



CITY OF ST. ALBERT
CORPORATE REPORT
QUARTER TWO 2019

Released August 26, 2019

art gallery
of st albert

ABOUT THIS REPORT

The Corporate Quarterly report is produced four times a year to communicate progress made on Council's Strategic Plan presented in the Corporate Business 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 4, 2019, St. Albert City Council approved their 2019-2022 Council Strategic Plan. The priorities identified within the Strategic Plan were chosen during a two-day strategic planning retreat in January 2018 and reaffirmed by Council in 2019. 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 to the community.

The following strategic priorities were set by City Council. For each priority, a status has been set that represents its status as of the end of quarter two, March 2019.

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.

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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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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			
Status	On Track	Expected Completion	Q1 2020
Progress Update	<p>This quarter, engagement activities continued with community engagement on emerging goals and growth scenarios. The engagement summary report for phase 2 was prepared. Input from the engagement activities was used to refine goals and policy directions. A framework for the Municipal Development (MDP) plan document was drafted. An additional round of engagement was also prepared for summer engagement activities.</p> <p>Next steps include continuing with internal and external engagement, drafting and refining policies with the MDP, and developing the growth strategy and the urban structure sections of the plan. Council will continue to be updated as the project progresses.</p>		
INITIATIVE 1.2: Complete negotiations for Sturgeon County annexation and provide recommendations on other boundary relationships.			
Status	On Track	Expected Completion	Q2 2021
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>Meetings continued with Sturgeon County to move this annexation project along. Technical studies were submitted to St. Albert and shared with Sturgeon County. A Negotiating Committee meeting was held on June 30 to discuss the annexation technical line.</p> <p><u>1.2.b City of St. Albert Annexation of City of Edmonton Land</u></p> <p>Technical reports were completed, and a meeting was held with City of Edmonton officials.</p>		

INITIATIVE 1.3:

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

Status	On Track	Expected Completion	Q4 2019
Progress Update	Staff held a kick-off meeting with the consultant (WSP) to begin work on the development competitiveness section of the project (Part B). Next steps include working with the consultant to finalize a report by the end of Q3 2019.		

INITIATIVE 1.4:

Develop a value proposition (inclusive of all City offerings) to attract businesses, resident and other institutions to St. Albert.

Status	At Risk	Expected Completion	Q4 2019
Progress Update	A cross functional team has been established to develop the project plan for the project. The plan is in its initial stages of development and should be in place within Q3 2019. To date, the working group has determined that the project should include: <ul style="list-style-type: none">- a review of the existing brand that was developed in 2010- a stakeholder analysis to determine who and how we should be reaching each of our target audiences- a review of our department marketing strategies to determine how they align or don't align with the existing brand. Next steps include preparing and finalizing a project plan and determining resources required to execute this project.		

COUNCIL STRATEGIC PRIORITY #2:

Priority	Economic Development: Enhance business/commercial growth.
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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	On Track	Expected Completion	Q4 2020
Progress Update	This project began in Q2 by assessing staffing levels. Next steps include developing an Invitation to Tender (ITT) for preliminary engineering supporting documents, such as geotechnical studies.		
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	On Track	Expected Completion	Q4 2019
Progress Update	<p>Administration is working to create a baseline for the development process. This project is being pursued in conjunction with projects 1.3 (Development Competitiveness) and A.4.3 (Business Process Improvements) to ensure consistent messaging.</p> <p>Next steps include setting up an internal workshop to identify areas that can be improved. Input will also be received from the development competitiveness report (1.3).</p>		
INITIATIVE 2.3: Develop catalyst strategies for new business opportunities within the community.			
Status	On Track	Expected Completion	Q4 2019
Progress Update	<p>The consultant (McSweeney) has delivered the first draft of a report. Some additional work is being undertaken by the consultant at the request of Economic Development.</p> <p>A finalized report is expected by end of Q3 2019.</p>		

INITIATIVE 2.4: Adopt a broader economic sustainability platform to develop commerce retention and resiliency strategies.			
Status	On Track	Expected Completion	Q1 2020
Progress Update	<p>Work has been done to update the project plan associated with this project. Additionally, survey questions and a Request for Proposal (RFP) is being developed.</p> <p>Next steps include finalizing the RFP.</p>		
INITIATIVE 2.5: Develop and implement strategies for non-traditional economic development activities.			
Status	On Track	Expected Completion	Q1 2020
Progress Update	<p>The project plan is being redrafted for this project. Next steps include finalizing the project plan and holding a kick-off meeting with the project team.</p> <p>There is an upcoming presentation to council scheduled for August 19 relating to this project. (Bill 7: A New Tool for Business Attraction)</p>		
INITIATIVE 2.6: Develop strategies to enable entrepreneurial ventures and groups.			
Status	On Track	Expected Completion	Q2 2020
Progress Update	<p>The project plan is being updated for this project. Next steps include finalizing the project plan and holding a kick-off meeting with the project team.</p>		
INITIATIVE 2.7: Encourage and support completion and approval of third-party led ASPs in growth areas.			
Status	Not Yet Started	Expected Completion	Q4 2021
Progress Update	<p>A project plan is currently being developed for this initiative.</p>		

COUNCIL STRATEGIC PRIORITY #3:

Priority	Building a Transportation Network: Integrated transportation systems.
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The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 3.4: Continue to pursue an integrated Regional Transit Commission.			
Status	On Track	Expected Completion	Q4 2019
Progress Update	<p>Since last quarter, the Regional Transit Services Commission (RTSC) Transition Team has continued to meet monthly, Chaired by Councillor Brodhead. Ernst and Young (EY) consulting agency continues to manage this project, with a broad cross-section of St. Albert Administration providing support behind the scenes, with representation from Transit, Legislative Services, and the CAO's Office.</p> <p>In Q2, the RTSC Transition Team has worked to craft a Vision, Mission, and Service Level Guidelines for the Commission, that will be used to create the Business Case for a Commission later this Summer, that will be presented to regional Councils in the Fall.</p> <p>The Transition Team will continue to meet monthly, and St. Albert Administration will continue to support Chair Brodhead and EY in compiling information for the Transition Team.</p> <p>The next Transition Team meetings are to be held on July 18, August 15, September 6, and September 19.</p>		

INITIATIVE 3.5:

Complete the Campbell Park and Ride facility and finish the Transit Local Route Restructuring Project.

Status	On Track	Expected Completion	Q3 2020
Progress Update	<p>This project contains two distinct components:</p> <p><u>3.5.a Transit Local Service Restructure</u></p> <p>Route designs have been finalized. Scheduling and costing exercises are now underway. Next steps include finalizing the route designs and schedule. An information campaign will be undertaken in Q4 that will include presentations to Council and activities to receive public input.</p> <p><u>3.5.b Campbell Park and Ride Facility</u></p> <p>ATCO has started pipeline relocation with completion anticipated in July 2019. Weather has caused some delays in addition to some birds nesting near the site.</p> <p>Next steps include working and coordinating with ATCO as they continue work and working with City of Edmonton to get approval on engineering drawings to modify Campbell Road.</p>		

INITIATIVE 3.8:

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

Status	On Track	Expected Completion	Q4 2021
Progress Update	<p>A growth capital charter related to this work has been developed and will be presented for consideration with the 2020 budget.</p>		

INITIATIVE 3.9:

Implement the approved Intelligent Transportation System (ITS) strategy.

Status	On Track	Expected Completion	Q4 2021
Progress Update	<p>2019 implementation is on track, with the ITS Adaptive signal management for Boudreau Corridor awarded and equipment being placed in the field. St Albert Trail work is also advancing (behind from 2018), with an updated system applied and being tested.</p> <p>Next steps include work on:</p> <ul style="list-style-type: none">• Boudreau Corridor: finalize install of equipment in the field, setup system backbone and parameters for data collection and adaptive controls; implement the adaptive control.• St Albert Trail - rectify detection issues, update central monitoring system, setup backbone and adaptive parameters and implement adaptive style signal operations.		

INITIATIVE 3.10:

Implement the prioritized inventory of approved arterial network improvements.

Status	On Track	Expected Completion	Q4 2025
Progress Update	<p>This quarter:</p> <ul style="list-style-type: none"> • St Albert Trail at Boudreau Rd construction commenced. • Fowler Way stakeholder engagement commenced and will inform on next preliminary engineering actions • North St Albert Trail (Phase 1) RFP closed - anticipated award to occur week of July 8 • Villeneuve Road concept work advancing with draft information completed <p>Next steps include:</p> <ul style="list-style-type: none"> • St Albert Trail at Boudreau Road: continue to advance construction activity of the intersection. • Fowler Way: Attain private owner's consent to perform site investigation and geotechnical work; inform on final alignment. • North St Albert Trail (Phase 1): award the project and begin background data and site investigations. • Villeneuve Road: investigate drainage of the roadway and finalize report. <p>Updates on Ray Gibbon Drive improvements are reported through project 3.12 (Steward the construction schedule, mitigating the associated risks, for the four phases of twinning Ray Gibbon Drive, in its entirety to 2029, to an arterial standard).</p>		

INITIATIVE 3.11:

Implement the prioritized inventory of approved Transportation Safety Plan programs and projects.

Status	On Track	Expected Completion	Q4 2021
Progress Update	<p>This quarter:</p> <ul style="list-style-type: none"> • Erin Ridge Traffic Calming 2018 carry forward work began (construction remaining). • Lennox Drive traffic calming completed. • Grandin public open house on traffic calming. • City wide speed review commenced with TAC review and city wide school and playground zone evaluations. • Contact made with the Safety representative from Province Office of Traffic Safety. • Safe Journeys to school construction notifications sent; engagement occurred with multiple school site representatives contacted and information received in regards to "concerns and requests" around school site traffic safety. <p>Next steps include:</p> <ul style="list-style-type: none"> • Finish 2018 construction carry forward in Erin Ridge; perform detailed design for 2019 sites and tender construction. • Finalize measures and intersection design at Grosvenor and Grenfell • Finalize network speed review, compile information and draft report and recommendations, then engage with stakeholders on the recommendations for impacts • Begin construction for Safe Journeys on Mont Calm Place 		

INITIATIVE 3.12:

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

Status	On Track	Expected Completion	Q4 2029
Progress Update	<p>Preliminary engineering of Ray Gibbon Drive commenced, with survey work and utility investigation.</p> <p>Next steps include finalizing draft preliminary engineering and design work and advancing to detailed engineering. A tender package will also be prepared for the construction contract.</p>		

These initiatives have been previously completed during this Council term, within this Council priority:

2019

INITIATIVE 3.1:

Recommend short-, medium-, and long-term options to improve the service level of Ray Gibbon Drive.

2018

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.

INITIATIVE 3.3:

Evaluate the arterials networks in St. Albert and recommend improvements.

INITIATIVE 3.6:

Develop the Transportation Safety Plan and recommend implementation of initiatives to minimize risk of injury or fatality on City roadways. (Updated Sept 10, 2018)

INITIATIVE 3.7:

Recommend the Complete Streets Cross sections.

COUNCIL STRATEGIC PRIORITY #4:

Priority	Infrastructure Investment: Identify and build needed capital assets.
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The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 4.2: Update Capital Plan on project prioritization, criteria, and weightings.			
Status	Completed	Expected Completion	Q2 2019
Progress Update	<p>Template was finalized with cross functional team, presented to executive leadership and was subsequently approved by Council.</p> <p>Capital prioritization Committee is now in the process of utilizing the template to score growth capital project charters on the 10-year plan.</p>		
INITIATIVE 4.3: Explore non-traditional funding options including regional partnerships.			
Status	On Track	Expected Completion	Q4 2019
Progress Update	<p>Since last quarter, the Recreation Intermunicipal Collaboration Framework (ICF) Task Force between the City of St. Albert and Sturgeon County met twice. Through these meetings, the Task Force was able to develop and endorse Principles of Collaboration, a Gap Analysis and Environmental Scan.</p> <p>At the next St. Albert-Sturgeon County ICF Task Force meeting, the Framework will begin to be drafted, based on the work completed to date by the Task Force.</p> <p>With the City of Edmonton, St. Albert Administration received a draft ICF from Edmonton, that the two parties are in the process of working through.</p> <p>St. Albert and Edmonton Administrations will continue to work through the Draft ICF, to get it to a position where feedback can be provided by elected officials.</p> <p>Administration is scheduled to provide an in-camera briefing to Council on September 23, 2019 regarding the ICF Project.</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	At Risk	Expected Completion	Q4 2021
Progress Update	<p>Asset Management Maturity Matrix has been finalized and first interview / asset management maturity assessment with facility asset stewards has been completed. A list of existing PW has been populated and all critical and important facilities have been assessed. Administration has continued to complete facility inventory assessments for age-based conditions. Overall 32 of 104 PW facilities are expected to be complete by the end of 2019 for condition assessment, though higher profile and higher use facilities are being assessed first.</p> <p>Next steps include the completion of facility inventory condition assessments. The asset management team will commence with a gap analysis of PW facilities while continuing to work with other facility owners on maturity assessments.</p>		
INITIATIVE 4.5: Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets.			
Status	At Risk	Expected Completion	Q4 2021
Progress Update	<p>Asset maturity matrix has been finalized and initial assessment with facility asset steward (only) has been completed. Project Directors were contacted, and Asset Stewards were identified / confirmed for all asset stewarding groups.</p> <p>Next steps include continuing with asset management maturity index interviews to determine gap analysis for all asset stewarding groups.</p>		
INITIATIVE 4.6: Identify feasible strategies for near term development horizons for community facilities inclusive of land, financing and partnership opportunities.			
Status	On Track	Expected Completion	Q4 2019
Progress Update	<p>In camera discussions were held with Council in April, June and July to discuss this project.</p> <p>Next steps include a planned in-camera discussion with Council in September, additional analysis of land options, and approval of funding for concept design work.</p>		

These initiatives have been previously completed during this Council term, within this Council priority:

2018

INITIATIVE 4.1:

Identify opportunities for shared Recreation, Social and Culture activities and facilities.

INITIATIVE 4.2:

Update Capital Plan on project prioritization, criteria, and weightings.

COUNCIL STRATEGIC PRIORITY #5:

Priority	Housing: Enhance housing options.
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The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 5.2: Develop revitalization strategies for mature neighbourhoods.			
Status	On Track	Expected Completion	Q3 2021
Progress Update	Work continued on developing an infill policy and intensification targets to be included within the Municipal Development Plan. Next steps include bringing proposed policies and targets to Council through the Municipal Development Plan project (1.3).		
INITIATIVE 5.3: Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility.			
Status	On Track	Expected Completion	Q2 2020
Progress Update	<p>A Best Practices Summary was prepared for an early July (Q3 2019) presentation to Council.</p> <p>Next steps include further investigation into some actions identified in the summary report. The results of this investigation will be consolidated into the top 10 recommended strategies in the final report.</p> <p>Public consultation opportunities will occur through alignment with Flourish (MDP) consultations, and the community satisfaction survey being conducted in Fall 2019. Ongoing conversations will be held with impacted stakeholders on the proposed outcomes of this project.</p>		

INITIATIVE 5.4:

Explore interim housing options to support vulnerable populations.

Status	On Track	Expected Completion	Q3 2020
Progress Update	<p>A temporary position has been secured to support research and develop them into a final report that will identify the vulnerable populations in St Albert and share best practices in the variety of housing options that could support them. This same position will support the Mayor's Task Force on Homelessness to identify which population is at greatest risk so they can focus their efforts and provide actionable recommendations for Council's consideration.</p> <p>Q3 will see the development of the final report identifying St Albert's current vulnerable populations and the variety of housing options that could possibly support them. Also, staff will develop the prioritization tool that the group can use to move forward in the creation of targeted recommendations.</p>		

These initiatives have been previously completed during this Council term, within this Council priority:

2018

INITIATIVE 5.1:

Modify Land Use Bylaw to encourage diversity in residential built forms.

COUNCIL STRATEGIC PRIORITY #6:

Priority	Environmental Stewardship: Explore innovative environmental and conservation opportunities.
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The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 6.2: Review and update existing environmental master plans (e.g., Red Willow Trail).			
Status	Not yet Started	Expected Completion	Q4 2020
Progress Update	The project plan is in the process of being finalized. Once it has received internal approval, the project team will work together to confirm timelines and officially commence the project.		
INITIATIVE 6.3: Investigate net zero residential development.			
Status	On Track	Expected Completion	Q3 2019
Progress Update	A draft report is being finalized. Once the report is finalized, a presentation date to Council will be chosen.		
INITIATIVE 6.4: Enhance waste minimization strategies with emphasis on reduce and reuse activities.			
Status	On Track	Expected Completion	Q2 2021
Progress Update	<p>Proposed Single Use Item Reduction Strategy work plan was approved at Council, May 27, 2019. Work plan outlines the education and outreach, waste characterization and public engagement that will be conducted from 2019 to 2020. Funding of \$96,000 was approved as well.</p> <p>Following a Council meeting early in Q3, planning will begin on the education and outreach campaign. Additionally, a Request for Proposal will be developed for a curbside waste characterization study. Surveys for public engagement will also be prepared.</p>		

These initiatives have been previously completed during this Council term, within this Council priority:

2019

INITIATIVE 6.1:

Explore integrated green utilities to reduce carbon footprint, reduce servicing costs and generate revenue.

Financial Summary

Quarter Two

Financial Summary

The first six months of 2019 resulted in a forecasted surplus of \$450 thousand, which is 0.27% of total budgeted expenditures. This is primarily due to vacancies throughout the organization and lower RCMP contract expense offset by an increase in overtime in Fire Services, contract expenses for snow removal and photo radar fines. With strong investments, reserve funding and low debt the City continues to maintain a strong financial position.

Municipal

Operating:

- \$83.2 million in revenue recognized, which is 50% of forecast
- \$82.9 million has been spent, which is 50% of forecast

Capital:

- There is a total of 170 municipal capital projects for 2019.
- To date, \$54.1 million has been spent out of a \$165.8 million cumulative budget.

Utility

Operating:

- \$19.2 million in revenue recognized, which is 48% of forecast
- \$19.2 million has been spent, which is 48% of forecast

Capital:

- There is a total of 61 utility capital projects for 2019.
- To date, \$49.1 million has been spent out of a \$93.4 million cumulative budget.

Investments

The City has \$214.1 million in cash and investments and earned \$2.8 million in investment income to date.

Reserves

The balance is \$139.3 million, with a forecasted year end uncommitted balance of \$74.9 million.

Debt

The City's outstanding debt is \$40.5 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT
Municipal Operating Summary by Function
FOR THE PERIOD ENDING JUNE 30, 2019

In Thousands of Dollars

	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	\$15	\$329	\$329	\$
Executive Leadership	143	681	721	40
General Government	1,702	3,315	3,200	(115)
Community & Recreation Services	7,260	15,448	15,179	(269)
Emergency Services	4,201	9,933	9,701	(232)
Public Works & Transit	5,967	11,928	11,940	12
Planning & Engineering	1,641	5,815	5,355	(460)
Corporate Financing	62,294	119,990	119,976	(14)
Total Revenue	\$83,223	\$167,439	\$166,401	\$(1,038)

Expenses				
Council	\$408	\$1,193	\$1,196	\$(3)
Executive Leadership	864	3,648	2,415	1,233
General Government	9,578	20,490	20,132	358
Community & Recreation Services	15,380	32,765	32,795	(30)
Emergency Services	13,840	35,591	35,201	390
Public Works & Transit	20,317	38,692	39,251	(559)
Planning & Engineering	5,361	13,647	13,585	62
Corporate Financing	17,168	21,413	21,376	37
Total Expenses	\$82,916	\$167,439	\$165,951	\$1,488

Excess of Revenue over Expenses				
Council	\$(393)	\$(864)	\$(867)	\$(3)
Executive Leadership	(721)	(2,967)	(1,694)	1,273
General Government	(7,876)	(17,175)	(16,932)	243
Community & Recreation Services	(8,120)	(17,317)	(17,616)	(299)
Emergency Services	(9,639)	(25,658)	(25,500)	158
Public Works & Transit	(14,350)	(26,764)	(27,311)	(547)
Planning & Engineering	(3,720)	(7,832)	(8,230)	(398)
Corporate Financing	45,126	98,577	98,600	23
Total Revenue Over Expenses	\$307	\$-	\$450	\$450

*Variance represents the difference between budget and forecast amounts.

Municipal Operating Variance Analysis

(In Thousands of Dollars)

Council – \$3 thousand higher than budget

Revenue – No Anticipated Variances

Expense - No Significant Variances

Executive Leadership - \$1,273 thousand lower than budget

Revenue – \$40 thousand over budget

- \$40 higher due to unbudgeted provincial Intermunicipal Collaboration Grant.

Expense - \$1,233 thousand lower than budget

- \$1,303 lower in salaries due to vacant positions being held for redeployment.
- \$40 higher due to expenses related to provincial Intermunicipal Collaboration Grant.

General Government - \$243 thousand lower than budget

Revenue – \$115 thousand lower than budget

- \$115 lower due to Business and Cannabis Licenses, offset by increases in Tobacco Licenses and Late Tax Payment Penalties.

Expense – \$358 thousand lower than budget

- \$262 lower in salaries due to vacant positions.
- \$96 lower in operating supplies, advertising & promotion for Economic Development projects and savings on contracted services.

Community & Recreation Services- \$299 thousand higher than budget

Revenue - \$269 thousand lower than budget

- \$206 lower in recreation revenue due to decreased program and membership revenue, and weather affecting outdoor rentals.
- \$63 lower in cultural lesson fee revenue due to expanded programming space not ready until Q3.

Expense - \$30 thousand higher than budget

- \$60 higher in repairs and maintenance due to work on the ice plants Ammonia project.

Emergency Services - \$158 thousand lower than budget

Revenue – \$232 thousand lower than budget

- \$232 lower in fines due to decreased in tickets issued offset by slight increase in Fire Services Training grants.

Expense - \$390 thousand higher than budget

- \$500 lower in RCMP contract as a result of being billed for less members than original estimate.
- \$150 lower in contracted services as a result of less fine revenue.
- \$260 higher in salaries due to fire overtime offset partially by vacant positions.

Public Works & Transit - \$547 thousand higher than budget

Revenue – No Significant Variances

Expense - \$559 thousand higher than budget

- \$492 higher in contracted snow removal services due to higher than average snowfall along with cold winter conditions.
- \$62 higher in contracted services due to ammonia project.

Planning & Engineering - \$398 thousand higher than budget

Revenue - \$460 thousand lower than budget

- \$475 lower in permits due to lower than anticipated development.

Expense - \$62 thousand lower than budget

- \$22 lower in travel due to reduction in travel time.

Corporate Financing - \$23 thousand higher than budget

Revenue – No Significant Variances

Expense - \$37 thousand lower than budget

- \$95 lower in bank charges due to new bank contract.
- \$57 higher in employee relations.

Municipal Capital Summary

Key indicators relating to the City’s capital budget are as follows.

1. Budget vs. Forecast Comparison

Table 1 illustrates that of the City’s 170 projects, \$647 thousand is anticipated to be underspent with:

- 162 on budget
- 0 over budget
- 8 below budget

2. Project Status

As shown in Table 2, 93% of the 170 projects are currently in progress or complete.

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 3 indicates that 94 projects are anticipated to be closed at the end of the year.

Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance \$	No. of Projects
2019	1,967	61,771	61,771	-	56
2018	12,853	29,264	28,989	275	45
2017	15,288	19,548	19,548	-	25
Prior	24,047	55,214	54,843	371	44
TOTAL	\$54,155	\$165,797	\$165,151	\$647	170

Table 2: Progress Status

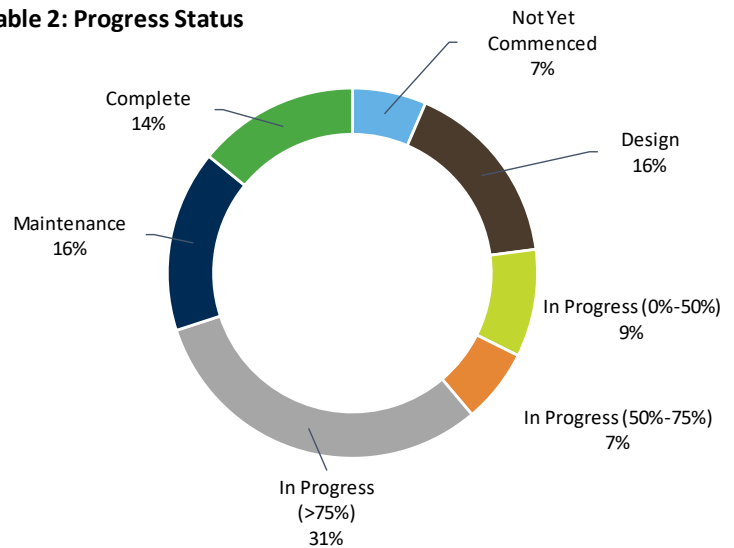
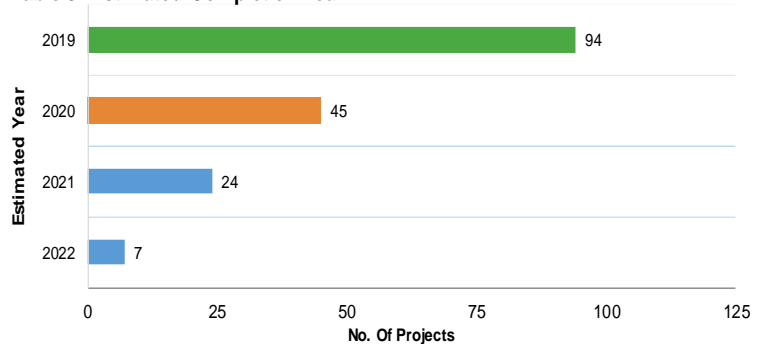


Table 3: Estimated Completion Year



CITY OF ST. ALBERT
Utility Operating Summary by Function
FOR THE PERIOD ENDING JUNE 30, 2019
 In Thousands of Dollars

	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	\$522	\$1,053	\$1,093	\$40
Water	6,374	13,708	13,612	(96)
Wastewater	6,198	13,214	13,214	0
Storm	2,584	5,461	5,211	\$(250)
Solid Waste Management	3,565	7,179	7,154	(25)
Total Revenue	\$19,243	\$40,615	\$40,284	\$(331)

Expenses				
Utility Finance	\$522	\$1,053	\$1,093	\$(40)
Water	5,501	9,749	9,814	(65)
Wastewater	5,503	10,950	10,868	82
Storm	830	1,730	1,693	37
Solid Waste Management	3,890	7,199	7,196	3
Total Expenses	\$16,246	\$30,681	\$30,664	\$17

Transfer to Reserve				
Water	\$873	\$3,959	\$3,798	(161)
Wastewater	694	2,264	2,346	82
Storm	1,754	3,731	3,518	(213)
Solid Waste Management	(325)	(20)	(42)	(22)
Total Transfer to Reserve	\$2,997	\$9,934	\$9,620	\$(314)

*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 - \$161 thousand higher than budget

Revenue – \$96 thousand lower than budget

- \$81 thousand anticipated reduction in water meter connection fees due to lower than anticipated development

Expense - \$65 thousand higher than budget

- \$70 thousand increase in contracted services due to increased repairs to water lines due to atypical freezing conditions in early 2019

Wastewater - \$82 thousand lower than budget

Revenue – No anticipated variances

Expense - \$82 thousand lower than budget

- \$70 thousand decrease in contracted services as resources redirected to contracted services in Water.

Storm - \$213 thousand higher than budget

Revenue – \$250 thousand lower than budget

- \$250 thousand decrease due to lower than anticipated customer growth

Expense - \$37 lower than budget

- \$37 thousand decrease due to lower Professional Services fees on Water Quality Monitoring project

Solid Waste Management - \$22 thousand lower than budget

Revenue – \$25 lower than budget

- \$35 thousand lower in recovered costs due to reduced demand for recycling products from global markets.

Expense – No Significant Variances

Utility Capital Summary

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

1. Budget vs. Forecast Comparison

Table 4 illustrates that of the City's 61 Utility projects, \$8 million is anticipated to be underspent with:

- 60 on budget
- 0 over budget
- 1 below budget

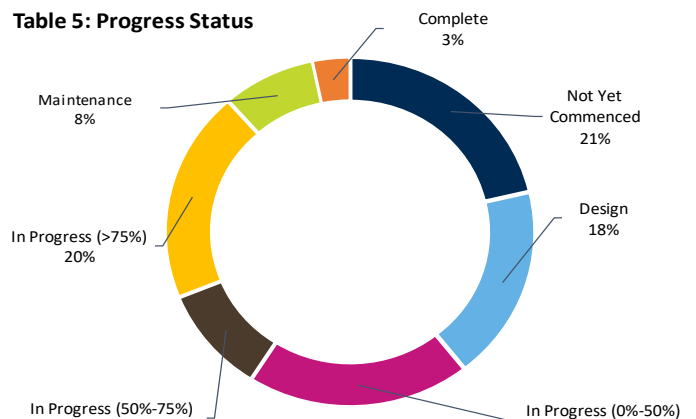
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance \$	No. of Projects
2019	372	8,839	8,839	-	11
2018	1,964	13,147	13,147	-	16
2017	8,047	15,501	15,501	-	13
Prior	38,760	55,962	47,962	8,000	21
TOTAL	\$49,143	\$93,449	\$85,449	\$8,000	61

2. Project Status

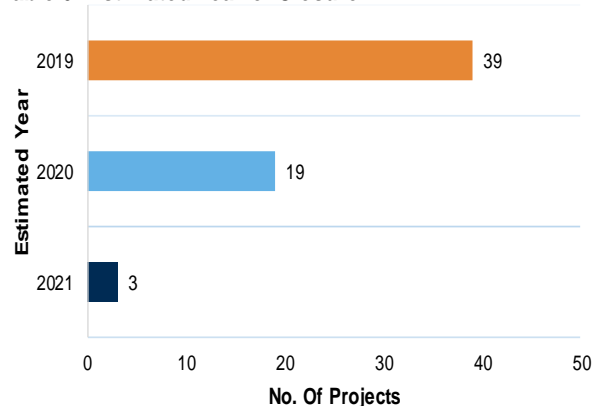
As shown in Table 5, 79% of the 61 projects are currently in progress or complete.

Table 5: Progress Status



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 6 indicates that 39 projects are anticipated to be closed at the end of the year.

Table 6: Estimated Year of Closure



INVESTMENTS

As of June 30, 2019 the City has \$214.1 million in cash and investments and earned \$2.8 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. The portfolio is split between financial institutions to ensure the safety of principal and sufficient diversification, as illustrated in Table 7.

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarter end ratio was 1.10:1.00 which is over the minimum requirement. As illustrated in Table 8, 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. As illustrated in Table 9, the rate of return realized from the City's investments are above the Bank of Canada T-Bill and Bond rates.

Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
Toronto Dominion	10,126	4.80%
CIBC	77,739	36.55%
BMO	52,468	23.72%
National Bank	-	0.00%
Scotiabank	63,527	30.09%
RBC	5,041	2.39%
Servus Credit Union	200	0.09%
CWB	5,004	2.37%
Total	214,105	100%

Table 8: Investments by Term (In Thousands of Dollars)

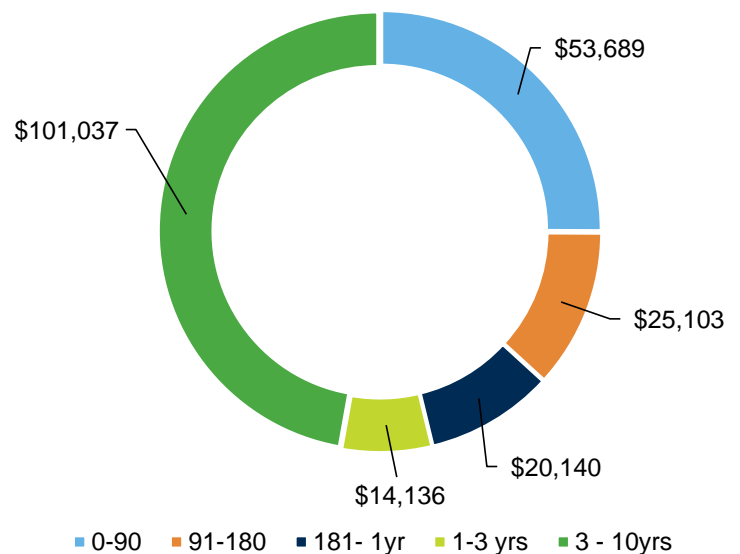


Table 9: Rate of Return Comparison

Type	Term	St. Albert Average Portfolio Rate	Bank of Canada T-Bill and Bond Rates
Cash and Short Term Investments	0-90	2.35%	1.66%
	91-180	2.32%	1.68%
	181-1yr	2.51%	1.68%
	1-3 yrs	7.45%	1.42%
Long Term Investments	3-10 yrs	2.80%	1.40-1.50%

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 10, the uncommitted balance as of June 30, 2019 is \$74.9 million of which:

- 11% for property tax stabilization and contingency funding.
- 39% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 50% for utility rate stabilization and funding of utility infrastructure.

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

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating	\$ 12,225	\$ 12,686	\$ (4,948)	\$ 7,738
Capital	76,467	67,481	(38,262)	29,219
Utilities	50,308	48,563	(10,825)	37,738
Outside Agencies	295	286	(91)	195
TOTAL	\$ 139,295	\$ 129,016	\$ (54,126)	\$ 74,890

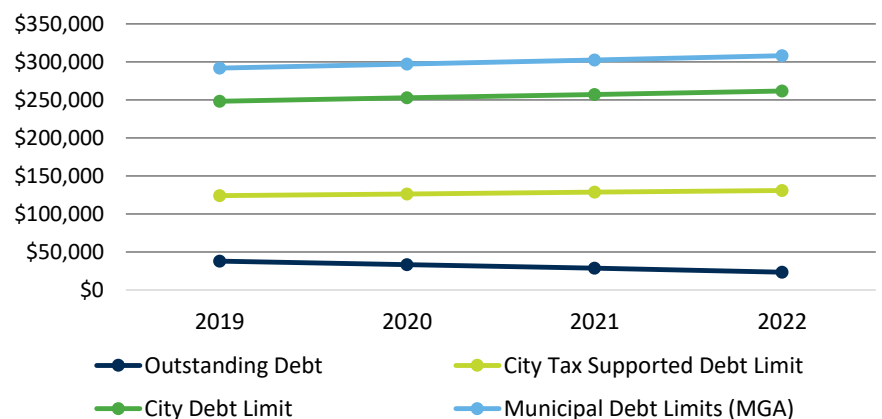
DEBT

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 11, the City has \$40.5 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to three significant projects:

- Servus Place of \$15.0 million
- Ray Gibbon Drive of \$15.9 million
- North Interceptor Trunkline (Project 9) of \$9.6 million

Table 11: Debt Limit VS Outstanding Debt (In Thousands of Dollars)



APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING JUNE 31, 2019

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Council					
415102 Railroad Safety Enhancement	1,020	1,165	1,165	-	In Progress 0-50%
Total Council	\$1,020	\$1,165	\$1,165	\$-	
General Government					
413503 HR Electronic Recruitment Software	32	41	41	-	In Progress > 75%
413505 Performance Measurement System	2	50	50	-	In Progress 0-50%
414505 Performance Measurement System	-	50	50	-	In Progress 0-50%
415504 Council Chambers Upgrade	171	202	202	-	Complete
415505 Central Records Shelving Upgrade	5	57	57	-	In Progress 0-50%
415506 Smart City Master Plan & Alliance	38	75	75	-	In Progress 0-50%
415508 Financial System Software	137	300	300	-	In Progress 0-50%
415509 Council Chamber Technology	90	100	100	-	In Progress > 75%
416503 Recreation Client Mgmt Software	179	200	200	-	In Progress > 75%
416504 Single Window Services	46	200	200	-	In Progress 0-50%
416508 Financial System Software	0	500	500	-	In Design
417503 Recreation Mgmt Software	147	183	183	-	In Progress > 75%
417506 AFRRCS Emergency Radio System	681	972	972	-	In Progress 50-75%
417808 Facilities Safety & Security	272	278	278	-	Complete
418501 IT Lifecycle Replacement Plan	424	779	681	98	In Progress 50-75%
418502 IT Office Automation	50	50	50	0	Complete
418503 Network to Core Facilities	656	657	657	-	In Progress > 75%
418504 Project Implement Support	148	189	189	-	In Progress > 75%
419501 IT Lifecycle Replacement Plan	265	688	688	-	In Progress 0-50%
419502 IT Office Automation	25	50	50	-	In Progress 0-50%
419503 Non-Emerg Radio System Replace	-	353	353	-	In Design
419504 Municipal Area Network	6	550	550	-	In Progress 0-50%
419505 HRIS Implement Support	-	94	94	-	In Progress 0-50%
419506 Asset Mgmt System Replace	-	200	200	-	In Design
Total General Government	\$3,375	\$6,816	\$6,718	\$98	
Community & Recreation Services					
416312 Park Planning and Standards Model	279	400	400	-	In Progress 50-75%
416313 Erin Ridge North Park Plan	87	230	230	-	In Design
416314 RWP West - Trail and Park Planning	267	275	275	-	In Progress > 75%
416317 Founders Walk Phase 3 - Design	171	250	250	-	In Progress 50-75%
416318 Heritage Park Design (phase 3)	13	216	115	101	In Design
416325 Everitt Park Development	251	275	275	-	In Progress > 75%
417305 City Sportsfield Rehab Prgm	259	343	343	-	In Progress 0-50%

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (cont'd)

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Community & Recreation Services					
417306	Park Signage Prgm	434	585	585	- Maintenance
417307	City Playground Lifecycle Prgm	253	255	255	- Maintenance
417309	Lacombe Park Construction	91	183	183	- In Progress 50-75%
417310	Erin Ridge North Park Construction	317	505	505	- In Progress > 75%
417311	Heritage Lakes ODR Refurb	130	142	142	- Maintenance
417312	Neighborhood Park Construction	685	1,212	1,212	- In Progress > 75%
417313	Lacombe Lake Park Building Plan	169	250	250	- In Progress > 75%
417321	Akinsdale Arena Press Box	1	85	85	- In Design
417422	Art Gallery Barrier-Free	2,007	2,022	2,022	- Maintenance
418301	Servus Place Lifecycle Replace Plan	760	844	844	- In Progress > 75%
418302	Aquatics Lifecycle Replace Plan	201	286	201	86 Complete
418304	RWP West - Construction	-	359	359	- In Progress 0-50%
418305	City Sportsfield Rehab Prgm	100	317	317	- In Progress 0-50%
418306	Skateboard Park Retrofit	35	100	100	- Maintenance
418307	City Playground Lifecycle Prgm	309	345	345	- In Progress > 75%
418308	Pickleball Court Development	273	305	305	- Maintenance
418309	Riel Park Phase 5	1,131	1,602	1,602	- Maintenance
418310	Grey Nuns White Spruce Park Construct	-	206	206	- In Design
418340	Arden Theatre Lifecycle Plan	11	115	115	- In Progress 50-75%
418360	Community Capital Grant Program	142	250	250	- In Progress 50-75%
419301	Servus Lifecycle Replacement Prgm	33	301	301	- In Progress > 75%
419302	Aquatics Lifecycle Replace Plan	-	55	55	- In Progress 0-50%
419303	Outdoor Ref. Ice Surface	-	875	875	- In Design
419304	Outdoor Ref. Ice Dome	-	300	300	- In Design
419305	City Sportsfield Rehab Prgm	-	317	317	- In Progress 0-50%
419307	City Playground Lifecycle Prgm	-	342	342	- In Progress 0-50%
419308	Fowler Athletic Park Facility Assess	-	159	159	- In Design
419309	Lacombe Park Building & Walkway	-	1,755	1,755	- In Progress 0-50%
419310	Park Signage Program	-	297	297	- In Progress 0-50%
419311	Lacombe Dog Park Enhancements	-	79	79	- In Progress 0-50%
419320	Visual Arts Studio Lifecycle	-	12	12	- Not Yet Commenced
419340	Arden Theatre Lifecycle Plan	80	97	97	- In Progress 0-50%
419360	Community Capital Grant Prgm	-	341	341	-
Total Community & Recreation Services		\$12,704	\$22,616	\$22,309	\$307
Emergency Services					
415303	Emergency Equip Replace Plan	138	161	161	- In Progress > 75%
415328	Land Acquisition Fire Hall #4	-	350	350	- Not Yet Commenced
417316	Fire Dispatch ProQA System	26	33	33	- In Progress > 75%
418331	Fire Station #1 – Reconstruct	15	1,052	1,052	- In Design
418333	Automated Station Alerting	-	291	291	- Not Yet Commenced

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (cont'd)

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Emergency Services					
419330	Emergency Equip Replace Plan	133	214	214	- In Progress 50-75%
419331	Fire Station #4	-	50	50	- In Design
419332	Emerg Response Veh	-	188	188	- In Progress 0-50%
419333	EMS Power Stretcher	-	100	100	- In Progress 0-50%
419334	Policing Bldg Accom	-	100	100	- Not Yet Commenced
419335	CAD to CAD Software	-	42	42	- In Progress 0-50%
Total Emergency Services		\$313	\$2,581	\$2,581	\$-
Public Works & Transit					
412420	Campbell Road Park & Ride	7,142	30,000	30,000	- In Progress 0-50%
414804	Transit Smart Fare & Smart Bus	1,021	3,992	3,992	- In Progress 0-50%
416105	Hearing Loop	3	6	3	3 Complete
416804	PW Cemetery Improvements	85	150	150	- In Progress 50-75%
417802	Transit Bus Lifecycle Replace	4,006	4,392	4,392	- In Progress > 75%
418350	Transit Bus Lifecycle Replace	270	425	425	- In Progress 50-75%
418351	Transit Growth Buses	169	292	292	- In Progress 50-75%
418802	SAP Waterfall Replacement	9	100	9	92 Complete
419350	Transit Bus Lifecycle Replace	43	4,040	4,040	- In Progress 0-50%
419801	PW Mobile Equip Replace Plan	49	2,411	2,411	- In Progress 0-50%
419802	Akinsdale/Kinex Rehab	113	2,943	2,943	- In Design
419803	SAP Bldg Replace Prgm	-	310	310	- In Progress 0-50%
419804	Energy Efficiency Replace Prgm	14	131	131	- In Design
419806	Shop & Yard Equip Replace	11	40	40	- In Progress 0-50%
Total Public Works & Transit		\$12,936	\$49,232	\$49,137	\$95
Planning & Engineering					
414508	Former PW Yard Remediation Prgm	354	500	354	146 Complete
416102	Tache Plane Restoration & Relocation	246	260	260	- Maintenance
416402	Road Reconstruct Prgm	1,170	1,250	1,250	- Maintenance
416403	Asphalt Overlay Prgm	3,590	4,070	4,070	- In Progress 0-50%
416404	City Owned Parking Lot - Major Rehab	-	100	100	- In Progress 50-75%
416412	Bridge Rehabilitation	88	172	172	- In Progress 50-75%
416413	SA Trail Revitalization	245	354	354	- In Progress 50-75%
416414	Intersection Enhancements	621	909	909	- In Progress 0-50%
416418	Noise Attenuation Data Collection	42	200	200	- In Design
416419	Perron Street Angle Parking	84	160	160	- In Progress 50-75%
416420	Safe Journeys to School	834	836	836	- Complete
416421	Road Corridor Safety Implementation	302	320	320	- In Progress > 75%
416455	Lacombe Park	1,075	1,080	1,080	- Maintenance
416807	Subdivision Entrance Signage	-	30	30	- Not Yet Commenced
417402	Road Reconstruct Prgm	3,350	3,500	3,500	- In Progress > 75%
417404	City Owned Parking Lot - Major Rehab	87	250	250	- In Progress 50-75%

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (cont'd)

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Planning & Engineering					
417407	Sidewalk Program	759	1,100	1,100	- In Progress > 75%
417409	Transport Master Plan Implement	495	495	495	- Complete
417411	Lane Reconstruct Prgm	161	1,350	1,350	- In Progress 50-75%
417413	SA Trail Revitalization	105	350	350	- In Progress 0-50%
417415	Buildings Life Cycle Assessments	40	115	115	- Complete
417420	Safe Journeys to School	694	700	700	- Maintenance
417421	SA Trail Traffic Signal Optimization	117	208	208	- In Progress 50-75%
417424	Accessibility Initiatives	-	40	40	- In Design
418332	Traffic Pre-Emption System	78	95	95	- In Progress > 75%
418401	Arterial Rehab Program	1,283	1,545	1,545	- In Progress > 75%
418402	Road Reconstruct Prgm	480	2,920	2,920	- In Progress 50-75%
418403	Local and Collector Rehab	2,293	2,545	2,545	- In Progress > 75%
418404	City Owned Parking Lots Rehab	45	1,515	1,515	- In Progress 50-75%
418405	Permanent Line Marking Program	303	301	301	- Complete
418406	Trail Rehab Prgm	182	439	439	- In Design
418407	Sidewalk Program	71	905	905	- In Progress 50-75%
418408	Transportation Systems Mgmt	788	815	815	- In Progress > 75%
418409	Transport Master Plan Implement	87	235	235	- In Progress 0-50%
418410	Crack Sealing Program	101	131	131	- In Progress > 75%
418411	Lane Reconstruct Prgm	-	1,600	1,600	- In Design
418412	Road Repairs	247	310	310	- Maintenance
418413	Bridge Maintenance	-	65	65	- In Progress 50-75%
418414	Barrier Wall Study & Replacement	298	1,667	1,667	- In Progress 50-75%
418415	Buildings Life Cycle Assessments	-	225	225	- Not Yet Commenced
418416	Traffic Calming Strategies	361	922	922	- In Progress 0-50%
418417	Traffic Signal Maintenance	490	550	550	- In Progress > 75%
418418	Intersection Enhancements	-	1,244	1,244	- In Progress 0-50%
418420	Safe Journeys to School	493	606	606	- In Design
418421	Road Corridor Safety Implementation	23	158	158	- In Progress 0-50%
418425	Municipal Development Plan	492	1,094	1,094	- In Progress 0-50%
418426	Lakeview Bus District & Badger Lands ASP	-	110	110	- Not Yet Commenced
418427	Capital Projects Maintenance	-	364	364	- Maintenance
418459	BLESS Platform	36	342	342	- In Design
419401	Arterial Rehab Prgm	77	2,375	2,375	- In Progress 0-50%
419402	Collector Roadway Prgm	-	1,440	1,440	- In Progress 0-50%
419403	Local Roadway Prgm	25	1,440	1,440	- In Progress 0-50%
419404	Paved Parking Lot Program	-	165	165	- In Design
419405	Permanent Line Marking Rehab	83	301	301	- In Progress 0-50%
419406	Multi-Use Trail Rehab Prgm	18	385	385	- In Progress 0-50%
419407	Sidewalk Program	12	743	743	- In Progress 0-50%

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (cont'd)

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Planning & Engineering					
419408	Transportation Systems Mgmt	603	818	818	- In Progress > 75%
419411	Back Lanes Program	-	1,350	1,350	- In Design
419412	Roadway Rehab Prgm	93	2,000	2,000	- In Design
419413	Bridge Prgm	-	65	65	- In Progress 50-75%
419414	Barrier Wall Study & Replace	28	1,750	1,750	- In Progress 0-50%
419415	Buildings Life Cycle Assessments	-	235	235	- Not Yet Commenced
419416	Traffic Calming Strategies	34	500	500	- In Progress 0-50%
419417	Traffic Signal Maintenance	171	555	555	- In Progress 0-50%
419418	Intersection Enhancements	-	2,150	2,150	- In Progress 0-50%
419419	ITS Strategy Implementation	-	380	380	- In Progress 0-50%
419420	Safe Journeys to School	21	600	600	- In Progress 0-50%
419421	NSA Trail Corridor Mgmt Implement	-	18,950	18,950	- Not Yet Commenced
419422	Municipal Eng Stds Update	-	300	300	- In Progress 0-50%
419423	Fowler Way	-	6,660	6,660	- In Design
419424	Ray Gibbon Improvements	25	780	780	- In Design
419425	Accessibility Initiatives	-	300	300	- In Design
419426	Heat Recovery	5	66	66	- In Design
419427	Smart Facility Monitoring	-	30	30	- Not Yet Commenced
Total Planning & Engineering		\$23,806	\$83,388	\$83,243	\$146
Total Entity #01 St. Albert		\$54,154	\$165,796	\$165,151	\$646

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING JUNE 30, 2019

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Utilities					
413414 Water Network LOS	541	551	551		- Maintenance
414430 Water Network LOS	512	578	578		- In Progress > 75%
414450 Lacombe Park Bank Repairs	706	750	750		- Maintenance
414451 Campbell STORM Mgmt Facility	3,400	3,500	3,500		- Maintenance
415430 Water Network LOS	499	800	800		- In Progress 50-75%
415441 WASTWT Main Replacement	369	582	582		- Not Yet Commenced
415442 Rivercrest Lift Station Rehab	-	300	300		- Not Yet Commenced
415451 STORM Infrastructure Rehab	1,589	1,600	1,600		- In Progress > 75%
415831 SCADA Upgrades for Water Stations	41	50	50		- In Progress > 75%
415841 WASTWT SCADA Upgrades	44	50	50		- In Progress > 75%
416430 Water Network LOS	494	800	800		- In Progress 50-75%
416432 Lacombe Reservoir Re-align	1,160	1,400	1,400		- Maintenance
416441 WASTWT Main Replacement	52	611	611		- In Progress 0-50%
416442 Rivercrest Lift Station Rehab	40	2,000	2,000		- Not Yet Commenced
416443 N. Interceptor Trunkline (Proj 9)	20,525	32,000	24,000	8,000	Maintenance
416451 STORM Infrastructure Rehab	1,290	1,600	1,600		- In Design
416452 STORM Mgmt Level of Service	3,394	3,470	3,470		- In Progress > 75%
416453 Sediment and Erosion Control	3,060	3,363	3,363		- In Progress > 75%
416454 Heritage Lakes Storm System	833	970	970		- In Progress > 75%
416457 Beaudry Place Storm Drainage Upgrade	38	750	750		- In Design
416845 WASTWT Rehab Prgm	172	237	237		- In Progress 50-75%
417430 Water Network LOS	48	1,633	1,633		- In Progress 0-50%
417431 Sturgeon Heights Pumphouse Rebuild	4	524	524		- Not Yet Commenced
417440 WASTWT Collection System Service Level	436	436	436		- Complete
417441 WASTWT Main Replacement	871	1,153	1,153		- In Progress > 75%
417442 WASTWT Lift Station Studies	183	550	550		- In Design
417451 STORM Infrastructure Rehab	365	1,984	1,984		- Not Yet Commenced
417452 STORM Mgmt Level of Service	171	2,219	2,219		- In Progress 0-50%
417453 Sediment and Erosion Control	-	385	385		- Not Yet Commenced
417731 Meter Reader Update	5,440	5,353	5,353		- Complete
417831 Water SCADA System Upgrades	72	350	350		- In Progress 50-75%
417841 WASTWT SCADA System Upgrades	72	350	350		- In Design
417842 WASWT CCTV Equip Replace Plan	282	318	318		- In Progress > 75%
417845 WASTWT Rehab Prgm	104	245	245		- In Progress 0-50%
418430 Water Network LOS	194	1,252	1,252		- In Progress 0-50%

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION (Cont'd)

FOR THE PERIOD ENDING JUNE 30, 2019

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Utilities					
418440	WASTWT Collection System LOS	557	2,758	2,758	- In Progress 0-50%
418441	WASTWT Main Replacement	6	661	661	- In Design
418450	NE Storm Outfall (Proj 5)	2	1,000	1,000	- Not Yet Commenced
418451	Carrot Creek Reg Mstr Drainage Plan	-	200	200	- Not Yet Commenced
418452	STORM Mgmt LOS	92	1,377	1,377	- In Design
418453	Sediment and Erosion Control	253	2,036	2,036	- In Progress 50-75%
418454	STORM Mgmt Facility Assessment	128	180	180	- In Progress > 75%
418457	STORM Facility Signage	-	120	120	- In Design
418835	Water System Infrastructure Rehab	503	505	505	- In Progress > 75%
418836	Utility Master Plan	-	210	210	- Not Yet Commenced
418845	WASTWT Rehab Prgm	3	256	256	- In Progress 0-50%
418846	WASWT Household Service Replace	211	250	250	- In Progress > 75%
418847	Utility Master Plan	-	210	210	- Not Yet Commenced
418851	STORM Infrastructure Rehab	17	1,922	1,922	- In Design
418852	Utility Master Plan	-	210	210	- Not Yet Commenced
419730	Water Network LOS	18	40	40	- In Progress 0-50%
419735	Water System Infrastructure Rehab	293	530	530	- In Progress 50-75%
419740	WASTWT Collection System LOS	18	440	440	- In Design
419741	WASTWT Main Replacement	-	688	688	- Not Yet Commenced
419742	WASWT CCTV Equip Replace Plan	-	130	130	- Not Yet Commenced
419745	WASTWT Rehab Prgm	2	261	261	- In Progress 0-50%
419746	WASTWT Household Service Replace	24	250	250	- In Progress 0-50%
419751	STORM Infrastructure Rehab	9	295	295	- In Design
419752	STORM Mgmt LOS	9	3,740	3,740	- In Progress 0-50%
419753	Sediment and Erosion Control	-	2,395	2,395	- In Design
419761	Recycle Yard Upgrades	-	70	70	- In Progress 0-50%
Total Utilities		\$49,144	\$93,449	\$85,449	\$8,000
Total Utilities		\$49,144	\$93,449	\$85,449	\$8,000

Project Number 4##XX - # denotes year of capital project approval

Information on specific capital projects please may be found by visiting the following site:

<https://stalbert.ca/dev/construction>

APPENDIX 3 – STATEMENT OF RESERVES

FOR THE PERIOD ENDING JUNE 30, 2019

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	4,830	4,788	(905)	3,883
Operating Program	3,659	4,273	(3,988)	284
Risk Management Reserve	1,390	1,369	20	1,390
Traffic Safety	188	170	65	235
Children's Festival Reserve	14	14	-	14
RCMP Contract Expense Reserve	923	923	-	923
Safety Enhancement Reserve	598	707	(320)	388
Election and Census Reserve	622	442	180	622
<u>Total Operating</u>	12,225	12,686	(4,948)	7,738
Internal Financing Reserve	(5,349)	-6,155	806	(5,349)
Major Recreational Lands & Facilities	2,504	2,375	(808)	1,566
Offsite Levy Recoveries	22,696	24,596	(12,221)	12,376
Lifecycle	23,174	16,734	(2,922)	13,812
Municipal Land and Facilities Reserve	780	769	11	780
Capital Funding	30,327	27,042	(23,343)	3,699
Growth Stabilization Reserve	2,210	1,995	215	2,210
Energy Efficiency Reserve	125	125	-	125
<u>Total Capital</u>	76,467	67,481	(38,262)	29,219
<u>Total Utilities</u>	50,308	48,563	(10,825)	37,738
Outside Agency Operating	245	236	(91)	145
Outside Agency Capital	50	50	-	50
<u>Total Outside Agency</u>	295	286	(91)	195
	139,295	129,016	(54,126)	74,890

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.

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.

FUNCTION

Part of the City's organizational structure.

LIQUIDITY RATIO

Analyzes the ability to pay off liabilities. The City's minimum requirement is 1:1.

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.

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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