



City of St. Albert

2022 APPROVED BUDGET

*Municipal and Utility Budgets
December 2021*




Approved 2022-2024 Financial Plan and 2022 Budget

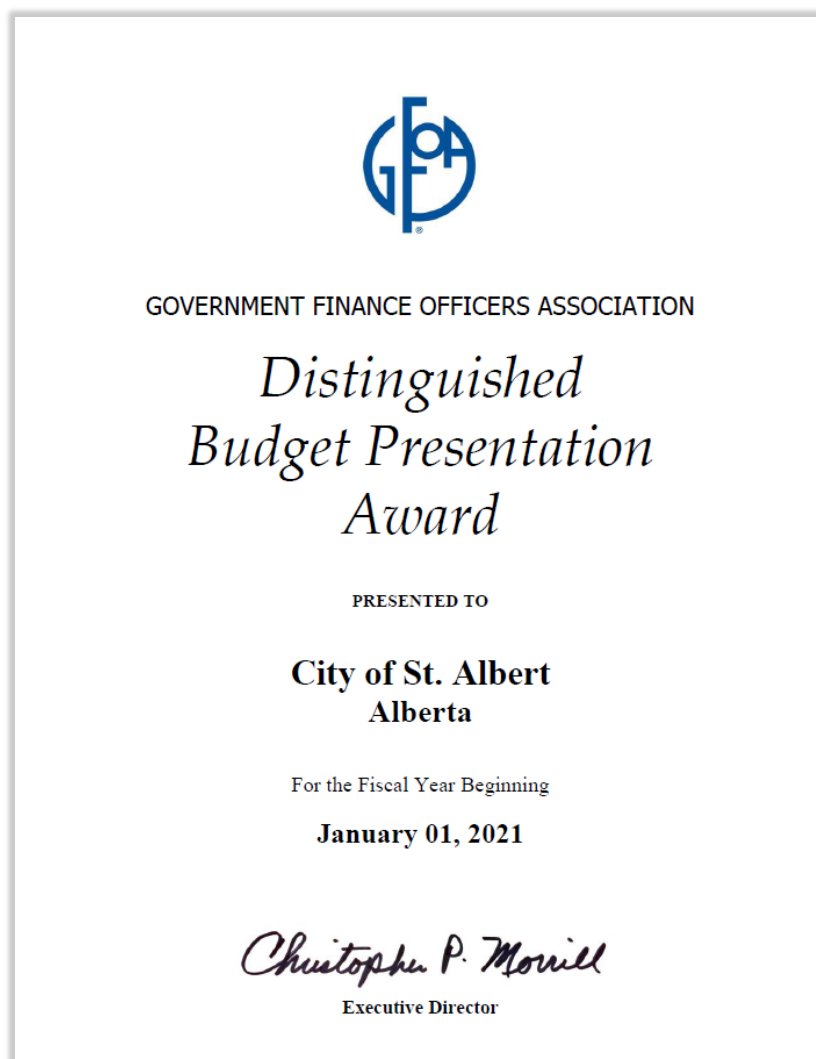
This budget document contains the 2022 Approved Budget and two years of actual financial performance (2020-audited and 2021-unaudited).

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

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

There are two methods to navigate within the document:

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



The City has received the award for Distinguished Budget Presentation for 16 consecutive years. This award, presented by the Government Finance Officers Association of the United States and Canada (GFOA), is presented to governments who publish high-quality Financial Plans and Budgets.

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of St. Albert, Alberta, for its Annual Budget for the fiscal year beginning January 1, 2021. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

ST. ALBERT FAST FACTS

flourish
GROWING TO 100K

**ADOPTED BY
CITY COUNCIL**
April 2021

A plan for a
future population
of 100,000

And 13,000
new jobs




OFFICIAL OPENING
OF THE REFURBISHED



**WOODLANDS
SKATE PARK**

**BUSINESS
LICENCES**
3,730 IN 2021

UP 5%
FROM 2020



**THE SOLAR
PHOTOVOLTAICS (PV)
ARRAY INSTALLED**

Producing approximately **38%**
of the Jack Kraft Public Works Facility's
electricity consumption.



**E-SCOOTER PILOT
PROJECT LAUNCHED**

11,921 TRIPS

2.5 km average trip
0 reported safety incidents



**International
CHILDREN'S
FESTIVAL
of the ARTS**

**St. Albert
CHILDREN'S
Theatre**

**CELEBRATED THEIR
40TH
ANNIVERSARY**







**CITY-RUN DISPATCH
CENTER AVERAGED
CALL ANSWER TIMES**

4.2 SECONDS



**2 NEW
FLAG POLES**
installed at St. Albert Place for the
Treaty 6 and Métis Nation flags

Hyperlink and Bookmark features available

TABLE OF CONTENTS

Chief Administrative Officer Message	6
Introduction, Overview and Strategic Framework.....	9
Performance Measures	27
Financial Structure, Policy and Process	42
Financial Summaries.....	49
Fund Balance	49
Consolidated Operating and Capital Budget	50
Consolidated Operating Budget (Municipal & Utility)	51
Capital And Debt	63
Capital (Municipal & Utility)	63
Debt	92
Function Information.....	95
Staffing	95
Council	96
Executive Leadership	97
General Government.....	99
Community & Recreation Services	103
Emergency Services	107
Public Operations	111
Planning & Engineering Services	115
Corporate Financing.....	120
Utility Services.....	121
Appendices	125

CHIEF ADMINISTRATIVE OFFICER MESSAGE

This past year was another challenging one. The world around us is constantly changing. As it changes, we need to ensure we are adapting appropriately and continuously looking for ways to solve problems that the City and our community are facing. Complex problems need innovative solutions.

While 2021 focused on short-term solutions to mitigate the financial outfall of the COVID-19 pandemic, the 2022 budget is focused on developing long-term sustainable practices. This includes revenue generating opportunities, cost-savings initiatives, process efficiency improvements and the creation of regional partnerships and collaborative opportunities where appropriate.

Despite the challenges we faced in 2021, there are many accomplishments that we are proud of that will put us in good stead in 2022 and beyond. A few noteworthy examples include a successful annexation of land from Sturgeon County to support continued growth in St. Albert, a new Municipal Development Plan to help guide our growth to 100,000 residents, the extension of Ray Gibbon Drive and the resulting private sector investment along that important transportation corridor.

Since April 2021, the City has been engaging with the community to build a greater shared understanding of the financial challenges facing the City. Municipalities have little opportunity to generate revenue beyond traditional sources such as property taxes, fees, and fines. The City has been engaging residents through “Planning Forward: Setting the Context” public engagement opportunities. Stakeholder and public meetings have been held and the community was engaged on the Cultivate the Conversation platform for nearly six months to search for a solution together.

To assess and prioritize services delivered to the community, Administration has utilized Priority Based Business Planning and Budgeting. As well, a number of reviews were completed to identify cost savings and improve internal efficiencies. The Operational and Fiscal Review examined all City departments and services delivered. The final report recognized and reinforced that the City has done an excellent job taking proactive steps to reduce expenses and improve efficiencies, which is a testament of our culture of continuous improvement and dedicated employees.

The 2022 budget is guided by Council’s Strategic Plan and our Corporate Business Plan, our obligation to meet the needs of our most vulnerable residents, and our

commitment to protect both natural and built environments. Administration also considered numerous influential short-term factors, which include:

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

The City is committed to being fiscally responsible and achieving financial sustainability. This is difficult when the City is experiencing decreased revenues and increased expenses as a result of numerous external factors (i.e., slower than anticipated COVID-19 revenue recovery, reduction in capital grant funding, inflationary costs, etc.). The approach for this budget involved a commitment to minimize spending, maximize revenue and focus on reducing some service levels to re-prioritize resources while continuing to deliver those programs and services most valued by residents and businesses.

In accordance with Council Policy, Administration coordinated a variety of ways to gather community input and the input of over 200 residents helped inform decision-making. This can be demonstrated in the transition of outdoor freezeways from a temporary initiative into a new, ongoing service standard. Here is a sampling of additional service level adjustments made through the 2022 budget process:

- **Decreased Hours of Operation**

The City is balancing service delivery and fiscal responsibility by modifying the hours of some facilities/front counters (St. Albert Place Front Counter, Servus Credit Union Place and Fountain Park Recreation Centre). These changes minimally impact service level standards and allow for moderate savings.

- **Grass Cutting Service Level Decreased**

In 2c areas (the grassed areas along roadways and walkways on main roads, and non-programmed areas within parks, closer to fences), the grass cutting rotation has moved to a 12-day rotation, instead of a 10-day rotation.

For 2022, City Council has approved a net municipal tax requirement of \$117.4 million, which yields an overall average municipal property tax increase of 2.8 per cent. The approved utility operating budget is \$16.6 million resulting in an average monthly utility bill increase of 4.5 per cent (\$5.97).

The approved Capital Budget includes:

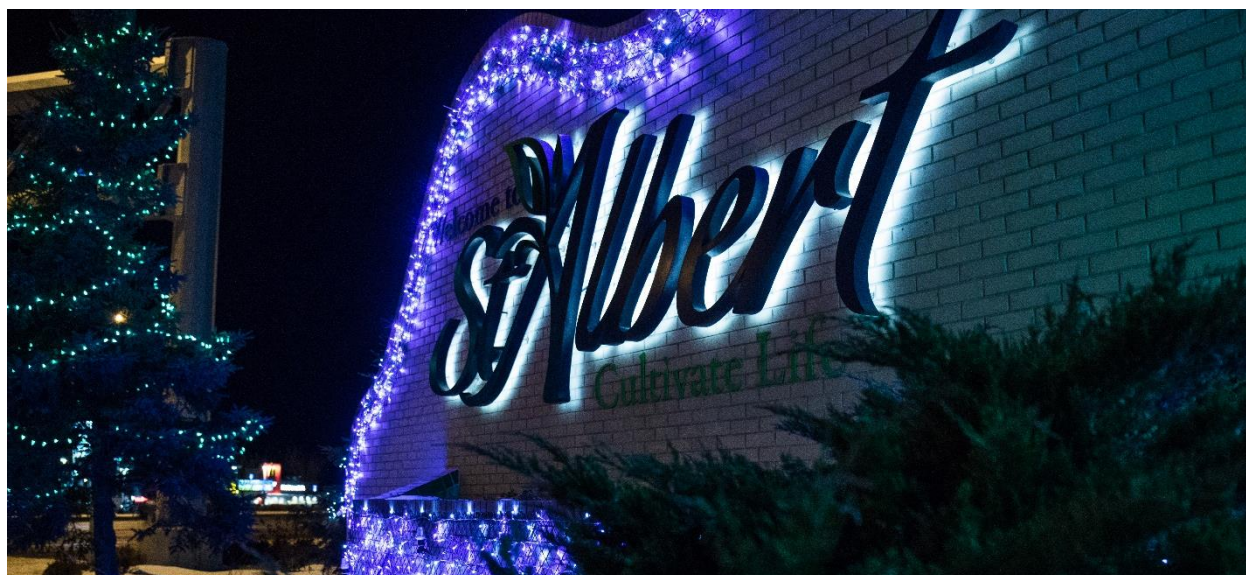
- 29 municipal capital projects to repair, maintain or replace existing infrastructure, valued at \$23.4 million and,
- 16 municipal growth capital projects valued at \$40.1 million.
- 10 utility capital projects to repair, maintain or replace existing infrastructure, valued at \$16.6 million

Thank you for your interest in the City of St. Albert's 2022 Financial Plan and Budget. Should you have any questions, please contact me by email.

Kerry Hilts
Interim Chief Administrative Officer



budget@stalbert.ca



INTRODUCTION, OVERVIEW AND STRATEGIC FRAMEWORK

CITY PROFILE

One of the most beautiful cities in Alberta, St. Albert has long been recognized as a community of choice with its picturesque landscape, celebrated parks and trail system, state-of-the-art amenities, inviting neighbourhoods with tree-lined streets, lively arts and culture, and outstanding attractions and events. Today, St. Albert is a vibrant city with a population of 68,232 (2021 Census report).

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

With direct access to resource development in northern Alberta and markets in the Edmonton Metropolitan Region, excellent transportation networks, and a highly



educated workforce, St. Albert is positioned to attract business and industry to support our local community, its growth, and the surrounding region.

More information on City demographics can be found in the [City's 2020 Annual Report](#) under the Statistical Section starting on page 95.



History of Settlement in St. Albert

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

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.

The Chief Administrative Officer (CAO) is Council's only employee. The CAO oversees 673 permanent full-time equivalent positions along with seasonal and other non-permanent staff who carry out the day-to-day operations of the City.

CITY COUNCIL

The St. Albert Municipal Election was held on Monday, October 18, 2021. The elected members of Council for the 2021-2025 term are:



Mayor
Cathy Heron



Councillor
Shelley Biermansk



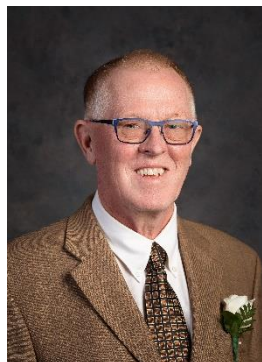
Councillor
Wes Brodhead



Councillor
Sheena Hughes



Councillor
Natalie Joly

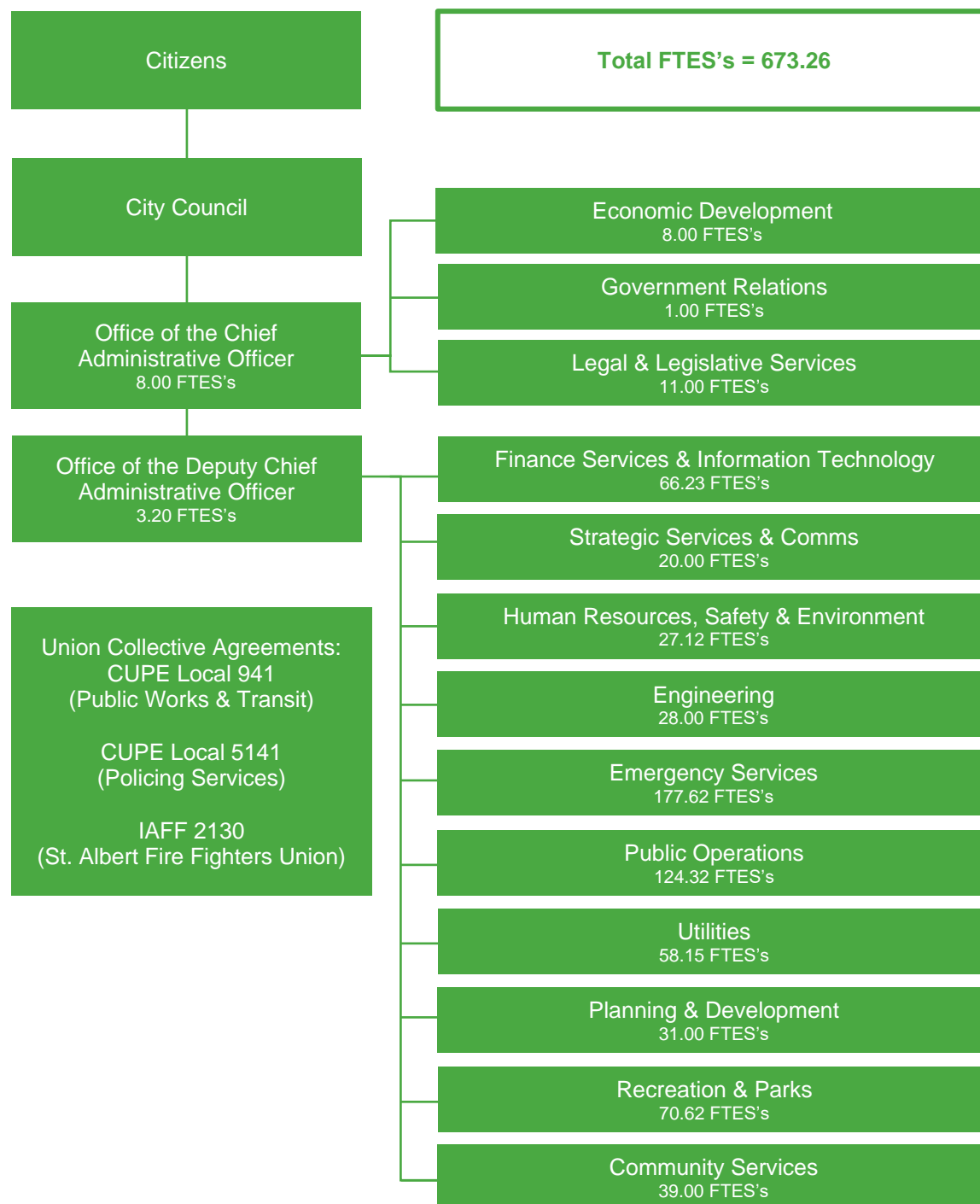


Councillor
Mike Killick



Councillor
Ken MacKay

ORGANIZATION CHART

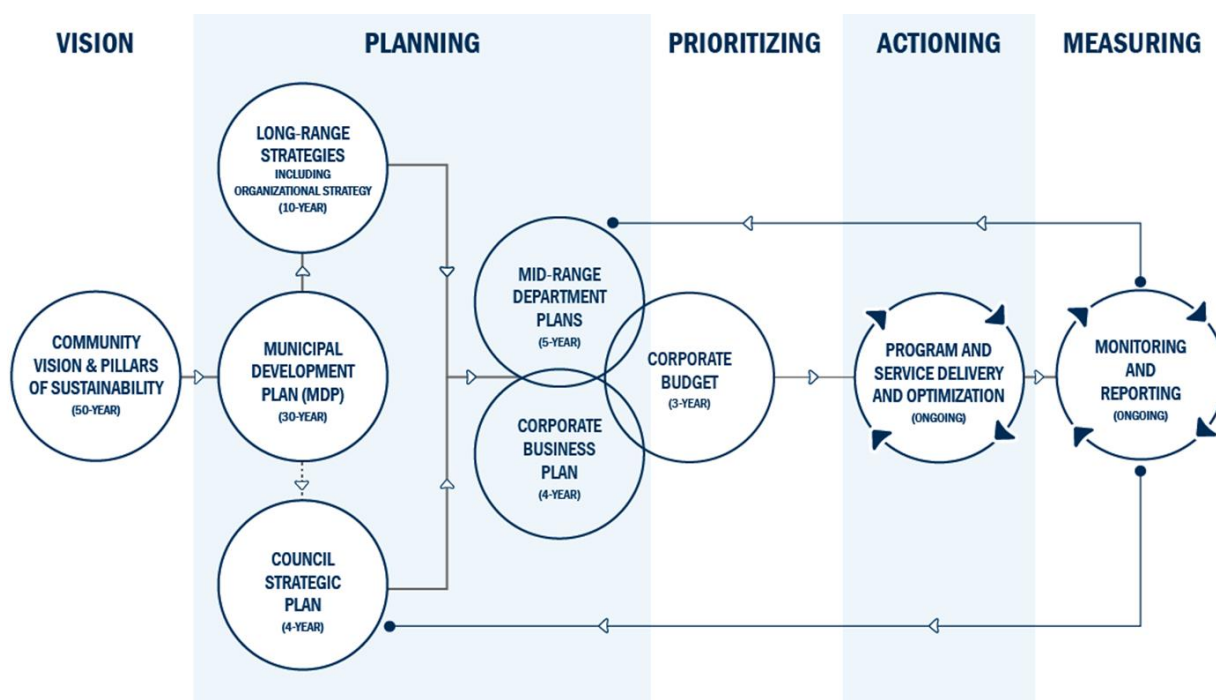


STRATEGIC FRAMEWORK

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

The Approved 2022-24 Financial Plan and 2022 Budget outlines the City's financial expenses and revenues including recommendations related to new business (business cases) and capital investments (capital charters) required to maintain and optimize City programs, services, and operations. Although a rolling three-year budget is prepared to enhance the process and reinforce the commitment to long-term fiscal strategies, Administration presents a one-year budget for Council's approval. This process ensures the most current economic climate and costs associated with delivering services to the community are applied.

To plan effectively, Administration uses a strategic framework to align the City's strategic and business planning, budgeting, management and reporting practices and processes to achieve outcomes established in the Community Vision and Pillars of Sustainability and 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

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.

LONG-RANGE STRATEGIES

Administration develops long-range strategies relating to the needs of the community. These strategies range from 10 to 30 years and are used to form the development of Council's Strategic Plan, departments' mid-range business plans, and the budget.

The City of St. Albert's Municipal Development Plan (MDP), Flourish, was adopted in 2021 to replace the previous plan from 2007. The MDP is the foundational document for all future long-term strategy documents.

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. The current Strategic Plan contains seven priorities:

STRATEGIC PRIORITY #1:

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

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

STRATEGIC PRIORITY #2:

Economic Development: Enhance business/commercial growth.

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

STRATEGIC PRIORITY #3:

Building a Transportation Network: Integrated transportation systems.

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

STRATEGIC PRIORITY #4:

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

Update and implement the Capital Plan based on an assessment of community needs and financial capacity, including a review of all funding options and shared use opportunities.

STRATEGIC PRIORITY #5:

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

Facilitate an increase in the variety of housing types and provide social supports to respond to changing demographics and accommodate the diverse needs of residents.

STRATEGIC PRIORITY #6:

Environmental Stewardship: Explore innovative environmental and conservation opportunities.

Seek innovative practices to protect waterways and green spaces and reduce our environmental footprint, to ensure the vitality of our natural resources for future generations.

STRATEGIC PRIORITY #7

Community Recovery Post Covid-19

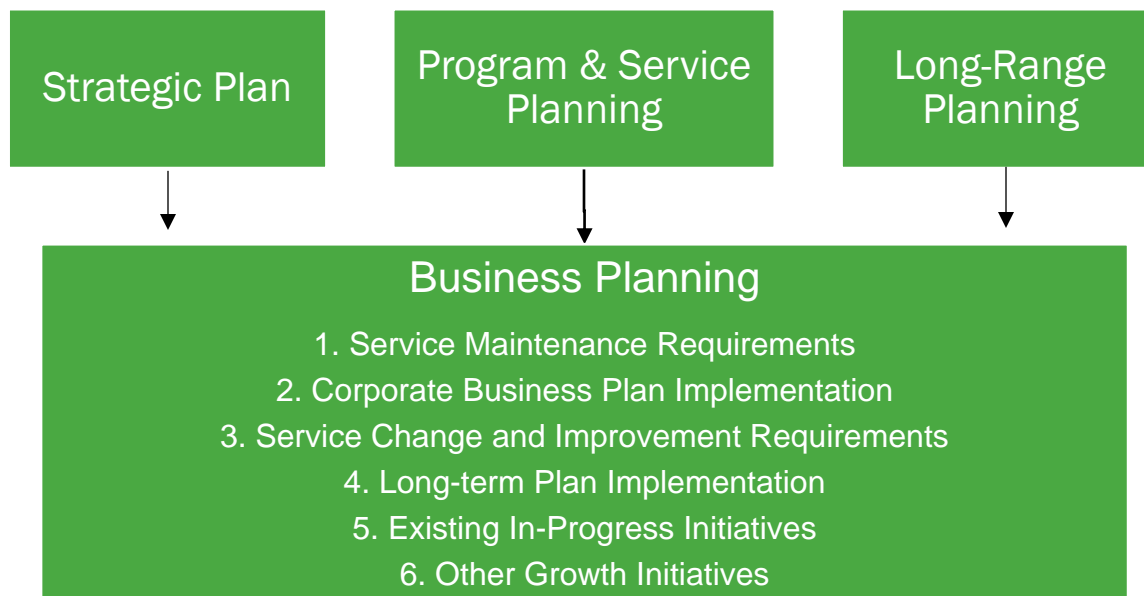
Through the Recovery Task Force, develop the City's Recovery Conceptual Plan, and provide recommendations to Council on the ways the City can assist residents, community partners and businesses to recover from the impacts of the Covid-19 pandemic.



BUSINESS PLANNING FRAMEWORK & APPROACH

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

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



With these six areas of focus in mind, City departments develop three-year plans and budgets.

The City departments use the Annual Integrated Business Planning and Budgeting Instructions to guide their business planning and budget development process. This document includes direction for business planning and assumptions for the annual budget, information on the current economic climate, legislative changes, and other factors specific to St. Albert.

To achieve a lower tax increase for 2022, departments were tasked with reducing expenses and proactively looking at opportunities to adjust services to realize cost savings. Adjustments to services and service levels were identified along with opportunities to re-allocate resources from lower priority services.

Limited funds are usually allocated based on a multi-year prioritization of initiatives and budget requests. To improve line of sight, a corporate-wide three-to-five-year workplan was established to inform budget requests and prioritization.

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 total, 33 initiatives were identified through the Corporate Business Plan in support of Council's priorities.

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

These priorities include:

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

There are 25 initiatives identified in the Corporate Business Plan in support of Administrative priorities.

A new Corporate Business Plan will be created after the 2022-2025 Council Strategic Plan is developed in the first year of their term.

PROGRAM & SERVICE PLANNING

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. For the 2022 budget, Administration included adjustments to the proposed budget related to Services and Service Levels to reflect the changing needs of our residents and the availability of funds.



MONITORING AND 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.

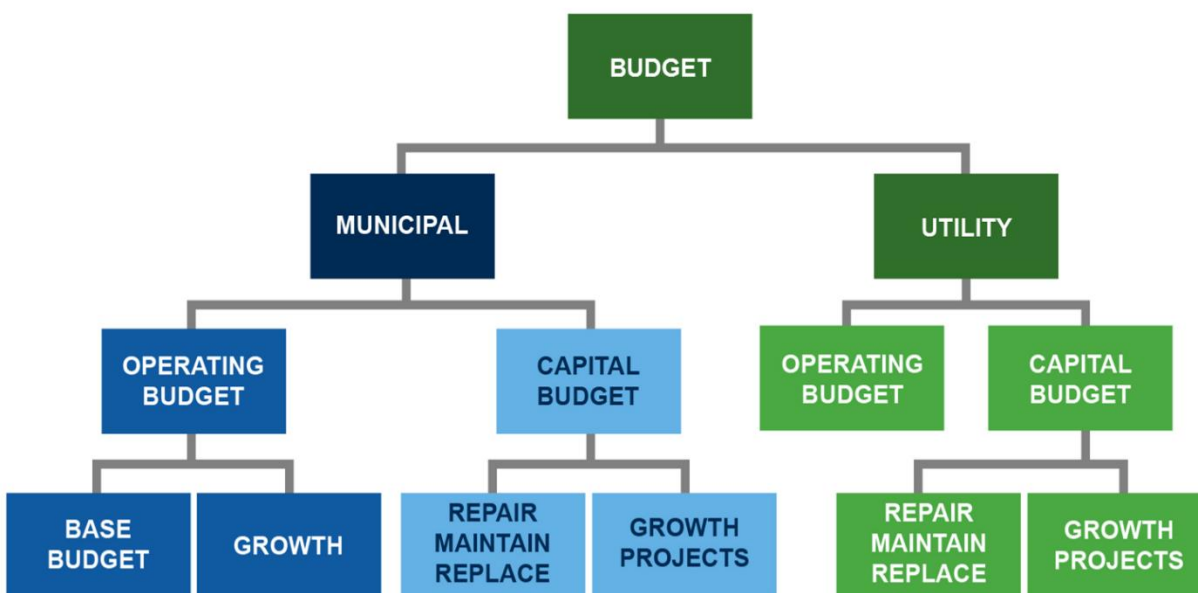
Monitoring and reporting are used to not only monitor performance but to also identify necessary adjustments that are then actioned through business planning and decision making for the allocation of resources. Administration is working on maturing the performance measurement program that will help us strengthen informed decision making and accountability.

CORPORATE BUDGETING

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

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

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

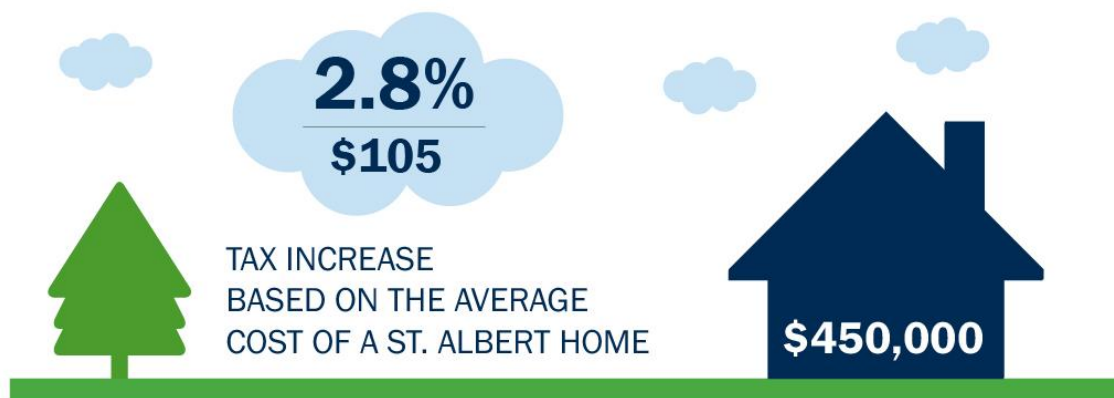


The utility budget resources investments in utility related infrastructure and ensures that adequate dollars are in place to maintain reliable service delivery. The municipal budget allows for investments in priority infrastructure and is fundamental in the provision of City programs and services.

MUNICIPAL OPERATING BUDGET

The 2022 approved net municipal tax requirement of \$117.4 million results in a 2.8 per cent property tax increase. For an average house costing \$450,000, this means an increase of \$105 per year.

The actual 2022 tax rate will not be finalized until May 2022 after the assessment roll is completed.



Tax Dollars at Work

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



Distribution of Tax Dollars

For an average house valued at \$450,000, the homeowner will see a \$3,939 property tax bill, an increase of \$105 for 2022. The distribution of tax dollars to various service categories is illustrated below.



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

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

MUNICIPAL CAPITAL BUDGET

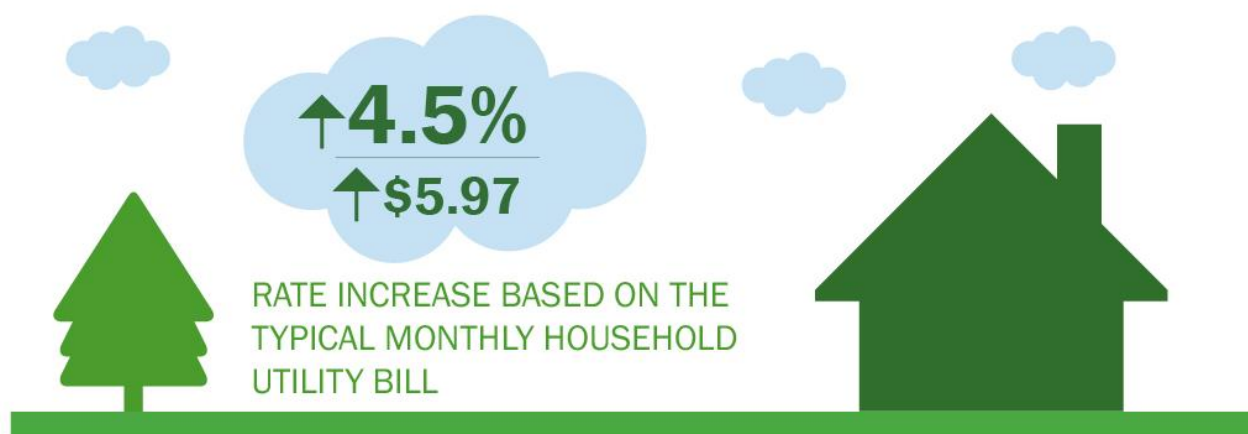
The Capital Budget provides for investments in infrastructure and capital assets such as constructing, buying or maintaining assets including roads, sidewalks, buildings, vehicles, equipment and land. This portion of the budget is important for critical maintenance of existing infrastructure and the future growth of our city.

For 2022, the municipal capital plan investment by asset category is illustrated below:



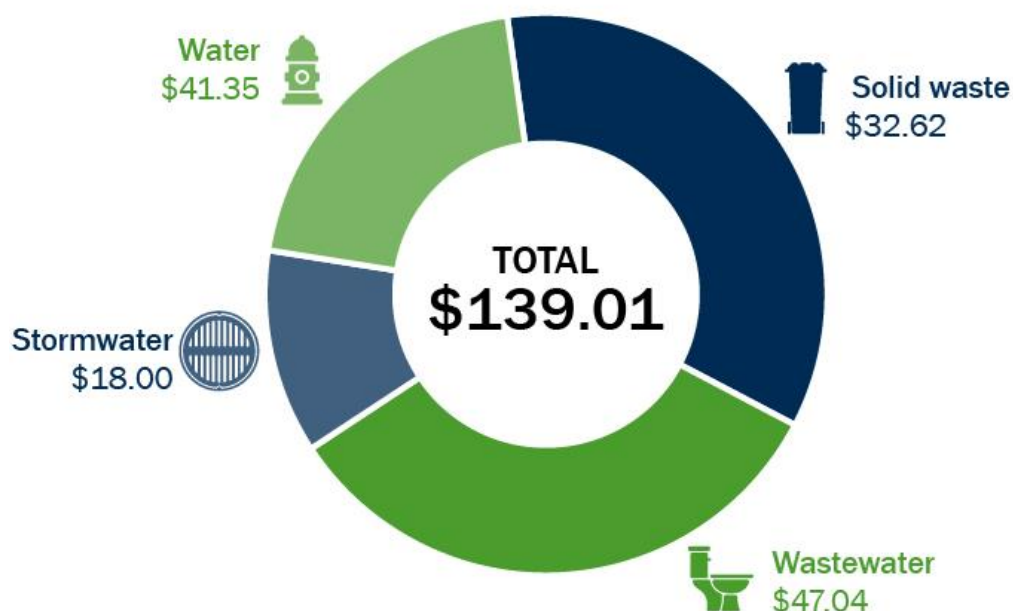
UTILITY BUDGET

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



DISTRIBUTION OF UTILITY BILL

The typical monthly bill for 2022 is \$139.01, an increase of 4.5 per cent from the prior year. The allocations of monthly rates are as follows:



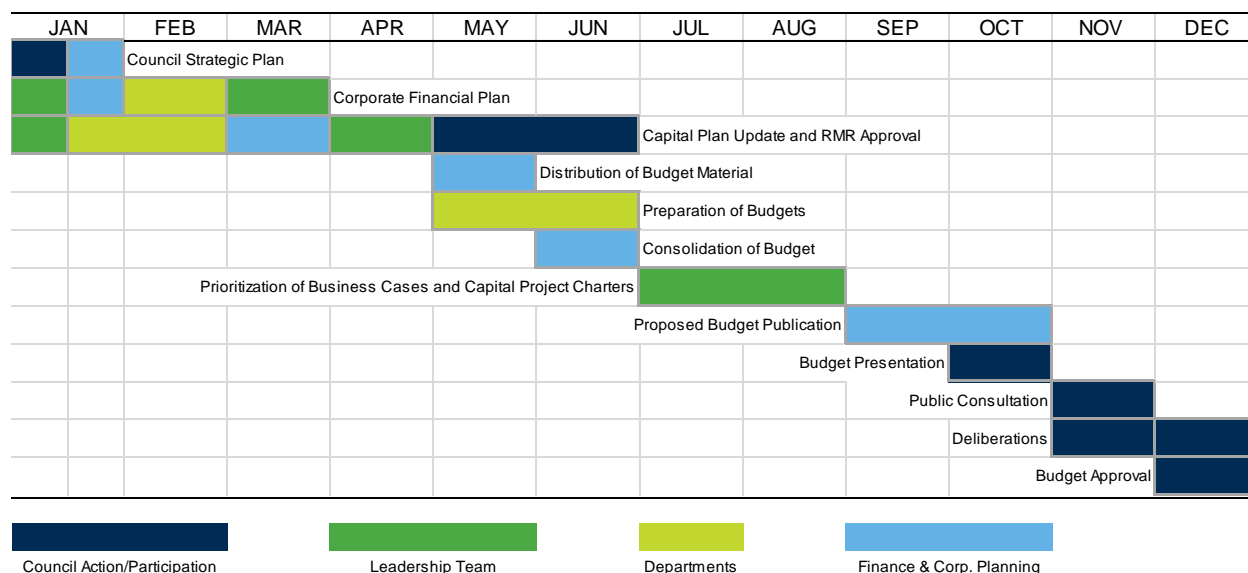
UTILITY CAPITAL BUDGET

For 2022, the utility capital plan investment by asset category is illustrated below:



Budget Timeline

The objective for the budget cycle is to have a 2022-2024 Financial Plan and Budget adopted and in place before December 31, 2021. The following timetable illustrates the process for the 2022-2024 Financial Plan and Budget:



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

The Committee of the Whole met on November 9, 10, and December 2, 7, and 20, 2021 to deliberate the 2022-2024 Financial Plan and 2022 Budget. Council approved the Capital and Operating budgets via the following Council motions:

PM-22-022 Utility Capital RMR budget, June 8, 2021

PM-22-001 Municipal Capital RMR budget, June 8, 2021

AR-21-522 Municipal and Utility Operating budgets and
Municipal and Utility Capital Growth budgets, December 20, 2021

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



PROGRAM AND SERVICE DELIVERY

City Services

Approximately, 82 per cent of the budget is allocated to delivery of programs and services to the community. The budget aims at maintaining services and service levels while identifying opportunities for adjustment to reflect our financial realities and changing community needs. In response to the COVID-19 pandemic, the City of St. Albert had to adjust and adapt its operations, including reducing and/or suspending services and cancelling events. These actions are reflected throughout the most current service statistics from 2020.

The City provides a wide range of services related to:

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

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



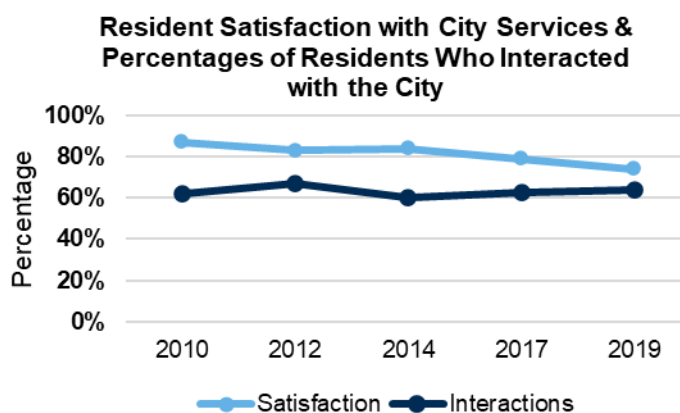
St. Albert Place Entrance

CUSTOMER ACCESS SERVICE

Front Counter Service

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

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



The next Community Satisfaction Survey will be completed in January 2022 at which time the graph will be updated.

Provision of Food and Beverages

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

COMMUNITY DEVELOPMENT

Community and Neighbourhood Capacity Building

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

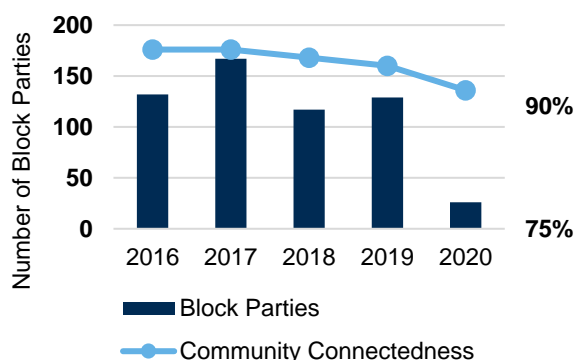
Community Groups Support and Capacity Building

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

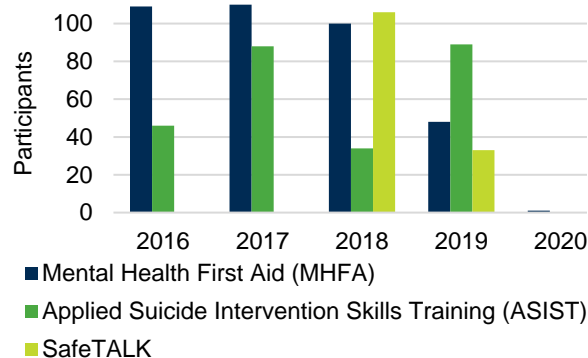
Community Granting and Support for Delivery of Services

St. Albert provides various grants to not-for-profit organizations and residents in the areas of special events, sport and culture development, operational funding, capital renovations and development, and environmental initiatives. Additional grants are provided for the

Number of Block Parties & Feeling of Connectedness



Mental Health Education & Training in the Community



Pandemic restrictions required the City to pause offering in-person mental health training for most of 2020. Some informal mental health education and awareness workshops were offered where appropriate.

This indicator applies to Council Priority #5 – Housing and Social Well-Being: Enhance housing options and social supports.

delivery of preventative social services, heritage programming and services, and library services. The City also supports partnerships with community groups for the delivery of sport and recreation programs.

Community Events

The City hosts arts, cultural, recreational, and environmental events and festivals throughout the year including the Northern Alberta International Children's Festival, Servus Place Halloween Haunt, Canada Day, Clean and Green RiverFest and Earth Hour, among others. The City also supports over 100 community-led events each year.

Some of these events did not take place in 2021 due to COVID-19 restrictions and will continue to be evaluated for delivery to ensure the City is in compliance with the health measures.

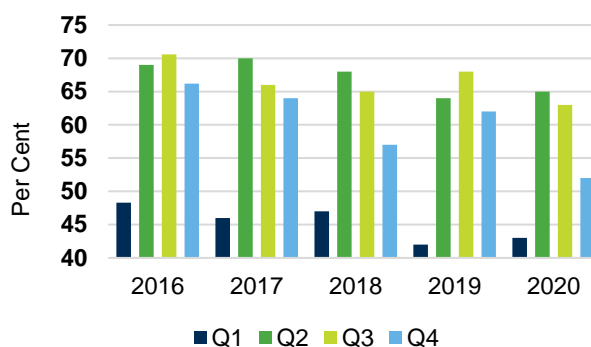
ENVIRONMENTAL PROTECTION AND STEWARDSHIP

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.

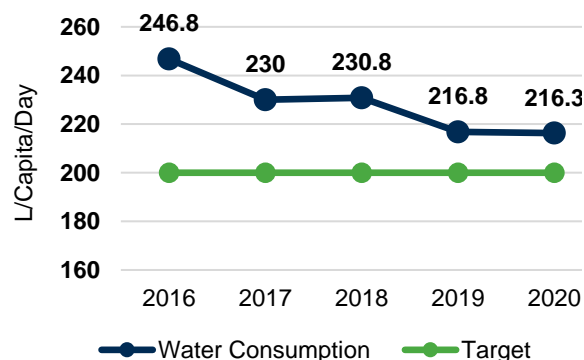
To do this, the City monitors: air quality, greenhouse gas emissions, energy management, water quality of the Sturgeon River, solid waste generation, and water consumption. Spills and releases are also monitored, reported, and recorded in a central database.

Landfill Diversion Rate



Q1 historically shows lower diversion rates because less organics are diverted in the winter. Recent global changes to recycling have also impacted residents' ability to divert waste.

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.

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:

These indicators apply to Council Priority #6 – Environmental Stewardship: Explore innovative environmental and conservation opportunities.

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

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.

LAND AND ECONOMIC DEVELOPMENT

Land Use Planning

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

Development

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

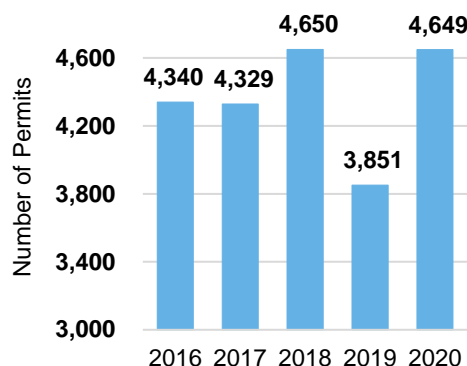
- new development and infill-related infrastructure required to service lands,
- traffic-related data
- proposed development (non-traffic control related) signage.

This work also includes:

- calculating fees paid by developers,
- requests to off-set approved projects, and
- ensuring that any work approved is consistent with best practices.

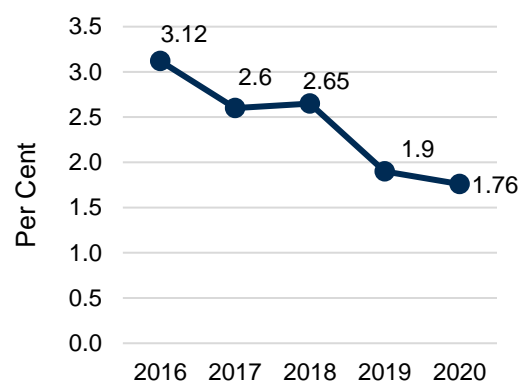
Once approved, the City issues servicing permits required to connect new development into City utilities.

Total Permits Per Year



Total number of building permits increased again in 2020 with more people completing home renovations and new development projects throughout the City.

Taxable Assessment Growth



Assessment growth for 2020 declined slightly from the previous year to 1.76%.

These indicators apply to Council Priority #2 – Economic Development: Enhance business/commercial growth.

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

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

Construction Management

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

Business Attraction, Retention and Expansion

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

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



MOVEMENT OF PEOPLE AND GOODS

Transportation Management

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

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

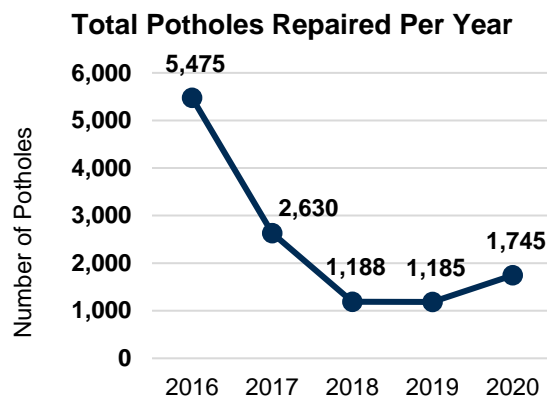
The City also reviews and approves routing for the transfer of large loads and dangerous goods through the city.

Roadway Repair and Maintenance

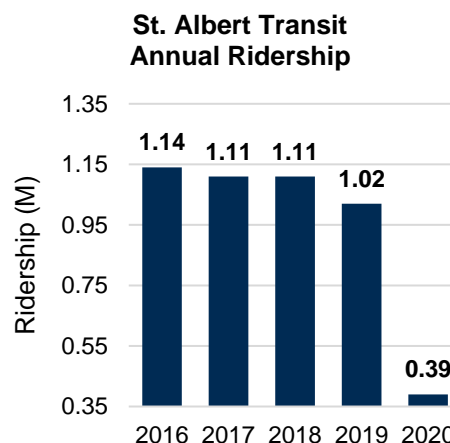
These services focus on ensuring that roadway infrastructure provides effective movement of people and goods. Key programs the City also provides are roadway surface repair and maintenance, and street cleaning.

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 the nearby City of Edmonton.



The graph above shows traditional pothole repairs. In recent years the City has been more proactive in its repairs and has also incorporated new techniques increasing the longevity of the repair.



Transit overall ridership in 2020 was greatly disrupted by the pandemic. Rather than commuting to work or school, residents were required to conduct these activities online at home.

This indicator applies to Council Priority #3 – Building a Transportation Network: Integrated transportation systems.

PUBLIC SAFETY

Fire Prevention, Response and Enforcement

The City of St. Albert is responsible for fire prevention, response, and enforcement. Fire services responds to all types of emergency events including fire, rescue, service calls, dangerous goods releases, motor vehicle accidents and ice/water rescue.

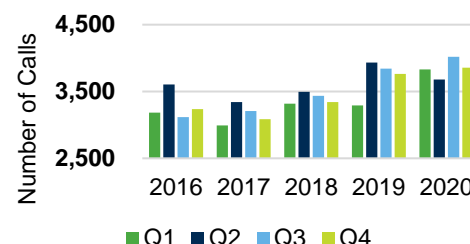
Additionally, services are provided through the operation of an after-hours emergency call centre for City of St. Albert and emergency call-in functions.

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.

Medical Emergency

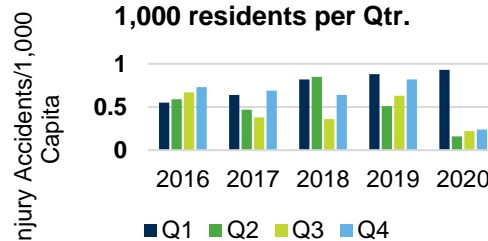
The City offers dispatch services for fire and medical response teams for St. Albert as well as regional municipalities to ensure sufficient coverage in case of emergency. Additionally, the Medical First Response (MFR) service is provided for very serious medical emergencies or when there is a known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

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.

Vehicle Injury Accidents per 1,000 residents per Qtr.



In 2020, as pandemic measures were introduced, people travelled less resulting in lower accident rates overall.

Bylaw and Provincial Act Enforcement

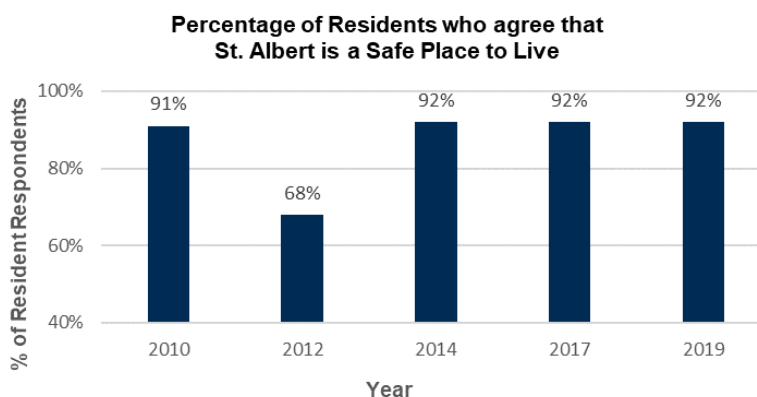
St. Albert's bylaw services respond to public complaints and enforce municipal bylaws and provincial statutes. This includes, but is not limited to community standards enforcement, animal control, parking enforcement, as well as the *Alberta Traffic Safety Act* and portions of the *Alberta Gaming and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

Policing Services

Policing Services in the City of St. Albert is 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.



The next Community Satisfaction Survey will be completed in January 2022 at which time the graph will be updated.

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.

Although an important element of our community, no new public art was added in 2021 to align with our financial realities. Also, due to our financial realities, the funding for the Public Art was reduced in 2020, 2021, and 2022.

Arts and Culture Programming

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

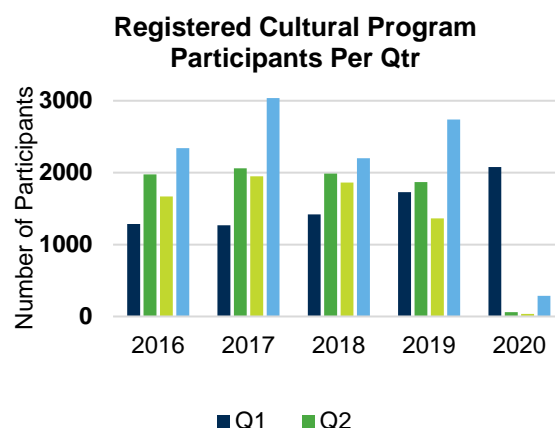
St. Albert operates cultural venues, including The Arden Theatre, rehearsal studios, and St. Albert Place Visual Arts Studios.

Recreational Programming

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

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

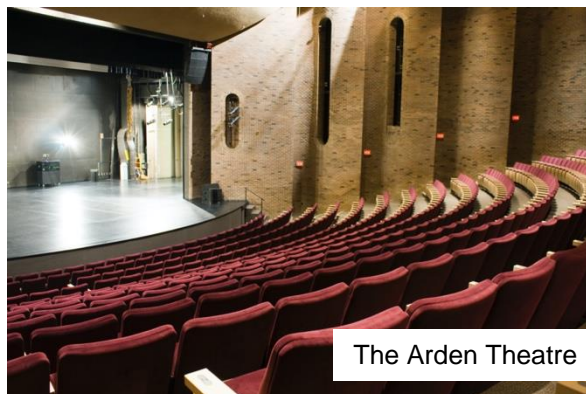
As mentioned above, recreational programming was significantly impacted by COVID-19 restrictions.



2020 pandemic measures required the closure of cultural facilities and the suspension of in-person programming. By Q4, some virtual programs were introduced and supported by the community.

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. The City also works in partnership with the Arts and Heritage Foundation on the operation of the Art Gallery of St. Albert, Musée Héritage Museum, and other heritage sites.



The Arden Theatre

Recreational and Sport Facility Access

The City offers access to:

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

Facilities are offered for both scheduled and spontaneous use.



Servus Credit Union Place



Fountain Park Recreation Centre



Jarome Iginla Arena

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.

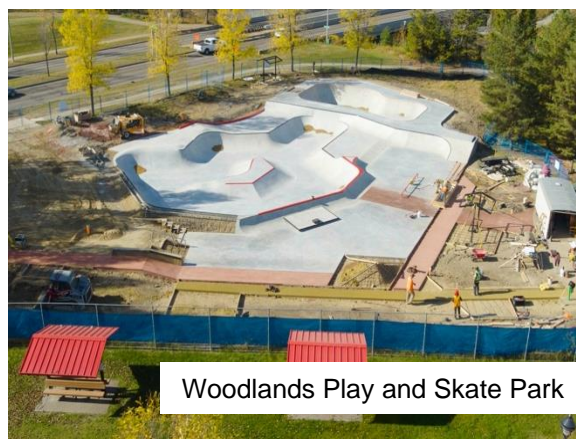
Indoor and outdoor recreation facilities were closed due to Provincial public health measures for much of 2020. As restrictions were lifted, additional safety measures were enacted to provide the safest possible environment.

Parks and Open Spaces

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



St. Albert BMX



Woodlands Play and Skate Park



Grey Nuns White Spruce Park

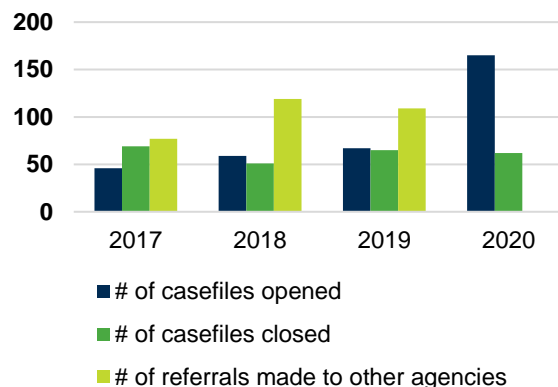


SOCIAL SUPPORT

Counselling and Outreach Services

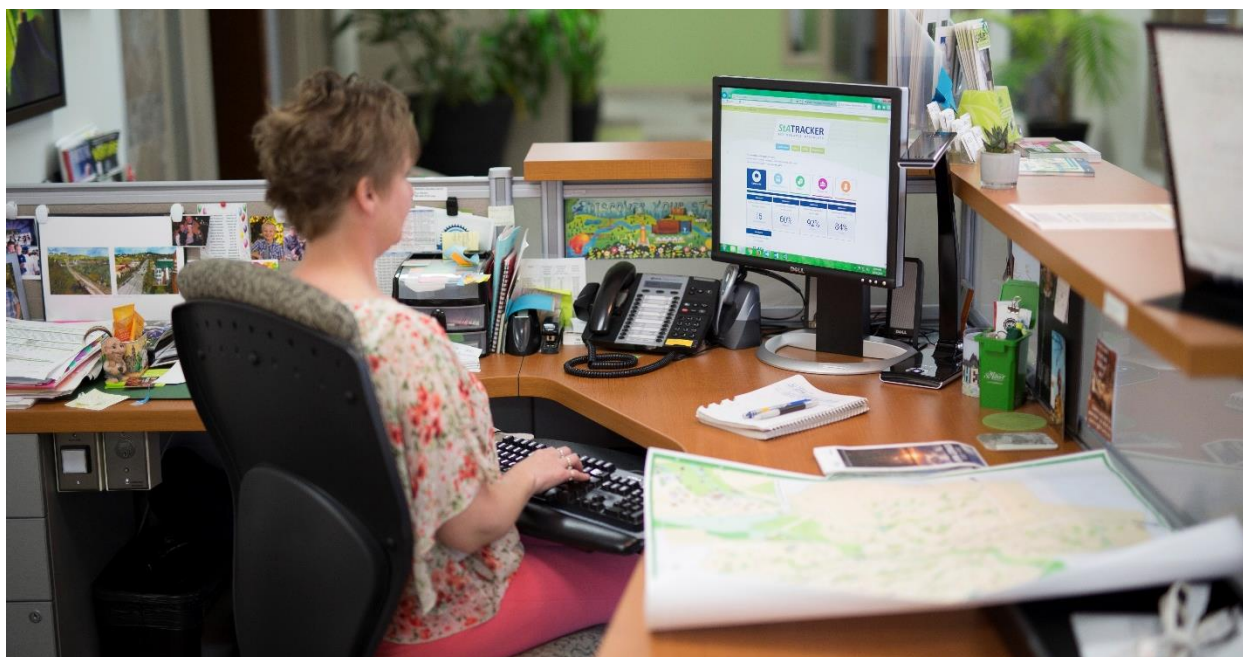
This program includes free, confidential counselling to school-aged children, youth, young adults, adults, and families. The City provides counselling and outreach services primarily focused on school-aged children and their families. Opportunities are also provided for youth to build interpersonal and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

Community Youth Intake Counsellors



In the first three months of the pandemic, counsellors experienced a 35% increase in client contacts. Referral numbers were not available for 2020.

This indicator applies to Council Priority #5 – Housing and Social Well-being: Enhance housing options and social supports.



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.

Public Communication and Participation

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

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



New Development Giroux Estates

FINANCIAL STRUCTURE, POLICY AND PROCESS

FUND DESCRIPTIONS AND FUND STRUCTURE

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

Operating Funds

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

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

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

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

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

Capital Funds

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

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

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

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

Reserve Funds

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



Public Operations – Road Repair

Fund Relationships

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

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

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

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

FUNCTION/FUND RELATIONSHIP

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

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

BASIS OF BUDGETING

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

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

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

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

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



Some highlights of the process are as follows:

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

Balanced Budget

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

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

FINANCIAL POLICIES

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

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

All, of the [City's Financial Policies](#) can be found on the city website.

Policy Name and Number	Policy Purpose
C-CG-01 Council's Vision, Mission and Values	To articulate the Community Vision and Pillars of Sustainability and establish Council's mission and values by which Council will govern and lead the community.
C-CG-02 City of St. Albert Council Strategic Plan	To establish a City of St. Albert Strategic Plan that guides Administration's corporate and financial planning efforts.
C-CG-06 City of St. Albert Strategic Framework	<p>To establish a strategic framework that aligns the City's short- and long-term operational efforts to the Community Vision and Pillars of Sustainability and the City of St. Albert Council's Strategic Plan.</p> <p>The strategic framework shall include the following components:</p> <ol style="list-style-type: none"> 1. Community Vision and Pillars of Sustainability 2. City of St. Albert Council Strategic Plan 3. Municipal Development Plan 4. Long-Range Strategies 5. Mid-Range Department Plans 6. Corporate Business Plan 7. Corporate Budgeting 8. Program and Service Delivery and Optimization 9. Monitoring and Reporting
C-FS-01 Financial Reserves	To set aside funds for the establishment of specific reserves to provide for emergent financial needs, stabilize tax rates, to set aside funds for the replacement of existing equipment, facilities and future projects and to minimize the debt financing needs of the Corporation.
C-FS-02 Investments	To establish the goals and parameters under which financial investments can be made for the City of St. Albert.
C-FS-03 Debt Management	<p>To consider debt as a financing tool, supporting the City's ability to meet current and future infrastructure challenges.</p> <p>To strategically manage borrowing capacity for future capital assets, maintain maximum flexibility of current operating funds, and limit the impact that debt charges will have on future tax and utility rates.</p>
C-FS-04 Cash Management	To ensure that the City of St. Albert optimizes cash management opportunities to maximize its use of available cash.
C-FS-05 Budget and Taxation Guiding Principles	To establish principles for the preparation of budgets and property taxation levies in accordance with the Municipal Government Act.

C-FS-14 Utility Fiscal Policy	To establish a policy for the City's four utilities (water, wastewater, storm and solid waste) that minimizes utility rate fluctuations, provides transparency in rate setting, and addresses funding for future capital projects.
C-FS-16 Municipal Fees and Charges	To establish the framework by which fees relating to various City programs, services, goods and requirements are set by the Chief Administrative Officer.
C-CS-04 Public Art	<p>To provide a consistent approach to acquiring public art through purchase, commission or donation for municipally-owned buildings and properties, or for other buildings and properties in the City that are highly accessible and visible to the public.</p> <p>To establish a framework for the integration, display, maintenance and preservation of public art.</p> <p>To stimulate growth in the community's arts and culture sector, through opportunities for learning, participation and experimentation in arts and culture.</p>
C-P&E-02 Capital Project Management	<p>To define and mandate a corporate-wide approach that will establish a professionally accepted framework for the efficient management and delivery of capital projects while minimizing the risk to the City.</p> <p>To provide a framework for managing the scope, quality, time, cost, risk and human resources of corporate projects to increase the probability that optimal solutions will be selected and that capital projects will be implemented at the "right" time and at the "right" cost.</p> <p>To establish clear lines of responsibility/accountability for project management decisions and the achievement of project objectives and deliverables. Clear lines of accountability/responsibility facilitate optimal decision-making, minimize misunderstandings and delays, and identify and explain the causes of problems as they arise.</p>
C-P&E-07 Asset Management	<p>To set the guidelines for implementing consistent asset management practices and procedures throughout the City of St. Albert.</p> <p>To articulate the City's commitment to:</p> <ol style="list-style-type: none"> Ensuring the City's long-term management of assets is done in a sustainable manner that meets the Council-defined acceptable condition of the assets to be used by the residents, visitors, the environment, and the corporation. Meeting Federal and Provincial legislative requirements for asset management. Demonstrating transparent and responsible asset management processes that align with demonstrated best practice. Ensuring an integrated approach across all Business Units in Asset Management service delivery. <p>Establishing a consistent approach for the rehabilitation, repair and replacement of the City's assets.</p>

FINANCIAL SUMMARIES

FUND BALANCE

(In Thousands of Dollars)

	OPERATING	CAPITAL	RESERVE	TOTAL
Revenues				
Property Taxes	\$117,433			\$117,433
Sales & User Fees	63,776	-	-	63,776
Other Revenue	8,283	30,965	-	39,248
Fines & Penalties	3,927	-	-	3,927
Government Transfers	3,652	19,117	-	22,769
Ambulance Contracted Services Revenue	2,802	-	-	2,802
Licenses & Permits	3,351	-	-	3,351
Franchise Fees	6,326	-	-	6,326
Interest Income	4,201	-	-	4,201
	213,749	50,082	-	263,831
Expenses				
Salaries, Wages, & Benefits	83,671	-	-	83,671
Contracted & General Services	36,082	3,381	-	39,463
Materials, Goods, Supplies & Utilities	15,787	-	-	15,787
Purchases From Other Governments	26,136	-	-	26,136
Other Expenditures	8,841	-	-	8,841
Debenture Principal Repayment	8,333	-	-	8,333
Debenture Interest Repayment	2,712	-	-	2,712
Transfers To Organizations & Individuals	3,225	250	-	3,475
Bank Charges & Short Term Interest	2,949	-	-	2,949
Capital Expenditures		76,561		76,561
	187,735	80,191	-	267,926
Other Financing Sources (Uses)				
Transfers In	7,943	30,109	29,117	67,169
Transfers Out	33,957	-	37,719	71,676
Total	(26,014)	30,109	(8,602)	(4,507)
Net change in Fund Balance	-	-	(8,602)	(8,602)
FUND BALANCES - Beginning of year			80,179	80,179
FUND BALANCES - End of year	-\$	-\$	\$71,577	\$71,577

Note: Totals may not sum exactly due to rounding.

CONSOLIDATED OPERATING AND CAPITAL BUDGET

(In Thousands of Dollars)

	Operating	Capital	Total
Revenues			
Property Taxes	\$117,433	\$ -	\$117,433
Sales & User Fees	63,776	-	63,776
Other Revenue	8,283	-	8,283
Fines & Penalties	3,927	-	3,927
Government Transfers	3,652	19,117	22,769
Contracted Services Revenue	2,802		2,802
Licenses & Permits	3,351		3,351
Franchise Fees	6,326		6,326
Investment Income	4,201		4,201
Transfers To/From Reserves	7,943	30,109	38,052
Debenture	-	30,965	30,965
Total Revenues	\$ 221,693	\$ 80,191	\$ 301,884
Expenses			
Council	\$801	\$ -	\$801
Executive Leadership	7,089	-	7,089
General Government	22,002	29,160	51,162
Community & Recreation Services	25,398	4,635	30,033
Emergency Services	40,471	5,960	46,431
Planning & Engineering	10,567	16,296	26,863
Public Works & Transit	41,662	7,485	49,147
Corporate Financing	28,758	-	28,758
Utilities	44,944	16,655	61,599
Total Expenses	\$ 221,693	\$ 80,191	\$ 301,884
Net Tax Requirement	\$-	-	\$-
Non Cash Budget			
Amortization of Tangible Capital Assets		38,562	\$38,562
Contributed Tangible Capital Assets		41,132	41,132

Note: Totals may not sum exactly due to rounding.

CONSOLIDATED OPERATING BUDGET (MUNICIPAL & UTILITY)

(In Thousands of Dollars)

	2020 Actuals	2020 Budget	2021 Actuals	2021 Budget	2022 Budget
REVENUES					
Property Taxes	\$109,225	\$109,220	\$111,894	\$112,044	\$117,433
Sales & User Fees	53,604	63,791	55,111	57,735	63,776
Other Revenue	7,380	7,547	8,035	7,826	8,283
Fines & Penalties	2,351	4,020	3,602	4,025	3,927
Government Transfers	11,751	3,706	4,091	3,655	3,652
Contracted Services Revenue	2,685	2,802	2,685	2,802	2,802
Licenses & Permits	3,178	3,274	3,443	3,299	3,351
Franchise Fees	5,260	5,278	6,373	6,176	6,326
Interest Income	4,537	5,501	4,021	4,601	4,201
Transfers To/From Reserves	3,697	3,702	4,571	5,562	7,943
	203,671	208,841	203,829	207,726	221,693
EXPENSES					
Council	644	797	688	788	801
Executive Leadership	7,231	8,167	7,207	6,910	7,089
General Government	19,356	21,389	19,175	21,225	22,002
Community & Recreation Services	19,729	28,059	18,422	22,866	25,398
Emergency Services	36,620	37,467	37,791	38,947	40,471
Public Works & Transit	36,390	40,017	38,205	40,105	41,662
Planning & Engineering	10,120	10,713	10,390	10,704	10,567
Corporate Financing	33,541	22,418	29,646	23,940	28,758
Utilities	40,037	39,814	42,304	42,240	44,944
	203,671	208,841	203,829	207,726	221,693

Note: Totals may not sum exactly due to rounding.

MUNICIPAL OPERATING BUDGET

(In Thousands of Dollars)

	2020 Actuals	2020 Budget	2021 Actuals	2021 Budget	2022 Budget
REVENUES					
Property Taxes	\$109,225	\$109,220	\$111,894	\$112,044	\$117,433
Sales & User Fees	14,985	24,982	14,457	17,183	20,519
Other Revenue	7,331	7,507	7,997	7,786	8,243
Fines & Penalties	2,146	3,745	3,356	3,750	3,652
Government Transfers	11,751	3,706	4,091	3,655	3,652
Ambulance Contracted Services Revenue	2,685	2,802	2,685	2,802	2,802
Licenses & Permits	3,178	3,274	3,443	3,299	3,351
Franchise Fees	5,260	5,278	6,373	6,176	6,326
Interest Income	4,537	5,501	4,021	4,601	4,201
Transfers To/From Reserves	2,424	3,012	3,205	4,190	6,570
	<u>163,523</u>	<u>169,027</u>	<u>161,523</u>	<u>165,486</u>	<u>176,748</u>
EXPENSES					
Salaries, Wages, & Benefits	71,979	77,793	73,151	75,737	77,694
Contracted & General Services	20,664	27,341	20,509	25,325	26,675
Transfers To/From Operations/Capital	4,065	4,277	3,685	4,121	4,194
Materials, Goods, Supplies & Utilities	13,173	14,785	13,103	13,833	14,646
Purchases From Other Governments	9,773	10,301	10,070	10,610	12,300
Other Expenditures	5,575	6,640	5,533	6,913	7,455
Debenture Principal Repayment	4,257	4,257	4,929	5,002	7,246
Debenture Interest Repayment	1,302	1,293	1,303	1,334	2,426
Transfers To Organizations & Individuals	2,485	3,289	2,563	3,199	3,201
Bank Charges & Short Term Interest	3,254	3,522	2,712	2,935	2,949
Transfers To/From Reserves	26,997	15,530	23,966	16,479	17,964
	<u>163,523</u>	<u>169,027</u>	<u>161,523</u>	<u>165,486</u>	<u>176,748</u>

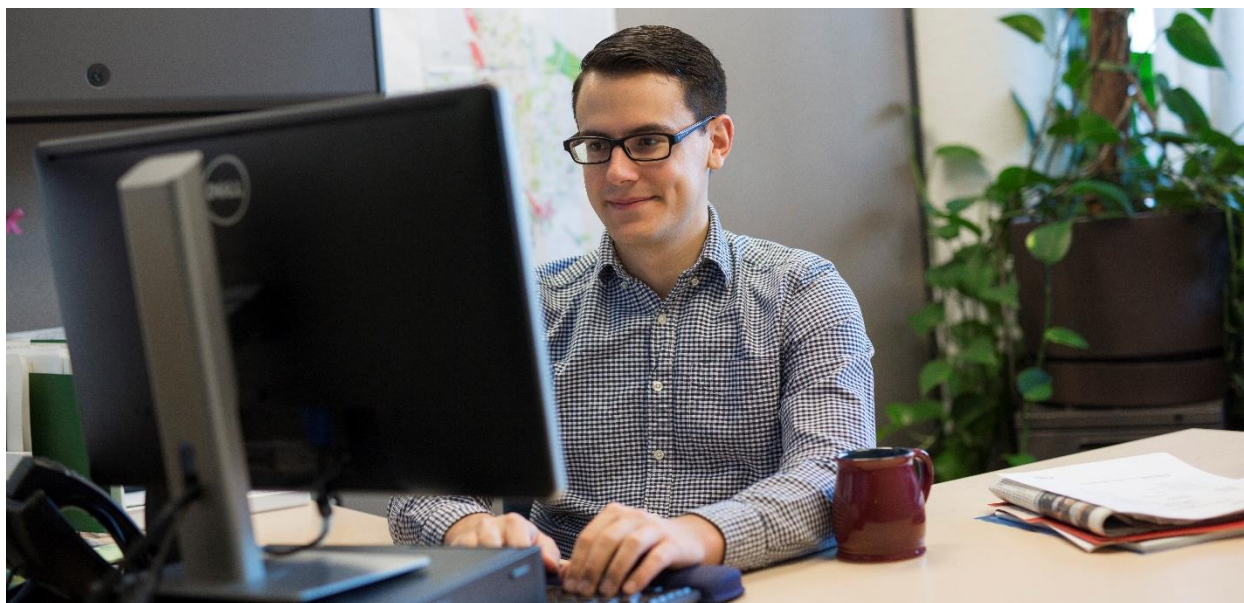
Note: Totals may not sum exactly due to rounding.

UTILITY OPERATING BUDGET

(In Thousands of Dollars)

	2020 Actuals	2020 Budget	2021 Actuals	2021 Budget	2022 Budget
REVENUES					
Sales & User Fees	38,620	38,809	40,654	40,552	43,256
Other Revenue	49	40	38	40	40
Fines & Penalties	205	275	246	275	275
Transfers To/From Reserves	1,273	690	1,378	1,373	1,373
	<u>40,147</u>	<u>39,814</u>	<u>42,317</u>	<u>42,240</u>	<u>44,944</u>
EXPENSES					
Salaries, Wages, & Benefits	5,993	5,462	5,857	5,607	5,977
Contracted & General Services	8,900	9,073	8,859	9,044	9,407
Transfers To/From Operations/Capital	1,239	1,347	1,201	1,347	981
Materials, Goods, Supplies & Utilities	1,022	1,045	1,116	1,095	1,141
Purchases From Other Governments	11,798	11,566	13,775	12,915	13,836
Other Expenditures	1,177	1,193	1,303	1,343	1,386
Debenture Principal Repayment	1,034	381	1,060	1,060	1,086
Debenture Interest Repayment	340	301	306	313	286
Transfers To Organizations & Individuals	-	-	-	-	24
Bank Charges & Short Term Interest		2	1	1	1
Transfers To/From Reserves	8,642	9,444	8,840	9,516	10,819
	<u>40,147</u>	<u>39,814</u>	<u>42,317</u>	<u>42,240</u>	<u>44,944</u>

Note: Totals may not sum exactly due to rounding.



OPERATING REVENUE AND EXPENDITURE SOURCES

REVENUE

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

Property Taxes

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

Sales and User Fees

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

Other Revenue

This category includes miscellaneous revenues, donations, and local grants.

New Assessment Growth

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

Fines and Penalties

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

Government Transfers

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

Ambulance Contracted Services Revenue

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

Licenses and Permits

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

Franchise Fees

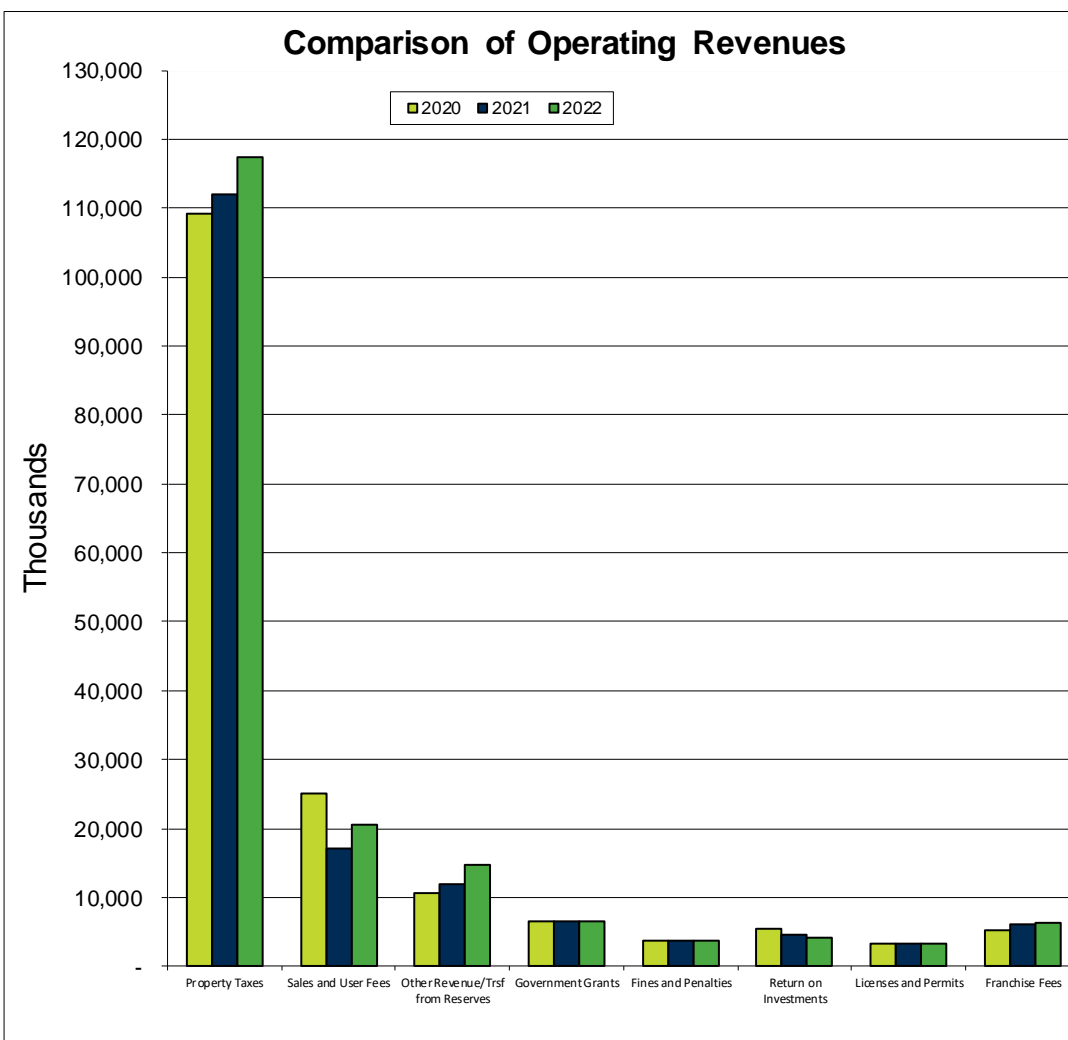
The City of St. Albert receives franchise fee revenue from the Natural Gas and Electricity supplier. The franchise fee is charged to customers as a percentage of the supplier's cost of delivering the commodity.

Interest Income

This includes interest earned on investments.

Transfer To/From Reserves

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



Explanatory Notes:

- Property Taxes** - Increase due to an approved 2.8% tax increase due to inflation, increased debenture payments and future funding for maintenance of existing assets.
- Sales & User Fees** - Increase due to easing of COVID restrictions.
- Other Revenue/
Drawn from Reserves** - Increase due to equipment charge recoveries.
- Government Grants** - No significant change from 2021.
- Fines & Penalties** - Decrease in photo radar fine revenue due to declining tickets issued.
- Return on Investments** - Decrease in investment base and interest rates.
- Licenses & Permits** - No significant change from 2021.
- Franchise Fees** - No significant change from 2021.



Waste Curbside Collection

EXPENDITURES

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

Amortization of Tangible Capital Assets

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

Salaries, Wages and Benefits

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

Contracted and General Services

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

Contributed Assets

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

Transfers To/From Operations/Capital

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

Materials, Goods, Supplies and Utilities

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

Purchases from Other Governments

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

Other Expenditures

This includes the Council and Corporate contingency.

Debenture Principal and Interest Repayment

Relates to debt payments on long-term debentures.

Transfers to Organizations and Individuals

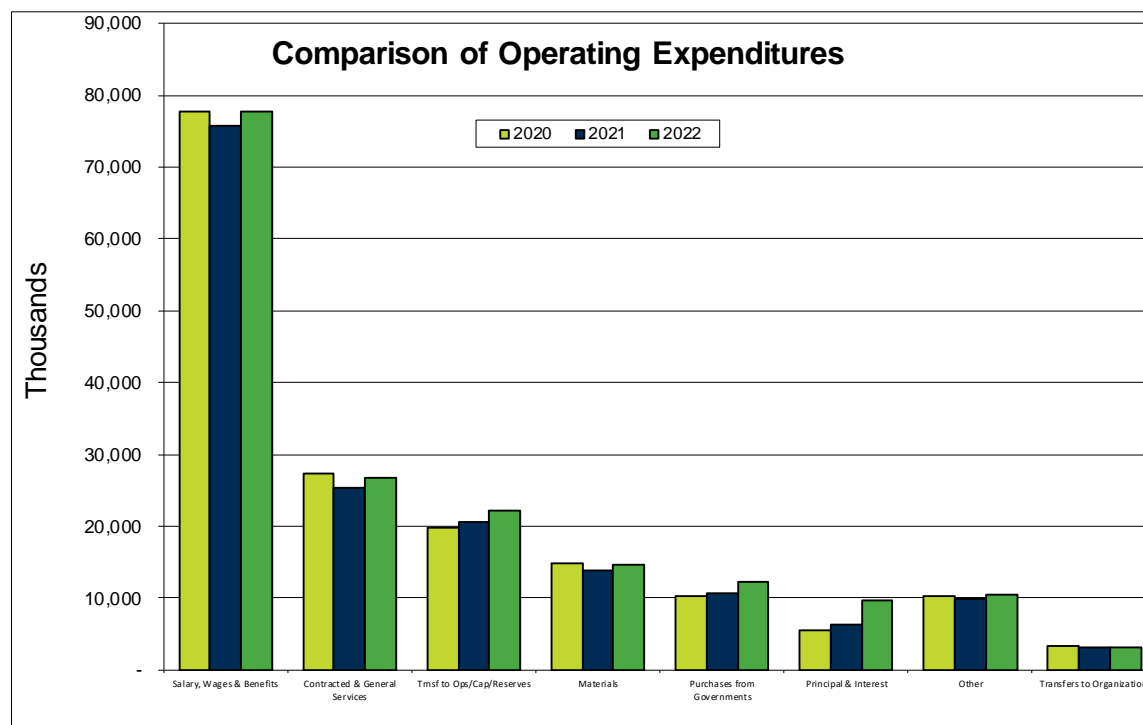
Included in this category is the funding transferred to FCSS agencies and 'Outside Agencies' such as the Arts and Heritage Foundation.

Bank Charges & Short-Term Interest

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

Transfers To/From Reserves

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



Explanatory Notes:

Salaries & Benefits - Increase in salaries due to more casual wages due to easing of COVID restrictions.

Contracted and General Services - Increase in Contracted and General Services due to COVID restrictions.

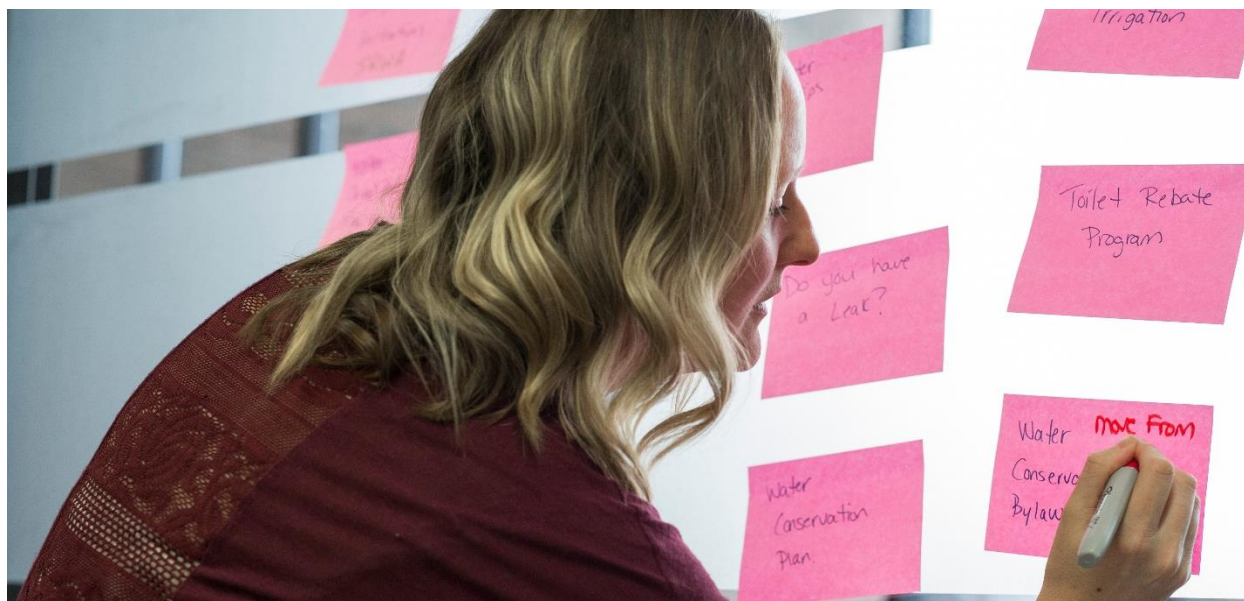
Transfer to Operations/ Capital Reserves - Increase in transfer to reserves for future projects.

Materials, Goods, Supplies & Utilities - Increase in corporate electricity rates as well increased inflationary costs.

Purchases from other Governments - Increase in RCMP contract rates.

Debenture Principal & Interest - New debentures in 2022.

Other Expenditures - Increases in higher equipment charges required to own and operate the City's fleet of vehicles as well as an estimate for employee contract settlements.



OPERATING BUSINESS CASES OVERVIEW

The Council Strategic Plan is the primary directional plan that establishes Council's strategic priorities and expected outcomes. The Plan guides City administration's corporate and financial planning activities over the Council's term. As mentioned earlier, the budget was developed with the current seven Council identified strategic priorities. These are:

- Growth Policy Framework: Develop a robust policy framework to guide growth.
- Economic Development: Enhance business/commercial growth.
- Building a Transportation Network: Integrated transportation systems.
- Infrastructure Investment: Identify, build and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies.
- Housing and Social Well-being: Enhance housing options and social supports.
- Environmental Stewardship: Explore innovative environmental and conservation opportunities.
- Community Recovery Post Covid-19.

Executive Leadership Team (EL) utilized a Business Case Prioritization tool to evaluate all requested operating business cases, which improves the process of prudent and practical planning to align business cases with corporate priorities. This tool assisted Administration in determining a concise and cohesive list of business cases to be presented to Council as part of the 2022 Proposed Business Plan and Budget.

All business cases were classified as: 1) regulated by a governing body (Regulated); 2) Council directed (Council); 3) required as part of the City's base operations (Base); 4) related to growth (Growth); 5) External.

Growth business cases were further evaluated from new assessment revenue based on the following criteria:

- Service Maintenance Requirements
- Corporate Business Plan Implementation
- Service Change and Improvement Requirements
- Long-term Plan Implementation
- Other Growth Initiatives

Council approved five operating business cases for a total of \$774,500 and ten Service Level Adjustments resulting in a savings of \$1,088,600.

MUNICIPAL BUSINESS CASES

(Net budget requirements per year – not incremental)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2022 \$	APPROVED 2023 \$	APPROVED 2024 \$
HR/Safety and Environment Municipal Energy Specialist	This position is responsible for strategic/business plans related to energy efficiency for civic facilities and energy production projects as well as actively lowers facility operating costs related to electricity and natural gas consumption. (Funded from utility savings)	1.00	115,900	115,900	115,900
HR/Safety and Environment Home Energy Retrofit Accelerator Program	Home Energy Retrofit Accelerator (HERA) is a residential energy efficiency incentive program designed to facilitate home renovations that reduce greenhouse gas emissions, save energy, support local businesses, and lower utility bills. (Funded from Stabilization Reserve)		50,000	50,000	
Financial Services and IT Procurement Audit Recommendation	To continue progress towards implementation of recommendations from the 2019 procurement audit by MNP and subsequent recommendations included in the EY operational and Fiscal Review. (Funded from Stabilization Reserve)		102,000		
Office of the DCAO Indigenous Program	In order to meet the growing demands of the Indigenous portfolio, we require 1 FTE to address ongoing needs and to fund cultural, economic development and other initiatives.	1.00	181,600	180,100	184,800
Office of the DCAO Municipal Naming	Council directed Administration to bring forward a business case that would undertake revisions to the Municipal Naming Policy, review for amendments to the Significant Names List, and undertake significant public engagement and recommendations regarding possible renaming of municipal properties associated with those involved in the residential school system, including Bishop Vital Grandin. (Funded From Stabilization Reserve)		325,000		
Total Funded Business Cases		2.00	\$ 774,500	\$ 346,000	\$ 300,700

SERVICE LEVEL ADJUSTMENTS

As previously mentioned, a number of service level adjustments were made to address the City's financial challenges caused by the pandemic. The following service levels adjustments were approved by Council and savings reflected in the approved budget.

(Net budget requirements per year – not incremental)

DEPARTMENT & BUSINESS CASE NAME	SCOPE STATEMENT	FTE	APPROVED 2022 \$	APPROVED 2023 \$	APPROVED 2024 \$
Service Level Adjustments included in the Municipal Budget					
Office of the DCAO Community Satisfaction Survey	Change the frequency of the Community Satisfaction Survey from every two years to four years.		(6,700)	(6,700)	(6,700)
Public Operations Convert Local Saturday Transit Service to On-Demand	This adjustment is for the replacement of Saturday fixed-route local network with On-Demand transit – a potential reduction in bus deployment from 7 buses to 4 buses for the 13 hour duration each Saturday. Saturday Transit service currently accounts for 7% of all transit service costs.		(223,000)	(223,000)	(223,000)
Financial Services and Information Technology Reduce Department Administrative	Reduce Administrative support within the department. Work would be reallocated among the remaining two positions, department management and other staff.		(74,900)	(74,900)	(74,900)
Financial Services and Information Technology Reduce Front Counter Hours	Reduce the front counter hours of operation at St Albert Place.	(0.63)	(39,000)	(39,000)	(39,000)
HR, Safety and Environment Reduce Executive Search Levels of Service	Currently the City has a budget to use Search firms for Leadership Team and Executive (e.g. DCAO/CAO) positions. This would eliminate the budget for search firms and reduce the overall service standard for recruitment at the City.		(60,000)	(60,000)	(60,000)
Economic Development Cancel Dig In Dining Week	No longer offer Dig In Dining Week, a local business promotional event.		(15,000)	(15,000)	(15,000)
Community Services Community Intake Counselling	No longer offer free confidential counselling and will be contracted out.		(48,700)	(48,700)	(48,700)
Recreation and Parks Woodlands Water Play Park Operating Model Adjustments	Adjust the staffing model at Woodlands Water Play Park to realize savings.		(38,500)	(38,500)	(38,500)
Recreation and Parks Recreation Facilities Operating Hours	Reduce the shoulder hours of operation at Fountain Park and Servus Place and close on some statutory holidays.		(28,400)	(28,400)	(28,400)
Office of the DCAO Eliminate the Vacant Pool	There are 8 FTE's in the vacant pool from a previous corporate restructuring. Administration identified 5 positions of need for 2022 to support current service levels. The positions identified for 2022 are 1. Environmental Compliance Tech 2. Waste Diversion Associate 3. Transportation Data Coordinator 4. Divisional Controller 5. Training Coordinator. This SLA would eliminate the 8 FTE's and corresponding budget in the vacant pool.	(8.02)	(554,400)	(554,400)	(554,400)
Total Service Level Adjustments		(8.65)	\$(1,088,600)	\$(1,088,600)	\$(1,088,600)

CAPITAL AND DEBT

Capital (Municipal & Utility)

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

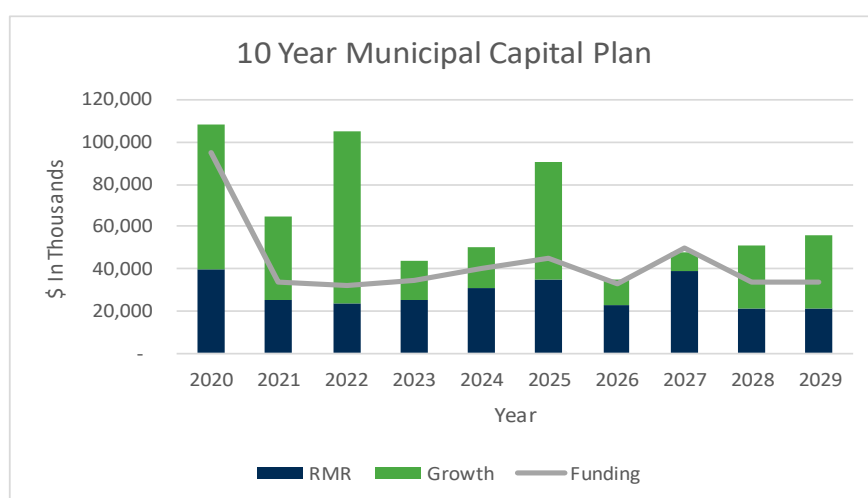
The annual capital budget process is developed by incorporating all project charters over the 10-year period. The 10-Year Capital Plan is a long-term planning document that provides key strategic inputs for the upcoming budget year, a framework for the three-year budget plan and future outlook of long-range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

The City divides its capital investment into two categories:

1. **Repair, Maintain, Replace, (RMR)** - Capital initiatives that relate to maintaining current service levels that are required by lifecycle plans and are considered a replacement or rehabilitation of existing infrastructure, facilities and equipment.
2. **Growth** - Capital initiatives that are required to meet future demand relating to facilities, equipment, technology, and infrastructure for the development of cultivating and strengthening the community.

The City's 10-Year Capital Plans reflect the long-term capital requirements that the City requires for the next 10 years. The municipal plan includes approximately \$700 million in capital investment, of which \$283 million is attributed to RMR projects and the remaining \$417 million is for growth related initiatives.

As illustrated in the chart below, the City faces a significant shortfall over the next 10 years. As a result, Administration performed an evaluation to prioritize growth capital initiatives.



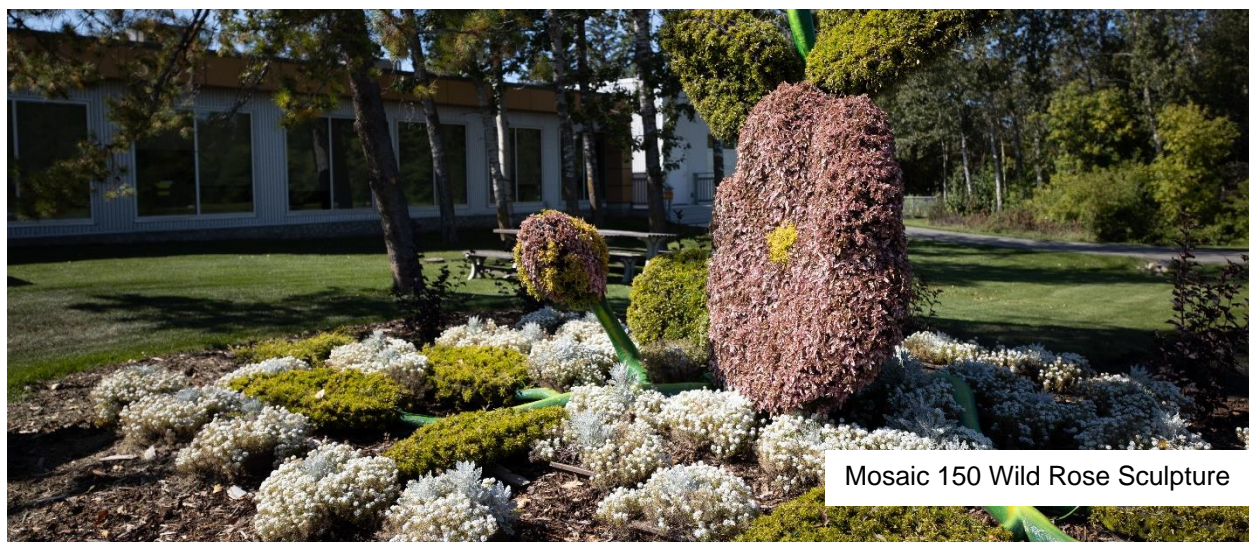
RMR is approved earlier in the budget process to ensure adequate funding is made available for maintaining existing infrastructure.

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

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

The approved consolidated 2022 Capital Budget amounts to \$80.2 million in spending on projects:

Municipal Capital Budget	\$ 63,536,200	45 projects
Utility Capital Budget	\$ 16,655,000	10 projects
Total	\$80,191,200	55 projects



Capital Funding and Expenditures

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

The current year reserve net fund transfer-out was \$8.6 million (or 10.7% of the opening balance) which was due to the timing of projects vs availability of other funding.

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

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

Growth Capital Project Highlights

For 2022, the City is undertaking a number of new growth initiatives. A summary of each of these initiatives is noted below.

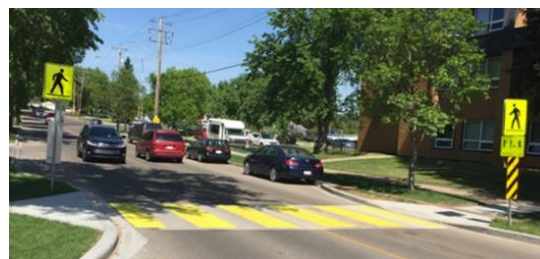


CAPITAL PROJECT CHARTER

YEAR:	2022 - 2023																																												
CHARTER NUMBER:	POLI-006																																												
CHARTER NAME:	Policing Services Building Accommodations																																												
LEAD DEPARTMENT:	Emergency Services																																												
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH																																												
Explanation (RMR/Growth)	This is a growth project as its main purpose is to keep up with community growth/service demands.																																												
SCOPE STATEMENT:	The scope of this project includes a large renovation and parking lot expansion at the main RCMP Detachment as well as a renovation on the 1 st floor of Beaudry Place. This new space is required to house policing services staff (RCMP and Municipal Employees) and estimated to accommodate needs up to 2034.																																												
STRATEGIC PLAN:	Council Priority: 4. Infrastructure Investment																																												
TIMELINE:	2022: Detailed design work and preparation/award of tender 2022/23: Construction 2023: Construction Completion and Move																																												
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2022</th><th>\$</th><th>5,000,000</th></tr> </thead> <tbody> <tr><td>2023</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2024</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2025</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2026</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2027</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2028</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2029</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2030</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2031</td><td></td><td>\$</td><td>-</td></tr> <tr> <td>Total</td><td></td><td>\$</td><td>5,000,000</td></tr> </tbody> </table>	Investment Year	2022	\$	5,000,000	2023		\$	-	2024		\$	-	2025		\$	-	2026		\$	-	2027		\$	-	2028		\$	-	2029		\$	-	2030		\$	-	2031		\$	-	Total		\$	5,000,000
Investment Year	2022	\$	5,000,000																																										
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2031		\$	-																																										
Total		\$	5,000,000																																										
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes																																												
ASSOCIATED OPERATING BUSINESS CASE:	N/A																																												



YEAR:	2022 - 2031		
CHARTER NUMBER:	ENGS-054		
CHARTER NAME:	Transportation Network Improvements		
LEAD DEPARTMENT:	Engineering		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	This project targets the completion of redesign of existing intersections or corridors for safety, capacity or connectivity improvements.		
SCOPE STATEMENT:	This project shall perform network improvements that result in enhanced safety or improved levels of service to reduce congestion, delay or improved accommodate all modes.		
STRATEGIC PLAN:	Council Priority: 3. Building a Transportation Network		
TIMELINE:	Year 1 / Year 2: Stakeholder engagement and design of corridor or intersection improvement(s); level of design may involve conceptual work or detailed design work. Year 3 / Year 4: Q1 tendering for construction Q2 – Q4 Construction		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 500,000
		2023	\$ -
		2024	\$ 3,870,000
		2025	\$ 325,000
		2026	\$ -
		2027	\$ 2,145,000
		2028	\$ -
		2029	\$ 325,000
		2030	\$ -
		2031	\$ 2,145,000
	Total	\$ 9,310,000	
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031		
CHARTER NUMBER:	ENGS-058		
CHARTER NAME:	Neighbourhood Traffic Calming Strategies		
LEAD DEPARTMENT:	Engineering		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
	This project targets completion of traffic safety improvements within neighbourhoods, inclusive of school zones / playground zones.		
SCOPE STATEMENT:	This project enacts on City Council Policy C-TS-02 Neighbourhood Traffic Calming, recommendations of the Safe Journeys to School report and the City's Transportation Safety Plan.		
STRATEGIC PLAN:	Council Priority: 3. Building a Transportation Network		
TIMELINE:	<p>Resident request / initiated:</p> <p>Year 1: Q1: RFP for consulting services Q2 / Q3: Resident engagement / data collection / Plan Creation Q3 / Q4: Temporary measure installation</p> <p>Year 2: Evaluation Period</p> <p>Year 3: (pending evaluation results and construction season schedule): Q2: Construction tendering Q3 / Q4: Construction</p> <p>Administration Initiated:</p> <ul style="list-style-type: none"> - Design and construction of improvements at collision prone or critical conflict areas of risk 		
FINANCIAL INFORMATION:	Investment Year 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 Total	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	326,600 392,200 402,500 367,000 367,000 367,000 367,000 367,000 367,000 367,000 367,000 3,690,300
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031		
CHARTER NUMBER:	ENGS-068		
CHARTER NAME:	Active Transportation Plan		
LEAD DEPARTMENT:	Engineering		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	This project targets completion of engineering / design and construction of new sidewalk and trail structures to eliminate gaps within the existing active transportation network.		
SCOPE STATEMENT:	This project will ensure Active Transportation is strategically addressed for appropriate planning, design and accommodation, with infrastructure in place to increase accessibility and connectivity throughout the network.		
STRATEGIC PLAN:	Council Priority: 3. Building a Transportation Network		
TIMELINE:	<p>Design work will occur the year prior to construction; construction will consist of sites previously designed; example – design occurred in 2022 for 2023 construction sites.</p> <ul style="list-style-type: none"> Additional design sites are being completed in 2022 to ensure program readiness for construction. Budget variances (lower budgets) reflect a year when active mode accommodation is planned for delivery within other significant Capital programs. <p>Q1: tender and award for design and construction work for the year. Q2/Q3: Construction of previous year design sites Q2 – Q4: Design of next priority sites</p>		
FINANCIAL INFORMATION:	Investment Year 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 Total	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	150,000 415,000 415,000 150,000 415,000 440,000 440,000 440,000 440,000 440,000 3,745,000
OPERATIONAL IMPACTS:	<input type="radio"/> No <input checked="" type="radio"/> Yes Beginning in 2023 \$1,700		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



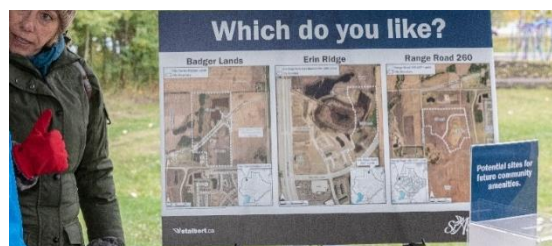
CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031		
CHARTER NUMBER:	ENGS-075		
CHARTER NAME:	Villeneuve Road Rebuild		
LEAD DEPARTMENT:	Engineering		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	This project targets the upgrading of Villeneuve Road to an urbanized Connector roadway (following Complete Streets) and represents the City's equitable share of the project based on the traffic modelling output.		
SCOPE STATEMENT:	Construct improvements to Villeneuve Road to accommodate active transportation, urbanize the roadway cross-section, and accommodate new accesses or intersection improvements from communities to the roadway.		
STRATEGIC PLAN	Council Priority: 3. Building a Transportation Network		
TIMELINE:	2022: Engineering / Design for full corridor with detailed design completed for Phase 1 and preliminary design completed for other phases. 2022: Construction Phase 1 2024: Detailed design Phase 2 2025: Construction of Phase 2 2028: Detailed design Phase 3 - Work to be aligned to detailed design of Phase 4 Ray Gibbon Drive. 2029: Construction Phase 3 - Work to be aligned to construction of Phase 4 Ray Gibbon Drive.		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 4,097,000
		2023	\$ -
		2024	\$ 400,000
		2025	\$ 3,840,000
		2026	\$ -
		2027	\$ -
		2028	\$ 250,000
		2029	\$ 1,527,500
		2030	\$ -
		2031	\$ -
	Total	\$	10,114,500
OPERATIONAL IMPACTS:	<input type="radio"/> No <input checked="" type="radio"/> Yes Beginning in 2023 \$10,300		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



CAPITAL PROJECT CHARTER

YEAR:	2022		
CHARTER NUMBER:	DARP-016		
CHARTER NAME:	DARP Project Prioritization		
LEAD DEPARTMENT:	Planning & Development		
TYPE:	<input checked="" type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	DARP-016 – DARP Project Prioritization is a growth project, as it relates to new capital spending for implementation of the Downtown Area Redevelopment Plan (Bylaw 5/2020, consolidated by Bylaw 7/2016). It is considered as a growth project as it is tied to an increasing population and increased need for facilities & services.		
SCOPE STATEMENT:	The project is intended to review and evaluate all recommended capital projects within the DARP implementation strategy and perform necessary technical studies to confirm or re-assess servicing and transportation network capacity. The outcome will be to prioritize the potential public expenditures to maximize benefits versus costs.		
STRATEGIC PLAN:	Council Priority: 1. Growth Policy Framework		
TIMELINE:	DARP project review & prioritization (2022)		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 165,000
		2023	\$ -
		2024	\$ -
		2025	\$ -
		2026	\$ -
		2027	\$ -
		2028	\$ -
		2029	\$ -
		2030	\$ -
		2031	\$ -
	Total		\$ 165,000
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2023		
CHARTER NUMBER:	PLAN-006		
CHARTER NAME:	Lakeview/Badger Lands Area Structure Plan		
LEAD DEPARTMENT:	Planning & Development		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services. This Area Structure Plan is intended to enable future growth on the west boundary of St. Albert.		
SCOPE STATEMENT:	<p>The Area Structure Plan will encompass both the Lakeview and Badger Lands, which will provide detailed answers to key servicing provision, land use, and development phasing. The project will also provide a high-level master plan for the remainder of the western lands (approximately twelve (12) quarter sections), to ensure adequate servicing is available for private investment and development. This plan is envisioned to provide a strategic direction for future development within this area, in keeping with the new Municipal Development Plan.</p> <p>For the 2022 Project Charter, additional costing has been added to more closely study the lands south of Meadowview Drive.</p>		
STRATEGIC PLAN:	Council Priority: 2. Economic Development		
TIMELINE:	2021 - Research, Concept Plan Development 2021-22 - Engagement, document drafting		
FINANCIAL INFORMATION:	Investment Year 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 Total	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	415,000 - - - - - - - - - - 415,000
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2023																																														
CHARTER NUMBER:	PLAN-010																																														
CHARTER NAME:	Mature Neighbourhood Revitalization Strategies																																														
LEAD DEPARTMENT:	Planning & Development																																														
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH																																														
Explanation (RMR/Growth)	<p>This project is considered as a growth project as it is tied to an increasing population and increased need for facilities & services. This project is intended to enable the Planning and Development Department to investigate and propose improved processes regarding the implementation of infill development within the City's Mature Neighbourhoods.</p>																																														
SCOPE STATEMENT:	<p>Building upon policies identified within the new Municipal Development Plan, this project will enable the Planning and Development Department to investigate different ways to evaluate infill opportunities and successfully implement infill development proposals.</p>																																														
STRATEGIC PLAN:	Council Priority: 5. Housing																																														
TIMELINE:	2022 Research, Concept Plan Development 2022-23 Engagement, document drafting																																														
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2022</th><th>\$</th><th>208,100</th></tr> </thead> <tbody> <tr><td>2023</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2024</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2025</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2026</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2027</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2028</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2029</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2030</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2031</td><td></td><td>\$</td><td>-</td></tr> <tr> <td>Total</td><td></td><td>\$</td><td>208,100</td></tr> </tbody> </table>	Investment Year	2022	\$	208,100	2023		\$	-	2024		\$	-	2025		\$	-	2026		\$	-	2027		\$	-	2028		\$	-	2029		\$	-	2030		\$	-	2031		\$	-	Total		\$	208,100		
Investment Year	2022	\$	208,100																																												
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2024		\$	-																																												
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2031		\$	-																																												
Total		\$	208,100																																												
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes																																														
ASSOCIATED OPERATING BUSINESS CASE:	N/A																																														



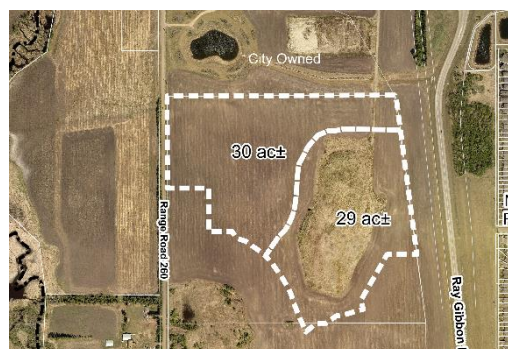
CAPITAL PROJECT CHARTER

YEAR:	2022 - 2031		
CHARTER NUMBER:	RECR-049		
CHARTER NAME:	New Neighbourhood Park Development		
LEAD DEPARTMENT:	Recreation and Parks		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	Development of new outdoor recreation amenities on municipal reserve lands within developing neighborhoods.		
SCOPE STATEMENT:	To provide recreation opportunities on municipal reserve lands for new neighborhoods as they are built. Work includes provision of trails, park and open space recreation amenities, and landscaping.		
STRATEGIC PLAN	Council Priority: 4. Infrastructure Investment		
TIMELINE:	2022-2031: Concept Planning, Design and Construction		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 702,500
		2023	\$ 261,600
		2024	\$ 2,158,300
		2025	\$ 1,537,100
		2026	\$ 3,969,300
		2027	\$ 3,346,200
		2028	\$ 268,300
		2029	\$ 432,600
		2030	\$ 1,416,200
		2031	\$ 2,459,700
	Total	\$	16,551,800
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> Yes <input type="radio"/> No <div>Beginning in 2023 \$3,000</div>		
ASSOCIATED OPERATING BUSINESS CASE:			



CAPITAL PROJECT CHARTER

YEAR:	2022 - 2027		
CHARTER NUMBER:	RECR-050		
CHARTER NAME:	RWP West – Meadowview Construction		
LEAD DEPARTMENT:	Recreation and Parks		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	This charter involves construction of a new key trail connection in the Meadowview area connecting the area between the Grey Nuns White Spruce Park multi-use trail to the existing trail east of the CN Trestle Bridge.		
SCOPE STATEMENT:	The project involves the remaining phases of the Red Willow Park West – Meadowview project. It includes Phase 2 construction of a key trail connection from the new Grey Nuns White Spruce Park to the existing trail east of the CN Trestle Bridge including seating and viewing nodes and Phase 3 design and construction of a new parking area and potential washrooms, aligned to future development of roadway access from Riverside.		
STRATEGIC PLAN	Council Priority: 3. Building a Transportation Network		
TIMELINE:	2022- Detailed design of CN Trestle Bridge pedestrian crossing 2023- Phase 2- RWP West trail construction 2027- Phase 3- GNWSP Riverside Entrance construction		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 367,900
		2023	\$ 3,311,200
		2024	\$ -
		2025	\$ 100,000
		2026	\$ -
		2027	\$ 1,188,300
		2028	\$ -
		2029	\$ -
		2030	\$ -
		2031	\$ -
	Total		\$ 4,967,400
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes Anticipated to begin in 2025 \$0		
ASSOCIATED OPERATING BUSINESS CASE:			



CAPITAL PROJECT CHARTER

YEAR:	2022		
CHARTER NUMBER:	RECR-065		
CHARTER NAME:	Community Amenities Site Planning		
LEAD DEPARTMENT:	Recreation and Parks		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	This charter is to fund the master planning for the new community amenities site.		
SCOPE STATEMENT:	To complete conceptual planning for a community amenities site including functional and technical studies and site concept planning and costing.		
STRATEGIC PLAN	Council Priority: 4. Infrastructure Investment		
TIMELINE:	2022		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 1,000,000
		2023	\$ -
		2024	\$ -
		2025	\$ -
		2026	\$ -
		2027	\$ -
		2028	\$ -
		2029	\$ -
		2030	\$ -
		2031	\$ -
	Total		\$ 1,000,000
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes \$0		
ASSOCIATED OPERATING BUSINESS CASE:	Operational impact can be assessed once a concept plan and functional study is developed.		



CAPITAL PROJECT CHARTER

YEAR:	2022		
CHARTER NUMBER:	RECR-073		
CHARTER NAME:	Kingswood Boat Dock		
LEAD DEPARTMENT:	Recreation and Parks		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	This project is for the construction of a new boat dock to address increasing demand and is therefore a growth project.		
SCOPE STATEMENT:	This charter is for a non-motorized boat dock site within Kingswood Park. The work will include environmental assessment, review of site access, determination of amenities, approvals, and construction.		
STRATEGIC PLAN	Council Priority: 4. Infrastructure Investment		
TIMELINE:	Spring 2022 – Site assessment and recommendations Summer 2022 – Trail access construction and permanent infrastructure installation Spring 2022 – Dock opened to public		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 182,100
		2023	\$ -
		2024	\$ -
		2025	\$ -
		2026	\$ -
		2027	\$ -
		2028	\$ -
		2029	\$ -
		2030	\$ -
		2031	\$ -
	Total	\$	182,100
OPERATIONAL IMPACTS:	<input type="radio"/> No <input checked="" type="radio"/> Yes		
	Beginning in 2023		\$4,000
	2024		\$4,100
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



CAPITAL PROJECT CHARTER

YEAR:	2022		
CHARTER NUMBER:	ENV-004		
CHARTER NAME:	Solar Photovoltaics (PV) Farm		
LEAD DEPARTMENT:	HR, Safety & Environment		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	The project is a growth capital as it involves the additional phases of design, electrical interconnection and installation of new technologies that provides opportunity for investment in long term revenue generating infrastructure.		
SCOPE STATEMENT:	Project includes the final phases of detailed design, last stages of environmental studies, electrical interconnection, and installation of a solar photovoltaic farm on Badger Lands located at 43 Villeneuve Rd.		
STRATEGIC PLAN	Council Priority: 4. Infrastructure Investment		
TIMELINE:	2021-22 – Detailed Design and Fortis Alberta DER application process (Phase 1-3) 2022-23 – Installation and commissioning of the Solar PV Farm and Fortis Alberta DER application process (Phase 4-5)		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 26,100,000
		2023	\$ -
		2024	\$ -
		2025	\$ -
		2026	\$ -
		2027	\$ -
		2028	\$ -
		2029	\$ -
		2030	\$ -
		2031	\$ -
Total		\$	26,100,000
OPERATIONAL IMPACTS:	<input type="radio"/> No <input checked="" type="radio"/> Yes Annual Maintenance Begins 2024 \$120,000		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



CAPITAL PROJECT CHARTER

YEAR:	2022		
CHARTER NUMBER:	ITSV-009		
CHARTER NAME:	Municipal Area Network Expansion		
LEAD DEPARTMENT:	Information Technology Services with Engineering Services		
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH		
Explanation (RMR/Growth)	This project will enhance service levels and produce long term cost avoidance.		
SCOPE STATEMENT:	Extend the City's fibre optic communication network to prepare for annexed lands, create redundant rings, and address the security and monitoring requirements of the City's water supply.		
STRATEGIC PLAN	Council Priority: 3. Building a Transportation Network		
TIMELINE:	2022		
FINANCIAL INFORMATION:	Investment Year	2022	\$ 100,000
		2023	\$ 200,000
		2024	\$ 200,000
		2025	\$ -
		2026	\$ -
		2027	\$ -
		2028	\$ -
		2029	\$ -
		2030	\$ -
		2031	\$ -
	Total		\$ 500,000
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes \$0		
ASSOCIATED OPERATING BUSINESS CASE:	N/A		



CAPITAL PROJECT CHARTER

YEAR:	2022 -2024																																														
CHARTER NUMBER:	ITSV-014																																														
CHARTER NAME:	Enterprise Maintenance & Asset Management																																														
LEAD DEPARTMENT:	Finance & IT																																														
TYPE:	<input type="radio"/> RMR <input checked="" type="radio"/> GROWTH																																														
Explanation (RMR/Growth)	Replacement of current maintenance management system with an integrated enterprise maintenance management system and asset management system.																																														
SCOPE STATEMENT:	<ol style="list-style-type: none"> 1. To replace the City's current computerized maintenance management system (IPS) with an integrated enterprise maintenance management (CMMS) and asset management system (EAM) that will be tightly integrated with the existing enterprise geographical information system (GIS). 2. To provide our asset stewards with the tools necessary to practice AM. 3. To reduce the number of software currently being leveraged 																																														
STRATEGIC PLAN	Council Priority: 4. Infrastructure Investment																																														
TIMELINE:	2022 Q1 – RFI/RFP process 2022 Q2 – Contracting, legal, installation 2022 Q3-2024 Q3 – Configuration, training, data import 2022-2024 Q4 – Go live, discrepancy fixes, close-out (phased approach for multiple asset groupings)																																														
FINANCIAL INFORMATION:	<table border="1"> <thead> <tr> <th>Investment Year</th><th>2022</th><th>\$</th><th>1,101,000</th></tr> </thead> <tbody> <tr><td>2023</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2024</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2025</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2026</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2027</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2028</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2029</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2030</td><td></td><td>\$</td><td>-</td></tr> <tr><td>2031</td><td></td><td>\$</td><td>-</td></tr> <tr> <td>Total</td><td></td><td>\$</td><td>1,101,000</td></tr> </tbody> </table>	Investment Year	2022	\$	1,101,000	2023		\$	-	2024		\$	-	2025		\$	-	2026		\$	-	2027		\$	-	2028		\$	-	2029		\$	-	2030		\$	-	2031		\$	-	Total		\$	1,101,000		
Investment Year	2022	\$	1,101,000																																												
2023		\$	-																																												
2024		\$	-																																												
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2031		\$	-																																												
Total		\$	1,101,000																																												
OPERATIONAL IMPACTS:	<input checked="" type="radio"/> No <input type="radio"/> Yes																																														
ASSOCIATED OPERATING BUSINESS CASE:	N/A																																														



Capital Project – Operating Impacts

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

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

For 2022, the net operating impacts on capital projects equates to an operating increase in the municipal budget of \$200 thousand. This is to support the Next Generation 911 system required by the CRTC (Canadian Radio-television and Telecommunications Commission) and is funded from tax dollars.

CONSOLIDATED CAPITAL BUDGET

(In Thousands of Dollars)

	2020 Budget	2021 Budget	2022 Budget
REVENUES			
Government Grants	\$28,694	\$27,588	\$19,117
Drawn From Reserve & Allowances	28,422	33,462	30,109
Recoverd Costs	1,863	-	-
Debenture	47,845	25,000	30,965
	<u>106,824</u>	<u>86,050</u>	<u>80,191</u>
EXPENSES			
Municipal Services	84,749	49,527	29,741
Community, Recreation and Culture Services	8,090	12,466	4,635
Administration & Support Services	2,513	4,430	29,160
Water	2,140	3,170	6,879
WasteWater	4,185	2,196	4,339
Storm	5,120	14,261	5,437
Solid Waste Management	28	-	-
	<u>106,824</u>	<u>86,050</u>	<u>80,191</u>
Amortization of Tangible Capital Assets	\$23,208	\$26,348	38,562
Contributed Tangible Capital Assets	\$29,015	\$9,508	41,132

Note: Totals may not sum exactly due to rounding.

MUNICIPAL CAPITAL BUDGET

(In Thousands of Dollars)

	2020 Budget	2021 Budget	2022 Budget
REVENUES			
Government Grants	\$27,707	\$26,601	\$18,130
Drawn From Reserve & Allowances	17,937	14,822	14,441
Recoverd Costs	1,863	-	-
Debenture	47,845	25,000	30,965
	<u>95,351</u>	<u>66,423</u>	<u>63,536</u>
EXPENSES			
Municipal Services	84,749	49,527	29,741
Community, Recreation and Culture Services	8,090	12,466	4,635
Administration & Support Services	2,513	4,430	29,160
	<u>95,351</u>	<u>66,423</u>	<u>63,536</u>
Amortization of Tangible Capital Assets	\$17,696	\$19,961	30,903
Contributed Tangible Capital Assets	\$20,047	\$8,822	24,925

Note: Totals may not sum exactly due to rounding.

10 Year Municipal RMR Capital Plan

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ENG											
ENG-001	Arterial Rehab Prgm	1,680,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000	1,636,000
ENG-002	Collector Roadway Prgm	957,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000	1,235,000
ENG-003	Local Roadway Prgm	1,515,000	1,680,000	1,680,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000	1,515,000
ENG-004	Roadway Rehab Prgm	2,457,000	2,477,000	2,457,000	2,301,000	1,987,000	1,967,000	1,967,000	1,987,000	1,987,000	1,987,000
ENG-005	Permanent Line Marking Rehab	200,000	200,000	215,000	225,000	225,000	235,000	235,000	235,000	235,000	240,000
ENG-006	Multi-Use Trail Rehab Prgm	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500	272,500
ENG-007	Sidewalk Program	600,000	600,000	600,000	650,000	650,000	650,000	700,000	700,000	700,000	700,000
ENG-008	Transportation Systems Mgmt	710,000	759,500	811,000	780,000	552,100	888,000	888,000	552,100	888,000	888,000
ENG-014	Paved Parking Lot Prgm	150,000	611,000	720,000	150,000	1,035,500	988,500	200,000	815,000	815,000	200,000
ENG-017	Back Lanes Prgm	1,215,000	1,215,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000	665,000
ENG-042	Bridge Prgm	255,000	692,500	615,000	250,000	615,000	250,000	615,000	250,000	615,000	2,500,000
ENG-053 (NEW)	Fleet Unit 4534 Replacement Upgrade	138,000									
ENG-060	Traffic Signal Maintenance	500,000	465,000	465,000	465,000	465,000	465,000	465,000	465,000	465,000	465,000
ENG Total		10,649,500	11,843,500	11,371,500	10,144,500	10,853,100	10,767,000	10,393,500	10,327,600	11,028,500	12,303,500
COMM SVCS											
CULTR-001	Arden Theatre Lifecycle Plan	221,100	83,600	184,700	168,400	69,850	85,250	207,900	65,450	74,250	319,000
CULTR-023	Visual Arts Studio Lifecycle	27,700	7,150	27,500	53,700	9,600	75,350	5,500		7,900	
COMM SVCS Total		248,800	90,750	212,200	222,100	79,450	160,600	213,400	65,450	82,150	319,000
EMERG SVCS											
FIRE-001	Emergency Equip Replace Plan	107,400	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500	305,600
FIRE-026	Fire Station #1 - Decommissioning	852,500									
EMERG SVCS Total		959,900	278,500	117,200	254,400	184,000	87,000	239,100	320,500	195,500	305,600
PW & TRAN											
PW-001	PW Mobile Equip Replace Plan	2,404,800	3,888,850	3,088,800	4,336,200	2,721,750	3,037,750	3,175,750	1,523,600	2,142,600	5,139,400
PW-006	Shop & Yard Equip Replace	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000	5,092,600	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000	4,770,000
TRAN-001	Transit Bus Lifecycle Replace	265,100	989,000	3,280,000	10,577,200	11,159,000	13,453,200	14,275,000	725,000	4,190,000	688,000
PW & TRAN Total		7,484,900	10,010,450	11,178,800	19,723,400	18,690,750	21,300,950	22,260,750	7,058,600	11,142,600	10,637,400
ENV											
PW-004	Energy Efficiency Replace Prgm		131,000		131,000		131,000		131,000		131,000
ENV Total			131,000		131,000		131,000		131,000		131,000
REC & PARKS											
COMS-001	Community Capital Grant Prgm	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
RECR-001	Aquatics Lifecycle Replace Plan	417,200	123,900	1,077,600	75,000	256,500	221,200	275,600	117,400	143,400	85,800
RECR-025	City Playground Lifecycle Prgm	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900	378,900
RECR-072 (NEW)	Outdoor Rec & Parks Infrastruc Rehab	165,000									
SERV-001	Servus Lifecycle Replacement Prgm	822,500	489,300	614,900	772,800	1,762,600	1,214,700	599,300	244,700	613,900	2,964,900
REC & PARKS Total		2,033,600	1,242,100	2,321,400	1,476,700	2,648,000	2,064,800	1,503,800	991,000	1,386,200	3,679,600
FIN SVC & IT											
ITSV-001	IT Office Automation	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
ITSV-002	IT Lifecycle Replace Plan	750,000	750,000	750,000	750,000	750,000	750,000	750,000	850,000	850,000	850,000
ITSV-011	Next Gen 911 Implement & Syst Rep	1,194,300									
FIN SVC & IT Total		1,994,300	800,000	800,000	800,000	800,000	800,000	800,000	900,000	900,000	900,000
RMR Total		23,371,000	24,396,300	26,001,100	32,752,100	33,255,300	35,311,350	35,410,550	19,794,150	24,734,950	28,276,100

10 Year Municipal Growth Capital Plan

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
COMM SVCS											
CSD-001	Youth Transitional Housing		115,000	753,700	1,101,500						
CULTR-005	Founders Walk Phase 3		1,254,600								
CULTR-009	Heritage Park Phase 1A, B, & C – Ag Pavilion and Visitors Reception		980,000	5,028,000	180,800						
CULTR-010	Heritage Park Ph 2A & 2B - Event Grounds			1,712,700	619,200						
CULTR-030	Heritage Park Phase 3A & 3B - Museum							14,975,100	1,577,300		
(blank)	Public Art		232,900	237,600	242,400	247,200	252,100	257,100	262,200	267,400	272,700
COMM SVCS Total			2,582,500	7,732,000	2,143,900	247,200	252,100	15,232,200	1,839,500	267,400	272,700
EMERG SVCS											
FIRE-023	Fire #2 Security Upgrade		45,000								
FIRE-033	Fire Training Facility		100,000	430,000	4,300,000						
POLI-005	Maloney Front Counter Security Renos		18,000	200,000							
POLI-006	Policing Bldg Accommodations	5,000,000									
EMERG SVCS Total		5,000,000	163,000	630,000	4,300,000						
ENG											
ENG-010	Transport Master Plan (TMP) Update		800,000						800,000		
ENG-054	Intersection Improvements	500,000		3,870,000	325,000		2,145,000		325,000		2,145,000
ENG-058	Traffic Calming Strategies	326,600	392,200	402,500	367,000	367,000	367,000	367,000	367,000	367,000	367,000
ENG-068	Active Transport Plan	150,000	415,000	415,000	150,000	415,000	440,000	440,000	440,000	440,000	440,000
ENG-069	ITS Strategy Implementation		328,700	339,200	354,900	378,000	349,700	396,900	340,000	340,000	340,000
ENG-073	Fowler Way				38,985,000						
ENG-075	Villeneuve Rd Rebuild	4,097,000		400,000	3,840,000			250,000	1,527,500		
ENG-077	Neil Ross Road Extension - OSL 100%		70,000		1,380,000		1,050,000		10,249,500		
ENG-078	LeClair Way West Extension - OSL 100%			130,000		2,300,000			800,000		25,337,000
ENG-079	RR260-Community Amenities & Lakeview Bus District Service		2,760,000								
ENG Total		5,073,600	4,765,900	5,556,700	45,401,900	3,460,000	4,351,700	1,453,900	14,849,000	1,147,000	28,629,000
P&D											
DARP-003	Civic Plaza					54,600	158,100		1,643,900		
DARP-006	Perron Street Pedestrian Improvements					744,900		5,828,800			
DARP-007	Grandin Road Improvement								221,800		2,205,700
DARP-011	St Anne St. Pedestrian Improvements								893,500		6,049,900
DARP-014	St. Thomas St. Median Improvements						284,000			2,894,900	
DARP-015	Tache Street Green Corridor						131,800			6,001,700	
DARP-016	DARP Project Prioritization	165,000									
PLAN-006	Lakeview/Badger Lands ASP	200,000									
PLAN-010	Mature Neighbourhood Revitalization Strategies	208,100									
P&D Total		573,100				799,500	573,900	5,828,800	2,759,200	8,896,600	8,255,600
PW & TRAN											
PW-018	PW Satellite Shop				362,900	2,985,100					
TRAN-003	Transit Waiting Shelters		61,200				63,000				65,000
TRAN-004	Transit Growth Buses		2,500,000				1,750,000				1,750,000
TRAN-007	N Transit Oriented Development (TOD)								17,100,000		
TRAN-024	Transit Garage (Liggett Place) Expansion		550,000			4,876,000	1,272,000				
PW & TRAN Total			3,111,200		362,900	7,861,100	3,085,000		17,100,000		1,815,000

10 Year Municipal Growth Capital Plan (Cont'd)

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REC & PARKS											
DARP-005	Millennium Park Design Phase 2 & Construction		285,400	1,817,700			1,171,700		7,290,100	1,041,400	
RECR-040	Dog Friendly Park Development		206,000		974,100						
RECR-045	Oakmont Trail Phase 2		454,500	257,000	535,600						
RECR-049	Neighborhood Park Development	702,500	261,600	2,158,300	1,537,100	3,969,300	3,346,200	268,300	432,600	1,416,200	2,459,700
RECR-050	RWP Meadowview - Construction	367,900	3,311,200		100,000		1,188,300				
RECR-065	Community Amenities Site Planning	1,000,000									
RECR-073	Kingswood Park Boat Dock	182,100									
RECR-074	Community Amenities Site - Construction		14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000
RECR-075	Kingswood Park Disc Golf	100,000									
SERV-008	Servus Place Fitness Expansion		506,000	5,952,000							
REC & PARKS Total		2,352,500	19,024,700	24,185,000	17,146,800	17,969,300	19,706,200	14,268,300	21,722,700	16,457,600	16,459,700
ENV											
CSS-005	Cogeneration - Servus Place		60,600	1,000,000							
CSS-007	Smart Facility Monitoring		80,800	90,900							
CSS-008	Facility Water & Energy Audits		50,500								
ENV-001	Contaminated Sites Remediation		115,000								
ENV-002	Solar Photovoltaics (PV) Program		500,000	500,000							
ENV-004	Solar Photovoltaics (PV) Farm	25,965,000									
ENV Total		25,965,000	806,900	1,590,900							
FIN SVC & IT											
ITSV-009	Municipal Area Network Expansion	100,000	200,000	200,000							
ITSV-014	Enterprise Asset Management	1,101,000									
ITSV-015	Web Services Enhancements		50,000	50,000							
FIN SVC & IT Total		1,201,000	250,000	250,000							
GROWTH Total		40,165,200	30,704,200	39,944,600	69,355,500	30,337,100	27,968,900	36,783,200	58,270,400	26,768,600	55,432,000

2022 Municipal Capital Funding

Project No.	Project Name	BUDGET	PAYG	Lifecycle Reserves	MSI	BMTG	FGTF	Other Grants	Capital/Growth Stab Reserve	Debt
ITSV-001	IT Office Automation	50,000	50,000							
ITSV-002	IT Lifecycle Replace Plan	750,000		750,000						
ENGS-001	Arterial Rehab Prgm	1,680,000			1,680,000					
ENGS-002	Collector Roadway Prgm	957,000					957,000			
ENGS-003	Local Roadway Prgm	1,515,000			1,515,000					
ENGS-004	Roadway Rehab Prgm	2,457,000			2,457,000					
ENGS-005	Permanent Line Marking Rehab	200,000	200,000							
ENGS-006	Multi-Use Trail Rehab Prgm	272,500					272,500			
ENGS-007	Sidewalk Program	600,000			600,000					
ENGS-008	Transportation Systems Mgmt	710,000			710,000					
ENGS-014	Paved Parking Lot Prgm	150,000	150,000							
ENGS-017	Back Lanes Prgm	1,215,000			1,215,000					
ENGS-042	Bridge Prgm	255,000	255,000							
ENGS-053 (NEW)	Fleet Unit 4534 Replacement Upgrade	138,000	138,000							
ENGS-060	Traffic Signal Maintenance	500,000	500,000							
COMS-001	Community Capital Grant Prgm	250,000	250,000							
CULTR-001	Arden Theatre Lifecycle Plan	221,100		221,100						
CULTR-023	Visual Arts Studio Lifecycle	27,700	27,700							
FIRE-001	Emergency Equip Replace Plan	107,400		107,400						
FIRE-026	Fire Station #1 - Decommissioning	852,500	852,500							
RECR-001	Aquatics Lifecycle Replace Plan	417,200		417,200						
RECR-025	City Playground Lifecycle Prgm	378,900		378,900						
RECR-072 (NEW)	Outdoor Rec & Parks Infrastruc Rehab	165,000					165,000			
SERV-001	Servus Lifecycle Replacement Prgm	822,500		822,500						
PW-001	PW Mobile Equip Replace Plan	2,404,800		2,404,800						
PW-006	Shop & Yard Equip Replace	40,000	40,000							
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000		2,500,000		2,275,000				
TRAN-001	Transit Bus Lifecycle Replace	265,100		265,100						
ITSV-011	Next Gen 911 Implement & Syst Rep	1,194,300			1,194,300					
RMR TOTAL		23,371,000	2,463,200	7,867,000	9,371,300	2,275,000	1,394,500			
ENV-004	Solar Photovoltaics (PV) Farm	25,965,000								25,965,000
RECR-075	Kingswood Park Disc Golf Course	100,000					100,000			
RECR-050	RWP Meadowview - Construction	367,900							367,900	
RECR-065	Community Amenities Site Planning	1,000,000							1,000,000	
ENGS-058	Traffic Calming Strategies	326,600					326,600			
RECR-049	Neighborhood Park Development	702,500					702,500			
ITSV-014	Enterprise Asset Management	1,101,000			1,101,000					
ITSV-009	Municipal Area Network Expansion	100,000					100,000			
PLAN-010	Mature Neighbourhood Revitalization Strategies	208,100	208,100							
ENGS-054	Intersection Improvements	500,000							500,000	
ENGS-075	Villeneuve Rd Rebuild	4,097,000					4,097,000			
PLAN-006	Lakeview/Badger Lands ASP	200,000							200,000	
ENGS-068	Active Transport Plan	150,000							150,000	
DARP-016	DARP Project Prioritization	165,000							165,000	
POLI-006	Policing Bldg Accommod	5,000,000								5,000,000
RECR-073	Kingswood Park Boat Dock	182,100					182,100			
GROWTH TOTAL		40,165,200	208,100		1,101,000		5,508,200		2,382,900	30,965,000
TOTAL		63,536,200	2,671,300	7,867,000	10,472,300	2,275,000	6,902,700		2,382,900	30,965,000

2022 Municipal Capital Projects – Operating Impacts

Charter No.	Project Name	2022 Capital Budget	2022	2023	2024
COMS-001	Community Capital Grant Prgm	250,000			
CULTR-001	Arden Theatre Lifecycle Plan	221,100			
CULTR-023	Visual Arts Studio Lifecycle	27,700			
ENGS-001	Arterial Rehab Prgm	1,680,000			
ENGS-002	Collector Roadway Prgm	957,000			
ENGS-003	Local Roadway Prgm	1,515,000			
ENGS-005	Permanent Line Marking Rehab	200,000			
ENGS-006	Multi-Use Trail Rehab Prgm	272,500			
ENGS-007	Sidewalk Program	600,000			
ENGS-008	Transportation Systems Mgmt	710,000			
ENGS-014	Paved Parking Lot Prgm	150,000			
ENGS-017	Back Lanes Prgm	1,215,000			
ENGS-042	Bridge Prgm	255,000			
ENGS-054	Intersection Improvements	500,000			
ENGS-058	Traffic Calming Strategies	326,600			
ENGS-060	Traffic Signal Maintenance	500,000			
FIRE-001	Emergency Equip Replace Plan	107,400			
ITSV-001	IT Office Automation	50,000			
ITSV-002	IT Lifecycle Replace Plan	750,000			
PLAN-006	Lakeview/Badger Lands ASP	200,000			
PW-001	PW Mobile Equip Replace Plan	2,404,800			
PW-006	Shop & Yard Equip Replace	40,000			
RECR-001	Aquatics Lifecycle Replace Plan	417,200			
RECR-025	City Playground Lifecycle Prgm	378,900			
RECR-049	Neighborhood Park Development	702,500		3,000	3,000
SERV-001	Servus Lifecycle Replacement Prgm	822,500			
TRAN-001	Transit Bus Lifecycle Replace	265,100			
ENGS-004	Roadway Rehab Prgm	2,457,000			
ENGS-068	Active Transport Plan	150,000		1,700	1,700
FIRE-026	Fire Station #1 - Decommissioning	852,500			
POLI-006	Policing Bldg Accommod	5,000,000			
RECR-050	RWP Meadowview - Construction	367,900			
RECR-065	Community Amenities Site Planning	1,000,000			
ENGS-075	Villeneuve Rd Rebuild	4,097,000		10,300	10,300
PLAN-010	Mature Neighbourhood Revitalization Strategies	208,100			
DARP-016	DARP Project Prioritization	165,000			
PW-031	Municipal Facilities - Repairs & Renewal	4,775,000			
ENGS-053	Fleet Unit 4534 Replacement Upgrade	138,000		14,500	14,500
RECR-072	Outdoor Rec & Parks Infrastruc Rehab	165,000			
ITSV-011	Next Gen 911 Implement & Syst Rep	1,194,300	199,700	199,700	199,700
ENV-004	Solar Photovoltaics (PV) Farm	25,965,000			120,000
RECR-073	Kingswood Park Boat Dock	182,100		4,000	4,100
ITSV-014	Enterprise Asset Management	1,101,000			
ITSV-009	Municipal Area Network Expansion	100,000			
RECR-075	Kingswood Park Disc Golf	100,000			
TOTAL		63,536,200	199,700	233,200	353,300

UTILITY CAPITAL BUDGET

(In Thousands of Dollars)

	2020 Budget	2021 Budget	2022 Budget
REVENUES			
Government Grants	\$987	\$987	\$987
Drawn From Reserve & Allowances	10,486	18,640	15,668
	<u>11,473</u>	<u>19,627</u>	<u>16,655</u>
EXPENSES			
Water	2,140	3,170	6,879
WasteWater	4,185	2,196	4,339
Storm	5,120	14,261	5,437
Solid Waste Management	28	-	-
	<u>11,473</u>	<u>19,627</u>	<u>16,655</u>
Amortization of Tangible Capital Assets	\$5,512	\$6,388	7,659
Contributed Tangible Capital Assets	\$8,968	\$686	16,207

Note: Totals may not sum exactly due to rounding.

10 Year Utility RMR Capital Plan

Charter No.	Charter Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
STORM											
STORM-001	Utility Master Plan		400,000								
STORM-002	STORM Infrastructure Rehab	2,075,000	3,035,000	2,200,000	1,170,000	745,000	2,050,000	330,000	1,790,000	2,000,000	570,000
STORM-004	STORM Mgmt LOS	2,106,000	4,397,000	2,106,000	2,675,000	2,970,000	2,675,000	1,390,000	1,936,000	2,005,000	2,005,000
STORM-007	Sediment and Erosion Control	1,256,000	2,691,000	600,000	600,000	1,256,000	600,000	1,256,000	600,000	1,256,000	600,000
STORM Total		5,437,000	10,523,000	4,906,000	4,445,000	4,971,000	5,325,000	2,976,000	4,326,000	5,261,000	3,175,000
WASTEWTR											
WASWT-001	WASTWT Rehab Prgm	273,400	278,800	284,400	300,000	300,000	300,000	300,000	300,000	300,000	300,000
WASWT-002	WASTWT Household Service Replace	250,000	250,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000
WASWT-003	WASTWT Main Replacement	702,000	1,275,000	702,000	702,000	1,275,000	702,000	702,000	1,275,000	702,000	702,000
WASWT-004	WASTWT Collection System LOS	3,114,000	469,200	2,955,800	478,600	3,013,100	488,200	3,013,100	488,200	3,013,100	488,200
WASWT-010	Utility Master Plan		400,000								
WASWT-020	WASTWT Lift Station Studies							335,500			
WASTEWTR Total		4,339,400	2,673,000	4,217,200	1,755,600	4,863,100	1,765,200	4,625,600	2,338,200	4,290,100	1,765,200
WATER											
WATER-002	Utility Master Plan		400,000								
WATER-003	Water System Infrastructure Rehab	540,600	551,400	562,400	573,700	585,200	596,900	680,800	680,800	680,800	680,800
WATER-004	Water Network LOS	4,488,000	6,915,600	1,725,900	1,825,800	869,000	1,892,100	703,800	1,836,000	2,040,000	2,040,000
WATER-006	Pump Station and Reservoir Rehab Prgm	1,850,000	27,100,000				250,000				
WATER Total		6,878,600	34,967,000	2,288,300	2,399,500	1,454,200	2,739,000	1,384,600	2,516,800	2,720,800	2,720,800
SOLIDW											
SOLWA-001	Recycle Yard Upgrades		30,000			32,500					
SOLIDW Total			30,000			32,500					
RMR Total		16,655,000	48,193,000	11,411,500	8,600,100	11,320,800	9,829,200	8,986,200	9,181,000	12,271,900	7,661,000

10 Year Utility Growth Capital Plan

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
STORM											
STORM-006	Vacuum Debris Drying Pad		111,700								
STORM Total			111,700								
WASTEWTR											
WASTW-009	Vacuum Debris Drying Pad		111,700								
WASTEWTR Total			111,700								
WATER											
WATER-018	Giroux West Water Transmission Main		730,400								
WATER-019	Levasseur Water Transmission Main		821,700								
WATER-020	Lockhart Water Transmission Main		182,600								
WATER Total			1,734,700								
SOLIDW											
SOLWA-002	Compost Transfer Site					511,000					
SOLIDW Total						511,000					
Growth Total			1,958,100			511,000					

2022 Utility Capital Funding

Project No.	Project Name	BUDGET	MSI	FGTF	Water Reserve	Wastewater Reserve	Storm Reserve	Solid Waste Reserve	Other
STORM-002	STORM Infrastructure Rehab	2,075,000					2,075,000		
STORM-004	STORM Mgmt LOS	2,106,000					2,106,000		
STORM-007	Sediment and Erosion Control	1,256,000					1,256,000		
WASWT-001	WASTWT Rehab Prgm	273,400				273,400			
WASWT-002	WASTWT Household Service Replace	250,000				250,000			
WASWT-003	WASTWT Main Replacement	702,000				702,000			
WASWT-004	WASTWT Collection System LOS	3,114,000				3,114,000			
WATER-003	Water System Infrastructure Rehab	540,600			540,600				
WATER-004	Water Network LOS	4,488,000			4,488,000				
WATER-006	Pump Station and Reservoir Rehab Prgm	1,850,000		987,000	863,000				
RMR Total		16,655,000		987,000	5,891,600	4,339,400	5,437,000		
TOTAL		16,655,000		987,000	5,891,600	4,339,400	5,437,000		



Debt

The City's long-term debt relates to nine projects of which five are related to road infrastructure, two for underground utility infrastructure, two for municipal land and facilities.

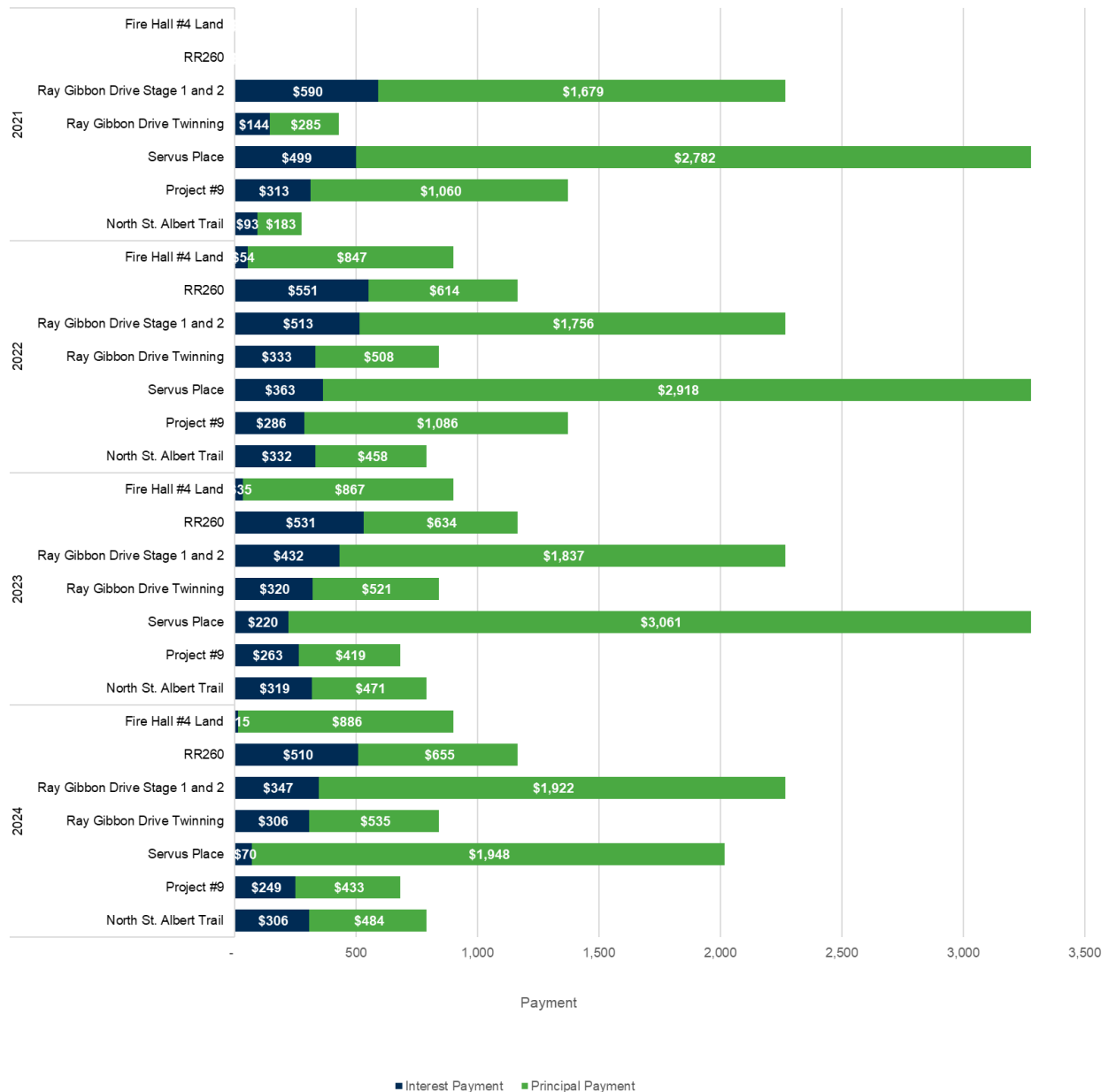
2021 – 2024 Debt

(In thousands of dollars)

	2021	2022	2023	2024
Debt Outstanding (as at December 31)				
North St. Albert Trail	\$ 4,317	\$ 4,129	\$ 3,938	\$ 3,743
Project #9	9,357	8,271	7,852	7,419
Servus Place	8,295	5,378	2,317	369
Ray Gibbon Drive Twinning	6,715	6,423	6,126	5,822
Ray Gibbon Drive Stage 1 and 2	11,658	9,902	8,065	6,143
RR260	17,000	16,386	15,752	15,097
North St Albert Trail	7,500	7,229	6,949	6,661
Fire Hall #4 Land	2,600	1,753	886	-
Ray Gibbon Drive	6,000	5,783	5,560	5,328
Total Debt Outstanding	\$ 73,442	\$ 65,254	\$ 57,445	\$ 50,582
Debt Payments				
North St. Albert Trail	\$ 276	\$ 276	\$ 276	\$ 276
Project #9	1,373	1,373	682	682
Servus Place	3,281	3,281	3,281	2,018
Ray Gibbon Drive Twinning	430	430	430	430
Ray Gibbon Drive Stage 1 and 2	2,269	2,269	2,269	2,269
RR260	-	1,165	1,165	1,165
North St Albert Trail	-	514	514	514
Fire Hall #4 Land	-	901	901	901
Ray Gibbon Drive	-	411	411	411
Total Debt Payments	\$ 7,629	\$ 10,620	\$ 9,929	\$ 8,665

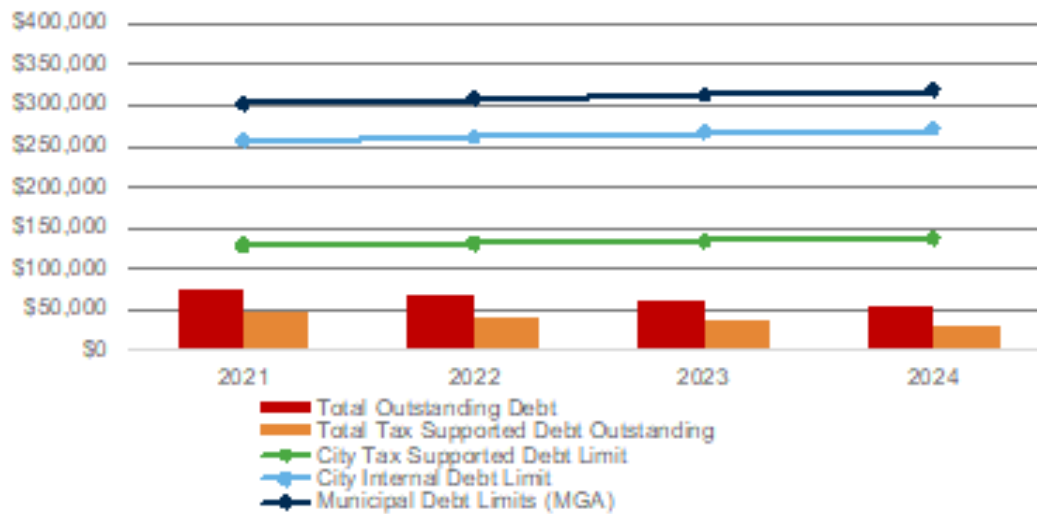
2021 – 2024 Interest and Principal Payments

(In thousands of dollars)



Debt Limit Versus Outstanding Debt

(In thousands of dollars)



The City Internal limit is the most relevant limit the City looks at when a debenture is taken out. The current debt outstanding is \$73.4 million (Red Bar) is below the City internal limit (Light Blue Line)

FUNCTION INFORMATION

STAFFING

Function	2020 Approved Positions	2021 Approved Positions	2022 Approved Positions	New Positions Approved
Executive Leadership	17.00	18.35	12.20	1.00
General Government	125.09	125.35	132.35	1.00
Community & Recreation Services	112.99	112.49	109.62	-
Emergency Services	172.62	178.62	177.62	-
Public Operations	125.38	126.32	124.32	-
Planning & Engineering	61.00	58.00	59.00	-
Total Municipal	614.08	619.13	615.11	2.00
Utility Services	54.20	58.15	58.15	-
Total Full-Time Equivalent Staff	668.28	677.28	673.26	2.00

Note: New positions are filled as of April 1st.

Variations between 2021 and 2022 budgeted positions, other than the change in total full-time staffing, represent inter-departmental reallocations of personnel.

Changes in Staffing Levels for the 2022 Approved Budget include:

New Positions

1 Municipal Energy Specialist and
1 Indigenous Relations Coordinator.

For further details see page 61 -
Municipal Business Cases.

Reductions in Staffing Levels

8.02 vacant full-time positions were
eliminated.

Changes in Function Staffing Levels

Other than organizational
restructuring: no changes were approved for the following functions
Community & Recreation Services, Emergency Services. Public
Operations, Planning & Engineering
and Utility Services.



COUNCIL

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

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

Council Function							
<small>(In Thousands of Dollars)</small>							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	\$3	\$8	\$10	\$4	\$4	\$4	\$(6)
TOTAL	\$3	\$8	\$10	\$4	\$4	\$4	\$(6)
EXPENDITURES							
Salaries, Wages & Benefits	\$564	\$568	\$567	\$572	\$571	\$571	\$(5)
Contracted & General Services	154	62	159	162	162	162	(3)
Materials, Goods, Supplies & Utilities	34	13	35	41	41	41	(6)
Transfers To Organizations & Individuals	2		12	12	12	12	-
Other Expenditures	-	1	15	15	15	15	-
Transfers To/From Reserves	-	-	-	-	-	-	-
TOTAL	\$754	\$644	\$788	\$801	\$801	\$801	\$(14)
NET	\$(751)	\$(637)	\$(778)	\$(798)	\$(797)	\$(797)	\$(20)
SIGNIFICANT CHANGES							
No Significant Changes.							

Note: Totals may not sum exactly due to rounding.

EXECUTIVE LEADERSHIP

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

Resource Requests

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

Growth Initiatives

SERVICE	\$ REQUEST	SOURCE	STATUS
Indigenous Program	181, 625	OBC Growth	Approved
Municipal Naming	325,000	OBC Growth	Approved

Executive Leadership Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Conditional Grants	465	969	440	455	440	440	15
Transfers To/From Reserves	-	550	449	802	-	27	353
TOTAL	\$465	\$1,519	\$889	\$1,257	\$440	\$467	\$368
EXPENDITURES							
Salaries, Wages & Benefits	\$1,113	\$1,588	\$1,819	\$1,680	\$1,905	\$1,950	\$139
Contracted & General Services	174	808	715	924	333	362	(210)
Materials, Goods, Supplies & Utilities	24	88	27	34	31	31	(7)
Transfers To/From Reserves	-	398	-	2	2	2	(2)
Transfers To/From Operations/Capital	4,678	4,349	4,349	4,449	4,349	4,349	(100)
TOTAL	\$5,989	\$7,231	\$6,910	\$7,089	\$6,619	\$6,693	\$(179)
NET	\$(5,524)	\$(5,712)	\$(6,021)	\$(5,832)	\$(6,179)	\$(6,226)	\$189
SIGNIFICANT CHANGES							
Revenue							
\$353 thousand increase in Transfers To/From Reserves due to one time funding for Municipal Naming and Internal Auditor business cases.							
Expense							
\$139 decrease in Salaries, Wages & Benefits due to reallocation of FTE and permanent removal of vacant pool positions to offset the tax base.							
\$210 thousand increase in Contracted & General Services due to one time funding for Municipal Naming and Internal Auditor business cases.							
\$100 thousand increase in Transfer to/From Operations/Capital due to increase in Library funding due to approved business case for a Library Board internal audit.							

Note: Totals may not sum exactly due to rounding.



GENERAL GOVERNMENT

Functional Overview

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

Along with the Office of the CAO and the Office of the Deputy CAO, the following departments are funded through this function:

- Legal & Legislative Services
- Economic Development
- Finance Services and Information Technology
- Human Resources, Safety and Environment
- Strategic Services & Communications

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

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

#	COUNCIL STRATEGIC PRIORITY	LEGAL & LEGISLATIVE SERVICES	ECONOMIC DEVELOPMENT	FINANCE & IT	HR, SAFETY & ENVIRONMENT	STRATEGIC SERVICES & COMMUNICATIONS
1	Growth Policy Framework: Develop a robust policy framework to guide growth					
2	Economic Development: Enhance business/commercial growth					
3	Building a Transportation Network: Integrated transportation systems					
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies					
5	Housing and Social Wellbeing: Enhance housing options and social supports					
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities					
7	Community Recovery Post Covid-19					

Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

#	COUNCIL STRATEGIC PRIORITY	LEGAL & LEGISLATIVE SERVICES	ECONOMIC DEVELOPMENT	FINANCE & IT	HR, SAFETY & ENVIRONMENT	STRATEGIC SERVICES & COMMUNICATIONS
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					

Resource Requests

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

Capital Charters

SERVICE	\$ REQUEST	SOURCE
Enterprise Asset Management (ITSV-014)	1,101,000	Growth Municipal
Municipal Area Network Expansion (ITSV-009)	100,000	Growth Municipal
Solar Photovoltaics (PV) Farm (ENV-004)	25,965,000	Growth Municipal

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

General Government Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	\$487	\$546	\$313	\$283	\$283	\$283	\$(30)
Penalties & Costs On Taxes	991	489	925	950	950	950	25
Licenses & Permits	854	820	828	853	875	875	25
Conditional Grants	60	257	-	-	-	-	-
Other Revenue	45	37	12	12	12	12	-
Transfers To/From Reserves	84	280	832	386	260	210	(446)
TOTAL	\$2,521	\$2,428	\$2,910	\$2,483	\$2,379	\$2,329	\$(427)
EXPENDITURES							
Salaries, Wages & Benefits	\$13,769	\$14,057	\$14,900	\$15,299	\$15,384	\$15,593	\$(399)
Contracted & General Services	4,434	4,193	5,566	6,079	6,366	6,064	(513)
Materials, Goods, Supplies & Utilities	451	417	503	426	391	391	77
Transfers To Organizations & Individuals	21	17	58	48	48	48	10
Other Expenditures	13	51	87	87	87	88	-
Transfers To/From Reserves	507	619	112	63	68	68	49
Transfers To/From Operations/Capital	90	-	-	-	-	-	-
TOTAL	\$19,285	\$19,356	\$21,225	\$22,002	\$22,345	\$22,252	\$(776)
NET	\$(16,764)	\$(16,928)	\$(18,315)	\$(19,518)	\$(19,965)	\$(19,923)	\$(1,203)
SIGNIFICANT CHANGES							
Revenue							
\$446 decrease in Transfers To/From Reserves due to funding for Municipal Election and one time funding for Business Resiliency program.							
Expense							
\$399 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs.							
\$513 thousand increase in Contracted & General Services due to ongoing IT virtualization and operating impact of Next Generation Software and increase in employee benefit plan, offset by reduction in expenses related to Municipal Election and one time funding for Business Resiliency program.							

Note: Totals may not sum exactly due to rounding.



Fountain Park Recreation Centre (FPRC)

COMMUNITY & RECREATION SERVICES

Functional Overview

The Community and Recreation Services functional area provides external services in the areas of culture, community, and social development as well as recreation and parks. The function also acts as the liaison for local boards and outside agencies such as the Arts and Heritage Foundation, St. Albert Seniors Centre, Community Services Advisory Board, Strategy and Mobilization (SAM) Committee and the Affordable Housing Advisory Board (in cooperation with the Planning department). The following departments are funded through this function:

- Community Services
- Recreation and Parks

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

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

#	COUNCIL STRATEGIC PRIORITY	COMMUNITY SERVICES	RECREATION & PARKS
1	Growth Policy Framework: Develop a robust policy framework to guide growth		
2	Economic Development: Enhance business/commercial growth		
3	Building a Transportation Network: Integrated transportation systems		
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies		
5	Housing and Social Wellbeing: Enhance housing options and social supports		
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities		
7	Community Recovery Post Covid-19		

Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIV	COMMUNITY SERVICES	RECREATION & PARKS
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		

Resource Requests

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

Capital Charters

SERVICE	\$ REQUEST	SOURCE
RWP Meadowview Construction (RECR-050)	367,900	Growth Municipal
Community Amenities Site Planning (RECR-065)	1,000,000	Growth Municipal
Neighbourhood Park Development (RECR-049)	702,500	Growth Municipal
Kingswood Park Boat Dock (RECR-073)	182,00	Growth Municipal
Kingswood Park Disk Golf (RECR-075)	100,000	Growth Municipal

Community & Recreation Services Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	\$8,934	\$3,136	\$4,597	\$7,087	\$9,262	\$9,262	\$2,490
Interest Income	1	1	1	1	1	1	-
Rentals	2,865	1,467	2,296	2,874	2,859	2,847	578
Conditional Grants	1,657	5,464	1,536	1,508	1,512	1,512	(28)
Other Revenue	545	209	304	608	442	338	304
Transfers To/From Reserves	108	291	1	24	3	3	23
TOTAL	\$14,110	\$10,569	\$8,735	\$12,103	\$14,079	\$13,964	\$3,368
EXPENDITURES							
Salaries, Wages & Benefits	\$16,226	\$12,397	\$13,956	\$15,591	\$16,718	\$16,936	\$(1,635)
Contracted & General Services	2,353	1,434	1,863	2,344	2,439	2,439	(481)
Materials, Goods, Supplies & Utilities	3,455	2,472	3,041	3,282	3,435	3,457	(242)
Transfers To Organizations & Individuals	3,082	2,345	3,005	3,017	3,005	3,005	(11)
Bank Charges & Short Term Interest	108	45	59	91	91	91	(32)
Other Expenditures	219	130	210	215	215	215	(5)
Transfers To/From Reserves	440	382	130	164	164	164	(34)
Transfers To/From Operations/Capital	717	523	603	695	695	695	(92)
TOTAL	\$26,601	\$19,729	\$22,866	\$25,398	\$26,761	\$27,002	\$(2,532)
NET	\$(12,490)	\$(9,160)	\$(14,131)	\$(13,295)	\$(12,682)	\$(13,038)	\$836
SIGNIFICANT CHANGES							
Revenue							
\$2,490 thousand increase in Sales and User Fees due to increase in membership and day admissions due to reopening of facilities to pre-pandemic levels.							
\$578 thousand increase in Rentals revenue due to reopening of facilities to pre-pandemic levels.							
\$304 thousand increase in Other Revenue due to increase in donations and advertising revenue due to reopening of facilities to pre-pandemic levels.							
Expense							
\$1,635 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs and increase in casual wages to reopening of facilities.							
\$481 thousand increase in Contracted & General Services due to reopening of facilities.							
\$242 thousand increase in Materials, Goods, Supplies & Utilities due to reopening of facilities.							
\$92 thousand increase in Transfer To/From Operations/Capital due to reopening of facilities.							

Note: Totals may not sum exactly due to rounding.

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



EMERGENCY SERVICES

Functional Overview

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

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Functional Business Plan

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

#	COUNCIL STRATEGIC PRIORITY	EMERGENCY SERVICES
1	Growth Policy Framework: Develop a robust policy framework to guide growth	
2	Economic Development: Enhance business/commercial growth	
3	Building a Transportation Network: Integrated transportation systems	
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	Housing and Social Wellbeing: Enhance housing options and social supports	
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities	
7	Community Recovery Post Covid-19	

Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIV	EMERGENCY SERVICES
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	

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

Capital Charters

SERVICE	\$ REQUEST	SOURCE
Policing Building Accommodation (POLI-006)	5,000,000	Growth Municipal

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

Emergency Services Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	\$1,209	\$1,084	\$1,232	\$1,191	\$1,191	\$1,191	\$(41)
Licenses & Permits	416	408	396	406	406	406	10
Fines	3,860	1,658	2,825	2,702	2,702	2,702	(123)
Rentals	24	24	24	24	24	24	-
Conditional Grants	1,767	1,823	1,562	1,569	1,569	1,569	7
Other Revenue	2,686	2,686	2,803	2,803	2,803	2,803	-
Transfers To/From Reserves	369	32	-	-	-	-	-
TOTAL	\$10,331	\$7,715	\$8,842	\$8,695	\$8,695	\$8,695	\$(147)
EXPENDITURES							
Salaries, Wages & Benefits	\$22,827	\$22,841	\$23,933	\$23,870	\$24,292	\$24,569	\$62
Contracted & General Services	1,805	1,214	1,744	1,531	1,516	1,516	214
Purchases From Other Governments	8,812	9,773	10,610	12,300	12,772	13,155	(1,691)
Materials, Goods, Supplies & Utilities	830	1,209	1,025	996	1,011	1,024	29
Bank Charges & Short Term Interest	3	1	4	4	4	4	-
Other Expenditures	1,061	1,393	1,496	1,639	1,687	1,736	(143)
Transfers To/From Reserves	1,426	188	135	131	131	131	4
Transfers To/From Operations/Capital		1	-	-	-	-	-
TOTAL	\$36,764	\$36,620	\$38,947	\$40,471	\$41,413	\$42,135	\$(1,524)
NET	\$(26,433)	\$(28,905)	\$(30,105)	\$(31,776)	\$(32,718)	\$(33,440)	\$(1,671)
SIGNIFICANT CHANGES							
Revenue							
\$123 thousand decrease in Fines revenue due to lower trend in tickets issued.							
Expense							
\$214 thousand decrease in Contracted & General Services due to less tickets issued.							
\$1,691 thousand increase in Purchases From Other Governments due to increase in the per member rate in the RCMP contract and settlement of prior year increases.							
\$143 thousand decrease in Other Expenditures due to equipment charges for Emergency Services vehicles.							

Note: Totals may not sum exactly due to rounding.



PUBLIC OPERATIONS

Functional Overview

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

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

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

#	COUNCIL STRATEGIC PRIORITY	PUBLIC OPERATIONS
1	Growth Policy Framework: Develop a robust policy framework to guide growth	
2	Economic Development: Enhance business/commercial growth	
3	Building a Transportation Network: Integrated transportation systems	
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	Housing and Social Wellbeing: Enhance housing options and social supports	
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities	
7	Community Recovery Post Covid-19	

Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITIV	PUBLIC OPERATIONS
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	

Resource Requests

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

Public Operations Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	\$4,420	\$2,309	\$2,340	\$2,690	\$3,499	\$3,903	\$351
Licenses & Permits	17	18	24	24	24	24	-
Rentals	1,040	911	967	650	650	650	(317)
Unconditional Grants	-	2	-	-	-	-	-
Conditional Grants	132	3,202	117	119	119	119	2
Other Revenue	(73)	9	-	-	-	-	-
Materials, Goods, Supplies & Utilities	461	461	461	461	461	461	-
Other Expenditures	5,183	6,175	6,662	6,922	7,130	7,344	260
Transfers To/From Reserves	32	20	42	22	22	22	(20)
Transfers To/From Operations/Capital	333	333	333	333	333	333	-
TOTAL	\$11,544	\$13,439	\$10,945	\$11,221	\$12,237	\$12,855	\$276
EXPENDITURES							
Salaries, Wages & Benefits	\$14,118	\$12,974	\$13,566	\$13,583	\$13,684	\$13,725	\$(18)
Contracted & General Services	13,610	11,781	14,325	15,107	15,216	15,474	(782)
Materials, Goods, Supplies & Utilities	6,335	5,989	6,401	7,017	7,060	7,082	(616)
Other Expenditures	3,162	3,583	3,867	4,061	4,182	4,306	(195)
Transfers To/From Reserves	3,024	2,787	2,834	2,843	2,857	2,857	(9)
Transfers To/From Operations/Capital	(999)	(725)	(858)	(951)	(951)	(951)	92
TOTAL	\$39,252	\$36,390	\$40,134	\$41,662	\$42,047	\$42,492	\$(1,528)
NET	\$(27,708)	\$(22,951)	\$(29,189)	\$(30,441)	\$(29,810)	\$(29,638)	\$(1,252)
SIGNIFICANT CHANGES							
Revenue							
\$351 thousand increase in Sales & User Fees due to increased volume in Transit services.							
\$317 thousand decrease in Rentals due to vacancy of City tenant resulting in a corresponding decrease in rental expense.							
\$260 thousand increase in Other Expenditures for garage recoveries which reflects updated equipment charge usage and rates.							
Expense							
\$782 thousand increase in Contracted & General Services due to return to full service in Transit partially offset by move to Saturday On Demand service, increase in Insurance premiums, additional maintenance on Naki facility and parks, offset by decrease in rental expense.							
\$616 thousand increase in Materials, Goods, Supplies & Utilities due to gas and vehicle maintenance costs and tree maintenance increasing to pre-COVID services levels.							
\$195 thousand increase in Other Expenses to reflect updated equipment charge usage rates.							
\$92 thousand increase in Transfer To/From Operations/Capital due to increase in interdepartment transfer from Servus Place.							

Note: Totals may not sum exactly due to rounding.



PLANNING & ENGINEERING SERVICES

Functional Overview

The Planning and Engineering functional area is a key contributor in assisting the community in achieving the strategies within the City of St. Albert Strategic Plan and focuses 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.

The following departments are funded through this function:

- Engineering Services
- Planning & Development

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

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

#	COUNCIL STRATEGIC PRIORITY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT
1	Growth Policy Framework: Develop a robust policy framework to guide growth		
2	Economic Development: Enhance business/commercial growth		
3	Building a Transportation Network: Integrated transportation systems		
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies		
5	Housing and Social Wellbeing: Enhance housing options and social supports		
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities		
7	Community Recovery Post Covid-19		

Additional Administrative Priorities

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

The function is involved with the following Administrative Priorities:

#	ADMINISTRATIVE PRIORITY	ENGINEERING SERVICES	PLANNING & DEVELOPMENT
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		

Resource Requests

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

Capital Charters

ACTIVITY	\$ REQUEST	SOURCE
Traffic Calming Strategies (ENGS -058)	326,600	Growth Municipal
Mature Neighbourhood Revitalization Strategies (PLAN-010)	208,100	Growth Municipal
Intersection Improvements (ENGS-054)	500,000	Growth Municipal
Villeneuve Rd. Rebuild (ENGS-075)	4,097,000	Growth Municipal
Lakeview/Badger Lands ASP (PLAN-006)	200,000	Growth Municipal
Active Transportation Plan (ENGS-068)	150,000	Growth Municipal
DARP Project Prioritization (DARP-016)	165,000	Growth Municipal

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

Planning & Engineering Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	\$1,334	\$1,139	\$1,170	\$1,239	\$1,239	\$1,239	\$69
Licenses & Permits	1,450	1,931	2,050	2,068	2,068	2,068	18
Conditional Grants	-	34	-	-	-	-	-
Other Revenue	13	6	16	16	16	16	-
Transfers To/From Reserves	-	19	230	-	-	-	(230)
TOTAL	\$2,797	\$3,128	\$3,466	\$3,323	\$3,323	\$3,323	\$(143)
EXPENDITURES							
Salaries, Wages & Benefits	\$6,735	\$6,678	\$6,995	\$7,098	\$7,170	\$7,218	\$(103)
Contracted & General Services	587	396	757	523	473	473	235
Materials, Goods, Supplies & Utilities	2,701	2,871	2,802	2,850	2,847	2,851	(48)
Bank Charges & Short Term Interest	26	36	32	34	34	34	(2)
Other Expenditures	99	115	117	62	64	66	55
Transfers To/From Reserves	98	136	-	-	-	-	-
Transfers To/From Operations/Capital	(128)	(112)	-	-	-	-	-
TOTAL	\$10,119	\$10,120	\$10,704	\$10,567	\$10,588	\$10,641	\$137
NET	\$(7,322)	\$(6,992)	\$(7,238)	\$(7,244)	\$(7,265)	\$(7,318)	\$(6)
SIGNIFICANT CHANGES							
Revenue							
\$230 thousand decrease in Transfer To/From Reserves due to one time funding for Traffic Bylaw Field Changes in 2021.							
Expenses							
\$103 thousand increase in Salaries, Wages & Benefits due to annualization of salary costs .							
\$235 thousand decrease in Contracted & General Services due to one time funding for Traffic Bylaw Field Changes in 2021 and a reduction in contracted services in 2022.							

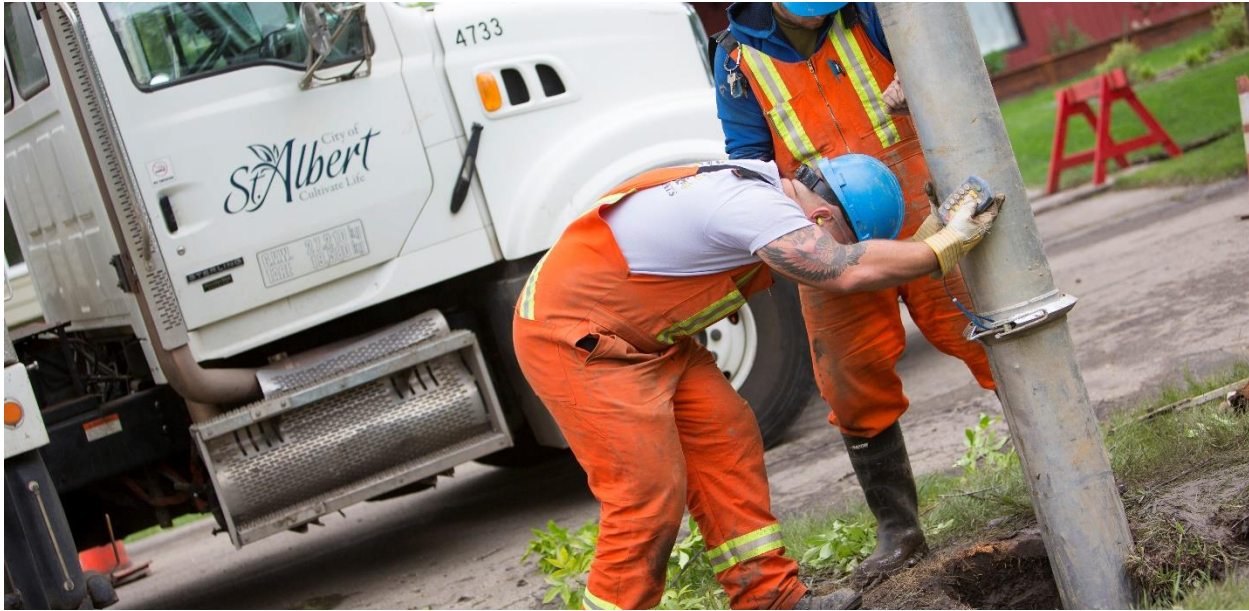
Note: Totals may not sum exactly due to rounding.

CORPORATE FINANCING

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

Corporate Financing Function							
(In Thousands of Dollars)							
FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Property Taxes (Net Municipal)	\$128	\$207	\$200	\$200	\$200	\$200	-
Sales & User Fees	\$4,370	\$4,354	\$4,229	\$4,472	\$4,541	\$4,541	\$243
Franchise & Concession Contracts	4,108	5,260	6,176	6,326	6,780	7,051	150
Interest Income	5,515	4,536	4,600	4,200	4,200	4,200	(400)
Rentals	19	7	6	6	6	6	-
Other Revenue	244	229	132	24	25	26	(108)
Transfers To/From Reserves	-	881	2,302	5,003	2,503	2,503	2,700
Transfers To/From Operations/Capital	-	18	-	-	-	-	-
TOTAL	\$14,384	\$15,492	\$17,645	\$20,230	\$18,254	\$18,526	\$2,584
EXPENDITURES							
Property Taxes (Net Municipal)	\$6	\$6	-	-	-	-	-
Salaries, Wages & Benefits	\$517	\$1,003	-	-	-	-	-
Contracted & General Services	779	775	224	5	5	5	219
Materials, Goods, Supplies & Utilities	-	114	-	-	-	-	-
Transfers To Organizations & Individuals	89	122	123	124	124	124	(1)
Bank Charges & Short Term Interest	3,666	3,172	2,840	2,820	2,820	2,820	20
Debenture Interest	1,464	1,302	1,334	2,426	2,138	2,084	(1,092)
Other Expenditures	36	295	1,121	1,376	2,498	3,979	(255)
Transfers To/From Reserves	12,224	22,622	13,296	14,761	15,198	15,198	(1,465)
Principal Repayments	4,502	4,257	5,002	7,246	7,534	7,587	(2,244)
Funds Acquired Closeout	-	-	-	-	-	-	-
TOTAL	\$23,283	\$33,668	\$23,940	\$28,758	\$30,315	\$31,797	\$(4,818)
NET	\$(8,899)	\$(18,176)	\$(6,295)	\$(8,529)	\$(12,061)	\$(13,271)	\$(2,234)
SIGNIFICANT CHANGES							
Revenue							
\$243 thousand increase in Sales & User Fees from utility administration fee based on projected corporate assumptions.							
\$400 thousand decrease in Interest Income based on lower rates.							
\$2,700 thousand increase in Transfer To/From Reserves to fund debt payments for Range Road 260 and North St. Albert Trail and additional one time covid reserve funding to offset the tax increase.							
Expense							
\$219 thousand decrease in Contracted & General Services due to not renewing building leases.							
\$1,092 thousand increase Debenture Interest due to new debt for North St Albert Trail, Range Road 260, Fire Hall #4 Land and Ray Gibbon Drive.							
\$255 thousand increase in Other Expenditures for corporate contingency.							
\$1,465 thousand increase in Transfer To/From Reserves due to approved 1.5% increase for Infrastructure Funding Strategy.							
\$2,244 thousand increase debenture Principle Repayments due to new debt for North St Albert Trail, Range Road 260, Fire Hall #4 Land and Ray Gibbon Drive.							

Note: Totals may not sum exactly due to rounding.



UTILITY SERVICES

Functional Overview

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

The following departments are funded through the Utility Services Function:

- Water
- Wastewater
- Stormwater
- Solid Waste Management

The following is an overview of the proposed work to be undertaken by the function between 2022-2024. Core services delivered by the function are captured in detail under the Program and Service Delivery section of the report.

Function Business Plan

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

#	COUNCIL STRATEGIC PRIORITY	UTILITY SERVICES
1	Growth Policy Framework: Develop a robust policy framework to guide growth	
2	Economic Development: Enhance business/commercial growth	
3	Building a Transportation Network: Integrated transportation systems	
4	Infrastructure Investment: Identify, build, and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies	
5	Housing and Social Wellbeing: Enhance housing options and social supports	
6	Environmental Stewardship: Explore innovative environmental and conservation opportunities	
7	Community Recovery Post Covid-19	

Additional Administrative Priorities

#	ADMINISTRATIVE PRIORITIIY	UTILITY SERVICES
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	

Resource Requests

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

Utilities Function (In Thousands of Dollars) FUND: MUNICIPAL OPERATING							
	2019 Actuals	2020 Actuals	2021 Revised Budget	2022 Approved Budget	2023 Planned Budget	2024 Planned Budget	2021 - 2022 Variance
REVENUES							
Sales & User Fees	\$38,059	\$38,620	\$40,552	\$43,256	\$44,479	\$45,819	\$2,704
Penalties & Costs On Taxes	217	205	275	275	275	275	-
Conditional Grants	16	-	-	-	-	-	-
Other Revenue	67	49	40	40	40	40	-
Transfers To/From Reserves	799	1,382	1,373	1,373	682	682	-
TOTAL	\$39,158	\$40,255	\$42,240	\$44,944	\$45,476	\$46,816	\$2,704
EXPENDITURES							
Salaries, Wages & Benefits	\$5,621	\$5,993	\$5,607	\$5,977	\$5,961	\$5,971	\$(371)
Contracted & General Services	8,716	8,900	9,044	9,407	9,483	9,493	(363)
Purchases From Other Governments	11,105	11,798	12,915	13,836	14,782	15,794	(921)
Materials, Goods, Supplies & Utilities	932	1,022	1,095	1,141	1,144	1,153	(46)
Transfers To Organizations & Individuals	-	-	-	24	24	24	(24)
Bank Charges & Short Term Interest	1	-	1	1	1	1	-
Debenture Interest	309	340	313	286	263	263	27
Other Expenditures	959	1,177	1,343	1,386	1,535	1,686	(43)
Transfers To/From Reserves	10,533	9,308	10,181	11,119	11,183	11,332	(937)
Transfers To/From Operations/Capital	545	574	681	681	682	682	()
Principal Repayments	369	1,034	1,060	1,086	419	419	(27)
Funds Acquired Closeout	49	109	-	-	-	-	-
TOTAL	\$39,140	\$40,255	\$42,240	\$44,944	\$45,476	\$46,816	\$(2,704)
NET	\$18	-	-	-	-	-	-
SIGNIFICANT CHANGES							
Revenues							
\$2,704 thousand increase in Sales & User Fees due to increase in the Supplemental Capital Contribution (SCC) Fee and an increase in flat rates for water and wastewater.							
Expenses							
\$371 thousand increase in Salaries, Wages & Benefits due to a reallocation of an FTE and two new approved positons.							
\$363 thousand increase in Contracted & General Services for utility administration fee based on projected corporate assumptions and new rates for landfill and dryfill.							
\$921 thousand increase in Purchases From Other Governments, due to an increase in rates from Epcor and Alberta Capital Waste Water Commission.							
\$937 thousand increase in Transfers To/From Reserves to balance department totals.							

Note: Totals may not sum exactly due to rounding.

APPENDICES

ACRONYMS

ASP	Area Structure Plan
BMTG	Basic Municipal Transportation Grant
BMX	Bicycle Motocross
CAO	Chief Administrative Officer
CC	Capital Charter
COMS	Community Services
CSS	Corporate Strategic Services
CULTR	Cultural Services
CUPE	Canadian Union of Public Employees
DARP	Downtown Area Redevelopment Plan
DCAO	Deputy Chief Administrative Officer
ENGS	Engineering Services
ENV	Environment
EY	Ernst & Young (Public Accounting Firm)
FCSS	Family and Community Support Services
FGTF	Federal Gas Tax Fund
FIRE	Fire Services
FOIP	Freedom of Information and Protection of Privacy
FTE	Full-time Equivalent
GFOA	Government Finance Officer's Association
GIS	Geographic Information System
HR	Human Resources
ITSV	Innovation & Technology Services
LOS	Level of Service

MFR	Medical First Response
MGA	Municipal Government Act
MNP	Meyers Norris Penny (Public Accounting Firm)
MSI	Municipal Sustainability Initiative
OBC	Operating Business Case
OSL	Offsite Levy
PAYG	Pay-As-You-Go
PLAN	Planning and Development
POLI	Policing Services
PW	Public Works
RCMP	Royal Canadian Mounted Police
RECR	Recreation & Parks Services
RMR	Repair, Maintain, Replace
SAM	Strategy and Mobilization
SAP	St. Albert Place (City Hall)
SCADA	Supervisory Control and Data Acquisition
SERV	Servus Place (Recreation Facility)
SLA	Service Level Adjustment
SOLWA	Solid Waste
TMP	Transport Master Plan
TRAN	Transit
UTIL	Utility Services
WASTW	Wastewater

GLOSSARY

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

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

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

Amortization – Amortization is the write-off of an asset over its expected period of use.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Contributed Assets - Donated assets from external third parties and generally result from development of new sites where developers have completed the base infrastructure and the assets are then turned over to the City.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Liabilities - The financial obligations the City has to others.

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

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

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

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

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

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

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

Province - The Province of Alberta.

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

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

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

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

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

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

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

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

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

APPROVED 2022 BUDGET

City of St. Albert

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