



**CITY OF ST. ALBERT**

# CORPORATE REPORT

## QUARTER FOUR

RELEASED  
February 11, 2025

# 2024



# About the Corporate Quarterly Report







The Corporate Quarterly report is produced four times a year to communicate progress made on Council strategic priorities presented in the 2022-2025 Corporate Business Plan and to present the City’s financial position for the quarter. This report contains the following sections:

## 1. Strategic Initiatives Reporting

This section includes progress updates for initiatives that advance the Council’s Strategic Plan. For each strategic priority, the status of planned initiatives represents where each stands as of December 31, 2024.

## 2. Financial Summary

This section provides a quarterly update on the City’s financial position. Included in this section of the report are Municipal operating and capital summaries; Utility operating and capital summaries; Investment, Reserve and Debt updates; and Capital project budget versus. forecast, progress, and project schedules.

Status		Definition
	Not Started	Work has not begun.
	On Track	Progress is being made according to plan.
	Delayed	Some challenges to either schedule, scope, resources, and/or budget are slowing progress.
	Stopped	Significant challenges to either schedule, scope, resources, and/or budget are blocking progress.
	Complete	Work has been completed.
	Cancelled	Work has been removed, refocused or redefined.

# About the City of St. Albert Council Strategic Plan

The City of St. Albert Council Strategic Plan outlines the areas Council will focus on during the 2022 - 2025 term and is used to provide direction to Administration. Development of the Strategic Plan was informed by the Community Vision and Pillars of Sustainability and Municipal Development Plan, as well as input received from the community through formal and informal opportunities. Council updated and reapproved the *2022-2025 City of St. Albert Council Strategic Plan* in April 2024.

The Council Strategic Plan includes the following five strategic priorities:

1. **Economic Prosperity** - Support an investment positive environment that encourages economic growth and the development of new and existing sectors.
2. **Downtown Vibrancy** - Foster a downtown where people come to live, gather, celebrate, shop, and do business.
3. **Community Well Being** - Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has the opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.
4. **Adapting to a Changing Natural Environment** - Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.
5. **Financial Sustainability** - Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.

Each strategic priority outlines the key strategies that Council would like to focus on to advance strategic priorities during their term.




# About the City of St. Albert Corporate Business Plan

The City of St. Albert Corporate Business Plan outlines specific initiatives planned to advance the Council’s Strategic Plan. The Corporate Business Plan is used by Administration to prioritize and sequence initiatives over the four-year term and to prioritize new budget requests.

# COUNCIL STRATEGIC PRIORITY ONE: ECONOMIC PROSPERITY


Support an investment positive environment that encourages economic growth and the development of new and existing sectors.

Strategy	Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses. This strategy includes advancing the development of Lakeview Business District and completing the plans for the recently annexed lands.
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Initiatives	Progress Update	Est. Completion	Department
<div>  <div> 1.1 Lakeview Business District Servicing </div> </div>	<p>On October 15, 2024, Council approved Capital Project Charter ENGS-085 for the Lakeview Business District Servicing project. The scope includes a new alignment and design for Range Road 260 and Meadowview Drive, underground utilities, a sanitary lift station, and forcemain infrastructure. The project is estimated at \$62.7M (including a 25% contingency), with ~\$47.7M (~76%) recoverable through off-site levy (OSL) collections and ~\$15M (~24%) as Non-OSL costs.</p> <p>Funding is secured through Borrowing Bylaw 26/2024 for \$78.375M, which includes a 25% borrowing contingency. The 1st Reading of the Bylaw was approved on October 15, 2024, with the 2nd and 3rd Readings planned for January 21, 2025. Additionally, \$7.5M (~50% of Non-OSL costs) has been requested through the provincial Local Growth and Sustainability Grant.</p>	12/30/25	<ul style="list-style-type: none"> <li>Engineering Services</li> </ul>
<div>  <div> 1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan </div> </div>	<p>The St. Albert West ASP was approved by Council in September 2024. Administration is now developing Neighbourhood Plans (NPs) for the City-owned Badger Lands and Lakeview. This process involves completing technical studies, including Transportation Impact Assessments, Servicing Design Briefs, a Fiscal Impact Assessment, and a Noise Study. The Natural Area Assessments, Environmental Site Assessments, and Geotechnical Investigations completed in 2021 will also inform the final NPs. The project has been extended to March 31, 2025 to allow more time for completion of the NPs.</p>	3/31/25	<ul style="list-style-type: none"> <li>Planning &amp; Development</li> </ul>
<div>  <div> 1.3 Regional and Sub-Regional Economic Development </div> </div>	<p>Key milestones for the Collaborative Economic Development (CED) project include the development of the CED Framework document, the finalization of the Memorandum of Understanding (MOU) and funding commitment letter for 2025 implementation. Consultant EBP-US, who developed the Site Identification and Financial Tools, was engaged to refine and enhance these tools based on partner feedback.</p> <p>The project remains on track for completion in Q1 2025. The finalized MOU supporting ongoing CED participation will be circulated to CED partners in early 2025 and presented to Council for consideration in Q1 2025.</p>	3/31/25	<ul style="list-style-type: none"> <li>Government/ Indigenous Relations &amp; Environment</li> </ul>

## Strategy

Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes an update to the Land Use Bylaw and completion of the Infill Strategy.

Initiatives	Progress Update	Est. Completion	Department
 <b>1.4 Update of the Land Use Bylaw</b>	The new Land Use Bylaw (LUB) 18/2024 was approved on October 15, 2024, and changes to the Master Rates Bylaw based on the new LUB were approved by Council on December 17, 2024. Next steps include uploading the interactive LUB on the City of St. Albert website, updating infill and urban design review guidelines, and revising website content, brochures, and development permit conditions to align with the new LUB as well as updates to internal systems for new land uses.	9/30/25	<ul style="list-style-type: none"><li>• Planning &amp; Development</li></ul>

# COUNCIL STRATEGIC PRIORITY TWO: DOWNTOWN VIBRANCY

Foster a downtown where people come to live, gather, celebrate, shop, and do business.

Strategy	Support review and planning for the Downtown Area Redevelopment Plan (DARP).
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Projects planned for advancing this strategy have been completed.

Strategy	Promote our heritage, arts and culture by providing a variety of community events and gathering places that build connections and bring people together downtown. This strategy includes advancing planning for the development of Millennium Park.
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Projects planned for advancing this strategy have been completed/stopped.

Strategy	Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown. This strategy includes supporting the creation of a Business Improvement Area.
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Projects planned for advancing this strategy have been completed.

# COUNCIL STRATEGIC PRIORITY THREE: COMMUNITY WELL BEING

Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has an opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.

Strategy	Support development of mixed housing choices including market, attainable, and transitional housing types. This strategy includes advancing development on 22 St. Thomas Street and youth transitional housing.
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Initiatives	Progress Update	Est. Completion	Department
<div> <div></div> <div> 3.1 Advance Mixed Market Housing Development </div> </div>	<p>The Alberta Affordable Housing Partnership Program (AHPP) Request for Proposal (RFP) process opened on November 22, 2024, and closes on January 31, 2025. Administration is collaborating with Homeland Housing to prepare the funding application, including providing letters of support, coordinating with community partners on supportive tenant services, and updating Provincial Housing Needs Assessment data. The AHPP offers up to \$150 million in funding across Alberta, with a maximum provincial contribution of 30% per project.</p> <p>Advocacy efforts must pause during the RFP process and evaluation period, with grant funding notifications expected by March 31, 2025. If Provincial funding is not secured, Homeland Housing may explore a staged approach or alternative financing, potentially reducing the number of below-market units to ensure financial viability. Administration continues to assist with development coordination, government advocacy, and completing the Conveyancing and Buy Back agreements.</p>	12/31/25	<ul style="list-style-type: none"> <li>Planning &amp; Development</li> </ul>

Strategy	Advance the planning for a community amenities site that is in alignment with the Recreation Facilities Needs Assessment.
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Initiatives	Progress Update	Est. Completion	Department
<div> <div></div> <div> 3.4 Community Amenities Planning </div> </div>	<p>The Community Amenities Planning project is progressing on schedule, with ongoing site technical studies, a functional program study, and a partnership opportunity study. The next steps include completing site technical studies and a rough grading plan, with updated project costs provided as necessary based on the technical study findings. Council will be briefed on the results of the studies at the end of Q1 2025.</p>	12/31/25	<ul style="list-style-type: none"> <li>Recreation &amp; Parks</li> </ul>


**Strategy**

Continue to support and collaborate on Indigenous-led initiatives to better develop meaningful relationships, honour, truth, and action reconciliation.

Initiatives	Progress Update	Est. Completion	Department
 <b>3.6 Indigenous Reconciliation - Synergistic Partnerships</b>	Project planning is progressing for a Reconciliation Action Plan/ Indigenous Framework, which will guide the future establishment of an advisory entity. Ongoing efforts include relationship building with First Nations and Métis communities to explore mutually beneficial opportunities.	3/31/25	<ul style="list-style-type: none"><li>• Government/ Indigenous Relations &amp; Environment</li></ul>

**Strategy**

Foster a cohesive community that supports physical and psychological well being of all residents.

Initiatives	Progress Update	Est. Completion	Department
 <b>3.10 Inclusion, Diversity, Equity and Accessibility Strategy</b>	<p>The Colbourne Institute for Inclusive Leadership (CIIL) at NorQuest College, in collaboration with the Administration, has advanced the initial phase of the IDEA Strategy project. Completed activities include an Employee Experience Survey, focus group sessions with the Leadership Team, interviews with the Executive Leadership, a review of policies and procedures, website accessibility assessments (external site and Vine Intranet), stakeholder interviews, benchmarking other municipalities with DEI strategies, and data analysis by CIIL. External engagement involved interviews with stakeholders connected to Family and Community Support Services and Indigenous Relations.</p> <p>In January 2025, CIIL will present the IDEA Maturity Assessment. This will be followed by a visioning process with employees and leadership to shape the development of the IDEA strategy and purpose statement, a Council Policy and/or Administrative Directive, and a multi-year action plan, including employee education and communications plan.</p>	6/30/25	<ul style="list-style-type: none"><li>• Human Resources &amp; Safety</li></ul>

# COUNCIL STRATEGIC PRIORITY FOUR: ADAPTING TO A CHANGING NATURAL ENVIRONMENT

Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.

Strategy	Explore innovative practices that protect waterways and green spaces, and reduce our environmental footprint.
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Projects planned for advancing this strategy have been completed.

Strategy	Develop long-range strategies that support adaptation to a changing environment and include environmental and climate risk considerations in all plans and policies.
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Development of the Resilient Infrastructure Long-Range Strategy is scheduled to start in 2025. Other planned projects for advancing this strategy have been completed.




## COUNCIL STRATEGIC PRIORITY FIVE: FINANCIAL SUSTAINABILITY




Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.

<b>Strategy</b>	Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure, and support alternative service delivery. This includes exploring plans for the Solar Farm and discovering partnership opportunities.
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Initiatives	Progress Update	Est. Completion	Department
 <b>5.4 Long-Term Debt Strategy</b>	<p>The project team prepared a presentation for the 2025 Council Strategic Planning session and refined the Debt Model. Additionally, a questionnaire for an electronic scan of Off-Site Levy (OSL) policies of comparable municipalities was developed, and outreach to municipalities was completed.</p> <p>Next steps include reviewing the information gathered on OSL policies, further integrating long-term debt considerations into Council decisions, the budget process, and related workflows.</p>	3/31/25	<ul style="list-style-type: none"> <li>Financial &amp; Strategic Services</li> </ul>

<b>Strategy</b>	Continue to ensure efficiency in City service delivery with focus on long-term financial sustainability. This strategy includes implementation of opportunities identified in the Operational and Fiscal Review as well as advancing the Internal Audit practice and processes and the implementation of audit recommendations.
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Initiatives	Progress Update	Est. Completion	Department
 <b>5.9 Mature Asset Management Program</b>	<p>The Asset Management (AM) Team completed the evaluations and demonstrations for the Enterprise Maintenance Management - Asset Management (EMM-AM) software in early October 2024. Procurement negotiations are planned for February 2025 with Stage 1 implementation starting in April 2025. This software is expected to enhance the Mature AM Program. As capacity became available in Q4 2024, the AM Team updated the AM Governance Structure. Approximately 37% of the governance structure for tactical asset management plans has also been completed. The team continues to meet with asset stewards, with work ongoing into Q1 2025.</p> <p>A phased approach has been adopted, with the first phase focusing on reviewing and updating the AM Council Policy and the second phase involving the development of the AM Strategy and Strategic AM Plan (SAMP). The AM Committee Directive and Terms of Reference (TOR) for the AM Hub and Spoke have been deferred until after the AM Policy update.</p> <p>An asset management presentation to Council is planned for late Q1 2025.</p>	12/30/26	<ul style="list-style-type: none"> <li>Engineering Services</li> </ul>

Initiatives	Progress Update	Est. Completion	Department
 <b>5.14 Modernize City's Budget - Multi-year Budgeting</b>	Two sub-teams were formed to manage engagement with internal and external stakeholders. Both teams developed questionnaires to evaluate the current state and gather feedback on multi-year budgeting. Several meetings with municipalities have been conducted, with additional meetings scheduled for Q1 2025.	12/31/26	<ul style="list-style-type: none"> <li>Financial &amp; Strategic Services</li> </ul>
 <b>5.16 Enhance Records and Information Management Practices</b>	<p>The Digitization Directive has been approved and published with related procedural documents drafted. Based on the directive, the commercial scanner tender is being developed. A review of the City's Microsoft environment to identify unused SharePoint and Teams sites was completed. Strategies for applying proper recordkeeping retentions have been documented and communicated to employees, with cleanup efforts planned for the new year.</p> <p>Next steps include finalizing and posting the commercial scanner tender, continuing the cleanup of unused Microsoft sites, and educating employees on recordkeeping best practices.</p>	12/31/26	<ul style="list-style-type: none"> <li>Legal/ Legislative/Record Services</li> </ul>
 <b>5.17 Procurement Audit Implementation - Phase 1 &amp; 2</b>	The project team has launched the Goods and Services Training Module to equip stakeholders with procurement best practices. Drafts of the Purchasing processes, including standardized protocols and directives, have been completed, with superusers engaged to identify gaps.	3/31/25	<ul style="list-style-type: none"> <li>Financial &amp; Strategic Services</li> </ul>

<b>Strategy</b>	Consider environmental, social and governance (ESG) opportunities and risks when making decisions.
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Projects planned for advancing this strategy have been completed.

## Initiatives Planned for Future Years

Strategic Priority	Initiatives	Start Date	Department
1. ECONOMIC PROSPERITY	● <a href="#">1.5 Integration of Annexed Lands into City Technical Plans and Studies</a>	1/1/26	• Planning & Development
1. ECONOMIC PROSPERITY	● <a href="#">1.8 Infill Strategy</a>	1/1/25	• Planning & Development
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	● <a href="#">4.5 Resilient Infrastructure Strategy</a>	1/1/25	• Engineering Services
5. FINANCIAL SUSTAINABILITY	● <a href="#">5.8 Standardize Capital Project and Contract Management Procedures</a>	1/1/25	• Engineering Services
5. FINANCIAL SUSTAINABILITY	● <a href="#">5.10 Enhancement of Online Access to City Services</a>	9/1/26	• Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	● <a href="#">5.11 Customer Relationship Management Direction</a>	1/1/26	• Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	● <a href="#">5.12 Customer Relationship Management Implementation</a>	1/1/27	• Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	● <a href="#">5.13 Extending Online Options for Building and Development Application Process</a>	4/30/25	• Planning & Development
5. FINANCIAL SUSTAINABILITY	● <a href="#">5.19 Procurement Audit Implementation - Phase 3</a>	7/1/25	• Financial & Strategic Services

## Initiatives Previously Completed/Stopped During This Council Term

Strategic Priorities Grouping	Initiatives	Completed Date	Department
1. ECONOMIC PROSPERITY	✓ 1.6 Green Tape 2.0	3/31/23	• Engineering Services
1. ECONOMIC PROSPERITY	✓ 1.7 Investment Attraction Strategy	3/31/23	• Economic Development
2. DOWNTOWN VIBRANCY	✓ 2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization	1/17/24	• Planning & Development
2. DOWNTOWN VIBRANCY	● 2.2 Millennium Park Development	6/30/24	• Recreation & Parks
2. DOWNTOWN VIBRANCY	✓ 2.3 Downtown Stakeholder Coordination	12/31/23	• Economic Development
3. COMMUNITY WELL BEING	✓ 3.2 Feasibility Study for Youth Transitional Housing	8/31/24	• Community Services
3. COMMUNITY WELL BEING	✓ 3.3 Enhance Housing Options	3/31/24	• Planning & Development
3. COMMUNITY WELL BEING	✓ 3.5 Ownership of Community Amenities Lands	12/31/22	• Legal/Legislative/Record Services
3. COMMUNITY WELL BEING	✓ 3.7 Municipal Naming	12/31/23	• Planning & Development
3. COMMUNITY WELL BEING	✓ 3.8 Grant Program Review	6/30/23	• Recreation & Parks
3. COMMUNITY WELL BEING	✓ 3.9 Community Social Needs Assessment	9/30/24	• Community Services
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.1 Waste Minimization Strategies	3/31/23	• Public Operations
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.2 Climate Adaptation Plan (Risk and Vulnerability Assessment)	12/31/23	• Government/Indigenous Relations & Environment
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.3 Energy Efficiency Community Based Programs	6/30/23	• Government/Indigenous Relations & Environment

Strategic Priorities Grouping	Initiatives	Completed Date	Department
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.4 Green Environment Strategy	12/31/23	• Government/ Indigenous Relations & Environment
5. FINANCIAL SUSTAINABILITY	✓ 5.1 Intermunicipal Partnerships	3/31/23	• Government/ Indigenous Relations & Environment
5. FINANCIAL SUSTAINABILITY	✓ 5.2 Revenue Generating Infrastructure Opportunities	9/30/22	• Public Operations
5. FINANCIAL SUSTAINABILITY	✓ 5.3 Strategic Alliance/Merger Opportunities	3/31/23	• Public Operations
5. FINANCIAL SUSTAINABILITY	✓ 5.5 Arden Theatre Operating Model Options Review (may be revisited in future years)	12/31/23	• Community Services
5. FINANCIAL SUSTAINABILITY	✓ 5.6 911 Dispatch Delivery Model Review	9/30/22	• Emergency Services
5. FINANCIAL SUSTAINABILITY	✓ 5.7 Implement Direction for 911 Dispatch Delivery Model Review	6/30/23	• Emergency Services
5. FINANCIAL SUSTAINABILITY	✓ 5.15 Shared Services for Public Participation	3/31/23	• Communications & Public Affairs
5. FINANCIAL SUSTAINABILITY	✓ 5.20 Internal Audit Committee - Practice and Process	10/31/23	• Office of the DCAO
5. FINANCIAL SUSTAINABILITY	✓ 5.21 Advance Integrated Risk Management Framework and Practice	3/31/24	• Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	✓ 5.22 Process Improvements for planning, development and capital project management	9/30/24	• Engineering Services • Planning & Development

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## Financial Summary

2024 resulted in a surplus of \$10.8 million. This is primarily due to revenue increases in permits and subdivision fees, investment interest, and the ambulance contract agreement, and expense savings in contracted services, RCMP contract, and salary vacancies.

### Municipal

#### Operating:

- \$218.4 million in revenue recognized, which is \$6.3 million above budget.
- \$207.5 million has been spent, which is \$4.5 million below budget.

#### Capital:

- There is a total of 158 municipal capital projects for 2024.
- To date, \$213.9 million has been spent out of a \$395.3 million cumulative budget.

### Utility

#### Operating:

- \$50.4 million in revenue recognized, which is \$464 thousand below budget.
- \$35.9 million has been spent, which is \$1.4 million below budget.

#### Capital:

- There is a total of 55 utility capital projects for 2024.
- To date, \$61 million has been spent out of a \$121.3 million cumulative budget.

### Investments

The City has \$276 million in cash and investments and has earned \$11 million in investment income to date.

### Reserves

The balance is \$176.3 million, with an uncommitted balance of \$67.4 million.

### Debt

The City's outstanding debt is \$97.6 million, which is significantly lower than the municipal ceiling.

**CITY OF ST. ALBERT**  
**MUNICIPAL OPERATING SUMMARY BY FUNCTION**  
**FOR THE PERIOD ENDING DECEMBER 31, 2024**  
**IN THOUSANDS OF DOLLARS**

	Actual YTD	Budget	Variance
<b>Revenue</b>			
<b>Council</b>	\$62	\$32	\$31
<b>Executive Leadership</b>	48	315	(267)
<b>General Government</b>	4,324	5,399	(1,075)
<b>Community &amp; Recreation Services</b>	13,995	13,968	26
<b>Emergency Services</b>	9,336	8,680	656
<b>Public Operations</b>	13,984	14,152	(168)
<b>Planning &amp; Engineering</b>	6,472	4,172	2,300
<b>Corporate Financing</b>	170,175	165,364	4,811
<b>Total Revenue</b>	<b>\$218,397</b>	<b>\$212,081</b>	<b>\$6,315</b>

<b>Expenses</b>			
<b>Council</b>	\$950	\$979	\$29
<b>Executive Leadership</b>	1,615	2,004	388
<b>General Government</b>	28,249	29,773	1,524
<b>Community &amp; Recreation Services</b>	30,393	32,221	1,827
<b>Emergency Services</b>	44,077	45,438	1,362
<b>Public Operations</b>	45,940	48,079	2,139
<b>Planning &amp; Engineering</b>	12,370	12,757	388
<b>Corporate Financing</b>	43,963	40,831	(3,132)
<b>Total Expenses</b>	<b>\$207,556</b>	<b>\$212,081</b>	<b>\$4,525</b>

<b>Excess of Revenue over Expenses</b>			
<b>Council</b>	\$(888)	\$(948)	\$60
<b>Executive Leadership</b>	(1,567)	(1,689)	122
<b>General Government</b>	(23,925)	(24,374)	449
<b>Community &amp; Recreation Services</b>	(16,399)	(18,252)	1,854
<b>Emergency Services</b>	(34,741)	(36,759)	2,018
<b>Public Operations</b>	(31,955)	(33,927)	1,971
<b>Planning &amp; Engineering</b>	(5,897)	(8,585)	2,688
<b>Corporate Financing</b>	126,212	124,533	1,679
<b>Total Revenue Over Expenses</b>	<b>\$10,841</b>	<b>\$0</b>	<b>\$10,841</b>

\*Variance represents the difference between budget and actual amounts.

\*\*Note: Totals may not sum exactly due to rounding.



## Municipal Operating Variance Analysis (In Thousands of Dollars)

Council - \$60 thousand lower than budget

### Revenue – \$31 thousand higher than budget

- \$38 higher due to sponsorships for Alberta Midsize Cities Mayors Caucus event.

### Expense - \$29 thousand lower than budget

- \$41 lower in learning and development and other travel & general expenses.
- \$35 lower in per diem claims.
- \$38 higher in program supplies for Alberta Midsize Cities Mayors Caucus event.
- \$19 higher in corporate membership fees.

Executive Leadership - \$122 thousand lower than budget

### Revenue – \$267 thousand lower than budget

- \$264 lower due to project funded from reserve which will carry forward into next year with no tax impact (Internal Auditor Reviews).

### Expense - \$388 thousand lower than budget

- \$264 lower due to project funded from reserve which will carry forward into next year with no tax impact (Internal Auditor Reviews).
- \$84 lower in salaries due to staff vacancies.

General Government - \$449 thousand lower than budget

### Revenue – \$1,075 thousand lower than budget

- \$1,148 lower due to projects funded from reserve which will carry forward into next year with no tax impact (Lakeview Investment Attraction, Litigation Expenses, Records information Mgmt. Program, FOIP & Leg Projects Coordinator, Safety Enhancement Program, Cyber Security).
- \$317 lower due to grant funded projects which will carry into next year with no tax impact (Clean Energy Improvement Program, Land use & Infrastructure Service Planning).
- \$232 higher in Partners in Injury Reduction (PIR) rebate.
- \$129 higher in tax penalties and tax certificates due to higher volume.
- \$57 higher in business licenses due to higher volume.

### Expense - \$1,524 thousand lower than budget

- \$1,465 lower due to projects funded from reserve and grants which will carry forward into next year with no tax impact (Lakeview Investment Attraction, Clean Energy Improvement Program, Land use &

Infrastructure Service Planning, Litigation Expenses, Records information Mgmt. Program, FOIP & Leg Projects Coordinator, Safety Enhancement Program, Cyber Security).

- \$125 lower in salaries due to staff vacancies.
- \$232 higher in transfer to reserves for Partners in Injury Reduction (PIR) rebate.

### Community & Recreation Services - \$1,854 thousand lower than budget

#### **Revenue - \$26 thousand higher than budget**

- \$136 higher in conditional grants due to successful consolidation of CAPF grant previously received by Friends of NAICF.
- \$124 higher in recreation admission and membership revenue due to higher usage.
- \$84 higher in recreation rental revenue due to increased demand.
- \$311 lower due to projects funded from reserve which will carry forward into next year with no tax impact (Accessible & Inclusive Playground Structure, AHF Grain Elevator Painting, Diversity & Inclusion Art Project, Replace St Albert the Great Statue, Alberta 55+ Games Bid)

#### **Expense - \$1,827 thousand lower than budget**

- \$786 lower in salaries due to staff vacancies in Recreation and Parks and Community Services and the Fountain Park Recreation Centre facility closure.
- \$368 lower in contracted services due to timing of initiatives and delays in implementation of new work.
- \$311 lower in contracted services due to projects funded from reserve which will carry forward into next year with no tax impact (Accessible & Inclusive Playground Structure, AHF Grain Elevator Painting, Diversity & Inclusion Art Project, Replace St Albert the Great Statue, Alberta 55+ Games Bid)
- \$151 lower in energy and natural gas costs in recreation facilities due to lower usage.
- \$112 lower in advertising and promotions due to timing of initiatives and delays in implementation of marketing initiatives.
- \$65 lower in operating and program supplies not required for the Historic Conservation Program.

### Emergency Services - \$2,018 thousand lower than budget

#### **Revenue – \$656 thousand higher than budget**

- \$820 higher in contract revenue due to new contract for ambulance service delivery.
- \$304 lower due to a reduction in issued and paid photo tickets.

#### **Expense - \$1,362 thousand lower than budget**

- \$2,521 lower in RCMP contract billing adjustments related to vacant positions.
- \$377 lower in salaries due to vacant positions, offset by increased overtime.

- \$1,533 higher in transfer to reserves due to RCMP contract surplus transfer and projects which will carryforward into next year with no tax impact (Turnout gear, Dispatch Centre Renovation, Fire Service Review, Apparatus Equipment).

### Public Operations - \$1,971 thousand lower than budget

#### **Revenue – \$168 thousand lower than budget**

- \$817 lower for garage recoveries internal charge out offset by reduction in expenses.
- \$100 lower due to project funded from reserve which will carry forward into next year with no tax impact (Transit Service Delivery Model Review).
- \$442 higher in one-time Low-Income Transit operating grant.
- \$240 higher in transit volume due to increase in Transit U-Pass as new agreement includes Concordia College.
- \$63 higher in recovered costs for transit insurance recoveries offset by increase in contracted services.

#### **Expense – \$2,139 thousand lower than budget**

- \$750 lower in internal equipment charges offset by reduction in revenue.
- \$387 lower in contracted services due to Handibus Transit trip planning optimization with increased ridership & lower merchant fees.
- \$272 lower for fuel due to lower fuel prices and varied vehicle usage because of favorable weather.
- \$233 lower for construction & maintenance materials for road & turf work.
- \$218 lower in contracted services for snow & ice removal because of favorable weather.
- \$188 lower in energy and natural gas costs due to less usage.
- \$111 lower in street sanding materials due to favorable weather.
- \$100 lower in professional services due to project funded from reserve which will carry forward into next year with no tax impact (Transit Service Delivery Model Review).
- \$242 higher in wages due to increased overtime required to maintain service levels.
- \$87 higher in contracted services due transit insurance repair costs.

### Planning & Engineering - \$2,688 thousand lower than budget

#### **Revenue – \$2,300 thousand higher than budget**

- \$2,110 higher in building permits and inspections due to development growth/ new subdivisions.
- \$397 higher in recovered costs for a third-party utility review.
- \$283 higher in subdivision fees for recent developments.
- \$150 higher in development permit fees also related to increased development in new subdivisions.
- \$491 lower due to projects funded from reserve which will carry forward into next year with no tax impact (Sturgeon County Annexation and Land Encroachment and Asset Mgmt.).

- \$152 lower in development compliance certificates and fees with trend towards title insurance in lieu of compliance certificates.

**Expense – \$388 thousand lower than budget**

- \$491 lower in professional services on projects funded from reserves which will carry into next year with no tax impact (Sturgeon County Annexation and Land Encroachment and Asset Mgmt.).
- \$312 lower in salaries due to staff vacancies.
- \$345 higher energy costs due to higher electricity delivery costs primarily impacting street lighting.

**Corporate Financing** - \$1,679 thousand higher than budget

**Revenue – \$4,811 thousand higher than budget**

- \$4,000 higher in interest income due to higher Bank of Canada interest rates than forecasted.
- \$716 higher in franchise fees resulting from the AUC's approval of the electricity delivery rate increase and growth.

**Expense – \$3,132 thousand higher than budget**

- \$2,413 higher in interest expense allocated to reserves and deferred revenues.
- \$804 higher in employee liability and relations.

# Municipal Capital Summary

## Budget vs. Actual Comparison

Table 1 illustrates that to date, \$213.9 million has been spent out of a \$395.3 million cumulative budget, with:

- 132 projects on budget.
- 25 projects below budget
- 3 projects above budget

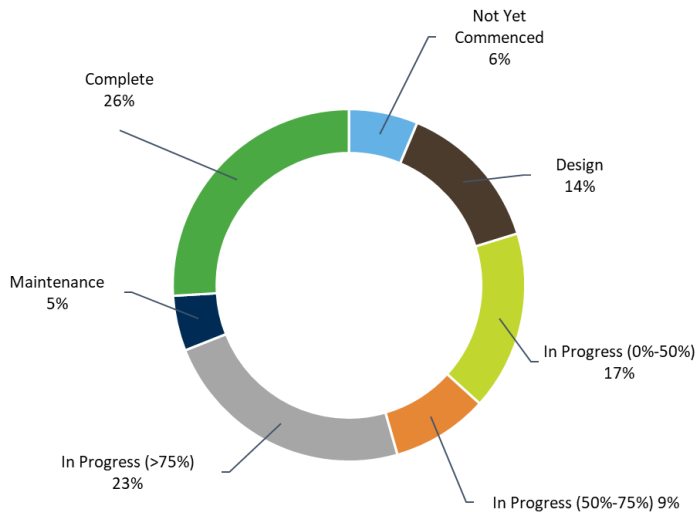
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	No. of Projects
2024	8,337	107,601	51
2023	42,596	71,589	39
2022	22,057	32,438	28
Prior	140,912	183,683	40
TOTAL	\$213,901	\$395,310	158

## Project Status

As shown in Table 2, 94% of the 158 projects are currently in progress or complete.

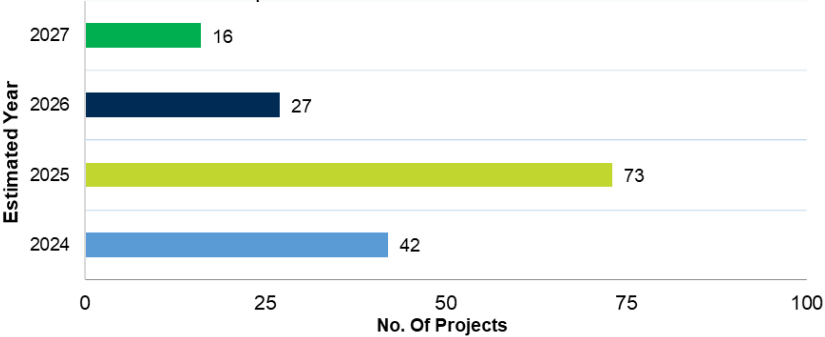
Table 2: Progress Status



## Project Completion

As the majority of the City’s projects are multi-year in nature, an estimated time frame of when projects will be closed has been identified. Table 3 indicates that 42 projects will be closed at the end of the year.

Table 3: Estimated Completion Year



A detailed listing of the Municipal capital projects can be found in Appendix 1.

**CITY OF ST. ALBERT**  
**UTILITY OPERATING SUMMARY BY FUNCTION**  
**FOR THE PERIOD ENDING DECEMBER 31, 2024**  
**IN THOUSANDS OF DOLLARS**

	Actual YTD	Budget	Variance
<b>Revenue</b>			
<b>Utility Finance</b>	\$989	\$1,035	\$(46)
<b>Water</b>	16,182	15,906	\$276
<b>Wastewater</b>	17,867	18,578	\$(711)
<b>Storm</b>	6,851	6,915	\$(64)
<b>Solid Waste Management</b>	8,466	8,385	\$81
<b>Total Revenue</b>	<b>\$50,354</b>	<b>\$50,818</b>	<b>\$(464)</b>

<b>Expenses</b>			
<b>Utility Finance</b>	\$989	\$1,035	\$46
<b>Water</b>	11,147	11,055	\$(92)
<b>Wastewater</b>	15,068	15,321	\$253
<b>Storm</b>	1,828	2,077	\$250
<b>Solid Waste Management</b>	6,845	7,746	\$902
<b>Total Expenses</b>	<b>\$35,875</b>	<b>\$37,235</b>	<b>\$1,359</b>

<b>Transfer to Reserve</b>			
<b>Water</b>	\$5,035	\$4,851	\$(184)
<b>Wastewater</b>	2,799	3,257	\$458
<b>Storm</b>	5,023	4,837	\$(186)
<b>Solid Waste Management</b>	1,621	638	\$(982)
<b>Total Transfer to Reserve</b>	<b>\$14,478</b>	<b>\$13,584</b>	<b>\$895</b>

\*Variance represents the difference between budget and actual amounts.

\*\*Note: Totals may not sum exactly due to rounding.

## Utilities Operating Variance Analysis (In Thousands of Dollars)

### Utility Finance - \$0 net budget

- No significant variances.

### Water - \$184 thousand higher than budget

#### **Revenue – \$276 thousand higher than budget**

- \$541 higher in water connection fees due to development growth.
- \$244 lower due to water losses not having been factored into budgeted sale of water.

#### **Expense – \$92 thousand higher than budget**

- \$453 lower due to the water purchase rate from EPCOR being lower than budgeted.
- \$521 higher in salaries and benefits, due to reallocation of staff from wastewater and stormwater to water.
- \$100 higher in one-time electricity charges incurred from the Henday Booster Station.

### Wastewater - \$458 thousand lower than budget

#### **Revenue – \$711 thousand lower than budget**

- \$764 lower in wastewater service charges due to system water losses not having been factored into budgeted wastewater volume and wastewater rates.
- \$48 higher in recovered costs due to an increase in sewer investigations performed.

#### **Expense – \$253 thousand lower than budget**

- \$424 lower in salaries and benefits, due to reallocation of staff from wastewater and stormwater to water.
- \$300 higher in wastewater treatment due to rate increase compared to budgeted and more water consumed, therefore, more wastewater treatment required.

### Storm - \$185 higher than budget

#### **Revenue – \$ 64 thousand lower than budget**

- No significant variances.

#### **Expense – \$ 250 thousand lower than budget**

- \$180 lower in salaries and benefits, due to reallocation of staff from wastewater and stormwater to water.

Solid Waste Management – \$982 thousand higher than budget

**Revenue – \$81 thousand higher than budget**

- No significant variances.

**Expense – \$902 thousand lower than budget**

- \$643 lower in contracted services due to contract renewal.
- \$155 lower in internal equipment charges.



# Utility Capital Summary

## Budget vs. Actual Comparison

Table 4 illustrates that to date, \$61.1 million has been spent out of a \$121.3 million cumulative budget, with:

- 49 Projects on budget
- 5 Projects below budget
- 1 Project above budget

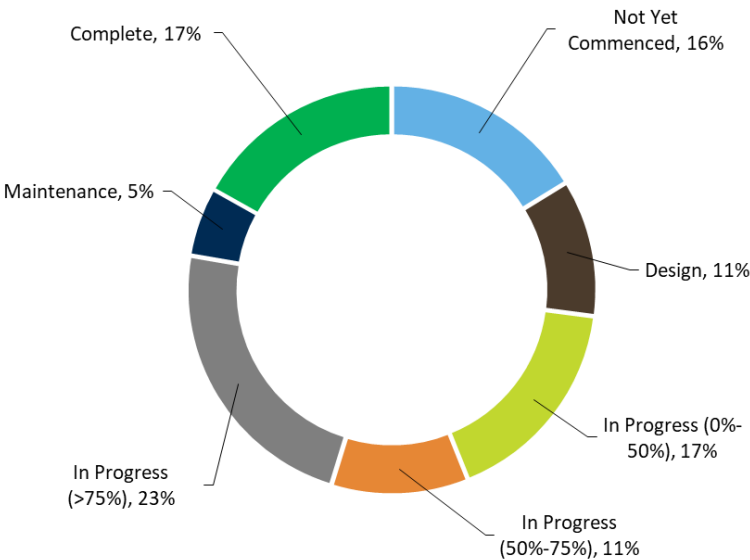
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	No. of Projects
2024	2,521	22,399	14
2023	32,589	43,326	8
2022	8,417	18,132	9
Prior	17,556	37,426	24
TOTAL	\$61,083	\$121,283	55

## Project Status

As shown in Table 5, 84% of the 55 projects are currently in progress or complete.

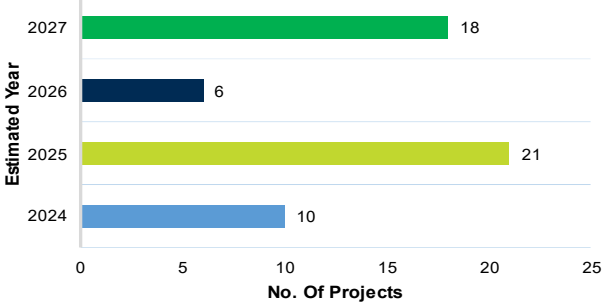
Table 5: Progress Status



## Project Completion

As the majority of the City’s projects are multi-year in nature, an estimated time frame of when projects will closed has been identified. Table 6 indicates that 10 projects will be closed at the end of the year.

Table 6: Estimated Year of Closure



A detailed listing of the Utility capital projects can be found in Appendix 2.

# Investments

As of December 31, 2024, the City has \$276 million in cash and investments and earned \$11 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.

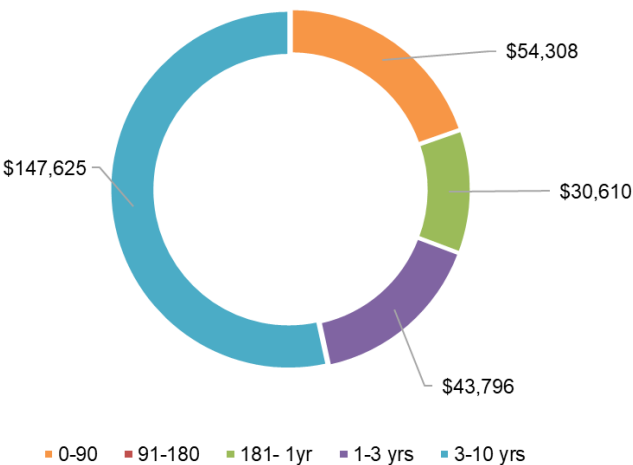
Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	88,060	31.87%
BMO	69,644	25.20%
Scotiabank	64,365	23.29%
CWB	32,497	11.76%
RBC Commercial	16,159	5.85%
NBC	5,413	1.96%
Servus	200	0.07%
Total	276,339	100.00%

## Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarterly liquidity ratio was 1.15:1.00, which is above 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.

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



## Rate of Return

The City’s investment portfolio is managed to ensure that an optimum rate of return is realized. The rate of return realized on the City’s Long-Term Investments are below the Bond rates, due to the timing of when these investments were purchased. Over time, these rates will be corrected as the investments mature and are reinvested at current market rates.

Table 9: Rate of Return Comparison

Type		St. Albert	Bank of Canada
Cash and Short Term Investments	Term	Average Portfolio Rate	T-Bill and Bond Rates
	0-90	4.04%	3.15%
	91-180	N/A	3.13%
	181- 1yr	4.95%	3.12%
	>1 - 3 yrs	5.81%	3.12% to 2.97%
Long Term Investments	>3 - 10 yrs	2.74%	2.97% to 3.29%

## Reserves

As per Policy C-FS-01, Financial Reserves, the City recognizes the need to set 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 December 31, 2024, is \$67.4 million of which:

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating	\$ 18,817	\$ 22,623	\$ (11,493)	\$ 11,130
Capital	105,346	95,035	(36,984)	58,051
Utilities	52,014	59,748	(61,712)	(1,964)
Outside Agencies	162	153	9	162
TOTAL	\$ 176,339	\$ 177,558	\$ (110,180)	\$ 67,378

- 17% for property tax stabilization and contingency funding.
- 83% for replacement of existing municipal and utilities equipment, infrastructure, and future capital projects.

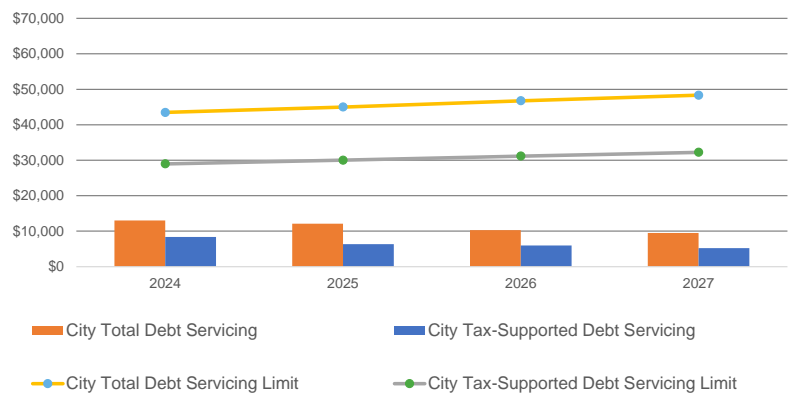
A detailed listing of each reserve category can be found in Appendix 3.

## 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, which was updated in Q2 2024. The update establishes an internal limit of 18% of total debt servicing and 12% of tax-supported debt servicing.

As illustrated in Table 11 the City’s has \$13.0 million in debt servicing payments which is considerably lower than the municipal and internal limits.

Table 11: Debt Servicing Limit VS Outstanding Debt Servicing (in thousands of dollars)



The City has \$97.6 million debt outstanding which relates to seven significant projects:

- Ray Gibbon Drive of \$31.4 million expiring in 2026, 2027, 2028, 2040, and 2041
- Range Road 260 of \$16.5 million expiring in 2041
- North St. Albert Trail of \$33.6 million expiring in 2033, 2040 and 2041
- North Interceptor Trunkline of \$7.4 million expiring in 2038
- Servus Place of \$0.4 million expiring in 2025
- Villeneuve Road of \$4.6 million expiring in 2033
- Fountain Park of \$3.7 million expiring in 2034

**APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION**  
**FOR THE PERIOD ENDING DECEMBER 31, 2024**  
 IN THOUSANDS OF DOLLARS

		Project To Date	Project Budget	Variance	Project Status
<b>General Government</b>					
415506	Smart City Master Plan & Alliance	38	75	49.6%	Complete
423433	Contaminated Sites Remediation	-	30	0.0%	Not Yet Commenced
424433	Contaminated Sites Remediation	-	30	0.0%	Not Yet Commenced
421419	Energy Efficiency Replace Prgm	307	331	0.0%	In Progress > 75%
423419	Energy Efficiency Replace Prgm	-	131	0.0%	Not Yet Commenced
419427	Smart Facility Monitoring	-	30	0.0%	Not Yet Commenced
421427	Smart Facility Monitoring	-	81	0.0%	Not Yet Commenced
422506	Enterprise Asset Management	486	1,401	0.0%	In Progress 0-50%
415508	Financial System Software	209	300	0.0%	In Progress 50-75%
416508	Financial System Software	1,208	1,388	0.0%	In Progress > 75%
422501	IT Lifecycle Replace Plan	749	750	0.0%	Complete
424501	IT Lifecycle Replace Plan	-	750	0.0%	Not Yet Commenced
423501	IT Lifecycle Replace Prgm	690	750	0.0%	In Progress > 75%
423502	IT Office Automation	50	50	0.0%	Complete
424502	IT Office Automation	47	50	0.0%	Complete
424504	Municipal Area Fiber Network Expansion	379	390	0.0%	In Progress > 75%
423504	Municipal Area Network Expansion	380	380	0.0%	Complete
422507	Next Gen 911 Implement & Syst Rep	372	1,194	0.0%	In Progress 0-50%
420503	Non-Emergency Radio System Replace	724	1,075	0.0%	In Progress > 75%
415505	Commercial Scanner Acquisition	5	57	0.0%	In Progress 0-50%
<b>Total General Government</b>		<b>\$5,644</b>	<b>\$9,243</b>	<b>0.4%</b>	

**Community & Recreation Services**

424340	Arden Theatre Lifecycle Plan	-	33	0.0%	Not Yet Commenced
424317	Founders Walk Phase 3	-	108	0.0%	Not Yet Commenced
416318	Heritage Park Design (phase 3)	183	216	0.0%	Complete
424320	Visual Arts Studio Lifecycle	-	50	0.0%	Not Yet Commenced
423311	Youth Transitional Housing	106	132	27.5%	Complete
422361	ACA Rec Hub Funding	500	1,500	0.0%	In Progress 0-50%
424302	Aquatics Lifecycle Replace Plan	152	210	0.0%	In Progress > 75%
423302	Aquatics Lifecycle Replacement Prgm	270	274	0.0%	In Progress > 75%
423307	City Playground Lifecycle Prgm	325	327	0.0%	Maintenance
421314	Community Amenities Site Planning	500	500	0.0%	Complete
422314	Community Amenities Site Planning	206	1,000	0.0%	In Progress 0-50%
422360	Community Capital Grant Prgm	444	467	0.0%	In Progress > 75%
424360	Community Capital Grant Prgm	60	250	0.0%	In Progress 0-50%
424311	Dog Friendly Park Development	-	249	0.0%	In Design
422308	Kingswood Park Boat Dock	156	182	0.0%	Complete
422306	Kingswood Park Disc Golf Course	138	148	0.0%	Maintenance
424308	Lacombe Lake Dog Park Remediation	157	190	0.0%	In Progress > 75%
424319	Langholm Park Disc Golf	4	94	0.0%	In Progress 0-50%
424318	Millennium Park Construction	-	16,632	100.0%	Not Yet Commenced
423317	Millennium Park Design Phase 2 & Constructor	153	337	54.6%	Complete
422312	Neighborhood Park Development	688	703	0.0%	In Progress > 75%
424312	Neighborhood Park Development	4	258	0.0%	In Design
421315	Oakmont Trail Phase 2	298	298	0.0%	Complete
424315	Oakmont Trail Phase 2	62	2,599	0.0%	In Progress 0-50%
423308	Off Leash Area Enhancements	150	200	0.0%	In Progress > 75%
422316	Outdoor Rec & Parks Infrastruc Rehab	148	165	0.0%	Complete

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

		Project To Date	Project Budget	Variance	Project Status
423316	Outdoor Rec & Parks Infrastruc Rehab	82	84	1.8%	Complete
419310	Park Signage Program	175	297	0.0%	In Progress 50-75%
424307	Parks and Outdoor Recreation Amenities	51	200	0.0%	In Design
421313	RWP Meadowview - Construction	3,024	3,156	0.0%	Maintenance
422313	RWP Meadowview - Construction	292	368	0.0%	In Design
422301	Servus Lifecycle Replacement Prgm	813	823	0.0%	In Progress > 75%
423301	Servus Lifecycle Replacement Prgm	829	970	0.0%	In Progress > 75%
424301	Servus Lifecycle Replacement Prgm	465	965	0.0%	In Progress 50-75%
<b>Total Community &amp; Recreation Services</b>		<b>\$10,436</b>	<b>\$33,982</b>	<b>49.6%</b>	

### Emergency Services

419332	Emerg Response Veh	188	188	0.1%	Complete
423330	Emergency Equip Replace Plan	276	279	0.0%	In Progress 50-75%
424330	Emergency Equip Replace Plan	80	178	0.0%	In Progress > 75%
423338	Fire #2 Security Upgrade	44	45	0.0%	Complete
420334	Fire Aerial Apparatus	-	3,470	0.0%	In Progress 0-50%
422337	Fire Station #1 & NABI - Decommissioning	449	507	0.0%	In Progress > 75%
420331	Fire Station #1 – Construction	13,976	14,100	0.0%	Maintenance
420332	Fire Station #4	2,366	19,341	0.0%	In Design
420333	Fire Station #4 Fire Engine	-	1,541	0.0%	In Progress 0-50%
420335	Fire Tanker Vehicle	755	779	0.0%	In Progress > 75%
424335	Municipal Enforcement Vehicle	-	158	0.0%	In Progress 0-50%
422334	Policing Bldg Accommod	1,549	5,000	0.0%	In Progress 0-50%
424334	Policing Services Building Feasibility Study	-	150	0.0%	In Progress > 75%
<b>Total Emergency Services</b>		<b>\$19,682</b>	<b>\$45,734</b>	<b>0.0%</b>	

### Public Operations

412420	Campbell Road Park & Ride	22,716	25,600	0.0%	Maintenance
423809	Kinex Arena Lifecycle	253	258	1.9%	Complete
423810	Larry Olexiuk Field Artificial Turf Replacement	1,036	1,038	0.0%	Complete
423812	Loader with blower	566	565	-0.2%	Complete
422807	Municipal Facilities - Repairs & Renewal	4,775	4,775	0.0%	Complete
423807	Municipal Facilities - Repairs & Renewal	9,072	10,480	0.0%	In Progress > 75%
424807	Municipal Facilities - Repairs & Renewal	-	12,800	0.0%	In Progress 0-50%
420801	PW Mobile Equip Replace Plan	2,530	2,535	0.2%	Complete
421801	PW Mobile Equip Replace Plan	1,841	1,847	0.3%	Complete
422801	PW Mobile Equip Replace Plan	1,569	2,405	0.0%	In Progress 50-75%
423801	PW Mobile Equip Replace Plan	3,237	3,871	0.0%	In Progress 50-75%
424801	PW Mobile Equip Replace Plan	749	4,499	0.0%	In Progress 0-50%
419803	SAP Bldg Replace Prgm	304	310	0.0%	Complete
424806	Shop & Yard Equip Replace	34	40	0.0%	In Progress > 75%
423813	Sidewalk machine	183	183	0.0%	Complete
424808	St. Albert Place - Exterior, Programmable LED	-	250	0.0%	In Design
421350	Transit Bus Lifecycle Replace	756	758	0.0%	Complete
422350	Transit Bus Lifecycle Replace	200	265	0.0%	In Progress > 75%
423350	Transit Bus Lifecycle Replace	585	809	0.0%	In Progress 50-75%
424350	Transit Bus Lifecycle Replace	-	280	0.0%	In Progress 0-50%
424803	Transit Garage (Liggett Place) Expansion	258	635	0.0%	In Design
424351	Transit Growth Buses	-	1,834	0.0%	In Progress 0-50%
414804	Transit Smart Fare & Smart Bus	3,671	3,992	0.0%	In Progress > 75%
423814	Truck plow with sander	-	400	0.0%	In Progress 0-50%
<b>Total Public Operations</b>		<b>\$54,335</b>	<b>\$80,428</b>	<b>0.0%</b>	

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

		Project To Date	Project Budget	Variance	Project Status
Planning & Engineering					
423409	Active Transport Plan	492	500	0.0%	Complete
424409	Active Transport Plan	339	510	0.0%	Maintenance
422401	Arterial Rehab Prgm	1,680	1,680	0.0%	Complete
423401	Arterial Rehab Prgm	108	1,636	0.0%	In Progress 0-50%
424401	Arterial Rehab Prgm	1,259	1,636	0.0%	In Progress 50-75%
422411	Back Lanes Prgm	13	710	0.0%	In Progress 0-50%
419411	Back Lanes Program	339	1,350	0.0%	In Design
420414	Barrier Wall Study & Replace	3,195	3,768	0.0%	Complete
422413	Bridge Prgm	359	359	0.0%	Complete
423413	Bridge Prgm	2,015	2,015	0.0%	Complete
424413	Bridge Prgm	207	628	0.0%	In Progress 50-75%
419415	Buildings Life Cycle Program	217	235	0.0%	In Progress > 75%
423415	Business Process Consultant	149	150	0.0%	Complete
423426	Capital Projects Maintenance	22	200	0.0%	In Progress 0-50%
423402	Collector Roadway Prgm	1,235	1,235	0.0%	Complete
424402	Collector Roadway Prgm	573	1,235	0.0%	In Progress 50-75%
422430	Fleet Unit 46-11 Replacement Upgrade	139	138	-0.9%	Complete
419423	Fowler Way	3,923	6,660	0.0%	In Design
423423	Fowler Way - 50% OSL	-	4,400	0.0%	In Design
422410	Intersection Improvements	301	500	0.0%	In Design
423410	Intersection Improvements	99	100	0.0%	In Progress > 75%
418411	Lane Reconstruct Prgm	1,600	1,600	0.0%	Complete
423403	Local Roadway Prgm	1,680	1,680	0.0%	Complete
424403	Local Roadway Prgm	1,130	1,680	0.0%	In Progress 50-75%
424425	Meadowview Lane & Rail Crossing	113	340	0.0%	In Design
424423	Mobility Choices Strategy	36	1,000	0.0%	In Design
421406	Multi-Use Trail Rehab Prgm	385	385	0.0%	Complete
422406	Multi-Use Trail Rehab Prgm	273	273	0.0%	Complete
424406	Multi-Use Trail Rehab Prgm	48	275	0.0%	In Progress 0-50%
423406	Multi-use Trail Rehab Prgm	275	275	0.0%	Complete
419421	N SA Trail Corridor Mgmt Implement	23,710	26,500	0.0%	In Progress > 75%
424416	Neighborhood Traffic Calming	110	363	0.0%	In Progress 0-50%
416418	Noise Attenuation Data Collection	127	200	0.0%	In Progress > 75%
423414	North St. Albert Trail Improvements (65% OSL)	9,338	16,220	0.0%	In Progress 50-75%
423404	Paved Parking Lot Prgm	575	611	0.0%	In Progress > 75%
424404	Paved Parking Lot Prgm	32	750	0.0%	In Progress 0-50%
419404	Paved Parking Lot Program	91	165	0.0%	In Design
424405	Permanent Line Marking Rehab	196	210	0.0%	Complete
421420	RR260 - Community Amenities & Lakeview Bus	21,589	29,773	0.0%	In Progress > 75%
423420	RR260-Road Construction	193	227	0.0%	In Progress > 75%
424430	Ray Gibbon Drive Ph 3 & 4	89	44,382	0.0%	In Design
420424	Ray Gibbon Improvements	28,497	28,715	0.0%	Maintenance
422412	Roadway Rehab Prgm	1,439	2,457	0.0%	In Progress 50-75%
423412	Roadway Rehab Prgm	2,412	2,477	0.0%	In Progress > 75%
424412	Roadway Rehab Prgm	(0)	2,457	0.0%	In Design
417421	SA Trail Traffic Signal Optimization	208	208	0.0%	Complete
423407	Sidewalk Prgm	600	600	0.0%	Complete
424407	Sidewalk Program	294	1,000	0.0%	In Progress > 75%
424411	St Anne Street Backlanes Improvements	23	1,540	0.0%	In Design
424417	Traffic Signal Maintenance	417	490	0.0%	In Progress > 75%
424422	Transportation Network Improvements	166	330	0.0%	In Progress 50-75%
424424	Transportation Network: Preliminary Eng.	138	559	0.0%	In Design
424421	Transportation Secondary Infrastructure Manage	67	141	0.0%	In Progress 0-50%
423408	Transportation Systems Mgmt	614	614	0.0%	Complete
424408	Transportation Systems Mgmt	601	688	0.0%	In Progress > 75%

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

		Project To Date	Project Budget	Variance	Project Status
422418	Villeneuve Rd Rebuild	4,057	4,097	0.0%	Maintenance
423418	Villeneuve Rd Rebuild - 35% OSL	4,503	17,057	0.0%	In Design
419425	Accessibility Initiatives	51	300	0.0%	In Progress 0-50%
422427	DARP Project Prioritization	60	165	0.0%	In Progress 0-50%
424434	Habitat for Humanity Funding	-	100	0.0%	In Progress > 75%
424435	Homeland Housing Supports	-	2,845	0.0%	In Progress > 75%
424427	Housing Options for Affordability & Accessibility	-	113	0.0%	In Design
422429	Lakeview/Badger Lands ASP	201	200	0.0%	In Progress > 75%
421428	Land Use Bylaw Update	305	466	0.0%	In Progress > 75%
422428	Mature Neighbourhood Revitalization Strategies	-	208	0.0%	In Design
418425	Municipal Development Plan	902	1,094	0.0%	In Progress > 75%
424428	Permitting Software Modernization	-	450	0.0%	In Design
<b>Total Planning &amp; Engineering</b>		<b>\$123,805</b>	<b>\$225,923</b>	<b>0.0%</b>	
		<b>\$213,901</b>	<b>\$395,310</b>	<b>4.3%</b>	

\* Millenium Park project funding was not approved.



**APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION**  
**FOR THE PERIOD ENDING DECEMBER 31, 2024**  
IN THOUSANDS OF DOLLARS

		Project To Date	Project Budget	Variance	Project Status
<b>Utilities</b>					
423738	North Reservoir and Pumphouse - 100%OSL	-	1,890	0.0%	Not Yet Commenced
421737	Pump Station and Reservoir Rehab Prgm	186	200	0.0%	In Progress 50-75%
422737	Pump Station and Reservoir Rehab Prgm	918	1,850	0.0%	In Progress 50-75%
423737	Pump Station and Reservoir Rehab Prgm	29,651	33,383	0.0%	In Progress > 75%
424737	Pump Station and Reservoir Rehab Prgm	111	4,923	0.0%	In Progress 0-50%
424739	Utility Master Plan - WATER	0	410	0.0%	Not Yet Commenced
420730	Water Network LOS	1,240	1,240	0.0%	Complete
421730	Water Network LOS	2,308	2,440	0.0%	Maintenance
422730	Water Network LOS	1,044	4,488	0.0%	In Progress 0-50%
423730	Water Network LOS	1,236	1,840	0.0%	In Progress > 75%
424730	Water Network LOS	1,189	2,142	0.0%	In Progress 50-75%
421735	Water System Infrastructure Rehab	530	530	0.0%	Complete
422735	Water System Infrastructure Rehab	464	541	0.0%	In Progress > 75%
423735	Water System Infrastructure Rehab	290	563	0.0%	In Progress 50-75%
424735	Water System Infrastructure Rehab	548	591	0.0%	In Progress > 75%
422747	NE Servicing Projects	1,187	2,000	0.0%	In Design
424749	Utility Master Plan - WASTWT	-	410	0.0%	Not Yet Commenced
420740	WASTWT Collection System LOS	1,417	1,417	0.0%	Complete
422740	WASTWT Collection System LOS	3,006	3,114	0.0%	Maintenance
424740	WASTWT Collection System LOS	105	1,737	0.0%	In Design
424746	WASTWT Household Service Replace	418	563	0.0%	In Progress 50-75%
417441	WASTWT Main Replacement	1,131	1,153	0.0%	Complete
419741	WASTWT Main Replacement	690	688	0.0%	Complete
421741	WASTWT Main Replacement	651	688	0.0%	In Progress > 75%
422741	WASTWT Main Replacement	504	702	0.0%	In Progress > 75%
423741	WASTWT Main Replacement	865	2,283	0.0%	In Progress 0-50%
424741	WASTWT Main Replacement	35	1,078	0.0%	In Design
421745	WASTWT Rehab Prgm	126	268	0.0%	In Progress > 75%
423745	WASTWT Rehab Prgm	279	279	0.0%	Complete
424745	WASTWT Rehab Prgm	115	290	0.0%	In Progress > 75%
420747	WASTWT SCADA System Upgrades	773	950	0.0%	In Progress > 75%
416457	Beaudry Place Storm Drainage Upgrade	698	750	0.0%	Maintenance
418851	STORM Infrastructure Rehab	1,527	1,922	0.0%	In Design
420751	STORM Infrastructure Rehab	1,089	1,560	0.0%	In Progress > 75%
421751	STORM Infrastructure Rehab	47	3,105	0.0%	In Design
422751	STORM Infrastructure Rehab	12	2,075	0.0%	Not Yet Commenced
424751	STORM Infrastructure Rehab	-	2,064	0.0%	Not Yet Commenced
418452	STORM Mgmt LOS	1,367	1,377	0.8%	Complete
419752	STORM Mgmt LOS	1,099	3,740	0.0%	In Progress 0-50%
420752	STORM Mgmt LOS	527	1,915	0.0%	In Progress 0-50%
421752	STORM Mgmt LOS	133	9,540	0.0%	In Progress 0-50%
422752	STORM Mgmt LOS	26	2,106	98.8%	Not Yet Commenced
424752	STORM Mgmt LOS	-	2,098	100.0%	Not Yet Commenced



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

		Project To Date	Project Budget	Variance	Project Status
417453	Sediment and Erosion Control	382	385	0.7%	Complete
420753	Sediment and Erosion Control	1,195	1,715	0.0%	In Progress > 75%
421753	Sediment and Erosion Control	347	1,616	0.0%	In Design
422753	Sediment and Erosion Control	1,256	1,256	0.0%	Complete
423753	Sediment and Erosion Control	268	3,059	0.0%	In Progress 0-50%
424753	Sediment and Erosion Control	-	5,274	0.0%	Not Yet Commenced
420754	Stormwater SCADA System Upgrades	12	130	0.0%	In Progress > 75%
424759	Utility Master Plan - STORM	-	410	0.0%	Not Yet Commenced
419761	Recycle Yard Upgrades	61	70	0.0%	In Progress > 75%
420761	Recycle Yard Upgrades	20	28	0.0%	In Progress 50-75%
423761	Recycle Yard Upgrades	-	30	0.0%	In Progress 0-50%
424762	Refuse Truck	-	410	0.0%	In Progress 0-50%
<b>Total Utilities</b>		<b>\$61,083</b>	<b>\$121,283</b>	<b>3.5%</b>	
		<b>\$61,083</b>	<b>\$121,283</b>	<b>3.5%</b>	

Number 4##XX - # denotes year of capital

\*Project  
project approval.

\*\*Note: Totals may not sum exactly due to rounding.

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 DECEMBER 31, 2024

IN THOUSANDS OF DOLLARS

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
O1 Stabilization Reserve	8,943	10,362	(4,316)	6,045
O3 Operating Program	4,843	8,082	(7,660)	422
O4 Risk Management Reserve	1,399	1,351	(85)	1,266
O5 Traffic Safety	105	98	7	105
O7 Children's Festival Reserve	61	61	-	61
O8 RCMP Contract Expense Reserve	1,907	1,197	710	1,907
O9 Safety Enhancement Reserve	640	502	(12)	490
O10 Election and Census Reserve	919	971	(137)	834
<b><u>Total Operating</u></b>	<b>18,817</b>	<b>22,623</b>	<b>(11,493)</b>	<b>11,130</b>
C1 Internal Financing Reserve	(2,415)	-2,855	441	(2,415)
C2 Major Recreational Lands & Facilities	5,528	5,402	(707)	4,694
C3 Offsite Levy Recoveries	23,739	25,700	(9,929)	15,772
C4 Lifecycle	54,166	43,195	(12,863)	30,332
C5 Municipal Land and Facilities Reserve	7,517	7,216	(2,961)	4,255
C6 Capital Funding	14,138	13,591	(8,870)	4,721
C7 Growth Stabilization Reserve	2,529	2,694	(2,146)	548
C7 Energy Efficiency Reserve	43	93	(50)	43
C7 CEIP Reserve	102	0	102	102
<b><u>Total Capital</u></b>	<b>105,346</b>	<b>95,035</b>	<b>36,984</b>	<b>58,051</b>
<b><u>Total Utilities</u></b>	<b>52,014</b>	<b>59,748</b>	<b>(61,712)</b>	<b>(1,964)</b>
OA1 Outside Agency Operating	112	103	9	112
OA2 Outside Agency Capital	50	50	-	50
<b><u>Total Outside Agency</u></b>	<b>162</b>	<b>153</b>	<b>9</b>	<b>162</b>
	<b>176,339</b>	<b>177,558</b>	<b>(110,180)</b>	<b>67,378</b>

\*\*Note: Totals may not sum exactly due to rounding.

## APPENDIX 4 GLOSSARY

TERM	DESCRIPTION
<b>Alberta Utilities Commission (AUC)</b>	The Alberta Utilities Commission is an independent, quasi-judicial agency of the Province. The AUC regulates the utilities sector, natural gas, and electricity markets to protect the social, economic, and environmental interests of Alberta.
<b>Capital Budget</b>	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure.
<b>City Debt Limit</b>	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.
<b>Debt Limit</b>	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
<b>Deficit</b>	Excess of expenditure over revenue.
<b>Expenditure</b>	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
<b>Forecast</b>	The projection of revenues and expenditures for current fiscal year.
<b>Function</b>	Part of the City's organizational structure.
<b>Liquidity Ratio</b>	Analyzes the ability to pay off liabilities. The City's minimum requirement is 1:1.
<b>Municipal Government Act (MGA)</b>	Provincial legislation that provides authority for municipal expenditure and revenue collection.
<b>Operating Budget</b>	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
<b>Partners in Injury Reduction (PIR)</b>	PIR is a voluntary program that operates through the combined efforts of WCB, the Government of Alberta, certifying partners, safety associations, employers and labour groups.
<b>Revenue</b>	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.
<b>Surplus</b>	The excess of revenues over expenditures.
<b>Utility</b>	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
<b>Uncommitted Balance</b>	The forecasted reserve dollar amount at year end which has not been committed to specific projects.

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**For More Information:**

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