historic Resource with character defining elements in Council Chambers, heightened design consideration in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada is required for both options. Approval for modifications in this Municipal Historic Resource must adhere with requirements of City of St. Albert Municipal Bylaw 26/2009.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: N/A

Initiatives: N / A

Operational Excellence Priority Area: N / A

Initiatives: N / A

Stakeholder Identification: - Internal stakeholders include Council Members, Legal, Legislative & Records Services, Information Technology Services, Community Services and Public Operations. External stakeholders would include all citizens of St. Albert.

Timeline: Potential timelines dependent on review and approval of design aspects, related to the buildings Municipal Historic Resource status. Should any one of the proposed options obtain approval, work could potentially take place during life-cycle renovation work, scheduled to occur at St. Albert place in 2025.

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	257,000
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		2034		-
		Total	**$**	**257,000**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts worksheet for details

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design	50,000									
Site Servicing										
Strucure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency										
Public Participation Activities										
Equipment	207,000									
Other										
TOTAL	**257,000**	-	-	-	-	-	-	-	-	-

Comments:

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

OPERATING IMPACTS	Department	2025	2026	2027
Elevating Device Insection & Maintenance	Public Operations	1,500	1,500	1,500
TOTAL		**1,500**	**1,500**	**1,500**

CAPITAL PROJECT CHARTERS – UTILITY GROWTH (2025 FUNDED)

WASWT-023 Jensen Lakes Non-Potable Truckfill

CAPITAL PROJECT CHARTER

YEAR: 2025

CHARTER NUMBER: WASWT-023

CHARTER NAME: JENSEN LAKES NON-POTABLE TRUCKFILL
LEAD DEPARTMENT: Wastewater

TYPE: Growth

EXPLANATION (RMR OR GROWTH): This proposed facility would be new and is not required in order to meet the City's existing utility customer or regulatory requirements.

ASSET CATEGORY: Mobile & Other Equipment

SCOPE STATEMENT: Addition of a non-potable truckfill (submersible pump, piping, meter and filtration system) at the Jenson Lakes Stormwater Lift Station on Villeneuve Road.

PROJECT CHARTER JUSTIFICATION

City operations are the first impacted by Water Demand Measure restrictions. With drought conditions expected for the summer of 2024, Utilities identified that there would be benefits to a non-potable seasonal truckfill that could provide water to reduce the disruption to sewer flushing activities. Secondary uses for non-potable water from such a facility could include tree watering, new sod watering, plant watering and dust control.

Well water and stormwater sources were considered. After a review of several non-potable source locations that considered security, safety, surrounding land uses, source water quality, source water availability, site access and proximity to flushing activities, Utilities has established the Jensen Lakes Stormwater Lift Station on Villeneuve Road as the preferred location for such a facility.



Figure 1 - Jensen Lakes Stormwater Lift Station on Villeneuve Road

Current State – The City of St. Albert relies upon the use of potable water for operational programs including, but not limited to sanitary and storm sewer mainline flushing, hydrovac construction excavation, catch basin cleaning, oil and grit interceptor cleaning, dust control, and irrigation of trees, shrubs and turf. Water is normally attained from City truckfills, hydrants, and the Jack Kraft Public Works shop. On average, approximately 5,000 cubic meters (m^3) of potable water per year is used for these programs combined.

Issue – During Water Demand Management (WDM) Measures, the use of municipal potable water for non-essential operations is suspended. This is disruptive to fulfilling many of the above noted programs dependent upon the level of WDM Measure. During the most stringent WDM Measures, the use of potable water for municipal tree, plant and seed/sod watering can also be suspended which, depending on the duration, may alter or cease the sustainability of these plantings.

Opportunities – In 2023, the government of Alberta, following a request from Alberta Municipalities, made changes to the Water Act Regulation to allow municipalities to divert up to 6,250 m^3 of water per year from a stormwater management facility without a permit. It is anticipated that the City could be able to use between 1,000 and 2,000 m^3 of non-potable water for sewer flushing and tree/plant/seed/sod watering within a reasonable radius from a non-potable dispensing station. It is not cost nor operationally effective to use this facility instead of local potable water sources for all flushing and watering activities (considering transportation distance and duration) unless there is no other available alternative. According to a cost-benefit analysis, a non-potable truckfill is financially viable if it is utilized for more than 1,000 m^3 per year with 70% grant funding (1,500 m^3 of usage is needed without a grant and 2,000 m^3 of usage is required if the City needs to borrow money in order to fund this facility). A summary of the cost-benefit analysis is as follows:

COST BENEFIT ANALYSIS - SUMMARY

SCENARIO 1	
Non-Potable Truckfill Without Grant (1,000m3 used per year)	
Initial Capital Cost	$123,500
Net Present Value	-$67,562
Internal Rate of Return	0.91%
Conclusions:	
a) Project should proceed if NPV > 0	
Should Project Proceed?	**NO**
b) Project should proceed if IRR >= Hurdle Rate	
Should Project Proceed?	**NO**

SCENARIO 2	
Non-Potable Truckfill Without Grant (1,500m3 used per year)	
Initial Capital Cost	$123,500
Net Present Value	$160,167
Internal Rate of Return	3.39%
Conclusions:	
a) Project should proceed if NPV > 0	
Should Project Proceed?	**YES**
b) Project should proceed if IRR >= Hurdle Rate	
Should Project Proceed?	**NO**

SCENARIO 3	
Non-Potable Truckfill Without Grant (2,000m3 used per year)	
Initial Capital Cost	$123,500
Net Present Value	$287,172
Internal Rate of Return	5.22%
Conclusions:	
a) Project should proceed if NPV > 0	
Should Project Proceed?	**YES**
b) Project should proceed if IRR >= Hurdle Rate	
Should Project Proceed?	**YES**

SCENARIO 4	
Non-Potable Truckfill With Grant (1,000m3 used per year)	
Initial Capital Cost	$37,050
Net Present Value	$119,612
Internal Rate of Return	7.34%
Conclusions:	
a) Project should proceed if NPV > 0	
Should Project Proceed?	**YES**
b) Project should proceed if IRR >= Hurdle Rate	
Should Project Proceed?	**YES**

Risks – When WDM Measures are enacted and dependent level and duration, reliance solely on potable water which is either limited in use or suspended has the potential for financial investment losses of trees, shrubs, and other plantings that may perish without sufficient water, levies to the City pending contract terms and conditions where water supply is required, or operational programs that are proactive in nature i.e. sewer mainline flushing may result in increased potential of impedances or blockages that could result in sewer back-ups during suspension of flushing programs. Due to the potential health risks of consuming non-potable water, access to a non-potable truckfill facility will need to be restricted. Initially, access to such a facility will be restricted to City operations. However, the City could consider expanding access in the future (City contractors for example). The City is not using an external engineering consultant to undertake this project and is relying on the knowledge and expertise of City staff and an equipment vendor to provide a turn-key solution.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT

Council Strategic Priority: 4. Adapting to a Changing Environment

Initiatives: 4.5 Resilient Infrastructure Strategy

Operational Excellence Priority Area: 4. Operational Performance

Initiatives: N / A

Stakeholder Identification: The primary purpose of the non-potable truckfill will be to provide water for Utilities sewer flushing activities and the secondary purpose will be Public Works watering activities that would be charged a per cubic metre rate that represents a share of the capital and operating costs. The facility would be available to other City departments and branches for other activities (possible street sweeping, dust control, etc.). There are no plans to open the facility with the public due to the risks to public health and the potential for the facility to be damaged.

The project was discussed with Arrow Utilities as the use of stormwater for sanitary flushing might appear at first glance to be counter to the goal of minimizing Infiltration and Inflow (I&I) into the wastewater systems and would reduce the revenue to Arrow Utilities for wastewater treatment unless they decide to charge the City for these Inflow quantities. However, I&I is primarily a concern for Arrow Utilities during wet weather events, when the City would typically not be flushing. Arrow Utilities indicated that they appreciate the environmental benefits of water re-use in this manner and that the quantities were low enough that we would likely not incur charges for wastewater treatment for this re-use stormwater that will be entering the wastewater collection system. This should be formalized through an MOU agreement before this project proceeds.

Timeline: The estimated timeline is approximately 10 weeks from issuance of award to operational commencement if this system is ascertained from the same vendor that the City has previously acquired 4 other water dispensing stations. If the project is supported by Council, and severe drought conditions are apparent in 2024 or it is a

condition of grant approval that the project proceed immediately, the timeline may be accelerated to 2024 construction.

FINANCIAL INFORMATION:	**Investment Year**	**2025**	$	123,500
		2026		-
		2027		-
		2028		-
		2029		-
		2030		-
		2031		-
		2032		-
		2033		-
		2034		-
		Total	**$**	**123,500**
			See Capital Project Worksheet for details.	

Operational Impacts: Yes refer to Operating Impacts Worksheet for details

Associated Operating Business Case: N/A

CAPITAL PROJECT WORKSHEET

PROJECT COMPONENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Land Determined Costs										
Concept Planning										
Detailed Planning and Design										
Site Servicing										
Structure/Building Construction										
Landscaping										
Construction Management										
Commissioning and QA/QC										
Contingency	28,500									
Public Participation Activities										
Equipment	95,000									
Other										
TOTAL	**123,500**	-	-	-	-	-	-	-	-	-

Comments: The City has received a quote from the supplier of our existing potable truckfills for just under $95,000 to supply and install the equipment for a non-potable truckfill based on specifications that the City provided. A contingency of 30% has been included ($28,500). It appears that this project meets the criteria for 70% provincial grant funding ($86,000). A detailed Cost Benefit Analysis estimates that project is viable with usage of approximately 2,000 m^3 per year without a grant and 1,000 m^3 per year with a 70% grant (expected to result in annual cost savings of $2900 per year).

OPERATING IMPACTS WORKSHEET

Timeframe: Ongoing

The current cost for treated water from EPCOR is $1.01 per cubic metre and for wastewater treatment from Arrow Utilities is $1,85 per cubic metre. The wholesale cost for 1,000 cubic metres of potable water is $2,860 per year.

OPERATING IMPACTS	Department	2025	2026	2027
Reduced costs for water purchases (including Arrow Utilities treatment costs)	Public Operations		- 2,900	- 2,900
TOTAL		**-**	**- 2,900**	**- 2,900**

It is estimated that this project will save approximately $2860 per year and require RMR maintenance costs of $10k every 10 years.

OUTSIDE AGENCY FUNDING REQUESTS

Arts and Heritage Foundation of St. Albert (AHF)

St. Albert Public Library

arts and heritage ST ALBERT

Memorandum

DATE: June 6, 2024

TO: City of St. Albert Administration

FROM: Ann Ramsden

SUBJECT: 2025 Budget

Please find attached the draft 2025-2027 budget for the Arts and Heritage Foundation of St. Albert (AHF).

The 2025 budget shows an increase in the City of St. Albert operational funding of 4.9% from 2024. At the recommendation of the City Administration, we have also been asked to include an additional $20,000 for the maintenance of the grounds at the heritage sites. This is based on Public Works no longer maintaining the grounds after the end of 2024. The additional $20,000 will increase our overall budget request to 6.1%.

Highlights of our budget

- The wages, benefits and contracted services portion of the City funding is budgeted to include COLA and movement on the salary grid. To continue to provide exceptional arts and heritage experiences in the community, we must invest in our staff who are a large reason we are successful in continuing to meet our mandate.

- The maintenance and utility costs associated with maintaining the nine heritage buildings and grounds that the AHF manages and operates continue to increase, mainly due to higher material costs and the demand for skilled trades and contractors.

- We have moved to a smaller Foundation office within the same building. The savings in office expenses will offset the increased cost of our I.T. and cyber security systems, and the increase in CARFAC fees (professional artists fees).

Suite 200, 20 Perron Street, St. Albert, AB T8N 1E4 Tel. (780) 459-1194 Fax. (780) 459-1232

- We are seeing a 4% decrease in our overall utility and telephone costs, this is mainly due to lower telephone costs as we transition to Teams phones within our non-profit Microsoft 365 license.

- Insurance premiums continue to rise. In 2024 we saw a 13% increase and we are budgeting for a 12% increase in 2025.

- Professional fees are projected to increase 4%.

- We have included $40,000 from the AHF reserves to fund discretionary projects. These projects include computer replacements, website upgrades and organizational projects.

Suite 200, 20 Perron Street, St. Albert, AB T8N 1E4 Tel. (780) 459-1194 Fax. (780) 459-1232

Arts and Heritage Foundation of St. Albert

Proposed 2025 Budget Details

	2025 Proposed Budget			Projected City Funding Budget Request		2024 Approved Budget	
	Overall Budget	City Portion	City Portion +/- from 2024	2026	2027	Overall Budget	City Portion
City of St. Albert operating grant	1,919,800	1,919,800	91,200	1,987,070	2,047,200	1,828,600	1,828,600
City of St. Albert operating grant (grounds	20,000	20,000	20,000	20,630	20,709	-	-
Operational revenues	457,408					430,688	
Other grants	195,120					219,567	
Donations, fundraising & sponsorship	66,411					89,271	
Father Lacombe Chapel	56,000					56,000	
Miscellaneous	7,772					5,931	
Use of (allocation to) AHF reserves	41,533					28,350	
	2,764,044	1,939,800	111,200	2,007,700	2,067,909	2,658,407	1,828,600
Staffing costs	1,771,973	1,526,756	44,023	1,578,632	1,616,683	1,706,724	1,482,733
Operational expenses	395,046	16,235	524	16,779	17,345	370,399	15,711
Overhead expenses	306,642	212,092	3,795	205,054	212,468	301,185	208,297
Repairs & maintenance	167,757	148,317	42,208	170,205	184,304	179,375	106,109
Father Lacombe Chapel	55,414					53,169	
Projects	28,812					31,205	
Grounds maintenance	20,000	20,000	20,000	20,630	20,709		
Professional fees	18,400	16,400	650	16,400	16,400	16,350	15,750
	2,764,044	1,939,800	111,200	2,007,700	2,067,909	2,658,407	1,828,600
EXCESS (DEFICIENT) REVENUES OVER EXPENSES	-	-	-	-	-	-	-

St. Albert Public Library

MEMO

DATE: August 21, 2024

TO: City of St. Albert Administration

FROM: Peter Bailey, CEO

SUBJECT: 2025 BUDGET

The 2025 Library operating budget is built to accomplish the goals and objectives of the new *Library Strategic Plan 2023-28: Here For You, Here For All*. Based on community input, in 2025 we will move ahead with meeting these priorities:

1. Create Young Readers: Early Literacy
2. Participate and Connect: Community Engagement
3. Pursue Truth and Reconciliation

We thank the City of St. Albert for their ongoing support of quality library services for all St. Albertans. We understand the financial pressures facing the City and we have worked to keep the increase in the Library's 2025 funding request to a minimum. In 2024 efficiencies were achieved through the closure of the Library Materials Centre. In 2025 more efficiencies will be achieved through the use of third-party vendors for cataloguing and processing. And the Library continues to look at cost efficiencies in its operations. However, faced with strong inflationary pressures, an increase in 2025 is unavoidable. **Our annual operational funding request of the City is $4,715,800, a 4.96% increase from 2024.**

Highlights

- The salaries, wages and benefits portion of the budget is set to increase 2.58% over 2024; including an anticipated cost of living adjustment (COLA) in 2025 plus merit increments for eligible staff members. In addition, there is the full-year effect of moving one Jensen Lakes Library staff member from part-time to full-time in 2023 to accommodate the surging demand from the community for services at JLL.
- In addition, in response to cost pressures and transitioning to third-party processing and cataloguing of Library materials, more funds are required for collections in 2025.
- Savings of $72,000 annually are reflected in the 2025 budget, coming from the end of the lease at the St. Albert Professional Building for the LMC (Library Materials Centre). Staff moved back into St. Albert Place in June of 2024.

Service Levels

- Most 2025 budget lines are flat lined from 2024, including continuing with cost reductions and efficiencies and some continuing service level reductions.
  - Reduced weekday morning hours (9-10am) will continue in 2025.
  - Two FTE positions were eliminated in 2023, with a resulting reduction in service in digital literacy training and collections response time.
  - An increase in funding for collections (books, digital resources) is planned, in response to increased costs for digital resources (eBooks and eAudiobooks).

Jensen Lakes Library

- Use of Jensen Lakes Library continues to grow, along with the community of northwest St. Albert. JLL punches above its weight, with metrics such as in-person visits and loans showing JLL outperforming. To meet the increased demand for services at JLL, in 2024 a part-time JLL staff member became a full-time worker, helping to ease the pressure. A small increase is required to meet the full-year effect of this change.

Other Revenue

- As a municipal service, the Library's primary funder is the City of St. Albert. Another substantial revenue component is annual per-capita funding from the Province of Alberta. Per-capita funding from the Province remains static.
- The Library continues to make careful use of its reserves, with $15,000 to come from the operating Stabilization Reserve in 2025. However, funding operations from reserves is unsustainable.

Library Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

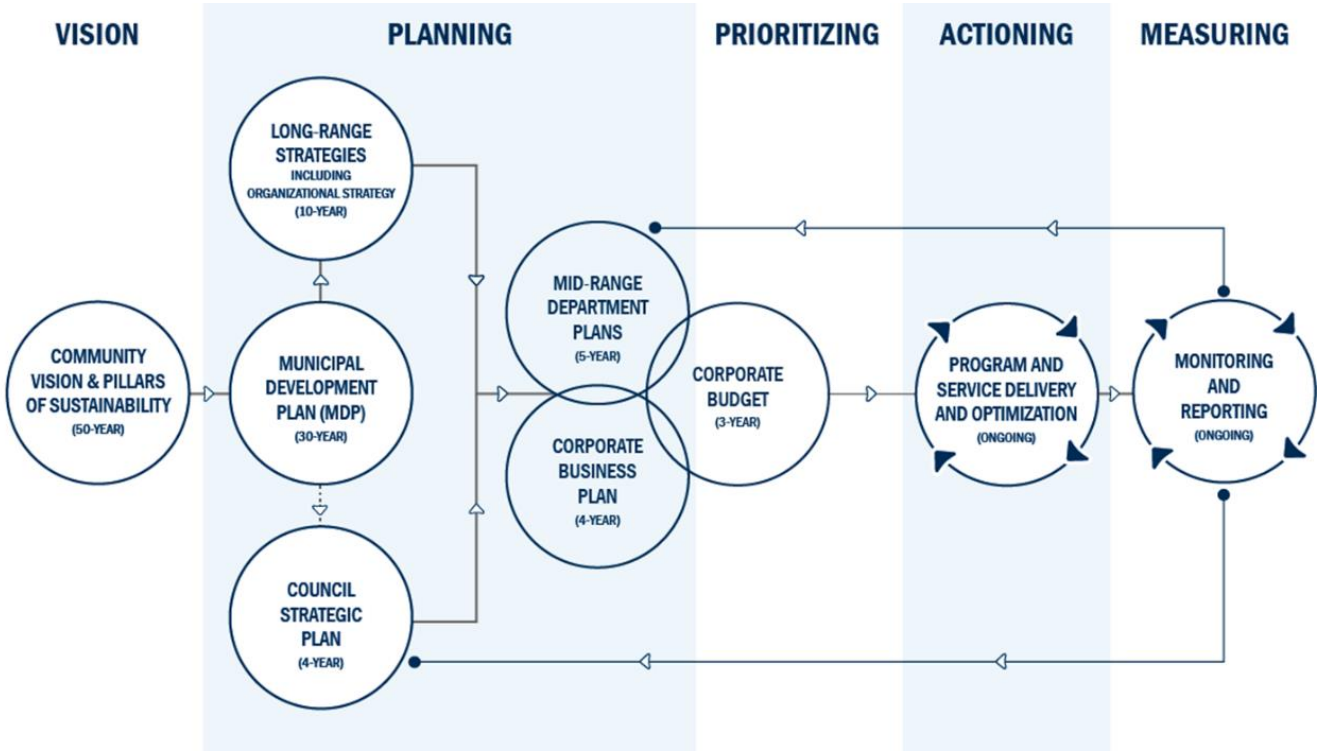
	2022 Actuals	2023 Actuals	2024 Revised Budget	2025 Proposed Budget	2026 Planned Budget	2027 Planned Budget	2024 - 2025 Variance
REVENUES							
Sales & User Fees	$103	$112	$52	$59	$59	$59	$8
Conditional Grants	445	459	465	470	470	470	5
Other Revenue	78	80	76	71	71	71	(6)
Transfers To/From Reserves	-	-	75	15	15	15	(60)
Transfers To/From Operations/Capital	4,396	4,382	4,493	4,716	4,716	4,716	223
TOTAL	$5,022	$5,034	$5,161	$5,330	$5,330	$5,330	$170
EXPENDITURES							
Salaries, Wages & Benefits	$3,726	$3,670	$3,716	$3,803	$3,803	$3,803	$(87)
Contracted & General Services	619	627	484	552	552	552	(68)
Materials, Goods, Supplies & Utilities	790	827	854	856	856	856	(3)
Bank Charges & Short Term Interest	4	4	5	5	5	5	-
Other Expenditures	-	-	102	114	114	114	(12)
Transfers To/From Reserves	(117)	(31)	-	-	-	-	-
Funds Acquired Closeout	-	(65)	-	-	-	-	-
TOTAL	$5,022	$5,031	$5,161	$5,330	$5,330	$5,330	$(170)
NET	-	$2	-	-	-	-	-

Note: Totals may not sum exactly due to rounding

STRATEGIC FRAMEWORK

The financial plan and budget serve as the City's roadmap to maintain council-approved programs and services and associated service levels and to advance priorities established in the 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 Block Party

COMMUNITY VISION AND VALUES

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

MUNICIPAL DEVELOPMENT PLAN

The Municipal Development Plan (MDP) is a comprehensive, city-wide plan for growth and change, envisioning a future population of 100,000, and up to 13,000 new jobs over the coming decades.

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

LONG-RANGE STRATEGIES

Administration develops long-range strategies for each of the MDP goals and an organizational strategy. These strategies span from 10 to 30 years. They are used to form the development of Council's Strategic Plan, the Corporate Business Plan, mid-range department plans, and the budget.



2024 Mayor's State of the City Address

COUNCIL STRATEGIC PLAN

The strategic plan signals to residents, the business community, community organizations, and other stakeholders where St. Albert is headed over the four-year Council term, with the long term in mind. The Council Strategic Plan (2022-2025) describes the five priorty areas which Council will focus on and provides direction to Administration. Administration uses this information to plan and prioritize initiatives in the Corporate Business Plan. Development of the Strategic plan was informed by the Community Vision and Pillars of Sustainability and Municipal Development Plan, as well as input received from the community through formal and informal opportunities.

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

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

CORPORATE BUSINESS PLAN

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

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

Strategic Priority 1: Economic Prosperity

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

Performance Measures:

- Number of shovel-ready sites
- Serviced land inventory
- Ratio of raw land to serviced land to developed land
- Building permits
- Number of people living and working in St. Albert
- Housing inventory
- Number of businesses starts
- Construction permit value
- Annual business satisfaction survey – how satisfied are you with your business in St. Albert?

Strategy: Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses. This strategy includes advancing the development of Lakeview Business District and completing the annexed lands.

Strategy: Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes an update to the Land Use Bylaw and completion of the Infill Strategy.

Initiatives Completed to Achieve the Priority:

- 1.6 Green Tape 2.0
- 1.7 Investment Attraction Strategy

Strategic Priority 2: Downtown Vibrancy

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

Performance Measures:

- Vacancy rates
- Business hours in the downtown
- New building permits
- Number of pedestrians at key downtown intersections
- Number of people living downtown

- Satisfaction with downtown amenities
- Number of total pedestrians downtown
- Frequency of visits to downtown
- Perception of downtown

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

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

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

Initiatives Completed to Achieve the Priority:

- 2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization
- 2.3 Downtown Stakeholder Coordination

Strategic Priority 3: Community Wellbeing

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

Performance Measures

- Percent of each type of housing
- Living wage amount in St. Albert
- Number of new residents
- Number of Indigenous events (non-City events) attended by City officials at their invitation
- Number of joint initiatives planned with Indigenous partners
- Percent of residents that indicate high quality of life
- Resident satisfaction with City services, facilities and programs

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

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

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

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

Initiatives Completed to Achieve the Priority:

- 3.1 Enhance Housing Options
- 3.2 Feasibility Study for Youth Transitional Housing
- 3.5 Ownership of Community Amenities Site land
- 3.7 Municipal Naming
- 3.8 Grant Program Review

Strategic Priority 4: Adapting to a Changing Natural Environment

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

Performance Measures:

- Percent net change in natural areas
- Percent change of maintained wildlife use stepping stones
- River water quality index
- Tree canopy
- Asset maturity ranking
- GHG emissions for City operations and facilities
- Community-based GHG emissions
- Number of wetlands
- Percent of City assets maintained through extreme weather events

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

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

Initiatives Completed to Achieve the Priority:

- 4.1 Waste Minimization Strategies
- 4.2 Climate Adaptation Plan (Risk & Vulnerability Assessment)
- 4.3 Energy Efficiency Community-Based Programs
- 4.4 Green Environment Strategy

Strategic Priority 5: Financial Sustainability

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

Performance Measures:

- Expenses per capita
- Percent of residential to non-residential assessment
- Number of improvements completed under the Program and Service Review Council Policy and resulting from 3rd party recommendations
- Percent of residents ranking value for tax dollars high
- Number of long-range strategies under development

Strategy: Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure and support alternative service delivery. This includes exploring plans for the Solar Farm and discovering partnership opportunities. (Note: On September 6, 2022, Council approved Administration's recommendation not to pursue the Solar Farm initiative further.)

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

Strategy: Consider environmental, social and governance (ESG) opportunities and risks when making decisions.
Initiatives Completed to Achieve the Priority: • 5.1 Intermunicipal Partnerships • 5.2 Revenue Generation Infrastructure Opportunities (including Solar Farm Initiative) • 5.3 Strategic Alliance/Merger Opportunities • 5.5 Arden Theatre Operating Model Options Review • 5.6 911 Dispatch Delivery Review • 5.7 Implement Direction of 911 Dispatch Delivery Model Review • 5.15 Shared Services for Public Participation • 5.20 Internal Audit Committee – Practice and Process • 5.21 Advance Integrated Risk Management Framework and Practice

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

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

Priority Area 1: Our People – Our Team
Attracting and retaining top talent for sustainable delivery of services and supporting healthy and resilient employees.
Key Indicator: • City permanent employee retention rate • Training budget as a percentage of payroll costs
Strategy: Enable and support healthy and resilient employees at all levels of the organization.
Strategy: Attract and retain top talent to ensure the City can deliver on its programs and services.
Initiatives Completed to Achieve the Priority: 1. OE 1.2 Resiliency Conversations 2. OE 1.4 Change Management Framework

Priority Area 2: Planning and Prioritizing
Ensuring proactive planning to align the City's strategic and business planning, service delivery and budgeting and enable informed decision making related to prioritization of resources to manage organizational capacity.
Key Indicators: • Monitor number of projects added after the approval of the Corporate Business Plan • Number of department plans completed out of the total • Number of long-range strategies developed out of the total

Strategy: Plan and align our strategic, business and operational plans to set clear priorities and to manage organizational capacity.

Initiatives Completed to Achieve the Priority:

- All initiatives are in progress.

Priority Area 3: Digital Transformation

Using technology to automate and modernize delivery of services to the community and to support efficient and effective City operation and use of resources.

Key Indicator:

- Successful completion of the digital transformation initiatives

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

Initiatives Completed to Achieve the Priority:

- All initiatives are in progress.

Priority Area 4: Operational Performance

Fostering and supporting the culture of continuous improvement.

Key Indicators:

- Progress status of projects

Strategy: Foster a culture of continuous improvement, innovation, process efficiencies, mature business practices and service optimization.

Initiatives Completed to Achieve the Priority:

- OE 4.5 Municipal Insurance Practice Review
- OE 4.8 Asset Retirement Obligation

Priority Area 5: Residents/Customers

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

Key Indicators:

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

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

Initiatives Completed to Achieve the Priority:

- OE 5.1 Marketing and Communications Consolidation

Note: The performance measures and key indicators were identified to help track progress towards achieving outcomes of the Corporate Business Plan. These are still under development and will therefore continue to evolve.

CORPORATE BUDGETING

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

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

PROGRAM & SERVICE DELIVERY

City Administration delivers programs and services to meet the needs and enhance the quality of life of residents, businesses, and stakeholders. The City of St. Albert maintains a Services and Service Levels Inventory to articulate the services and levels of service provided to the community. The inventory is approved by Council in quarter one of every year and is used as a foundation for development of the proposed budget. The services outlined in the inventory, and the work required to deliver, maintain, change, or optimize them, are taken into consideration as business plans and budgets are developed. In addition, the City continuously reviews processes and services to ensure the service delivery to community is optimized and efficient. Nearly all FTEs and over 80% of our budget support the delivery of services to the community. More details about the programs and services provided by the City of St. Albert are identified in the Program and Service Delivery beginning on the next page.

EVALUATION & REPORTING

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

Reporting to Council and the community is provided on a regular basis. Quarterly and annual reports to the community demonstrate progress the City is making towards achieving Council's strategic priorities and 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.



Nakî Transit Centre & Park and Ride

PROGRAM AND SERVICE DELIVERY

CITY SERVICES

The City provides a wide range of services related to the following programs:

- Community Amenities
- Community Development
- Environmental Stewardship
- Land Use & Development
- Movement of Goods & People
- Public Safety
- Business & Financial Management
- Corporate Governance & Standards
- Local & Regional Governance
- Organizational Operations & Development

Every day, residents encounter services that are offered throughout the City that make positive impacts on the community. Approximately, 81 percent of the City's operating budget is allocated to delivery of services to community, according to Council approved Services and Service Levels Inventory. This section is an excerpt of the 2023 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. When the 2025 Budget document was prepared, statistical information for 2024 was not yet available.



Kingswood Park

COMMUNITY AMENITIES

ACCESS TO AMENITIES

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

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

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

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

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

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

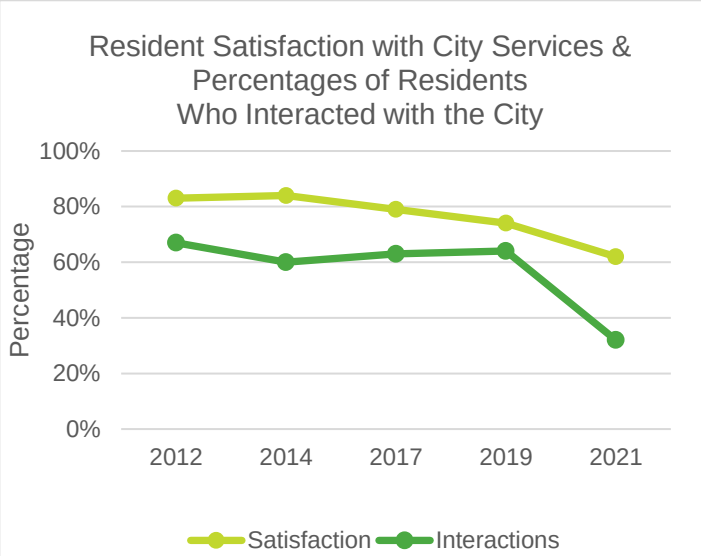
The City received the CAMA Environmental Leadership & Sustainability Award from the Canadian Association of Municipal Administrators for its innovative development of Grey Nuns White Spruce Park. This award acknowledges the City's excellence in balancing conservation, community use, Indigenous knowledge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

Additionally, St. Albert recognizes public art as a defining characteristic of our community identity. As such, the City is responsible for the maintenance of the City's public art inventory through the maintenance, addition and removal of pieces from the inventory. Grey Nuns White Spruce Park also includes integrated art features, which were integrated into the development of the site itself.

CUSTOMER EXPERIENCE

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

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



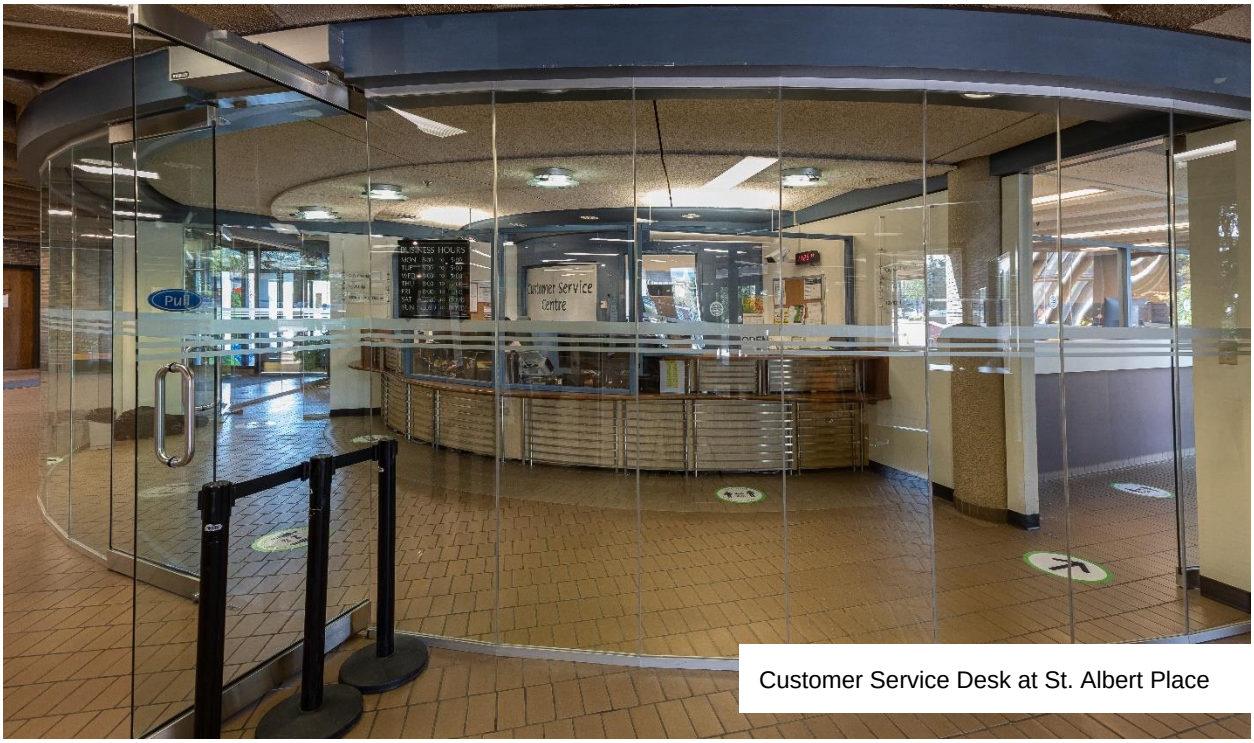
The Community Satisfaction Survey was last conducted in 2021.

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

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

The City partners with St. Albert businesses in the provision of food, beverage, professional and retail services to enhance the customer experience at City sites. Food

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



Customer Service Desk at St. Albert Place



2024 - St. Albert Children's Festival

COMMUNITY DEVELOPMENT

COMMUNITY EVENTS

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

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

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

TRUTH AND RECONCILIATION

We continue to support Truth and Reconciliation efforts through the City's involvement in the Inuvialuit Regional Corporation's Nanilavut Initiative, a federally supported initiative to locate Inuit who passed away during the 1940-1960's tuberculosis epidemic after being sent to healthcare facilities such as the Charles Camsell Indian Hospital.

As well, the City supported the Office of the Special Interlocutor for Missing Children and Unmarked Graves and Burial Sites with their efforts in locating lost loved ones and providing support in any way it can. The City also hosts an event for National Day for Truth and Reconciliation, which was organized by a working group of local Indigenous partners. The event honours the survivors of and the children who never returned home from residential schools, as well as their families and communities. This day has a strong local significance as St. Albert was the home of two former residential schools, the Youville residential school and the Edmonton residential school (sometimes referred to as Poundmaker).

COMMUNITY ORGANIZATIONS AND GROUPS SUPPORT

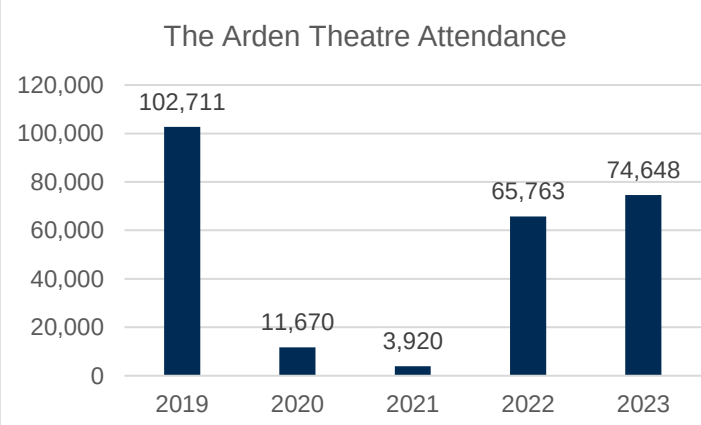
St. Albert highly values the work of groups and individuals who are active in promoting the community's well-being and development in areas including arts and culture, recreation and environmental protection. The City maintains contact with active community groups, creates opportunities for residents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

CULTURAL DEVELOPMENT

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

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

The Arden Theatre – The City hosted 309 events in 2023, 300 of which took place in the downtown core, including the successful community-focused outdoor Plaza series, Amplify events, Arts Exchange events and events connected to the Tamarack conference.



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

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

ECONOMIC DEVELOPMENT

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

FINANCIAL GRANTS AND SUPPORT

The City provides various grants to not-for-profit organizations and residents in the areas of special events, sport and culture development, operational funding, capital renovations and development and environmental initiatives. The City has provided one million dollars to community organizations through City Grant programs.

FUNDING PARTNERSHIPS

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

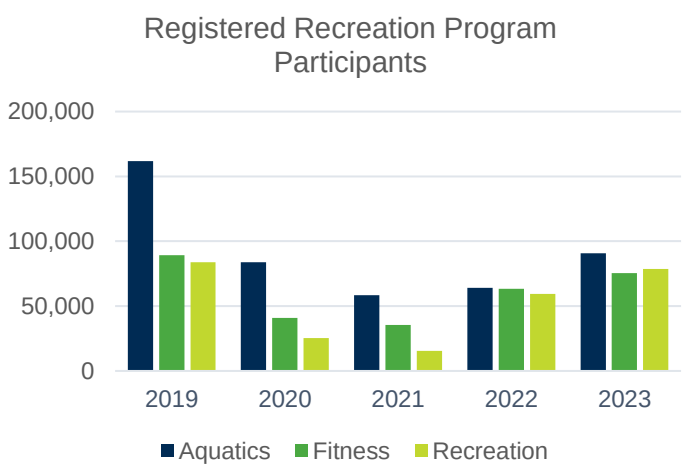
Additional grants are provided for the delivery of preventative social services. In addition to City counselling offerings, residents were supported for short-term counselling which the City contracted with local service providers.

PUBLIC EDUCATION

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

RECREATION DEVELOPMENT

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

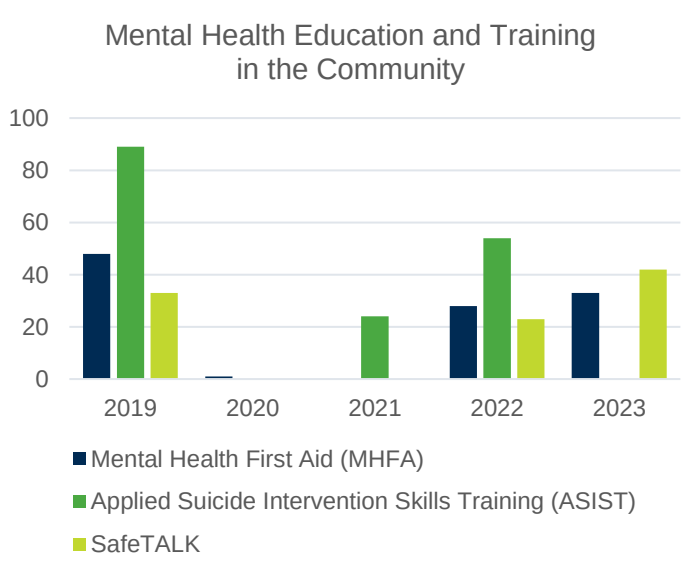


Participation is returning to pre-pandemic numbers for all recreation programming other than Aquatics. The aquatics numbers are affected by the renovation closure of Fountain Park Recreation Centre.

SOCIAL DEVELOPMENT

The City seeks out and creates opportunities to educate and promote awareness of social issues that may affect individuals or groups. The team is proactive in reaching out to community members who may not have the capacity to advocate for themselves. The community groups are also brought together to address issues and solve problems.

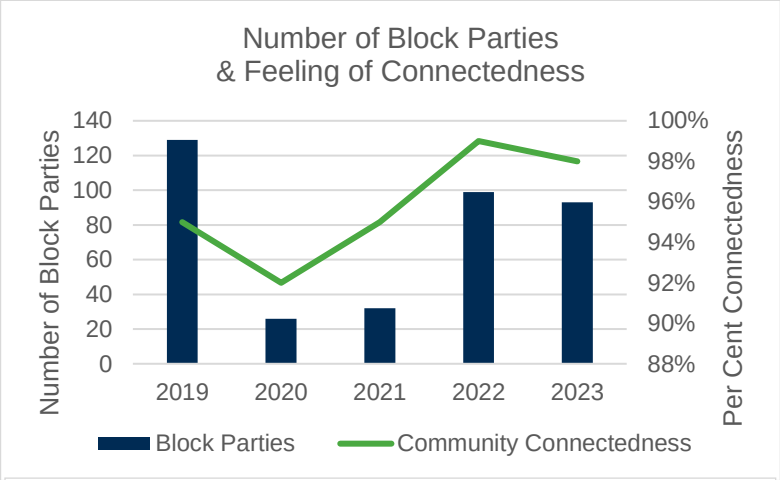
The City of St. Albert is committed to the health and well-being of our residents and continues to work with the province and community agencies to provide support and resources to residents. Many have felt the impact of inflation, struggle with mental health, addiction or simply feel overwhelmed with all the changes to their daily lives.



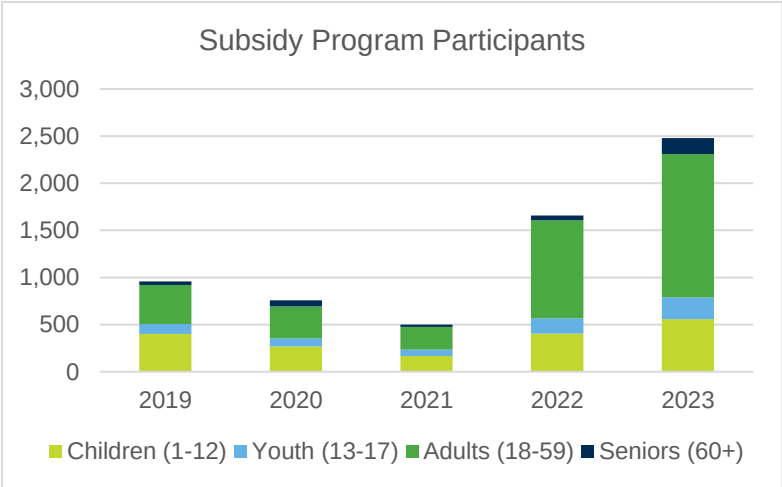
In 2023, SafeTALK and Mental Health First Aid (MHFA) continue to be programs high valued by the community. After revaluation, Applied Suicide Intervention Skills Training (ASIST) has been discontinued.

Block party registration remains consistent. Neighbourhood Development activities included the hosting of ABCD When Community & Municipalities Meet in the Middle Tamarack Institute conference. Many neighbourhood connectors were involved in this event. Neighbourhood Connector meetings are slowly being revived post-pandemic.

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



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



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



View of Downtown from Mission Park

ENVIRONMENTAL STEWARDSHIP

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

MAINTENANCE

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

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

PROTECTION

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

Sturgeon River Water Quality Index

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

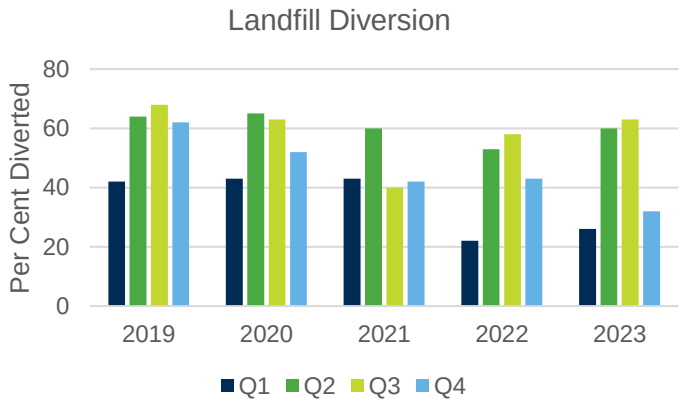
Water quality parameters were negatively influenced by the sewage spill from the Alberta Capital Region Wastewater Commission in December 2022. We noted impacts in the river until summer of 2023.

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

WASTE MANAGEMENT

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

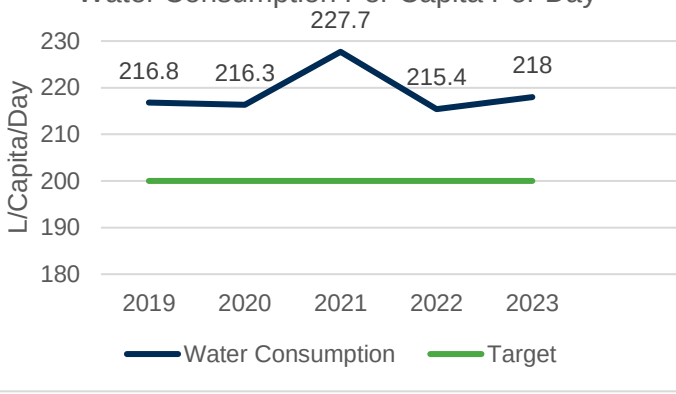
- collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools
- a centralized site where residents can bring yard waste, recycling (paper, cardboard, food cans and tins, clear glass jars, and Styrofoam), hazardous waste and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



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

WATER MANAGEMENT

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



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

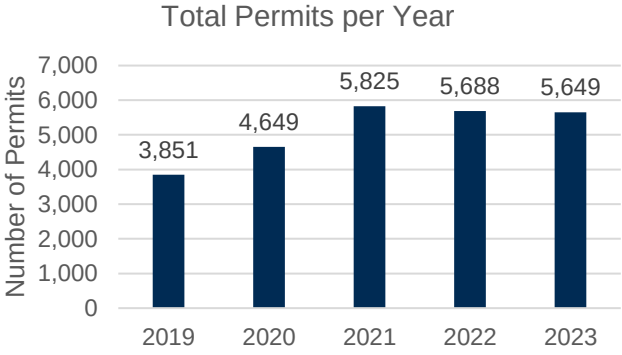
LAND USE DEVELOPMENT

APPLICATION REVIEW AND PERMITTING

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

INFRASTRUCTURE PLANNING

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



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

LAND DEVELOPMENT

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

LAND USE PLANNING

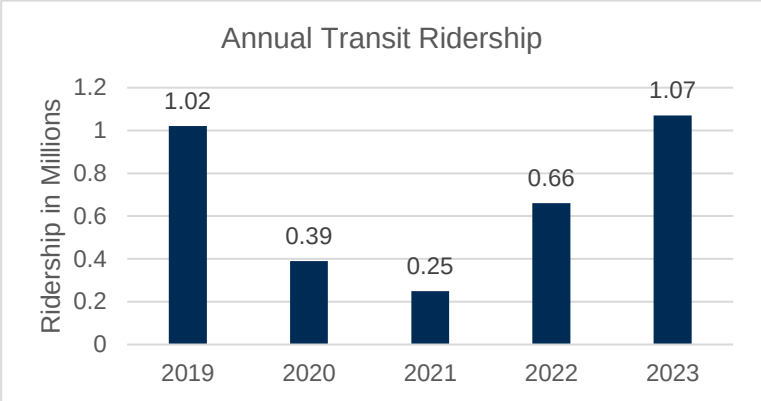
Administration assesses the needs and plans for future community and City buildings, capital improvement projects, schools and affordable housing. Planning for future growth includes long-range land use planning. The City is also responsible for processing and coordinating statutory plans, amendments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

MOVEMENT OF GOODS AND PEOPLE

PUBLIC TRANSIT

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

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

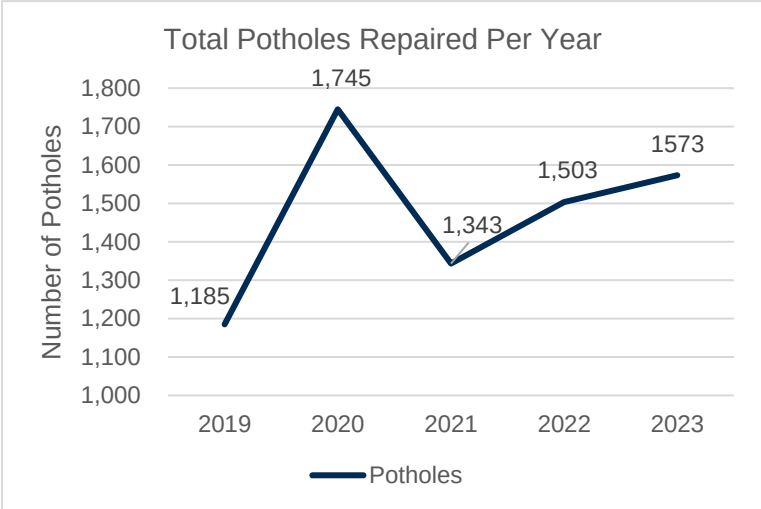


Annual transit ridership in 2023 rebounded significantly, approaching pre-pandemic levels, showing an increase from the previous year.

ROAD ACCESSIBILITY

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

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



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

VEHICLE NETWORKS

The City provides transportation management services by way of traffic signals and systems, traffic signs and markings to support safe and efficient movement of goods and people. The City is responsible for planning, installing, replacing, inspecting and maintaining these assets and systems. Maintenance of vehicle networks includes responding to reported concerns from the public, existing malfunctions, damage to networks or perceived unsafe conditions.

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

PUBLIC SAFETY

EMERGENCY MANAGEMENT

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

ENFORCEMENT AND LICENSING

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



Municipal Enforcement

FIRE, RESCUE AND EMERGENCY MEDICAL SERVICES

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

Fire Services responds to all types of emergency events including fire, rescue, service calls, dangerous goods releases, motor vehicle accidents and ice/water rescue.

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

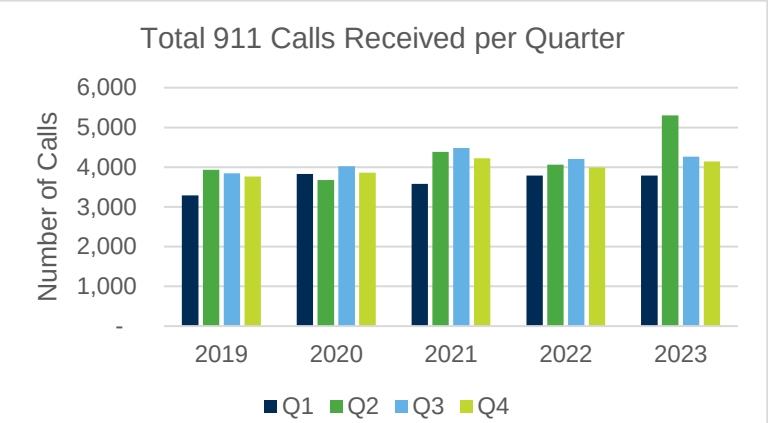
Fire prevention is also a key priority with the provision of fire and risk education to the public using social media, media, and face to face opportunities. Another key element of fire prevention is inspection and enforcement, whereby the City inspects occupancies for Fire Code compliance.

POLICING SERVICES

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

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

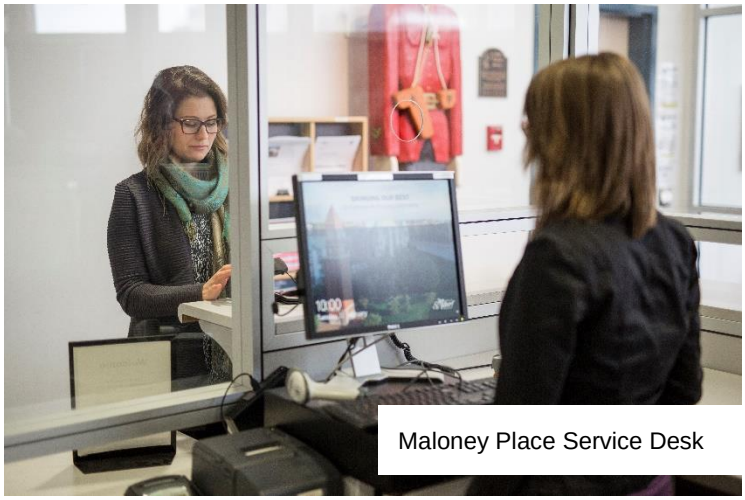
Policing Services in St. Albert are under contract with Public Safety Canada and the RCMP is designated as the Municipal Police Service. As per the agreement, the RCMP provides services necessary to preserve the peace, protect life and property, prevent crime and offences against the laws of Canada and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



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

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

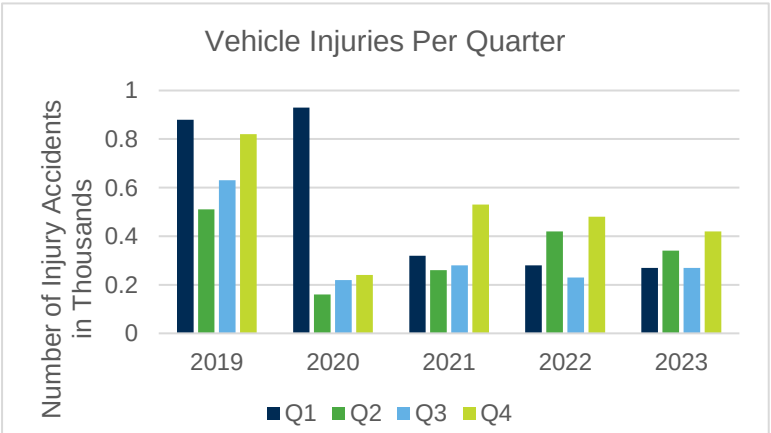
The RCMP determines appropriate policing responses in accordance with the Municipal Police Services Agreement.



Maloney Place Service Desk

TRANSPORTATION SAFETY

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



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

BUSINESS AND FINANCIAL MANAGEMENT

ASSET MANAGEMENT

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

STRATEGIC BUSINESS PLANNING

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

BUSINESS DEVELOPMENT

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

COMMUNICATION AND MARKETING

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

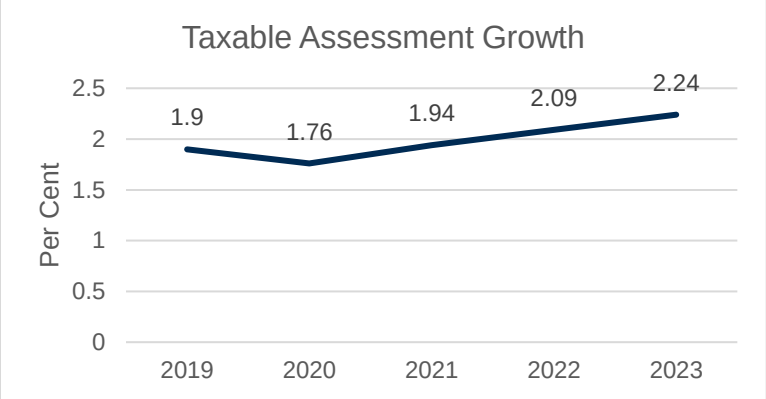
- website
- social media
- publications
- advertising and promotion
- video, photography and multimedia
- responding to customer inquiries

FINANCIAL OPERATIONS AND MANAGEMENT

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

MUNICIPAL ASSESSMENT AND TAXATION

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



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

PROJECT AND CHANGE MANAGEMENT

The City plans, budgets, and manages capital projects from the initial concept phase, through design, construction, and project closeout. This includes "repair, maintain, and replace" projects and new community infrastructure. Examples of infrastructure are sidewalks/trails, roads, bridges, parks, utilities, and facilities. Capital project management also includes providing a central contact point for resident inquiries on capital construction projects and maintenance of a map of construction location on the City's website. Administration also ensures each project has its own separate webpage to ensure the public is kept informed. Operational projects are also managed to ensure successful implementation of new practices, systems, service reviews, and business process improvement.



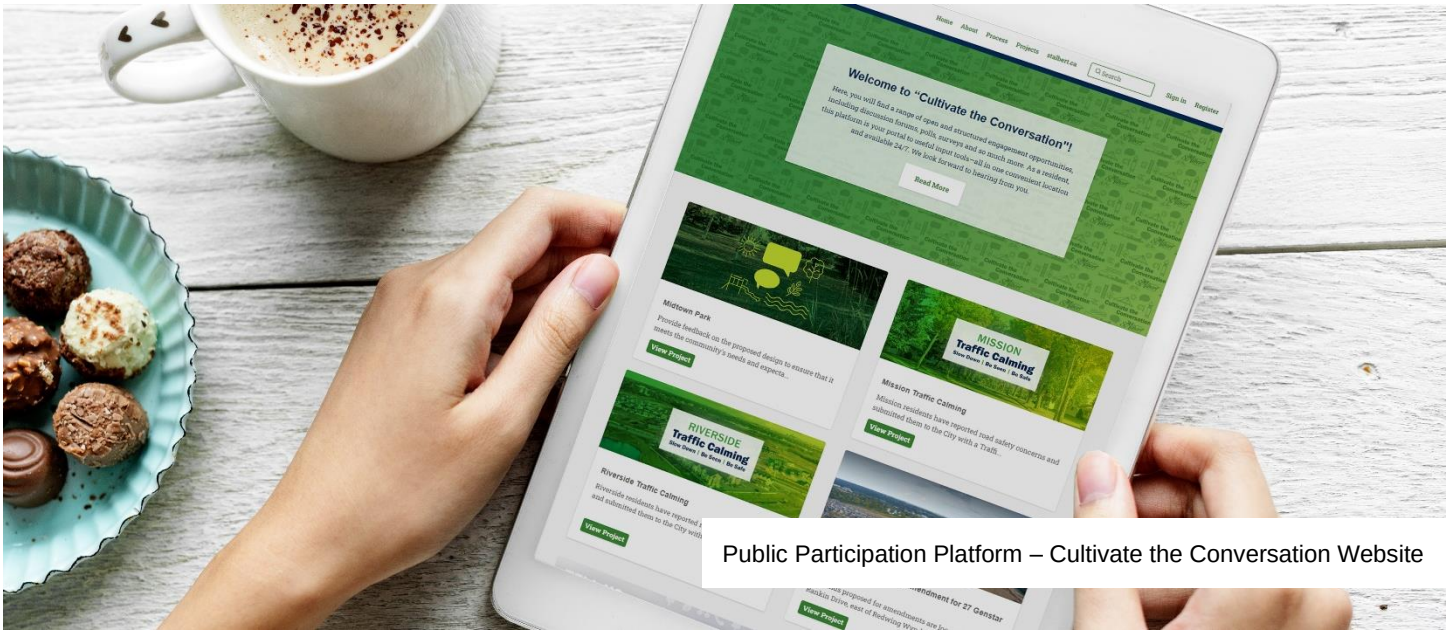
St. Albert Place

CORPORATE GOVERNANCE AND STANDARDS

Corporate Reporting

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

- The City’s Annual Report
- The Corporate Budget Report
- Quarterly Reporting
- Long Range Strategy Reporting
- StATracker Performance Dashboard



Public Participation Platform – Cultivate the Conversation Website

LOCAL AND REGIONAL GOVERNMENT

MUNICIPAL ELECTIONS AND DEMOCRATIC PROCESSES

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

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

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

ACRONYMS

AFRRCS	Alberta First Responders Radio Communication System
AHF	Arts and Heritage Foundation
AHS	Alberta Health Services
AM	Asset Management
AMLIIS	Asset Management, Land and Integrated Infrastructure Services
AR	Agenda Report
ARC	Application Registration Card
ASIST	Applied Suicide Intervention Skills Training
ASP	Area Structure Plan
ATE	Alberta Traffic Enforcement
BLESS	Big Lake Environment Support Society
BMX	Bicycle Motocross
C	Construction
CAMA	Canadian Association of Municipal Administrators
CAO	Chief Administrative Officer
CEIP	Clean Energy Improvement Program
CM	Council Motion
CN	Canadian National Rail
COMS	Community Services
COSA	City of St. Albert
CP	Concept Planning
CPC	Capital Project Charter
CPO	Capital Project Office
CS	Community Services
CUPE	Canadian Union of Public Employees
CULTR	Cultural Services
D	Design
DARP	Downtown Area Redevelopment Plan
EA	Executive Assistant
EL	Executive Leadership Team
EMM-AM	Enterprise Maintenance Management – Asset Management
EMRB	Edmonton Metropolitan Region Board
EMS	Emergency Medical Services
EMTSC	Edmonton Metropolitan Transit Services Commission
ENGS	Engineering Services
ENV	Environment

EPCOR	The City of Edmonton (Water Services)
ES	Emergency Services
ESG	Environmental, Social & Governance
EY	Ernst & Young
FCM	Federation of Canadian Municipalities
FIRE	Fire Services
FTE	Full-time Equivalent
FOIP	Freedom of Information and Protections of Privacy
GES	Green Environment Strategy
GFOA	Government Finance Officer's Association
GHG	Greenhouse Gas
GIS	Geographic Information System
GNWSP	Grey Nuns White Spruce Park
HDM	Heavy Duty Mechanic
HDT	Heavy Duty Technician
HVAC	Heating Ventilation and Air Conditioning
IRTMP	Edmonton Metropolitan Region Integrated Transportation Plan
IT	Information Technology
ITS	Intelligent Transportation Systems
ITSV	Innovation & Technology Services
KPI	Key Performance Indicator
LOS	Level of Service
LRT	Light Rail Transit
LT	Leadership Team
LUB	Land Use Bylaw
MAN	Municipal Area Network
MDP	Municipal Development Plan
MGA	Municipal Government Act
MHAF	Mental Health First Aid
MR	Municipal Reserve
MSI	Municipal Sustainability Initiative
NE	North East
NP	Neighbourhood Plans
OE	Organizational Excellence
OMD	Office of the Managing Directors
OSL	Off Site Levy

PAYG	Pay-As-You-Go
P & D	Planning and Development
PLAN	Planning and Development
PM	Postponed Motion
PO	Public Operations
POLI	Policing Services
PTZ	Point/Tilt/Zoom
PV	Photovoltaics
PW	Public Works
QA/QC	Quality Assurance/Quality Control
R & P	Recreation & Parks
RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RFP	Request for Proposal
RMR	Repair, Maintain, Replace
ROW	Right of Way
RSIP	Rail Safety Improvement Program
RWP	Red Willow Park
SAP	St. Albert Place (City Hall)
SCADA	Supervisory Control and Data Acquisition
SERV	Servus Place (Recreation Facility)
SF	Square Foot
SOLWA	Solid Waste
SP	Strategic Priority
StAT	St. Albert Transit
SW	Solid Waste Management
TBD	To be Determined
TMP	Transportation Master Plan
TOD	Transit Oriented Development
TRAN	Transit
TUC	Transportation Utility Corridor
VIP	Voluntary Investment Program

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 St. Albert's City Council with detail adjusted by departments to show how they will operate within the departmental and fund numbers approved in that budget.

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

Amortization - Amortization is the practice of spreading an intangible asset's cost over that asset's useful life.

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

Asset Management - Asset management is a systematic process of developing, operating, maintaining, upgrading, and disposing of assets in the most cost-effective manner (including all costs, risks, and performance attributes).

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 Administration 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 Project 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.

Depreciation – The expensing of a fixed asset as it's used to reflect its anticipated deterioration.

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 of St. Albert.

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 expenses 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 the 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 of St. Albert. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants, and interest income.

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

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

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

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

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

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

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

PROPOSED FINANCIAL PLAN + 2025 BUDGET

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