



CITY OF ST. ALBERT
CORPORATE REPORT
QUARTER THREE 2019

Released December 2, 2019

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 three, September 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.

Status	Definition
● Not Yet Started	Work has not begun on this initiative.
● On Track	This initiative is on schedule and progress is being made towards milestones.
● At Risk	This initiative is experiencing some challenges or delays, but progress is still being made.
● Off Track	Challenges are limiting or blocking progress of this initiative. Action must be taken to get the project back on track.
✓ Completed	Work has been completed on this initiative.

TABLE OF CONTENTS

ABOUT THIS REPORT	1
STRATEGIC INITIATIVES REPORTING	3
Council Strategic Priority #1:	4
Council Strategic Priority #2:	7
Council Strategic Priority #3:	10
Council Strategic Priority #4:	16
Council Strategic Priority #5:	19
Council Strategic Priority #6:	21
FINANCIAL SUMMARY	23
Municipal	25
Municipal Operating Summary by Function	25
Municipal Operating Variance Analysis	26
Municipal Capital Summary	28
Utility	29
Utility Operating Summary by Function	29
Utilities Operating Variance Analysis	30
Utility Capital Summary	32
Investments	33
Reserves	34
Debt	34
Appendices	35
APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION	35
APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION	40
APPENDIX 3 – STATEMENT OF RESERVES	42
APPENDIX 4 GLOSSARY	43

Strategic Initiatives Reporting

Quarter Three

COUNCIL STRATEGIC PRIORITY #1:

Priority	Growth policy framework: develop a robust policy framework to guide growth.
-----------------	---

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	● At Risk	Expected Completion	Q2 2020
Progress Update	<p>In quarter three, progress has been made in policy development. Departments have been engaged to provide feedback on draft policy. Additional public engagement also took place, with a total of eleven separate events. A photo contest was also launched to collect photos from the public for the final document.</p> <p>Some delays have occurred in order to align the timing of this project with other large projects, such as the community amenities project.</p> <p>Next steps include continuing to develop and refine the policies within the Municipal Development Plan, the growth strategy/future urban structure plan, and preparing for a final round of engagement which will coincide with the release of the document.</p>		

INITIATIVE 1.2:

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

Status	● On Track	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>The annexation negotiating committee has approved a negotiated line, based upon the technical line received from ISL in June. Work continues on the development of a Financial Impact Assessment.</p> <p>Public engagement and landowner consultation will take place in November 2019.</p> <p><u>1.2.b City of St. Albert Annexation of City of Edmonton Land</u></p> <p>The annexation is being considered as part of broader conversations with the City of Edmonton, specific to the twinning of Ray Gibbon Drive and the 137th Avenue Intersection. While these conversations are progressing, they will help to inform next steps in the months ahead regarding current boundary adjustments within the adjacent area.</p>		

INITIATIVE 1.3:

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

Status	● At Risk	Expected Completion	Q1 2020
Progress Update	<p>Part A of the Competitive Analysis was presented to the Economic Sustainability Advisory Board and Governance Committee of the Chamber of Commerce. Feedback was received and the report is currently being updated. Part B is being worked on by contractors.</p>		

INITIATIVE 1.4:

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

Status	● Off Track	Expected Completion	Q1 2020
Progress Update	<p>The project plan still being finalized. A working group has been established to look at creating a variety of value propositions based on individual stakeholder/target audience needs. The first step identified is to develop a priority list of St. Albert stakeholders and then determine appropriate messaging/values to meet their needs. The plan includes working with Leadership Team for the stakeholder assessment.</p> <p>The project was put on hold this quarter in order to prepare the St. Albert sustainability campaign. The campaign, in addition to day-to-day communication tasks, has allowed limited capacity to focus on this project. Once the sustainability campaign has been implemented, the value proposition work will begin again.</p> <p>The next step will be to complete a brand review to determine how the current brand can be used/modified to address needs.</p>		

COUNCIL STRATEGIC PRIORITY #2:

Priority	Economic Development: Enhance business/commercial growth.
-----------------	---

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	<p>An Invitation to Tender has been developed to hire a consultant for preliminary engineering supporting documents, such as geotechnical studies.</p> <p>Next steps include posting the tender on the Alberta Purchasing Commission.</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	● At Risk	Expected Completion	Q2 2020
Progress Update	<p>There has been little to no progress as we are waiting on some of the results of 1.3 Development Competitiveness. As that project had been delayed, it has delayed this project. We are still working with the other groups on creating the baseline for the development process and ensuring that projects 1.3, 2.2 and A4.3 Business Processes are inline and create a consistent message.</p> <p>Next steps include setting up an internal workshop to help identify areas that can be improved and inputting needs from the results of the competitive analysis. The results will be compiled into a report for presentation.</p>		

INITIATIVE 2.3: Develop catalyst strategies for new business opportunities within the community.			
Status	● At Risk	Expected Completion	Q1 2020
Progress Update	<p>The consultant has completed their report and suggested ten sectors for further study. Staff now need to do a deeper dive on each of the sectors to determine which two or three the City will target.</p> <p>Staff turnover and vacancies has contributed to delays in this project.</p> <p>Next steps include conducting a deep dive into the ten suggested sectors.</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>A Request for Proposal (RFP) for a consultant to complete a Business Retention and Expansion survey was issued and has closed. We are in the process of evaluating the RFPs and awarding the study to a contractor.</p> <p>Next steps include awarding the contract and working with the consultant to determine survey questions.</p>		
INITIATIVE 2.5: Develop and implement strategies for non-traditional economic development activities.			
Status	● At Risk	Expected Completion	Q4 2020
Progress Update	<p>A white paper on Bill 7 (Property Tax Incentives) was presented to Council. Staff will work with Edmonton Global and other stakeholders to formulate a regional approach.</p>		
INITIATIVE 2.6: Develop strategies to enable entrepreneurial ventures and groups.			
Status	● At Risk	Expected Completion	Q2 2020
Progress Update	<p>Administration met with the Chamber of Commerce and NABI to engage them in the project. Staff turnover and vacancies have delayed this project.</p> <p>Next steps include developing a framework that maps the start-up entrepreneurship path.</p>		

INITIATIVE 2.7:

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

Status	● On Track	Expected Completion	Q4 2021
Progress Update	Administration is working to define the scope of the initiative.		

COUNCIL STRATEGIC PRIORITY #3:

Priority	Building a Transportation Network: Integrated transportation systems.
-----------------	---

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	Q2 2020
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, Finance, Legislative Services, Communications, and the CAO's Office.</p> <p>Building from the work completed in Q2, the Transition Team adopted a Vision, Mission, and Service Level Guidelines for the Commission, as well as a tentative organizational structure. EY is still in the process of completing the Business Case, which required substantive input from the City's Finance Department.</p> <p>Councillor Brodhead, Councillor Michael Walters (Edmonton) and Mayor Don Iveson (Edmonton) had a productive meeting with the Provincial Government's Minister of Transportation and Minister of Municipal Affairs regarding the initiative in July. Since then, Minister McIver (Transportation) provided a letter of support for the RTSC Transition Team's work.</p> <p>The RTSC Transition Team will continue to meet at least monthly until the end of the year. The Business Case is expected to be developed shortly, and will be shared with Council once it has been prepared. Following appropriate engagement activities, a decision of Council will likely be requested in Q1 2020.</p>		

INITIATIVE 3.5:

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

Status	● On Track	Expected Completion	Q4 2020
Progress Update	<p>This project contains two distinct components:</p> <p><u>3.5.a Transit Local Service Restructure</u></p> <p>Revisions have been made to accommodate the extension of the transit centre to Campbell Road. Next steps include preparing a presentation on budget changes following relocation. There is a Council Workshop scheduled for October 22, 2019.</p> <p><u>3.5.b Campbell Park and Ride Facility</u></p> <p>Construction of the Park and Ride Facility is ongoing, with curb and roadway work being undertaken in the bus bay area. Campbell Road utility work has also begun. There are ongoing challenges with inground infrastructure owned by a third party and this could contribute to construction delays. Additionally, winter costs will need to be negotiated with the contractor.</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>Work has been done to integrate Active Transportation Planning with the Network Improvements Strategies for roadway cross-sections and Complete Streets design.</p> <p>Next steps include awaiting decisions through the upcoming budget on dollars for field improvements, preparing for any approved Capital Charters to be implemented, and integrating strong Active Transportation Planning into the update of the Transportation Master Plan.</p>		

INITIATIVE 3.9:

Implement the approved Intelligent Transportation System (ITS) strategy.

Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>This quarter, the following improvement have been made to the Intelligent Transportation System (ITS):</p> <ul style="list-style-type: none"> ● Adaptive Signals: Equipment was installed in the field and data was collected. Signal performance measures are being applied and calculated, and baseline information used to set the parameters of adaptive style control. Systems are being used to recommend timing changes that are manually reviewed and implemented. ● 2 Point / Tilt / Zoom (PTZ) cameras installed on St Albert Trail ● Fiber communication installed to Ray Gibbon Drive at LeClair Way, Curial at Carswell, and Bellerose Dr at Evergreen Drive <p>Additionally, a presentation of the City's ITS Strategy (poster session) was made at the Transportation Association of Canada (TAC) conference.</p> <p>Next steps include evaluating the system recommendations of the adaptive signal operations and, once approved/confirmed for safety and operations, implementing the full adaptive capabilities. Work will also be undertaken to install a third PTZ camera on St Albert Trail at Boudreau Road. Administration will also investigate expanding pre-emption capabilities to Public Works for snow maintenance purposes.</p>		

INITIATIVE 3.10:

Implement the prioritized inventory of approved arterial network improvements.

Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>This quarter, the following work was undertaken relating to the City's Transportation Network Improvement Strategy implementation:</p> <ul style="list-style-type: none"> ● North St Albert Trail Corridor Improvement - Preliminary engineering work commenced. Survey work was completed. A storm/drainage review is underway and background alignment review was conducted (cross section of St Albert Trail). <ul style="list-style-type: none"> ○ Next steps include completing the detailed engineering design, preparing contract documents and tendering the construction for Phase 1. (To be constructed in 2020). Following that, preparing a Request for Proposal (RFP) for engineering and design of phase 2 and 3. ● Fowler Way - Access agreements were obtained through some owners. Preliminary alignment investigations have been completed. <ul style="list-style-type: none"> ○ Next steps include obtaining necessary access agreements, performing site geotechnical and environmental assessments, finalizing the road alignment, beginning work on preliminary designs, and acquiring the necessary land for the road's right of way. ● Neil Ross Road – A RFP for the completion of the Neil Ross Road Functional study was awarded to Associated Engineering. <ul style="list-style-type: none"> ○ Next steps include hosting a kick-off meeting with the consultant, having preliminary meetings with stakeholders, and collecting background information and conducting a data review. 		

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, the following progress has been made to implement the City's Transportation Safety Plan:</p> <ul style="list-style-type: none"> ● Desktop and site reviews were completed for the network speed study. ● Safe Journeys work at Mont Clare Place was completed. ● 2018 Carry Forward work in Erin Ridge Traffic Calming was completed. <p>Additionally, the City continues to be involved at the Capital Region Intersection Safety Partnership. Administration also presented the St Albert Safety Initiatives at the International Urban Traffic Safety Conference.</p> <p>Next steps for this initiative include finalizing the network speed study and reporting back to Council on the results (anticipated in Q1 2020), developing and awarding an RFP for traffic calming structures in Erin Ridge and Grandin, and completing detailed design and tender work for the 2020 Safe Journeys to School Program (which will be located at Ronald Harvey School).</p>		

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 work was completed (including site survey, concept design, geometric review, and geotech investigation). Tech memos were completed for: intersection analysis, stormwater / drainage / environmental impacts.</p> <p>Next steps for Phase 1 include completing the detailed design, developing tender documents for construction, tendering construction. Construction is expected to begin in 2020.</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.
-----------------	--

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	Completion Date	Q3 2019
Progress Update	All charters within the 2020-2029 Municipal Growth Capital Plan have been scored against the matrix by a cross functional team. Final Scores were utilized by Executive Leadership to inform capital recommendation which will be made to Council as part of the 2020 budget. Recommended capital projects will be presented to Council in October as part of the 2020 budget.		
INITIATIVE 4.3: Explore non-traditional funding options including regional partnerships.			
Status	● On Track	Expected Completion	Q1 2020
Progress Update	<p>Since last quarter, the Recreation Intermunicipal Collaboration Framework (ICF) Task Force between the City of St. Albert and Sturgeon County met another time. The Task Force is now starting to draft the ICF Bylaw, and is looking at different modelling options. The next St. Albert-Sturgeon County ICF Task Force meeting is scheduled for October 30, and 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 has continued to refine a draft ICF, which is expected to be completed shortly. 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>		

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	● On Track	Expected Completion	Q4 2021
Progress Update	<p>Work on the Corporate Asset Management (AM) program continues. The AM Framework has been formalized. Additional policies including asset classification system have been developed, allowing for asset stewards to begin working on inventory documentation. Interviews continue with stewarding groups (now at 18 out of 27) to ascertain AM maturity levels across the organization.</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. The Corporate AM team will continue to work on a Strategic Asset Management Plan.</p>		
INITIATIVE 4.5: Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>Work on the Corporate Asset Management (AM) program continues. The AM Framework has been formalized. Additional policies including asset classification system have been developed, allowing for asset stewards to begin working on inventory documentation. Interviews continue with stewarding groups (now at 18 out of 27) to ascertain AM maturity levels across the organization.</p> <p>Next steps will be completion of the Strategic Asset Management Plan (SAMP) and completion of the asset maturity interviews. Gap analysis and development of individual AM plans for each stewarding group to follow.</p>		
INITIATIVE 4.6: Identify feasible strategies for near term development horizons for community facilities inclusive of land, financing and partnership opportunities.			
Status	● Not Yet Started	Expected Completion	Q4 2020
Progress Update	<p>Little to no progress has been made this quarter as this project is dependent on a land decision for the Campus Style Amenities project. The land decision will be made at Council on December 16, 2019.</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.
-----------------	-----------------------------------

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	● At Risk	Expected Completion	Q4 2021
Progress Update	This project is tied to progress on the Municipal Development Plan (MDP) revision. Work on this initiative will be ongoing until the new MDP is in place and new redevelopment goals and focus areas are identified.		
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	The Housing Affordability and Accessibility Project Update was provided to Council on July 8, 2019. Work on recommended governance and partnership models has been completed and will be provided to GPFC on December 9, 2019. Next steps include conducting a review of best practices for alternative financing.		
INITIATIVE 5.4: Explore interim housing options to support vulnerable populations.			
Status	● On Track	Expected Completion	Q3 2020
Progress Update	<p>This quarter, an environmental scan was completed. Next, Administration will also work to determine the best approach for sharing details of the environmental scan.</p> <p>The Mayor's Task Force on Homelessness reviewed data and explored best practices at the regional, provincial and national levels. Next quarter, the Task Force will begin a prioritization exercise to identify specific solutions for targeted populations.</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.
-----------------	---

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	● On Track	Expected Completion	Q4 2020
Progress Update	<p>The project plan was approved by Executive Team in July. The project team has been documenting the current state long range planning process across the organization to better understand how Departments are utilizing the existing long range plans. Documenting the current state process will assist our team in better understanding the strengths and challenges of the existing system.</p> <p>In parallel to the current state analysis, the project team will identify 4-6 municipalities across Canada to connect with and learn from in regards to long range planning. Both the current state analysis and best practice research is anticipated to be completed by the end of October 2019. The team will then transition to conducting a gap analysis that will assist the team in identifying the major gaps that exist between the current state and future state systems.</p>		
INITIATIVE 6.3: Investigate net zero residential development.			
Status	● On Track	Expected Completion	Q4 2019
Progress Update	<p>This quarter, the report was drafted and is awaiting review and finalization. Administration is anticipating a presentation to Council in Q4 2019.</p>		

INITIATIVE 6.4:

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

Status	● On Track	Expected Completion	Q2 2021
Progress Update	This quarter, Administration incorporated the Curbside Leaf Pick-Up for 2019 to be plastic bag free. Administration is also in the early stages of setting up Project Team, and preparing a Request For Proposal (RFP) for curbside waste composition study - to be done in 2020. Next steps for this initiative include starting to build the Project Team, design education and outreach campaigns, and start the RFP for waste composition studies.		

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 Three

Financial Summary

The first nine months of 2019 resulted in a forecasted surplus of \$0.8 million, which is 0.5% of total budgeted expenditures. This is primarily due to vacancies throughout the organization offset by an increase in overtime in Fire Services and contract expenses for snow removal. With strong investments, reserve funding and low debt the City continues to maintain a strong financial position.

Municipal

Operating:

- \$122.6 million in revenue recognized, which is 74% of forecast
- \$118.0 million has been spent, which is 71% of forecast

Capital:

- There is a total of 172 municipal capital projects for 2019.
- To date, \$65.2 million has been spent out of a \$166.4 million cumulative budget.

Utility

Operating:

- \$29.6 million in revenue recognized, which is 75% of forecast
- \$22.7 million has been spent, which is 76% of forecast

Capital:

- There is a total of 61 utility capital projects for 2019.
- To date, \$53.2 million has been spent out of a \$93.4 million cumulative budget.

Investments

The City has \$210.7 million in cash and investments and earned \$4.2 million in investment income to date.

Reserves

The balance is \$137.3 million, with a forecasted year end uncommitted balance of \$74.5million.

Debt

The City's outstanding debt is \$39.3 million, which is significantly lower than the municipal ceiling.

Municipal

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

In Thousands of Dollars

	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	\$75	\$329	\$329	-
Executive Leadership	162	681	721	40
General Government	2,546	3,315	3,246	(69)
Community & Recreation Services	11,149	15,482	15,065	(417)
Emergency Services	7,056	9,933	9,533	(400)
Public Works & Transit	8,490	11,928	11,928	-
Planning & Engineering	2,486	5,815	5,302	(513)
Corporate Financing	90,654	119,990	120,008	18
Total Revenue	\$122,618	\$167,473	\$166,132	\$(1,341)

Expenses				
Council	\$634	\$1,193	\$1,139	\$54
Executive Leadership	1,093	3,647	2,071	1,576
General Government	13,658	20,490	19,820	670
Community & Recreation Services	23,271	32,800	32,528	272
Emergency Services	22,592	35,591	35,766	(175)
Public Works & Transit	29,533	38,692	39,052	(360)
Planning & Engineering	8,287	13,647	13,493	154
Corporate Financing	18,961	21,413	21,471	(58)
Total Expenses	\$118,029	\$167,473	\$165,340	\$2,133

Excess of Revenue over Expenses				
Council	\$(559)	\$(864)	\$(810)	\$54
Executive Leadership	(931)	(2,966)	(1,350)	1,616
General Government	(11,112)	(17,175)	(16,574)	601
Community & Recreation Services	(12,122)	(17,318)	(17,463)	(145)
Emergency Services	(15,536)	(25,658)	(26,233)	(575)
Public Works & Transit	(21,043)	(26,764)	(27,124)	(360)
Planning & Engineering	(5,801)	(7,832)	(8,191)	(359)
Corporate Financing	71,693	98,577	98,537	(40)
Total Revenue Over Expenses	\$4,589	\$0	\$792	\$792

*Variance represents the difference between budget and forecast amounts.

Municipal Operating Variance Analysis

(In Thousands of Dollars)

Council – \$54 thousand lower than budget

Revenue – No Anticipated Variances

Expense - \$54 thousand lower than budget

- \$47 thousand lower due to Council contingency fund not anticipated to be expended.

Executive Leadership - \$1,616 thousand lower than budget

Revenue – \$40 thousand over budget

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

Expense - \$1,576 thousand lower than budget

- \$1,623 lower in salaries due to vacant positions being held for redeployment.
- \$40 higher due to expenses related to provincial Intermunicipal Collaboration Grant.

General Government - \$601 thousand lower than budget

Revenue – \$69 thousand lower than budget

- \$69 lower in business and cannabis licenses offset by increases in tobacco licenses, cemetery fees and late tax payment penalties.

Expense – \$670 thousand lower than budget

- \$462 lower in salaries due to vacant positions.
- \$112 lower in advertising & promotion for Economic Development projects due to vacancies.
- \$84 lower in professional services due to contract signing delay for claims adjudication.

Community & Recreation Services- \$145 thousand higher than budget

Revenue - \$417 thousand lower than budget

- \$422 lower in recreation revenue due to decreased program registrations, memberships and rental revenue for recreation facilities.

Expense - \$272 thousand lower than budget

- \$80 lower due to less internal maintenance completed based on staffing offset by increases in replacement of equipment at Servus Place.
- \$160 lower in recreation facility expenses related to timing of initiatives and efficiencies in service delivery related to staffing.

Emergency Services - \$575 thousand higher than budget

Revenue – \$400 thousand lower than budget

- \$400 lower in fines due to decrease in tickets issued offset by slight increase in Animal licenses.

Expense - \$175 thousand higher than budget

- \$256 lower in contracted services as a result of less fine revenue.
- \$431 higher in salaries due to fire overtime offset partially by vacant positions.
- No variance in RCMP contract due to anticipated year end carryforward.

Public Works & Transit - \$360 thousand higher than budget

Revenue – No Anticipated Variances

Expense - \$360 thousand higher than budget

- \$492 higher in contracted snow removal services due to higher than average snowfall.
- \$62 higher in contracted services due to work on ice plants Ammonia project.
- \$200 lower in gas and diesel due to lower diesel costs and carbon tax savings.

Planning & Engineering - \$359 thousand higher than budget

Revenue - \$513 thousand lower than budget

- \$522 lower in permit and development fees due to lower than anticipated development.

Expense - \$154 thousand lower than budget

- \$66 lower in contracted services due to lower costs for contaminated sites monitoring and general consulting.
- \$40 lower in travel costs.
- \$24 lower in credit card charges and office supplies due to less permits issued.

Corporate Financing - \$40 thousand lower than budget

Revenue – No Significant variances

Expense - \$58 thousand higher than budget

- \$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 172 projects, \$545 thousand is anticipated to be underspent with:

- 165 on budget
- 0 over budget
- 7 below budget

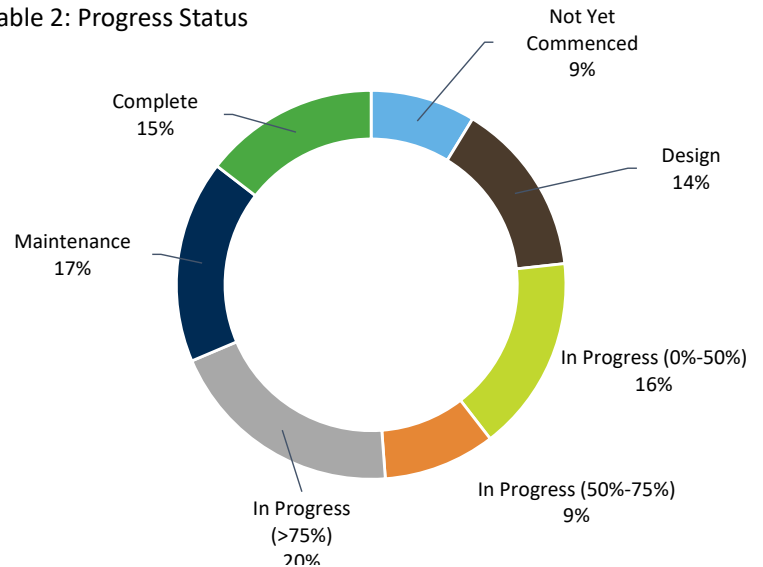
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2019	5,610	62,376	62,376	-	58
2018	17,720	29,264	28,989	275	45
2017	15,672	19,548	19,548	-	25
Prior	26,243	55,214	54,944	270	44
TOTAL	\$65,245	\$166,402	\$165,857	\$545	172

2. Project Status

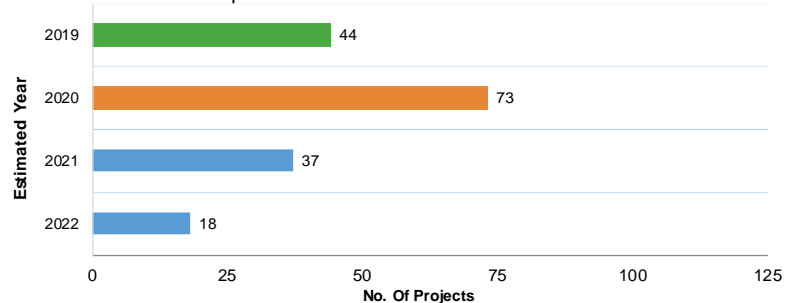
As shown in Table 2, 91% of the 172 projects are currently in progress or complete.

Table 2: 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 3 indicates that 44 projects are anticipated to be closed at the end of the year.

Table 3: Estimated Completion Year



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

In Thousands of Dollars

	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	\$883	\$1,053	\$1,041	\$(12)
Water	9,838	13,708	13,253	\$(455)
Wastewater	9,461	13,214	12,744	\$(470)
Storm	3,978	5,461	5,211	\$(250)
Solid Waste Management	5,438	7,214	7,247	33
Total Revenue	\$29,598	\$40,650	\$39,496	\$(1,154)

Expenses				
Utility Finance	\$883	\$1,053	\$1,041	\$12
Water	7,623	9,749	9,702	47
Wastewater	7,660	10,950	10,418	532
Storm	1,208	1,730	1,698	32
Solid Waste Management	5,348	7,199	7,214	(15)
Total Expenses	\$22,722	\$30,681	\$30,073	\$608

Transfer to Reserve				
Water	\$2,215	\$3,959	\$3,551	408
Wastewater	1,801	2,264	2,326	(62)
Storm	2,770	3,731	3,513	218
Solid Waste Management	90	15	33	(18)
Total Transfer to Reserve	\$6,876	\$9,969	\$9,423	\$(546)

*Variance represents the difference between budget and forecast amounts.

Utilities Operating Variance Analysis

(In Thousands of Dollars)

Utility Finance - \$0 net budget

Revenue – \$12 thousand lower than budget

- \$10 lower in paper bill revenue fees due to higher than anticipated enrollment in ebilling offset by increased penalty revenue.

Expense - \$12 thousand lower than budget

- \$40 lower in postage due to higher than anticipated enrollment in ebilling.
- \$14 higher in bad debt expense due to increase in uncollectable debts.

Water - \$408 thousand higher than budget

Revenue – \$455 thousand lower than budget

- \$450 lower in sale of water due to lower consumption from higher than average rainfall.

Expense - \$47 thousand lower than budget

- \$270 lower in water purchases cost due to lower consumption from higher than average rainfall.
- \$200 higher in contracted services due to increased water line repairs as a result of atypical freezing conditions and the purchase of a bulk water dispensing unit.

Wastewater - \$62 thousand lower than budget

Revenue – \$470 thousand lower than budget

- \$470 lower due to reduction in wastewater service charges due to higher than average rainfall.

Expense - \$532 thousand lower than budget

- \$200 lower in contracted services as resources redirected to Water.
- \$335 lower in wastewater treatment charges due to reduced consumption from higher than average rainfall.

Storm - \$218 thousand higher than budget

Revenue – \$250 thousand lower than budget

- \$250 lower due to lower than anticipated customer growth.

Expense - \$32 lower than budget

- \$37 lower in professional services due to lower than expected costs related to water quality monitoring.

Solid Waste Management - \$22 thousand lower than budget

Revenue – \$33 higher than budget

- \$50 higher in solid waste fees due to increase in demand for larger garbage cart sizes.
- \$35 lower in recovered costs due to reduced demand for recycling products from global markets.

Expense – \$15 higher than budget

- \$50 higher in contracted services due to increase in composting material processed.
- \$25 lower in consulting services related to landfill monitoring.

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, \$7.9 million is anticipated to be underspent with:

- 59 on budget
- 1 over budget
- 1 below budget

2. Project Status

As shown in Table 5, 79% of the 61 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 6 indicates that 17 projects are anticipated to be closed at the end of the year.

Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2019	856	8,839	8,839	-	11
2018	3,402	13,147	13,147	-	16
2017	8,226	15,501	15,594	(93)	13
Prior	40,680	55,962	47,962	8,000	21
TOTAL	\$53,164	\$93,449	\$85,542	\$7,907	61

Table 5: Progress Status

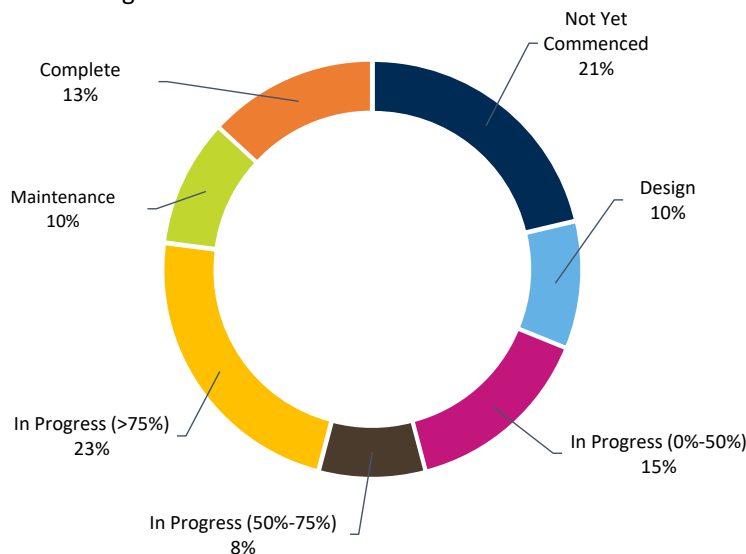
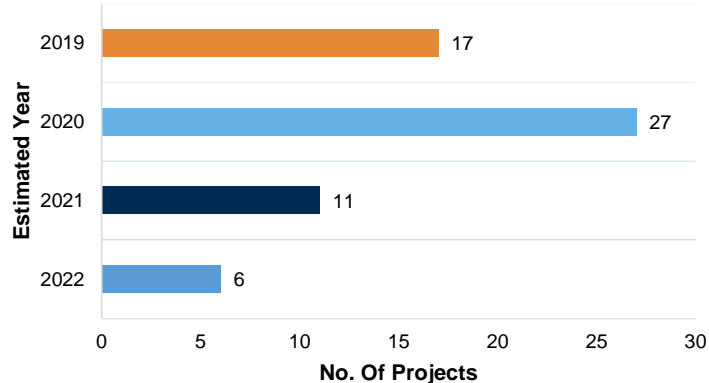


Table 6: Estimated Year of Closure



Investments

As of September 30, 2019 the City has \$210.7 million in cash and investments and earned \$4.2 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 1.09:1.00 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
CIBC	71,721	34.04%
BMO	59,516	28.24%
Scotiabank	54,148	25.70%
CWB	15,078	7.16%
Toronto Dominion	10,056	4.77%
Servus Credit Union	200	0.09%
Total	210,719	100%

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

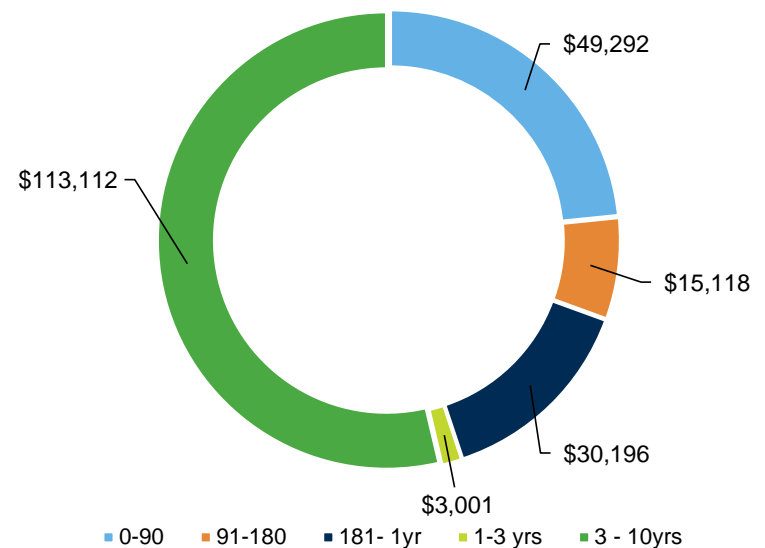


Table 9: Rate of Return Comparison

Type	Term	St. Albert Average Portfolio Rate	Bank of Canada T-Bill and Bond Rates
Cash and Short Term Investments	0-90	2.01%	1.64%
	91-180	2.33%	1.65%
	181- 1yr	2.44%	1.70%
	1-3 yrs	2.48%	1.52%
Long Term Investments	3 - 10 yrs	2.80%	1.39-1.52%

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 September 30, 2019 is \$74.5 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	\$ 11,891	\$ 12,686	\$ (5,021)	\$ 7,666
Capital	72,650	67,481	(38,630)	28,851
Utilities	52,536	48,563	(10,792)	37,771
Outside Agencies	295	286	(124)	162
TOTAL	\$ 137,372	\$ 129,016	\$ (54,567)	\$74,450

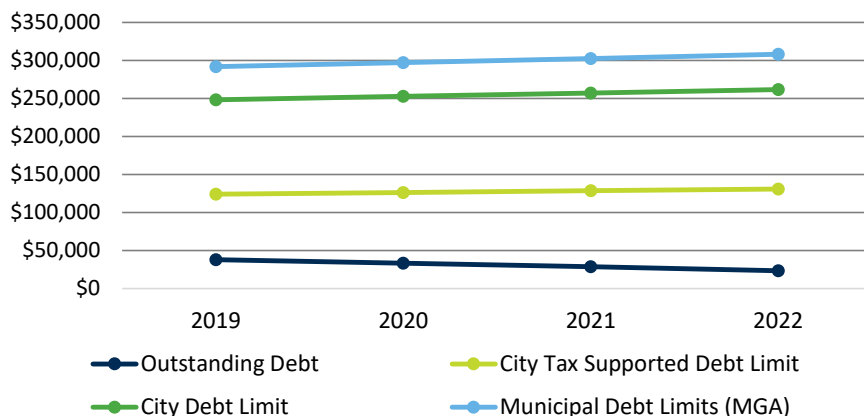
Debt

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 \$39.3 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to three significant projects:

- Servus Place of \$14.1 million expiring in 2025 and 2026.
- Ray Gibbon Drive of \$15.7 million expiring in 2020, 2026, 2027 and 2028.
- North Interceptor Trunkline (Project 9) of \$9.5 million expiring in 2038.

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



**APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 31, 2019**

In Thousands of Dollars

Council	Project To Date	Project Budget	Forecast	Variance	Progress Status
415102 Railroad Safety Enhancement	1,030	1,165	1,165	-	In Progress 50-75%
Total Council	\$1,030	\$1,165	\$1,165	\$-	
General Government					
413503 HR Electronic Recruitment Software	32	41	41	-	In Progress > 75%
413505 Performance Measurement System	40	50	50	-	In Progress 50-75%
414505 Performance Measurement System	-	50	50	-	In Progress 50-75%
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	170	300	300	-	In Progress 50-75%
415509 Council Chamber Technology	90	100	100	-	In Progress > 75%
416503 Recreation Client Mgmt Software	185	200	200	-	Maintenance
416504 Single Window Services	76	200	200	-	In Progress 50-75%
416508 Financial System Software	0	500	500	-	In Design
417503 Recreation Mgmt Software	147	183	183	-	Maintenance
417506 AFRRCS Emergency Radio System	695	972	972	-	In Progress 50-75%
417808 Facilities Safety & Security	272	278	278	-	Complete
418501 IT Lifecycle Replacement Plan	478	779	681	98	In Progress 50-75%
418502 IT Office Automation	50	50	50	0	Complete
418503 Network to Core Facilities	656	657	657	-	Complete
418504 Project Implement Support	168	189	189	-	In Progress > 75%
419501 IT Lifecycle Replacement Plan	287	688	688	-	In Progress 0-50%
419502 IT Office Automation	28	50	50	-	In Progress 50-75%
419503 Non-Emerg Radio System Replace	-	353	353	-	Not Yet Commenced
419504 Municipal Area Network	58	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	\$3,647	\$6,816	\$6,718	\$98	
Community & Recreation Services					
414317 Founders Walk Phase 2	590	761	640	121	Maintenance
414318 Heritage Sites Phase 2	1,522	1,526	1,526	-	Maintenance
415316 SAP Exterior Wayfinding Replacement	16	265	265	-	In Progress 0-50%
415318 Heritage Site Phase 2b	1,847	2,854	2,854	-	In Design
416103 Story Boards	4	15	15	-	In Progress 0-50%
416108 Healing Garden	280	309	309	-	Maintenance
416312 Park Planning and Standards Model	279	400	400	-	In Progress > 75%
416313 Erin Ridge North Park Plan	87	230	230	-	In Design
416314 RWP West - Trail and Park Planning	271	275	275	-	Complete
416317 Founders Walk Phase 3 - Design	182	250	250	-	In Design
416318 Heritage Park Design (phase 3)	32	216	216	-	In Design
416325 Everitt Park Development	251	275	275	-	Maintenance
417305 City Sportsfield Rehab Prgm	261	343	343	-	Maintenance

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 □	507	585	585		- Maintenance
417307 City Playground Lifecycle Prgm	253	255	255		- Complete
417309 Lacombe Park Construction	94	183	183		- In Design
417310 Erin Ridge North Park Construction	350	505	505		- In Progress 50-75%
417311 Heritage Lakes ODR Refurb	130	142	142		- Maintenance
417312 Neighborhood Park Construction	685	1,212	1,212		- Maintenance
417313 Lacombe Lake Park Building Plan	201	250	250		- In Progress > 75%
417321 Akinsdale Arena Press Box	7	85	85		- In Progress 0-50%
417422 Art Gallery Barrier-Free	2,014	2,022	2,022		- Maintenance
418301 Servus Place Lifecycle Replace Plan	824	844	844		- In Progress > 75%
418302 Aquatics Lifecycle Replace Plan	201	286	201	86	Complete
418304 RWP West - Construction	55	359	359		- In Design
418305 City Sportsfield Rehab Prgm	317	317	317		- Maintenance
418306 Skateboard Park Retrofit	38	100	100		- Maintenance
418307 City Playground Lifecycle Prgm	309	345	345		- Maintenance
418308 Pickleball Court Development	303	305	305		- Maintenance
418309 Riel Park Phase 5	1,141	1,602	1,602		- Maintenance
418310 Grey Nuns White Spruce Park Construct	-	206	206		- In Design
418340 Arden Theatre Lifecycle Plan	23	115	115		- In Progress 50-75%
418360 Community Capital Grant Program	142	250	250		- In Progress 50-75%
419301 Servus Lifecycle Replacement Prgm	214	301	301		- In Progress > 75%
419302 Aquatics Lifecycle Replace Plan	12	55	55		- In Progress > 75%
419303 Outdoor Ref. Ice Surface	-	875	875		- Not Yet Commenced
419304 Outdoor Ref. Ice Dome	-	300	300		- Not Yet Commenced
419305 City Sportsfield Rehab Prgm	281	317	317		- Maintenance
419307 City Playground Lifecycle Prgm	-	342	342		- Maintenance
419308 Fowler Athletic Park Facility Assess	34	159	159		- In Design
419309 Lacombe Park Building & Walkway	236	1,755	1,755		- In Progress 50-75%
419310 Park Signage Program	16	297	297		- In Progress 0-50%
419311 Lacombe Dog Park Enhancements	44	79	79		- In Progress > 75%
419312 Arena Ammonia Ice Plant	-	605	605		- Not Yet Commenced
419320 Visual Arts Studio Lifecycle	-	12	12		- In Progress 0-50%
419340 Arden Theatre Lifecycle Plan	80	97	97		- In Progress 50-75%
419341 Meadowview Land	3	-	-		- In Progress 0-50%
419360 Community Capital Grant Prgm	85	341	341		- In Progress 0-50%
Total Community & Recreation Services	\$14,220	\$23,220	\$23,014	\$207	
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	106	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	136	214	214	- In Progress 50-75%
419331	Fire Station #4	5	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 Accommod	-	100	100	- Not Yet Commenced
419335	CAD to CAD Software	-	42	42	- In Progress 0-50%
Total Emergency Services		\$411	\$2,581	\$2,581	\$-
Public Works & Transit					
412420	Campbell Road Park & Ride	8,518	30,000	30,000	- In Progress 0-50%
414804	Transit Smart Fare & Smart Bus	1,316	3,992	3,992	- In Progress 0-50%
416105	Hearing Loop	3	6	3	3 Not Yet Commenced
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	292	292	292	- Complete
418802	SAP Waterfall Replacement	9	100	9	92 Complete
419350	Transit Bus Lifecycle Replace	152	4,040	4,040	- In Progress 0-50%
419801	PW Mobile Equip Replace Plan	118	2,411	2,411	- In Progress 50-75%
419802	Jarome Iginla / Kinex Rehab	196	2,943	2,943	- In Progress 0-50%
419803	SAP Bldg Replace Prgm	-	310	310	- In Progress 0-50%
419804	Energy Efficiency Replace Prgm	14	131	131	- In Progress 0-50%
419806	Shop & Yard Equip Replace	18	40	40	- In Progress 50-75%
Total Public Works & Transit		\$14,997	\$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	1,176	1,250	1,250	- Maintenance
416403	Asphalt Overlay Prgm	3,590	4,070	4,070	- In Progress > 75%
416404	City Owned Parking Lot - Major Rehab	-	100	100	- In Design
416412	Bridge Rehabilitation	105	172	172	- In Progress 0-50%
416413	SA Trail Revitalization	245	354	354	- Not Yet Commenced
416414	Intersection Enhancements	909	909	909	- Maintenance
416418	Noise Attenuation Data Collection	42	200	200	- In Progress 50-75%
416419	Perron Street Angle Parking	101	160	160	- Maintenance
416420	Safe Journeys to School	836	836	836	- Complete
416421	Road Corridor Safety Implementation	302	320	320	- In Progress > 75%
416455	Lacombe Park	1,078	1,080	1,080	- Maintenance
416807	Subdivision Entrance Signage	-	30	30	- Not Yet Commenced
417402	Road Reconstruct Prgm	3,232	3,500	3,500	- Maintenance
417404	City Owned Parking Lot - Major Rehab	87	250	250	- In Design

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

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Planning & Engineering					
417407 Sidewalk Program	1,067	1,100	1,100		- In Progress > 75%
417409 Transport Master Plan Implement	495	495	495		- Complete
417411 Lane Reconstruct Prgm	165	1,350	1,350		- Not Yet Commenced
417413 SA Trail Revitalization	119	350	350		- Not Yet Commenced
417415 Buildings Life Cycle Assessments	40	115	115		- In Progress 0-50%
417420 Safe Journeys to School	700	700	700		- Complete
417421 SA Trail Traffic Signal Optimization	117	208	208		- In Progress 50-75%
417424 Accessibility Initiatives	-	40	40		- In Progress 0-50%
418332 Traffic Pre-Emption System	78	95	95		- Maintenance
418401 Arterial Rehab Program	1,545	1,545	1,545		- Maintenance
418402 Road Reconstruct Prgm	1,489	2,920	2,920		- In Progress > 75%
418403 Local and Collector Rehab	2,475	2,545	2,545		- In Progress > 75%
418404 City Owned Parking Lots Rehab	45	1,515	1,515		- In Design
418405 Permanent Line Marking Program	303	301	301		- Complete
418406 Trail Rehab Prgm	182	439	439		- In Design
418407 Sidewalk Program	73	905	905		- In Progress 0-50%
418408 Transportation Systems Mgmt	850	815	815		- Complete
418409 Transport Master Plan Implement	113	235	235		- In Progress 50-75%
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 0-50%
418414 Barrier Wall Study & Replacement	1,350	1,667	1,667		- In Progress > 75%
418415 Buildings Life Cycle Assessments	-	225	225		- In Progress 0-50%
418416 Traffic Calming Strategies	498	922	922		- In Progress 50-75%
418417 Traffic Signal Maintenance	550	550	550		- Complete
418418 Intersection Enhancements	1,244	1,244	1,244		- In Progress > 75%
418420 Safe Journeys to School	507	606	606		- In Design
418421 Road Corridor Safety Implementation	96	158	158		- In Progress 50-75%
418425 Municipal Development Plan	554	1,094	1,094		- In Progress 50-75%
418426 Lakeview Bus District & Badger Lands ASP	-	110	110		- In Progress 0-50%
418427 Capital Projects Maintenance	-	364	364		- Not Yet Commenced
418459 BLESS Platform	39	342	342		- In Progress 0-50%
419401 Arterial Rehab Prgm	587	2,375	2,375		- In Progress > 75%
419402 Collector Roadway Prgm	201	1,440	1,440		- In Progress > 75%
419403 Local Roadway Prgm	439	1,440	1,440		- In Progress > 75%
419404 Paved Parking Lot Program	3	165	165		- In Design
419405 Permanent Line Marking Rehab	273	301	301		- In Progress > 75%
419406 Multi-Use Trail Rehab Prgm	30	385	385		- In Progress > 75%
419407 Sidewalk Program	40	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	692	818	818		- In Progress > 75%
419411 Back Lanes Program	-	1,350	1,350		- In Design
419412 Roadway Rehab Prgm	137	2,000	2,000		- In Progress 0-50%
419413 Bridge Prgm	51	65	65		- In Progress 0-50%
419414 Barrier Wall Study & Replace	75	1,750	1,750		- In Progress 50-75%
419415 Buildings Life Cycle Assessments	-	235	235		- In Progress 0-50%
419416 Traffic Calming Strategies	37	500	500		- In Design
419417 Traffic Signal Maintenance	342	555	555		- In Progress > 75%
419418 Intersection Enhancements	75	2,150	2,150		- In Progress > 75%
419419 ITS Strategy Implementation	-	380	380		- In Progress > 75%
419420 Safe Journeys to School	491	600	600		- Maintenance
419421 NSA Trail Corridor Mgmt Implement	-	18,950	18,950		- In Design
419422 Municipal Eng Stds Update	25	300	300		- In Progress 0-50%
419423 Fowler Way	15	6,660	6,660		- In Design
419424 Ray Gibbon Improvements	75	780	780		- In Design
419425 Accessibility Initiatives	-	300	300		- Not Yet Commenced
419426 Heat Recovery	5	66	66		- In Design
419427 Smart Facility Monitoring	-	30	30		- Not Yet Commenced
Total Planning & Engineering	\$30,940	\$83,388	\$83,243	\$146	
Total	\$65,245	\$166,402	\$165,857	\$545	

**APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2019**

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Utilities					
413414 Water Network LOS	541	551	551		- Complete
414430 Water Network LOS	512	578	578		- Complete
414450 Lacombe Park Bank Repairs	706	750	750		- Maintenance
414451 Campbell STORM Mgmt Facility	3,400	3,500	3,500		- Complete
415430 Water Network LOS	499	800	800		- In Progress > 75%
415441 WASTWT Main Replacement	461	582	582		- Complete
415442 Rivercrest Lift Station Rehab	-	300	300		- In Progress 0-50%
415451 STORM Infrastructure Rehab	1,590	1,600	1,600		- Complete
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	626	800	800		- In Progress > 75%
416432 Lacombe Reservoir Re-align	1,163	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		- In Design
416443 N. Interceptor Trunkline (Proj 9)	21,844	32,000	24,000	8,000	Maintenance
416451 STORM Infrastructure Rehab	1,323	1,600	1,600		- In Design
416452 STORM Mgmt Level of Service	3,416	3,470	3,470		- In Progress > 75%
416453 Sediment and Erosion Control	3,267	3,363	3,363		- Maintenance
416454 Heritage Lakes Storm System	941	970	970		- Maintenance
416457 Beaudry Place Storm Drainage Upgrade	38	750	750		- In Progress 0-50%
416845 WASTWT Rehab Prgm	175	237	237		- In Progress 50-75%
417430 Water Network LOS	48	1,633	1,633		- In Progress > 75%
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		- Maintenance
417442 WASTWT Lift Station Studies	205	550	550		- In Progress 50-75%
417451 STORM Infrastructure Rehab	368	1,984	1,984		- In Progress 0-50%
417452 STORM Mgmt Level of Service	282	2,219	2,219		- In Design
417453 Sediment and Erosion Control	-	385	385		- Not Yet Commenced
417731 Meter Reader Update	5,446	5,353	5,446	(93)	Complete
417831 Water SCADA System Upgrades	89	350	350		- In Progress 50-75%
417841 WASTWT SCADA System Upgrades	89	350	350		- In Progress 50-75%
417842 WASWT CCTV Equip Replace Plan	284	318	318		- In Progress > 75%
417845 WASTWT Rehab Prgm	104	245	245		- In Progress 0-50%
418430 Water Network LOS	805	1,252	1,252		- In Progress > 75%

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

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Utilities					
418440	WASTWT Collection System LOS	1,128	2,758	2,758	- In Progress 0-50%
418441	WASTWT Main Replacement	6	661	661	- Not Yet Commenced
418450	NE Storm Outfall (Proj 5)	-	1,000	1,000	- In Design
418451	Carrot Creek Reg Mstr Drainage Plan	-	200	200	- In Design
418452	STORM Mgmt LOS	148	1,377	1,377	- In Progress > 75%
418453	Sediment and Erosion Control	411	2,036	2,036	- In Progress > 75%
418454	STORM Mgmt Facility Assessment	128	180	180	- In Progress > 75%
418457	STORM Facility Signage	44	120	120	- In Progress > 75%
418835	Water System Infrastructure Rehab	503	505	505	- Complete
418836	Utility Master Plan	-	210	210	- Not Yet Commenced
418845	WASTWT Rehab Prgm	3	256	256	- Not Yet Commenced
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	- Not Yet Commenced
418852	Utility Master Plan	-	210	210	- Not Yet Commenced
419730	Water Network LOS	29	40	40	- In Progress 0-50%
419735	Water System Infrastructure Rehab	390	530	530	- In Progress > 75%
419740	WASTWT Collection System LOS	29	440	440	- Not Yet Commenced
419741	WASTWT Main Replacement	-	688	688	- Not Yet Commenced
419742	WASWT CCTV Equip Replace Plan	-	130	130	- Not Yet Commenced
419745	WASTWT Rehab Prgm	127	261	261	- In Progress 0-50%
419746	WASTWT Household Service Replace	124	250	250	- In Progress 50-75%
419751	STORM Infrastructure Rehab	86	295	295	- In Progress 0-50%
419752	STORM Mgmt LOS	15	3,740	3,740	- Not Yet Commenced
419753	Sediment and Erosion Control	54	2,395	2,395	- In Design
419761	Recycle Yard Upgrades	1	70	70	- Not Yet Commenced
		\$53,164	\$93,449	\$85,542	\$7,907
Total		\$53,164	\$93,449	\$85,542	\$7,907

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 SEPTEMBER 30, 2019**

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	4,770	4,788	(1,001)	3,787
Operating Program	3,374	4,273	(3,964)	309
Risk Management Reserve	1,399	1,369	29	1,399
Traffic Safety	200	170	56	226
Children's Festival Reserve	14	14	-	14
RCMP Contract Expense Reserve	923	923	-	923
Safety Enhancement Reserve	589	707	(321)	387
Election and Census Reserve	622	442	180	622
<u>Total Operating</u>	11,891	12,686	(5,021)	7,666
Internal Financing Reserve	(5,349)	(6,155)	806	(5,349)
Major Recreational Lands & Facilities	2,472	2,375	(795)	1,580
Offsite Levy Recoveries	22,421	24,596	(12,142)	12,454
Lifecycle	22,811	16,734	(2,766)	13,968
Municipal Land and Facilities Reserve	783	769	(605)	164
Capital Funding	27,177	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>	72,650	67,481	(38,630)	28,851
<u>Total Utilities</u>	52,536	48,563	(10,792)	37,771
Outside Agency Operating	245	236	(124)	112
Outside Agency Capital	50	50	-	50
<u>Total Outside Agency</u>	295	286	(124)	162
	137,372	129,016	(54,567)	74,450

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:

City of St. Albert
5 St. Anne Street
St. Albert, AB T8N 3Z9
P: 780-459-1500
stalbert.ca