

CITY OF ST. ALBERT
CORPORATE REPORT
QUARTER TWO 2018

Released August 27, 2018

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ABOUT THIS REPORT

The Corporate Quarterly report is produced four times a year to communicate progress made on Council's Strategic Plan and to present the City's financial position.

There are two parts within this report:

- 1) Strategic Initiatives Reporting - includes progress update on projects that support Council's Strategic Priorities.
- 2) Financial Summary - provides a quarterly update on the City's financial position. Included in this section of the report are three charts each for municipal and utility capital projects, showing: budget vs. forecast, project progress and project schedule.

About the City of St. Albert Council Strategic Plan

On March 5, 2018, St. Albert City Council approved their 2018-2021 Council Strategic Plan. The priorities identified within the Strategic Plan were chosen during a two-day strategic planning retreat in January 2018. Through discussion of individual councillor's visions and goals for the future, commonalities were found to create one collective long-term vision. The Strategic Plan represents the connections between council members varying perspectives and highlights the common goals in service of the community.

About the City of St. Albert Corporate Business Plan

The City of St. Albert Corporate Business Plan includes key administrative activities that will be undertaken to support the City of St. Albert Council Strategic Plan. In addition, Organizational Priorities were identified by the Senior Leadership Team that would complement Strategic Priorities, respond to the evolving legislative and business environment, continuously improve service delivery or focus on productivity of business functions and prudent utilization of financial resources.

For each administrative activity that supports the St. Albert Council Strategic Plan, a status has been set that represents its status at the end of quarter two, June 30, 2018.

Strategic Initiatives Reporting

Quarter Two

COUNCIL STRATEGIC PRIORITY #1:

Priority	Growth Policy Framework: Develop a robust policy framework to guide growth
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Administration Activities

The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 1.1: Complete revision of the Municipal Development Plan (MDP)			
Status	In Progress	Expected Completion	Q4 2019
Progress Update	<p>The Invitation to Tender (ITT) process has been completed. The global, award-winning firm, Urban Strategies Inc. has been selected and the contract details are being finalized. The firm has done significant work in the Region including St. Albert's Downtown Area Redevelopment Plan (DARP) and the Edmonton Metropolitan Region Growth Plan. The MDP Backgrounder Report and Policy Brief papers (e.g. connectivity, infill) have been drafted to inform the consulting team and to help provide a foundation for the project.</p> <p>Internal project kick off and meetings. Finalize project schedule. Development of a Stakeholder and Community Engagement Plan & Communications Strategy</p> <p>Council interviews/workshop have been tentatively identified for early Q3 2018. Public project launch/community engagement events are tentatively identified for late Q3 2018.</p>		

INITIATIVE 1.2:

Complete negotiations for Sturgeon County annexation and provide recommendations on other boundary relationships.

Status	In Progress	Expected Completion	Q4 2020
Progress Update	<p>This project contains two distinct components:</p> <p><u>1.2.a City of St. Albert Annexation of Sturgeon County Land</u></p> <p>Work has begun on technical studies that will inform intermunicipal discussions and annexation application to the Municipal Government Board. Public participation dates will be scheduled to ensure that the public, impacted landowners, and impacted agencies are engaged throughout the process. Initial public participation events will launch in Fall 2018, including the first Impacted Landowner Open House and Public Open House.</p> <p><u>1.2.b City of St. Albert Annexation of City of Edmonton Land</u></p> <p>Discussions were held with City of Edmonton. Intermunicipal discussions will continue into the next quarter to understand land use, transportation issues, and recreation requirements/opportunities. Next steps include developing a Terms of Reference with Edmonton.</p>		

INITIATIVE 1.3:

Investigate and recommend alternative solutions to improve the competitiveness of development costs in St. Albert.

Status	In Progress	Expected Completion	Q2 2019
Progress Update	<p>Administration is undertaking a five-phased project to complete a competitive analysis of all the development standards and market factors of industrial/commercial development in the Capital Region to assess St. Albert's regional competitiveness.</p> <p>Nine factors have been identified: serviced industrial land market prices of the Capital Region, COSA planning processes, zoning categories, off-site levies, property taxes, utility costs, permitting costs, transportation/logistics and municipal development grant/tax reduction programs.</p> <p>Phase 1, to review 3 of the 9 factors, has been completed.</p> <p>Next steps include completing the review the remaining six competitive factors through a consultant.</p>		

COUNCIL STRATEGIC PRIORITY #2:

Priority	Economic Development: Enhance business/commercial growth
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Administration Activities

The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 2.1: Enable an approved Area Structure Plan (ASP) for the Lakeview and Badger Lands considering alternate servicing options and equitable return for the City of St. Albert.			
Status	Not yet started	Expected Completion	Q1 2021
Progress Update	<p>The Project Plan was written in June 2018. The project timelines were established to coincide with the Municipal Development Plan (1.1) and Annexation (1.2) projects.</p> <p>The project is unfunded, as funding was reallocated to the Municipal Development Plan project in April 2018.</p> <p>There are no Council presentations or public participation activities planned for 2018.</p>		
INITIATIVE 2.2: Develop and recommend Green Tape 2.0 initiatives to enable increased growth, investment, and commerce in St. Albert, focusing on a strong collaborative model.			
Status	In Progress	Expected Completion	Q1 2019
Progress Update	<p>Administration will be reviewing the development process to identify potential challenges and recommend solutions to ensure the most effective, efficient, and customer-friendly process is in place.</p> <p>The project team has met and the project plan has been created. The project team will be meeting again in the short term to discuss areas to focus on and action.</p> <p>Next steps include mapping the development process and reaching out to stakeholders for areas of concern.</p>		

INITIATIVE 2.3:

Evaluate niche sectors and recommend two or three priority sectors.

Status	In Progress	Expected Completion	Q4 2018
Progress Update	The project plan has been completed. Next steps include preparing the Request for Proposal (RFP) for purchasing and posting it for tender. The contract is expected to be awarded by September 2018.		

COUNCIL STRATEGIC PRIORITY #3:

Priority	Building a Transportation Network: Integrated transportation systems.
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Administration Activities

The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 3.1: Recommend short-, medium-, and long-term options to improve the service level of Ray Gibbon Drive.			
Status	In Progress	Expected Completion	Q3 2018
Progress Update	<p>Work has begun on the arterial network analysis (3.3) and is approximately 60% complete - to which Ray Gibbon Drive is a component and consideration in the network analysis. Administration met with Alberta Transportation which informed considerations on data and design.</p> <p>The design analysis for Ray Gibbon Drive was awarded to ISL Engineering.</p> <p>The Complete Streets cross-sections (3.7) have been completed and are in the process of being finalized as inputs to this project.</p> <p>Next steps include delivering the Ray Gibbon Drive Design Analysis report and recommendations, the Network Improvement Strategy report, and the design comparisons / staged approaches to improvements report.</p> <p>There is one upcoming public presentation scheduled for this project: September 10 at the Governance, Priorities, and Finance Committee as part of the Arterial network improvements presentation.</p>		

INITIATIVE 3.2:**Develop the Intelligent Transportation System (ITS) strategy and recommend phased implementation, inclusive of St. Albert Trail, according to our ability to implement quickly.**

Status	In Progress	Expected Completion	Q3 2018
Progress Update	<p>The Intelligent Transportation Systems Strategy has been developed and 2018 Intelligent Transportation Systems implementation work is in progress (equipment ordered, installed, programming in progress). The St. Albert Trail Optimization program is also in progress (equipment ordered, installed).</p> <p>Next steps include developing an implementation plan for the Intelligent Transportation Systems Strategy, completing data collection and signal timing programming towards adaptive signal control on St. Albert Trail, and completing data collection and U of A delivery of connected vehicle data outputs from the St. Albert Trail corridor.</p> <p>There is one upcoming presentation on the project: September 10, 2018 at the Governance, Priorities, and Finance Committee meeting - Intelligent Transportation Systems Strategy and St Albert Trail Optimization</p>		

INITIATIVE 3.3:**Evaluate the arterials networks in St. Albert and recommend improvements.**

Status	In Progress	Expected Completion	Q2 2019
Progress Update	<p>The engineering consultant is running scenarios on the arterial network and comparing possible upgrades that could improve flow of vehicles through arterial corridors.</p> <p>Next steps include completing scenarios and ranking possible improvements based on the City's needs and priorities.</p> <p>A Council presentation on this project is planned for September 2018.</p>		

INITIATIVE 3.4: Continue to pursue an integrated Regional Transit Commission			
Status	In Progress	Expected Completion	Q4 2019
Progress Update	<p>Funding has been secured from the Province to support a Regional Transit Commission. Invitations to join have been sent out to other EMRB municipalities.</p> <p>Next steps include releasing Request For Proposal for a project management firm to assist with the formation of the commission. Regular meetings with member municipalities will begin after the summer break.</p>		
INITIATIVE 3.5: Complete the Campbell Park and Ride facility and finish the Transit Local Route Restructuring Project.			
Status	In Progress	Expected Completion	Q2 2020
Progress Update	<p>This project contains two distinct components:</p> <p><u>3.5.a Transit Local Route Restructure</u></p> <p>Planning and revision of proposed routes has continued.</p> <p>There will be Transit Advisory Committee Meetings (Q4/Q1), which will have public members attending. Open Houses have also been identified for 2019.</p> <p><u>3.5.b Campbell Road Park & Ride Facility</u></p> <p>Tree Clearing on the approved site took place in Q1 2018 and staff are currently developing a Request for Proposal to prequalify construction contractors. Some site delays have been caused by third-party partners who need to move in-ground infrastructure before more work can be completed.</p> <p>Next steps include prequalifying contractors and the completion of in-ground infrastructure moves. Both steps are expected to occur in Q3/Q4 2018.</p>		

INITIATIVE 3.6:

Complete the traffic safety initiatives including Safe Journeys to School, Neighbourhood Traffic Calming as well as pedestrian and cyclist friendly programs.

Status	In Progress	Expected Completion	Q3 2020
Progress Update	<p>Three components are included in this project: the overall Transportation Safety Strategy, the Neighbourhood Traffic Calming program and the Safe Journeys to School program.</p> <p>The Transportation Safety Strategy draft has been completed. The 2018 Neighbourhood Traffic Calming and the 2018 Safe Journeys to School work is in progress.</p> <p>Next steps include developing the implementation plan for the Transportation Safety Strategy, the Safe Journeys to School measures construction, and a number of Neighbourhood Traffic Calming components such as: construction in Erin Ridge / Erin Ridge North, public participation on Lennox Drive, Evaluations of plans / measures installed in 2018, public participation on Grosvenor Blvd.</p> <p>Upcoming public participation opportunities include: Lennox Drive public open house - week of August 20th and Grosvenor and Grenfell public open house will take place mid September (date TBD). There will also be a presentation at the Governance, Priorities, and Finance Committee meeting on October 9, 2018 (Transportation Safety Strategy & Implementation).</p>		

INITIATIVE 3.7:

Recommend the Complete Streets Cross sections.

Status	In Progress	Expected Completion	Q4 2018
Progress Update	<p>The Complete Streets design guidelines and implementation strategy draft has been completed by the consultant and the report is currently with the City for review.</p> <p>Next steps include working with the consultant on the engineering design requirements and preparing for the Council presentation for Phase 1 of the project. Phase 2 of the project will begin with the conceptual design of St. Albert Trail North.</p> <p>There will be a presentation on Phase 1 to Council on October 9th, 2018. There will also be a public participation opportunity for Phase 2 tentatively scheduled to occur as early as Q3 2018.</p>		

INITIATIVE 3.8:

Integrate active transportation into the planning process for the Transportation Master Plan.

Status	In Progress	Expected Completion	Q4 2021
Progress Update	<p>The Project Plan has been submitted. The Request for Proposal (RFP) for Active Transportation Plan Development Strategy and Gaps Assessment has been posted. Closing date for the RFP is July 12, 2018.</p> <p>Next steps include conducting the active network gaps assessment and developing a process to include the Active Transportation Plan within the existing Transportation Master Plan processes.</p> <p>A Governance, Priorities, and Finance Committee presentation is scheduled for Q1 2019.</p>		

COUNCIL STRATEGIC PRIORITY #4:

Priority	Infrastructure Investment: Identify and build needed capital assets.
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Administration Activities

The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 4.1: Identify opportunities for shared Recreation, Social and Culture activities and facilities.			
Status	Completed	Completion Date	Q2 2018
Progress Update	<p>Two workshops were held with Council to confirm criteria and rank the six identified focus areas based on agreed priorities. The report was presented to Council which provided recommendations and/or next steps for each of the six focus areas. Council approved all recommendations contained in the report and actions related to the recommendations and next steps have been allocated to the appropriate staff.</p> <p>This project is now complete.</p>		
INITIATIVE 4.2: Update Capital Plan on project prioritization, criteria, and weightings.			
Status	In Progress	Expected Completion	Q1 2019
Progress Update	<p>Departments submitted their scoring on each project in the 10-year growth capital plan. The Capital committee has had 2 meeting to review and vet scoring which is about 1/3 complete.</p> <p>The Committee will complete the review/vetting of scores on all projects. Once this is complete a funding recommendation will be prepared for SLT in light of available funding and future needs for the end of Q3 2018.</p>		

INITIATIVE 4.3:

Explore non-traditional funding options including regional partnerships.

Status	In Progress	Expected Completion	Q2 2020
Progress Update	<p>The Project Plan has been completed. The Intermunicipal Affairs Committee (IAC) with Sturgeon County approved the Project Charter on June 27, 2018, and requested that an Intermunicipal Collaboration Framework (ICF)-specific sub-committee be created, to oversee this work. Since then, St. Albert Council appointed Councillors MacKay, Joly, and Watkins to this Sub-Committee. Over the next quarter, work will continue with Sturgeon County on undertaking a Recreation Environmental Scan. Respective Sub-Committee meetings will need to be scheduled (JOTF and ICF Committee).</p> <p>Discussions with City of Edmonton have continued about establishing an intermunicipal governance model (amongst administrations) to bring together conversations on land-use (City of St. Albert Annexation of City of Edmonton Lands, North of Anthony Henday), transportation issues, and recreation requirements/opportunities.</p> <p>Work will continue over the next quarter to establish a Terms of Reference to bring these topics together into a more formalized manner (consistent with Corporate Initiative 1.2.B).</p> <p>Legislation mandates that ICFs be completed by April 1, 2020.</p>		

INITIATIVE 4.4:

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

Status	In Progress	Expected Completion	Q1 2020
Progress Update	<p>The project plan is still under development for this initiative. Lists and existing assessments have been sourced from multiple groups.</p>		

INITIATIVE 4.5:

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

Status	In Progress	Expected Completion	Q1 2020
Progress Update	<p>The project plan is still under development for this initiative.</p> <p>18 facilities have been inspected and evaluated for condition and life cycle costs have been projected. 77 facilities have been added to the asset registry within the City's Asset Planner program.</p> <p>Next steps include compiling data after receipt of inspection evaluations into executive summary for project sponsor review.</p>		

COUNCIL STRATEGIC PRIORITY #5:

Priority	Housing: Enhance housing options.
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Administration Activities

The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 5.1: Modify Land Use Bylaw to encourage diversity in residential built forms.			
Status	Completed	Completion Date	Q1 2018
Progress Update	This project is complete as of Q1 2018. Amendments will be monitored over the next year to determine whether further refinements will be required.		
INITIATIVE 5.2: Develop revitalization strategies for mature neighbourhoods.			
Status	In Progress	Expected Completion	Q3 2021
Progress Update	The Municipal Development Plan (MDP) consultant has been hired, who will undertake the initial background research into future infill opportunities/policy directive. This project will build upon the MDP outcomes. There will be public participation opportunities to discuss infill/revitalization strategies as part of the MDP project within Q3 and Q4 of 2018, that will inform this project.		

INITIATIVE 5.3:**Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility.**

Status	In Progress	Expected Completion	Q4 2019
Progress Update	<p>The project plan has been finalized, project scope and team members identified. Dates for key deliverables have been established.</p> <p>This project will focus on tools available to municipalities to incent affordable and accessible housing development. National and provincial housing strategies identify municipal partnerships and financial involvement as an essential strategy component, shifting part of the responsibility for housing onto municipalities.</p> <p>Next steps include the project team kick-off meeting and best practice research in areas identified in Phase 2 of the project plan.</p> <p>Public participation activities are identified in the project schedule for Q1, 2019.</p>		

INITIATIVE 5.4:**Explore interim housing options to support vulnerable populations.**

Status	Not yet started	Expected Completion	Q1 2019
Progress Update	This project is scheduled to commence in Q3 2018.		

COUNCIL STRATEGIC PRIORITY #6:

Priority	Environmental Stewardship: Explore innovative environmental and conservation opportunities
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Administration Activities

The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 6.1: Explore integrated green utilities to reduce carbon footprint, reduce servicing costs and generate revenue.			
Status	Not yet started	Expected Completion	Q1 2019
Progress Update	The project plan has been completed. Next steps include organizing a kick off meeting with the project team and researching existing or developing Green Utilities.		
INITIATIVE 6.2: Review and update existing environmental master plans (e.g., Red Willow Trail).			
Status	In Progress	Expected Completion	Q4 2019
Progress Update	The project plan has been completed. A business case associated with this project has been approved to progress to development for consideration for the 2019-2021 budget. An initial kick off meeting with project team will be held in Q3 2018.		
INITIATIVE 6.3: Investigate net zero residential development.			
Status	In Progress	Expected Completion	Q4 2018
Progress Update	The project plan has been completed. An initial kickoff meeting with project team will occur in Q3 2018.		

Financial Summary

Quarter Two

Financial Summary

The first six months of 2018 resulted in a forecasted deficit of \$476 thousand, which is 0.29% of budgeted expenditures. This is primarily due to an increase in overtime in Fire Services, price of diesel and a decrease in fine revenue offset by vacancies throughout the organization. However, with strong investments, reserve funding and low debt the City continues to maintain a strong financial position.

Municipal

Operating:

- \$81.3 million in revenue recognized as of June 30, 2018, which is 50% of forecast.
- \$78.8 million has been spent as of June 30, 2018, which is 49% of forecast.
- A breakdown of significant variances by Division is found on page 5.

Capital:

- There are 169 municipal capital projects that have been ongoing and scheduled for 2018.
- To date, \$64.7 million has been spent out of a \$161 million cumulative budget.

Utility

Operating:

- \$19.2 million revenue recognized as of June 30, 2018, which is 48% of forecast.
- \$19.2 million has been spent as of June 30, 2018, which is 48% of forecast.
- A breakdown of significant variances by Division is found on page 10.

Capital:

- There is a total of 60 utility capital projects for 2018.
- To date, \$37.0 million has been spent out of a \$96.7 million cumulative budget.

Investments

The City has \$227.0 million in cash and investments and earned \$1.7 million in investment income.

Reserves

The balance as of June 30, 2018 is \$147.0 million, with a forecasted year end uncommitted balance of \$96.6 million.

Debt

The City's outstanding debt as of June 30, 2018 is \$45.3 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT
MUNICIPAL OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING JUNE 30, 2018
In Thousands of Dollars

Division Description	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	\$32	\$382	\$382	\$-
City Manager's Office	965	1,923	1,850	(73)
Corporate Services	993	2,392	2,667	275
Community & Protective Services	14,748	30,675	30,166	(509)
Infrastructure and Development Service	5,028	12,602	12,598	(4)
Common & Fiscal	59,495	113,229	113,995	766
Total Revenue	\$81,261	\$161,203	\$161,658	\$455

Expenses				
Council	\$390	\$1,201	\$1,201	\$-
City Manager's Office	1,347	3,523	3,359	164
Corporate Services	8,776	18,919	18,793	126
Community & Protective Services	35,271	80,217	80,651	(434)
Infrastructure and Development Service	17,006	37,907	37,541	366
Capital Financing	12,175	15,550	15,550	-
Common & Fiscal	3,800	3,886	5,039	(1,153)
Total Expenses	\$78,765	\$161,203	\$162,134	\$(931)

Excess of Revenue over Expenses				
Council	\$(358)	\$(819)	\$(819)	\$-
City Manager's Office	(382)	(1,600)	(1,509)	91
Corporate Services	(7,783)	(16,527)	(16,126)	401
Community & Protective Services	(20,523)	(49,542)	(50,485)	(943)
Infrastructure and Development Service	(11,978)	(25,305)	(24,943)	362
Capital Financing	(12,175)	(15,550)	(15,550)	-
Common & Fiscal	55,695	109,343	108,956	(387)
Total Revenue Over Expenses	\$2,496	\$0	\$(476)	\$(476)

*Variance represents the difference between budget and forecast amounts.

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council – \$0 net change

No anticipated variances

City Manager's Office - \$91 thousand lower than budget

Revenue - \$73 thousand lower than budget

- \$46 lower in transfer from reserves as no further expenses anticipated for Ministerial Inspection.
- \$26 lower in revenue for Dig in Festival as Celebrity Dinner was organized by a third party.

Expense - \$164 thousand lower than budget

- \$48 lower in costs for Dig in Festival as Celebrity Dinner was organized by third party.
- \$46 lower in consulting as no further expenses anticipated for Ministerial Inspection.
- \$44 lower in salaries due to vacancies.
- \$16 lower in anticipated advertising costs for business attraction.

Corporate Services - \$401 thousand lower than budget

Revenue – \$275 thousand higher than budget

- \$259 higher in unbudgeted revenue from WCB/PIR rebate and one time funding distribution dividend transferred to safety reserve.
- \$12 higher in unbudgeted recoveries from insurance claims.

Expense - \$126 thousand lower than budget

- \$355 lower in salaries due to vacancies.
- \$34 lower in insurance premiums.
- \$21 lower in audit fees due to credit from prior year.
- \$259 higher in transfer to reserves from unbudgeted WCB/PIR rebate and one time funding distribution dividend.
- \$23 higher in maintenance contracts due to timing of contract renewals from the prior year.

Community & Protective Services - \$943 thousand higher than budget

Revenue - \$509 thousand lower than budget

- \$600 lower in fines due to less tickets issued.
- \$51 lower in transit revenue due to trend of less cash used.
- \$159 higher in unbudgeted grants for fire training, RCSD billing and increase in MPAG from population growth.

Expense - \$434 thousand higher than budget

- \$498 higher in salaries due increase in fire staff and transit overtime offset by vacancies.
- \$155 higher in gas, oil, anti freeze due to higher than budgeted diesel price.
- \$98 higher in repairs and maintenance due to unforeseen repairs at Servus Place.
- \$60 higher in equipment & vehicle parts due to more work required on an older transit fleet.
- \$275 lower in photo radar contract due to less tickets issued.
- \$83 lower in wireless charges due to delays in Smart Bus installation, projected for Q4 2018.

Infrastructure and Development Services - \$362 thousand lower than budget

Revenue - \$4 thousand lower than budget

- No significant variances.

Expense - \$366 thousand lower than budget

- \$230 lower in salaries due to vacancies.
- \$100 lower in electricity, natural gas and water and wastewater charges.
- \$61 lower in consulting services due to lower than expected costs for contaminated sites monitoring and general consulting expenses.
- \$27 lower in insurance premiums.
- \$40 higher in contracted services due to emergency replacement of brine pump.

Common & Fiscal - \$387 thousand higher than budget

Revenue - \$766 thousand higher than budget

- \$800 higher in interest revenue due to increase in portfolio base and higher interest rate.
- \$25 lower in supplementary tax due to slower growth projections.

Expense - \$1,153 thousand higher than budget

- \$594 higher in employee relations.
- \$498 higher in interest expense due to higher reserve and deferred revenue balances.
- \$63 higher in miscellaneous expenses due to settlement of legal claim.

Municipal Capital Summary

Several key indicators relating to the City's capital budget are as follows.

1. Budget vs. Forecast Comparison

Table 1 and 2 illustrate that 98% of projects are on or below budget, with \$284 thousand anticipated to be underspent.

Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2018	2,123	30,824	30,824	-	52
2017	22,188	52,873	52,909	(36)	43
2016	17,057	22,232	22,058	174	43
Prior	23,346	54,811	54,665	146	31
TOTAL	\$64,714	\$160,740	\$160,456	\$284	169

Table 2: Project Budget Trends

Year	No. Of Projects			
	On Budget	Over Budget	Below Budget	Total
2018	51	1	-	52
2017	39	2	2	43
2016	42	-	1	43
2015	18	-	-	18
2014 & Prior	12	-	1	13
Total	162	3	4	169

2. Project Status

The project status is differentiated by two types, progress and schedule.

Progress Status – Identifies the current progress or stage at which the project is currently in. As shown in Table 3, 78% of the projects are currently in progress or complete.

Schedule Status – Identifies the timeframe or schedule of project. Table 4 indicates that at the end of the quarter 69% of projects were on schedule.

Table 3: Progress Status

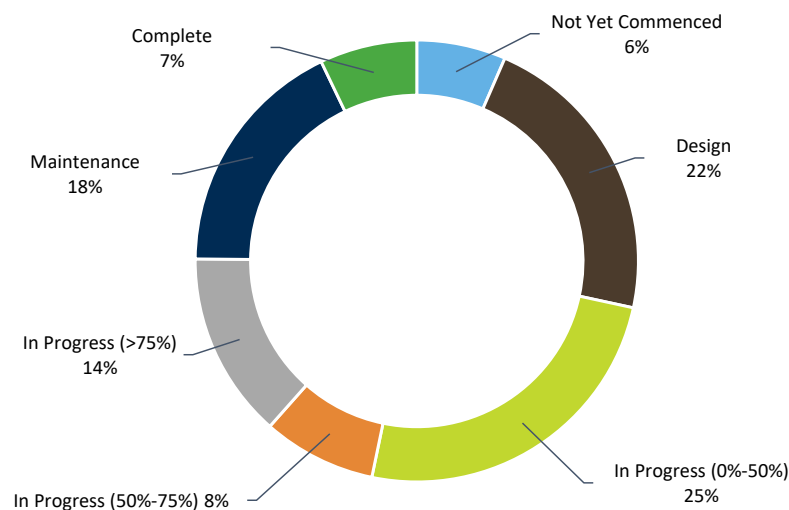


Table 4: Schedule Status

Status	No. Of Projects	%
On Schedule	116	69%
Behind Schedule	43	25%
On Hold	10	6%
Total	169	100%

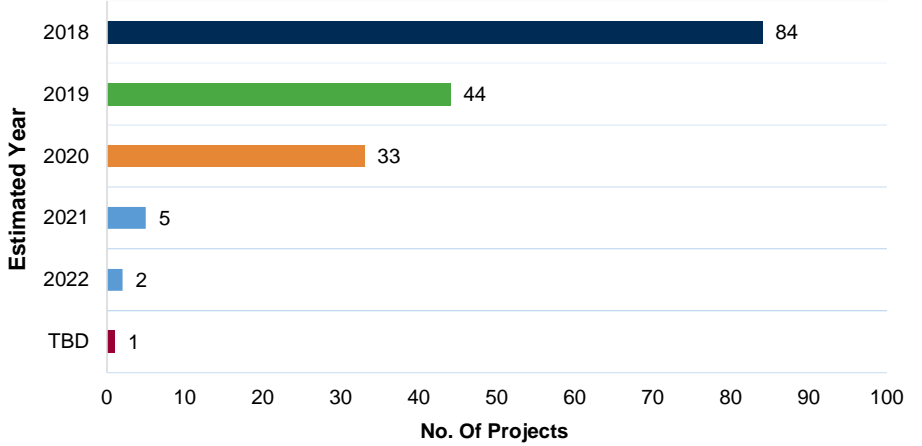
3. Estimated Year of Project Closure

- Identifies the timeframe of when projects will be closed.

As majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 5 indicates that 84 projects will be closed at the end of the year.

The project identified as TBD is the Community Branch Library that awaits Council direction.

Table 5: Estimated Completion Year



Information on specific capital projects please may be found by visiting the following site:
<https://stalbert.ca/dev/construction>

CITY OF ST. ALBERT
UTILITY OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING JUNE 30, 2018

In Thousands of Dollars

Division Description	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	\$97	\$300	\$300	\$-
Water	6,743	14,358	14,358	-
Wastewater	6,263	13,131	13,131	-
Storm	2,753	5,645	5,645	-
Solid Waste Management	3,331	6,761	6,761	-
Total Revenue	\$19,187	\$40,195	\$40,195	\$-

Expenses				
Utility Finance	\$97	\$300	\$300	\$-
Water	5,344	9,864	9,881	(17)
Wastewater	5,709	10,826	10,832	(6)
Storm	961	1,764	1,748	16
Solid Waste Management	3,501	6,795	6,768	27
Total Expenses	\$15,612	\$29,549	\$29,529	\$20

Transfer to Reserve				
Water	\$1,399	\$4,494	\$4,477	\$17
Wastewater	554	2,305	2,299	6
Storm	1,792	3,881	3,897	(16)
Solid Waste Management	(170)	(34)	(7)	(27)
Total Transfer to Reserve	\$3,575	\$10,646	\$10,666	\$20

*Variance represents the difference between budget and forecast amounts.

Utilities Operating Variance Analysis (In Thousands of Dollars)

Utility Finance - \$0 net budget

No anticipated variances.

Water - \$17 thousand lower than budget

Revenue – No anticipated variances

Expense - \$17 thousand higher than budget

- \$14 higher in electricity and natural gas charges.

Wastewater - \$6 thousand lower than budget

Revenue – No anticipated variances

Expense - \$6 thousand higher than budget

- No significant variances.

Storm - \$16 thousand higher than budget

Revenue – No anticipated variances

Expense - \$16 thousand lower than budget

- \$16 lower in professional services due to lower costs for sampling programs.

Solid Waste Management - \$27 thousand higher than budget

Revenue – No anticipated variances

Expense - \$27 thousand lower than budget

- \$27 lower due to vacancies.

Utility Capital Summary

Several key indicators relating to the City's utility capital budget are as follows.

1. Budget vs. Forecast Comparison

Tables 6 and 7 illustrate that all projects are on budget.

Table 6: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2018	286	12,012	12,012	-	16
2017	2,901	16,241	16,241	-	16
2016	18,165	50,211	50,211	-	13
Prior	15,629	18,217	18,217	-	15
TOTAL	\$36,981	\$96,681	\$96,681	-\$	60

Table 7: Project Budget Trends

Year	No. Of Projects			
	On Budget	Over Budget	Below Budget	Total
2018	16	-	-	16
2017	16	-	-	16
2016	13	-	-	13
2015	9	-	-	9
2014 & Prior	6	-	-	6
Total	60	-	-	60

2. Project Status

The project status is differentiated by two types, progress and schedule.

Progress Status – identifies the current progress or stage at which the project is currently in. As shown in Table 8, 85% of the projects are currently in progress or complete.

Schedule Status – Identifies the timeframe or schedule of project. Table 9 shows the schedule status indicates that the quarter had 75% projects on schedule.

Table 8: Progress Status

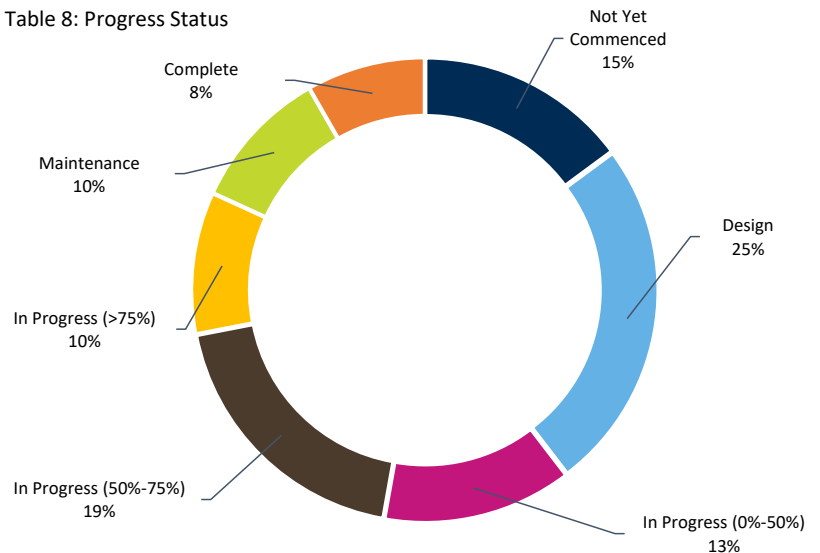


Table 9: Schedule Status

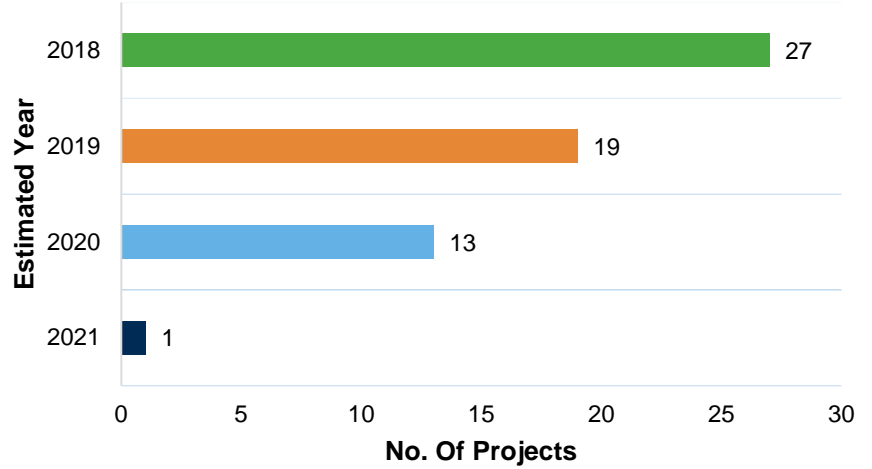
Status	No. of Projects	%
On Schedule	45	75%
Behind Schedule	12	20%
On Hold	3	5%
Grand Total	60	100%

3. Estimated Year of Project Closure -

Identifies the timeframe of when projects will be closed.

As majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 10 indicates that 27 projects will be closed at the end of the year.

Table 10: Estimated Year of Closure



Information on specific capital projects please may be found by visiting the following site:
<https://stalbert.ca/dev/construction>

Investments

As of June 30, 2018 the City has \$227.0 million in cash and investments and earned \$1.7 million in investment income.

The main objectives of the City of St. Albert's Investment Policy, C-FS-02 are:

Capital Preservation

The City recognizes its fiduciary responsibility for stewardship of public funds; therefore, the prime objective is to ensure the safety of principal. As illustrated in Table 11, the portfolio is split between financial institutions to ensure that sufficient diversification exists.

Maintenance of Liquidity

The City maintains an investment portfolio that sufficiently meets its operating cash flow requirements. As illustrated in Table 12, the portfolio is split between investment terms to ensure anticipated short and long term requirements are met.

Rate of Return

The City's investment portfolio is managed to ensure that an optimum rate of return is realized. Table 13 compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates to determine whether market yields are being achieved. As illustrated, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

Table 11: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
Toronto Dominion	73,762	32.49%
CIBC	46,975	20.69%
BMO	35,174	15.50%
CWB	5,109	2.25%
National Bank	5,028	2.21%
Scotiabank	35,401	15.60%
HSBC	15,194	6.69%
RBC Commercial	10,155	4.47%
Servus Credit Union	200	0.09%
Total	\$ 226,998	100%

Table 12: Investments by Term (In Thousands of Dollars)

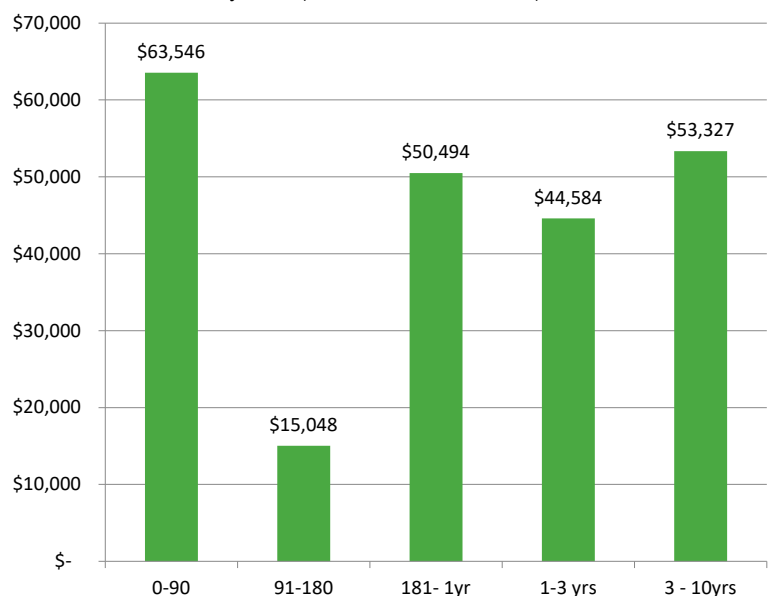


Table 13: Rate of Return Comparison

Type	Term	St. Albert Average Portfolio Rate	Bank of Canada T-Bill and Bond Rates
Cash and Short Term Investments	0-90	1.33%	1.25%
	91-180	1.96%	1.46%
	181- 1yr	2.16%	1.66%
Long Term Investments	1-2 yrs	4.74%	1.77%
	3 - 10yrs	2.86%	1.84-2.06%

Reserves

As per Policy C-FS-01, Financial Reserves, the City recognizes the need for setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects. As illustrated in Table 14, the uncommitted balance as of June 30, 2018 is \$96.6 million of which:

- 8% for property tax stabilization and contingency funding.
- 58% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 34% for utility rate stabilization and funding of utility infrastructure.

A detailed listing of each reserve category can be found in Appendix 3.

Table 14: Reserve Balances (In Thousands of Dollars)

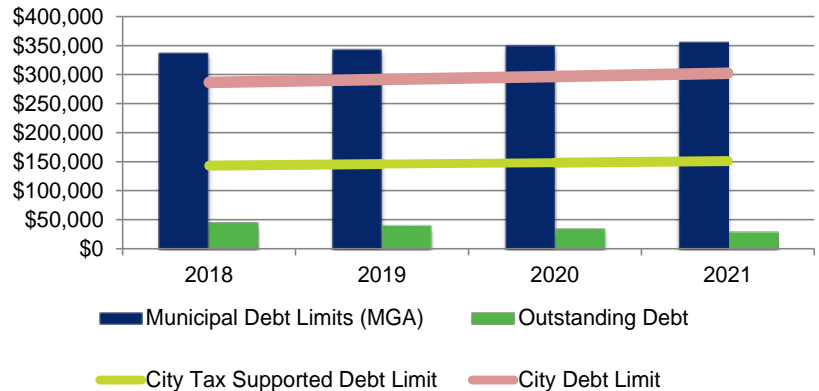
	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating	\$ 12,695	\$ 12,970	\$ (5,692)	\$ 7,275
Capital	83,657	69,249	(12,830)	56,421
Utilities	49,865	49,586	(17,300)	32,287
Outside Agencies	750	756	(106)	650
TOTAL	\$ 146,967	\$ 132,561	(\$35,927)	96,633

Debt

The City of St. Albert shall adhere to a debt limit prescribed by the Province and as detailed per the City’s Debt Management Policy, C-FS-03.

As illustrated in table 15, the City had \$45.3 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to three significant projects: Servus Place of \$17.5 million, Ray Gibbon Drive of \$17.8 million and the North Interceptor Trunkline (Project 9) of \$10 million which was taken out in the beginning of 2018.

Table 15: Debt Limit Vs Outstanding Debt (In Thousands of Dollars)



APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY DIVISION FOR THE PERIOD ENDING JUNE 30, 2018

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Division #1000 Council						
415102 Railroad Safety Enhancement	72	762	762	-	In Progress (0%-50%)	On Schedule
	\$72	\$762	\$762	\$-		
Division #2000 City Manager's Office						
414201 Seniors Building Rehab and Expansion	4,068	4,200	4,200	-	Maintenance	On Schedule
	\$4,068	\$4,200	\$4,200	\$-		
Division #2300 Corporate Services						
413505 Performance Measurement System	-	50	50	-	Design	Behind Schedule
414505 Performance Measurement System	-	50	50	-	Design	Behind Schedule
415506 Smart City Master Plan & Alliance	36	75	75	-	Design	On Schedule
415507 Energy and Water Conservation Audit	144	150	150	-	In Progress (>75%)	On Schedule
414509 Agenda Mgmt Software	81	110	110	-	In Progress (50%-75%)	On Schedule
415504 Council Chambers Upgrade	43	202	202	-	Design	Behind Schedule
415505 Central Records Shelving Upgrade	-	57	57	-	Not Yet Commenced	Behind Schedule
416505 Columbarium	2	53	53	-	In Progress (0%-50%)	Behind Schedule
418505 Council Chamber Upgrade	2	227	227	-	Design	Behind Schedule
417808 Facilities Safety & Security	234	278	278	-	In Progress (>75%)	Behind Schedule
413503 HR Electronic Recruitment Software	26	41	41	-	In Progress (50%-75%)	On Schedule
415508 Financial System Software	129	300	300	-	In Progress (0%-50%)	On Schedule
415509 Council Chamber Technology	52	100	100	-	In Progress (50%-75%)	On Schedule
416503 Recreation Client Mgmt Software	161	200	200	-	In Progress (>75%)	Behind Schedule
416504 Single Window Services	15	200	200	-	In Progress (0%-50%)	On Schedule
416508 Financial System Software	-	500	500	-	Design	On Schedule
417503 Recreation Mgmt Software	66	183	183	-	In Progress (0%-50%)	Behind Schedule
417505 Census - Tablet Procurement	30	35	35	-	In Progress (>75%)	On Schedule
417506 AFRRC Emergency Radio System	576	972	972	-	In Progress (50%-75%)	On Schedule
417510 Network to Core Facilities	773	773	773	-	Complete	On Schedule
418501 IT Lifecycle Replacement Plan	198	779	779	-	In Progress (0%-50%)	On Schedule
418502 IT Office Automation	27	50	50	-	In Progress (50%-75%)	On Schedule
418503 Network to Core Facilities	7	657	657	-	In Progress (0%-50%)	On Schedule
418504 Project Implement Support	11	189	189	-	In Progress (0%-50%)	Behind Schedule
	\$2,611	\$6,229	\$6,229	\$-		
Division #3000 Community & Protective Serv						
415314 Safety Fencing Installation	76	96	96	-	In Progress (>75%)	On Schedule
415334 Akinsdale/Kinex Arena Renovation	243	355	355	-	Maintenance	On Schedule
416307 City Playground Lifecycle Prgm	192	192	192	-	Complete	On Schedule
416311 Riel Park Amenities Building	2,802	3,108	3,108	-	Maintenance	On Schedule
416312 Park Planning and Standards Model	256	400	400	-	In Progress (50%-75%)	On Schedule
416313 Erin Ridge North Park Plan	48	230	230	-	In Progress (>75%)	On Schedule
416314 RWP West - Trail and Park Planning	163	275	275	-	In Progress (50%-75%)	On Schedule
416325 Everitt Park Development	167	275	275	-	Design	On Schedule
416326 Lacombe Lake Dog Park Boundary	65	65	65	-	Maintenance	On Schedule
417305 City Sportsfield Rehab Prgm	12	343	343	-	Design	On Schedule
417306 Park Signage Prgm □	35	585	585	-	In Progress (0%-50%)	On Schedule
417307 City Playground Lifecycle Prgm	209	255	255	-	Maintenance	On Schedule
417311 Heritage Lakes ODR Refurb	-	142	142	-	In Progress (0%-50%)	On Schedule
417321 Akinsdale Arena Press Box	1	85	85	-	Design	On Hold

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY DIVISION (CONT'D)

	Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
418302 Aquatics Lifecycle Replace Plan	37	286	286	-	In Progress (0%-50%)	On Schedule
418303 Aquatic Climbing Wall	-	20	20	-	In Progress (0%-50%)	On Schedule
418304 RWP West - Construction	-	359	359	-	Not Yet Commenced	Behind Schedule
418305 City Sportsfield Rehab Prgm	55	317	317	-	Design	On Schedule
418306 Skateboard Park Retrofit	-	100	100	-	Design	On Schedule
418307 City Playground Lifecycle Prgm	3	345	345	-	Design	On Schedule
418308 Pickleball Court Development	1	277	277	-	In Progress (50%-75%)	On Schedule
418309 Riel Park Phase 5	32	1,602	1,602	-	In Progress (0%-50%)	On Schedule
418310 Grey Nuns White Spruce Park Construct	-	206	206	-	Not Yet Commenced	Behind Schedule
417301 Servus Lifecycle Replacement Prgm	268	329	268	61	Complete	On Schedule
418301 Servus Place Lifecycle Replace Plan	97	844	844	-	In Progress (0%-50%)	On Schedule
414310 Erin Ridge/Oakmont Trail - Phase 2	1,034	1,050	1,050	-	Maintenance	On Schedule
414312 Lacombe Park Master Plan	144	173	173	-	Maintenance	On Schedule
415307 City Playground Lifecycle Program	263	280	280	-	Maintenance	On Schedule
415309 Northridge Park Development Phase 2	478	482	482	-	Maintenance	On Schedule
415312 Lacombe Park Dev - Construct	818	890	890	-	Maintenance	On Schedule
417309 Lacombe Park Construction	40	183	183	-	Design	On Schedule
417310 Erin Ridge North Park Construction	180	505	505	-	Design	On Schedule
417312 Neighborhood Park Construction	125	1,212	1,212	-	In Progress (50%-75%)	On Schedule
417313 Lacombe Lake Park Building Plan	68	250	250	-	Design	On Schedule
414317 Founders Walk Phase 2	588	761	761	-	Maintenance	On Schedule
414318 Heritage Sites Phase 2	1,511	1,526	1,526	-	Maintenance	On Schedule
415316 SAP Exterior Wayfinding Replacement	16	265	265	-	In Progress (0%-50%)	On Hold
415318 Heritage Site Phase 2b	1,578	2,854	2,854	-	In Progress (>75%)	Behind Schedule
416103 Story Boards	4	15	15	-	In Progress (0%-50%)	Behind Schedule
416108 Healing Garden	265	309	309	-	Maintenance	On Schedule
416316 Progress Hall Revitalization	467	469	469	-	Maintenance	On Schedule
416317 Founders Walk Phase 3 - Design	128	250	250	-	Design	Behind Schedule
416318 Heritage Park Design (phase 3)	-	216	216	-	Not Yet Commenced	On Hold
417320 Visual Arts Studios Lifecycle Plan	20	16	21	(5)	In Progress (>75%)	Behind Schedule
417422 Art Gallery Barrier-Free	693	2,022	2,022	-	In Progress (0%-50%)	On Schedule
417304 Arden Theatre Lifecycle Plan	84	99	99	-	In Progress (>75%)	Behind Schedule
418340 Arden Theatre Lifecycle Plan	-	115	115	-	In Progress (0%-50%)	Behind Schedule
418341 Arden Wireless Audio Equipment	-	44	44	-	In Progress (>75%)	On Schedule
415303 Emergency Equip Replace Plan	133	161	161	-	In Progress (>75%)	Behind Schedule
415328 Land Acquisition Fire Hall #4	-	350	350	-	Not Yet Commenced	On Hold
416309 Fire Bdg Equip Replace	28	65	65	-	In Progress (0%-50%)	On Hold
417316 Fire Dispatch ProQA System	26	33	33	-	In Progress (>75%)	On Schedule
418330 Emergency Equip Replace Plan	33	59	59	-	In Progress (50%-75%)	On Schedule
418331 Fire Station #1 – Reconstruct	12	1,052	1,052	-	Not Yet Commenced	Behind Schedule
418333 Automated Station Alerting	-	291	291	-	Not Yet Commenced	Behind Schedule
417317 Muni Enforcement Vehicle Equip	23	30	23	7	Complete	On Schedule
418360 Community Capital Grant Program	-	250	250	-	In Progress (50%-75%)	On Schedule
412420 Campbell Road Park & Ride	6,633	30,000	30,000	-	Design	On Hold
414804 Transit Smart Fare & Smart Bus	-	3,992	3,992	-	In Progress (0%-50%)	On Schedule
416803 Transit Garage Expansion	656	657	657	-	Maintenance	On Schedule
417802 Transit Bus Lifecycle Replace	3,985	4,392	4,392	-	Complete	On Schedule
418350 Transit Bus Lifecycle Replace	34	425	425	-	In Progress (0%-50%)	On Schedule
418351 Transit Growth Buses	-	270	270	-	In Progress (0%-50%)	On Schedule
	\$24,828	\$67,101	\$67,038	\$64		

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY DIVISION (CONT'D)

	Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Division #4000 Infrastructure and Developme						
416102 Tache Plane Restoration & Relocation	246	260	260	-	Maintenance	On Schedule
416106 Rotary Park Boat Launch	21	25	25	-	Maintenance	On Schedule
416455 Lacombe Park	1,062	1,080	1,080	-	Maintenance	On Schedule
417901 Community Branch Library	-	17,492	17,492	-	Not Yet Commenced	On Hold
415415 Erin Ridge Traffic Mitigation	-	25	25	-	In Progress (0%-50%)	Behind Schedule
416104 Paving of Shale Trails	66	251	76	175	Maintenance	On Schedule
416401 Arterial Asphalt Overlay Program	2,230	2,230	2,230	-	Maintenance	Behind Schedule
416402 Road Reconstruct Prgm	1,163	1,250	1,250	-	Maintenance	On Schedule
416403 Asphalt Overlay Prgm	3,372	4,070	4,070	-	Maintenance	On Hold
416404 City Ow ned Parking Lot - Major Rehab	-	100	100	-	Design	Behind Schedule
416406 Trail Overlay Program	660	660	660	-	Maintenance	On Schedule
416407 Sidew alk Program	552	906	906	-	In Progress (>75%)	Behind Schedule
416412 Bridge Rehabilitation	17	172	172	-	Design	On Schedule
416413 SA Trail Revitalization	245	354	354	-	Maintenance	On Schedule
416414 Intersection Enhancements	295	909	909	-	Design	Behind Schedule
416415 Erin Ridge Traffic Strategies	41	136	136	-	In Progress (0%-50%)	Behind Schedule
416416 Traffic Calming Strategies	118	175	175	-	In Progress (0%-50%)	Behind Schedule
416418 Noise Attenuation Data Collection	13	200	200	-	In Progress (>75%)	On Schedule
416419 Perron Street Angle Parking	84	160	160	-	In Progress (0%-50%)	Behind Schedule
416420 Safe Journeys to School	809	836	836	-	In Progress (>75%)	On Schedule
416421 Road Corridor Safety Implementation	249	320	320	-	In Progress (>75%)	On Schedule
416456 Fow ler Way Functional Study	31	75	75	-	In Progress (>75%)	On Schedule
417401 Arterial Asphalt Overlay Program	2,043	2,750	2,750	-	Maintenance	On Schedule
417402 Road Reconstruct Prgm	610	3,500	3,500	-	In Progress (0%-50%)	Behind Schedule
417403 Asphalt Overlay Prgm	3,886	4,090	4,090	-	Maintenance	On Schedule
417404 City Ow ned Parking Lot - Major Rehab	71	250	250	-	Design	Behind Schedule
417406 Trail Overlay Program	273	520	520	-	Maintenance	On Schedule
417407 Sidew alk Program	291	1,100	1,100	-	In Progress (0%-50%)	Behind Schedule
417411 Lane Reconstruct Prgm	128	1,350	1,350	-	Design	Behind Schedule
417412 Road Rehabilitation	269	300	300	-	Maintenance	On Schedule
417413 SA Trail Revitalization	-	350	350	-	Design	On Schedule
417414 Barrier Wall Study & Replace	227	640	640	-	Design	On Schedule
417415 Buildings Life Cycle Assessments	6	115	115	-	Design	On Schedule
417416 Traffic Calming Strategies	287	543	543	-	In Progress (0%-50%)	Behind Schedule
417420 Safe Journeys to School	662	700	700	-	In Progress (>75%)	On Schedule
418401 Arterial Rehab Program	71	1,545	1,545	-	In Progress (50%-75%)	On Schedule
418402 Road Reconstruct Prgm	124	2,920	2,920	-	Design	Behind Schedule
418403 Local and Collector Rehab	155	2,545	2,545	-	In Progress (0%-50%)	On Schedule
418404 City Ow ned Parking Lots Rehab	15	1,515	1,515	-	Design	Behind Schedule
418405 Permanent Line Marking Program	4	301	301	-	In Progress (0%-50%)	On Schedule
418406 Trail Rehab Prgm	20	439	439	-	In Progress (0%-50%)	On Schedule
418407 Sidew alk Program	11	905	905	-	Not Yet Commenced	Behind Schedule
418410 Crack Sealing Program	82	131	131	-	In Progress (>75%)	On Schedule
418411 Lane Reconstruct Prgm	-	1,600	1,600	-	Design	Behind Schedule

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY DIVISION (CONT'D)

	Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
418412 Road Repairs	35	310	310	-	In Progress (50%-75%)	On Hold
418413 Bridge Maintenance	-	65	65	-	In Progress (0%-50%)	On Schedule
418414 Barrier Wall Study & Replacement	17	1,667	1,667	-	Design	On Schedule
418415 Buildings Life Cycle Assessments	-	225	225	-	Design	On Schedule
418416 Traffic Calming Strategies	37	922	922	-	In Progress (0%-50%)	On Schedule
418418 Intersection Enhancements	-	1,244	1,244	-	Design	Behind Schedule
418419 ITS Strategy Implementation	300	300	300	-	In Progress (0%-50%)	On Schedule
418420 Safe Journeys to School	67	606	606	-	In Progress (0%-50%)	On Schedule
418421 Road Corridor Safety Implementation	-	158	158	-	Design	On Schedule
418458 Transport Network Imprv Strategy	-	125	125	-	Design	On Schedule
414508 Former PW Yard Remediation Prgm	354	500	354	146	Complete	On Schedule
418803 Contaminated Sites Remediation	-	100	100	-	Design	On Schedule
417801 PW Mobile Equip Replace Plan	1,584	1,584	1,584	-	Complete	On Schedule
418801 PW Mobile Equip Replace Plan	213	1,485	1,485	-	In Progress (0%-50%)	On Schedule
417805 PW Sand Covered Storage	2,496	2,685	2,785	(100)	Maintenance	On Schedule
418806 Shop & Yard Equip Replace	-	35	35	-	Design	On Schedule
41119A Bridge Rehab	638	656	656	-	In Progress (>75%)	On Schedule
416105 Hearing Loop	3	6	6	-	Not Yet Commenced	Behind Schedule
417408 Transportation Systems Mgmt	785	785	785	-	Complete	On Schedule
417409 Transport Master Plan Implement	404	495	495	-	In Progress (>75%)	On Schedule
417417 Traffic Signal Maintenance	528	529	529	-	Complete	On Schedule
417421 SA Trail Traffic Signal Optimization	66	208	208	-	In Progress (0%-50%)	Behind Schedule
418332 Traffic Pre-Emption System	-	95	95	-	In Progress (>75%)	On Schedule
418408 Transportation Systems Mgmt	281	815	815	-	In Progress (0%-50%)	On Schedule
418409 Transport Master Plan Implement	2	235	235	-	In Progress (0%-50%)	On Schedule
418417 Traffic Signal Maintenance	112	550	550	-	In Progress (0%-50%)	On Schedule
416807 Subdivision Entrance Signage	-	30	30	-	Not Yet Commenced	On Hold
415414 St. Anne Realignment Construction	4,188	4,300	4,300	-	Maintenance	On Schedule
416424 Accessibility Initiatives	40	40	40	-	Complete	On Schedule
416425 Millennium Park - Phase 1	234	360	360	-	In Progress (>75%)	Behind Schedule
417424 Accessibility Initiatives	-	40	40	-	Design	Behind Schedule
418424 Vehicle- Safety Codes Officer	30	29	30	(1)	Complete	On Schedule
418425 Municipal Development Plan	-	1,094	1,094	-	Design	On Schedule
416804 PW Cemetery Improvements	85	150	150	-	In Progress (50%-75%)	On Schedule
417804 Energy Efficiency Replace Prgm	125	125	125	-	Complete	On Schedule
418802 SAP Waterfall Replacement	-	100	100	-	In Progress (0%-50%)	On Schedule
Total Division #4000 Infrastructure and Development Servi	\$33,134	\$82,447	\$82,227	\$220		
Total	\$64,714	\$160,740	\$160,456	\$284		

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY DIVISION FOR THE PERIOD ENDING JUNE 30, 2018

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Division #7000 Water						
415230 Meter Reader Update	886	1,000	1,000	-	In Progress (50%-75%)	On Schedule
417731 Meter Reader Update	1,615	5,353	5,353	-	In Progress (50%-75%)	On Schedule
413414 Water Netw ork LOS	541	551	551	-	Maintenance	On Schedule
414430 Water Netw ork LOS	107	578	578	-	Design	On Schedule
415430 Water Netw ork LOS	9	800	800	-	Design	On Schedule
415831 SCADA Upgrades for Water Stations	41	50	50	-	In Progress (50%-75%)	On Schedule
416430 Water Netw ork LOS	8	800	800	-	Design	On Schedule
416432 Lacombe Reservoir Re-align	1,155	1,400	1,400	-	Maintenance	On Schedule
416835 Water System Infrastructure Rehab	440	440	440	-	Complete	On Schedule
417430 Water Netw ork LOS	48	1,633	1,633	-	Design	On Schedule
417431 Sturgeon Heights Pumphouse Rebuild	4	524	524	-	Not Yet Commenced	On Hold
417831 Water SCADA System Upgrades	28	350	350	-	In Progress (50%-75%)	On Schedule
417835 Water System Infrastructure Rehab	475	475	475	-	Complete	On Schedule
418430 Water Netw ork LOS	31	1,252	1,252	-	Design	On Schedule
418835 Water System Infrastructure Rehab	92	505	505	-	In Progress (0%-50%)	On Schedule
418836 Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
	\$5,478	\$15,922	\$15,922	\$-		
Division #8000 Wastewater						
414442 WASTWT Lift Station Rehab	3,530	3,570	3,570	-	Maintenance	On Schedule
415442 Rivercrest Lift Station Rehab	-	300	300	-	Not Yet Commenced	On Hold
415841 WASTWT SCADA Upgrades	38	50	50	-	In Progress (50%-75%)	On Schedule
415845 WASTWT Rehab Prgm	169	229	229	-	In Progress (>75%)	On Schedule
416442 Rivercrest Lift Station Rehab	40	2,000	2,000	-	Not Yet Commenced	On Hold
417442 WASTWT Lift Station Studies	37	550	550	-	In Progress (0%-50%)	On Schedule
417841 WASTWT SCADA System Upgrades	28	350	350	-	In Progress (50%-75%)	On Schedule
417842 WASWT CCTV Equip Replace Plan	-	318	318	-	In Progress (50%-75%)	On Schedule
415441 WASTWT Main Replacement	348	582	582	-	Design	Behind Schedule
415454 N. Interceptor Trunkline (Proj 9)	2,070	2,157	2,157	-	In Progress (>75%)	On Schedule
416440 WASTWT Collection System Service Level	1,177	2,640	2,640	-	In Progress (50%-75%)	Behind Schedule
416441 WASTWT Main Replacement	6	611	611	-	Design	Behind Schedule
416443 N. Interceptor Trunkline (Proj 9)	9,260	32,000	32,000	-	In Progress (0%-50%)	Behind Schedule
416845 WASTWT Rehab Prgm	79	237	237	-	In Progress (0%-50%)	On Schedule
417440 WASTWT Collection System Service Level	154	436	436	-	Design	Behind Schedule
417441 WASTWT Main Replacement	101	1,153	1,153	-	In Progress (50%-75%)	On Schedule
417845 WASTWT Rehab Prgm	76	245	245	-	In Progress (0%-50%)	On Schedule
417846 WASTWT Household Service Replace	213	240	240	-	In Progress (>75%)	On Schedule
418440 WASTWT Collection System LOS	46	2,758	2,758	-	Not Yet Commenced	Behind Schedule
418441 WASTWT Main Replacement	6	661	661	-	Design	Behind Schedule
418845 WASTWT Rehab Prgm	3	256	256	-	Not Yet Commenced	On Schedule
418846 WASWT Household Service Replace	10	250	250	-	In Progress (0%-50%)	On Schedule
418847 Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
	\$17,391	\$51,803	\$51,803	\$-		

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY DIVISION (CONT'D)

	Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Division #8600 Storm						
414450	Lacombe Park Bank Repairs	706	750	750	-	Maintenance On Schedule
414451	Campbell STORM Mgmt Facility	3,400	3,500	3,500	-	Complete On Schedule
414453	Oakmont Sw ale Reconstruct	2,495	2,500	2,500	-	Complete On Schedule
415451	STORM Infrastructure Rehab	1,289	1,600	1,600	-	Maintenance On Schedule
416451	STORM Infrastructure Rehab	662	1,600	1,600	-	In Progress (>75%) On Schedule
416452	STORM Mgmt Level of Service	3,059	3,470	3,470	-	Maintenance On Schedule
416453	Sediment and Erosion Control	1,753	3,363	3,363	-	In Progress (50%-75%) On Schedule
416454	Heritage Lakes Storm System	494	900	900	-	In Progress (50%-75%) On Schedule
416457	Beaudry Place Storm Drainage Upgrade	32	750	750	-	Design Behind Schedule
417451	STORM Infrastructure Rehab	28	1,984	1,984	-	In Progress (0%-50%) On Schedule
417452	STORM Mgmt Level of Service	71	2,219	2,219	-	Design On Schedule
417453	Sediment and Erosion Control	-	385	385	-	Design On Schedule
418452	STORM Mgmt LOS	31	1,377	1,377	-	Design On Schedule
418453	Sediment and Erosion Control	20	2,036	2,036	-	Design On Schedule
418454	STORM Mgmt Facility Assessment	-	180	180	-	In Progress (0%-50%) On Schedule
418455	Utilities Operations Truck	2	31	31	-	In Progress (>75%) On Schedule
418456	STORM Team Lead Truck	31	34	34	-	Complete On Schedule
418457	STORM Facility Signage	-	120	120	-	Not Yet Commenced Behind Schedule
418851	STORM Infrastructure Rehab	16	1,922	1,922	-	Design On Schedule
418852	Utility Master Plan	-	210	210	-	Not Yet Commenced Behind Schedule
Total Division #8600 Storm		\$14,089	\$28,931	\$28,931	\$-	
Division #9000 Solid Waste Management						
417761	Recycle Yard Upgrades	22	25	25	-	In Progress (>75%) On Schedule
Total Division #9000 Solid Waste Management		22,214	\$25	\$25	\$-	
Total		36,981	\$96,681	\$96,681	\$-	

APPENDIX 3 – STATEMENT OF RESERVES FOR THE PERIOD ENDING JUNE 30, 2018

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
O1 Stabilization Reserve	\$4,848	\$4,857	\$(1,169)	\$3,688
O3 Operating Program	3,951	4,579	(4,416)	162
O4 Risk Management Reserve	1,353	1,335	18	1,353
O5 Automated Traffic Enforcement Technology-Speed on Green Reserve	163	143	47	190
O7 Children's Festival Reserve	96	96	-	96
O8 RCMP Contract Expense Reserve	919	919	-	919
O9 Safety Enhancement Reserve	801	650	(18)	632
O10 Election and Census Reserve	564	391	(154)	236
Total Operating	12,695	12,970	(5,692)	7,275
C1 Internal Financing Reserve	2,614	2,215	399	2,614
C2 Major Recreational Lands & Facilities	3,063	3,130	(1,805)	1,325
C3 Offsite Levy Recoveries	25,082	19,363	1,726	21,089
C4 Lifecycle	19,183	15,277	(408)	14,869
C5 Municipal Land and Facilities Reserve	759	749	10	759
C6 Capital Funding	30,318	26,014	(11,968)	14,046
C7 Growth Stabilization Reserve	2,638	2,501	(784)	1,718
Total Capital	83,657	69,249	(12,830)	56,421
Total Utilities	49,865	49,586	(17,300)	32,287
OA1 Outside Agency Operating	242	233	(91)	142
OA2 Outside Agency Capital	508	523	(15)	508
Total Outside Agency	750	756	(106)	650
	\$146,967	\$132,561	(\$35,927)	\$96,633

APPENDIX 4 GLOSSARY

TERM	DESCRIPTION
Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure.
City Debt Limit	City ceiling which prevents the debt limit from exceeding 85 per cent of the MGA's debt limit on non-tax debt and 50 per cent of the MGA's debt limit on tax supported debt.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Divisions/Departments	Part of the City's organizational structure.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Forecast	The projection of revenues and expenditures for current fiscal year.
Municipal Government Act (MGA)	Provincial legislation that provides authority for municipal expenditure and revenue collection.
Operating Budget	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
Revenue	Sources of income used to finance 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. Projects approved for funding from a reserve are recognized as revenue as expenses are incurred.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
Uncommitted Balance	The forecasted reserve dollar amount at year end which has not been committed to specific projects.

For more information:

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