

APPROVED FINANCIAL PLAN + 2020 BUDGET

Approved Municipal and Utility Budgets
February 2020



stalbert.ca

City of St. Albert Cultivate Life

Approved Financial Plan and Budget

The Committee of the Whole met between November 14, 2019 and November 21, 2019 to deliberate the 2020-2022 Financial Plan and 2020 Budget. Council approved the Operating and Capital budgets via the following Council motions:

AR-19-222	Municipal Capital RMR budget, June 17, 2019
AR-19-043	Utility Capital RMR budget, June 17, 2019
AR-19-482	Municipal and Utility Capital Growth budget, December 16, 2019
AR-19-432	Municipal and Utility Operating budgets, December 16, 2019

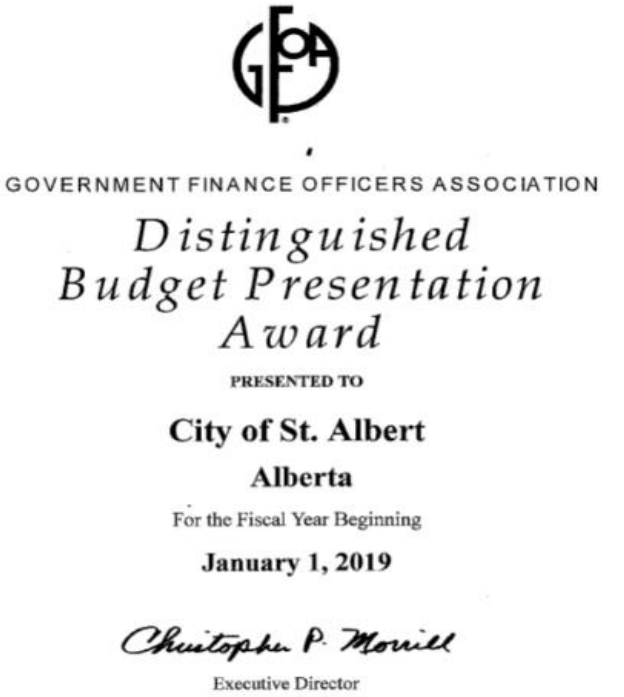
This budget document contains the 2020 Approved Budget and two years of actual financial performance (2018-audited and 2019-unaudited).

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

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

There are two methods to navigate within the document:

1. Hyper-links - The Table of Contents has been linked to and from all pages.
2. Bookmarks - Click on the bookmark icon on the top far left of your screen . Use the + & - icons to expand and collapse the categories. Click on the section you want to view.


GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of St. Albert

Alberta

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

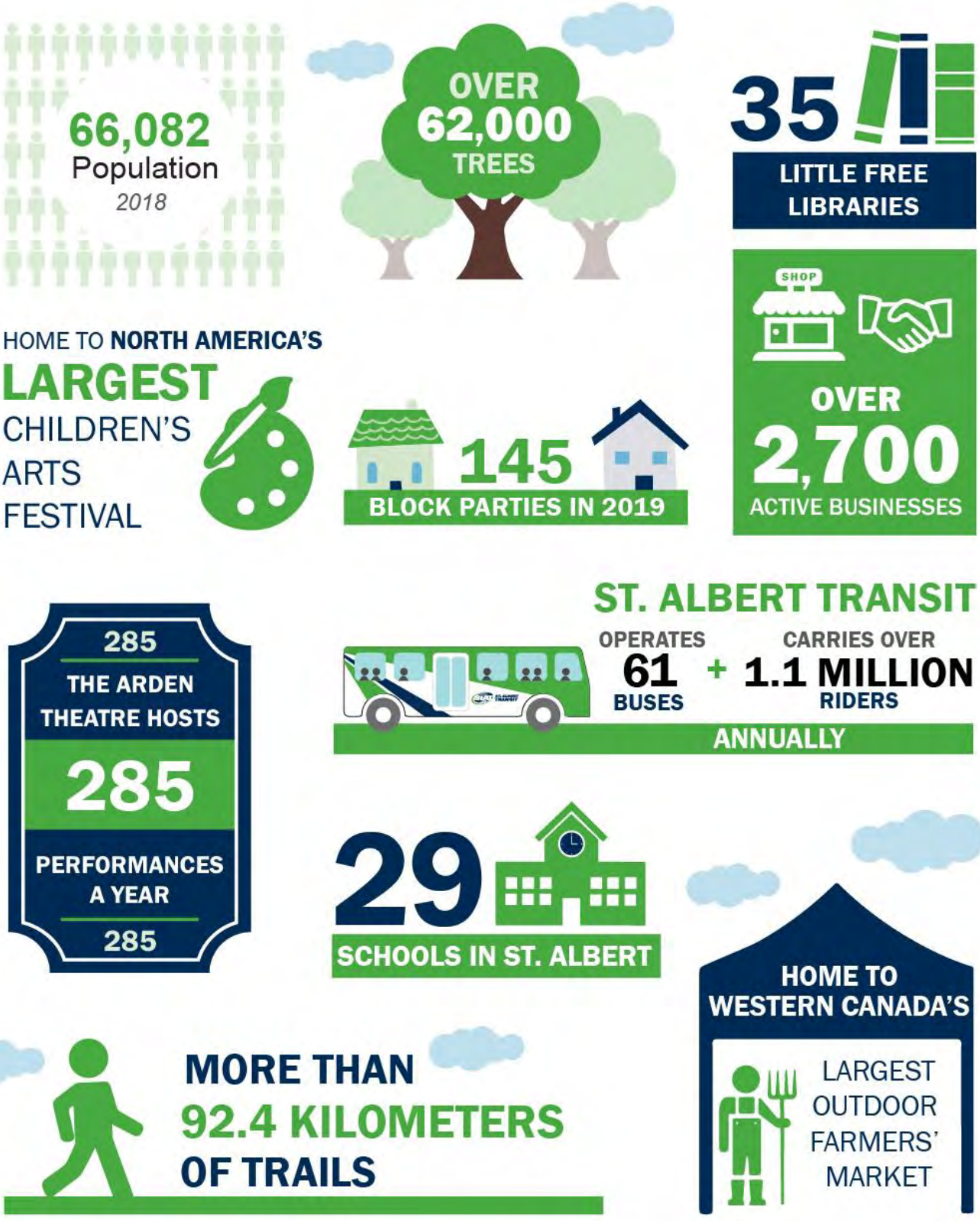
Executive Director

The City has received the award for Distinguished Budget Presentation for 14 consecutive years. This award, presented by the Government Finance Officers Association of the United States and Canada (GFOA), is presented to governments who publish high-quality Financial Plans and Budgets.

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of St. Albert, Alberta, for its Annual Budget for the fiscal year beginning January 1, 2019. 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.

ST. ALBERT FAST FACTS



Hyperlink and Bookmark features available

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CHIEF ADMINISTRATIVE OFFICER MESSAGE

In today's ever-changing world, it's more important than ever to ensure City resources are being used in the most efficient and effective manner possible. We need to focus them towards the City's most critical needs and the services and programs that are most important to you, as a resident. Just like in your own household, prudent fiscal strategies have a significant role in decision-making as we continue to focus on long-term sustainability, viewing it through a social, economical and environmental lenses.

The City's business planning and budget process is a comprehensive undertaking that is guided by the Community Vision, Council's Strategic Plan and resident feedback to help ensure the Financial Plan and Budget reflect priorities identified by the community. It also considers the need for fiscal restraint to reflect the reality of today's provincial and federal economies and the continued decline of external funding sources.

As we move into year three of Council's four-year term, we continue to focus on their six overarching priorities: growth, economic development, building a transportation network, infrastructure investment, housing and environmental stewardship.

To support and achieve these desired outcomes, the Approved Financial Plan and 2020 Budget was built to:

- Maintain services and service levels;
- Optimize service levels where appropriate;
- Execute on Council's priorities and strategic and emerging initiatives; and
- Focus on long-term sustainability, including maintaining and planning for various infrastructure projects.

Long-term fiscal sustainability is one of our top priorities. The City is focused on developing sustainable business practices through revenue generation opportunities, cost-saving initiatives, process efficiency improvements and the creation of regional partnerships and collaborative opportunities where appropriate.

Numerous influential short-term factors were also taken into consideration and include:

- Forecasted population growth;
- Borrowing costs of capital initiatives; and
- Cost of living and external market alignment of compensation.

For 2020, Council approved a net municipal tax requirement of $109.9 million, which results in a municipal tax increase of 2.5 per cent. I am proud of the continued work by Administration to find cost efficiencies, reducing the initial tax requirement to 1.0 per cent. The tax increase includes a 1.5 per cent increase for infrastructure capital funding, as per Council direction, resulting in a 2.5 per cent overall tax increase. By comparison, local inflation is estimated at 3.1 per cent.

The approved Operating Budget includes seven growth business cases valued at $1.5 million to support initiatives related to new operating programs or recommended changes to service levels. These initiatives are funded from new assessment growth revenue, which means there is no tax impact to residents.

The approved Municipal Capital Budget of $91.1 million includes 29 capital charters (requests of funding for projects) focusing on repairing, maintaining and/or replacing (RMR) existing infrastructure, and 13 capital charters that address community growth. We have a formidable funding challenge for RMR infrastructure over the next 10 years. Council approved a 1.5 per cent property tax increase (capital surcharge) for the next three years to start addressing this issue, but we need a long-term solution. Administration continues to work on various alternatives to help offset the impact of RMR on municipal taxes, which includes increasing non-traditional revenue sources and reviewing service levels to assess potential reductions.

The approved Utility Capital Budget of $11.6 million includes 14 utility capital projects, which focus on repairing, maintaining and/or replacing existing infrastructure. The average monthly utility bill will see a slight rate increase of 0.1 per cent or a change of $0.13 compared to last year.

Thank you for your interest in the City’s Financial Plan and 2020 Budget. Should you have any questions, please contact me by phone or email.

Kevin Scoble
Chief Administrative Officer
780-459-1502
kscoble@stalbert.ca

APPROVED 2020 BUDGET

INTRODUCTION AND OVERVIEW





OVERVIEW AND STRATEGIC FRAMEWORK

CITY PROFILE

One of the most beautiful cities in Alberta, St. Albert has long been recognized as a community of choice with its picturesque landscape, celebrated parks and trail system, state-of-the-art amenities, inviting neighbourhoods with tree-lined streets, lively arts and culture, and outstanding attractions and events. Today, St. Albert is a vibrant city with a population of 66,082 (2018 Census report).

St. Albert continues to be recognized as one of the best places to live in both Alberta and Canada. In August 2019, the city received its most recent accolade, after Maclean's Magazine named St. Albert the top community in Alberta.

With direct access to resource development in northern Alberta and markets in the Edmonton Metropolitan Region, excellent transportation networks, and a highly-educated workforce, St. Albert is positioned to attract business and industry to support our local community, its growth, and the surrounding region.



History of Settlement in St. Albert

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.

Father Albert Lacombe and Bishop Alexander Taché, on January 14, 1861, proclaimed Mission Hill as the home of the St. Albert mission settlement. By 1870, St. Albert was the largest agricultural settlement west of Winnipeg, with a population of approximately 1,000. The village of St. Albert was established on December 7, 1899 by order of Council. St. Albert was declared a New Town in the mid 1950s. The City of St. Albert was incorporated on January 1, 1977 and currently covers a total area of 4,973 hectares.

Government Structure

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

City Council consists of a Mayor and six Councillors. Council is elected at large by residents to serve a four-year term and governs in accordance with powers granted under the *Municipal Government Act*. City Council provides strategic direction to Administration through plans, bylaws, policies and other governance processes. The last municipal election took place in October 2017.

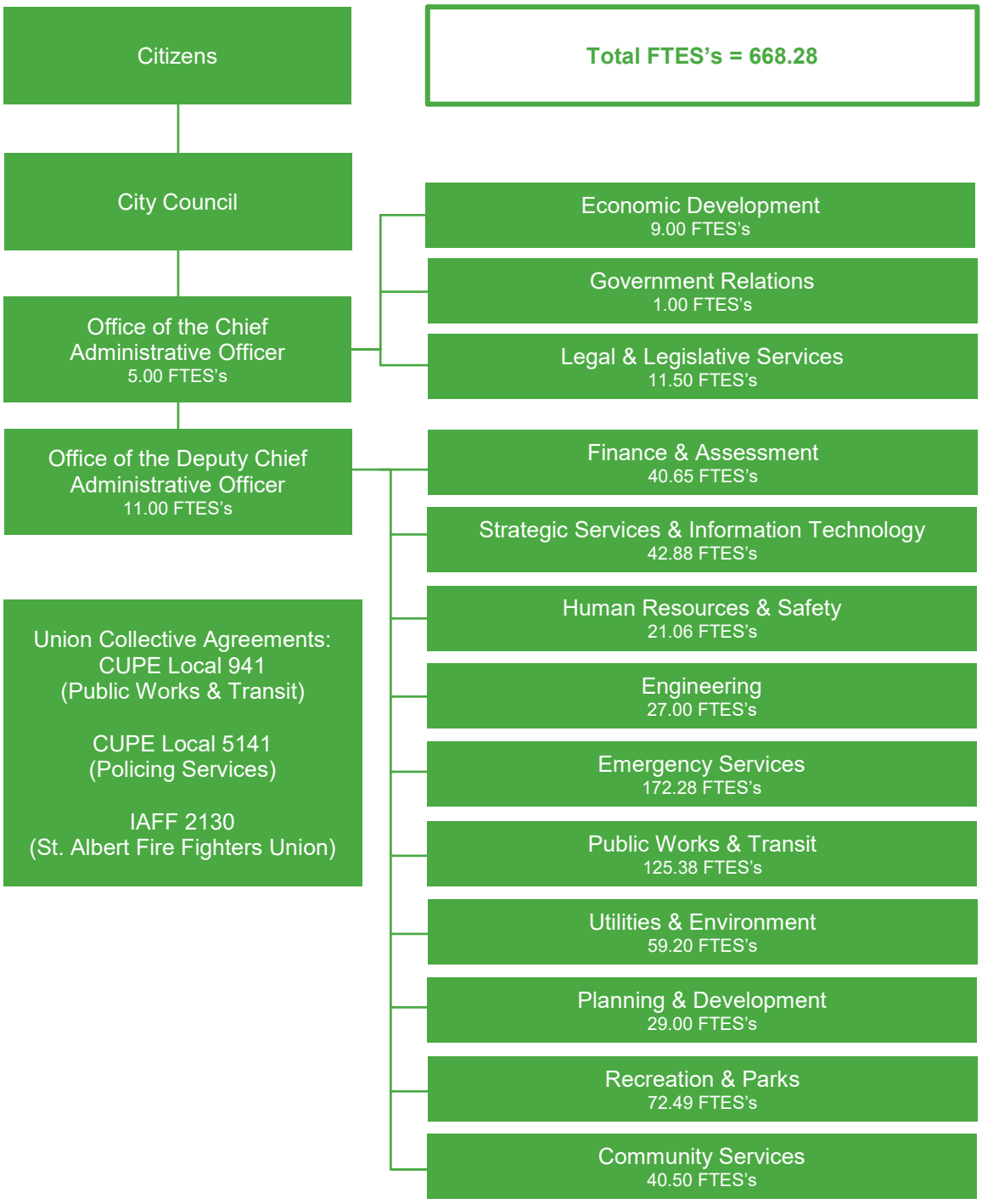
The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 668.28 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL



Councillor Natalie Joly, Councillor Sheena Hughes, Councillor Ray Watkins, Mayor Cathy Heron, Councillor Wes Brodhead, Councillor Ken MacKay, Councillor Jacquie Hansen

ORGANIZATION CHART

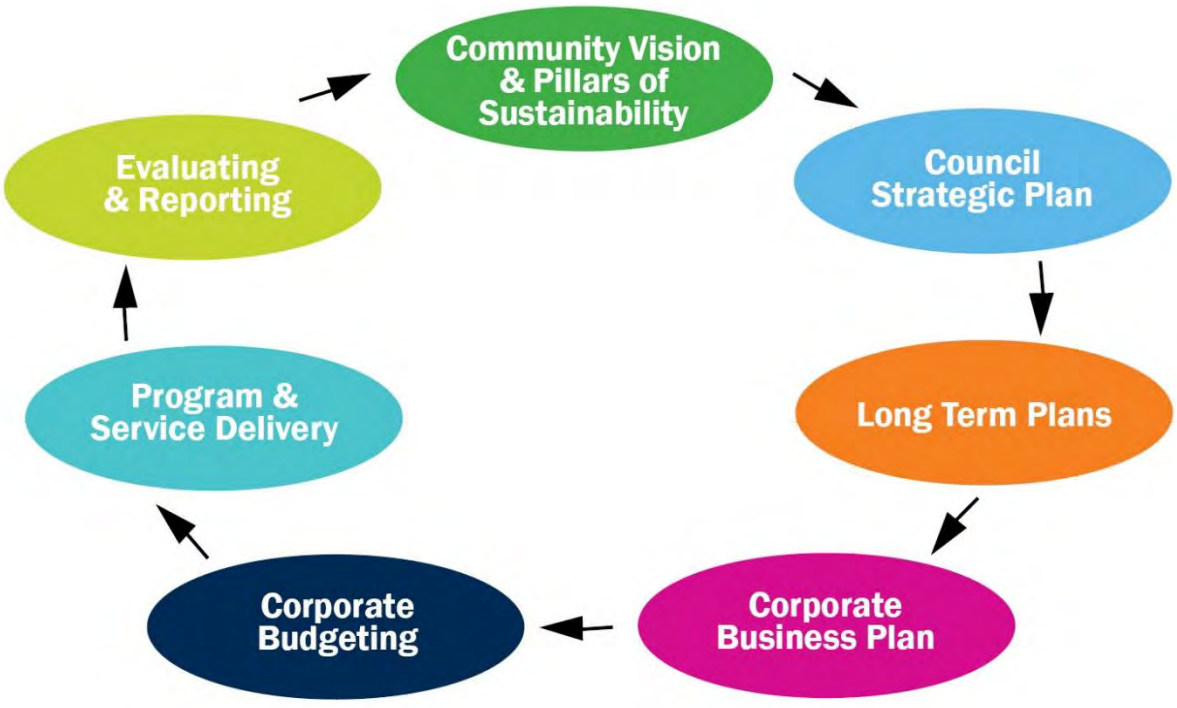


STRATEGIC FRAMEWORK

The Financial Plan and Budget serves as the City's roadmap to maintain programs and services and advance priority projects and initiatives for the future.

The Proposed 2020 Budget outlines the City's financial expenses and revenues including 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 that encompasses the range of planning activities that are carried out to effectively manage the municipal corporation. This structured framework provides clarity, directs the City's future, and provides a balanced approach to achieving long-term plans while focusing on short-term actions. The framework is comprised of seven key elements, as depicted in the figure below:



COMMUNITY VISION

Throughout 2014, the City of St. Albert engaged residents to understand the vision for the community over the next 50 years. Altogether, over 7,000 residents were engaged in this process. Development of the vision was led by a Council Committee that consisted of residents and Council members. The engagement process resulted in the creation of the Community Vision and the Pillars of Sustainability.

The Community Vision describes the direction St. Albert residents would like the community to move in, defining the unique identity that makes our City thrive now and into the future.

A vibrant, innovative and thriving city that we all call home, that sustains and cherishes its unique identity and small-town values. We are the Botanical Arts City.

Pillars of Sustainability

The people of St. Albert embrace a balanced sustainable living philosophy which is at the core of our city's soul. We remain committed to our sustainable community vision and celebrate our stories and successes as we continue to write the next chapter of St. Albert's history.



Social – We are a friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe community starts with the person next door.



Economic – We prosper and excel through a strong and diverse economy that is supported by forward-thinking commerce, outstanding local businesses and a dynamic downtown core.



Environment – We build our community towards the future to sustain balanced development, with a reverent eye to the past, honouring our unique settlement history and distinct identity.



Natural Environment – We protect, embrace and treasure our deeply-rooted connections with the natural environment through championing environmental action.



Culture – We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

COUNCIL GOVERNANCE

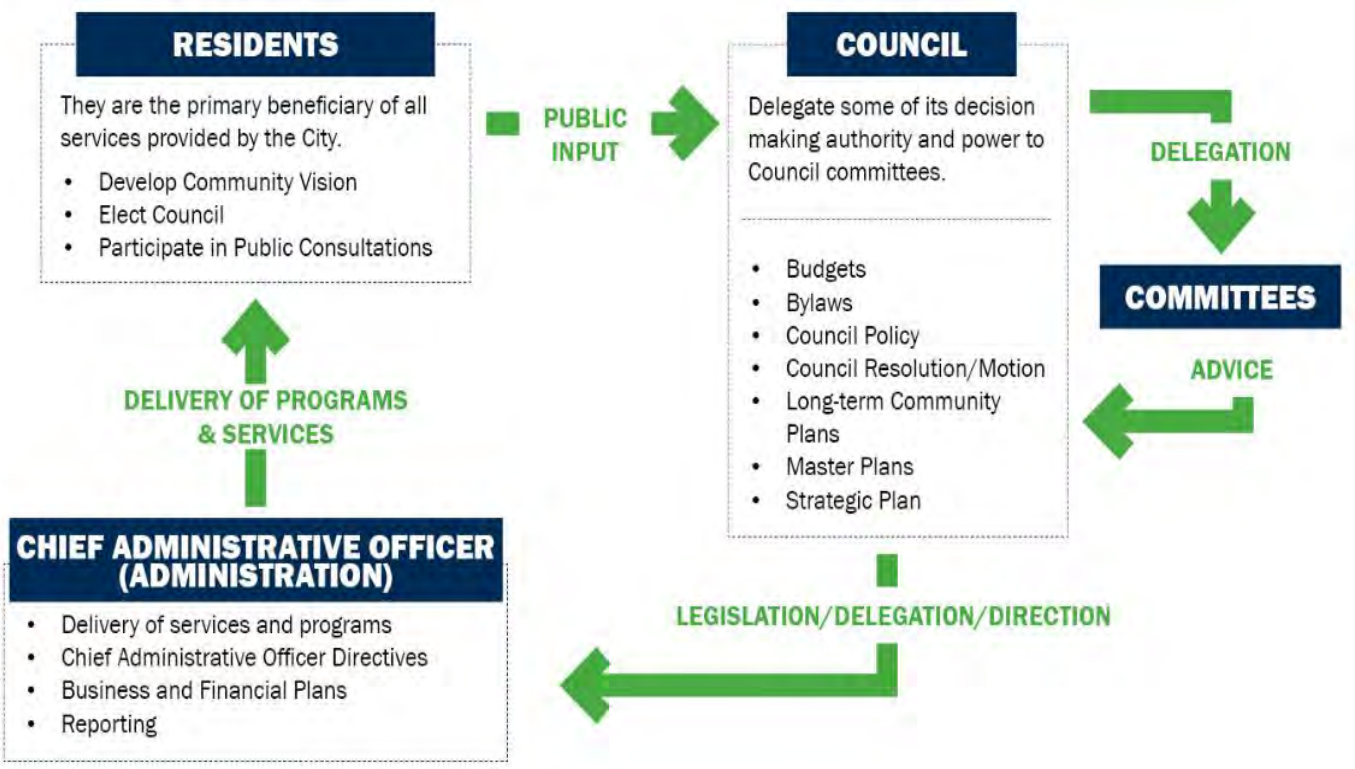
Council governs by establishing the strategic direction for the City while Administration is responsible for the operation and implementation of Council's direction. A Mayor and six Councilors govern the City of St. Albert. They are elected at-large by residents and serve a four-year term.

Governance is achieved through bylaws, resolutions and Council policies which are passed and approved by Council. The policies are shaped through consultation with the public, advice from experts and Administration. Bylaws can have the same impact on the community as federal or provincial statutes, and they are enforceable through the public justice system. Council policies are statements that set standards of performance or discretionary duties for the City and Administration.

Beyond bylaws and policies, Council's direction is articulated through the City's Strategic Plan and Budget. The direction is then implemented by Administration through the Corporate Business Plan, program and service delivery, Administrative Directives, Master Plans, Long-term Plans, Business plans and the Budget approved by Council. Council has one employee; the Chief Administrative Officer who oversees the operation of the City.

Administration organizes public consultation sessions for residents to provide input on strategic and budget items for Council's consideration before direction to Administration is provided. Council may also seek input through Council committees. While some committees fulfill statutory requirements set out by legislation, others can be established to provide advice to Council.

The illustration on the following page depicts the City's governance model as well as Council's direction as described above including the roles of key stakeholders.


RESIDENTS
They are the primary beneficiary of all services provided by the City.
• Develop Community Vision
• Elect Council
• Participate in Public Consultations
PUBLIC INPUT
COUNCIL
Delegate some of its decision making authority and power to Council committees.
• Budgets
• Bylaws
• Council Policy
• Council Resolution/Motion
• Long-term Community Plans
• Master Plans
• Strategic Plan
DELEGATION
COMMITTEES
ADVICE
DELIVERY OF PROGRAMS & SERVICES
CHIEF ADMINISTRATIVE OFFICER (ADMINISTRATION)
• Delivery of services and programs
• Chief Administrative Officer Directives
• Business and Financial Plans
• Reporting
LEGISLATION/DELEGATION/DIRECTION

BUSINESS PLANNING FRAMEWORK & APPROACH

To build comprehensive business plans Administration follows a business planning framework that contains three streams of inputs including the Strategic Plan, Program and Service Planning and Long-Term Planning.

From those three streams, six key areas of focus were identified.



With these six areas of focus in mind, city departments developed three-year plans and budgets. The City will continue to ensure that related elements within the Strategic Framework align to the Community Vision and Values including the City's business planning and budgeting.

In 2019, Administration developed an internal document for departments to utilise through their planning and budget development process. This document, titled Business Planning and Budget Cycle Philosophy, included direction and information on the current economic climate, legislative changes, factors specific to St. Albert, and what activities were required for inclusion within the department business plans. This document also guided the budget development philosophy which provided departments consistent assumptions to use in developing their department budgets.

COUNCIL STRATEGIC PLAN

Early in 2019, St. Albert City Council participated in a strategic planning retreat to update the goals and priorities set in 2018. From the retreat, the City of St. Albert Council Strategic Plan was reaffirmed. The Strategic Plan contains six priorities:

STRATEGIC PRIORITY #1: **Growth Policy Framework: Develop a robust policy framework to guide growth.**
Revise the Municipal Development Plan framework to provide direction to growth needs, annexation positioning, and our role in regional government.
STRATEGIC PRIORITY #2: **Economic Development: Enhance business/commercial growth.**
St. Albert will work towards an innovative, investment-positive environment that will support and encourage the development of new, existing, and emerging sectors.
STRATEGIC PRIORITY #3: **Building a Transportation Network: Integrated transportation systems.**
Increase the efficient and effective movement of people and goods in St. Albert through integrated modal planning and regional cooperation.
STRATEGIC PRIORITY #4: **Infrastructure Investment: Identify and build needed capital assets.**
Update and implement the Capital Plan based on an assessment of community needs and financial capacity, including a review of all funding options and shared use opportunities.
STRATEGIC PRIORITY #5: **Housing: Enhance housing options.**
Facilitate an increase in the variety of housing types in St. Albert to respond to market demands and accommodate the diverse needs of residents.
STRATEGIC PRIORITY #6: **Environmental Stewardship: Explore innovative environmental and conservation opportunities.**
Seek innovative practices to protect waterways and green spaces and reduce our environmental footprint, to ensure the vitality of our natural resources for future generations.

2019-2021 CORPORATE BUSINESS PLAN

From the defined Council priorities, Executive Leadership developed key actions that would need to be accomplished over the next four years to progress towards and achieve these priorities. These actions were captured in the City of St. Albert Corporate Business Plan, presented to Council for information on March 4, 2019. In total, 31 initiatives were identified through the Corporate Business Plan in support of Council's priorities.

In addition to addressing Council's priorities, seven Administrative Priorities were developed to maintain the strength and service delivery capacity of the organization.

These priorities include:

A.1. Regional Collaboration
A.2. Organizational Culture
A.3. Mandated Service Requirements
A.4. Business Process Improvement / Financial Sustainability
A.5. Service Enhancement Opportunities
A.6. Smart City
A.7. Social Programming

There are 28 activities identified in the Corporate Business Plan to support of Administrative priorities.

PROGRAM & SERVICE PLANNING

The City of St. Albert maintains a Service and Service Level Inventory in order to articulate the services and levels of service provided to the community. These services, and the work required to maintain, change or optimize them, are taken into consideration as business plans and budgets are being developed.

LONG-TERM PLANS

Administration develops community long-term plans to articulate high-level strategies relating to the needs of the community and providing a roadmap for achieving these goals. These plans range from 10 to 25 years and are used to inform the development of Council's Strategic Plan, Functional Business Plans, and the budget.

The City of St. Albert's Municipal Development Plan (MDP), Flourish, is currently in the process of being written. The MDP is expected to act as the foundational document for all future long-term strategy documents. Following the adoption of the new MDP early in 2020, the City will endeavour to create a framework to ensure clear alignment among all long-term planning strategies at the City moving forward.

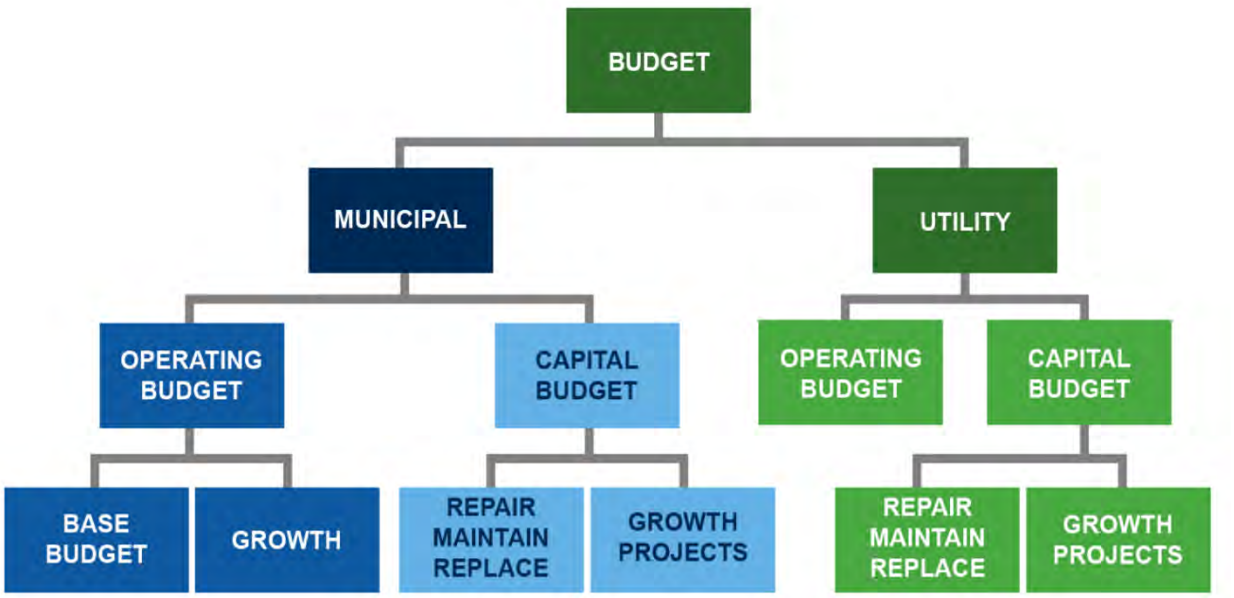
Community long-term plans that are currently in place have been used to guide the development of the 2020-2022 Functional Business Plans and 2020 Budget.

CORPORATE BUDGETING

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

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

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



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

MUNICIPAL OPERATING BUDGET

The 2020 approved net municipal tax requirement of $109.9 million results in a 2.5 per cent property tax increase. This consists of a 0.4 per cent increase for municipal operations; a 0.6 per cent increase due to the loss of fine revenue and grants; and a 1.5 per cent increase to proactively address repairing, maintaining and/or replacing (RMR) existing municipal infrastructure. For an average house costing $450,000, this means an increase of $90 per year.

The actual tax rate will not be finalized until May 2020 after the assessment roll is completed.



Tax Dollars at Work

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



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

Distribution of Tax Dollars

For an average house valued at $450,000, the homeowner will see a $3,700 property tax bill, an increase of $90 for 2020. The distribution of tax dollars to various service categories is illustrated below.



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

The 2.5 per cent approved property tax increase includes optimized services and advanced priorities. Highlights include:

Administration – Governance & Corporate Management

- Infrastructure capital funding strategy (RMR)
- Support for corporate procurement

Transit

- Expanded weekday evening local Handibus

Fire Services

- Emergency Services personnel

Community & Social Development Services

- Income supplement for residents in need
- Enhanced housing options

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 2020, the municipal capital plan investment by asset category is illustrated below:



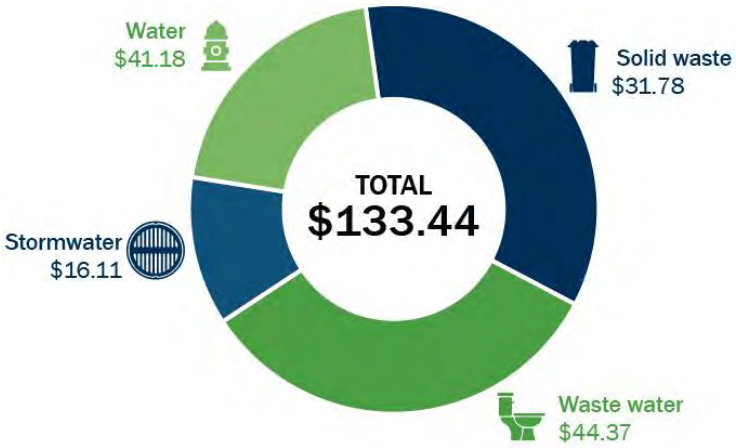
UTILITY BUDGET

The Utility Rate funds 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.



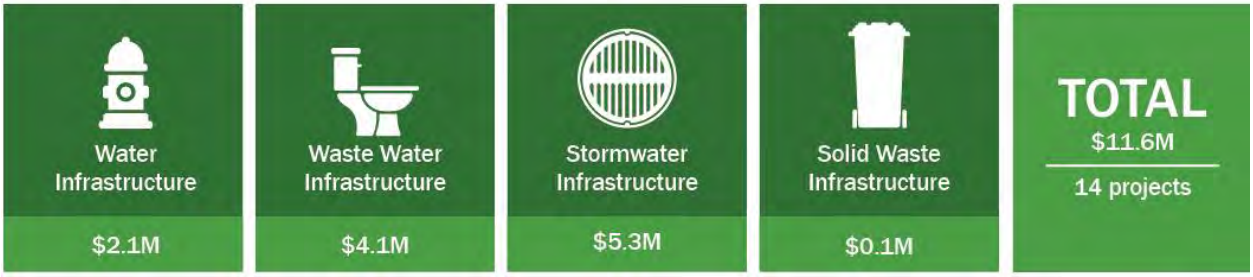
DISTRIBUTION OF UTILITY BILL

The typical monthly bill for 2020 is $133.44, an increase of 0.1 per cent from the prior year. The allocations of monthly rates are as follows:



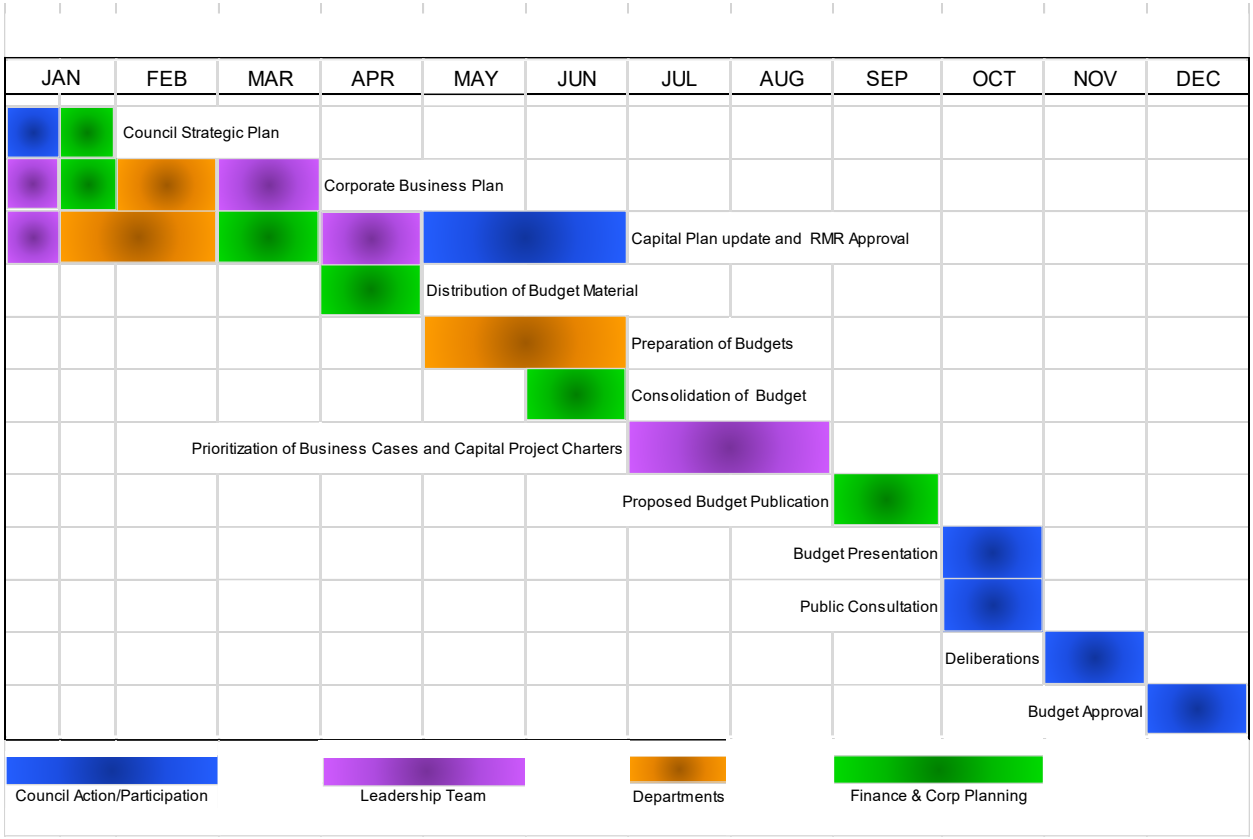
UTILITY CAPITAL BUDGET

For 2020, the utility capital plan investment by asset category is illustrated below:



Budget Timeline

The objective for the budget cycle is to have a 2020-2022 Business Plan and Budget adopted and in place before December 31, 2019. The following timetable illustrates the process for the 2020-2022 Business Plan and Budget:



The budget planning process is a full-year initiative as preparation begins in early January for the following budget year. The Proposed Budget is available to Council and the public in October. In November, public consultations, presentations, and Council deliberations occur before the budget is approved prior to the calendar year end, December 31. Once the budget is approved, any amendment to the budget must have formal approval through City Council. The final tax rate is then approved by May of the following year.



PERFORMANCE MEASURES



PROGRAM AND SERVICE DELIVERY

City Services

The City provides a wide range of services related to:

- community events,
- community safety,
- community social support and development,
- culture and heritage programming,
- economic development,
- environmental sustainability,
- recreation and sports programming,
- transit, and
- transportation and infrastructure.

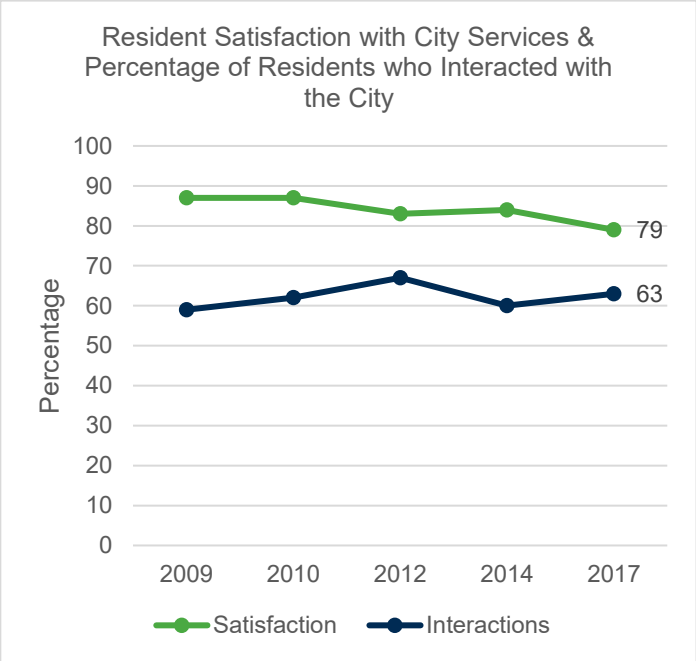
Everyday, residents encounter services that are offered through the City and make positive impacts on the community. This section includes an overview of city services along with key statistics to help illustrate the context in which these services are delivered.

CUSTOMER ACCESS SERVICE

Front Counter Service

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

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



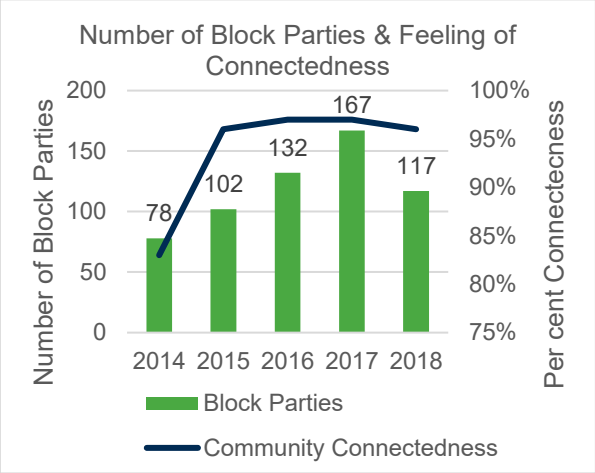
Provision of Food and Beverages

The City provides food and beverage service at six of its recreation facilities through lease agreements, including Woodlands Water Play Park, Grosvenor Outdoor Pool, Jarome Iginla/Kinex Arena, Fountain Park Recreation Centre, Riel Field, and Servus Place. Additionally, the City operates the Starbucks within Servus Place.

COMMUNITY DEVELOPMENT

Community and Neighbourhood Capacity Building

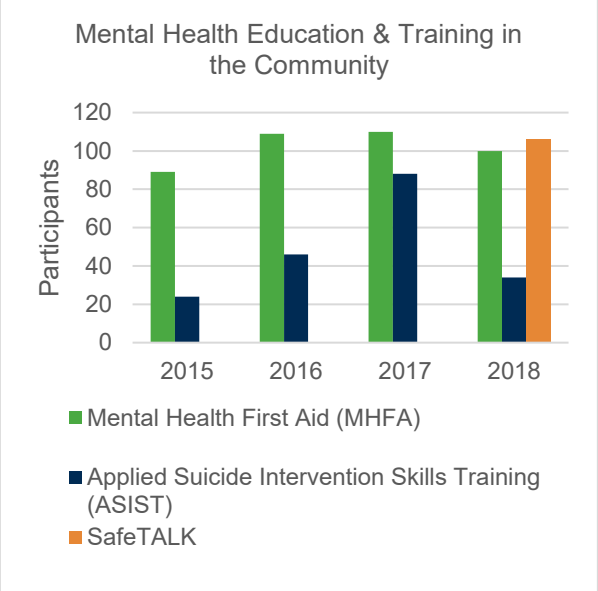
The City seeks out and creates opportunities to educate and promote awareness of social issues that may affect individuals or groups. Services are proactive to reach out to community members that may not have the capacity to advocate for themselves and to bring community members together to address issues and solve problems.



The feeling of connectedness has risen as more neighbourhood-level events take place throughout the city.

Community Groups Support and Capacity Building

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



Community Granting and Support for Delivery of Services

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

Community Events

The City hosts arts, cultural, recreational and environmental events and festivals throughout the year including the Northern Alberta International Children's Festival, Servus Place Halloween Haunt, Canada Day, Clean and Green RiverFest and Earth Hour, among others.

ENVIRONMENTAL PROTECTION AND STEWARDSHIP

ENVIRONMENTAL STRATEGY, RISK AND COMPLIANCE

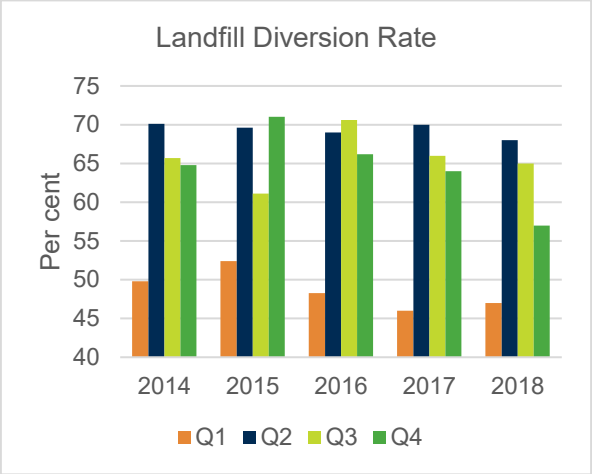
These services are aimed at measuring and monitoring the quality of St. Albert's air, water, and other natural resources, ensuring that environmental protection and compliance is incorporated into City activities, and responding to toxic spills and environmental liability issues.

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

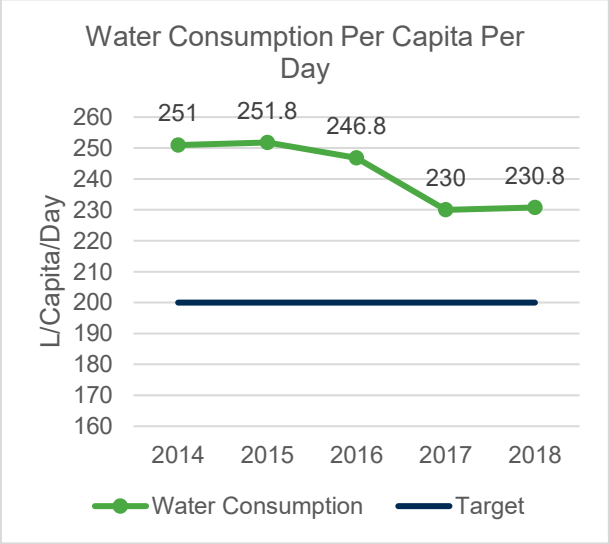
Waste Management

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

- collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools; and
- a centralized site where residents can bring yard waste, recycling, hazardous waste and electronics for proper disposal.



Quarter One remains the quarter with the most diversion challenges, with other quarters remaining within the 55-70 per cent diversion rate. Recent global changes to recycling have impacted residents' ability to divert waste.



Residents are using less water per capita per day and on average are nearing the City's target of 200 L/capita/day.

Urban Forestry and Turf Maintenance

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

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

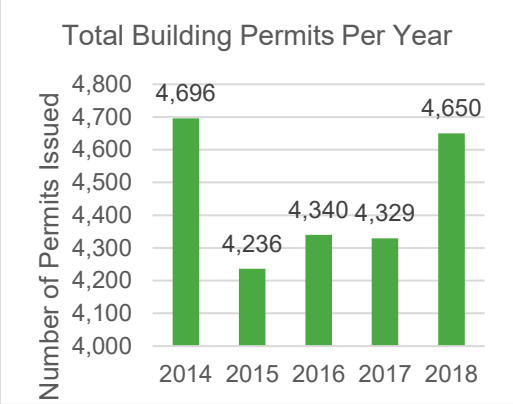
Water, Stormwater and Wastewater Management

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

LAND AND ECONOMIC DEVELOPMENT

Land Use Planning

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



Total number of building permits in 2018 are nearly back to pre-recession levels, falling just short of the number of permits issues in 2014.

Development

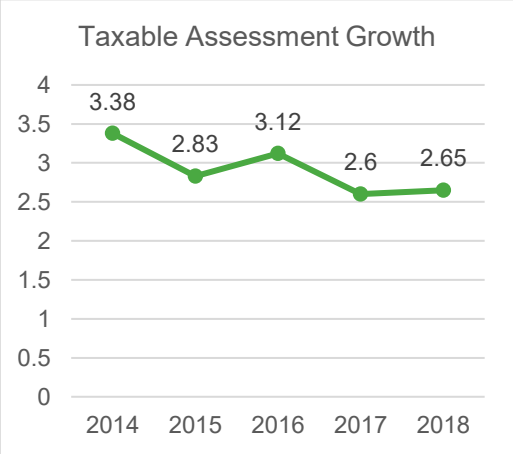
Administration reviews and processes applications for approval and enforcement of the Land Use Bylaw. The service includes review of:

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

This work also includes:

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

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



Assessment Growth for 2018 was 2.65%.

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

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

Construction Management

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

Business Attraction, Retention and Expansion

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

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

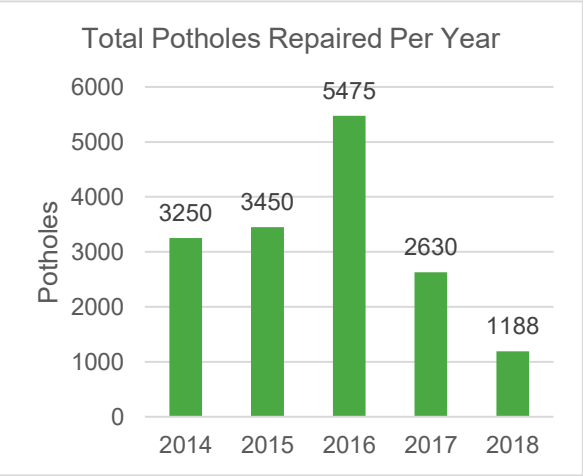
MOVEMENT OF PEOPLE AND GOODS

Transportation Management

The City provides transportation management services by way of traffic signals and systems, traffic signs and markings to support safe and efficient movement of goods and people. The City is responsible for planning, installing, replacing, inspecting and maintaining these assets and systems.

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

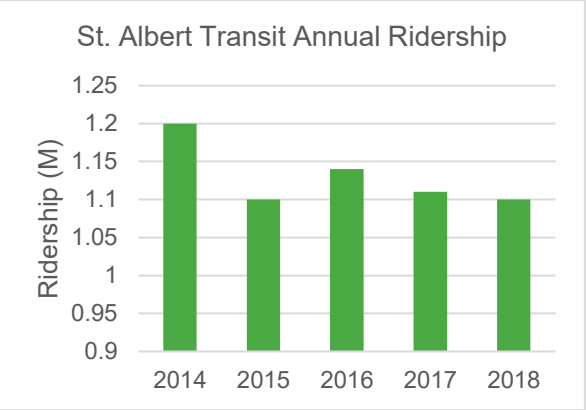
The City also reviews and approves routing for the transfer of large loads and dangerous goods through the city.



The graph above shows traditional pothole repairs. In recent years the City has been more proactive in its repairs and have also incorporated new techniques that would not be captured in these numbers.

Roadway Repair and Maintenance

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



Transit Program

The City offers local and commuter conventional transit, specialized transit (Handibus) for residents with reduced mobility, and charter bus services. For St. Albert residents, public transit services provide safe, reliable, equitable, convenient and cost-effective travel within the city and to and from Edmonton.

Transit overall ridership appears to be exhibiting a trend of stabilization, which is positive in a challenging environment that has seen slightly declining transit ridership across Canada and the United States due to economic conditions, aging demographics and the growth of alternative transportation options such as shared-ride services.

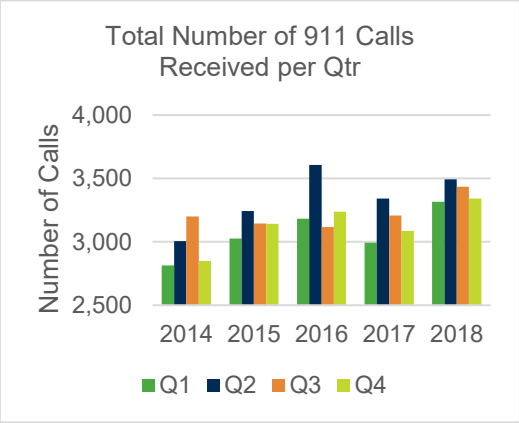
PUBLIC SAFETY

Fire Prevention, Response and Enforcement

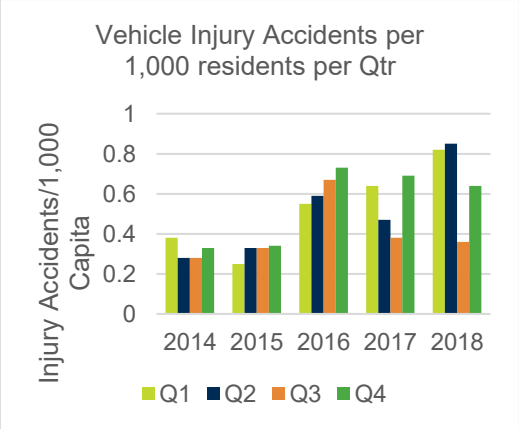
The City of St. Albert is responsible for fire prevention, response and enforcement. This includes response to emergency and fire calls from 911 operators, evaluation and other forms of notification, and dispatching the appropriate response units. Fire services responds to all types of emergency events 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.

Enforcement of the Alberta Fire Code and other relevant laws pertaining to safety and prevention, including information and inspections, form a key part of the fire prevention services in addition to the design, delivery and evaluation of public education programs to promote fire and home safety and preparedness.



Generally, the City is seeing an overall increase in the total number of 911 calls year over year, which is to be expected with year over year population growth.



2018 experienced more vehicle injury accidents than previous years, in most quarters because of poor weather and road conditions.

Medical Emergency

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

Bylaw and Provincial Act Enforcement

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

Policing Services

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

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

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

RECREATION, PARKS AND CULTURE

Public Art

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

Arts and Culture Programming

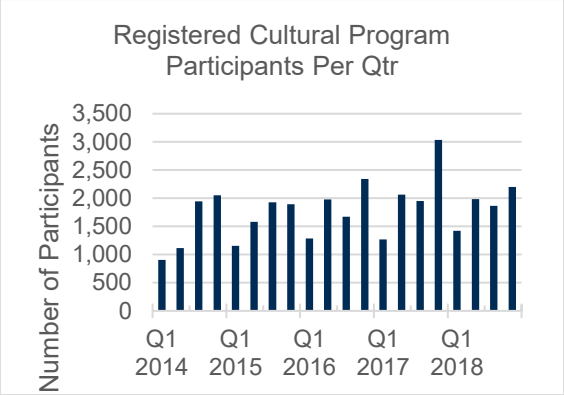
The City greatly values the role of the arts and artists in St. Albert. To create opportunities for people to participate, the City offers classes in performing arts such as drama, musical theatre and dance and to engage in visual arts opportunities and programs.

St. Albert operates cultural venues, including The Arden Theatre, rehearsal studios, and St. Albert Place Visual Arts Studios.

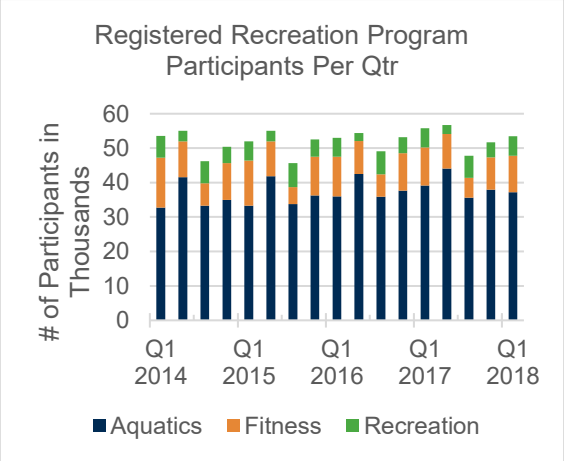
Recreational Programming

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

- aquatics,
- recreation,
- fitness,
- childminding services, and
- parks.



Participation in cultural activities are remaining consistent year-over-year.



Participation in recreation activities are remaining consistent year-over-year.

Cultural Facility Access

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

Recreational and Sport Facility Access

The City offers access to:

- aquatic facilities,
- dry floor, artificial turf, natural turf,
- ball diamonds,
- open level areas,
- fitness equipment (indoor and outdoor),
- gymnasiums,
- track facilities,
- ice arenas,
- indoor gymnasium space, and
- recreational play structures for a full spectrum of recreational activities

Facilities are offered for both scheduled and spontaneous use.

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

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

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

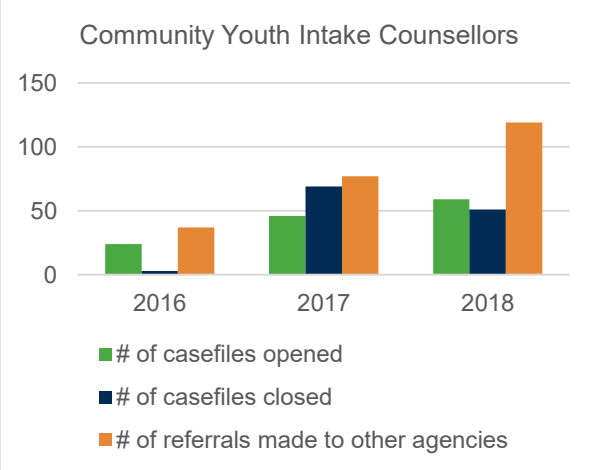
Parks and Open Spaces

St. Albert operates and maintains neighbourhood and community parks to give residents varied opportunities to spend time outdoors passively and actively. Many parks and open spaces are served by trail connections for pedestrians and cyclists to enjoy landscapes like the Sturgeon River shoreline and Big Lake. There are also dog parks so residents can enjoy outdoor activities with their dogs.

SOCIAL SUPPORT

Counselling and Outreach Services

This program includes free, confidential counselling to school-aged children, youth, young adults, adults and families. The City provides counselling and outreach services primarily focused on school-aged children and their families. Opportunities are also provided for youth to build interpersonal and leadership skills. Local venues are available for connecting with other youth and with mentors.



Enhanced networking with community partners has facilitated referrals both to the Collective and referrals out to other community resources. The top three referral sources: schools, probation and self-referral.

GOVERNANCE AND PUBLIC COMMUNICATION AND PARTICIPATION

Governance

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

Public Communication and Participation

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

Staff advise on, plan 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.



FINANCIAL STRUCTURE, POLICY AND PROCESS



FUND DESCRIPTIONS AND FUND STRUCTURE

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

Operating Funds

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

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

are utilized within each of the departments and restricted up to the approved budget amount.

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

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

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

Capital Funds

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

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

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

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

Reserve Funds

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

of the amount to another reserve fund. As reserve funds are dictated by policy, there is no direct relationship to a specified department, but rather a particular purpose.

Fund Relationships

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

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

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

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

FUNCTION/FUND RELATIONSHIP

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

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

BASIS OF BUDGETING

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

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

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

Municipal funds consist of the operating, capital, and reserve funds.

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

Some highlights of the process are as follows:

- Expenditures are recognized in the accounting period in which the liability is incurred.

- Inventory is valued at the lower of cost or net realizable value
- Temporary investments are recorded at cost.
- Capital assets are valued at cost, depreciated, and then written off when disposed of.

Balanced Budget

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

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

FINANCIAL POLICIES

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

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

Policy Name and Number	Policy Purpose
C-CG-01 Council's Vision, Mission and Values	To articulate the Community Vision and Pillars of Sustainability and establish Council's mission and values by which Council will govern and lead the community.
C-CG-02 City of St. Albert Council Strategic Plan	To establish a City of St. Albert Strategic Plan that guides Administration's corporate and financial planning efforts.
C-CG-06 City of St. Albert Strategic Framework	To establish a strategic framework that aligns the City's short- and long-term operational efforts to the Community Vision and Pillars of Sustainability. The strategic framework shall include the following components: 1. Community Vision and Pillars of Sustainability 2. City of St. Albert Strategic Plan 3. Long-Term Plans 4. Functional Business? Plans 5. Corporate Budgeting 6. Program and Service Delivery 7. Evaluation and Reporting
C-FS-01 Financial Reserves	To set aside funds for the establishment of specific reserves to provide for emergent financial needs, stabilize tax rates, to set aside funds for the replacement of existing equipment, facilities and future projects and to minimize the debt financing needs of the Corporation.
C-FS-02 Investments	To establish the goals and parameters under which financial investments can be made for the City of St. Albert.
C-FS-03 Debt Management	To consider debt as a financing tool, supporting the City's ability to meet current and future infrastructure challenges. To strategically manage borrowing capacity for future capital assets, maintain maximum flexibility of current operating funds, and limit the impact that debt charges will have on future tax and utility rates.
C-FS-04 Cash Management	To ensure that the City of St. Albert optimizes cash management opportunities in order to maximize its use of available cash.
C-FS-05 Budget and Taxation Guiding Principles	To establish principles for the preparation of budgets and property taxation levies in accordance with the Municipal Government Act.
C-FS-14 Utility Fiscal Policy	To establish a policy for the City's four utilities (water, wastewater, storm and solid waste) that minimizes utility rate fluctuations, provides transparency in rate setting, and addresses funding for future capital projects.
C-FS-16 Municipal Fees and Charges	To establish the framework by which fees relating to various City programs, services, goods and requirements are set by the Chief Administrative Officer.

Policy Name and Number	Policy Purpose
C-CS-04 Public Art	To provide a consistent approach to acquiring public art through purchase, commission or donation for municipally-owned buildings and properties, or for other buildings and properties in the City that are highly accessible and visible to the public. To establish a framework for the integration, display, maintenance and preservation of public art. To stimulate growth in the community's arts and culture sector, through opportunities for learning, participation and experimentation in arts and culture.
C-P&E-02 Capital Project Management	To define and mandate a corporate-wide approach that will establish a professionally accepted framework for the efficient management and delivery of capital projects while minimizing the risk to the City. To provide a framework for managing the scope, quality, time, cost, risk and human resources of corporate projects to increase the probability that optimal solutions will be selected and that capital projects will be implemented at the "right" time and at the "right" cost. To establish clear lines of responsibility/accountability for project management decisions and the achievement of project objectives and deliverables. Clear lines of accountability/responsibility facilitate optimal decision-making, minimize misunderstandings and delays, and identify and explain the causes of problems as they arise. To identify project management principles and concepts that provide a foundation for the development of a corporate project management framework.
C-P&E-07 Asset Management	To set the guidelines for implementing consistent asset management practices and procedures throughout the City of St. Albert. To articulate the City's commitment to: a. Ensuring the City's long-term management of assets is done in a sustainable manner that meets the Council-defined acceptable condition of the assets to be used by the residents, visitors, the environment, and the corporation. b. Meeting Federal and Provincial legislative requirements for asset management. c. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice. d. Ensuring an integrated approach across all Business Units in Asset Management service delivery. e. Establishing a consistent approach for the rehabilitation, repair and replacement of the City's assets.

APPROVED 2020 BUDGET

FINANCIAL SUMMARIES



FUND BALANCE

(In Thousands of Dollars)

	OPERATING	CAPITAL	RESERVE	TOTAL
Revenues				
Property Taxes	$109,877			$109,877
Sales & User Fees	63,808	-	-	63,808
Other Revenue	7,560	47,845	-	55,405
Assessment Growth Revenue	-	-	-	-
Fines & Penalties	4,020	-	-	4,020
Government Transfers	3,663	27,057	-	30,720
Ambulance Contracted Services Revenue	2,802	-	-	2,802
Licenses & Permits	3,307	-	-	3,307
Franchise Fees	5,278	-	-	5,278
Interest Income	5,501	-	-	5,501
	205,816	74,902	-	280,718
Expenses				
Salaries, Wages, & Benefits	83,219	-	-	83,219
Contracted & General Services	35,173	1,119	-	36,292
Materials, Goods, Supplies & Utilities	15,846	-	-	15,846
Purchases From Other Governments	21,867	-	-	21,867
Other Expenditures	6,969	-	-	6,969
Debenture Principal Repayment	4,638	-	-	4,638
Debenture Interest Repayment	1,594	-	-	1,594
Transfers To Organizations & Individuals	3,427	250	-	3,677
Bank Charges & Short Term Interest	3,524	-	-	3,524
Capital Expenditures		101,193		101,193
	176,258	102,562	-	278,819
Other Financing Sources (Uses)				
Transfers In	1,315	27,887	25,786	(54,987)
Transfers Out	30,873	227	29,202	60,302
Total	(29,558)	27,660	(3,416)	(5,314)
Net change in Fund Balance	-	-	(3,416)	(3,416)
FUND BALANCES - Beginning of year			75,334	75,334
FUND BALANCES - End of year	$	$	$71,918	$71,918



OPERATING BUDGET (MUNICIPAL & UTILITY)

CONSOLIDATED OPERATING BUDGET

(In Thousands of Dollars)

	2018 Actuals	2018 Budget	2019 Actuals	2019 Budget	2020 Budget
REVENUES					
Property Taxes	$101,837	$101,827	$105,513	$105,503	$109,877
Sales & User Fees	63,083	63,901	62,765	63,940	63,808
Other Revenue	6,779	6,356	6,612	6,679	7,560
Fines & Penalties	4,568	5,815	5,068	5,202	4,020
Government Transfers	3,873	3,744	4,097	3,716	3,663
Contracted Services Revenue	2,684	2,762	2,685	2,782	2,802
Licenses & Permits	2,652	3,227	2,737	3,276	3,307
Franchise Fees	2,316	2,649	4,122	4,350	5,278
Interest Income	5,271	3,803	5,516	5,203	5,501
Transfers To/From Reserves	1,124	1,424	1,845	2,115	1,315
	194,187	195,508	200,960	202,766	207,131
EXPENSES					
Council	720	815	754	868	795
Executive Leadership	1,311	1,446	1,310	2,907	2,370
General Government	17,794	19,428	18,406	19,647	20,259
Community & Recreation Services	30,039	31,516	31,279	32,444	32,602
Emergency Services	34,600	35,000	36,764	36,454	37,474
Public Works & Transit	36,369	36,551	39,252	38,618	40,021
Planning & Engineering	10,519	11,369	10,997	11,015	11,093
Corporate Financing	23,817	19,355	23,037	20,343	22,711
Utilities	39,018	40,028	39,161	40,471	39,806
	194,187	195,508	200,960	202,766	207,131

MUNICIPAL OPERATING BUDGET

(In Thousands of Dollars)

	2018 Actuals	2018 Budget	2019 Actuals	2019 Budget	2020 Budget
REVENUES					
Property Taxes	$101,837	$101,827	$105,513	$105,503	$109,877
Sales & User Fees	24,575	24,183	24,706	24,584	24,999
Other Revenue	6,715	6,316	6,545	6,639	7,520
Fines & Penalties	4,427	5,675	4,851	4,952	3,745
Government Transfers	3,853	3,744	4,081	3,716	3,663
Ambulance Contracted Services Revenue	2,684	2,762	2,685	2,782	2,802
Licenses & Permits	2,652	3,227	2,737	3,276	3,307
Franchise Fees	2,316	2,649	4,122	4,350	5,278
Interest Income	5,271	3,803	5,516	5,203	5,501
Transfers To/From Reserves	839	1,294	926	1,290	633
	155,169	155,480	161,682	162,295	167,325
EXPENSES					
Salaries, Wages, & Benefits	73,312	73,483	75,493	76,530	77,757
Contracted & General Services	22,151	25,309	23,896	25,357	26,108
Transfers To/From Operations/Capital	3,909	4,031	4,387	4,451	4,434
Materials, Goods, Supplies & Utilities	13,415	13,789	13,831	14,327	14,802
Purchases From Other Governments	9,898	10,117	8,812	10,529	10,301
Other Expenditures	4,440	4,601	4,597	4,347	5,776
Debenture Principal Repayment	4,302	4,302	4,502	4,502	4,257
Debenture Interest Repayment	1,665	1,698	1,464	1,499	1,293
Transfers To Organizations & Individuals	3,439	3,562	3,193	3,558	3,427
Bank Charges & Short Term Interest	3,408	2,586	3,803	3,443	3,522
Transfers To/From Reserves	15,230	12,002	17,704	13,752	15,648
	155,169	155,480	161,682	162,295	167,325
Municipal Requirement	$	$	$	$	$

UTILITY OPERATING BUDGET

(In Thousands of Dollars)

	2018 Actuals	2018 Budget	2019 Actuals	2019 Budget	2020 Budget
REVENUES					
Sales & User Fees	$38,508	$39,718	$38,059	$39,356	$38,809
Other Revenue	64	40	67	40	40
Fines & Penalties	141	140	217	250	275
Government Transfers	20	-	16	-	-
Transfers To/From Reserves	285	130	919	825	682
	39,018	40,028	39,278	40,471	39,806
EXPENSES					
Salaries, Wages, & Benefits	5,158	5,286	5,621	5,457	5,462
Contracted & General Services	8,270	8,889	8,883	9,063	9,065
Transfers To/From Operations/Capital	1,089	1,253	1,231	1,341	1,347
Materials, Goods, Supplies & Utilities	1,004	984	932	989	1,045
Purchases From Other Governments	11,154	12,080	11,105	12,043	11,566
Other Expenditures	887	888	959	926	1,193
Debenture Principal Repayment	180	-	369	369	381
Debenture Interest Repayment	253	-	309	313	301
Bank Charges & Short Term Interest	2	2	1	2	2
Transfers To/From Reserves	11,021	10,646	9,868	9,968	9,444
	39,018	40,028	39,278	40,471	39,806



OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

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

Sales and User Fees

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

Other Revenue

This category includes miscellaneous revenues, donations and local grants.

New Assessment Growth

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

Fines and Penalties

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

Government Transfers

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

Ambulance Contracted Services Revenue

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

Licenses and Permits

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

Franchise Fees

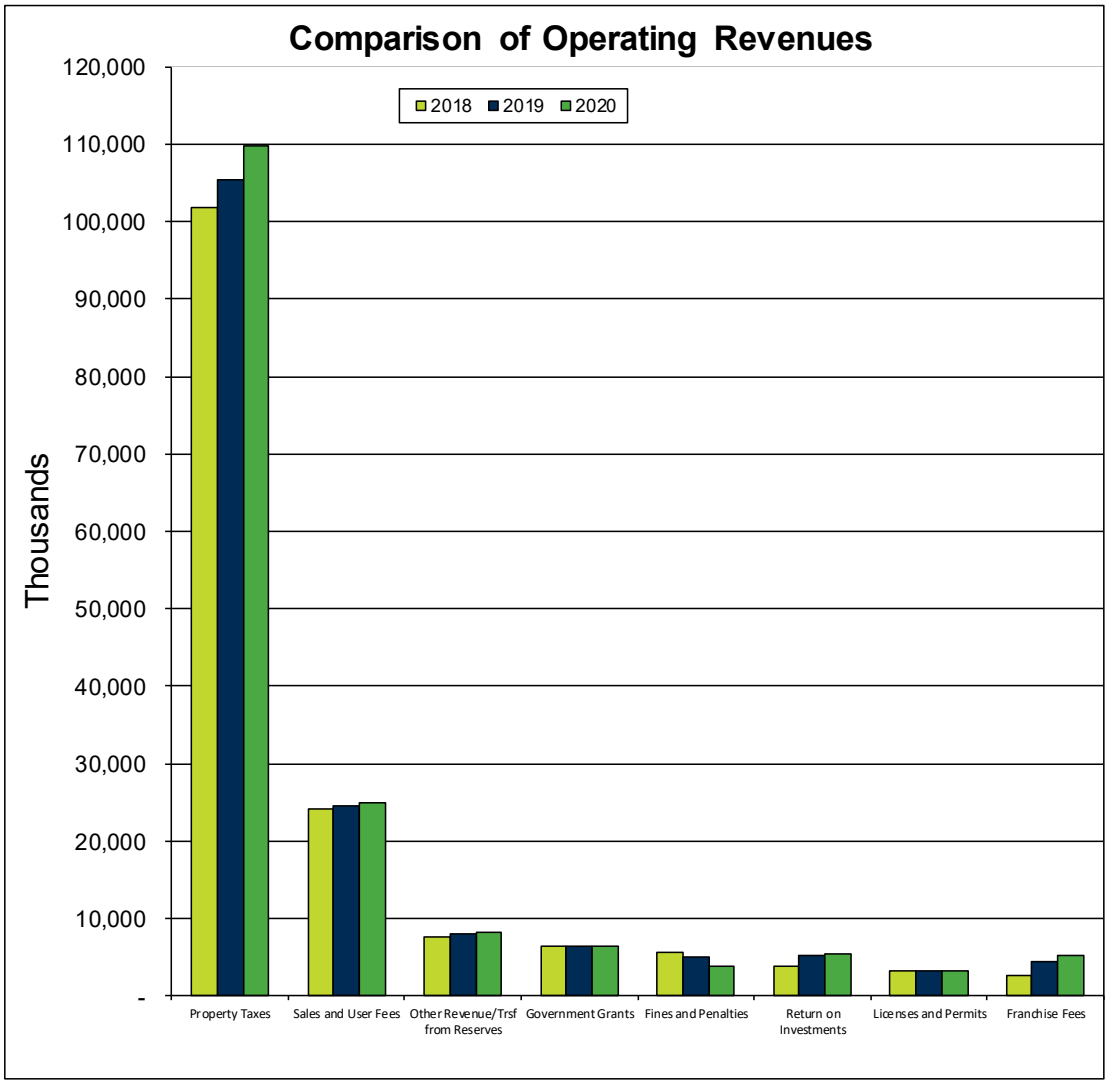
The City of St. Albert receives franchise fee revenue from the Natural Gas and Electricity supplier. The franchise fee is charged to customers as a percentage of the supplier’s cost of delivering the commodity.

Interest Income

This includes interest earned on investments.

Transfer To/From Reserves

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



Explanatory Notes:

Property Taxes - Increase due to an approved 2.5% tax increase to fund services and prograr

Sales & User Fees - Increase in many of the user fees 2%.

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

Government Grants - No significant change from 2019.

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

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

Licenses & Permits - No significant change from 2019.

Franchise Fees - Increase in the electrical and gas franchise fees rates in 2020.

EXPENDITURES

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

Salaries, Wages and Benefits

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

Contracted and General Services

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

Transfers To/From Operations/Capital

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

Materials, Goods, Supplies and Utilities

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

Purchases from Other Governments

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

Other Expenditures

This includes the Council and Corporate contingency.

Debenture Principal and Interest Repayment

Relates to debt payments on long-term debentures.

Transfers to Organizations and Individuals

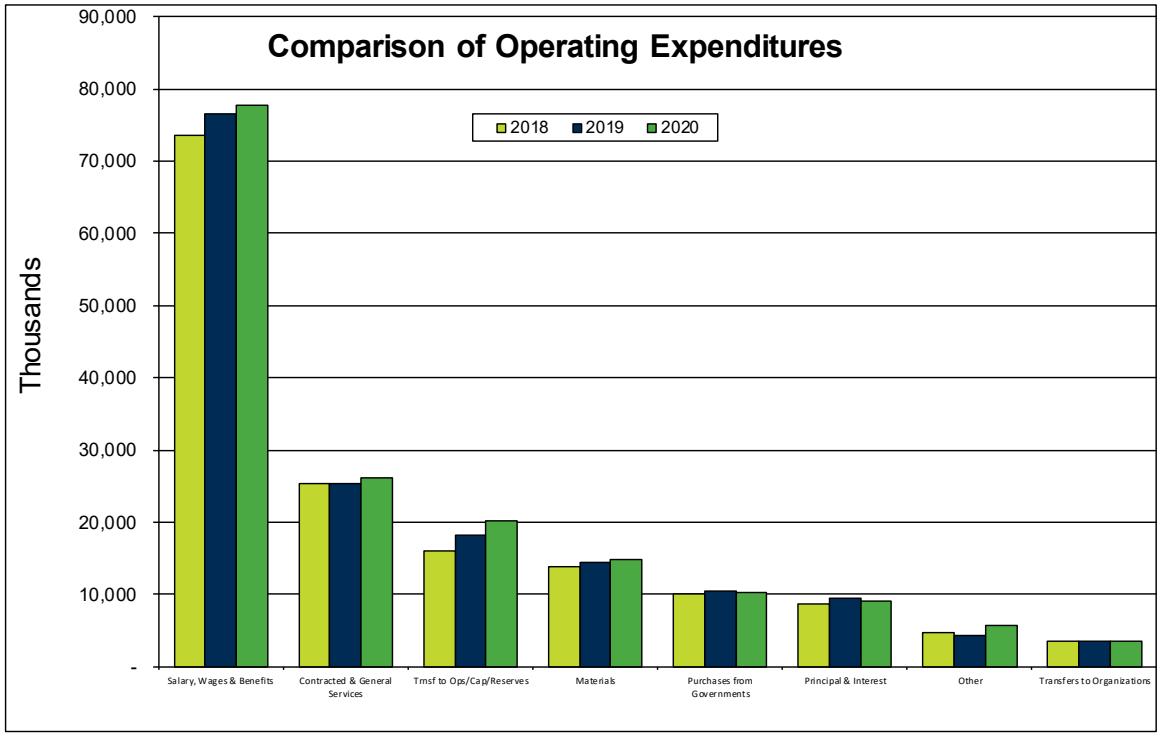
Included in this category is the funding transferred to FCSS agencies and ‘Outside Agencies’ such as the Arts and Heritage Foundation.

Bank Charges & Short-Term Interest

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

Transfers To/From Reserves

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



Explanatory Notes:

Salaries & Benefits	- Increase in salaries and benefits reflect new employees approved through the budget and step increases
Contracted and General Services	- Increase due to increases in network infrastructure and contracted services.
Transfer to Operations/ Capital Reserves	- Increase in transfer to reserves for future projects
Materials, Goods, Supplies & Utilities	- Increase in corporate electricity rates as well as maintenance costs for transit busses .
Purchases from other Governments	- Reduction in RCMP contract rates
Debenture Principal & Interest	- Debenture was paid in 2019.
Other Expenditures	- Increases in higher equipment charges required to own and operate the City's fleet of vehicles as well as an estimate for employee contract settlements.
Transfer to Organizations	- No significant change from 2019.



OPERATING BUSINESS CASES OVERVIEW

The Council Strategic Plan is the vision for the four-year term spanning 2018 to 2021. It describes the areas in which Council will focus and provides the specific direction in which Administration intends to support Council. Council identified six strategic priorities which will receive focus during the term of the strategic plan which are:

- Growth Policy Framework: Develop a robust policy framework to guide growth.
- Economic Development: Enhance business/commercial growth.
- Building a Transportation Network: Integrated transportation systems.
- Infrastructure Investment: Identify and build needed capital assets.
- Housing: Enhance housing options.
- Environmental Stewardship: Explore innovative environmental and conservation opportunities.

To achieve Council strategic priorities, Executive Leadership (EL) identified the activities needed for departments to effectively manage the delivery of the municipal services. Department Business Plans were updated to include resource requirements needed to support Council strategic priorities and operating business cases were developed for EL review.

In reviewing the business cases, it was first determined whether the submission was required as part of the City's base operations (Base) or related to growth (Growth). Any business cases that were identified as Base, were automatically included in the base budget. Growth business cases were ranked in order of achieving strategic priorities.

MUNICIPAL BUSINESS CASES

(NET BUDGET REQUIREMENTS PER YEAR – NOT INCREMENTAL)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2020 $	APPROVED 2021 $	APPROVED 2022 $
	Base Business Cases				
Strategic Services & IT System Upgrades and Licenses	Increase to annual software support budget to accommodate approved new corporate software applications.		247,000	247,000	247,000
Strategic Services & IT GIS Emergency Services Support	Geographic Information Systems (GIS) support to Emergency Services to maintain service levels.		35,000	35,000	35,000
CAO/Ec Dev Global Edmonton	Contribution is based on the approved annual budget for Edmonton Global (less federal and provincial grants) and is shared among member municipalities/shareholders proportional to the tax assessment base and population.		100,000	100,000	100,000
Human Resources & Safety HR Coop Student	Offer a four-month, co-op placement for a student enrolled in an HR program to utilize this temporary employee to offset peak demands and ensure responsibilities are redistributed to appropriate role in the department.		17,000	17,000	17,000
Total Base Business Cases		**-**	**$ 399,000**	**$ 399,000**	**$ 399,000**
	Growth Business Cases				
Emergency Services Emergency Services Personnel	Hire 10 Emergency Services Personnel to ensure service levels are adequate when Fire Station 4 is opened in 2023 and one Assistant Chief Medical Liaison position to ensure all duties related to Emergency Medical Response have proper oversight. ($.3 million funded from the FTE pool in 2020).	11.00	1,208,000	1,177,000	1,280,000
Human Resources & Safety HR Security and Access Enhancements	Increase security in the HR and Safety department work space, offering additional health and safety & risk mitigation controls for employees and public within that space.		30,000	-	-
Community Services Income Supplement for Residents in Need	The Rental Assistance Program fund (RAP) will be depleted in late 2019 and the Crisis Fund will be depleted in Q2 of 2020. These funds are required to avoid residents succumbing to crisis and to assist vulnerable residents in maintaining housing.		60,000	60,000	60,000
Strategic Services & IT Smart City Public Engagement	Conduct public engagement in support of the next major revision to the Smart City master plan.		30,000	-	-
Community Services Internal O H & S	Address legislative requirements to provide any worker working alone an effective communication system that includes regular contact by the employer or designate at intervals appropriate to the nature of the hazard.		13,200	18,900	21,600
Finance & Asessment Corporate Procurement Software	Software to assist users & purchasing in the drafting of tender documents and in the ability to accept electronic tenders and manage the receipt of electronic evaluation of the tender process.		99,000	37,000	37,000
Public Works & Transit Weekday Evening Local Handibus Service	To continue to expand periods of service and areas of operation of Handibus to a level that reflects the service offered by conventional transit.		57,500	82,500	82,500
Community Services Amplify Creative Youth Development Program	To support the delivery of a rescoped Amplify Creative Youth Development Program. The revised Amplify program will facilitate collaborative initiatives with other City departments, schools, funders, and industry organizations, to support positive asset development for youth through the arts and cultural sector throughout the year, culminating with an annual Festival.		60,000	45,000	30,000
Community Services Enhance Housing Options	Both project 5.4 and the Mayor's Task Force on Homelessness require administrative support beyond the capacity of existing resources; while Community Services has reallocated funding in 2019 to meet these demands, one-time support for part of 2020 is required to complete the established objectives and timelines. Funded by reserve per PM20-076.		60,000	-	-
Operating Impacts	Operating impacts from Growth Capital		8,100	189,100	252,200
Total Growth Business Cases		**11.00**	**$ 1,625,800**	**$ 1,609,500**	**$ 1,763,300**
Business Case Total (including Operating Impacts from Capital)		**11.00**	**$ 2,024,800**	**$ 2,008,500**	**$ 2,162,300**



CAPITAL AND DEBT

Capital (Municipal & Utility)

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

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

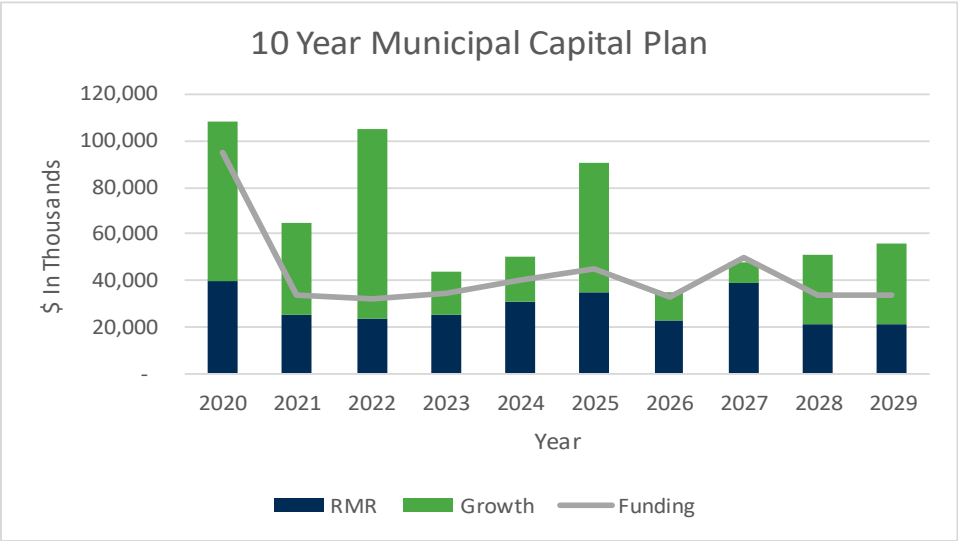
The City divides its capital investment into two categories:

1. **Repair, Maintain, 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 that the City requires for the next 10 years. The municipal plan includes approximately $653 million in capital investment, of which $284 million is attributed to RMR projects and the remaining $369 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.



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

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

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

The approved consolidated 2020 Capital Budget amounts to $102.8 million in spending on projects:

Municipal Capital Budget	$ 91,166,100	42 projects
Utility Capital Budget	$ 11,622,500	14 projects
Total	**$102,788,600**	**56 projects**

Capital Funding and Expenditures

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

The current year reserve net fund transfer out was $3.4 million (or 4.5% of the opening balance) which was due to the timing of projects vs availability of other funding.

The City currently faces a significant funding shortfall over the next 10 years which results in limited ability to fund future growth projects. In 2020, the shortfall resulted in a number of projects being postponed to future years. Projects currently postponed could be advanced if alternative sources of funding, such as debt, are approved by Council.

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

Capital Project Highlights

For 2020, highlights of several capital initiatives the City will be undertaking is as follows:

ENGS-074	RAY GIBBON DRIVE CORRIDOR IMPROVEMENTS	BUDGET: 26,714,500 FUNDED THROUGH DEBT
Scope:	This project shall perform roadway engineering / design and resulting construction activity to improve efficiency and safety of the Ray Gibbon Drive corridor. Construction of the 4-lane arterial roadway will occur in phases between 2020 and 2029.	
Risk:	This project is deemed necessary due to growth and development in the north west of the City, which is resulting in a high volume of traffic. Ray Gibbon Drive is also a connector to Anthony Henday and acts as a bypass of St. Albert.	
Operating Impacts	Operating expenses will be required to maintain the infrastructure, but this will not be known until actual road design and infrastructure are completed.	

FIRE-005	FIRE STATION #4 CONSTRUCTION	BUDGET: 13,341,000 FUNDED THROUGH DEBT
Scope:	This project involves the construction of a new Fire/Emergency Medical Services Station. The Fire Hall would accommodate a double wide, double deep vehicle bay and quarters for 14 staff.	
Risk:	A new Fire Station is deemed necessary to ensure that the City meets target response times as set out by Council Policy C-PS-01.	
Operating Impacts	Operating expenses of $1.2 million in 2020, $2.4 million in 2021 and $3.7 million ongoing for building operations and staffing.	

FIRE-002	FIRE STATION #1 CONSTRUCTION	BUDGET: 14,100,000 FUNDED THROUGH GRANTS AND PAYG
Scope:	This project involves the construction of a new Fire Hall #1 at 20 Gate Avenue. This Fire Hall will replace the existing Fire Hall on Sir Winston Churchill Avenue.	
Risk:	Fire Station #1 is currently experiencing significant impact to operations due to insufficiency of space and a lack of many requirements of a modern building. In addition, many of the current building components are beyond the serviceable life. The land the original Fire Hall sits on will not accommodate equipment needed to deal with the number of his rise and wide buildings within the City.	
Operating Impacts:	Operating expenses of $37.3k/yr. ongoing for building operations and staffing.	

ENGS-022	BARRIER WALL STUDY & REPLACE	BUDGET: 3,767,500 FUNDED THROUGH GRANTS
Scope:	This project targets rehabilitation / reconstruction of the St Albert Trail barrier wall and is also inclusive of engineering / design and construction of sidewalk in alignment with the wall where required.	
Risk:	If not replaced the existing Barrier Wall could result in structural concerns, which impact the safety of residents.	
Operating Impacts	N/A – As part of the City's capital maintenance, no operating impacts are required.	

RECR-069	WOODLANDS SKATEPARK REDEVELOPMENT	BUDGET: 1,670,000 FUNDED THROUGH GRANTS
Scope:	This project is to redevelop the existing Woodlands Skatepark to ensure future viability and continuous service.	
Risk:	The Skatepark is deteriorating with safety issues were identified in a 2018 assessment. If not completed the skatepark will become unusable to residents.	
Operating Impacts	N/A – As part of the City's capital maintenance, no operating impacts are required.	

Capital Project – Operating Impacts

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

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

For 2020, the net operating impacts on the Recommended Growth capital projects equates to an operating increase in the municipal budget of $1.3 million. This cost is associated with hiring Emergency Personnel for Fire Hall 4 and is being funded through both the base and assessment growth.

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

Capital Project – Public Art

In accordance with Council Policy C-CS-04, Public Art Policy $0.2M is funded through the Municipal Capital budget.

CONSOLIDATED CAPITAL BUDGET

(In Thousands of Dollars)

	2018 Budget	2019 Budget	2020 Budget
REVENUES			
Government Grants	$21,265	$17,065	$27,057
Drawn From Reserve & Allowances	32,969	37,499	27,887
Recovered Costs	651	-	-
Debenture	-	18,950	47,845
	54,885	73,514	102,789
EXPENSES			
Municipal Services	24,894	55,172	83,995
Community, Recreation and Culture Services	5,726	6,271	5,229
Administration & Support Services	10,984	2,231	1,942
Water	1,967	570	2,140
WasteWater	4,134	1,769	4,135
Storm	7,180	6,431	5,320
Solid Waste Management	-	1,070	28
	54,885	73,514	102,789

Non Cash Budget

Amortization of Tangible Capital Assets	-	-	$23,208
Contributed Tangible Capital Assets	-	-	$29,015

Amortization and Contributed Assets are non-cash budget items that are necessary to comply with legislative requirements and do not impact the tax levy. Contributed assets are donated assets from external third parties and generally result from development of new sites where developers have completed the base infrastructure and the assets are then turned over to the City. The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed assets revenue amount (Developer Contributions and Levies). The asset and revenue amounts are reported in the City's consolidated annual financial statements.

MUNICIPAL CAPITAL BUDGET

(In Thousands of Dollars)

	2018 Budget	2019 Budget	2020 Budget
REVENUES			
Government Grants	$18,920	$14,326	$26,070
Drawn From Reserve & Allowances	22,033	30,398	17,251
Recovered Costs	651	-	-
Debenture	-	18,950	47,845
	41,604	63,674	91,166
EXPENSES			
Municipal Services	24,894	55,172	83,995
Community, Recreation and Culture Services	5,726	6,271	5,229
Administration & Support Services	10,984	2,231	1,942
	41,604	63,674	91,166

Non Cash Budget

Amortization of Tangible Capital Assets	-	-	$17,696
Contributed Tangible Capital Assets	-	-	$20,047

Amortization and Contributed Assets are non-cash budget items that are necessary to comply with legislative requirements and do not impact the tax levy. Contributed assets are donated assets from external third parties and generally result from development of new sites where developers have completed the base infrastructure and the assets are then turned over to the City. The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed assets revenue amount (Developer Contributions and Levies). The asset and revenue amounts are reported in the City's consolidated annual financial statements.

10 Year Municipal RMR Capital Plan

Charter No.	Charter Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
CULTR											
CULTR-001	Arden Theatre Lifecycle Plan	110,600	360,100	96,300	243,100	41,700	169,500	8,300	117,700	229,900	18,200
CULTR-023	Visual Arts Studio Lifecycle	14,900	38,500	30,500	18,200	46,200	53,700	14,000	93,700	5,500	12,700
CULTR Total		**125,500**	**398,600**	**126,800**	**261,300**	**87,900**	**223,200**	**22,300**	**211,400**	**235,400**	**30,900**
ENG											
ENGS-001	Arterial Rehab Prgm	1,542,500	1,735,000	1,680,000	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	1,515,000	957,000	957,000	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	1,130,000	1,652,500	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000
ENGS-004	Roadway Rehab Prgm	1,800,000	2,657,000	2,480,000	2,142,500	1,956,000	1,956,000	1,986,000	1,956,000	1,956,000	1,986,000
ENGS-005	Permanent Line Marking Rehab	250,000	250,000	250,000	265,000	265,000	265,000	275,000	275,000	275,000	275,000
ENGS-006	Multi-Use Trail Rehab Prgm	385,000	385,000	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500
ENGS-007	Sidewalk Program	747,000	747,000	747,000	747,000	632,500	632,500	632,500	632,500	632,500	632,500
ENGS-008	Transportation Systems Mgmt	721,000	738,000	715,000	615,000	790,000	530,000	530,000	840,000	530,000	840,000
ENGS-014	Paved Parking Lot Prgm		135,000	579,300	685,800	1,005,300	958,500	213,000	213,000	213,000	213,000
ENGS-017	Back Lanes Prgm		1,315,000	1,215,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
ENGS-022	Barrier Wall Study & Replace	3,767,500									
ENGS-042	Bridge Prgm	319,000	280,000	252,800	690,300	70,000	70,000	70,000	70,000	70,000	70,000
ENGS-049	Bldgs Life Cycle Assessments										
ENGS-060	Traffic Signal Maintenance	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
ENG Total		**12,727,000**	**11,401,500**	**11,213,600**	**11,019,100**	**10,592,300**	**10,285,500**	**9,580,000**	**9,860,000**	**9,550,000**	**9,890,000**
FIRE											
FIRE-001	Emergency Equip Replace Plan	104,100	205,200	107,400	259,900	109,200	254,400	218,000	85,400	172,100	254,100
FIRE-002	Fire Station #1 – Construction	14,100,000									
FIRE-026	Fire Station #1 - Decommissioning			852,500							
FIRE Total		**14,204,100**	**205,200**	**959,900**	**259,900**	**109,200**	**254,400**	**218,000**	**85,400**	**172,100**	**254,100**
ITS											
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	717,500	790,000	745,000	920,500	512,000	790,500	922,500	782,500	784,500	730,000
ITSV-013	Non-Emergency Radio System Replace	574,800									
ITS Total		**1,342,300**	**840,000**	**795,000**	**970,500**	**562,000**	**840,500**	**972,500**	**832,500**	**834,500**	**780,000**

10 Year Municipal RMR Capital Plan (Cont'd)

Charter No.	Charter Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
PW											
PW-001	PW Mobile Equip Replace Plan	2,535,000	1,863,000	3,043,600	2,785,500	2,236,500	2,922,500	2,835,800	2,842,800	3,258,800	1,985,000
PW-003	SAP Building Envelope Replace Prgm										
PW-004	Energy Efficiency Replace Prgm		131,000		131,000						
PW-006	Shop &Yard Equip Replace	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
PW-031 (New)	Municipal Facilities - Repairs & Renewal	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4770000	4,770,000
PW-032 (New)	PW Asphalt Emulsion Storage Tank	85,000									
PW Total		**7,430,000**	**6,804,000**	**7,853,600**	**7,726,500**	**7,046,500**	**7,732,500**	**7,645,800**	**7,652,800**	**8,068,800**	**6,795,000**
REC											
COMS-001	Community Capital Grant Prgm	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250000	250,000
RECR-001	Aquatics Lifecycle Replace Plan	255,100	87,500	417,200	123,900	447,600	75,000	256,500	221,200	275,600	747,400
RECR-003	City Sportsfield Rehab Prgm	316,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700	316,700
RECR-025	City Playground Lifecycle Prgrm	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900
RECR-069 (New	Woodlands Skatepark Redevelopment	1,670,000									
SERV-001	Servus Lifecycle Replacement Prgm	455,800	1,791,500	786,500	849,200	501,300	537,500	1,949,500	648,000	594,800	306,900
REC Total		**3,326,500**	**2,824,600**	**2,149,300**	**1,918,700**	**1,894,500**	**1,558,100**	**3,151,600**	**1,814,800**	**1,816,000**	**1,999,900**
TRAN											
TRAN-001	Transit Bus Lifecycle Replace	416,300	2,932,200	758,000	3,342,800	10,680,000	14,019,700	892,400	18,603,200	494,400	1,110,000
TRAN Total		**416,300**	**2,932,200**	**758,000**	**3,342,800**	**10,680,000**	**14,019,700**	**892,400**	**18,603,200**	**494,400**	**1,110,000**
RMR Total		**39,571,700**	**25,406,100**	**23,856,200**	**25,498,800**	**30,972,400**	**34,913,900**	**22,482,600**	**39,060,100**	**21,171,200**	**20,859,900**

Note: Green font represents funding from Lifecycle Reserves

10 Year Municipal Growth Capital Plan

Charter No.	Charter Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
COMM SVCS											
CULTR-005	Founders Walk Phase 3		2,984,500								
CULTR-009	Heritage Park Ph 3 - French Cdn Farm		2,547,000								
CULTR-010	Heritage Park Ph 4 - Landscape & Access			286,100	3,847,000						
CULTR-030	Heritage Park Interp Cntre & Museum Exp								1,175,400	8,808,800	3,075,600
CULTR-032	Story Boards		82,300								
CULTR-033	SAP Flag Poles		12,400								
COMM SVCS Total			**5,626,200**	**286,100**	**3,847,000**				**1,175,400**	**8,808,800**	**3,075,600**
EMERG SVCS											
FIRE-005	Fire Station #4	16,341,000									
FIRE-007	Fire Station #4 Fire Engine	1,540,500									
FIRE-016	Fire Aerial Apparatus	2,469,800									
FIRE-023	Fire #2 Security Upgrade		45,000								
FIRE-027	Emergency Operation Center		1,954,500	222,800							
FIRE-028	Key Lock Box System		47,800								
FIRE-031	Reception Centre Group Lodging Supplies		49,000								
FIRE-032	Fire Tanker Vehicle	779,000									
FIRE-033	Fire Training Facility		100,000	430,000	4,300,000						
POLI-005	Maloney Front Counter Security Renos		18,000	200,000							
POLI-006	Policing Bldg Accomm	277,500	832,500	9,250,000							
EMERG SVCS Total		**21,407,800**	**3,046,800**	**10,102,800**	**4,300,000**						
ENG											
ENGS-010	Transport Master Plan (TMP) Update		800,000						800,000		
ENGS-054	Intersection Enhancements								440,000	3,665,000	440,000
ENGS-058	Traffic Calming Strategies	50,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
ENGS-063	Safe Journeys to School	445,000	400,000	335,000	440,000						
ENGS-067	Subdivision Entrance Signage		50,000	115,000	115,000	115,000	115,000	115,000	115,000	101,000	
ENGS-068	Active Transport Plan	600,000	600,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
ENGS-069	ITS Strategy Implementation		516,000	516,000	516,000	516,000	380,000	380,000	380,000	380,000	380,000
ENGS-073	Fowler Way						38,985,000				
ENGS-074	Ray Gibbon Improvements	26,714,500									
ENGS-075	Villeneuve Rd Rebuild					800,000		7,560,000			
ENGS-076	City Parking Lot Structure Upgrades		311,000	140,000	1,901,000	482,000	881,600	372,800	685,300	1,293,300	
ENGS-077	Neil Ross Road Design & Construction- OSL 100%		250,000	500,000	2,200,000				700,000		8,500,000
ENGS-078	LeClair Way West Extension - OSL 100%				250,000		600,000	1,700,000	800,000		23,000,000
ENG Total		**27,809,500**	**3,477,000**	**2,706,000**	**6,522,000**	**3,013,000**	**42,061,600**	**11,227,800**	**5,020,300**	**6,539,300**	**33,420,000**

10 Year Municipal Growth Capital Plan (Cont'd)

Charter No.	Charter Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
P&D											
DARP-003	Civic Square							52,500	151,900		1,580,100
DARP-006	Perron Street Pedestrian Improvements				717,000	5,602,400					
DARP-007	Grandin Road Improvemt						213,200			2,120,000	
DARP-011	St Anne St. Pedestrian Improvemts								858,800		5,815,000
DARP-014	St. Thomas St. Median Improvemts						273,000			2,782,500	
DARP-015	Tache Street Green Corridor				126,700	5,768,300					
DARP-016	DARP Project Prioritization		100,000								
PLAN-005	Land Use Bylaw Update		1,141,700								
PLAN-006	Lakeview/Badger Lands ASP		1,329,800								
PLAN-010	Revit Strat for Mature Neighbourhoods		200,000								
P&D Total			**2,771,500**		**843,700**	**11,370,700**	**486,200**	**52,500**	**1,010,700**	**4,902,500**	**7,395,100**
PW & TRAN											
PW-015	PW Tree Chipper		60,000								
PW-016	PW Snow Storage		50,000	400,000	3,600,000						
PW-018	PW Satellite Shop		362,900	2,985,100							
PW-028	Urban Forest Canopy Enhance & Mgmt		250,000	250,000							
PW-033	PW Fleet Services Garage Expansion		550,000	3,000,000							
TRAN-003	Transit Waiting Shelters		61,200				63,000				65,000
TRAN-004	Transit Growth Buses		2,500,000	1,750,000	1,750,000						
TRAN-007	N Park & Ride Transit Center			4,600,000							
TRAN-024	Transit Garage Expansion		550,000	6,148,000							
TRAN-027	Transit Tech Upgrade			30,000			30,000			30,000	
TRAN-028	North Transit Centre and Park & Ride					3,000,000	9,500,000				
PW & TRAN Total			**4,384,100**	**19,163,100**	**5,350,000**	**3,000,000**	**9,593,000**			**30,000**	**65,000**
REC & PARKS											
DARP-005	Millennium Park Design Phase 2 & Construction		983,300		5,757,100	8,027,000					
RECR-010	Lacombe Park Construction	1,300,000									
RECR-040	Dog Friendly Park Development		197,700	917,900							
RECR-045	Oakmont Trail Phase 2		292,500		436,800	247,000	514,800				
RECR-049	Neighborhood Park Development	250,000	3,105,700	3,165,700	1,314,600	1,057,000	2,120,500	414,400	2,647,300	809,100	
RECR-050	RWP Meadowview - Construction		1,931,800	1,651,100				1,191,400			
RECR-065	Community Amenities Site Planning		900,000	600,000							
SERV-004	6th Arena Ice Surface		55,000	2,016,800	20,167,300						
SERV-008	Fitness Expansion		487,000	5,687,900							
SERV-010	Servus Place 25m, 8 Lane Aquatics Expan		406,700	1,479,300	20,546,200						
REC & PARKS Total		**1,550,000**	**8,359,700**	**15,518,700**	**48,222,000**	**9,331,000**	**2,635,300**	**1,605,800**	**2,647,300**	**809,100**	

10 Year Municipal Growth Capital Plan (Cont'd)

Charter No.	Charter Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ENV											
CSS-005	Cogeneration		60,600	1,000,000							
CSS-007	Smart Facility Monitoring		80,800	90,900							
CSS-008	Facility Water & Energy Audits		50,500								
ENV-001	Contaminated Sites Remediation		100,000	50,000							
ENV-002	Solar Photovoltaics (PV) Program	500,000	500,000	1,000,000							
ENV Total		**500,000**	**791,900**	**2,140,900**							
STRAT SVC & IT											
ITSV-014	Asset Mgmt System Replace	100,000									
ITSV-015	Website Refresh				50,000						
STRAT SVC & IT Total		**100,000**			**50,000**						
Other											
	Public Art	227,100									
Other Total		**227,100**									
GROWTH Total		**51,594,400**	**28,457,200**	**49,917,600**	**69,134,700**	**26,714,700**	**54,776,100**	**12,886,100**	**9,853,700**	**21,089,700**	**43,955,700**

2020 Municipal Capital Funding

Project No.	Project Name	Project #	BUDGET	PAYG	Lifecycle Reserves	MSI	BMTG	FGTF	Other Grants	Capital/Growth Stab Reserve	Debt
CULTR-001	Arden Theatre Lifecycle Plan	420340	110,600		110,600						
CULTR-023	Visual Arts Studio Lifecycle	420320	14,900	14,900							
ENGS-001	Arterial Rehab Prgm	420401	1,542,500				1,542,500				
ENGS-002	Collector Roadway Prgm	420402	1,515,000				1,515,000				
ENGS-003	Local Roadway Prgm	420403	1,130,000				1,130,000				
ENGS-004	Roadway Rehab Prgm	420412	1,800,000					1,800,000			
ENGS-005	Permanent Line Marking Rehab	420405	250,000	250,000							
ENGS-006	Multi-Use Trail Rehab Prgm	420406	385,000	385,000							
ENGS-007	Sidewalk Program	420407	747,000	747,000							
ENGS-008	Transportation Systems Mgmt	420408	721,000	721,000							
ENGS-022	Barrier Wall Study & Replace	420414	3,767,500			3,767,500					
ENGS-042	Bridge Prgm	420413	319,000	319,000							
ENGS-060	Traffic Signal Maintenance	420417	550,000	550,000							
FIRE-001	Emergency Equip Replace Plan	420330	104,100		104,100						
FIRE-002	Fire Station #1 – Construction	420331	14,100,000	500,000		11,600,000	200,000			1,800,000	
ITSV-001	IT Office Automation	420502	50,000	50,000							
ITSV-002	IT Lifecycle Replace Plan	420501	717,500		717,500						
ITSV-013	Non-Emergency Radio System Repla	420503	574,800	574,800							
PW-001	PW Mobile Equip Replace Plan	420801	2,535,000		2,535,000						
PW-006	Shop &Yard Equip Replace	420806	40,000	40,000							
PW-031	Municipal Facilities - Repairs & Renev	420807	4,770,000	1,070,000	1,500,000					2,200,000	
PW-032	PW Asphalt Emulsion Storage Tank	420808	85,000	85,000							
COMS-001	Community Capital Grant Prgm	420360	250,000	250,000							
RECR-001	Aquatics Lifecycle Replace Plan	420302	255,100		255,100						
RECR-003	City Sportsfield Rehab Prgm	420305	316,700	316,700							
RECR-025	City Playground Lifecycle Prgrm	420307	378,900		378,900						
RECR-069	Woodlands Skatepark Redevelopmer	420306	1,670,000					1,670,000			
SERV-001	Servus Lifecycle Replacement Prgm	420301	455,800		455,800						
TRAN-001	Transit Bus Lifecycle Replace	420350	416,300		416,300						
RMR TOTAL			**39,571,700**	**5,873,400**	**6,473,300**	**15,367,500**	**4,387,500**	**3,470,000**		**4,000,000**	
ENGS-074	Ray Gibbon Improvements	420424	26,714,500								26,714,500
FIRE-005	Fire Station #4	420332	16,341,000								16,341,000
FIRE-007	Fire Station #4 Fire Engine	420333	1,540,500								1,540,500
FIRE-016	Fire Aerial Apparatus	420334	2,469,800								2,469,800
FIRE-032	Fire Tanker Vehicle	420335	779,000								779,000
ENGS-058	Traffic Calming Strategies	420416	50,000					50,000			
ENGS-063	Safe Journeys to School	420420	445,000					445,000			
RECR-010	Lacombe Park Construction	420303	1,300,000					1,300,000			
RECR-049	Neighborhood Park Development	420304	250,000							250,000	
ENGS-068	Active Transport Plan	420409	600,000					600,000			
ITSV-014	Asset Mgmt System Replace	420506	100,000					100,000			
POLI-006	Policing Bldg Accomm	420336	277,500							277,500	
ENV-002	Solar Photovoltaics (PV) Program	420425	500,000						350,000	150,000	
	Public Art		227,100	227,100							
GROWTH TOTAL			**51,594,400**	**227,100**				**2,495,000**	**350,000**	**677,500**	**47,844,800**
TOTAL			**91,166,100**	**6,100,500**	**6,473,300**	**15,367,500**	**4,387,500**	**5,965,000**	**350,000**	**4,677,500**	**47,844,800**

2020 Municipal Capital Projects – Operating Impacts

Charter No.	Charter Name	2020 Capital Budget	2020	2021	2022
COMS-001	Community Capital Grant Prgm	250,000			
CULTR-001	Arden Theatre Lifecycle Plan	110,600			
CULTR-023	Visual Arts Studio Lifecycle	14,900			
ENGS-001	Arterial Rehab Prgm	1,542,500			
ENGS-002	Collector Roadway Prgm	1,515,000			
ENGS-003	Local Roadway Prgm	1,130,000			
ENGS-004	Roadway Rehab Prgm	1,800,000			
ENGS-005	Permanent Line Marking Rehab	250,000			
ENGS-006	Multi-Use Trail Rehab Prgm	385,000			
ENGS-007	Sidewalk Program	747,000			
ENGS-008	Transportation Systems Mgmt	721,000			
ENGS-022	Barrier Wall Study & Replace	3,767,500			
ENGS-042	Bridge Prgm	319,000			
ENGS-060	Traffic Signal Maintenance	550,000			
FIRE-001	Emergency Equip Replace Plan	104,100			
FIRE-002	Fire Station #1 – Construction	14,100,000	37,300	37,300	37,300
ITSV-001	IT Office Automation	50,000			
ITSV-002	IT Lifecycle Replace Plan	717,500			
ITSV-013	Non-Emergency Radio System Replace	574,800	72,100	72,100	72,100
PW-001	PW Mobile Equip Replace Plan	2,535,000			
PW-006	Shop &Yard Equip Replace	40,000			
PW-031	Municipal Facilities - Repairs & Renewal	4,770,000			
PW-032	PW Asphalt Emulsion Storage Tank	85,000			
RECR-001	Aquatics Lifecycle Replace Plan	255,100			
RECR-003	City Sportsfield Rehab Prgm	316,700	3,000	3,000	3,000
RECR-025	City Playground Lifecycle Prgrm	378,900			
RECR-069	Woodlands Skatepark Redevelopment	1,670,000	2,000	2,000	2,000
SERV-001	Servus Lifecycle Replacement Prgm	455,800		150,000	
TRAN-001	Transit Bus Lifecycle Replace	416,300			
ENGS-074	Ray Gibbon Improvements	26,714,500		18,400	
ENGS-058	Traffic Calming Strategies	50,000			
ENGS-063	Safe Journeys to School	445,000	6,400	13,900	12,500
RECR-010	Lacombe Park Construction	1,300,000		51,100	51,100
FIRE-005	Fire Station #4	16,341,000	1,207,500	2,436,000	3,737,600
FIRE-007	Fire Station #4 Fire Engine	1,540,500		104,000	104,000
FIRE-016	Fire Aerial Apparatus	2,469,800			
FIRE-032	Fire Tanker Vehicle	779,000			40,000
RECR-049	Neighborhood Park Development	250,000			42,900
ENGS-068	Active Transport Plan	600,000	1,700	1,700	1,700
ENV-002	Solar Photovoltaics (PV) Program	500,000			
ITSV-014	Asset Mgmt System Replace	100,000			
POLI-006	Policing Bldg Accomm	277,500			
	Public Art	227,100			
Total		**91,166,100**	**1,330,000**	**2,889,500**	**4,104,200**

UTILITY CAPITAL BUDGET

(In Thousands of Dollars)

	2018 Budget	2019 Budget	2020 Budget
REVENUES			
Government Grants	$2,345	$2,739	$987
Drawn From Reserve & Allowances	10,936	7,101	10,636
	13,281	9,840	11,623
EXPENSES			
Water	1,967	570	2,140
WasteWater	4,134	1,769	4,135
Storm	7,180	6,431	5,320
Solid Waste Management	-	1,070	28
	13,281	9,840	11,623
Non Cash Budget			
Amortization of Tangible Capital Assets	-	-	$5,512
Contributed Tangible Capital Assets	-	-	$8,968

Amortization and Contributed Assets are non-cash budget items that are necessary to comply with legislative requirements and do not impact the tax levy. Contributed assets are donated assets from external third parties and generally result from development of new sites where developers have completed the base infrastructure and the assets are then turned over to the City. The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed assets revenue amount (Developer Contributions and Levies). The asset and revenue amounts are reported in the City's consolidated annual financial statements.

10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
ADMIN											
UTIL-002	Utility Master Plan					975,000					
ADMIN Total		**-**	**-**	**-**	**-**	**975,000**	**-**	**-**	**-**	**-**	**-**
STORM											
STORM-002	STORM Infrastructure Rehab	1,560,000	3,105,000	2,075,000	3,035,000	2,200,000	1,170,000	745,000	1,970,000	295,000	1,750,000
STORM-004	STORM Mgmt LOS	1,915,000	9,540,000	1,375,000	4,340,000	2,095,000	2,665,000	2,695,000	2,665,000	1,390,000	1,950,000
STORM-005 (New)	Stormwater SCADA System Upgrades	130,000									
STORM-007	Sediment and Erosion Control	1,715,000	1,616,000	1,165,000	2,398,000	500,000					
STORM Total		**5,320,000**	**14,261,000**	**4,615,000**	**9,773,000**	**4,795,000**	**3,835,000**	**3,440,000**	**4,635,000**	**1,685,000**	**3,700,000**
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000	268,000
WASWT-002	WASTWT Household Service Replace	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
WASWT-003	WASTWT Main Replacement	1,250,000	688,000	688,000	1,250,000	688,000	688,000	1,250,000	688,000	688,000	1,250,000
WASWT-004	WASTWT Collection System LOS	1,417,000	490,000	3,054,000	460,000	2,840,000	460,000	2,840,000	460,000	2,840,000	490,000
WASWT-005 (New)	WASTWT SCADA System Upgrades	950,000									
WASWT-020	WASTWT Lift Station Studies									200,000	
WASTEWTR Total		**4,135,000**	**1,696,000**	**4,260,000**	**2,228,000**	**4,046,000**	**1,666,000**	**4,608,000**	**1,666,000**	**4,246,000**	**2,258,000**
WATER											
WATER-003	Water System Infrastructure Rehab	530,000	530,000	530,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000
WATER-004	Water Network LOS	1,240,000	2,440,000	4,400,000	6,780,000	1,692,000	1,790,000	852,000	1,855,000	690,000	1,800,000
WATER-005 (New)	Water SCADA System Upgrades	170,000									
WATER-006	Pump Station and Reservoir Rehab Prgm	200,000	2,500,000	21,700,000					200,000		
WATER Total		**2,140,000**	**5,470,000**	**26,630,000**	**7,330,000**	**2,242,000**	**2,340,000**	**1,402,000**	**2,605,000**	**1,240,000**	**2,350,000**
SOLIDW											
SOLWA-001	Recycle Yard Upgrades	27,500			30,000			32,500			
SOLIDW Total		**27,500**	**-**	**-**	**30,000**	**-**	**-**	**32,500**	**-**	**-**	**-**
RMR Total		**11,622,500**	**21,427,000**	**35,505,000**	**19,361,000**	**12,058,000**	**7,841,000**	**9,482,500**	**8,906,000**	**7,171,000**	**8,308,000**

10 Year Utility Growth Capital Plan

Project No.	Project Name	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
STORM											
STORM-006	Vacuum Debris Drying Pad				109,500						
STORM Total					**109,500**						
WASTEWTR											
WASTW-009	Vacuum Debris Drying Pad				109,500						
WASTW-021 (New)	Vac Truck		500,000								
WASTEWTR Total			**500,000**		**109,500**						
WATER											
WATER-018	Giroux West Water Transmission Main				702,000						
WATER-019	Levasseur Water Transmission Main				789,800						
WATER-020	LockhartWater Transmission Main				175,500						
WATER Total					**1,667,300**						
SOLIDW											
SOLWA-002	Compost Transfer Site			27,000	273,000						
SOLIDW Total				**27,000**	**273,000**						
Growth Total			**500,000**	**27,000**	**2,159,300**						

2020 Utility Capital Funding

Project No.	Project Name	Project #	BUDGET	MSI	FGTF	Water Reserve	Wastewater Reserve	Storm Reserve	Solid Waste Reserve	Other
STORM-002	STORM Infrastructure Rehab	420751	1,560,000					1,560,000		
STORM-004	STORM Mgmt LOS	420752	1,915,000					1,915,000		
STORM-005	Stormwater SCADA System Upgrades	420754	130,000					130,000		
STORM-007	Sediment and Erosion Control	420753	1,715,000					1,715,000		
WASWT-001	WASTWT Rehab Prgm	420745	268,000				268,000			
WASWT-002	WASTWT Household Service Replace	420746	250,000				250,000			
WASWT-003	WASTWT Main Replacement	420741	1,250,000				1,250,000			
WASWT-004	WASTWT Collection System LOS	420740	1,417,000				1,417,000			
WASWT-005	WASTWT SCADA System Upgrades	420747	950,000				950,000			
WATER-003	Water System Infrastructure Rehab	420735	530,000			530,000				
WATER-004	Water Network LOS	420730	1,240,000		987,000	253,000				
WATER-005	Water SCADA System Upgrades	420736	170,000			170,000				
WATER-006	Pump Station and Reservoir Rehab Prgm	420737	200,000			200,000				
SOLWA-001	Recycle Yard Upgrades	420761	27,500						27,500	
RMR Total			**11,622,500**		**987,000**	**1,153,000**	**4,135,000**	**5,320,000**	**27,500**	

2020 Utility Growth Capital Projects – Operating Impacts

Project No.	Project Name	2020 Capital Budget	2020	2021	2022
SOLWA-001	Recycle Yard Upgrades	27,500			
SOLWA-002	Compost Transfer Site				
SOLIDW Total		**27,500**			
STORM-002	STORM Infrastructure Rehab	1,560,000			
STORM-004	STORM Mgmt LOS	1,915,000			
STORM-007	Sediment and Erosion Control	1,715,000	9,000	9,000	9,000
STORM-005	Stormwater SCADA System Upgrades	130,000			
STORM Total		**5,320,000**	**9,000**	**9,000**	**9,000**
WASWT-001	WASTWT Rehab Prgm	268,000			
WASWT-002	WASTWT Household Service Replace	250,000			
WASWT-003	WASTWT Main Replacement	1,250,000			
WASWT-004	WASTWT Collection System LOS	1,417,000			
WASWT-005	WASTWT SCADA System Upgrades	950,000			
WASTEWTR Total		**4,135,000**			
WATER-003	Water System Infrastructure Rehab	530,000			
WATER-004	Water Network LOS	1,240,000			
WATER-006	Pump Station and Reservoir Rehab Prgm	200,000			
WATER-005	Water SCADA System Upgrades	170,000			
WATER Total		**2,140,000**			
Growth Total		**11,622,500**	**9,000**	**9,000**	**9,000**



Debt

The City's long-term debt relates to three significant projects - the first stages of Ray Gibbon Drive (originating in 2006), construction of Servus Credit Union Place (originating in 2006) and the Phase 3 North Interceptor (Originating in 2018). In 2019, The City took out an additional $2.0 Million against the Phase 3 North Interceptor project.

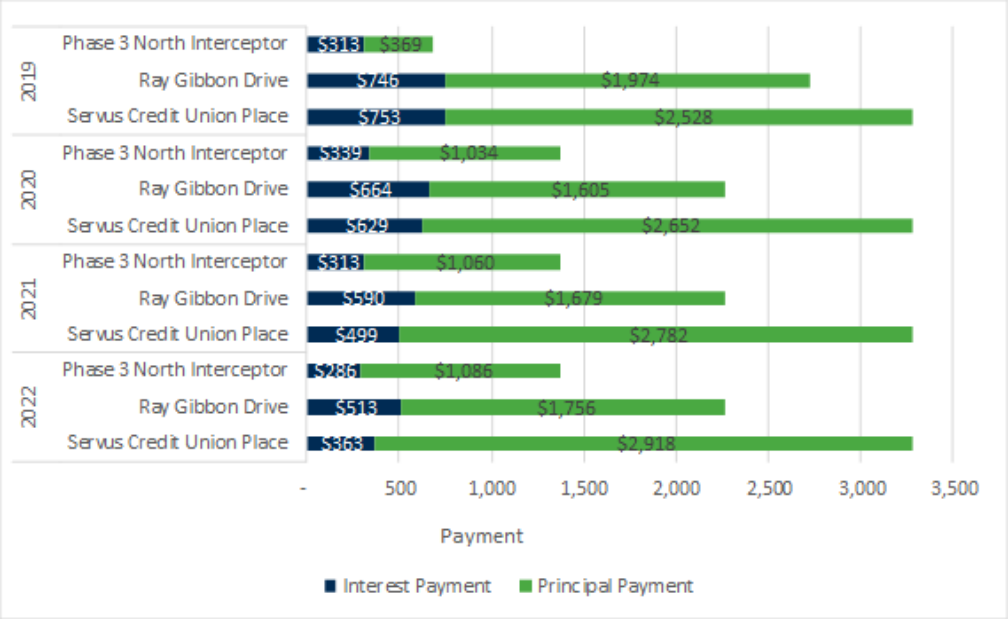
2019 – 2022 Debt

(In thousands of dollars)

	2019	2020	2021	2022
Debt Outstanding (as at December 31)				
Ray Gibbon Drive Stage 1 and 2	$ 14,942	$ 13,337	$ 11,658	$ 9,902
Servus Credit Union Place	13,729	11,077	8,295	5,378
Phase 3 North Interceptor	11,448	10,414	9,354	8,268
Total Debt Outstanding	$ 40,119	$ 34,828	$ 29,308	$ 23,547
Debt Payments				
Ray Gibbon Drive Stage 1 and 2	$ 2,720	2,269	2,269	2,269
Servus Credit Union Place	3,281	3,281	3,281	3,281
Phase 3 North Interceptor	682	1,373	1,373	1,373
Total Debt Payments	$ 6,683	$ 6,923	$ 6,923	$ 6,923

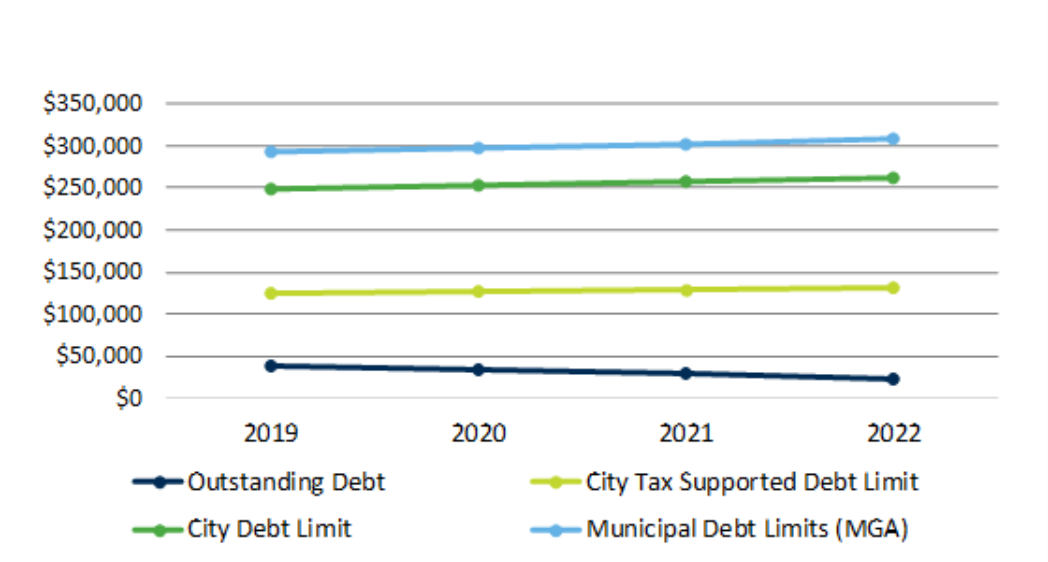
2019 – 2022 Interest and Principal Payments

(In thousands of dollars)



Debt Limit Versus Outstanding Debt

(In thousands of dollars)



The current debt outstanding is $40.1 million and the City Tax Supported Debt Limit of $124.1 million are well under the limits established by the Province of Alberta as well as the City's internal limits. This equates to current debt being only 13% of Provincial limits, 30% of City tax supported limit, and 15% of City Debt limit.

APPROVED 2020 BUDGET

FUNCTION INFORMATION

STAFFING

Position Summary

Function	2018 Amended Positions	2019 Approved Positions	2019 Amendments	2019 Amended Positions	2020 Approved Positions	Net Change	
Executive Leadership	10.50	18.50	(1.50)	17.00	17.00	-	
General Government	125.09	124.09	1.00	125.09	125.09	-	
Community & Recreation Services	114.99	112.49	0.50	112.99	112.99	-	
Emergency Services	161.62	161.62	-	161.62	172.62	11.00	
Public Works & Transit	126.38	125.38	-	125.38	125.38	-	*
Planning & Engineering	63.00	61.00	-	61.00	61.00	-	*
Total Municipal	**601.58**	**603.08**	**-**	**603.08**	**614.08**	**11.00**	
Utility Services	**54.20**	**54.20**	**-**	**54.20**	**54.20**	**-**	*
Total Full-Time Equivalent Staff	**655.78**	**657.28**	**-**	**657.28**	**668.28**	**11.00**	

* Indicates Function(s) with no changes in staffing levels.

2019 Position Amendments

Function	Position(s)	FTE(s)	Impact on Service
Executive Leadership	Numerous Positions	(1.50)	No impact - organizational restructuring to better align with the corporations needs
General Government	Health & Safety Advisor	1.00	No impact - Utilization of Vacant FTE Pool Position
Community & Recreation Services	Numerous Positions	0.50	No impact - organizational restructuring to better align with the corporations needs
Emergency Services		-	No Change
Public Works & Transit		-	No Change
Planning & Engineering		-	No Change
Utility Services		-	No Change
Total		**-**	

2020 Approved New Positions (Business Cases)

Function	Position(s)	FTE(s)	Impact on Service
Emergency Services	Emergency Services Personnel	10.00	Ensures adequate Staffing for Fire Station 4 (Planned Opening 2023)
	Assistant Chief Medical Liaison	1.00	Assistant Chief Medical Liaison to support Emergency Medical Response duties relating to Fire Station #4 (Partial funding from Vacant FTE pool).
Total		**11.00**	

COUNCIL

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

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

Council Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Sales & User Fees	$26	$3	$4	$4	$4	$4	-
Other Revenue	11	-	-	-	-	-	-
Transfers To/From Reserves	2	-	-	-	-	-	-
TOTAL	$39	$3	$4	$4	$4	$4	-
EXPENDITURES							
Salaries, Wages & Benefits	$422	$487	$567	$567	$567	$567	-
Contracted & General Services	160	138	187	152	152	152	35
Materials, Goods, Supplies & Utilities	42	37	57	49	49	49	8
Transfers To Organizations & Individuals	10	8	11	12	12	12	(1)
Other Expenditures		-	47	15	15	15	32
Transfers To/From Reserves	61	50	-	-	-	-	-
TOTAL	$695	$720	$869	$795	$795	$795	$74
NET	$(656)	$(717)	$(865)	$(791)	$(791)	$(791)	$74
AUTHORIZED POSITIONS	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**-**

SIGNIFICANT CHANGES

Expenses:

$35 thousand decrease in contracted & general services due to one time funding from Council Contingency in 2019.

$32 thousand increase in other expenditures due to Council contingency funding used for one time projects in 2019.

EXECUTIVE LEADERSHIP

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

Executive Leadership Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Conditional Grants	-	-	-	-	-	-	-
Other Revenue	-	38	-	-	-	-	-
Transfers To/From Reserves	98	-	-	-	-	-	-
TOTAL	$98	$38	-	-	-	-	-
EXPENDITURES							
Salaries, Wages & Benefits	$1,039	$1,073	$2,721	$2,166	$2,217	$2,249	$555
Contracted & General Services	165	163	150	168	169	169	(18)
Materials, Goods, Supplies & Utilities	37	27	36	35	35	35	1
Transfers To/From Reserves	90	48	-	-	-	-	-
TOTAL	$1,331	$1,311	$2,907	$2,369	$2,421	$2,453	$538
NET	$(1,233)	$(1,273)	$(2,907)	$(2,369)	$(2,421)	$(2,453)	$538
AUTHORIZED POSITIONS	**8.00**	**10.50**	**17.00**	**17.00**	**17.00**	**17.00**	**-**

SIGNIFICANT CHANGES

Expenses:

$555 thousand decrease in salaries, wages and benefits due to reallocation of vacant pool funds to departments and savings to the base.



GENERAL GOVERNMENT

Functional Overview

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

The following departments are funded through this function:

- Legal & Legislative Services
- Economic Development
- Finance & Assessment
- Human Resources & Safety
- Strategic Services & Information Technology

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	LEGAL & LEGISLATIVE SERVICES	ECONOMIC DEVELOPMENT	FINANCE & ASSESSMENT	HUMAN RESOURCES & SAFETY	STRATEGIC SERVICES & IT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth					
2	**Economic Development:** Enhance business/commercial growth					
3	**Building a Transportation Network:** Integrated transportation systems					
4	**Infrastructure Investment:** Identify and build needed capital assets					
5	**Housing:** Enhance housing options					
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities					

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	LEGAL & LEGISLATIVE SERVIVES	ECONOMIC DEVELOPMENT	FINANCE & ASSESSMENT	HUMAN RESOURCES & SAFETY	STRATEGIC SERVICES & IT
A.1	**Regional Collaboration**					

#	ADMINISTRATIVE PRIORITIY	LEGAL & LEGISLATIVE SERVIVES	ECONOMIC DEVELOPMENT	FINANCE & ASSESSMENT	HUMAN RESOURCES & SAFETY	STRATEGIC SERVICES & IT
A.2	**Organizational Culture**					
A.3	**Mandated Service Requirements**					
A.4	**Business Process Improvements / Financial Sustainability**					
A.5	**Service Enhancement Opportunities**					
A.6	**Smart City**					
A.7	**Social Programming**					

Resource Requests

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

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
HR Co-op Student	17,000	OBC Base	Approved
System Upgrades and Licenses	247,000	OBC Base	Approved
GIS Emergency Services Support	35,000	OBC Base	Approved
Global Edmonton	100,000	OBC Base	Approved
HR Security and Access Enhancements	30,000	OBC Growth	Approved

Corporate Business Plan Implementation

PRIORITY	ACTIVITY	$ REQUEST	SOURCE	STATUS
A.6.1	Smart City Public Engagement	30,000	OBC Growth	Approved

Change or Improve Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
Corporate Procurement Software	99,000	OBC Growth	Approved
Asset Management Program Replacement (ITSV-014)	100,000	CC Growth Municipal	Approved

General Government Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Sales & User Fees	$467	$387	$392	$300	$330	$300	$(92)
Penalties & Costs On Taxes	902	914	915	920	925	930	5
Licenses & Permits	841	819	939	878	899	900	(61)
Conditional Grants	-	2	-	-	-	-	-
Other Revenue	48	242	12	12	12	12	-
Transfers To/From Reserves	314	308	214	237	501	210	23
TOTAL	$2,572	$2,672	$2,472	$2,347	$2,667	$2,352	$(125)
EXPENDITURES							
Salaries, Wages & Benefits	$11,838	$12,969	$13,973	$14,274	$14,456	$14,533	$(301)
Contracted & General Services	3,607	3,594	4,820	5,427	5,464	5,210	(607)
Materials, Goods, Supplies & Utilities	335	357	443	404	448	404	39
Transfers To Organizations & Individuals	164	139	67	30	30	30	37
Other Expenditures	13	14	13	13	13	13	-
Transfers To/From Reserves	555	653	265	112	112	112	153
Transfers To/From Operations/Capital	15	69	67	-	-	-	67
TOTAL	$16,527	$17,795	$19,648	$20,260	$20,523	$20,302	$(612)
NET	$(13,955)	$(15,123)	$(17,176)	$(17,913)	$(17,856)	$(17,950)	$(737)
AUTHORIZED POSITIONS	**130.37**	**125.09**	**125.09**	**125.09**	**125.09**	**125.09**	**-**

SIGNIFICANT CHANGES

Revenues:

$92 thousand decrease in sales & user fees due to relocating cemetery operations to Public Works.

$61 thousand decrease in Business licenses to align with historical and anticipated sales.

Expenses:

$301 thousand increase in salaries & wages due to annualization of salary costs, approved business cases for HR coop student and GIS Emergency Services support.

$607 thousand increase in contracted & general services due to annualization of prior year claims adjudication business case and approved business cases for software support contract, digital signage and GIS related projects, increased network infrastructure, security enhancements, and public engagement.



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 local boards and outside agencies such as the St. Albert Public Library, Arts and Heritage Foundation, St. Albert Seniors Centre, Community Services Advisory Board, Strategy and Mobilization (SAM) Committee and the Affordable Housing Advisory Board (in cooperation with the Planning department). The following departments are funded through this function:

- Community Services
- Recreation and Parks

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic priorities from the Corporate Business Plan.

#	COUNCIL STRATEGIC PRIORITY	COMMUNITY SERVICES	RECREATION & PARKS
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth		
2	**Economic Development:** Enhance business/commercial growth		
3	**Building a Transportation Network:** Integrated transportation systems		
4	**Infrastructure Investment:** Identify and build needed capital assets		
5	**Housing:** Enhance housing options		
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities		

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	COMMUNITY SERVICES	RECREATION & PARKS
A.1	**Regional Collaboration**		
A.2	**Organizational Culture**		
A.3	**Mandated Service Requirements**		
A.4	**Business Process Improvements / Financial Sustainability**		
A.5	**Service Enhancement Opportunities**		

#	ADMINISTRATIVE PRIORITIY	COMMUNITY SERVICES	RECREATION & PARKS
A.6	Smart City		
A.7	Social Programming		

Resource Requests

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

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
Income Supplement for Residents in Need	60,000	OBC Growth	Approved
Amplify Creative Youth Development Program	60,000	OBC Growth	Approved
Lacombe Park Construction (RECR-010)	1,300,000	CC Growth Municipal	Approved
Neighbourhood Park Development (RECR-049)	250,000	CC Growth Municipal	Approved

Change or Improve Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
Internal OH&S	13,200	OBC Growth	Approved

Community & Recreation Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Sales & User Fees	$9,168	$9,100	$9,237	$9,370	$9,150	$9,465	$133
Interest Income	3	3	3	1	1	1	(2)
Rentals	2,825	2,817	2,907	2,842	2,878	2,873	(65)
Conditional Grants	2,223	2,101	2,074	1,999	1,988	1,954	(75)
Other Revenue	616	566	573	556	385	296	(17)
Transfers To/From Reserves	99	133	274	63	3	3	(211)
TOTAL	$14,934	$14,720	$15,068	$14,831	$14,405	$14,592	$(237)
EXPENDITURES							
Salaries, Wages & Benefits	$15,032	$15,620	$16,779	$17,154	$17,183	$17,513	$(375)
Contracted & General Services	1,955	2,145	2,632	2,510	2,507	2,484	122
Materials, Goods, Supplies & Utilities	3,256	3,326	3,577	3,618	3,659	3,672	(41)
Transfers To Organizations & Individuals	3,061	3,204	3,357	3,230	3,230	3,230	127
Bank Charges & Short Term Interest	84	109	95	98	98	98	(3)
Other Expenditures	184	200	198	205	210	215	(7)
Transfers To/From Reserves	240	351	177	203	203	173	(26)
Transfers To/From Operations/Capital	4,999	5,085	5,630	5,585	5,585	5,585	45
TOTAL	$28,811	$30,040	$32,445	$32,603	$32,675	$32,970	$(158)
NET	$(13,877)	$(15,320)	$(17,377)	$(17,772)	$(18,270)	$(18,378)	$(395)
AUTHORIZED POSITIONS	**113.49**	**114.99**	**112.99**	**112.99**	**112.99**	**112.99**	**-**

SIGNIFICANT CHANGES

Revenues:

$133 thousand increase in sales & user fees in recreation admission fees and memberships and recovered costs from the Children's Festival.

$64 thousand decrease in rentals due to historical trending.

$75 thousand decrease in conditional grants being applied by the Friends of the Children's Festival.

$211 thousand decrease in transfer from reserves due to one time funding for projects such as the Building Feasibility Study, Butterfly Project, Diversity & Inclusion, and the SAP Waterfall/Indigenous Art not in 2020.

Expenses:

$375 thousand increase in salaries & wages due to annualization of salary costs.

$122 thousand decrease in contracted & general services due to one time expenses for Building Feasibility Study, Butterfly Project, Diversity & Inclusion and the SAP Waterfall/Indigenous Art not in 2020 offset by increases in advertising & promotion in Children's Festival and approved business case to provide income supplement for residents in need.

$127 thousand decrease in allocation to the Friends of FCSS.



EMERGENCY SERVICES

Functional Overview

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

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

The function is involved in the following strategic priorities from the Corporate Business Plan.

#	COUNCIL STRATEGIC PRIORITY	EMERGENCY SERVICES
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	
2	**Economic Development:** Enhance business/commercial growth	
3	**Building a Transportation Network:** Integrated transportation systems	
4	**Infrastructure Investment:** Identify and build needed capital assets	
5	**Housing:** Enhance housing options	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	EMERGENCY SERVIVES
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	
A.4	**Business Process Improvements / Financial Sustainability**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	
A.7	**Social Programming**	

Resource Requests

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

Maintain Service Levels

SERVICE	$ REQUEST	SOURCE	STATUS
Emergency Services Personnel	1,208,000	OBC Base/Growth	Approved
Fire Station #4 (FIRE-005)	16,341,000	CC Growth Debt	Approved

SERVICE	$ REQUEST	SOURCE	STATUS
Fire Station #4 Fire Engine (FIRE-007)	1,540,500	CC Growth Debt	Approved
Fire Aerial Apparatus (FIRE-016)	2,469,800	CC Growth Debt	Approved
Fire Tanker Vehicle (FIRE-032)	779,000	CC Growth Debt	Approved
Policing Building Accommodation (POLI-006)	277,500	CC Growth Municipal	Approved

Emergency Services Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Sales & User Fees	$1,193	$1,296	$1,189	$1,222	$1,222	$1,222	$33
Licenses & Permits	367	365	354	354	354	354	-
Fines	4,387	3,513	4,037	2,825	2,825	2,825	(1,212)
Rentals	24	24	24	24	24	24	-
Conditional Grants	1,543	1,566	1,524	1,547	1,547	1,547	23
Other Revenue	2,680	2,684	2,783	2,803	2,803	2,803	20
Transfers To/From Reserves	60	-	369	-	-	-	(369)
TOTAL	$10,254	$9,448	$10,280	$8,775	$8,775	$8,775	$(1,505)
EXPENDITURES							
Salaries, Wages & Benefits	$20,299	$21,044	$21,868	$22,873	$23,172	$23,318	$(1,005)
Contracted & General Services	1,970	1,761	1,981	1,759	1,764	1,769	222
Purchases From Other Governments	10,033	9,898	10,529	10,301	10,610	10,928	228
Materials, Goods, Supplies & Utilities	806	790	832	1,046	923	941	(214)
Bank Charges & Short Term Interest	4	4	3	4	4	4	(1)
Other Expenditures	1,010	955	1,094	1,354	1,458	1,498	(260)
Transfers To/From Reserves	144	149	148	138	138	138	10
Transfers To/From Operations/Capital	-	-	-	-	-	-	-
TOTAL	$34,266	$34,601	$36,455	$37,475	$38,069	$38,596	$(1,020)
NET	$(24,012)	$(25,153)	$(26,175)	$(28,700)	$(29,294)	$(29,821)	$(2,525)
AUTHORIZED POSITIONS	**156.30**	**161.62**	**161.62**	**172.62**	**172.62**	**172.62**	**11.00**

SIGNIFICANT CHANGES

Revenues:

$1,212 thousand decrease fines due to lower trend in photo radar fines.

Expenses:

$1,005 thousand increase in salaries & wages due to annualization of salary costs and new Emergency Service Personnel.

$222 thousand decrease in contracted & general services due to reduction in photo radar contract due to less fines.

$228 thousand decrease in purchases from other governments due to reduction in RCMP contract.

$214 thousand increase in Materials, Goods, Supplies & Utilities due to increases cost of uniforms and equipment.

$260 thousand increase in other expenditures due to equipment charges for Emergency Services vehicles.



PUBLIC WORKS AND TRANSIT

Functional Overview

The Public Works and Transit 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 Works and Transit function also provides safe, reliable local and commuter transportation to residents.

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	PUBLIC WORKS & TRANSIT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	

#	COUNCIL STRATEGIC PRIORITY	PUBLIC WORKS & TRANSIT
2	**Economic Development:** Enhance business/commercial growth	
3	**Building a Transportation Network:** Integrated transportation systems	
4	**Infrastructure Investment:** Identify and build needed capital assets	
5	**Housing:** Enhance housing options	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	PUBLIC WORKS & TRANSIT
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	
A.4	**Business Process Improvements / Financial Sustainability**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	
A.7	**Social Programming**	

Resource Requests

No additional resources are being funded in this functional area at this time.

Public Works & Transit Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Sales & User Fees	$4,631	$4,604	$4,449	$4,725	$4,738	$4,738	$276
Licenses & Permits	20	20	24	24	24	24	-
Rentals	211	522	979	983	986	986	4
Conditional Grants	126	121	117	117	117	117	-
Other Revenue	24	89	-	-	-	-	-
Materials, Goods, Supplies & Utilities	461	461	461	461	461	461	-
Other Expenditures	4,805	4,892	5,271	6,191	6,295	6,335	920
Transfers To/From Reserves	187	51	40	-	-	-	(40)
Transfers To/From Operations/Capital	310	347	333	333	333	333	-
TOTAL	$10,775	$11,107	$11,674	$12,834	$12,954	$12,994	$1,160
EXPENDITURES							
Salaries, Wages & Benefits	$12,551	$13,375	$13,360	$13,423	$13,623	$13,663	$(63)
Contracted & General Services	11,697	12,808	13,830	14,420	14,453	14,445	(590)
Materials, Goods, Supplies & Utilities	5,680	6,425	6,696	6,902	6,970	7,013	(206)
Other Expenditures	2,975	3,033	3,249	3,697	3,697	3,697	(448)
Transfers To/From Reserves	1,487	1,954	2,757	2,757	2,834	2,864	-
Transfers To/From Operations/Capital	(862)	(1,225)	(1,274)	(1,178)	(1,178)	(1,178)	(96)
TOTAL	$33,528	$36,370	$38,618	$40,021	$40,399	$40,504	$(1,403)
NET	$(22,753)	$(25,263)	$(26,944)	$(27,187)	$(27,445)	$(27,510)	$(243)
AUTHORIZED POSITIONS	**125.38**	**125.38**	**125.38**	**125.38**	**125.38**	**125.38**	**-**

SIGNIFICANT CHANGES

Revenues:

$276 thousand increase in sales and user fees due to higher U-Pass revenue and relocating Cemetery operations from General Government.

$920 thousand increase in other expenditures for garage recoveries which reflects updated equipment charge usage and rates.

$40 thousand decrease in transfers from reserves due to 2019 one time project for renaming of Akinsdale arena.

Expenses:

$590 thousand increase in contracted & general services due to the Transit contract, tree maintenance costs, Smart Fare/Smart Bus implementation, and addition of weekday evening local Handibus service.

$206 thousand increase in materials, good, supplies & utilities due to increased bus maintenance and Park Bench program costs.

$448 thousand increase in other expenditures to reflect updated equipment charge usage rates.



PLANNING & ENGINEERING SERVICES

Functional Overview

The Planning and Engineering functional area is a key contributor in assisting the community in achieving the strategies within the City of St. Albert Strategic Plan that focus around the Built Environment and Service Delivery Strategy.

The Engineering Services and Planning and Development departments work closely together to manage the City's growth and sustainability. This includes monitoring the quality and safety of buildings, land developments and public infrastructure. Programs delivered through the Utilities and Environment department support environmental stewardship both for the corporation and the community.

The following departments are funded through this function:

- Engineering Services
- Planning & Development
- Utilities & Environment

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth			
2	**Economic Development:** Enhance business/commercial growth			
3	**Building a Transportation Network:** Integrated transportation systems			
4	**Infrastructure Investment:** Identify and build needed capital assets			
5	**Housing:** Enhance housing options			
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities			

Additional Administrative Priorities

To complement the work planned in support of Council's priorities, Administration has identified an additional set of priorities which outline key operational activities intended to maintain the strength and service delivery capacity of the organization.

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
A.1	**Regional Collaboration**			
A.2	**Organizational Culture**			
A.3	**Mandated Service Requirements**			

#	ADMINISTRATIVE PRIORITIY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT	UTILITIES & ENVIRONMENT
A.4	**Business Process Improvements / Financial Sustainability**			
A.5	**Service Enhancement Opportunities**			
A.6	**Smart City**			
A.7	**Social Programming**			

Resource Requests

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

Corporate Business Plan Implementation

PRIORITY	ACTIVITY	$ REQUEST	SOURCE	STATUS
3.8	Active Transportation Plan (ENGS-068)	600,000	CC Growth Municipal	Approved
3.11	Traffic Calming Strategies (ENGS-058)	50,000	CC Growth Municipal	Approved
3.11	Safe Journeys to School (ENGS-063)	445,000	CC Growth Municipal	Approved
3.12	Ray Gibbon Drive Improvements (ENGS-074)	26,714,500	CC Growth Debt	Approved

Planning & Engineering Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Sales & User Fees	$1,399	$1,267	$1,143	$1,170	$1,170	$1,170	$27
Licenses & Permits	2,503	1,448	1,959	2,050	2,050	2,050	91
Conditional Grants	9	63	-	-	-	-	-
Other Revenue	15	144	15	16	16	16	1
Transfers To/From Reserves	224	-	60	-	-	-	(60)
TOTAL	$4,150	$2,922	$3,177	$3,236	$3,236	$3,236	$59
EXPENDITURES							
Salaries, Wages & Benefits	$6,655	$6,963	$7,263	$7,301	$7,380	$7,413	$(38)
Contracted & General Services	842	745	894	857	857	857	37
Materials, Goods, Supplies & Utilities	2,434	2,455	2,686	2,748	2,800	2,804	(62)
Transfers To Organizations & Individuals	-	-	33	33	33	33	-
Bank Charges & Short Term Interest	48	39	40	40	40	40	-
Other Expenditures	93	100	99	115	115	115	(16)
Transfers To/From Reserves	183	266	-	-	-	-	-
Transfers To/From Operations/Capital	-	(47)	-	-	-	-	-
TOTAL	$10,255	$10,521	$11,015	$11,094	$11,225	$11,262	$(79)
NET	$(6,105)	$(7,599)	$(7,838)	$(7,858)	$(7,989)	$(8,026)	$(20)
AUTHORIZED POSITIONS	**63.15**	**63.00**	**61.00**	**61.00**	**61.00**	**61.00**	**-**

SIGNIFICANT CHANGES

Revenues:

$91 thousand increase in licenses & permits due to rate increases and permits issued.

Expenses:

$38 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs.

$62 thousand increase in materials, goods, supplies and services due to increase in electricity costs.

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, bank fees, and lease expenses.

Corporate Financing Function

(In Thousands of Dollars)
FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Property Taxes (Net Municipal)	$194	$228	$275	$250	$250	$250	$(25)
Sales & User Fees	4,346	4,533	4,246	4,352	4,453	4,453	106
Franchise & Concession Contracts	2,650	2,316	4,350	5,278	6,281	6,423	928
Interest Income	3,568	5,268	5,200	5,500	5,500	5,500	300
Rentals	21	24	15	6	6	6	(9)
Other Revenue	61	55	33	35	35	35	2
TOTAL	$10,840	$12,424	$14,119	$15,421	$16,525	$16,667	$1,302
EXPENDITURES							
Property Taxes (Net Municipal)	$80	$83	-	-	-	-	-
Salaries, Wages & Benefits	$705	$1,671	-	-	-	-	-
Contracted & General Services	708	799	865	815	828	839	50
Materials, Goods, Supplies & Utilities	1	-	-	-	-	-	-
Transfers To Organizations & Individuals	57	88	90	122	123	124	(32)
Bank Charges & Short Term Interest	2,297	3,256	3,305	3,380	3,380	3,380	(75)
Debenture Interest	1,858	1,665	1,499	1,293	1,163	1,163	206
Other Expenditures	28	56	(351)	378	1,961	3,796	(729)
Transfers To/From Reserves	14,366	11,789	10,434	12,467	12,467	12,467	(2,033)
Transfers To/From Operations/Capital	115	-	-	-	-	-	-
Principal Repayments	4,111	4,302	4,502	4,257	4,387	4,387	245
TOTAL	$24,326	$23,709	$20,344	$22,712	$24,309	$26,156	$(2,368)
NET	$(13,486)	$(11,285)	$(6,225)	$(7,291)	$(7,784)	$(9,489)	$(1,066)
AUTHORIZED POSITIONS	-	-	-	-	-	-	-

SIGNIFICANT CHANGES

Revenues:

$106 thousand increase in sales and user fees from utility administration fee based on corporate assumptions.

$928 thousand increase in Franchise Fees due to increase in local access fee.

$300 thousand increase in interest income based on rates, investment base and investments in long term instruments.

Expenses:

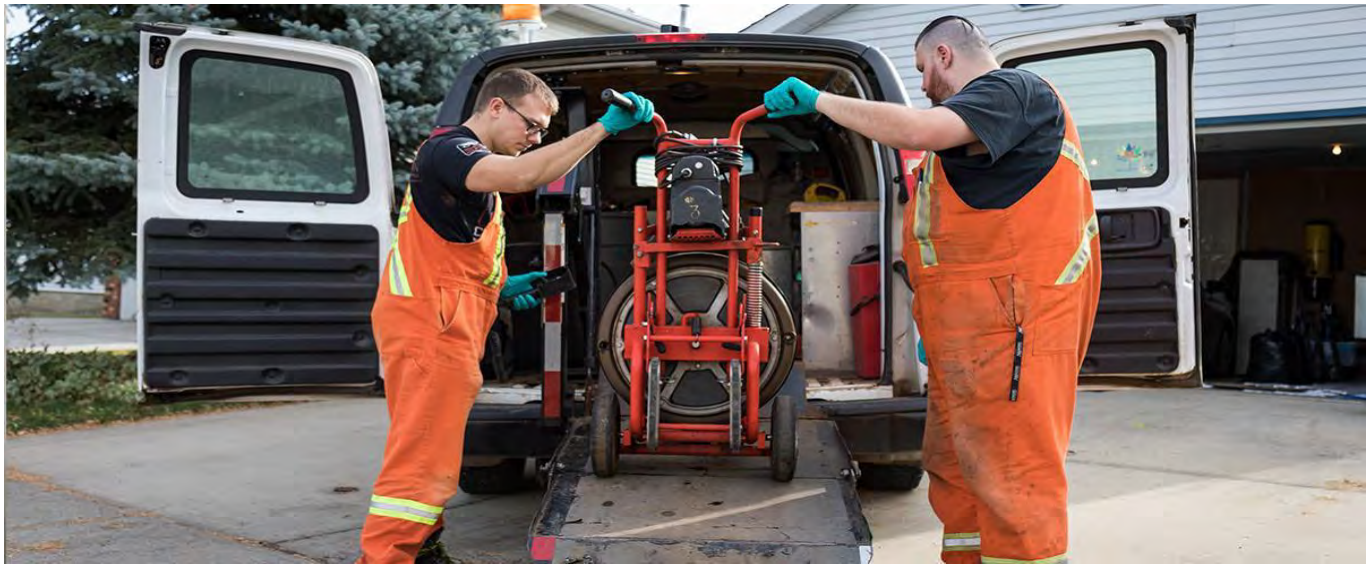
$75 thousand increase in bank and short term interest due to higher forecasted reserve and deferred revenue balances.

$206 thousand decrease in debenture interest as one debenture for Ray Gibbon Drive is complete.

$729 thousand increase in other expenditures for Corporate Contingency.

$2,033 thousand increase in transfer to reserves due to approved 1.5% increase for infrastructure funding strategy.

$245 thousand decrease in principal repayments as one debenture for Ray Gibbon Drive is complete.



UTILITY SERVICES

Functional Overview

The Utility Services functional area provides water, wastewater, storm water, garbage collection and disposal, compost and recycling services for residents of St. Albert. The Utility Services function 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 departments are funded through the Utility Services Function:

- Water
- Wastewater
- Storm
- Solid Waste Management

The following is an overview of the proposed work to be undertaken by the function between 2020-2022. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

The function is involved in the following strategic initiatives from the Corporate Business Plan:

#	COUNCIL STRATEGIC PRIORITY	UTILITY SERVICES
1	**Growth Policy Framework:** Develop a robust policy framework to guide growth	
2	**Economic Development:** Enhance business/commercial growth	
3	**Building a Transportation Network:** Integrated transportation systems	
4	**Infrastructure Investment:** Identify and build needed capital assets	
5	**Housing:** Enhance housing options	
6	**Environmental Stewardship:** Explore innovative environmental and conservation opportunities	

Additional Administrative Priorities

#	ADMINISTRATIVE PRIORITIY	UTILITY SERVICES
A.1	**Regional Collaboration**	
A.2	**Organizational Culture**	
A.3	**Mandated Service Requirements**	
A.4	**Business Process Improvements / Financial Sustainability**	
A.5	**Service Enhancement Opportunities**	
A.6	**Smart City**	
A.7	**Social Programming**	

Resource Requests

No additional resources are being funded in this functional area at this time.

Utilities Function

(In Thousands of Dollars)

FUND: MUNICIPAL OPERATING

	2017 Actuals	2018 Actuals	2019 Revised Budget	2020 Approved Budget	2021 Planned Budget	2022 Planned Budget	2019 - 2020 Variance
REVENUES							
Sales & User Fees	$37,551	$38,508	$39,356	$38,809	$39,533	$40,185	$(547)
Penalties & Costs On Taxes	139	141	250	275	275	275	25
Conditional Grants	5	20	-	-	-	-	-
Other Revenue	35	64	40	40	40	40	-
Transfers To/From Reserves	34	433	825	682	682	682	(143)
Transfers To/From Operations/Capital	115	-	-	-	-	-	-
TOTAL	$37,879	$39,166	$40,471	$39,806	$40,530	$41,182	$(665)
EXPENDITURES							
Salaries, Wages & Benefits	$5,445	$5,158	$5,459	$5,462	$5,523	$5,533	$(3)
Contracted & General Services	9,533	8,270	9,063	9,065	9,179	9,179	(2)
Purchases From Other Governments	10,850	11,154	12,042	11,566	11,888	12,445	476
Materials, Goods, Supplies & Utilities	1,152	1,004	989	1,045	1,054	1,061	(56)
Bank Charges & Short Term Interest	2	2	2	2	2	2	-
Debenture Interest	-	253	313	301	289	289	12
Other Expenditures	809	887	926	1,193	1,279	1,406	(267)
Transfers To/From Reserves	10,842	11,687	10,633	10,110	10,242	10,193	523
Transfers To/From Operations/Capital	310	423	675	681	681	681	(6)
Principal Repayments	-	180	369	381	393	393	(12)
Funds Acquired Closeout	(1,064)	148	-	-	-	-	-
TOTAL	$37,879	$39,166	$40,471	$39,806	$40,530	$41,182	$665
NET	-	-	-	-	-	-	-
AUTHORIZED POSITIONS	**47.15**	**54.20**	**54.20**	**54.20**	**54.20**	**54.20**	**-**

SIGNIFICANT CHANGES

Revenues:

$547 thousand decrease in sales & user fees due to decreases in the supplemental capital contribution for Water slightly offset by increases in the flat rate revenue for solid waste and wastewater.

$143 thousand decrease in transfer from reserves due to one time funding for projects such as Delivering Utility Services not in 2020.

Expenses:

$476 thousand decrease in purchases from other governments due to trending lower water consumption.

$56 thousand increase in materials, good, supplies & utilities due to increases in electricity and natural gas offset by one time expenses for projects such as Delivering Utility Services not in 2020.

$267 thousand increase in other expenditures to reflect updated equipment charge usage rates and Utility contingency.

$523 thousand decrease in transfers to/from reserves to balance division totals.

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APPROVED 2020 BUDGET

APPENDICES



ACRONYMS

ASP	Area Structure Plan
BMTG	Basic Municipal Transportation Grant
BMX	Bicycle Motocross
CAO	Chief Administrative Officer
CC	Capital Charter
COMS	Community Services
CSS	Corporate Strategic Services
CULTR	Cultural Services
CUPE	Canadian Union of Public Employees
DARP	Downtown Area Redevelopment Plan
DCAO	Deputy Chief Administrative Officer
ENGS	Engineering Services
ENV	Environment
FCSS	Family and Community Support Services
FGTF	Federal Gas Tax Fund
FIRE	Fire Services
FOIP	Freedom of Information and Protection of Privacy
FTE	Full-time Equivalent
GFOA	Government Finance Officer's Association
GIS	Geographic Information System
HR	Human Resources
ITSV	Innovation & Technology Services
LOS	Level of Service
MFR	Medical First Response
MGA	Municipal Government Act
MSI	Municipal Sustainability Initiative
OBC	Operating Business Case
OSL	Offsite Levy

PAYG	Pay-As-You-Go
PLAN	Planning and Development
POLI	Policing Services
PW	Public Works
RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RMR	Repair, Maintain, Replace
SAM	Strategy and Mobilization
SAP	St. Albert Place (City Hall)
SCADA	Supervisory Control and Data Acquisition
SERV	Servus Place (Recreation Facility)
SOLWA	Solid Waste
TMP	Transport Master Plan
TRAN	Transit
UTIL	Utility Services
WASTW	Wastewater

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Functions/Departments - Part of the City's organization structure. Functions are the highest level of grouping and departments are sections under the function. (i.e. Function – General Government, Department – Finance & Assessment)

Fund - A fiscal entity with revenues and expenses which are segregated for the purpose of carrying out a specific activity.

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

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

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

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

Liabilities - The financial obligations the City has to others.

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

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

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

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

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

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

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

Province - The Province of Alberta.

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

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

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

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

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

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

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

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

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

APPROVED 2020 BUDGET

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