



**PROVINCE OF ALBERTA**


# ANNUAL REPORT CITY OF ST. ALBERT

FOR THE YEAR ENDED  
DECEMBER 31,

# 2021







CFN 156-2  
Printed in Canada

City of St. Albert, Alberta, Canada  
2021 Annual Report, for the year ended December 31, 2021  
Prepared by: Strategic Services & Communication and Financial Services

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# Land Acknowledgement

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



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## SUPPLEMENTAL MESSAGE: COVID-19

The safety and well-being of St. Albert residents has always been a top priority for the City, especially during these unprecedented times we have been living in. The COVID-19 pandemic has been a long journey and it has forever reshaped our lives.

In 2021, the City continued to exercise fiscal responsibility and minimize the financial impacts of the COVID-19 pandemic. This required changes in service levels, as a result of COVID-19 closures, and delays in projects. Adjustments and adaptations were continuously made to the City's operations over the past year, including cancelled events and increased cleaning costs related to COVID-19. These impacts are seen throughout this report.

A conservative approach was taken in preparing for anticipated reduced revenues. Proactive forecasting allowed the City to reallocate resources, implement cost-saving initiatives and defer projects in a timely manner. As such, the City was able to maintain core service provision throughout the pandemic.

Long-term financial, economic and social impacts are expected as a result of COVID-19. In 2021, a Business Resiliency Program was launched to support businesses with developing and improving their marketing presence amid the pandemic. The COVID-19 Recovery Task Force conducted stakeholder engagement regarding recovery ideas, and made recommendations in their final report, which was presented to Council in August 2021.

Despite the challenges we have faced, there are many achievements we are proud of. As we review this 2021 Annual Report, I encourage you to reflect on all the accomplishments made over the past year.

Together we are stronger; let us look to the future with renewed hope and optimism.

# MESSAGE FROM THE MAYOR



On behalf of City Council, it is my honour to present the City of St. Albert's 2021 Annual Report.

The pandemic has touched every person and business within our community. Fortunately, a COVID-19 Recovery Task Force has been in place for the City to lean on. This team played a pivotal role in helping us to better understand community needs and necessary prioritization from both a social and economic resiliency standpoint. Thank you to those who served on the task force and made recommendations to Council. The City is in a better place for post-pandemic recovery because of you.

At the beginning of 2021, Council met and confirmed priorities for the remainder of their term. Council decided to continue with previously established priorities and added one new one to reflect the work of the COVID-19 Recovery Task Force.

Throughout the year, we continued to advance Council's Strategic Plan and our seven overarching priorities:

- Growth Policy Framework
- Economic Development
- Building a Transportation Network
- Infrastructure Investment
- Housing and Social Well-being
- Environmental Stewardship
- Community Recovery Post COVID-19

We are building a progressive, prosperous and positive future for our community. *Flourish*, the City's new Municipal Development Plan, has been written in a way that provides St. Albert the ability to grow, thrive and achieve the successful lifestyle that our residents and businesses deserve. Regional growth is continuing as the City engaged in annexation proceedings with Sturgeon County. Transportation efficiencies are happening as we move through phases of the Ray Gibbon Drive Twinning Project, which will also enable economic growth along the corridor. Support for business growth and development continues as Lakeview Business District and Badger Lands Area Structure Plans, with key technical studies, have been completed.

I invite you to read the 2021 Annual Report to learn about the key corporate activities and accomplishments Administration has achieved to support Council's Strategic Plan. In 2022, and beyond, Council will continue to work diligently with Administration towards our vision for the future. We will work to ensure St. Albert continues to be one of the finest cities in which to live, work and play.

A handwritten signature in black ink that reads "C. Heron".

**CATHY HERON**  
Mayor, City of St. Albert  
The Botanical Arts City



# MESSAGE FROM THE INTERIM CHIEF ADMINISTRATIVE OFFICER



On behalf of Administration, I am pleased to introduce the City of St. Albert's 2021 Annual Report.

As the world around us changes, the City is continuously looking for ways to adapt and improve. The pandemic has tested our ability to be proactive and to nimbly modify our practices. Operations, services and programs have been adjusted throughout the past year and innovative solutions have been implemented.

Administration is focused on developing sustainable business practices. To do this, we are concentrating on revenue generation opportunities, cost-saving initiatives, process efficiency improvements and collaborative relationships.

The following overview highlights our progress towards Council's Strategic Plan and the seven overarching priorities, details of which you will find in the report.

**Growth Policy Framework – *Flourish – Growing to 100K***, the City's Municipal Development Plan (MDP), was adopted by City Council on April 19, 2021. Since then, public engagement has taken place and feedback has been collected. An updated MDP will be presented to Council in 2022. This will include information relating to the annexation of lands from Sturgeon County and potentially from the City of Edmonton.

In December 2021, Provincial approval was received for the Sturgeon County annexation. Jurisdiction transition for the Sturgeon County land took effect on January 1, 2022. The City continues to work with the City of Edmonton on additional annexation.

We look forward to using *Flourish* to proactively plan for the City's future population and employment growth.

**Economic Development** – In 2021, the Business Resiliency Program launched. This grant supports businesses to develop or improve their marketing presence amid the pandemic. Research has also been done regarding the creation of a business incentive strategy; this work carries on into 2022.

**Building a Transportation Network** – Significant milestones were reached in 2021 for the Ray Gibbon Drive Twinning Project. Phase One is complete and Phase Two is approximately 40 per cent complete. Traffic Bylaw speed changes related to the Transportation Safety Plan were introduced in 2021. Adaptive signal technologies continue to be applied via the Intelligent Transportation System (ITS) strategy. To improve traffic flow, adaptive signal technologies has been applied to several areas throughout the City (I.e., St. Albert Trail).

**Infrastructure Investment** – Needs assessment and concept planning work have begun for the community amenities site. Fire Hall #4 preparations continue, and a land transfer agreement was signed and executed in 2021. When identifying opportunities for long-term revenue generation infrastructure, a Solar Farm was proposed. A feasibility study was completed for this in 2021, and the City is moving forward with design.

**Housing and Social Well-being** – The City's MDP identifies growth scenarios and includes intensification targets. Opportunities for new land use districts to enable mixed-use opportunities within key locations in mature neighbourhoods are outlined in the plan. Work has started on planning Youth Transitional Housing and general housing support for vulnerable people.

**Environmental Stewardship** – From May to August, the Waste Education Program took place. This program supports the development of waste reduction strategies. The Green Environment Strategy also made considerable progress in 2021.

**Community Recovery Post COVID-19** – The COVID-19 Recovery Task Force conducted stakeholder engagement regarding recovery ideas and the final report was completed and presented to Council in August.

Administration is committed to continuing to provide residents with high-quality, cost-effective and sustainable programs and services that are developed and delivered in alignment with Council's priorities for the community.



**Kerry Hilts**  
Interim Chief Administrative Officer





The City of St. Albert is pleased to present its 2021 Annual Report, which provides an overview of the City's various corporate and financial accomplishments throughout the year. These accomplishments are based on the City of St. Albert Council Strategic Plan outlined in the report and the City's audited financial statements.

The Annual Report is divided into four sections:

**Introductory Section** – includes messages from the Mayor and Chief Administrative Officer and provides an overview of the City of St. Albert, including its city profile and government structure.

**Year in Review** – provides an overview of key corporate activities and accomplishments based on the City of St. Albert Council Strategic Plan.

**Financial Statement Discussion and Analysis** – provides the Management and Auditor Reports and presents the audited financial statements including related notes and schedules. A discussion and analysis of the financial statements are also included to enhance the reader's understanding of the City's fiscal results and overall condition.

**Statistical Section** – provides a summary of various financial and general statistics.



## 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 68,232 (2021 Census report).

St. Albert continues to be recognized as one of the best places to live in both Alberta and Canada.

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

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



# GOVERNMENT STRUCTURE

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

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

## CITY COUNCIL

### CITY COUNCIL 2021–2025



### CITY COUNCIL 2017–2021



# CITY COUNCIL VISION, MISSION AND VALUES

The Vision describes the type of City that residents and Council want St. Albert to become; the Mission describes the Council's purpose; the Values define how Council will carry out decisions and actions.

## COMMUNITY VISION

In 2014, 7,000 residents were engaged 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 that 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.



**Built 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.





## MISSION

Represent the residents of St. Albert, make decisions in the best interests of the entire community and ensure the corporation delivers results that will help sustain a high quality of life for St. Albertans.

## VALUES

**Community** - Consider the best interests of the community.

**Engagement** - Engage residents and stakeholders in City Council and community matters.

**Integrity** - Behave consistently with our values.

**Respect** - Respect and consideration for all people and their perspectives.

**Stewardship** - Stewardship of community resources.

**Trust** - Earn and retain trust.

**Understanding** - Understand the issues – be inquisitive, informed and prepared.

**Acceptance** - Accept the diversity of opinions and skill sets of Council members.

**Forward Thinking** - Employ a forward-thinking mindset when faced with decisions that impact the long-term sustainability of the community.

## ADMINISTRATION

City Administration is led by an appointed Chief Administrative Officer (CAO). The CAO is Council's only employee. The CAO oversees 677 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

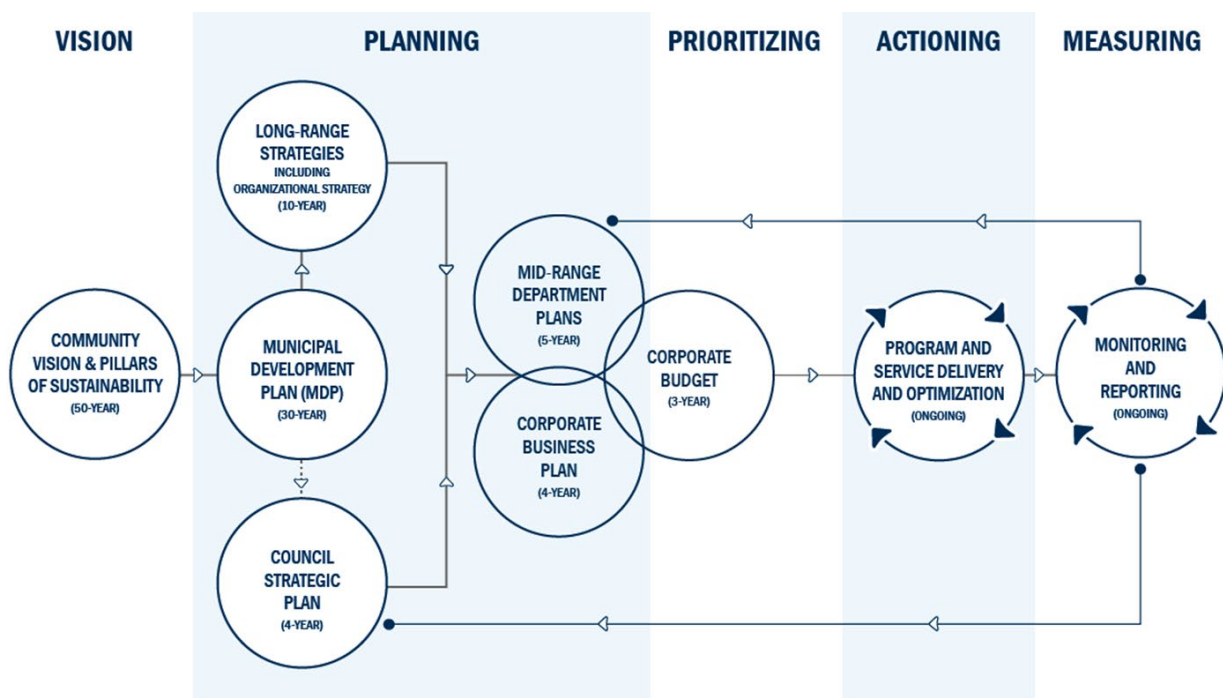
The Executive Leadership Team provides strategic direction to the organization. The Executive Leadership Team includes the CAO and the Deputy Chief Administrative Officer (DCAO).

A broader Leadership Team, made up of department directors, provides essential support and operational direction.



## CITY OF ST. ALBERT STRATEGIC FRAMEWORK

To plan effectively, Administration uses a strategic framework to align the City's strategic and business planning, budgeting, management and reporting practices and processes to achieve outcomes established in the Community Vision and Pillars of Sustainability and City of St. Albert Council Strategic Plan. This structured framework provides clarity, directs the City's future, and provides a balanced approach to achieving long-range plans while focusing on short-term actions. The framework is depicted in the figure below:



## COMMUNITY VISION AND VALUES

The Community Vision and Pillars of Sustainability provide Administration with a single, shared community vision and set of sustainability pillars to govern, align and conform all strategic planning and decision-making efforts across the City.

## MUNICIPAL DEVELOPMENT PLAN

The Municipal Development Plan (MDP) is a comprehensive, city-wide plan for growth and change, envisioning a future population of 100,000, and up to 13,000 new jobs over the coming decades. The MDP is developed according to Bylaw 20/2020.

The goals outlined in the MDP are: Green Environment, Robust Economy, Housing Options, Mobility Choices, Cultural Richness, Resilient Infrastructure, Community Well-Being, Great Places, and Sustainable Growth. The goals and principles established in the MDP are used as a foundation to establish Long-Range Strategies.

The updated City of St. Albert's MDP, *Flourish*, was adopted in 2021 to replace the previous plan from 2007.

## CITY OF ST. ALBERT COUNCIL STRATEGIC PLAN

Early in 2018, St. Albert City Council participated in a strategic planning retreat to set goals and priorities for their term. Annually, the plan is formally reviewed to note progress towards the achievement of priorities and expected outcomes, to discuss emergent items and re-prioritize priorities if required. In early 2020, Council updated their priorities to include the Community Recovery Post COVID-19 priority. The newly elected Council will develop their strategic plan during the first year of their term in 2022.

## LONG-RANGE STRATEGIES

Administration develops long-range strategies relating to the needs of the community. These strategies span from 10 to 30 years. They are used to form the development of Council's Strategic Plan, the Corporate Business Plan, mid-range department plans, and the budget. Administration initiated development of the Green Environment Long-Range Strategy with significant progress made in 2021.

## CORPORATE BUSINESS PLAN

From the defined Council priorities, Administration 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 2018-2021 City of St. Albert Corporate Business Plan. In 2021, there were 32 initiatives in progress to support the achievement of Council's priorities.

In addition to addressing Council's priorities, seven Administrative Priority areas were established. These Administrative priorities assisted the City in maintaining the organizational strength and service delivery capacity of the organization.



Administration's 2021 priorities include:

- A.1. Regional Collaboration
- A.2. Organizational Culture
- A.3. Mandated Service Requirements
- A.4. Business Process Improvements
- A.5. Service Enhancement Opportunities
- A.6. Social Programming

There are 20 initiatives identified in the Corporate Business Plan in support of Administrative priorities.

In 2022, a new Corporate Business Plan will be created following the development of the 2022-2025 Council Strategic Plan.

## **CORPORATE BUDGETING**

The corporate budget is the financial representation of the City of St. Albert Council Strategic Plan and delivery of services to community. All strategic and operational efforts that result from the Council Strategic Plan and Corporate Business Plans are aligned to the City's budget cycle. Each year, Administration prepares a Corporate Business Plan that provides a summary of key strategic priorities, major projects and supporting budget requirements to residents during the annual budget process.

## **PROGRAM & SERVICE DELIVERY**

City Administration delivers programs and services to meet the needs and enhance the quality of life of residents, businesses, and stakeholders. The City of St. Albert maintains a Services and Service Levels Inventory to articulate the services and levels of service provided to the community. The Inventory is approved by Council in quarter one of every year and is used as a foundation for development of the proposed budget. The services outlined in the Inventory, and the work required to deliver, maintain, change, or optimize them, are taken into consideration as business plans and budgets are developed. In addition, the City continuously reviews processes and services to ensure the service delivery to community is optimized and efficient.

## **EVALUATION & REPORTING**

Performance Measurement is essential to provide the business intelligence required for effective decision making in the allocation of resources, commitment of effort, setting of priorities, and in annual planning and budgeting.

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



# Year in Review

## CITY SERVICES

The City provides a wide range of services related to:

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

Every day, residents encounter services that are offered through the City that make positive impacts on the community. Approximately, 86 per cent of the City's operating budget is allocated to delivery of services to community, according to Council approved Services and Service Levels Inventory. This section includes an overview of City services along with key statistics to help illustrate the context in which these services are delivered.

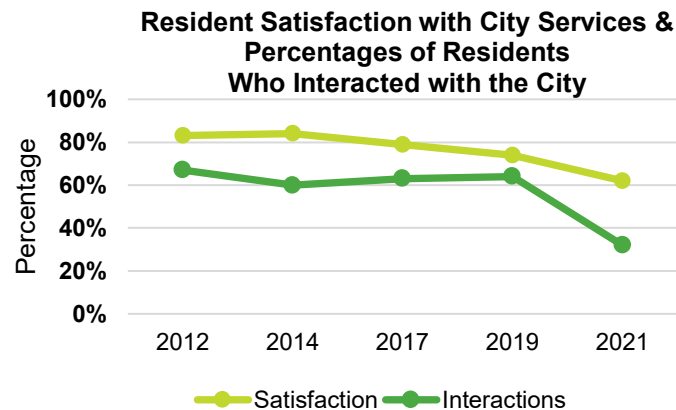
# CUSTOMER ACCESS SERVICE

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

## FRONT COUNTER SERVICE

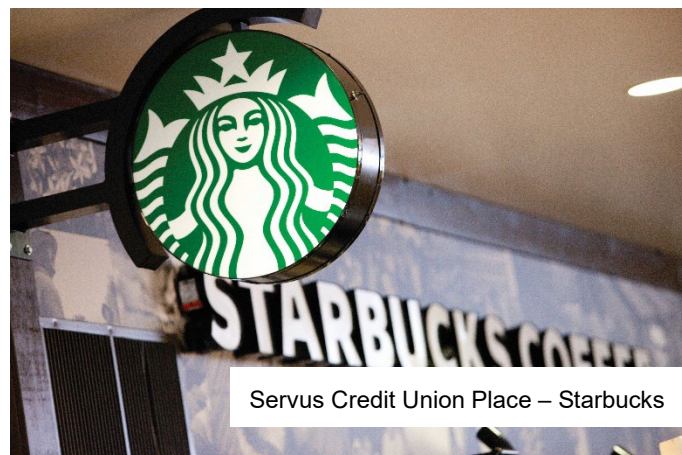
City staff provide front counter services to address needs and inquiries including:

- tax and assessment inquiries;
- revenue collection and payment;
- utility account management;
- business 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 locations through lease agreements, including Woodlands Water Play Park, Grosvenor Outdoor Pool, Iginla Arena, Fountain Park Recreation Centre, Larry Olexiuk Field, and Servus Place. Additionally, the City operates the Starbucks within Servus Place.







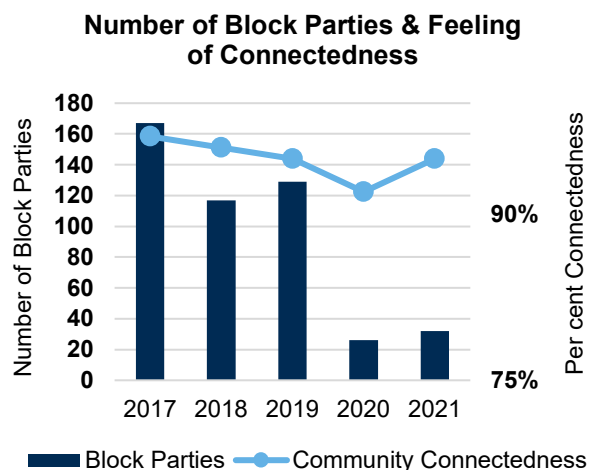
## COMMUNITY DEVELOPMENT

### COMMUNITY AND NEIGHBOURHOOD CAPACITY BUILDING

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

### COMMUNITY GROUPS SUPPORT AND CAPACITY BUILDING

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



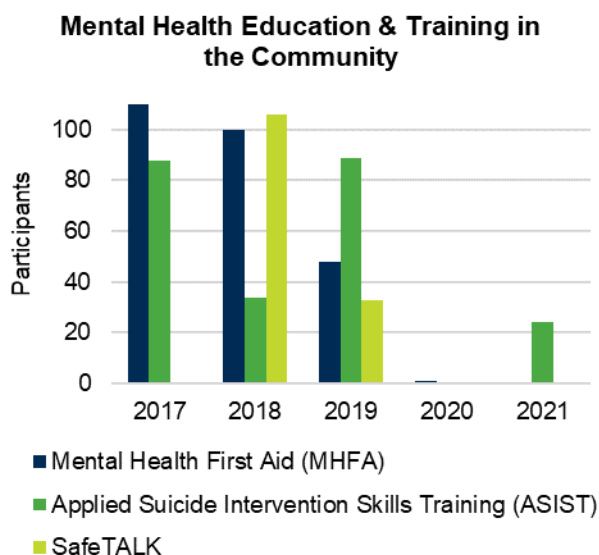
The annual number of block parties was low again in 2021 due to the pandemic.

## COMMUNITY GRANTING AND SUPPORT FOR DELIVERY OF SERVICES

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

### MENTAL HEALTH EDUCATION AND TRAINING

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



### CIVIC GRANTING AND SUPPORT TO COMMUNITY EVENTS

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

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

# ENVIRONMENTAL PROTECTION AND STEWARDSHIP

## ENVIRONMENTAL STRATEGY, RISK AND COMPLIANCE

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

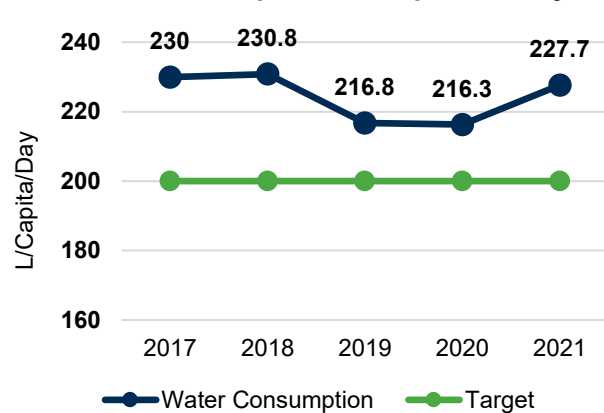
To do this, the City monitors air quality, greenhouse gas emissions, energy management, water quality of the Sturgeon River, solid waste generation, and water consumption. Spills and releases are also monitored, reported and recorded in a central database.

## WASTE MANAGEMENT

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

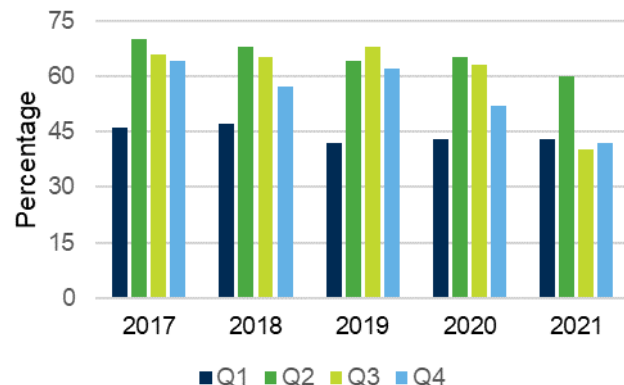
- collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools; and, to
- a centralized site where residents can bring yard waste, recycling (paper, cardboard, food cans and tins, clear glass jars, and Styrofoam), hazardous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

Water Consumption Per Capita Per Day



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

Landfill Diversion Rate



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





### **URBAN FORESTRY AND TURF MAINTENANCE**

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

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

### **WATER, STORMWATER AND WASTEWATER MANAGEMENT**

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

# LAND AND ECONOMIC DEVELOPMENT

## LAND USE PLANNING

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

## DEVELOPMENT

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

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

This work also includes:

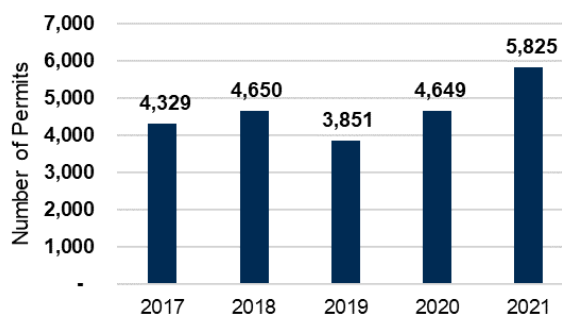
- calculating levies,
- requesting to off-set approved projects, and
- ensuring that any work approved is consistent with best practices.

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

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

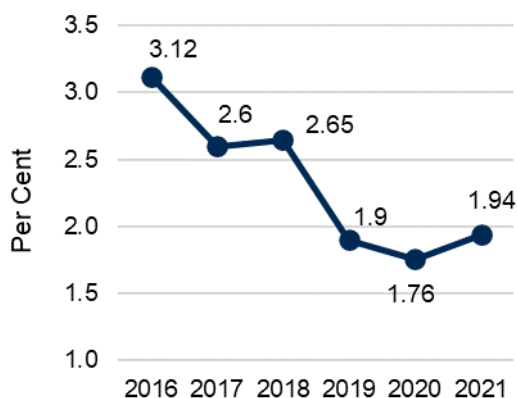
- working with developers to process construction applications and permits to ensure compliance with planning goals and regulations, and
- administering the Off-Site Levy Program to provide infrastructure to serve and mitigate the impacts of new development.

**Total Permits Per Year**



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

**Taxable Assessment Growth**



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





EPC Capital Commercial Construction

## **CONSTRUCTION MANAGEMENT**

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

## **BUSINESS ATTRACTION, RETENTION AND EXPANSION**

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

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



# MOVEMENT OF PEOPLE AND GOODS

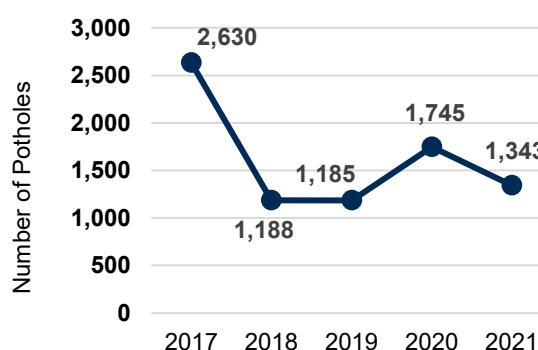
## TRANSPORTATION MANAGEMENT

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

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

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

Total Potholes Repaired Per Year



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

## ROADWAY REPAIR AND MAINTENANCE

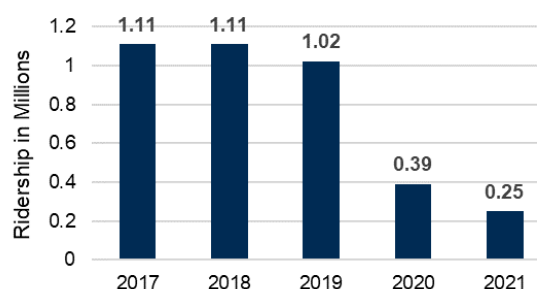
These services focus on ensuring that roadway infrastructure provides effective movement of people and goods. Key programs the City also provides are roadway surface repair and maintenance, and street cleaning.

## TRANSIT PROGRAM

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

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

St. Albert Transit Annual Ridership



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

# PUBLIC SAFETY

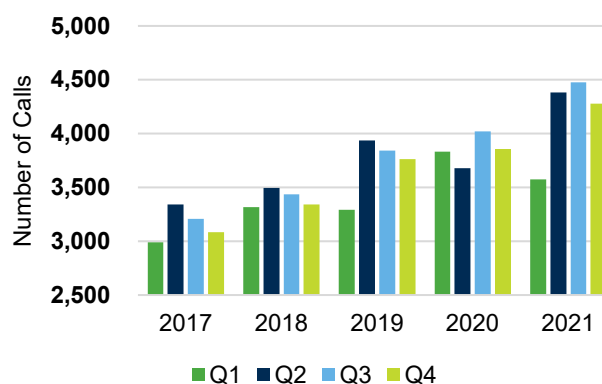
## FIRE PREVENTION, RESPONSE AND ENFORCEMENT

The City 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.

Total Number of 911 Calls Received per Qtr.

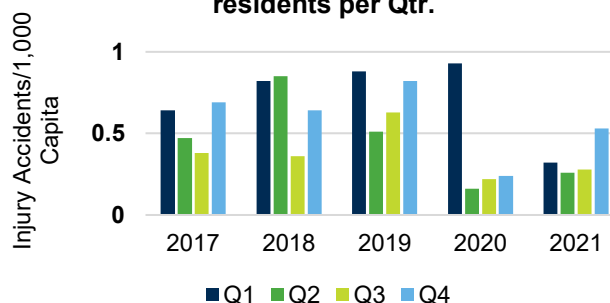


Year over year increases in 911 calls is to be expected as the City population continues to grow.

## 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.

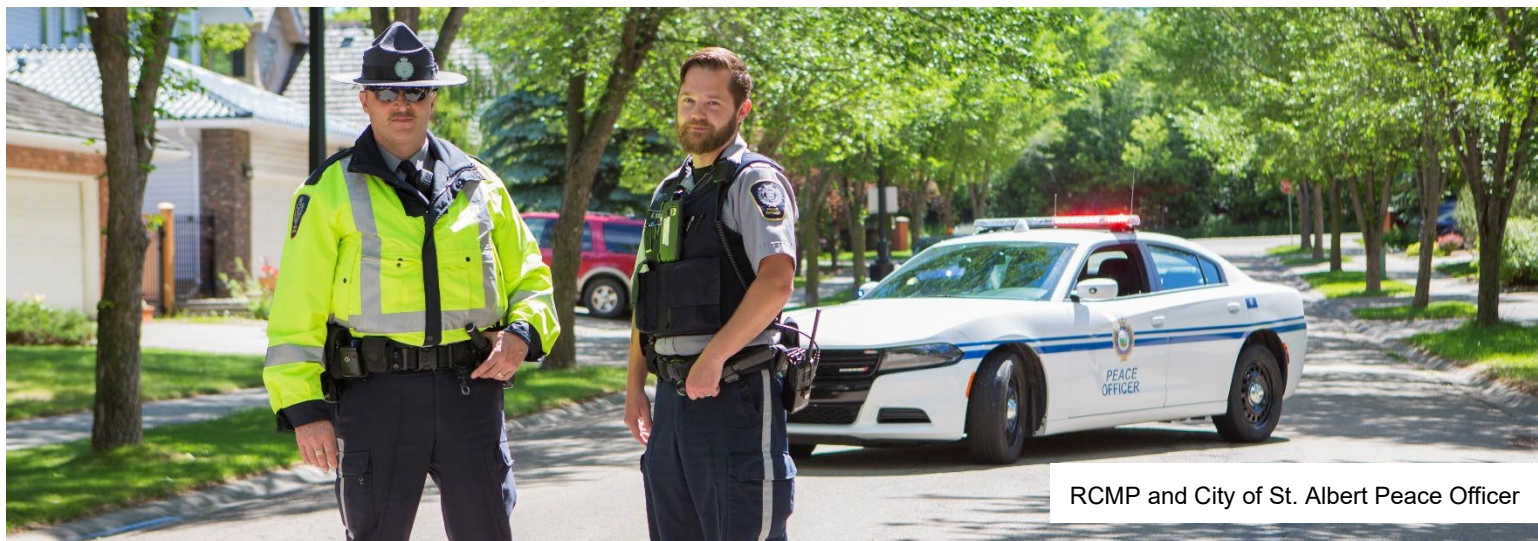
Vehicle Injury Accidents per 1,000 residents per Qtr.



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

## BYLAW AND PROVINCIAL ACT ENFORCEMENT

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



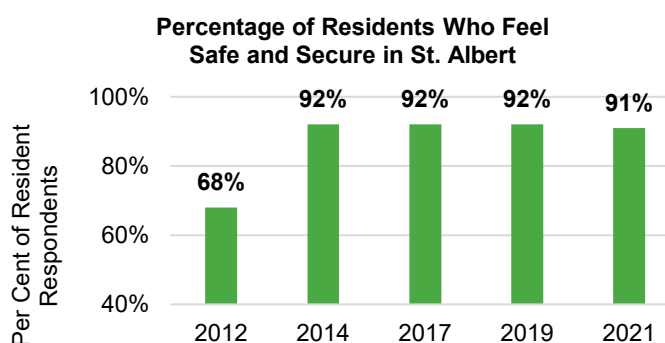
RCMP and City of St. Albert Peace Officer

## 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

In 2021, Arts and Cultural programming experiences were brought into the homes of residents by moving previously in-person programming to virtual live-streaming formats. Of note, 40 years of the International Children's Festival of the Arts was celebrated by embarking on 40 Days of Play virtual festival. The virtual festival extended the traditional six days of in-person programming to over a month of virtual COVID-19 safe programming. Respecting pandemic measures, some in-person cultural events safely took place outside and were welcomed by patrons.

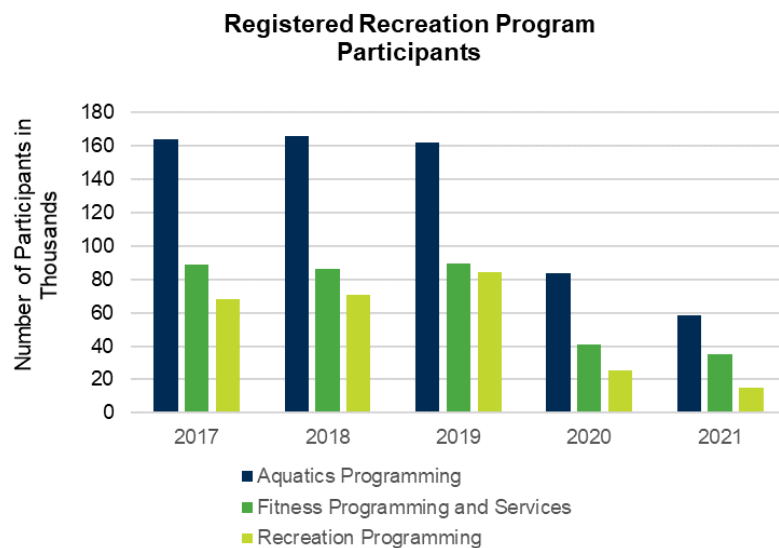
## CULTURAL FACILITY ACCESS

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

## RECREATIONAL PROGRAMMING AND SUPPORT TO COMMUNITY PROGRAMMING

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

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



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



## **PARKS AND OPEN SPACES AND RECREATIONAL AMENITY ACCESS**

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

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

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

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

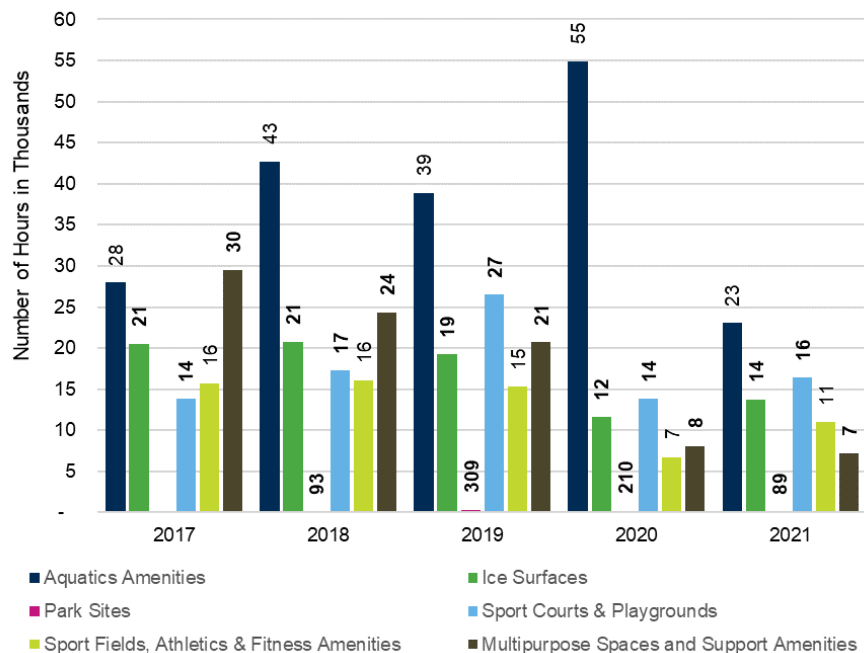
The City also provides access to purpose-built recreational environments dedicated to specialty recreation and sports activities, such as the skateboard park and the BMX track. In addition, running/walking tracks and amenities are available. The City also maintains ice dedicated for recreational and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

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

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

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

**Hours Booked in Recreation Facilities and Parks**



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

## BUSINESS DEVELOPMENT AND COMMERCIAL SERVICES

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



Skybox Grill in Fountain Park





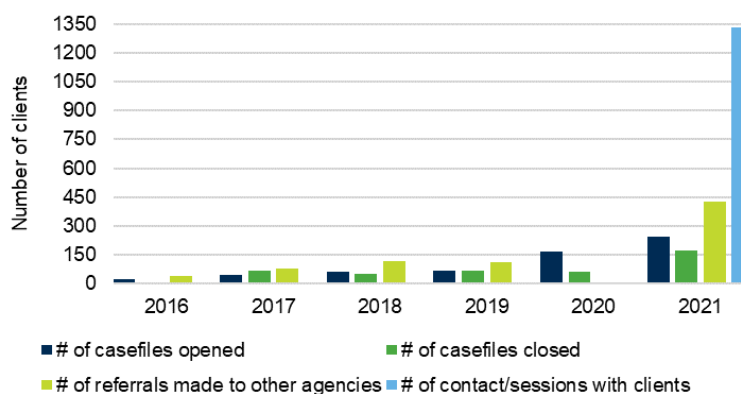
## SOCIAL SUPPORT

### COUNSELLING AND OUTREACH SERVICES

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

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

### Community Youth Intake Councillors



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



Public Participation Event

## 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 censuses.

### PUBLIC COMMUNICATION AND PARTICIPATION

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

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

In response to pandemic restrictions on in-person gathering, the City of St. Albert moved all public engagement online and Council and committee meetings are held remotely using videoconferencing and livestreaming. Using the Cultivate the Conversation platform, the City has reached 16,429 community stakeholders since the platform was launched in 2020 and has engaged 2,529 participants on 38 various projects. These projects include the Oakmont – Riverbank Landing Area Structure Plan and Land Use Bylaw amendments, the BeWasteWise: Green Organics Cart survey, as well as Proposed Budget.





## CITY OF ST. ALBERT COUNCIL STRATEGIC PLAN 2021 PROGRESS UPDATE

The Strategic Plan outlines St. Albert City Council's priorities for their four-year term spanning 2018 to 2021.

St. Albert City Council identified seven key areas of focus during their term. Listed in no particular order of importance or priority, these strategic areas were selected based on community feedback, current service information from Administration, and a thorough understanding of the challenges that lie ahead. For each strategic priority, Council outlined the outcome it desires to achieve over this term.

In February 2021, Council held a strategic planning session to receive an update from Administration on the progress achieved towards their strategic priorities and to confirm their priorities for the remainder of their term. At that time, Council added the seventh priority to reflect the work of the Recovery Task Force. The goal of the Recovery Task Force was to develop a set of recommendations that will aid in ensuring social and economic resiliency for the community.

Council's goal is to ensure that the strategies identified in the Strategic Plan will keep St. Albert on the right path and help guide it into the future. The goals identified in the Strategic Plan provide the foundation for the activities in the Corporate Business Plan and ensure that St. Albert continues its journey as one of the most desirable and best places to live.

The following section provides an overview of progress made in 2021 towards achieving the strategic priorities outlined in the City of St. Albert Council Strategic Plan. For more details on progress of individual initiatives, please see the Corporate Quarterly Reports on the City's website. Although some initiatives have been delayed or postponed due to the City's pandemic response measures, Administration was able to make significant progress on many of the initiatives planned to achieve Council established priorities.



# COUNCIL STRATEGIC PRIORITIES

## STRATEGIC PRIORITY #1:

Growth Policy Framework: Develop a robust policy framework to guide growth.

### DESIRED OUTCOME

Revise the Municipal Development Plan framework to provide direction to growth needs, annexation positioning, and our role in regional government.

### PROGRESS TO DATE

On April 19, 2021, the City of St. Albert's Municipal Development Plan (MDP), *Flourish*, was adopted by City Council. Following rounds of public engagement and feedback from community stakeholders, an updated MDP will be presented to City Council in 2022 to include the annexation lands into the document.

The City was engaged in two annexation proceedings: one with Sturgeon County and the other with the City of Edmonton. Provincial approval of the annexation of Sturgeon County land was received in December 2021, and the County and the City are working together on the transition for the annexed lands, which came into effect on January 1, 2022. The City of St. Albert continues to work with the City of Edmonton.

Foundational work continued to support work on the Investment Attraction Strategy initiative which includes work that commenced on the creation of a report which seeks to highlight valuable economic development opportunities and projects and reporting on those developments and opportunities.

### Administrative Activities Supporting This Priority

Complete revision of the Municipal Development Plan (MDP).

City of St. Albert annexation of Sturgeon County Land.

City of St. Albert annexation of City of Edmonton Land.

Identify and recommend high value projects and programs to capture emergent growth opportunities.

Consider new governance and investment strategies to enhance and maintain St. Albert as the region's preferred community now and in the future.

# COUNCIL STRATEGIC PRIORITIES

## STRATEGIC PRIORITY #2:

Economic Development: Enhance business/commercial growth.

### DESIRED OUTCOME

St. Albert will work towards an innovative, investment-positive environment that will support and encourage the development of new, existing, and emerging sectors.

### PROGRESS TO DATE

Economic development remains one of the key priorities for the City of St. Albert. Part of pursuing economic development includes ensuring proper statutory plans are in place, supporting effective processes that guide applications from start to finish, and focusing on attracting new industry while supporting the current business community.

Progress continued on the Lakeview Business District and Badger Lands Area Structure Plans (ASPs) with key technical studies being completed during the year. In 2021, the City also received applications for both St. Albert East Area ASP and Landrex Land Neighbourhood Plan. This work will continue in 2022.

Green Tape 2.0 Initiative moved forward, with some delays caused by the Municipal Engineering Standards being updated. This work will resume in 2022.

Support for business growth and development continued to be a focus in 2021. This included the launch of the Business Resiliency Program. Through grant offerings, the program supports businesses with developing or improving their marketing presence amid the COVID-19 pandemic. Research into business incentive programs that will inform the Business Incentive Strategy was completed, and the strategy will be developed in 2022. The City continued to participate in the Collaborative Economic Development initiative, with the City of St. Albert taking on a leadership role. The initiative will continue in 2022.

### Administrative Activities Supporting This Priority

Encourage and support completion and approval of third-party led ASPs in growth areas.

Develop and recommend Green Tape 2.0 initiatives to enable increased growth, investment, and commerce in St. Albert focusing on a strong collaborative model with the development industry.

Implement a broader economic sustainability platform to develop commerce retention and resiliency strategies.

Develop strategies to enable entrepreneurial ventures and groups.

Explore options for business incentive programs.

Assess delivery of economic development related services to new and existing businesses in St. Albert to identify potential redundancies and gaps that can be addressed.

Focus on regional and sub-regional economic development.

# COUNCIL STRATEGIC PRIORITIES

## STRATEGIC PRIORITY #3:

Building a Transportation Network: Integrated transportation systems.

### DESIRED OUTCOME

Increase the efficient and effective movement of people and goods in St. Albert through integrated modal planning and regional cooperation.

### PROGRESS TO DATE

A significant milestone was reached with the completion of Phase One of the Ray Gibbon Drive Twinning Project, with minor outstanding work to be completed. More than 20,000 vehicles a day travel Ray Gibbon Drive. Adding vehicle lanes and accommodating active modes of transportation will enhance safety, improve commute times, connect trails and reduce traffic congestion. The project continued to progress with Phase Two being 40 per cent completed.

The Adaptive Signal technologies for the Intelligent Transportation System (ITS) strategy continued. Technology that was originally applied to the South portion of St. Albert Trail was also applied to the Boudreau corridor. Technology is being extended to the North portion of St. Albert Trail, and it is anticipated that these segments will have operational technology in early 2022. Work on the Transportation Network Improvement Strategy progressed with extensive work completed for Phase One of North St. Albert Trail, and further progress was made on the Fowler Way, Neil Ross Road, and Villeneuve Road projects.

The City secured a long-term service provider for On-Demand Transit in 2021 to support the Transit Local Service Implementation.

The Joint Interjurisdictional Transportation Network Improvement Strategy modelling update was completed in 2021, with the draft report to be finalized.

The remaining Traffic Bylaw speed changes related to the Transportation Safety Plan were completed in 2021, along with construction at Everitt Drive North at Ebony which opened on October 13, 2021. Design work, in support of the Active Transportation Plan, progressed for Riel Drive, Sir Winston Churchill Avenue, Herbert Road, Corriveau Avenue, Carnegie Drive, and Balmoral Drive.

### Administrative Activities Supporting This Priority

Steward the construction schedule, mitigating the associated risks, for the four phases of twinning Ray Gibbon Drive, in its entirety to 2029, to an arterial standard.

Optimize and evaluate the Intelligent Transportation System (ITS) technology deployed to-date on Boudreau Road and St. Albert Trail.

Implement the prioritized inventory of approved arterial network improvements.

Contribute resources to the partnership implementing the Regional Transit Service Commission.

Implement the Transit Local Service Restructure considering on-demand services and partnerships with service providers and ridership groups.

Complete the implementation of the approved Transportation Safety Plan programs and projects.

Implement approved Transportation Master Plan projects.



# COUNCIL STRATEGIC PRIORITIES

## STRATEGIC PRIORITY #4:

Infrastructure Investment: Identify, build and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies.

## DESIRED OUTCOME

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.

## PROGRESS TO DATE

The City began advancing work on the Community Amenities Needs Assessment and Concept Planning for the Cherot Lands, that included a Land Transfer Agreement. Servicing for these lands has begun. This land is intended for a community amenities site, with additional work towards the initiative to come in 2022.

A land transfer agreement was signed and executed in 2021 to secure land for Fire Hall #4. Subdivision of the land has also been approved. Transfer of title remained in progress at the end of 2021.

One Maturity Improvement Plan (MIP) was completed in 2021, which brought the total completed plans to 15. Work on the Asset Lifecycle Cost of Ownership resumed in 2021, with significant work conducted on the development of the Total Cost of Ownership template. This template will be used to support decision-making and operational efficiency.

When identifying opportunities for long-term revenue generating infrastructure, a Solar Farm was proposed. A feasibility study for a full-scale solar farm was completed in 2021, an update on the project will be presented in February 2022.

In 2021 the City engaged with stakeholders and residents through *Planning Forward - Setting the Context* engagement sessions. These sessions were used to identify ideas and opportunities to assist the City in diversifying sources of revenue and to examine revenue generation and infrastructure models in other Canadian municipalities. This project will continue to progress.

### Administrative Activities Supporting This Priority

Secure ownership of RR260 lands for a future community amenities site subject to Council approval.

Secure ownership of future Fire Hall #4 lands subject to Council approval.

Identify an inventory of existing facilities including an assessment of condition and usability and identify gaps in land and facility supply and demand.

Adopt a total cost of ownership approach in assessing lifecycles of existing and new assets.

Develop/Refine Utility Services Business and Operating Models and seek and evaluate Strategic Alliance/Merger Opportunities.

Identify and recommend opportunities for investment in long-term revenue generating infrastructure.

Leverage intermunicipal relationships to build economies of scale and establish cost-sharing arrangements relative to the construction of new City recreation/cultural capital assets.

Complete Community Amenities Needs Assessment and Concept Planning to determine city-wide needs for recreation facilities and amenities, and apply the community need to determine those most appropriate for the new community amenities site.

# COUNCIL STRATEGIC PRIORITIES

## STRATEGIC PRIORITY #5:

Housing and Social Well-being: Enhance housing options and social supports.

### DESIRED OUTCOME

Facilitate an increase in the variety of housing types in St. Albert to respond to market demands and accommodate the diverse needs of residents.

### PROGRESS TO DATE

The Municipal Development Plan (MDP), *Flourish*, was adopted by Council on April 19, 2021. The plan identifies opportunities for new land use districts to enable mixed-use opportunities within key locations in mature neighbourhoods. Growth scenarios were incorporated in the MDP revision and include intensification targets. Competing priorities forced the Mature Neighbourhoods Revitalization Strategies project to be delayed to 2022.

In 2021, work commenced on exploring options for enhanced, integrated, and coordinated network of social services. This work focused on a social sector analysis to identify gaps, barriers and trends. Through recommendations from the Mayor's Taskforce on Homelessness, planning began for Youth Transitional Housing and general housing support for vulnerable people.

### Administrative Activities Supporting This Priority

Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility and review best practices for alternative financing.

To explore options for an enhanced, integrated, and coordinated network of social services to meet the basic needs of residents and address emerging trends and issues.

# COUNCIL STRATEGIC PRIORITIES

## STRATEGIC PRIORITY #6:

Environmental Stewardship: Explore innovative environmental and conservation opportunities.

### DESIRED OUTCOME

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.

### PROGRESS TO DATE

The Curbside Waste Education Program ran from May to August 2021. As part of this program, audits were done to determine if single-use items were being discarded. This program will support the development of waste reduction strategies. Public engagement activities continued to be delayed due to the pandemic.

The Waste to Energy initiative was delayed in 2021 due to lack of funding partners and grant funding. The City has moved forward with meeting with potential partners.

A new approach for development of long-range strategies (previously Master Plans) was finalized. Development of the Green Environment Strategy started, as a pilot for the new approach. Significant progress was made on development of the Green Environment Strategy, which is expected to complete in 2022. The Net Zero pilot project experienced delays in 2021, and this initiative will be reassessed early in 2022.

The Municipal Energy Corporation remained in the feasibility assessment phase in 2021, and an updated plan will be presented to Council in early 2022.

### Administrative Activities Supporting This Priority

Enhance waste minimization strategies with emphasis on reduce and reuse activities.

Implement Waste to Energy Pilot, subject to Council Approval.

Investigate and integrate existing environmental master plans into the Municipal Development Plan (MDP) and related plans activities.

Continue development of a potential net zero pilot project.

Complete the Energy Corporation Feasibility Assessment.



# COUNCIL STRATEGIC PRIORITIES

## STRATEGIC PRIORITY #7: Community Recovery Post COVID-19

### DESIRED OUTCOME

Develop recommendations for social and economic recovery to build stronger resiliency post COVID-19.

### PROGRESS TO DATE

The COVID-19 Recovery Task Force conducted stakeholder engagement regarding recovery ideas and recommendations in the final report. The Recovery Task Force final report was presented to Council in August 2021.

### Administrative Activities Supporting This Priority

Facilitate the Recovery Task Force to develop the City's Recovery Conceptual Plan, and to provide recommendations to Council on the ways the City can assist residents, community partners and businesses to recover from the impacts of the COVID-19 pandemic.



# Financial Statement Discussion and Analysis

The 2021 Annual Report for the City of St. Albert provides its recent financial performance, including significant financial practices, strategies, and events.

Combined with the City's consolidated financial statements, the Financial Statement Discussion and Analysis (FSD&A) section of the Annual Report is prepared by management in accordance with the principles and standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada, as well as the *Municipal Government Act* and provincial and federal regulations.

The FSD&A aims to provide the past year's results, with a summary of the sources, allocation and use of the economic resources, while capturing significant differences between the reported year and previous year as well as budgeted and actual results. This reports on how the financial resources entrusted to the City are being managed to provide municipal infrastructure, programs, and services. It depicts how the activities of the period have affected the municipality's results. Moreover, the FSD&A also identifies trends, risks and anticipated events that could have financial implications on the operations of the City.

Management has made every effort to ensure the consolidated financial statements present a fair accounting of the City's consolidated operating and capital activities for the fiscal year ended December 31, 2021. The City's consolidated financial statements are prepared and reported in observation of the City's policies and bylaws, where City Council provides governance and guidance to policy and bylaw changes and approval. To ensure accountability, City Council conducts quarterly and year-end reviews of the financial results. The consolidated financial statements include the City government and its utilities, the St. Albert Public Library and the Arts and Heritage Foundation of St. Albert.

The City's auditor, KPMG LLP, has audited the consolidated financial statements and provided the accompanying Independent Auditors' Report. The consolidated financial statements and auditors' report satisfy a legislative reporting requirement as set out by the *Municipal Government Act*.

The FSD&A should be read in conjunction with the audited consolidated financial statements and accompanying notes. The responsibility for the preparation of both the consolidated financial statements and the FSD&A rests with the City's management. A multi-year statistical and financial section is provided for additional information.

The City's 2021 Consolidated Financial Statements include:

- **Consolidated Statement of Financial Position**  
It reports financial assets, liabilities, net financial assets, non-financial assets and accumulated surplus at December 31 year-end. This statement is used to evaluate the City's ability to finance its activities and satisfy its obligations and commitments.
- **Consolidated Statement of Operations and Accumulated Surplus**  
It reports revenues earned, expenses incurred and results of the fiscal year as annual surplus or deficit and summarizes the change in accumulated surplus.
- **Consolidated Statement of Changes in Net Financial Assets**  
It reports the changes in net financial assets at year-end. This statement provides information regarding the extent to which expenditures in the year were met by revenues recognized in the year. It is a key indicator of the City's overall financial health.
- **Consolidated Statement of Cash Flows**  
It reports the cash resources provided by operations and financing and how cash was used during the reporting period. It reflects the net change in cash and cash equivalents since the last reporting period.

## FINANCIAL HIGHLIGHTS

The significant events that contributed to the positive result at December 31, 2021 include:

- The City continued to exercise fiscal responsibility and minimize the financial impacts of the COVID-19 pandemic to the community. This required changes in service levels, as a result of COVID-19 closures, and delays in projects that constrained on-going operations.
- The City's net financial assets position decreased by \$13.7M to \$89.4M, due to a significant increase in financial liabilities over an increase in financial assets. This is primarily due to increases in long-term debt, accounts payable and accrued liabilities, off-site levy liabilities and deposit liabilities, which were partially offset by a decrease in deferred revenue. As well, increases in investments and receivables occurred (these were partly offset by a decrease in cash and cash equivalents).
- On May 17, 2021, Council advanced priorities by approving a non-residential tax of 0.7 per cent as a COVID-19 related tax relief response to the business community and a residential tax increase of 0.7 per cent, to generate municipal property taxes of \$112.0M. The City's Property Tax Bylaw 27/2021 authorizes the rates of property taxation that were levied in 2021. It excludes education and homeland housing requisitions.
- During 2021, the City's operating revenues decreased by \$0.4M to \$189.3M. This change was primarily due to a decrease in government transfers-operating and almost fully offset by increases in property taxes, sales and user fees, fines and penalties, franchise fees revenues, and other revenue. The operating expenses increased by \$6.3M to \$192.9M. This change was primarily due to increases in public works & transit, emergency services, utility services, planning & engineering and general government expenses. It was offset by decreases in community & recreation services and corporate financing.
- The City's 2021 results ended on a positive note, as reflected by the annual surplus of \$74.5M. This strengthened the City's financial position, resulting in an increase in the accumulated surplus. The surplus was generated through a net increase of \$88.2M in tangible capital assets and a decrease in net financial assets of \$13.7M.





Erin Ridge North – New Commercial

## ECONOMY

The Canadian economy strengthened as it grew 4.6 per cent of real Gross Domestic Product (GDP) on the backs of broad-based economic gains led by housing sector activity, government and consumer spending, and export growth that accelerated recovery in the second half of 2021. This continued strength in housing spending was supported by historically low interest rates. The Canadian dollar appreciated year-over-year to about \$1.25 CAD per U.S. dollar. The resurgence of the COVID-19 virus, with the delta variant in the fall, impacted economic recovery as it resulted in another round of restrictions. However, high vaccination rates and improved public health measures enabled Canadians to weather this COVID-19 surge better than prior waves. Oil producing provinces finally reversed their fortunes as the higher energy prices, notably crude oil and natural gas products, increase economic output. Alberta's growth reached 5.8 per cent of real GDP, reversing its prior year 7.9 per cent contraction and is poised to lead the nation in growth.

The re-opening in the summer of 2021, led recovery and pushed Canadian employment gains by 4.6 per cent, compared to a decline of 5.2 per cent in the prior year. Job gains moved in tandem with the rise and fall of COVID-19 infections as economic activity was impacted by the implementation of provincial public health measures. Despite issues with labour shortages, due to the dislocation of job-seeker skills versus employment opportunities, Canada's unemployment rate improved to 7.5 per cent versus 9.5 per cent in 2020. Alberta's growth and growing population is attracting numerous opportunities for its young skilled workforce. It is seeing job gains of 4.9 per cent, compared to a 6.6 per cent contraction the year before. Thus, the Province's unemployment rate improved to 8.7 per cent versus 11.4 per cent last year.

A rising energy price environment is leading to the resurgence of oil and gas activity in resource-based economies. The higher oil price scenario for Alberta renews interests for investment in the energy sector. Strong oil prices and demand are boosting oil production and as energy prices are rising, it leads to output increases. The recent completion of Enbridge's Line 93 replacement pipeline (previously Line 3) will soon add to export capacity as it transports oil to markets. Once the Trans Mountain Expansion (TMX) project moves to completion later this year, export capacity is expected to contribute to output. This increases government

incomes as more revenues are collected, especially given the Province's competitive tax rates. Alberta will experience growth resurgence, with a projected 5.4 per cent of real GDP this year, after the macroeconomic headwinds wane.

These higher oil prices are anticipated to be short-lived. As such, Alberta continues to diversify its economy. It continues to gain traction on investments in the petrochemical, manufacturing, transportation, renewable energy, agricultural infrastructure, and emerging technology sectors. Over the next two years, new investments included the Northern Petrochemical Carbon-Neutral facility of \$2.5B in Grand Prairie and the Amazon Web Services Cloud Computing Technology Hub of \$4.3B in Calgary. The Province's expanding renewable energy sector will soon solidify Alberta as Canada's largest solar farm sector. The Travers Solar project, which is currently under construction in Lomond, Alberta, will double Alberta's solar energy capacity. The project is the size of 1,600 football fields and consists of 1.3M solar panels. This is the largest funded solar farm investment in the country at about \$700M by the Copenhagen Infrastructure Partners. These investments in Alberta will create jobs and sustain growth in years to come.

In the upcoming year, it is anticipated that Canada will experience accelerated growth coast-to-coast. As COVID-19 cases subside and restrictions are lifted, governments are proceeding with their endemic plans. Several governments have begun to take the view of "living with the virus" and have rolled out plans to remove COVID-19 restrictions. This growth is tempered by demand and supply imbalances, brought on by COVID-19 two years ago.

2022 is a transition year, from recovery to growth. Consumers and businesses have both been impacted by the on-going COVID-19 pandemic, global supply disruptions, labor shortages and rising commodity and food prices. Supply-chain disruptions and higher energy price environment have led to increased prices thereby, pushing inflation upward.

The supply pain continues through 2022. The Russian-Ukraine war is only exacerbating the problem as it drives up prices of energy and other commodities. Recent "Freedom" protests, in opposition of vaccine mandates, placed multiple blockages along the Canadian-U.S. border crossings. This added to the supply challenge and impacted business operations, jobs and the economy.

The Bank of Canada predicts that the Canadian economy will return to pre-pandemic levels in 2022 and will expand going forward. With inflation being more persistent and elevated, the Bank of Canada will use the Monetary Policy as needed to cool off inflation. It anticipates inflation will moderate later in the year. Forecasters are estimating that the Bank of Canada will conduct a series of interest rate hikes in 2022 and 2023. On March 2, 2022, the Bank of Canada raised the interest rate by 0.25 per cent to 0.50 per cent. The Bank of Canada's January 2022 forecast projects the economy to grow 4.0 per cent this year and 3.5 per cent in 2023.





## FINANCIAL PLANNING

Financial Planning, which enables stewardship of assets and on-going continuity of the City, is a critical tool for management to achieve stated objectives, including fiscal responsibility and sustainability. To carry out its commitment to strong fiscal management, Administration prepares a 10-Year Capital Plan, which provides a future outlook of long-range requirements, comprising of key strategic inputs over the planning horizon, and a framework for the three-year Operating Plan.

Consistent with the three-year Operating Plan, the annual operating budget includes the required revenues to fund the City's delivery of approved programs and services to the community and represents City Council's priorities as identified in the City of St. Albert's Council Strategic Plan, the Corporate Business Plan and other sources. As the operating budget is prepared on a modified cash flow basis, the City uses tax revenues, reserve transfers and government transfers to balance its operating budget.

To advance City Council's strategic priorities, Administration executes investments in infrastructure and capital assets to ensure it adheres to the annual Capital Budget and 10-Year Capital Plan. The purpose of the plan is to identify the capital projects and requirements to maintain the City's infrastructure, as well as to support the growth requirements and desires of the community.

A portion of the City's annual capital budget is often carried forward to future years for projects not completed in the year, and as a result, capital budgets are not directly comparable with current year actual results.



# FINANCIAL ASSETS

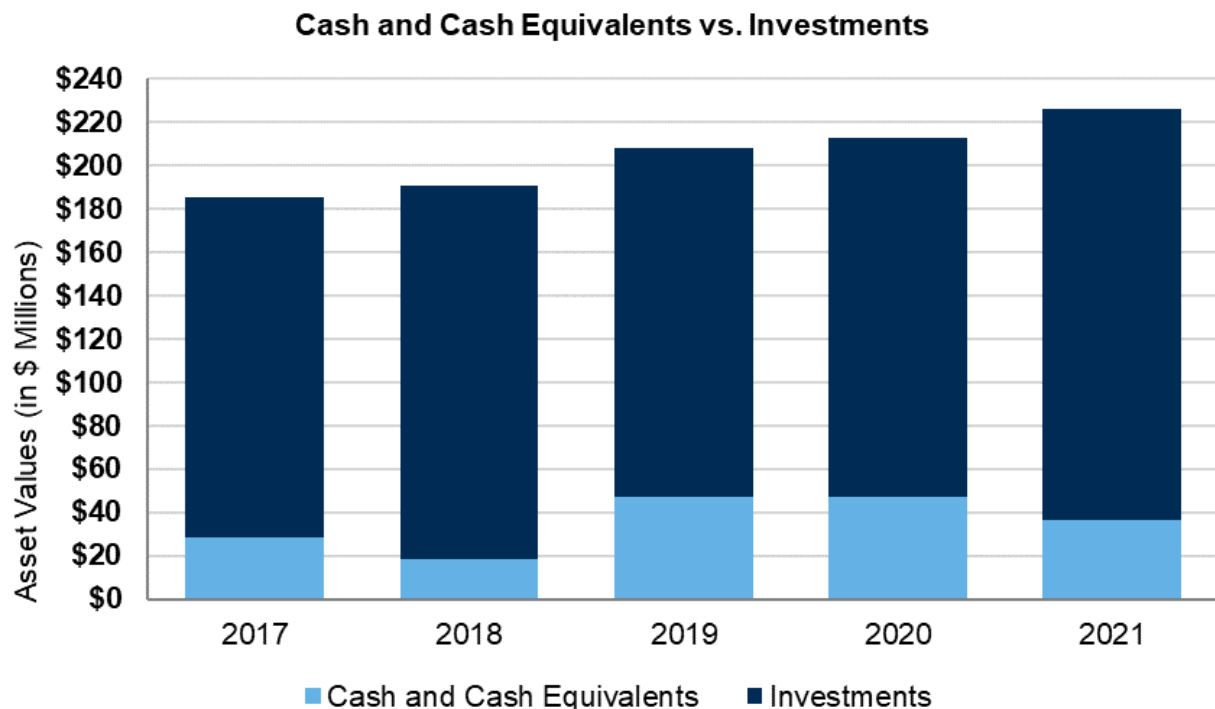
From cash to receivables to investments, financial assets are resources that are considered as cash or could be turned into cash if required to fund day-to-day government services. In comparison to 2020, financial assets increased by \$22.0M primarily as a result of increases of investments and receivables, offset by a decrease of cash and cash equivalents. With financial assets trending higher, the City continues to be in a stable financial position. The Consolidated Statement of Financial Position summarizes the financial assets at year end.

## CASH POSITION

Cash and cash equivalents are financial resources that consist of short-term cash and that are held to pay for ongoing expenditures and obligations. Uses of cash are subject to the City's Cash Management Policy, which is in place to ensure the cash position is optimized in order to take advantage of investment opportunities.

During 2021, the City's changes in cash position were largely due to:

- \$78.1M generated from City operations;
- \$92.2M invested in capital assets and offset by \$0.7M received proceeds from disposal of capital assets;
- \$24.0M applied in the net acquisition of investments; and,
- \$33.1M received from financing activities and \$6.0M paid for loan principal.



At December 31, 2021, the cash and cash equivalents balance was \$36.6M and the City held \$189.4M in investments. Further information regarding the City's sources and uses of cash and cash equivalents are summarized on the Consolidated Statement of Cash Flows.

## RECEIVABLES

Receivables are amounts owed by customers for general taxes, trade, sales and user fees, and other revenues. In the past year receivables increased by \$8.3M to \$21.3M, due to timing of grants received for approved projects. The balance in receivables is generally due to timing and do not present substantive risks to the City.

## INVESTMENTS

Ranging from short-term investments to long-term bonds, the City invests funds to generate income, which provides another source of funding for City services. Short-term investments have maturity terms from three months to one year. Long-term investments are financial securities that have varying maturity terms that extend past one year.

### Investment Objectives:

1. Preserve Capital
2. Maintain Liquidity
3. Optimize Rate of Return

Guided by the City's Investment Policy, investments are consistent with the objectives of preserving capital, maintaining liquidity and achieving an optimum rate of return. Investment performance is benchmarked against the three-month, six-month and one-year Federal Treasury Bill rate, and the three-year, seven-year and ten-year Government of Canada benchmark bond yield rates. In 2021, the City's investments consisted of short-term notes and deposits and long-term corporate and government bonds. Overall, investment returns were favourable in the year compared to designated benchmarks, though interest rates are at historic lows. Investments are also maintained in compliance with regulations stipulated in the *Municipal Government Act*. These regulations are limited to instruments in which the principal is unconditionally guaranteed.

In comparison to 2020, the carrying value of investments ended higher by \$24.0M, which represents a 14.5 per cent increase, primarily due to investing in long-term investments during the year and partly offset by maturity of short-term investments. The investment income earned in the year was \$2.9M, a decrease of \$0.2M from the prior year due to lower interest rates and the maturity of higher rate investments. Details on investments are provided in Note 4 to the consolidated financial statements.

RATES OF RETURN COMPARISON				
	Term	St. Albert Portfolio Rates of Return	Bank of Canada T-Bill and Bond Rates	Benchmark
Short-Term Investments	0-90 days	0.25-1.00%	0.12%	3 months
	91-180 days		0.19%	6 months
	181 days-1yr	0.85%	0.34%	1 year
	1-3 yrs	0.85-1.26%	0.65%	3 years
Long-Term Investments	3-10 yrs	1.40-3.22%	0.65 - 1.40%	3 years - 10 years



Ted Hole Park

## LIABILITIES

Liabilities include accounts payable and accrued liabilities, deferred revenue, off-site levy liabilities, debt, and other liabilities. At year end, total liabilities increased by \$35.7M to close at \$158.0M, as a result of increases in accounts payable and accrued liabilities, off-site levy liabilities, long-term, deposit liabilities and slightly offset by a decrease in deferred revenue. The Consolidated Statement of Financial Position summarizes the City's liabilities at December 31, 2021.

### ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities are current short-term amounts owed to vendors for work completed or services rendered to the City. The payments to these vendors will be made within the next year. At December 31, 2021, this account increased by \$6.0M to \$30.5M broadly due to timing of payments to vendors.

### DEFERRED REVENUE

Deferred revenue, representing mostly restricted capital funding, is held due to restrictions placed on funds by Provincial and/or Federal governments based on funding agreements. Amounts in deferred revenue are recognized as revenue in the period when the timing or conditions associated with the revenues have been satisfied. Generally, this means that revenues can be recognized as eligible expenditures are made on grant funded capital or operating projects. During the year, deferred revenue decreased by \$5.6M due to:

- \$49.8M revenue recognized;
- \$0.7M earnings on interest, with \$0.4M mainly attributed to the Municipal Sustainability Initiative for capital projects; and offset by
- \$43.4M net contributions received.

Deferred revenue ended the year at \$25.8M, most of which was related to capital projects supported by government transfers of \$21.4M and the remaining deferred revenue of \$4.4M were mostly designated for operating purposes. Note 5 to the consolidated financial statements provides more detailed information on deferred revenue.



## OFF-SITE LEVY LIABILITIES

The City's key services include working with developers to oversee land development for private and public purposes in the community. This involves processing development applications and permits to ensure compliance with planning goals and regulations. One of the major components when developing a new area of land is ensuring that key connecting infrastructure such as roadways, water, sanitary and storm are in place to support the proposed development.

The City collects off-site levies from developers to fund the construction of these items. The funds are held by the City, restricted and reported as off-site liability until such time as the infrastructure is built.

The balance of this fund fluctuates over time based on the pace of development. The Off-site Levy Program specifies that the burden of paying for the cost of the infrastructure rests with developers and supports a growth-pays-for-growth philosophy.

Off-site levy liabilities increased by \$8.0M to \$24.6M in 2021, as a result of the issuance of new development agreements and corresponding payment of required levies. More detailed information is specified within the Off-site Levy Bylaw and Note 6 to the consolidated financial statements.

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**Net offsite levy liabilities increased \$8.0M due to new development.**

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## DEBT

City Council considers long-term debt when internal financing is unavailable to fund capital projects and when it is prudent to do so. Current long-term debt consists of fixed-term financing agreements with the Alberta Treasury Board & Finance. The interest rates were established at the time of borrowing and remain constant throughout the term. The City's current debt is both tax and reserve funded, with a requirement for semi-annual payments of principal and interest. During the year, the City borrowed \$33.1M, repaid a principal amount of \$6.0M and accrued an interest expense of \$1.6M, resulting in a year-end balance of \$73.4M.

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**City debt is at 26 per cent of provincial limit.**

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The City has \$73.4M debt outstanding, which is considerably lower than the municipal and internal debt limits. The increase in debt relates to four significant projects:

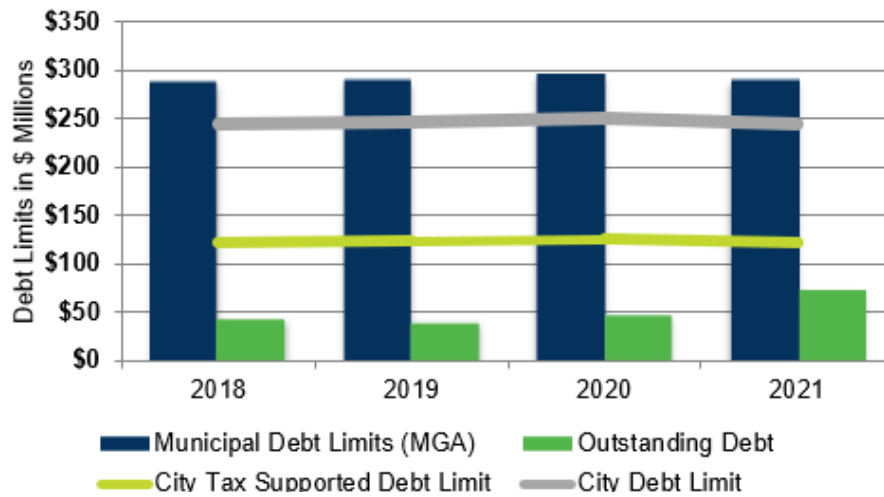
- Ray Gibbon Drive of \$6.0M
- North St. Albert Trail of \$7.5M
- Community Amenities Site & Lakeview Business District of \$17.0M
- Fire Hall #4 Land of \$2.6M

The ability to borrow is governed by the *Municipal Government Act*, which sets maximum limits to ensure a municipality does not take on too much debt or exceed their ability to service that debt. If there is a risk associated with rising interest rates, the regulation safeguards municipalities from over-extending their limits to ensure that they are able to meet the required payments. Debt, when used strategically, is an effective long-term financing strategy. St. Albert remains largely below prescribed debt limits set by the Province of Alberta and internal limits imposed by its Debt Management Policy. More detailed information is provided in Note 8 to the consolidated financial statements.



Ray Gibbon Drive Construction

## Debt Limits Vs Outstanding Debt



## ENVIRONMENTAL LIABILITIES

The City has previously recognized the estimated costs on obligations, which currently sits at \$1.1M at December 31, 2021, pertaining to contaminated sites, landfill closure and post closure liabilities. These obligations are based on estimates and assumptions, using the best information available to management. These costs are primarily related to ongoing environmental monitoring activities for 25 years. Future events, such as changes to regulatory requirements, may result in changes to these estimated costs.



Riparian areas adjacent to the Sturgeon River

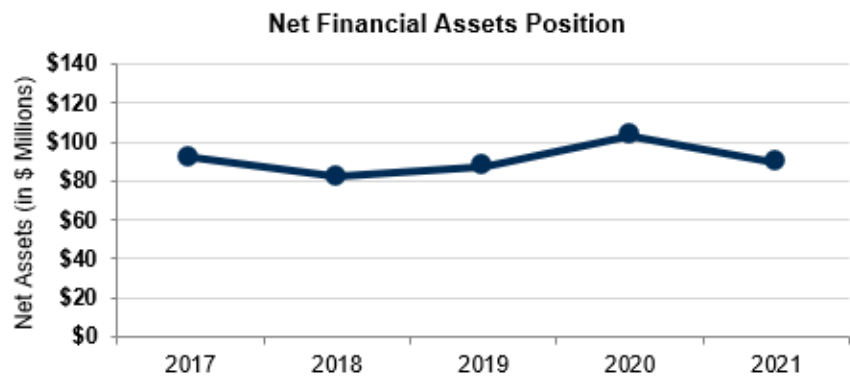




Red Willow Trail

# NET FINANCIAL ASSETS

A government’s net financial assets (net debt) position is a function of its total liabilities and its total financial assets. This calculation is a key financial indicator related to the City’s financial position as it reflects the relationship between annual surplus, tangible capital asset acquisitions/disposals/amortization, and treatment of other inventories or prepaid expenses. The City’s net financial assets position decreased by \$13.7M to \$89.4M. This change is due to an increase of debt taken to fund several capital projects and partly offset to an increase in investments. The Consolidated Statement of Changes in Net Financial Assets provides more detailed information on the net assets at December 31, 2021.



# NON-FINANCIAL ASSETS

Non-Financial Assets are comprised largely of tangible capital assets (TCA), but also include inventories of materials and supplies and prepaid expenses. These assets are acquired and used in the production of goods and services primarily for the purpose of providing services to its citizens. Overall, non-financial assets increased by \$88.2M which was attributed to increases in the tangible capital asset base in 2021. The Consolidated Statement of Financial Position outlines the non-financial assets balances for the year.



## TANGIBLE CAPITAL ASSETS

Whether costs are incurred to construct, buy or maintain assets such as roads, buildings, or equipment, these costs are considered tangible capital assets. Any increase of tangible capital assets is, therefore, a form of investment

in the community for which citizens can expect to benefit in future years. In general, these assets have physical substance, and have a long-lived service life greater than one-year and in some cases decades. Examples of tangible capital assets would include such things as transit buses, recreation centres, parks and trails, cultural amenities, roadways and water reservoirs.

There are three streams of tangible capital assets – contributed assets, self-constructed/purchased, and the leased assets. In the normal course of operations, the City receives ownership of tangible capital assets from developers and records them as contributed tangible capital assets. Once contributed as tangible capital assets, the City takes on the future responsibility for repairs, maintenance and eventual replacement of those assets. Contributed tangible capital assets provide a future economic benefit to the City and include such things as roads, land, sidewalks and street lighting. These contributions are reported as revenue upon receipt from developers and at the time of project completion, which results in an increase in the accumulated surplus.

For the year, the changes in the value of the City's tangible capital assets are comprised of:

- \$122.9M increase in tangible capital assets acquisitions and transfers (including \$30.7M in contributed tangible capital assets and \$2.5M in developer contributions and levies);
- \$33.9M amortization expenses; and,
- \$0.1M loss on disposals net of amortization and \$0.7M proceeds on disposals.

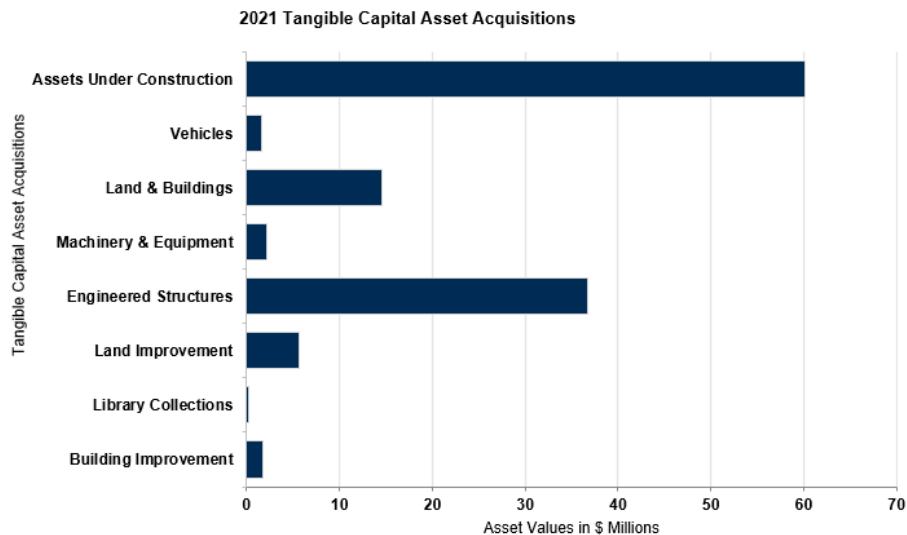
Net tangible capital assets increased by \$88.2M, ending the year at \$1,198.7M.

Capital spending in the past year was mainly on assets under construction, land and land improvements, and engineered structures such as a roadway system, water system, and wastewater system. Tangible capital assets amortization, also referred to as depreciation, is a drawdown of its value, representing the annual cost of using the asset due to wear and tear from use. Land is not a depreciable asset. Note 10 to the consolidated financial statements provides more information on the major components of tangible capital assets, along with its respective amortization amounts in 2021.

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**\$88.2M of net tangible capital assets added in 2021.**

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Note: During the year, there was a large number of projects completed and moved into service, as a result, the Assets under Construction drawing from Opening Balance was \$60.1M. More details are provided in Note 10 to the consolidated financial statements.

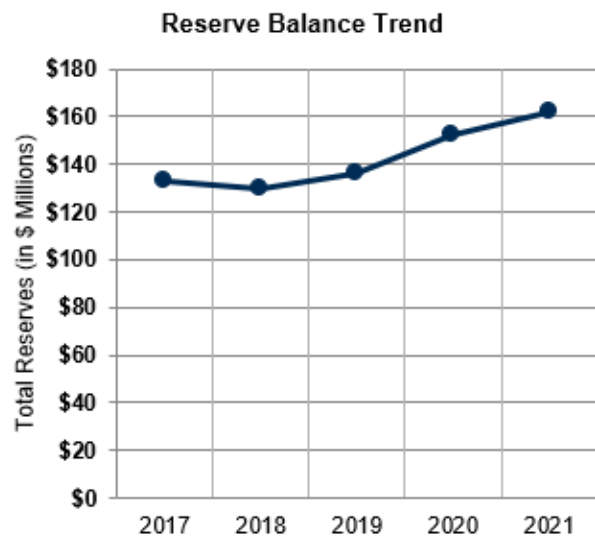
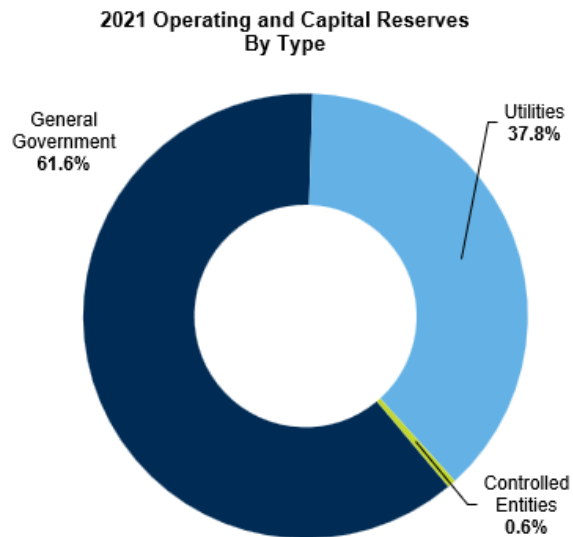
## ACCUMULATED SURPLUS

Accumulated surplus, also known as municipal equity, is a balance representing the value of the City and consists of both restricted and unrestricted reserves, and equity invested in tangible capital assets. It is driven by the City's investments and ownership of capital assets over time. The accumulated surplus balance is attributed to all assets exceeding all liabilities over time. A positive balance indicates that the government has sufficient net resources to enable the City to provide services in the future. At December 31, 2021, the City's accumulated surplus increased by \$74.5M, primarily due to capital revenues and offset by a net increase in operating expenses. The accumulated surplus ended the year at \$1,290.6M compared to \$1,216.1M in 2020. The Consolidated Statement of Operations and Accumulated Surplus summarizes the accumulated surplus, with additional information in Note 12 to the consolidated financial statements.

## RESERVES

Reserves are funds set aside to provide for capital investments, budget shortfalls or unexpected economic events through general fund contributions and investment income, in an effort to stabilize future tax. The City's reserves are designated for operating and capital purposes; however, the majority of reserves are for capital projects as part of the plan for future expenditures. A growing reserve balance represents good financial management - indicative of healthy fundamental practices and is consistent with the City's conservative approach.

The City's restricted reserves increased by \$8.9M. Reserves balance fluctuate due to timing of lifecycle purchases, surplus transfers as well as delays in projects. As a result, restricted reserves ended the year at \$161.5M.





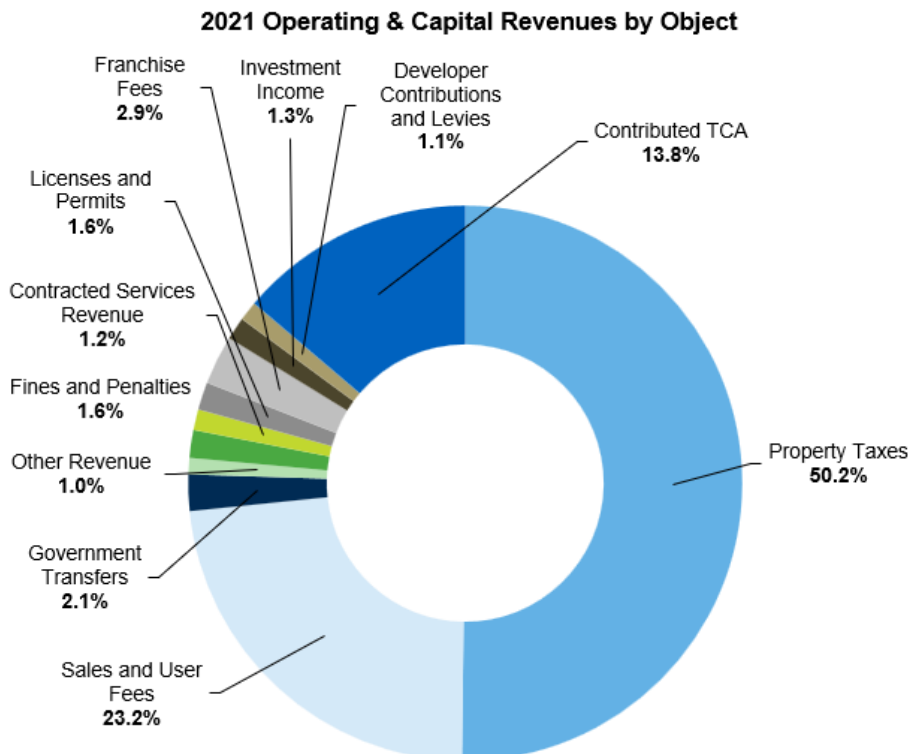
# FINANCIAL OPERATIONS

The Consolidated Statement of Operations and Accumulated Surplus summarizes the City's operating results in 2021. While contributing positively to the City's strong financial position, this year's annual surplus of \$74.5M is primarily attributed to revenues recognized for capital projects completed and direct response costs. The segmented information on the lines of service provided by the City is detailed in Note 21 to the consolidated financial statements. This note also includes corresponding revenues and expenses, presented by object in each functional category.

## OPERATING REVENUES (2021 ACTUAL VS. BUDGET)

Property tax is the City's primary source of revenue; however, sales and user fees and government transfers also provide a steady stream of revenues. In general, some of the City's revenues fluctuated with economic conditions, while other revenue sources performed largely as budgeted.

In 2021, the City's consolidated operating revenues were in-line with the budget, ending at \$189.3M. The breakdown of actual revenues received is as follows:



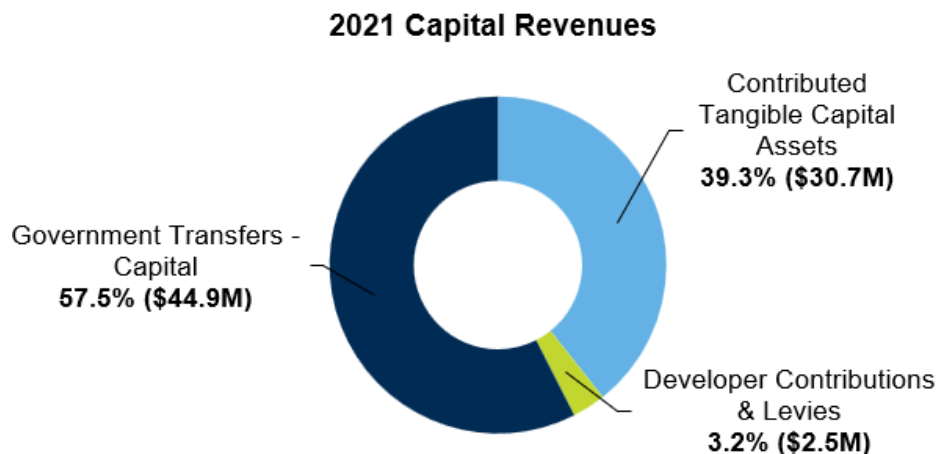


Variances of actual revenues from budgeted amounts are as follows:

- \$2.0M lower in Sales and User Fees due to impacts of COVID-19, as intermittent closures of recreation and cultural facilities led to changes in service levels. During non-closure periods, recreation and cultural facilities were operating with restrictions. Transit services operated at reduced service levels due to lower ridership, remote work requiring less commuting and more post-secondary students shifted to online learning in the fall term. As well, the City received lower rental revenue due to the early vacancy of tenant from City building.
- \$1.7M lower in Investment Income was primarily due to the maturity of higher rate investments and a decrease in interest rates. This resulted in lower interest revenue earned from investments.
- \$0.4M lower in Fines and Penalties due to a decrease in tickets issued. This was offset by an increase in late payments for taxes, web/tax certificates and a surge in recovered costs due to ambulance billing to Alberta Health Services.
- \$1.6M higher in Other Revenue due to sale of City land and reoccurring unbudgeted Arts & Heritage revenue.
- \$0.7M higher in Government Transfers-Operating due to unbudgeted grant revenues.

2021 OPERATING REVENUES BY OBJECT (\$ Million)							
Account	2021 Approved Budget	2021 Actual	Variance \$ vs Approved Budget	Variance % vs Approved Budget	2020 Actual	Variance \$ vs Prior Year	Variance % vs Prior Year
Property Taxes	\$112.2	\$111.8	-\$0.4	0%	\$109.4	\$2.4	2%
Sales and User Fees	\$53.7	\$51.7	-\$2.0	-4%	\$49.8	\$1.9	4%
Government Transfers - Operating	\$4.0	\$4.7	\$0.7	18%	\$12.5	-\$7.8	-62%
Franchise Fees	\$6.2	\$6.4	\$0.2	3%	\$5.3	\$1.1	21%
Licenses and Permits	\$3.3	\$3.4	\$0.1	3%	\$3.2	\$0.2	6%
Investment Income	\$4.6	\$2.9	-\$1.7	-37%	\$3.1	-\$0.2	-6%
Contracted Services Revenue	\$2.8	\$2.7	-\$0.1	-4%	\$2.7	\$0.0	0%
Fines and Penalties	\$4.0	\$3.6	-\$0.4	-10%	\$2.3	\$1.3	57%
Other Revenue	\$0.5	\$2.1	\$1.6	320%	\$1.4	\$0.7	50%
Total Operating Revenues	\$191.3	\$189.3	-\$2.0	-1%	\$189.7	-\$0.4	0%

## CAPITAL REVENUES (2021 ACTUAL VS. BUDGET)



Funding for capital projects comes from a variety of sources such as tax revenues, reserves, government transfers, third-party contributed assets, developer contributions and levies, and to a lesser extent investment income and other revenues. In 2021, 57.5 per cent of capital funds were received from government transfers, 39.3 per cent were related to contributed tangible capital assets and 3.2 per cent from developer contributions and levies.

In addition, capital revenues for capital activities can vary from year-to-year depending on the timing of capital project schedules, thus comparison of current year to prior year actuals provides nominal value. As project expenditures are incurred, related revenues are earned. Thus, delays in capital projects result in delays in revenue recognition for projects. The 2021 capital revenues varied by \$35.5M from budget. This was primarily due to increased capital transfers, as actual amounts encompass projects were not only approved in 2021 but also consisted of projects from prior years. The actual timing of contributed assets varied from the original budget as well as unbudgeted developer contributions and levies. A total of \$78.1M capital revenues were recognized in the year.



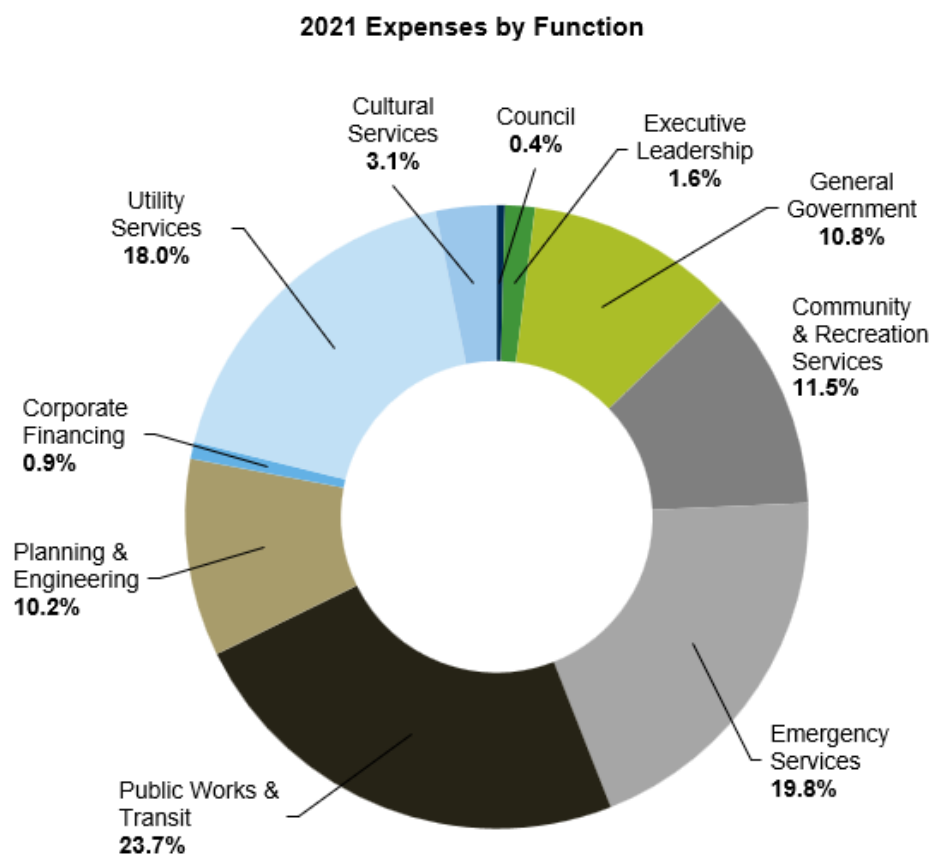
# EXPENSES

In the delivery of municipal services, the City incurs expenditures for work performed by employees, vendors and contractors. This requires cash outflows to settle amounts owed by the City. In general, the City's expenditures are subject to inflationary pressures. As such, the effects of inflation on contracted services, materials, goods and supplies continue to put pressure on costs associated with delivering the City's programs and services.

## EXPENSES (2021 ACTUAL VS. BUDGET)

The City's consolidated expenses were in-line with the budget, ending at \$192.9M.

The breakdown of actual expenses incurred is as follows:





Variances of actual expenses to budgeted amounts are as follows:

- \$4.4M lower in Corporate Finance due to actual interest being transferred to deferred revenue and reserves, as well as lower interest charges due to declining interest rates. This is offset by annual vacation accrual adjustment.
- \$3.8M lower in Community & Recreation Services expenses primarily due to intermittent recreation facility services and closures, operating at modified service levels, as well as personnel cost savings due to staff vacancies. This is partly offset due to an increase in amortization.
- \$1.3M lower in Emergency Services due to decreases in fire services and police personnel than budgeted driven by staff vacancies, and a reduction in contract services as a result of fewer photo enforcement tickets issued during COVID-19 restriction periods. This is partially offset by increases in overtime costs for fire services and casual wages for police enforcement.
- \$0.9M lower in General Government expenses due to a decrease in insurance claims expense from reduced obligations and personnel cost savings from staff vacancies. As well, reduced spending for advertising, program and operating supplies occurred because of event cancellations and staff working remotely. This is partly offset by an increase in amortization.
- \$5.0M higher in Planning & Engineering expenses due to amortization from an increase in contributed assets.
- \$2.4M higher in Public Works & Transit expenses due to amortization and timing of approval of maintenance expenses for Servus Place, interest expenses and increased cleaning costs related to COVID-19. This is partly offset by lower spending relating to contracted services due to delays of the regional Smart Fare/Smart Bus project. As well as decreases in costs relating to transit contract, energy, materials, parts and equipment. Personnel cost savings also occurred due to vacancies which resulted from service level changes.



St. Albert Public Library – St. Albert Place Location

- \$2.2M higher in Utility Services expenses including water, wastewater, stormwater, and solid waste. This is primarily due to amortization, an increase of water purchases (as a result of lower precipitation due to a dry spring), an increase in electrical costs, and increases related to hydrant replacements and water main breaks. This is slightly offset by lower costs related to a suspension of in-home services for wastewater and stormwater, the discontinuation of Root Pesticide Pilot program for wastewater and delays in projects due to COVID-19 for stormwater.
- \$1.4M higher in Cultural Services expenses (Arts & Heritage Foundation & St. Albert Public Library) primarily due to increases related to externally funded portion of on-going operations of the Arts & Heritage Foundation not budgeted by the City. This was partly offset due to intermittent cultural facility services and closures for most of the year.
- \$0.7M higher in Executive Leadership expenses primarily due to an increase in costs incurred for Emergency Operations Centre (EOC).

2021 EXPENSES BY FUNCTION (\$ Million)							
Account	2021 Approved Budget	2021 Actual	Variance \$ vs Approved Budget	Variance % vs Approved Budget	2020 Actual	Variance \$ vs Prior Year	Variance % vs Prior Year
Public Works & Transit	\$43.3	\$45.7	-\$2.4	-6%	\$42.9	-\$2.8	-7%
Emergency Services	\$39.4	\$38.1	\$1.3	3%	\$37.1	-\$1.0	-3%
Utility Services	\$32.5	\$34.7	-\$2.2	-7%	\$32.2	-\$2.5	-8%
Community & Recreation Services	\$26.0	\$22.2	\$3.8	15%	\$24.3	\$2.1	9%
General Government	\$21.8	\$20.9	\$0.9	4%	\$19.7	-\$1.2	-6%
Planning & Engineering	\$14.8	\$19.8	-\$5.0	-34%	\$18.1	-\$1.7	-9%
Cultural Services	\$4.7	\$6.1	-\$1.4	-29%	\$6.2	\$0.1	2%
Corporate Financing	\$6.1	\$1.7	\$4.4	72%	\$2.8	\$1.1	39%
Executive Leadership	\$2.3	\$3.0	-\$0.7	-29%	\$2.6	-\$0.4	-14%
Council	\$0.8	\$0.8	\$0.0	0%	\$0.7	-\$0.1	-14%
<b>Total Expenses</b>	<b>\$191.7</b>	<b>\$192.9</b>	<b>-\$1.2</b>	<b>-1%</b>	<b>\$186.6</b>	<b>-\$6.3</b>	<b>-3%</b>





## ANNUAL SURPLUS

Annual surplus is the difference between the current year's excess of revenues over expenditures.

In 2021, the City realized an annual surplus of \$74.5M, which strengthened the City's net assets position.

## FINANCIAL CONTROL AND ACCOUNTABILITY

The City maintains a number of processes and financial controls to ensure that accountability is maintained, and that management is able to proactively identify and address financial challenges.

### FINANCIAL GOVERNANCE

Notwithstanding that the City's management is responsible for the preparation of the FSD&A and consolidated financial statements, the City's governance structure requires a review of various quarterly reporting, financial policies, audit findings, significant or unusual financial transactions, and accounting treatments or estimates. City Council has established a Community Growth and Infrastructure Standing Committee to conduct these reviews, and also, to assist Council by making recommendations on these matters. City Council is ultimately responsible for approving the City's budget, appointing the auditor, and providing general financial authority and oversight.

### BUDGETING AND FINANCIAL REPORTING

Based on the input from citizens, businesses, and numerous other stakeholders, City Council establishes an annual operating budget each year. This operating budget includes the required revenues to fund the City's delivery of desired programs and services to the community and represents City Council's priorities as identified in the City of St. Albert's Council Strategic Plan and other sources. From year-to-year, services may be altered when City Council identifies a clear need. Note that the operating budget is also prepared on a modified cash flow basis.

Based on this method the City uses tax revenues, reserve transfers and government transfers to balance its operating budget.

The City also prepares an annual capital budget based on the long-term projections of its 10-Year Capital Plan. Budget items for the current year are carefully reviewed on a project basis and funded through a variety of mechanisms such as tax revenues, reserve transfers or government transfers. As there is typically a portion of the capital budget carried forward for projects not completed within the fiscal year, budgets are not directly comparable with current year actual amounts.

The City is organized into various business areas, each responsible for managing the delivery of program services in accordance with the resources allocated to those programs. While all departments share a common accounting and reporting system, financial and accounting services are administered within the Financial Services and Information Technology department and delivered to each business area based on its needs.

The City utilizes three fund categories to record and monitor its financial operations: operating fund, capital fund and reserves fund. In addition, these funds are utilized in the preparation of the City's budget and the distribution and use are applied in accordance with the respective fund policy.

## **INTERNAL CONTROLS**

The City uses financial policies and procedures to ensure appropriate financial internal controls are in place. Policies and procedures are reviewed annually to comply with the *Municipal Government Act* and Canadian Public Sector Accounting Standards. A proactive approach is taken to identify and address financial challenges.

## **AUDITING PROCESS**

The *Municipal Government Act* requires a municipal council to appoint an independent auditor. In 2017, a tender for audit services was completed and City Council appointed the chartered accounting firm of KPMG LLP as the external auditor for a five-year term, with an option to extend an additional four years, at City Council's discretion. Following a comprehensive audit process and after working closely with management, the auditor must report to City Council with the annual consolidated financial statements. City Council approved the 2021 Consolidated Financial Statements at its meeting on April 19, 2022.





Shops at Boudreau and Botanica

## RISKS AND UNCERTAINTIES

The City is committed to an integrated approach to risk management, where it is viewed as a key component of sound business practice and due diligence. Management promotes a proactive, corporate-wide and systematic approach to managing risks that could affect City objectives. The City is exposed to various risks that are mitigated through operational and financial controls.

### NORMAL OPERATIONAL RISKS

Normal operational risks are related to delivery of the City's programs and services; as well as social, legal, regulatory, and economic events that could impact City operations, human resource availability and costs, and investment risks related to volatile financial markets. Along with the use of estimates and judgments, the City maintains a system of internal controls to provide reasonable assurance that attests to the fairness and reliability of information and data. To protect and safeguard City assets, control systems are regularly reviewed and enhanced as required.

### REVENUE VOLATILITY

The City's revenue is exposed to economic or other external influences. To address the challenge connected with revenue volatility, the City adopts strategies and practices, which include conservative budgeting, quarterly forecasting, a long-term investment strategy, and environmental scanning techniques to identify market changes. When appropriate, the City lobbies senior government and other organizations for sufficient and reliable transfers; however, the current provincial government's financial challenges present a risk related to future transfers.





Fountain Park Recreation Centre

## INFRASTRUCTURE REPLACEMENT

Municipal infrastructure is required to support a community's economy and quality of life. To ensure that sufficient local infrastructure is available, the City applies long-term construction and maintenance plans or strategies. In many cases, the City's identified infrastructure requirements exceed its funding capacity; therefore, City Council engages in a ranking process and seeks other sources of funding, such as borrowing or government transfers. If not addressed, a municipality's infrastructure deficit could result in lost productivity, damage to property, and decreased quality of life.

## INSURANCE LOSS

The City maintains an insurance program to cover losses related to its activities, operations, assets and infrastructure. This program has two components: an insurance program purchased through well capitalized external insurers and a self-funded insurance program for all losses falling below policy deductibles. The City's approach to risk management attempts to achieve a balance between risk and total cost.

A claims reserve was established in 2008 to fund the City's self-insured program. The reserve is funded to a confidence level at the 95th percentile of the City's projected losses, as recommended in the November 2011 loss projection analysis report provided by an external consultant. At December 31, 2021, the City's outstanding and fully reserved insurance claims related liability were \$0.2M, and its claims self-insurance reserve fund was \$1.2M.

## ENVIRONMENTAL RISK

The City employs environmental management professionals to assist departments in complying with environmental laws, regulations and best practices. The City has also adopted policies and procedures to govern the City's approaches, and it follows environmental systems that provide a sound model to effectively deal with environmental impacts associated with municipal activities. In addition, insurance policies are in place to handle potential unexpected environmental risks.

The City's environmental portfolio also includes actions and targets related to energy management, greenhouse gas reduction and alternative energy generation. This approach incorporates progressive actions aimed at lowering facility energy costs, reduce maintenance requirements and diversify energy production at City owned facilities.



Erin Ridge Park

## **PANDEMIC**

The COVID-19 pandemic, as declared by the World Health Organization (W.H.O) in March 2020, has resulted in significant financial, economic, and social impacts. It has required the City to modify operations to comply with provincial public health orders, establish an Emergency Operations Centre and collaborate with government agencies to contain the spread of the virus. The City takes a measured approach to protect the health of the public and employees. The City adheres to provincial health guidelines (set by Alberta Health Services) and the City's Standard Operating Procedures. With the pandemic continuing to pose risks and organizational challenges to the City and the community, the duration, severity and unforeseen long-term impact of the virus and its variants may have an undetermined effect.

In May 2020, during the response phase of the pandemic, the City established the Recovery Task Force, with members from the public/private businesses and community, to collaborate and provide support for St. Albert's economic and social resiliency goals to achieve recovery post-pandemic. The Recovery Task Force wrapped up in August 2021, as Alberta economy re-opened during the summer.

Recovery to pre-pandemic levels may take two to three years as the swift actions required to modify operations in response to the pandemic that generated savings in 2020 are one-time only, thus, cannot be sustained.





Fountain Park Recreation Centre  
- Pre-School Playground

## FUTURE OUTLOOK

The City of St Albert has worked hard to deliver value-added programs and services to the community. Going into the second year of the pandemic and considering the challenges in the business environment, St. Albert implemented initiatives, tactics, and strategies to meet its goals, while prioritizing the health and safety of its residents, patrons, and staffs.

The City's has continued to exercise fiscal responsibility and minimize the financial impacts of the COVID-19 pandemic to our community. In the past year, due to numerous changes related to COVID-19 restrictions and while most staff were working remotely, the City was able to find new ways to innovate and increase efficiency. Hence, the City has made efforts to streamline operations by transforming certain processes to operate digitally. These processes include migrating the procurement process to the Bids and Tenders Online Platform, implementing the Arden Theatre ticketing system and creating Economic Development's Business Intelligence Tools. These Business Intelligence Tools provide local information, such as demographics, to businesses. To support red tape reduction for development, the City is in the midst of converting the development and permitting applications to an electronic application system. This will assist the City in reducing application processing timelines. As well, St. Albert Council created a Business Resiliency Grant Program in 2021. This grant assists small businesses in increasing their online presence, it received over eighty applications. The City once again, managed to strategically reduce services, defer projects, reallocate resources and execute cost-saving initiatives. This enables the City to close the year in a strong financial position.

As part of St. Albert's efforts to reduce red tape for developers, drive investments and increase tourism in the region, the City approved three bylaws that re-designated land in the Riverbank Landing area from direct control to direct-control mixed use, which eliminated developers need to seek Council approval at various stages of the project.

Beginning this year, the City is moving forward with the transfer and transition of the annexed Sturgeon County jurisdiction. The Alberta government's approval, through an order in Council on December 8, 2021, formally completes the collaboration and negotiation process between the City of St Albert and Sturgeon County that began in 2017. The successful completion of the annexation project was a notable milestone achievement for St. Albert. This land addition allows



for new developments and servicing, while providing the City with opportunities for a higher volume of business in the area. The newly annexed Sturgeon land of 1,558 hectares (3,850 acres) facilitates St Albert's growth for the next 50 years. This is consistent with the City's revised Municipal Development Plan, *Flourish*, and supports sustainable long-term community planning goals.

Effective February 9, 2022, Alberta moved to adopt a 3-Step phased approach to easing of restrictions and re-open the economy. The UCP Kenney government announced the removal of vaccine passports and restriction exemptions program immediately. They lifted most restrictions as part of Step 2 on March 1, based on the declining hospitalizations metric. The Province's phased approach and timelines are in sync with other Canadian jurisdictions and their lifting of COVID-19 restrictions. The removal of these restrictions would not be possible without the remarkable success that the Canadian government achieved in 2021. This success contributed to the economic recovery, as the vaccines were acquired and rollout in record time. The vaccines were available approximately one year after COVID-19 surfaced. The vaccines alleviated severe outcomes with the delta variant in the fall of 2021; and the current omicron variant impacting the first quarter of 2022, although it spreads rapidly, has mild symptoms for many. In addition, the Canadian government moved very quickly to provide support payments to households and businesses in hopes of averting an economic collapse, which will soon unwind.

On February 24, 2022, the Alberta government announced its latest Budget 2022-2025. The Budget has several key themes – that is to strategically invest in specific sectors: health care, jobs, economy, and innovation. The City remains focused on working with the Province on Alberta's Recovery Plan to resume normal operations. This requires St. Albert to adhere to a tight budget that minimizes spending and maximizes revenues, while providing programs and services most valued by residents and businesses. With inflationary pressures being more persistent than anticipated, businesses and employers like the City of St Albert may experience increases in operating costs due to rising input costs, especially energy and raw materials used in construction. With the prospect of rising interest rates, the City would see gains on investment income, which may offset to higher interest charges. As a municipality with healthy reserves, well managed debt levels and strong financial policies and procedures, the City is in a solid financial position to address the transition from the COVID-19 pandemic to endemic.

The City will also be challenged due to a 25 per cent funding reduction to the Municipal Sustainability Initiative (MSI) in the provincial Budget. The City looks forward to partnering with the provincial government to establish a new, long-term funding agreement through the Local Government Fiscal Framework. St. Albertans will also see an increase to their Provincial Education Property Tax Requisition this year, in the range of two to three per cent, based on the new provincial Budget.

The past two years have been difficult for residents, patrons, businesses and City employees. Thank you to the dedicated staff who have continued to safely provide critical and valued services to the community throughout the pandemic. Our appreciation is extended to those who make St. Albert a great place to live and work.



Kerry Hilts  
Interim Chief Administrative Officer  
April 19, 2022



Anne Victoor, CPA, CGA  
Interim Director, Financial Services &  
Information Technology | CFO

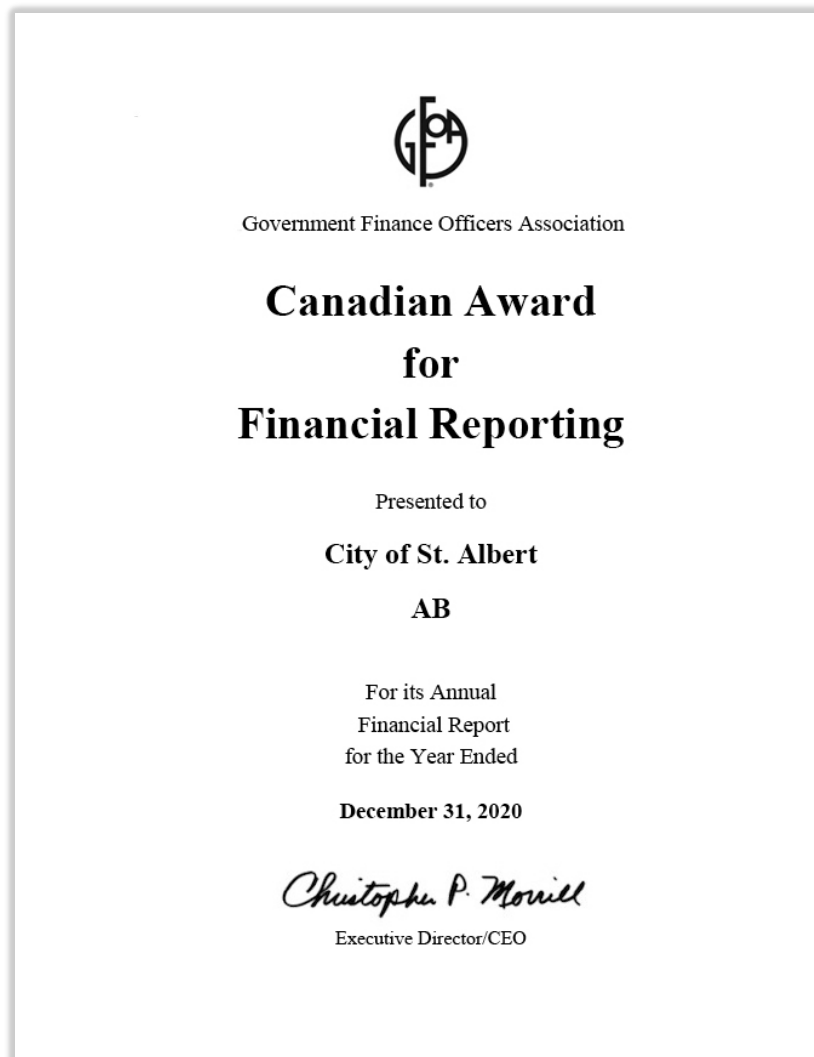
# CANADIAN AWARD FOR FINANCIAL REPORTING

For the last 20 years, the City has received a Canadian Award for Financial Reporting for its Annual Financial Reports. This award, presented by the Government Finance Officers Association of the United States and Canada (GFOA), is presented to governments across Canada who publish high-quality financial reports.

In order to qualify, a government must publish an easily readable and efficiently organized annual financial report, the contents of which conform to program standards beyond the minimum requirements prescribed by Canada's Generally Accepted Accounting Principles. Such a report should clearly communicate the municipality's financial condition, enhance an understanding of financial reporting, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one-year only.

The City of St. Albert believes its current Report continues to conform to the program award requirements and will therefore again forward it to the Government Finance Officers Association for award consideration.





# Financial Section

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## Management's Report

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To the Mayor and Members of Council of the City of St. Albert,

Management of the City of St. Albert is responsible for the integrity, relevance and comparability of the data in the accompanying consolidated financial statements. The consolidated financial statements have been prepared by Management in accordance with Canadian Public Sector Accounting Standards. The preparation of the consolidated financial statements necessarily includes some amounts which are based on Management's best estimates.

It is City policy to practice the highest standard of ethics. The City also has policies and procedures for internal controls.

Management is committed to maintaining an extensive system of internal controls, providing reasonable assurance that:

- \* all transactions are appropriately authorized
- \* assets are properly accounted for and safeguarded
- \* all transactions are appropriately recorded, and financial records are reliable for the preparation of consolidated financial statements.

Oversight for Management's responsibilities for financial reporting is provided by City Council. There are regular meetings between Council, Management the City's independent auditors to discuss auditing and reporting on financial matters, and to ensure that Management is carrying out its responsibilities with its preparation of the consolidated financial statements. The independent auditors have full and free access to the Committee and Management.

The consolidated financial statements have been audited by the independent firm of KPMG LLP.



Kerry Hilts (Apr 22, 2022 13:36 MDT)

Kerry Hilts  
Interim Chief Administrative Officer



Anne Victoor (Apr 22, 2022 13:32 MDT)

Anne Victoor, CPA, CGA  
Interim Director, Financial Services & Information Technology/CFO



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Fax (780) 429-7379  
www.kpmg.ca

## INDEPENDENT AUDITORS' REPORT

To the Mayor and Members of Council of the City of St. Albert

### ***Opinion***

We have audited the consolidated financial statements of the City of St. Albert (the "Entity"), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of changes in net financial assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2021, and its consolidated results of operations, its consolidated changes in net financial assets and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Other Information***

Management is responsible for the other information. Other information comprises the information, other than the financial statements and the auditors' report thereon, included in the "Annual Report".

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report therein, included in the "Annual Report", as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.





We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants

Edmonton, Canada

April 19, 2022

# CITY OF ST. ALBERT

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2021 (in thousands of dollars)

	2021	2020
<b>Financial Assets</b>		
Cash and Cash Equivalents	\$ 36,589	\$ 46,922
Accounts Receivable	17,963	9,476
Taxes Receivable (Note 3)	3,323	3,498
Land and Inventories Held for Resale	120	125
Investments (Note 4)	189,422	165,434
<b>Total Financial Assets</b>	<b>247,417</b>	<b>225,455</b>
<b>Financial Liabilities</b>		
Accounts Payable and Accrued Liabilities	30,521	24,464
Deferred Revenue (Note 5)	25,793	31,443
Offsite Levy Liabilities (Note 6)	24,562	16,632
Deposit Liabilities (Note 7)	2,613	2,348
Long-Term Debt (Note 8)	73,442	46,331
Environmental Liability (Note 9)	1,095	1,083
<b>Total Financial Liabilities</b>	<b>158,026</b>	<b>122,301</b>
<b>Net Financial Assets</b>	<b>89,391</b>	<b>103,154</b>
<b>Non-Financial Assets</b>		
Tangible Capital Assets (Note 10)	1,198,758	1,110,549
Inventories of Materials and Supplies	1,221	1,232
Prepaid Expenses	1,301	1,257
<b>Total Non-Financial Assets</b>	<b>1,201,280</b>	<b>1,113,038</b>
<b>Accumulated Surplus (Note 12)</b>	<b>\$ 1,290,671</b>	<b>\$ 1,216,192</b>

Commitments and Contingencies (Note 13)

Contractual Rights (Note 14)

Subsequent Event (Note 23)

Approved by:



Mayor



Sheena Hughes (Apr 22, 2022 15:55 MDT)

Councillor

**CITY OF ST. ALBERT**  
**CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS**

Year Ended December 31, 2021 (in thousands of dollars)

	2021 Budget (Note 20)	2021	2020
<b>Operating Revenue</b>			
Property Taxes (Note 16)	\$ 112,175	\$ 111,800	\$ 109,426
Sales and User Fees	53,669	51,674	49,812
Government Transfers - Operating (Note 17)	4,014	4,667	12,559
Franchise Fees (Note 15)	6,176	6,373	5,260
Licenses and Permits	3,299	3,443	3,178
Investment Income	4,601	2,949	3,108
Contracted Services Revenue	2,802	2,685	2,685
Fines and Penalties	4,025	3,602	2,351
Other Revenue	527	2,128	1,374
<b>Total Operating Revenue</b>	<b>191,288</b>	<b>189,321</b>	<b>189,753</b>
<b>Expenses</b>			
Public Works & Transit	43,322	45,744	42,860
Emergency Services	39,355	38,103	37,064
Utility Services	32,477	34,696	32,180
Community & Recreation Services	26,005	22,170	24,321
General Government	21,836	20,879	19,688
Planning & Engineering	14,841	19,764	18,069
Cultural Services	4,660	6,072	6,233
Corporate Financing	6,138	1,688	2,849
Executive Leadership	2,313	3,057	2,609
Council	821	804	738
<b>Total Expenses</b>	<b>191,768</b>	<b>192,977</b>	<b>186,611</b>
<b>Annual (Deficiency) Surplus Before Capital Revenue</b>	<b>(480)</b>	<b>(3,656)</b>	<b>3,142</b>
<b>Capital Revenue</b>			
Contributed Tangible Capital Assets	9,508	30,707	35,820
Developer Contributions and Levies	-	2,535	6,923
Government Transfers - Capital (Note 17)	33,122	44,893	38,460
<b>Total Capital Revenue</b>	<b>42,630</b>	<b>78,135</b>	<b>81,203</b>
<b>Annual Surplus</b>	<b>42,150</b>	<b>74,479</b>	<b>84,345</b>
<b>Accumulated Surplus, Beginning of Year</b>	<b>1,216,192</b>	<b>1,216,192</b>	<b>1,131,847</b>
<b>Accumulated Surplus, End of Year</b>	<b>\$ 1,258,342</b>	<b>\$ 1,290,671</b>	<b>\$ 1,216,192</b>

The accompanying notes are an integral part of these consolidated financial statements.



**CITY OF ST. ALBERT**  
**CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS**

Year Ended December 31, 2021 (in thousands of dollars)

	2021 Budget (Note 20)	2021	2020
<b>Annual Surplus</b>	\$ 42,150	\$ <b>74,479</b>	\$ 84,345
Acquisition of Tangible Capital Assets	(211,583)	<b>(92,197)</b>	(64,369)
Contributed Tangible Capital Assets	9,508	(30,707)	(35,820)
Proceeds on Disposal of Tangible Capital Assets	-	663	146
Amortization of Tangible Capital Assets	26,348	33,935	31,075
Loss on Disposal of Tangible Capital Assets	-	97	254
	(175,727)	(88,209)	(68,714)
Acquisition of Inventories of Materials and Supplies	-	(1,221)	(1,232)
Acquisition of Prepaid Expenses	-	(1,301)	(1,257)
Consumption of Inventories of Materials and Supplies	-	1,232	1,138
Use of Prepaid Expenses	-	1,257	1,184
	-	(33)	(167)
<b>(Decrease) Increase in Net Financial Assets</b>	(133,577)	(13,763)	15,464
<b>Net Financial Assets, Beginning of Year</b>	103,154	103,154	87,690
<b>(Net Debt) Net Financial Assets, End of Year</b>	\$ (30,423)	\$ 89,391	\$ 103,154

The accompanying notes are an integral part of these consolidated financial statements.

**CITY OF ST. ALBERT**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**YEAR ENDED DECEMBER 31, 2021** (in thousands of dollars)

	2021	2020
<b>Cash Provided by (Used in):</b>		
<b>Operating Activities</b>		
Annual Surplus	\$ 74,479	\$ 84,345
<b>Items Not Involving Cash:</b>		
Amortization of Tangible Capital Assets	33,935	31,075
Contributed Tangible Capital Assets	(30,707)	(35,820)
Loss on Disposal of Tangible Capital Assets	97	254
	<b>77,804</b>	<b>79,854</b>
<b>Change in Non-Cash Assets and Liabilities:</b>		
Accounts Receivable	(8,487)	3,410
Taxes Receivable	175	(233)
Land and Inventories Held for Resale	5	(98)
Accounts Payable and Accrued Liabilities	6,057	3,079
Deferred Revenue	(5,650)	(27,491)
Offsite Levy Liabilities	7,930	4,050
Deposit Liabilities	265	(256)
Environmental Liability	12	(108)
Inventories of Materials and Supplies	11	(94)
Prepaid Expenses	(44)	(73)
<b>Cash from Operating Activities</b>	<b>78,078</b>	<b>62,040</b>
<b>Capital Activities</b>		
Acquisition of Tangible Capital Assets	(92,197)	(64,369)
Proceeds on Disposal of Tangible Capital Assets	663	146
<b>Cash applied to Capital Activities</b>	<b>(91,534)</b>	<b>(64,223)</b>
<b>Investing Activities</b>		
Purchase of Investments	(127,182)	(106,383)
Maturity of Investments	103,194	102,292
<b>Cash applied to Investing Activities</b>	<b>(23,988)</b>	<b>(4,091)</b>
<b>Financing Activities</b>		
Issue of Long-Term Debt	33,100	11,500
Repayment of Long-Term Debt	(5,989)	(5,291)
<b>Cash from Financing Activities</b>	<b>27,111</b>	<b>6,209</b>
<b>(Decrease) in Cash and Cash Equivalents</b>	<b>(10,333)</b>	<b>(65)</b>
Cash and Cash Equivalents, Beginning of Year	46,922	46,987
<b>Cash and Cash Equivalents, End of Year</b>	<b>\$ 36,589</b>	<b>\$ 46,922</b>

The accompanying notes are an integral part of these consolidated financial statements.

## **CITY OF ST. ALBERT**

### **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**Year Ended December 31, 2021 (in thousands of dollars)**

The City of St. Albert (the City) is a municipality in the Province of Alberta and operates under the provisions of the Municipal Government Act, R.S.A., 2000, c. M-26, as amended (MGA).

The global pandemic with the coronavirus (COVID-19) continued throughout 2021. Additional variants of this virus emerged in 2021, which impacted the economic recovery and led to another round of restrictions.

The City continued with a fiscally conservative approach to minimize its anticipated deficit by reallocating resources, deferring projects, finding cost-saving initiatives and changing service levels.

#### **1. Significant Accounting Policies**

The consolidated financial statements ("financial statements") of the City are the representations of management and have been prepared in accordance with Canadian public sector accounting standards.

Significant accounting policies adopted by the City are as follows:

##### **a. Reporting Entity**

The financial statements reflect the assets, liabilities, revenues, expenses and accumulated surplus of the reporting entity. The entity is comprised of all organizations, committees and local boards that are owned or controlled by the City and are, therefore, accountable to the Council for the administration of their financial affairs and resources. In addition to the City's municipal government operations, entities include the St. Albert Public Library and the Arts & Heritage Foundation of St. Albert. Inter-departmental and inter-organizational transactions and balances between these entities have been eliminated. The financial statements also include requisitions for educational and other organizations that are not part of the City.

##### **b. Use of Estimates**

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

Significant estimates include assumptions used in determining the fair value of contributed tangible capital assets. Other areas that estimates are used in determining the useful lives of tangible capital assets, provision for allowances in accounts receivable, provision for tax exempt appeals, investment impairment and environmental liabilities.

Actual results could differ from these estimates.

##### **c. Basis of Accounting**

The financial statements are prepared using the accrual basis of accounting.

##### **i. Revenue**

Revenue is accounted for in the period in which it is earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Tax revenues are recognized when the tax has been authorized by bylaw and the taxable event has occurred.



## CITY OF ST. ALBERT NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

**c. Basis of Accounting (continued)**

**i. Revenue (continued)**

Offsite levies are collected from a developer upon the execution of a Development Agreement as per the Offsite Levy Bylaw. These funds are restricted to fund the construction of specific infrastructure and are recognized as revenue once the said infrastructure has been built and the City has provided a construction completion certificate.

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase or construction of tangible capital assets. These transfers are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return. These are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

**ii. Expenses**

Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

**d. Cash and Cash Equivalents**

Cash and cash equivalents consist of cash on hand and cash equivalents that are highly liquid. Cash and cash equivalents are held in highly liquid bank accounts as they earn a higher interest rate than short term investments.

**e. Investments**

Investments are recorded at amortized cost. Investment premiums and discounts are amortized on the straight line basis over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.

Investment income is reported as revenue in the period earned. When required by agreement or legislation, investment income earned on deferred revenue is added to the deferred revenue balance.

**f. Land and Inventories Held for Resale**

Land held for resale is recorded at the lower of cost and net realizable value. Inventories held for resale are valued at lower of cost and net realizable value.

## CITY OF ST. ALBERT

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

#### g. Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for the use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations.

#### i. Tangible Capital Assets

Tangible Capital Assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value of the tangible capital assets, excluding land, is amortized on a straight-line basis over their estimated useful lives as follows:

Buildings and Building Improvement	10 to 50 years
Land Improvement	10 to 30 years
Library Collections	5 years
Engineered Structures	
Roadway System	15 to 50 years
Water System	20 to 75 years
Wastewater System	30 to 75 years
Storm System	30 to 75 years
Machinery and Equipment	5 to 20 years
Vehicles	5 to 18 years

Assets under construction are not amortized until the asset is available for productive use.

#### ii. Contributions of Tangible Capital Assets

Tangible Capital Assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue. If an estimate of fair value cannot be made, the tangible capital assets are recorded at a nominal value.

#### iii. Leases

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

## CITY OF ST. ALBERT

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

**g. Non-Financial Assets (continued)**

**iv. Works of Art and Historical Treasures**

Cultural and historical assets such as works of art, historical and heritage sites are not recorded as tangible capital assets.

**v. Inventories of Materials and Supplies**

Inventories of materials and supplies consist mainly of parts and road maintenance materials and are valued at the lower of cost and replacement cost.

**h. Post-Employment Benefits**

The City participates in multi-employer pension plans. As such, contributions for current and past service pension benefits are recorded as expenses in the year in which they become due.

**i. Environmental Liability**

The costs to close and maintain solid waste landfill sites are based on estimated future expenses, adjusted for Alberta Capital Finance Authority discount rate and City municipal index rate to current dollars. These costs are reported as a liability on the Consolidated Statement of Financial Position.

Pursuant to the Alberta Environmental Protection and Enhancement Act, the City is required to fund the closure of its landfill site and provide for post-closure care of the facility. Closure and post-closure activities include the final clay cover, landscaping, as well as surface and ground water monitoring, leachate control, and visual inspection. The liability for closure and post-closure care has been recognized based on an estimate of future expenses.

Contaminated sites are defined as the result of contamination being introduced into air, soil, water, or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring. Sites that are currently in productive use are only considered contaminated sites if an unexpected event results in remediation. In cases where the City's responsibility is not determinable, a contingent liability may be disclosed.

**j. Deferred Revenue**

Deferred revenues represent government transfers, donations, and other amounts which have been collected, but for which the related services have yet to be performed or agreement stipulations have not been met. These amounts will be recognized as revenues when revenue recognition criteria have been met. Interest earned on deferred revenues, reserves, and offsite levies are calculated using an average investment earnings on a monthly basis.



## CITY OF ST. ALBERT

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

#### k. Requisition Over-levy and Under-levy

Over-levies and under-levies arise from the difference between the actual property tax levy made to cover each requisition and the actual amount requisitioned.

If the actual levy exceeds the requisition, the over-levy is accrued as a liability and property tax revenue is reduced. Where the actual levy is less than the requisition amount, the under-levy is accrued as a receivable and as property tax revenue.

Requisition tax rates in the subsequent year are adjusted for any over-levies or under-levies of the prior year.

#### l. Future Accounting Standard Pronouncements

The following summarizes upcoming changes to Canadian public sector accounting standards. In 2022, the City will continue to assess the impact and prepare for the adoption of these standards. While the timing of standard adoption may vary, certain standards must be adopted concurrently. The requirements in Financial Statement Presentation (PS1201), Financial Instruments (PS3450), Foreign Currency Translations (PS2601) and Portfolio Investments (PS3041) must be implemented at the same time.

Public Sector Accounting Standard	Name	Effective Date
PS1201	Financial Statement Presentation	April 1, 2022 (December 31, 2023 for the City)
PS 2601	Foreign Currency Translation	April 1, 2022 (December 31, 2023 for the City)
PS 3041	Portfolio Investments	April 1, 2022 (December 31, 2023 for the City)
PS 3450	Financial Instruments	April 1, 2022 (December 31, 2023 for the City)
PS 3280	Asset Retirement Obligations	April 1, 2022 (December 31, 2023 for the City)
PS 3400	Revenue	April 1, 2023 (December 31, 2024 for the City)
PSG-8	Purchased Intangibles	April 1, 2023 (December 31, 2024 for the City)
PS 3260	Public Private Partnerships	April 1, 2023 (December 31, 2024 for the City)

# CITY OF ST. ALBERT

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 2. CASH AND CASH EQUIVALENTS

Cash and cash equivalents is comprised of cash and temporary investments in liquid bank accounts with stated rates of 0.10% to 0.80% (2020 - 0.10% to 1.00%). The City has entered into a strategy of maintaining more cash in these accounts as they earn a higher interest rate than other short term investments.

### 3. TAXES RECEIVABLE

	2021	2020
Taxes receivable	\$ 2,136	\$ 2,263
Penalties and arrears	1,187	1,235
<b>Total taxes receivable</b>	<b>\$ 3,323</b>	<b>\$ 3,498</b>

### 4. INVESTMENTS

	2021		2020	
	Amortized Cost	Market Value	Amortized Cost	Market Value
Short Term Investment Portfolio	\$ 50,068	\$ 50,068	\$ 55,000	\$ 55,000
Long Term Investment Portfolio	139,154	139,846	110,234	113,819
Credit Union Shares	200	200	200	200
	<b>\$ 189,422</b>	<b>\$ 190,114</b>	<b>\$ 165,434</b>	<b>\$ 169,019</b>

The Short Term Investment Portfolio includes notes and deposits and have effective rates of 0.85% to 1.26% (2020 - 0.75% to 2.45%), are for fixed terms, and have maturity dates less than three years. The City's Long Term Investment Portfolio includes corporate and government bonds and have effective rates of 1.40% to 3.22% (2020 - 1.40% to 3.22%), with maturity dates ranging between 2022 and 2035.

**CITY OF ST. ALBERT**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

Year Ended December 31, 2021 (in thousands of dollars)

**5. DEFERRED REVENUE**

	2020	Net Contributions	Interest Earned	Revenue Recognized	2021
<b>Deferred Revenue - Capital Government Transfers</b>					
Municipal Sustainability Initiative	\$ 15,097	\$ 14,587	\$ 392	\$ (23,117)	\$ 6,959
Alberta Community Partners	9	-	-	(9)	-
Other Capital (Watershed Resiliency)	147	668	-	(572)	243
Federal Gas Tax Fund	8,374	7,737	188	(5,726)	10,573
Ray Gibbon Drive Provincial Grant Funding	128	-	-	-	128
Green Trip Grant	3,514	-	53	(42)	3,525
Municipal Support Program	1,096	6,755	76	(7,927)	-
ICIP Covid	-	7,452	-	(7,452)	-
<b>Total Deferred Revenue - Capital Government Transfers</b>	<b>28,365</b>	<b>37,199</b>	<b>709</b>	<b>(44,845)</b>	<b>21,428</b>
<b>Deferred Revenue - Operating Government Transfers</b>					
Municipal Sustainability Initiative	-	492	-	(492)	-
Library	22	-	-	(22)	-
Family & Community Support Services	118	1,662	-	(1,425)	355
ACP Grant - Inter Municipal Collaboration	28	20	1	(16)	33
Community	2	-	-	-	2
Arts and Heritage Foundation	219	270	-	(220)	269
Other	219	443	-	(251)	411
<b>Total Deferred Revenue - Operating Government Transfers</b>	<b>608</b>	<b>2,887</b>	<b>1</b>	<b>(2,426)</b>	<b>1,070</b>
<b>Deferred Revenue - Other</b>					
Servus Place	781	1,254	-	(685)	1,350
Other Operating	667	973	-	(922)	718
Licensing	899	953	-	(899)	953
Community	76	2	-	-	78
Utilities	35	-	-	(5)	30
Performing Arts	-	166	-	-	166
Library	12	-	-	(12)	-
<b>Total Deferred Revenue - Other</b>	<b>2,470</b>	<b>3,348</b>	<b>-</b>	<b>(2,523)</b>	<b>3,295</b>
<b>Total Deferred Revenue</b>	<b>\$ 31,443</b>	<b>\$ 43,434</b>	<b>\$ 710</b>	<b>\$ (49,794)</b>	<b>\$ 25,793</b>



# CITY OF ST. ALBERT

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 6. OFFSITE LEVY LIABILITIES

	2020	Contributions	Interest Earned	Applied	2021
<b>Offsite Levy Liabilities</b>					
Transportation Offsite Levy	\$ 1,841	\$ 5,603	\$ 53	\$ (1,750)	<b>5,747</b>
Water Offsite Levy	14,033	2,132	267	-	<b>16,432</b>
Sanitary Sewer Levy	733	1,683	17	(760)	<b>1,673</b>
Stormwater Levy	25	706	4	(25)	<b>710</b>
<b>Total Offsite Levy Liabilities</b>	<b>\$ 16,632</b>	<b>\$ 10,124</b>	<b>\$ 341</b>	<b>\$ (2,535)</b>	<b>24,562</b>

### 7. DEPOSIT LIABILITIES

Deposit liabilities can either be interest bearing or non-interest bearing and are held based on the term of the related transactions or agreements.

The City has taken securities from developers in the form of cash, recorded as deposit liabilities and letters of credit or development bonds. Security is retained based on a percentage of the infrastructure constructions costs require to service the development and is held to secure performance obligations under the development agreements or permits. The value of securities can be reduced or increased, at the discretion of the City, as the associated development activity progresses. As at December 31, 2021 the City held \$2,613 (2020 - \$2,348) of deposit liabilities for development agreements and permits and held letters of credit or development bonds in the amount of \$2,508 (2020 - \$2,245).

### 8. LONG-TERM DEBT

a. Long-term debt consists of:

	2021	2020
Municipal Tax Supported Debenture	\$ 73,442	\$ 46,331

Debenture debt has been issued on the credit and general security of the City. Debentures are held by the Alberta Treasury Board. Debenture interest is payable at rates ranging from 2.08% to 5.00% per annum. The debentures are payable in annual or semi-annual amounts and mature in periods ranging from 2022 to 2041.

The City has an operating line of credit with its bank of \$20,000 (2020 - \$20,000). This credit facility bears interest at the Scotia Bank Composite Prime minus 0.00% and was not drawn on at December 31, 2021.

The City's total cash payments for interest in 2021 were \$1,639 (2020 - \$1,632)

# CITY OF ST. ALBERT

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 8. LONG-TERM DEBT (continued)

- b. Long-term debt principal and interest amounts due in each of the next five years and thereafter are as follows:

	Principal	Interest	Total
2022	\$ 8,188	\$ 2,432	\$ 10,620
2023	7,810	2,119	9,929
2024	6,862	1,803	8,665
2025	4,549	1,574	6,123
2026	4,338	1,408	5,746
Thereafter	41,695	9,503	51,198
	<b>\$ 73,442</b>	<b>\$ 18,839</b>	<b>\$ 92,281</b>

- c. Debt Limits

Section 276(2) of the Municipal Government Act requires that debt and debt limits, as defined by Alberta Regulation 255/2000 for the City be disclosed as follows:

	2021	2020
Total Debt Limit	\$ 287,787	\$ 295,014
Total Debt	75,142	46,331
<b>Amount of Debt Limit Unused</b>	<b>212,645</b>	<b>248,683</b>
Maximum Allowable Debt Servicing Limit	47,964	49,169
Annual Payments of Existing Debt	7,629	6,923
<b>Amount of Debt Servicing Limit Unused</b>	<b>\$ 40,335</b>	<b>\$ 42,246</b>

The debt limit is calculated at 1.5 times revenue of the City (as defined in Alberta Regulation 255/2000) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the City, rather, the financial statements and other factors must be considered.

Total debt is comprised of outstanding debt of \$73,442 plus the outstanding loan guarantee of \$1,700 as described in Note 13c.

## CITY OF ST. ALBERT NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 9. ENVIRONMENTAL LIABILITY

Under Provincial legislation, the City has a liability for closure and post closure care of landfill sites, which includes final covering and landscaping, plumbing of groundwater and leachates from the sites, and ongoing environmental monitoring, site inspections and maintenance. The action plan includes objectives that will maintain the integrity of the containment berms, minimize the generation of leachate and continued monitoring of the groundwater. In addition, under Provincial legislation, the City is required to remediate certain lands with salt contamination in excess of Provincial environmental standards related to a former salt storage shed.

The City's landfill post closure and contaminated sites monitoring costs are based on estimated future monitoring expenses for approximately 25 years, in current dollars by applying Alberta Treasury discount rate of 3.39% and the St. Albert municipal price index rate of 2.81%. An amount of \$707 (2020 - \$703) has been set up for the landfill post closure monitoring expenses and an amount of \$388 (2020 - \$380) has been set up for contaminated sites monitoring costs. These environmental liabilities relate to salt impact, which are affecting the soil and groundwater from a former salt storage shed.

The reported liabilities are based on estimates and assumptions with respect to events using the best information available to management. Future events, such as changes to regulatory requirements, may result in significant changes to the estimated total expenses and will be recognized prospectively as a change in estimate when applicable.

	2021	2020
Estimated Post Closure Monitoring Costs	\$ 707	\$ 703
Estimated Contaminated Site Monitoring Costs	388	380
<b>Estimated Monitoring Costs</b>	<b>\$ 1,095</b>	<b>\$ 1,083</b>



**CITY OF ST. ALBERT**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

Year Ended December 31, 2021 (in thousands of dollars)

**10. TANGIBLE CAPITAL ASSETS**

	2021									
	Building Improvement	Library Collections	Land Improvement	Engineered Structures	Buildings	Machinery and Equipment	Land	Vehicles	Assets Under Construction	Total
<b>Cost</b>										
Balance, Beginning of Year	\$ 23,840	\$ 1,788	\$ 92,715	\$ 775,342	\$ 153,216	\$ 30,334	\$ 427,941	\$ 51,633	\$ 21,695	\$ 1,578,504
Acquisitions and Contributions	1,738	305	5,627	36,737	220	2,252	14,322	1,608	60,095	122,904
Disposals	-	(400)	-	-	-	(2,760)	(672)	(364)	-	(4,196)
Internal Transfers	4,021	-	9,643	41,624	1,825	3,025	-	-	(60,138)	-
<b>Balance, End of Year</b>	<b>29,599</b>	<b>1,693</b>	<b>107,985</b>	<b>853,703</b>	<b>155,261</b>	<b>32,851</b>	<b>441,591</b>	<b>52,877</b>	<b>21,652</b>	<b>1,697,212</b>
<b>Accumulated Amortization</b>										
Balance, Beginning of Year	3,551	945	37,778	310,466	73,650	18,452	-	23,113	-	467,955
Amortization	1,000	349	4,299	18,851	3,147	3,209	-	3,080	-	33,935
Disposals	-	(400)	-	-	-	(2,672)	-	(364)	-	(3,436)
<b>Balance, End of Year</b>	<b>4,551</b>	<b>894</b>	<b>42,077</b>	<b>329,317</b>	<b>76,797</b>	<b>18,989</b>	<b>-</b>	<b>25,829</b>	<b>-</b>	<b>498,454</b>
<b>Net Book Value, End of Year</b>	<b>\$ 25,048</b>	<b>\$ 799</b>	<b>\$ 65,908</b>	<b>\$ 524,386</b>	<b>\$ 78,464</b>	<b>\$ 13,862</b>	<b>\$ 441,591</b>	<b>\$ 27,048</b>	<b>\$ 21,652</b>	<b>\$ 1,198,758</b>

**CITY OF ST. ALBERT**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

Year Ended December 31, 2021 (in thousands of dollars)

**10. TANGIBLE CAPITAL ASSETS (continued)**

	2020									
	Building Improvement	Library Collections	Land Improvement	Engineered Structures	Buildings	Machinery and Equipment	Land	Vehicles	Assets Under Construction	Total
<b>Cost</b>										
Balance, Beginning of Year	\$ 20,100	\$ 1,935	\$ 75,064	\$ 735,408	\$ 144,560	\$ 27,870	\$ 416,488	\$ 49,327	\$ 13,967	\$ 1,484,719
Acquisitions and Contributions	305	263	1,301	25,771	6,014	3,135	11,566	6,009	45,825	100,189
Disposals	-	(410)	(85)	(1,376)	-	(717)	(113)	(3,703)	-	(6,404)
Internal Transfers	3,435	-	16,435	15,539	2,642	46	-	-	(38,097)	-
<b>Balance, End of Year</b>	<b>23,840</b>	<b>1,788</b>	<b>92,715</b>	<b>775,342</b>	<b>153,216</b>	<b>30,334</b>	<b>427,941</b>	<b>51,633</b>	<b>21,695</b>	<b>1,578,504</b>
<b>Accumulated Amortization</b>										
Balance, Beginning of Year	2,782	982	34,354	294,453	70,612	16,193	-	23,508	-	442,884
Amortization	769	373	3,508	17,362	3,038	2,950	-	3,075	-	31,075
Disposals	-	(410)	(84)	(1,349)	-	(691)	-	(3,470)	-	(6,004)
<b>Balance, End of Year</b>	<b>3,551</b>	<b>945</b>	<b>37,778</b>	<b>310,466</b>	<b>73,650</b>	<b>18,452</b>	<b>-</b>	<b>23,113</b>	<b>-</b>	<b>467,955</b>
<b>Net Book Value, End of Year</b>	<b>\$ 20,289</b>	<b>\$ 843</b>	<b>\$ 54,937</b>	<b>\$ 464,876</b>	<b>\$ 79,566</b>	<b>\$ 11,882</b>	<b>\$ 427,941</b>	<b>\$ 28,520</b>	<b>\$ 21,695</b>	<b>\$ 1,110,549</b>

# CITY OF ST. ALBERT

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 11. EQUITY IN TANGIBLE CAPITAL ASSETS

	2021	2020
Tangible Capital Assets	\$ 1,697,212	\$ 1,578,504
Accumulated Amortization	(498,454)	(467,955)
Long-Term Debt	(73,442)	(46,331)
	<b>\$ 1,125,316</b>	<b>\$ 1,064,218</b>

### 12. ACCUMULATED SURPLUS

Accumulated surplus consists of unrestricted, restricted and amounts invested in tangible capital assets as follows:

	2021	2020
<b>Surplus</b>		
Unrestricted Surplus (Deficit)	\$ 3,821	\$ (624)
Equity in Tangible Capital Assets	<b>1,125,316</b>	1,064,218
	<b>1,129,137</b>	1,063,594
<b>Reserves</b>		
Operating	<b>23,435</b>	21,699
Capital	<b>76,090</b>	72,862
Controlled Entity - Operating	<b>540</b>	413
Controlled Entity - Capital	<b>444</b>	483
Utilities	<b>61,025</b>	57,141
<b>Total Reserves</b>	<b>161,534</b>	152,598
<b>Total Accumulated Surplus</b>	<b>\$ 1,290,671</b>	<b>\$ 1,216,192</b>

\*Controlled Entity includes the St. Albert Public Library and the Arts & Heritage Foundation of St. Albert.



# CITY OF ST. ALBERT

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 13. COMMITMENTS AND CONTINGENCIES

#### a. Legal Claims

As at December 31, 2021, the City was involved in various legal disputes. While it is not possible to estimate the outcome of these disputes, management believes that there will be no adverse effect on the City's financial position.

#### b. Lease Commitments

The City has entered into several operating lease agreements comprised of base rent plus a proportionate share of operating costs and management fees for space rental. Lease commitments over the next five years and thereafter are as follows:

2022	\$	532
2023		379
2024		352
2025		340
2026		343
Thereafter		848
	\$	<u>2,794</u>

#### c. Loan Guarantee

The City and the City of Edmonton have provided loan guarantees totaling \$5,000 (City's proportion is \$1,700 as authorized by City Bylaw 39/2021) relating to the outstanding indebtedness of Edmonton Metropolitan Transit Services Commission (EMTSC) of \$2,400 (City's proportion is \$850) as at December 31, 2021.

### 14. CONTRACTUAL RIGHTS

The City has a contractual right to Provincial and Federal government transfer funding allocations. In 2021, the City was allocated \$18,335 (2020 - \$10,419) in Municipal Sustainability Initiative (MSI) Capital funding. The future receipt of these amounts is dependent on satisfying subsequent reporting requirements.

### 15. FRANCHISE FEES

Disclosure of utility franchise agreement annual revenues as required by Alberta Regulation 313/2000, Section 1.1 is as follows:

	2021	2020
ATCO Gas	\$ 2,724	\$ 2,719
FortisAlberta Inc.	3,649	2,541
	<u>\$ 6,373</u>	<u>\$ 5,260</u>

# CITY OF ST. ALBERT

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 16. PROPERTY TAXES

	2021 Budget (Note 20)	2021	2020
<b>Taxation</b>			
Real Property Taxes	\$ 146,534	\$ 146,616	\$ 143,637
Linear Property Taxes	1,167	1,266	1,168
Government Grants in place of property tax	200	238	229
<b>Total Taxation</b>	147,901	148,120	145,034
<b>Requisitions</b>			
Alberta School Foundation Fund	26,960	26,960	26,831
Opted Out School Board	7,528	7,528	7,568
Homeland Housing	1,238	1,232	1,203
Other	-	600	6
<b>Total Requisitions</b>	35,726	36,320	35,608
<b>Property Taxes Available for Municipal Purposes</b>	\$ 112,175	\$ 111,800	\$ 109,426

### 17. GOVERNMENT TRANSFERS

	2021 Budget (Note 20)	2021	2020
<b>Government Transfers for Operations</b>			
Provincial Transfers	\$ 3,946	\$ 4,220	\$ 11,999
Federal Transfers	68	447	560
<b>Total Operating Transfers</b>	4,014	4,667	12,559
<b>Government Transfers for Capital</b>			
Provincial Transfers	18,941	39,044	31,781
Federal Transfers	14,181	5,849	6,679
<b>Total Capital Transfers</b>	33,122	44,893	38,460
<b>Total Government Transfers</b>	\$ 37,136	\$ 49,560	\$ 51,019

# CITY OF ST. ALBERT

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 18. SALARIES AND BENEFITS DISCLOSURE

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer, and the designated officer is required by Alberta Regulation 313/2000. This information is not presented in thousands of dollars.

	Salaries (a)	Benefits and Allowances (b)	2021	2020
Mayor Heron (i)	\$ 139,449	\$ 8,659	\$ 148,108	\$ 145,734
Councillor Hansen (i)	45,950	6,977	52,927	61,680
Councillor Joly (i)	54,322	8,333	62,655	61,696
Councillor K. MacKay (i)	54,322	8,333	62,655	61,696
Councillor Watkins (i)	45,950	5,068	51,018	59,376
Councillor Brodhead	54,322	8,550	62,872	61,822
Councillor Hughes	54,322	8,571	62,893	61,932
Councillor Biermanski (ii)	8,372	882	9,254	-
Councillor Killick (ii)	8,372	194	8,566	-
Chief Administrative Officer	269,790	42,312	312,102	303,195
Designated Officer	133,000	34,018	167,018	185,722

#### a. Salaries

Salaries above include regular base salary and any retiree allowance.

#### b. Benefits and Allowances

Benefits and allowances above, include any allowances, as well as the City's share of all employee benefits and contributions or payments made on behalf of employees including retirement pension, Canada Pension Plan, employment insurance, WCB, health care, dental coverage, vision coverage, group life insurance, accidental death and dismemberment insurance, long and short term disability plans, professional memberships, and car allowances.

#### c. Related Party Transactions

Related parties include key management personnel of the City. The City has defined key management personnel to include those individuals disclosed above and the Director of Finance & Assessment/Chief Financial Officer. Transactions with key management personnel primarily consist of compensation related payments and are undertaken on similar terms and conditions to those that would be adopted if the parties were dealing at arm's length.

## CITY OF ST. ALBERT NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 19. PENSION PLANS

#### a. Local Authorities Pension Plan

Approximately 675 (2020 – 682) employees of the City participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pension Plans Act. The plan is financed by employer and employee contributions and investment earnings of the LAPP Fund. The City is required to make current service contributions to the LAPP of 9.39% (2020 - 9.39%) of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 13.84% (2020 - 13.84%) on pensionable earnings above this amount. Employees of the City are required to make current service contributions of 8.39% (2020 - 8.39%) of pensionable salary up to the year's maximum pensionable salary and 12.84% (2020 – 12.84%) on pensionable salary above this amount.

Total contributions by the City to the LAPP in 2021 were \$6,171 (2020 - \$6,292). Total contributions by the employees of the City of St. Albert to the Local Authorities Pension Plan in 2021 were \$5,610 (2020 - \$5,276). At December 31, 2020, the plan reported the value of its assets at \$53.6 billion and disclosed an actuarial surplus of \$4.96 billion. Plan asset and actuarial surplus data as at December 31, 2021 was not yet available.

#### b. APEX

The APEX supplementary pension plan, an Alberta Urban Municipalities Association (AUMA) sponsored defined benefit pension plan covered under the provisions of the Alberta Employment Pension Plans Act, commenced on January 1, 2004. This plan provides supplementary pension benefits to a prescribed class of employees 16 beneficiaries (2020 - 16). The plan supplements the Local Authorities Pension Plan.

Contributions are made by the prescribed class of employees and the City. The employees and the City are required to make current service contributions to APEX of 2.61% and 3.85% (2020 - 2.61% and 3.85%) respectively, of pensionable earnings up to \$162 (2020 - \$155). Total current service contributions by the City to APEX in 2021 were \$93 (2020 - \$96). Total current service contributions by the employees of the City were \$63 (2020 - \$65).

The cost of post-retirement benefits earned by employees is actuarially determined using the projected benefit method prorated on service, management's best estimate of salary and benefit escalation, and retirement ages of employees. The cost of post-retirement benefits are fully funded.

As at December 31, 2021, the APEX supplementary pension plan has vested with approximately 88% of eligible employees.

#### c. MuniSERP

The MuniSERP supplementary overcap retirement plan extend LAPP and APEX pension benefit levels beyond the Canada Revenue Agency maximum. The plan commenced on January 1, 2003, and provides supplementary benefits to a prescribed class of employees 3 beneficiaries (2020 - 3). MuniSERP supplements APEX and LAPP and is a voluntary, non-contributory, non-registered supplementary employee retirement plan. The cost of post-retirement benefits earned by employees is actuarially determined using the projected benefit method prorated on service, management's best estimate of salary and benefit escalation, and retirement ages of employees. As at December 31, 2021, an actuarial costing has been completed along with corresponding disclosure of designated assets.



# CITY OF ST. ALBERT

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

### 19. PENSION PLANS (continued)

The following presents the MuniSERP obligation as at December 31, 2021:

	2021	2020
<b>Accrued Benefit Obligation</b>		
Balance, Beginning of Year	\$ 119	\$ 104
Current Service Cost and Interest Cost	(23)	15
<b>Balance, End of Year</b>	<b>\$ 96</b>	<b>\$ 119</b>

There are no defined benefit plan assets.

The significant actuarial assumptions in measuring the City's accrued benefit obligation are as follows:

	2021	2020
Discount Rate	4.20 %	4.45 %
Rate of Compensation Increase	2.75 %	2.75 %

### 20. BUDGET INFORMATION

The budget data presented in these financial statements is based upon the 2021 operating and capital budgets approved by Council. The 2021 operating budget, approved by Council (2020 - December 16, 2019), is reported on the accrual basis in accordance with Canadian Public Sector Accounting Standards, which excludes the repayment of long-term debt and reserve transactions. The capital budget reports the authorized activity for the year ended December 31, 2021, as follows:

	2021	2020
Capital Budget approved by Council	\$ 81,392	\$ 102,562
Approved Capital Budget Amendments	4,658	4,035
Unspent Prior Years Budgeted Capital Expenditures and Amendments	128,620	102,410
Amounts Deemed Not Capital in Nature	(3,087)	(1,304)
<b>Revised Capital Budget for Acquisition of Tangible Capital Assets</b>	<b>\$ 211,583</b>	<b>\$ 207,703</b>

Budgets established for capital acquisitions and related financing are calculated on a project oriented basis. As these transactions may be carried out over one or more years, they are not directly comparable with current year actual amounts.

## CITY OF ST. ALBERT

### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2021 (in thousands of dollars)

#### 21. SEGMENTED INFORMATION

Segmented information has been presented by Function, which is based upon the City's organizational structure. Functions are the highest level grouping and departments are sections under the function. City services are provided by departments and their activities are reported by functional area as follows:

**a. Council**

The Council functional area provides high level direction in the nature of:

- Developing corporate strategy and related policies

This area includes all Councillors and the Mayor.

**b. 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), the Deputy Chief Administrative Officer (DCAO) and Intergovernmental Relations.

**c. General Government**

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 the City. The following departments are included in this function:

- Legal & Legislative Services

**d. Community and Recreation Services**

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 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 included in this function:

- Community Services (Excluding Culture)

**e. Emergency Services**

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.

**f. Public Works and Transit**

The Public Works and Transit functional area ensures that the City 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.

## **CITY OF ST. ALBERT**

### **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

Year Ended December 31, 2021 (in thousands of dollars)

#### **21. SEGMENTED INFORMATION (continued)**

##### **g. Planning and Engineering**

The Planning and Engineering functional area is a key contributor in assisting the community in achieving the strategies within the City's 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 included in this function:

- Engineering Services

##### **h. Corporate Financing**

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

##### **i. Utility Services**

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 included in the Utility Services Function:

- Water

##### **j. Cultural Services**

The Cultural Services functional area includes the St. Albert Public Library and Arts & Heritage Foundation of St. Albert. All cultural programs, services, and events are included in this area.

**CITY OF ST. ALBERT**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
Year Ended December 31, 2021 (in thousands of dollars)

**21. SEGMENTED INFORMATION (continued)**

The following tables report the financial operations for each of the above mentioned segments.

December 31, 2021	Council	Executive Leadership	General Government	Community & Recreation Services	Emergency Services	Public Works & Transit	Planning & Engineering	Corporate Financing	Utility Services	Cultural Services	Total 2021	Budget 2021
<b>Operating Revenue</b>												
Property Taxes	\$ 466	\$ 1,772	\$ 12,098	\$ 12,848	\$ 22,081	\$ 26,509	\$ 11,453	\$ 950	\$ 20,105	\$ 3,518	\$ 111,800	\$ 112,175
Sales and User Fees	3	-	490	4,180	1,538	2,485	2,061	13	40,659	245	51,674	53,669
Government Transfers - Operating	-	512	270	1,739	1,311	176	16	-	-	643	4,667	4,014
Fines and Penalties	-	-	1,167	-	2,189	-	-	-	246	-	3,602	4,025
Licenses and Permits	-	-	881	-	414	26	2,122	-	-	-	3,443	3,299
Contracted Services Revenue	-	-	-	-	2,685	-	-	-	-	-	2,685	2,802
Investment Income	-	-	37	110	31	215	-	1,510	1,038	8	2,949	4,601
Franchise Fees	-	-	-	-	-	-	-	6,373	-	-	6,373	6,176
Other Revenue	-	-	60	208	1	410	31	657	38	723	2,128	527
<b>Total Operating Revenue</b>	<b>469</b>	<b>2,284</b>	<b>15,003</b>	<b>19,085</b>	<b>30,250</b>	<b>29,821</b>	<b>15,683</b>	<b>9,503</b>	<b>62,086</b>	<b>5,137</b>	<b>189,321</b>	<b>191,288</b>
<b>Expenses</b>												
Salaries, Wages and Benefits	572	1,898	14,823	11,701	23,300	13,409	7,066	776	5,857	5,063	84,465	84,956
Contracted and General Services	119	1,037	4,236	1,378	1,640	14,630	3,101	132	5,571	809	32,653	32,319
Amortization of Tangible Capital Assets	86	114	1,305	3,832	605	13,893	6,206	590	6,759	544	33,934	26,348
Purchases from Other Governments	-	-	-	-	10,070	-	-	-	13,775	-	23,845	23,524
Materials, Goods and Utilities	20	8	376	2,149	997	5,675	3,273	(59)	1,117	834	14,390	15,001
Transfers to Individuals & Organizations	2	-	47	2,471	-	-	-	128	8	(1,185)	1,471	3,439
Interest on Long-Term Debt	-	-	-	493	-	812	-	(2)	306	-	1,609	1,647
Other Expenses	5	-	92	146	1,502	(2,789)	124	123	1,303	7	513	4,534
(Gain)/Loss on Disposal of Tangible Capital Assets	-	-	-	-	(11)	114	(6)	-	-	-	97	-
<b>Total Expenses</b>	<b>804</b>	<b>3,057</b>	<b>20,879</b>	<b>22,170</b>	<b>38,103</b>	<b>45,744</b>	<b>19,764</b>	<b>1,688</b>	<b>34,696</b>	<b>6,072</b>	<b>192,977</b>	<b>191,768</b>
<b>Excess (Deficiency) of Revenue over Expenses before Capital Revenue</b>	<b>(335)</b>	<b>(773)</b>	<b>(5,876)</b>	<b>(3,085)</b>	<b>(7,853)</b>	<b>(15,923)</b>	<b>(4,081)</b>	<b>7,815</b>	<b>27,390</b>	<b>(935)</b>	<b>(3,656)</b>	<b>(480)</b>
<b>Capital Revenue</b>												
Contributed Tangible Capital Assets	-	-	-	-	-	9,566	-	5,674	15,467	-	30,707	9,508
Developer Contributions and Levies	-	-	-	-	-	1,750	-	-	785	-	2,535	-
Government Transfers - Capital	22	-	1,632	7,981	10,705	1,388	19,058	-	4,107	-	44,893	33,122
<b>Excess (Deficiency) of Revenue over Expenses</b>	<b>\$ (313)</b>	<b>\$ (773)</b>	<b>\$ (4,244)</b>	<b>\$ 4,896</b>	<b>\$ 2,852</b>	<b>\$ (3,219)</b>	<b>\$ 14,977</b>	<b>\$ 13,489</b>	<b>\$ 47,749</b>	<b>\$ (935)</b>	<b>\$ 74,479</b>	<b>\$ 42,150</b>



**CITY OF ST. ALBERT**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
Year Ended December 31, 2021 (in thousands of dollars)

**21. SEGMENTED INFORMATION (continued)**

December 31, 2020	Council	Executive Leadership	General Government	Community & Recreation Services	Emergency Services	Public Works & Transit	Planning & Engineering	Corporate Financing	Utility Services	Cultural Services	Total 2020	Budget 2020
<b>Operating Revenue</b>												
Property Taxes	\$ 421	\$ 1,495	\$ 11,281	\$ 13,936	\$ 21,239	\$ 24,560	\$ 10,355	\$ 1,633	\$ 20,935	\$ 3,571	\$ 109,426	\$ 109,877
Sales and User Fees	8	-	552	4,728	1,108	3,220	1,348	9	38,620	219	49,812	59,456
Government Transfers - Operating	-	969	249	5,464	1,823	3,204	102	-	-	748	12,559	4,034
Fines and Penalties	-	-	489	-	1,658	-	-	-	205	-	2,352	4,020
Licenses and Permits	-	-	820	-	408	18	1,931	-	-	-	3,177	3,307
Contracted Services Revenue	-	-	-	-	2,685	-	-	-	-	-	2,685	2,802
Investment Income	-	-	39	135	34	212	-	1,491	1,187	10	3,108	5,501
Franchise Fees	-	-	-	-	-	-	-	5,260	-	-	5,260	5,278
Other Revenue	-	-	31	209	-	114	11	342	49	618	1,374	909
<b>Total Operating Revenue</b>	<b>429</b>	<b>2,464</b>	<b>13,461</b>	<b>24,472</b>	<b>28,955</b>	<b>31,328</b>	<b>13,747</b>	<b>8,735</b>	<b>60,996</b>	<b>5,166</b>	<b>189,753</b>	<b>195,184</b>
<b>Expenses</b>												
Salaries, Wages and Benefits	568	1,588	13,466	12,397	22,841	13,006	7,553	831	5,993	5,103	83,346	87,282
Contracted and General Services	70	819	4,501	2,725	1,227	13,427	2,436	820	5,348	759	32,132	31,336
Amortization of Tangible Capital Assets	86	114	1,261	3,390	609	12,989	4,969	605	6,471	581	31,075	23,207
Purchases from Other Governments	-	-	-	-	9,773	-	-	-	11,798	-	21,571	21,867
Materials, Goods and Utilities	13	88	397	2,211	1,219	5,129	2,928	114	1,022	856	13,977	15,878
Transfers to Individuals & Organizations	-	-	11	2,790	-	-	32	122	11	(1,088)	1,878	3,427
Interest on Long-Term Debt	-	-	-	633	-	668	-	1	340	-	1,642	1,594
Other Expenses	1	-	52	175	1,395	(2,591)	151	356	1,177	20	736	4,471
(Gain)/Loss on Disposal of Tangible Capital Assets	-	-	-	-	-	232	-	-	20	2	254	-
<b>Total Expenses</b>	<b>738</b>	<b>2,609</b>	<b>19,688</b>	<b>24,321</b>	<b>37,064</b>	<b>42,860</b>	<b>18,069</b>	<b>2,849</b>	<b>32,180</b>	<b>6,233</b>	<b>186,611</b>	<b>189,062</b>
<b>Excess (Deficiency) of Revenue over Expenses before Capital Revenue</b>	<b>(309)</b>	<b>(145)</b>	<b>(6,227)</b>	<b>151</b>	<b>(8,109)</b>	<b>(11,532)</b>	<b>(4,322)</b>	<b>5,886</b>	<b>28,816</b>	<b>(1,067)</b>	<b>3,142</b>	<b>6,122</b>
<b>Capital Revenue</b>												
Contributed Tangible Capital Assets	-	-	-	-	-	15,503	-	1,958	18,359	-	35,820	29,015
Developer Contributions and Levies	-	-	-	-	-	4,687	-	-	2,236	-	6,923	-
Government Transfers - Capital	13	-	332	3,519	2,473	11,644	17,004	-	3,475	-	38,460	27,057
<b>Excess (Deficiency) of Revenue over Expenses</b>	<b>\$ (296)</b>	<b>\$ (145)</b>	<b>\$ (5,895)</b>	<b>\$ 3,670</b>	<b>\$ (5,636)</b>	<b>\$ 20,302</b>	<b>\$ 12,682</b>	<b>\$ 7,844</b>	<b>\$ 52,886</b>	<b>\$ (1,067)</b>	<b>\$ 84,345</b>	<b>\$ 62,194</b>

## **CITY OF ST. ALBERT**

### **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

Year Ended December 31, 2021 (in thousands of dollars)

#### **22. APPROVAL OF FINANCIAL STATEMENTS**

Council has approved these financial statements.

#### **23. SUBSEQUENT EVENT**

On December 8, 2021, the Provincial Government, through an Order in Council, approved the City's application to annex 1558 hectares (3580 acres) of land from Sturgeon County. This annexation becomes effective January 1, 2022 and represents approximately \$33,000 in assessed value in 2022 and is a mixture of residential and non-residential land. The City has paid compensation to the County is the amount of \$600 as a lump sum in December 2021.



# Statistical Section

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## GENERAL STATISTICAL INFORMATION

(Unaudited)

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
POPULATION (2)	66,082	66,082	66,082	66,082	65,589
NUMBER OF DWELLING UNITS (4)	28,671	27,607	27,062	26,847	26,541
MUNICIPAL AREA (IN HECTARES)	4,973	4,973	4,973	4,973	4,973
<b>BUILDING PERMITS VALUE (IN THOUSANDS)</b>					
Residential	170,376	96,906	99,107	111,301	196,245
Commercial	42,627	11,984	38,437	26,540	62,619
Industrial	14,156	44,079	2,170	12,236	6,974
Institutional	1,941	48,355	3,542	1,997	21,254
	229,100	201,324	143,256	152,074	287,092
<b>BUILDING PERMITS ISSUED</b>					
Residential	897	734	591	726	675
Commercial	125	70	105	79	98
Industrial	41	42	52	50	42
Institutional	13	18	22	22	26
	1,076	864	770	877	841
PARK AREA (IN HECTARES) (3)	525	546	544	542	533
TAX COLLECTION RATE (PERCENTAGE)	95.74	97.59	97.68	97.92	97.77
<b>LONG TERM DEBT</b>					
Long-Term Debt (IN THOUSANDS)	73,442	46,331	40,122	42,993	37,475
Retired Within 5 Years %	43.2	56.5	65.3	57.6	59.2
Retired Thereafter %	56.8	43.5	34.7	42.4	40.8
RESIDENTIAL TAX INCREASE % (6)	0.1	0.7	0.9	1.6	0.8
QUALITY OF LIFE SATISFACTION (7)	96	96	98	-	99
<b>CONSUMER PRICE INDEX CHANGE (PERCENTAGE) (1)</b>					
Alberta	4.8	0.8	2.3	2.4	1.6
Canada	4.8	0.7	2.2	2.3	1.6
<b>UNEMPLOYMENT RATE(PERCENTAGE)(1)</b>					
Alberta	7.5	11.1	7.0	6.4	6.9
Canada	6.0	8.8	5.6	5.6	5.7
CITY OF ST. ALBERT EMPLOYEES (5)	677.28	668.90	657.28	661.78	642.84
NET DEBT PER CAPITA	1,111	701	607	651	571

### Notes

1. Consumer Price Index and Unemployment Rate data obtained from Statistics Canada
2. St. Albert Municipal Census is conducted every 2 years (Council approved a motion to cancel conducting a census in 2020)
3. Provincial Parks and Urban Reserves are not included within Park Area Calculation
4. Number of Dwelling Units is based on Assessment Department data
5. Positions are stated in full time equivalents
6. Overall tax increase including municipal, education, and Homeland Housing tax components
7. Quality of Life Satisfaction Survey is conducted at a minimum of every 2 years



## TAXATION AND ASSESSMENT

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
<b>TAX RATES</b>					
Municipal - Residential	8.521	8.358	8.023	7.898	7.844
Municipal - Non-Residential	11.558	10.880	11.014	11.008	10.769
<b>Public School</b>					
Residential	2.566	2.590	2.574	2.535	2.494
Non-Residential	3.865	3.662	3.432	3.368	3.541
<b>Separate School (Catholic)</b>					
Residential	2.566	2.590	2.574	2.535	2.494
Non-Residential	3.865	3.662	3.432	3.368	3.541
<b>ASSESSMENT (percentage change)</b>					
Residential - Market Value	(1.20)	(2.18)	(0.64)	0.70	(3.29)
Residential - Growth	1.43	1.65	2.65	1.81	2.98
Non-Residential Market Value	(5.22)	1.18	0.95	0.06	(0.51)
Non-Residential Growth	3.75	3.29	2.64	7.23	4.03

## TAXATION AND REQUISITIONS

For the Years Ended December 31, 2017 - 2021 (in thousands of dollars)

	2021	2020	2019	2018	2017
<b>TAXATION</b>					
Real Property Taxes	\$ 146,616	\$ 143,637	\$ 136,877	\$ 132,232	\$ 126,935
Linear Property Taxes	1,266	1,168	1,125	1,095	1,075
Government Grants in Place of Property Taxes	238	229	2,431	2,222	1,777
	148,120	145,034	140,433	135,549	129,787
<b>REQUISITIONS</b>					
Alberta School Foundation Fund	26,960	26,831	25,956	24,854	23,953
Opted Out School Board	7,528	7,568	7,671	7,498	7,214
Homeland Housing Requisition	1,232	1,203	1,166	1,134	1,121
Other	600	6	6	80	80
	36,320	35,608	34,799	33,566	32,368
<b>TAXES AVAILABLE AND COLLECTED FOR MUNICIPAL PURPOSES</b>	\$ 111,800	\$ 109,426	\$ 105,634	\$ 101,983	\$ 97,419

## TAXABLE ASSESSMENT AND GOVERNMENT GRANTS IN PLACE OF PROPERTY TAXES

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
<b>TAXABLE ASSESSMENT</b>					
Residential	\$ 10,506,207	\$ 10,483,189	\$ 10,542,733	\$ 10,336,462	\$ 10,081,331
Commercial	1,157,332	1,233,244	1,155,999	1,132,033	1,041,790
Industrial	703,766	660,813	503,083	479,537	472,470
Linear and M & E	81,820	80,242	78,167	76,230	74,847
	<b>12,449,125</b>	<b>12,457,488</b>	<b>12,279,982</b>	<b>12,024,262</b>	<b>11,670,438</b>
GOVERNMENT GRANTS IN PLACE OF PROPERTY TAXES	<b>18,946</b>	<b>19,409</b>	<b>170,471</b>	<b>153,266</b>	<b>126,929</b>
<b>TOTAL TAXABLE ASSESSMENT AND GOVERNMENT GRANTS IN PLACE OF PROPERTY TAXES</b>	<b>\$ 12,468,071</b>	<b>\$ 12,476,897</b>	<b>\$ 12,450,453</b>	<b>\$ 12,177,528</b>	<b>\$ 11,797,367</b>
<b>TOTAL TAXABLE ASSESSMENT AND GOVERNMENT GRANTS IN PLACE OF PROPERTY TAXES (PERCENTAGE)</b>					
Residential	<b>84.3</b>	<b>84.0</b>	<b>84.7</b>	<b>84.9</b>	<b>85.5</b>
Commercial	<b>9.3</b>	<b>9.9</b>	<b>9.3</b>	<b>9.3</b>	<b>8.8</b>
Industrial	<b>5.6</b>	<b>5.3</b>	<b>4.0</b>	<b>3.9</b>	<b>4.0</b>
Linear and M & E	<b>0.7</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>
Grants in Place	<b>0.1</b>	<b>0.2</b>	<b>1.4</b>	<b>1.3</b>	<b>1.1</b>
<b>RESIDENTIAL / NON-RESIDENTIAL SPLIT* (PERCENTAGE)</b>					
Residential	<b>84.3</b>	<b>84.0</b>	<b>84.7</b>	<b>84.9</b>	<b>85.5</b>
Non-Residential	<b>15.7</b>	<b>16.0</b>	<b>15.3</b>	<b>15.1</b>	<b>14.5</b>

\* With grant in place allocated between residential and non-residential.

## PRINCIPAL CORPORATE TAXPAYERS

Property Owner	Property Commonly Known as
Alberta Gaming Liquor & Cannabis	AGLC
St. Albert Centre Holdings Inc.	St. Albert Centre Mall
BCIMC Realty Corp.	U-Line
Calloway REIT Inc.	Wal-Mart
1172362 B.C. Ltd.	Village Landing
Broadstreet Properties Ltd.	Water's Edge Apartments
Fortis Alberta Inc.	Fortis
Costco Wholesale Canada Ltd.	Costco
Broadwalk REIT Properties Holdings Ltd.	Sturgeon Point Villas
Giroux Estates Apartmetns Ltd.	Giroux Estates

## TAX COLLECTION

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
CURRENT LEVY	\$ 147,764	\$ 145,112	\$ 140,301	\$ 135,626	\$ 130,055
<b>TAXES RECEIVABLE</b>					
Current	2,432	2,408	2,395	1,936	2,036
In Arrears for More than One Year	891	1,090	870	885	861
	\$ 3,323	\$ 3,498	\$ 3,265	\$ 2,821	\$ 2,897
<b>TAXES OUTSTANDING, BEFORE ALLOWANCE</b>					
Total %	2.25 %	2.41 %	2.33 %	2.08 %	2.23 %

Note that the top 10 principle taxpayers made up only 7 per cent of the 2021 tax levy; therefore, no undue reliance is placed upon any one taxpayer.

## TOTAL LONG-TERM DEBT AND LONG-TERM DEBT SERVICING LIMITS

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
<b>Long-Term Debt</b>					
Tax Supported	\$ 73,442	\$ 46,331	\$ 40,122	\$ 42,993	\$ 37,475
	73,442	46,331	40,122	42,993	37,475
<b>TOTAL LONG-TERM DEBT</b>					
Maximum Allowable Annual Debt Servicing	\$ 47,964	\$ 49,169	\$ 48,192	\$ 47,826	\$ 45,689
Annual Servicing on Existing Debt	7,629	6,923	6,682	6,341	6,000
Amount of Limit Used (Percentage)	16	14	14	13	13

## RESTRICTED SURPLUS RESERVE BALANCES

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
<b>City of St. Albert</b>					
Operating	\$ 23,435	\$ 21,699	\$ 14,670	\$ 12,929	\$ 12,872
Capital	76,090	72,862	67,086	67,530	69,299
	99,525	94,561	81,756	80,459	82,171
<b>*Controlled Entities</b>					
Operating	540	413	480	219	463
Capital	444	483	484	482	473
	984	896	964	701	936
<b>Utilities</b>	61,025	57,141	53,711	48,563	49,587
<b>TOTAL RESTRICTED SURPLUS RESERVES</b>	\$ 161,534	\$ 152,598	\$ 136,431	\$ 129,723	\$ 132,694

\*Controlled Entities include the St. Albert Public Library and the Arts & Heritage Foundation of St. Albert.

## KEY COMPONENTS OF FINANCIAL POSITION

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
Total Financial Assets	\$ 247,417	\$ 225,455	\$ 224,509	\$ 208,343	\$ 201,688
Total Liabilities	158,026	122,301	136,819	126,103	109,756
<b>Net Financial Assets</b>	<b>89,391</b>	103,154	87,690	82,240	91,932
Total Non-Financial Assets	1,201,280	1,113,038	1,044,157	1,020,607	961,662
<b>Total</b>	<b>1,290,671</b>	1,216,192	1,131,847	1,102,847	1,053,594
<b>Key Components of Financial Assets Include:</b>					
Cash and Cash Equivalents	36,589	46,922	46,987	18,347	28,286
Investments	189,422	165,434	161,342	172,218	156,794
<b>Key Components of Financial Liabilities Include:</b>					
Long-Term Debt	73,442	46,331	40,122	42,933	37,475
<b>Key Components of Non-Financial Assets Include:</b>					
Tangible Capital Assets	1,198,758	1,110,549	1,041,835	1,018,639	959,796
<b>Key Components of Accumulated Surplus Include:</b>					
Invested in Tangible Capital Assets	1,125,316	1,064,218	1,001,712	975,646	922,321
Restricted Surplus - Reserves	\$ 161,534	\$ 152,598	\$ 136,431	\$ 129,723	\$ 132,694

	2021	2020	2019	2018	2017
<b>ACQUISITIONS OF TANGIBLE CAPITAL ASSETS</b>					
Building Improvements	\$ 1,738	\$ 305	\$ 723	\$ 666	\$ 7,612
Library Collections	305	263	398	354	376
Land Improvement	5,627	1,301	787	2,144	7,133
Engineered Structures	36,737	25,771	14,808	23,713	23,130
Buildings	220	6,014	-	7,660	2,743
Machinery and Equipment	2,252	3,135	1,765	980	4,149
Land	14,322	11,566	1,549	9,261	12,611
Vehicles	1,608	6,009	1,033	5,754	3,961
Assets Under Construction	60,095	45,825	33,078	36,980	3,954
<b>TOTAL TANGIBLE CAPITAL ASSET ACQUISITIONS</b>	<b>\$ 122,904</b>	<b>\$ 100,189</b>	<b>\$ 54,141</b>	<b>\$ 87,512</b>	<b>\$ 65,669</b>



## REVENUE BY SOURCE, EXPENSE BY FUNCTION, AND ANNUAL SURPLUS

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
<b>REVENUE AND OTHER</b>					
Property Taxes	\$ 111,800	\$ 109,426	\$ 105,634	\$ 101,983	\$ 97,419
Sales and User Fees	51,674	49,812	59,218	59,800	58,055
Fines and Penalties	3,602	2,351	5,068	4,568	5,428
Government Transfers - Operating	4,667	12,559	4,807	5,025	4,740
Franchise Fees	6,373	5,260	4,108	2,316	2,650
Investment Income	2,949	3,108	3,899	4,106	2,822
Other Revenue	2,128	1,374	3,710	1,927	1,373
Licenses and Permits	3,443	3,178	2,728	2,679	3,731
Contracted Services Revenue	2,685	2,685	2,685	2,684	2,676
<b>TOTAL REVENUE BY SOURCE</b>	<b>189,321</b>	<b>189,753</b>	<b>191,857</b>	<b>185,088</b>	<b>178,894</b>
<b>EXPENSE BY FUNCTION</b>					
Public Works & Transit	45,744	42,860	45,297	43,946	42,462
Emergency Services	38,103	37,064	36,058	35,200	35,259
Utility Services	34,696	32,180	30,041	28,520	34,445
Community & Recreation Services	22,170	24,321	29,915	29,685	28,770
General Government	20,879	19,688	19,523	18,347	17,497
Planning & Engineering	19,764	18,069	18,401	16,258	14,582
Cultural Services	6,072	6,233	6,045	5,939	5,805
Corporate Financing	1,688	2,849	3,532	4,529	(940)
Executive Leadership	3,057	2,609	1,571	1,460	1,397
Council	804	738	976	808	715
<b>TOTAL EXPENSE BY FUNCTION</b>	<b>192,977</b>	<b>186,611</b>	<b>191,359</b>	<b>184,692</b>	<b>179,992</b>
<b>ANNUAL (DEFICIENCY) SURPLUS BEFORE CAPITAL REVENUE</b>	<b>(3,656)</b>	<b>3,142</b>	<b>498</b>	<b>396</b>	<b>(1,098)</b>
<b>CAPITAL REVENUE</b>					
Contributed Tangible Capital Assets	30,707	35,820	9,442	23,950	13,273
Developer Contributions and Levies	2,535	6,923	1,013	6,217	3,860
Government Transfers - Capital	44,893	38,460	18,047	18,690	27,162
<b>TOTAL CAPITAL REVENUE</b>	<b>78,135</b>	<b>81,203</b>	<b>28,502</b>	<b>48,857</b>	<b>44,295</b>
<b>ANNUAL SURPLUS</b>	<b>74,479</b>	<b>84,345</b>	<b>29,000</b>	<b>49,253</b>	<b>43,197</b>
ACCUMULATED SURPLUS, BEGINNING OF YEAR	1,216,192	1,131,847	1,102,847	1,053,594	1,010,397
<b>ACCUMULATED SURPLUS, END OF YEAR</b>	<b>\$ 1,290,671</b>	<b>\$ 1,216,192</b>	<b>\$ 1,131,847</b>	<b>\$ 1,102,847</b>	<b>\$ 1,053,594</b>

## EXPENSES BY OBJECT

For the Years Ended December 31, 2017 - 2021

	2021	2020	2019	2018	2017
Salaries, Wages and Benefits	\$ 84,465	\$ 83,346	\$ 86,652	\$ 84,093	\$ 80,436
Contracted and General Services	32,653	32,132	34,497	31,408	31,633
Amortization	33,934	31,075	28,915	26,443	24,334
Purchases from Other Governments	23,845	21,571	19,917	21,051	21,216
Materials, Good and Utilities	14,390	13,977	15,288	14,903	14,512
Transfers to Individuals & Organizations	1,471	1,878	1,660	1,429	2,156
Interest on Long Term Debt	1,609	1,642	1,773	1,919	1,858
Other Expenses	513	736	700	1,297	746
(Gain)/Loss on Disposal of Tangible Capital Assets	97	254	1,957	2,149	3,101
<b>TOTAL EXPENSES</b>	<b>\$ 192,977</b>	<b>\$ 186,611</b>	<b>\$ 191,359</b>	<b>\$ 184,692</b>	<b>\$ 179,992</b>

**2021 Annual Report**

City of St. Albert

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[stalbert.ca](http://stalbert.ca)