



CITY OF ST. ALBERT

CORPORATE REPORT

QUARTER THREE

RELEASED
November 18, 2025

2025



About the Corporate Quarterly Report

The Corporate Quarterly report is produced four times a year to communicate progress made on the Council's 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 September 30, 2025.

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. The Strategic Plan will be reviewed and updated in Q1 2025.

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.

STRATEGIC PRIORITY: 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.

Initiatives	Progress Update	Est. Completion	Department
 1.1 Lakeview Business District Servicing, Design and Construction	Design for the Lakeview Business District Servicing continued through Q3 2025. Detailed designs for the roadways and underground utilities are being developed in alignment with the Lakeview Business District Neighbourhood Plan. Coordination with external agencies such as franchise utilities and CN Rail has begun, and environmental field assessments were completed. The engineering consultant will continue advancing the detailed design of the Lakeview Business District Servicing through Q4 2025, with the completion of the transportation and utility scope anticipated in 2026. Engagement with adjacent properties will occur once land requirements have been finalized. The overall project schedule anticipates preliminary and detailed engineering and right-of-way acquisition through Q3 2026, followed by tendering and construction from Q4 2026 to Q4 2030.	12/31/30	Engineering Services
 1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan	Neighbourhood Plan C, which includes the Lakeview Business District, received Council approval on June 3, 2025. Administration continues to work on Neighbourhood Plan A (Badger Lands), incorporating new information received in May 2025. This has required updates to the land use concept, development statistics, and Servicing Design Brief. Due to the complexity of the work, additional time is needed. Neighbourhood Plan A is now expected to be completed by the end of December 2025.	12/31/25	Planning & Development

Strategy

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

Initiatives	Progress Update	Est. Completion	Department
 1.8 Infill Strategy	The Infill Strategy will be advanced through initiatives connected to the Housing Accelerator Fund (HAF) Action Plan. This work will primarily occur through the Transit Corridor and Neighbourhood Intensification Strategy. Technical study work related to growth and servicing will continue. Public participation opportunities will take place in 2026.	12/30/26	• Planning & Development
 1.9 Lakeview Business District Investment Strategy	Phase 2 of the Lakeview Marketing Plan is nearing completion. The Development Acceleration Program has been launched, with applications opening in January 2026. Marketing efforts continue to ramp up through targeted advertising campaigns, the creation of a dedicated LinkedIn profile for Lakeview, and expanded outbound prospecting and business development initiatives. A new Investment Attraction Officer for Lakeview was hired to strengthen capacity and sustain momentum. The next phase will focus on transitioning to Stage 3 of the Lakeview Marketing Plan, maintaining engagement and interest through ongoing marketing and attraction activities.	12/30/25	• Economic Development

STRATEGIC PRIORITY: 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).
----------	--

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.
----------	---

Projects planned for advancing this strategy have been completed.

Strategy	Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown.
----------	--

Projects planned for advancing this strategy have been completed.

STRATEGIC PRIORITY: 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.
----------	--

Initiatives	Progress Update	Est. Completion	Department
3.1 Advance Mixed Market Housing Development	In July 2025, the Province announced that Homeland Housing would receive \$14.5 million in combined Provincial and Federal funding for the 22 St. Thomas Street project. Homeland Housing is awaiting approval of the remaining project financing through the Canada Mortgage and Housing Corporation (CMHC) Affordable Housing Fund, which has been fully expended. The federal government also announced an additional \$1.5 billion for projects in the existing application pipeline, pending fall budget approval. Homeland Housing’s previously approved 2024 CMHC financing application was conditional on Provincial funding, which was delayed beyond the required timeframe. The Development Permit application is pending final confirmation of specific development requirements. Administration will continue supporting Homeland Housing with government advocacy, coordination of development activities, and completion of conveyancing and municipal funding agreements.	12/31/25	Planning & Development

Strategy	Advance the planning for a community amenities site that is in alignment with the Recreation Facilities Needs Assessment.
----------	---

Projects planned for advancing this strategy have been completed.

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
 3.6 Reconciliation Action Plan	Internal work on crafting the Indigenous Relations Framework and Reconciliation Action Plan continued through Q3 2025. An engagement session was held with Indigenous Partners as part of the framework's development. The project remains on track for completion by the end of 2025.	11/30/25	Government/ Indigenous Relations & Environment

Strategy

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

Initiatives	Progress Update	Est. Completion	Department
 3.10 Inclusion, Diversity, Equity and Accessibility Strategy	Administration presented the Inclusion, Diversity, Equity and Accessibility (IDEA) Council Policy to the Standing Committee of the Whole on July 8, with a recommendation to rescind the Inclusive Hiring Council Policy upon approval of the new IDEA Council Policy. Council approved the Administration's recommendations on July 15, 2025. The IDEA Strategy Development Project is now complete and the Corporate Business Plan project to implement the approved IDEA Strategy (2025–2029) has been initiated.	9/30/25	Human Resources & Safety

STRATEGIC PRIORITY: 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.

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.

Development of the Resilient Infrastructure Long-Range Strategy is scheduled to start in 2026. Other planned projects for advancing this strategy have been completed.

STRATEGIC PRIORITY: 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.

Strategy

Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure, and support alternative service delivery.

Projects planned for advancing this strategy have been completed.

Strategy

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, and the implementation of the Internal Audit recommendations.

Initiatives	Summary for Council / EL Publication (Completed by Strategic Services)	End Date	Department
 5.8 Standardize Capital Project and Contract Management Procedures	The project's emphasis has shifted from contract management procedures to broader capital project management in alignment with the recommendations from the Capital Project Management Process Review conducted by the KPMG. Administration is preparing a project plan for implementation to ensure proper prioritization and sequencing of activities required to implement recommendations.	3/31/27	Engineering Services
 5.9 Mature Asset Management Program	The project has progressed with the update of the Asset Management Policy, including the completion of an internal engagement workshop and receipt of a draft report. The Enterprise Maintenance Management – Asset Management (EMM-AM) project officially kicked off in September. Progress has been made on preparing RASCI (Responsible, Accountable, Supportive, Consulted, Informed) charts outlining roles and responsibilities for the Asset Management Plans.	12/31/26	Engineering Services
 5.13 Extending Online Options for Building and Development Application Process	The vendor has been selected, the contract signed and implementation is underway for extending online application options. The project will be delivered in multiple stages, with the first stage focusing on enabling the submission and completion of a subset of applications and permits to meet Housing Accelerator Fund grant timelines for 2025.	6/30/26	Planning & Development
 5.14 Mature and Formalize Multi-Year Budgeting	The Administration presented the "What We Heard" report and recommendations to implement a 4-year capital multi-year budget (2027) and a 2-year operating multi-year budget (2029) to the Standing Committee of the Whole in September. While the Committee expressed support for the project's progress, request was made for additional details on how multi-year budgeting would function in practice before decision is made. Administration will now develop a detailed multi-year budget implementation plan for Council's consideration in 2026.	12/31/26	Financial & Strategic Services

Initiatives	Summary for Council / EL Publication (Completed by Strategic Services)	End Date	Department
 5.16 Enhance Records and Information Management Practices	The commercial scanner contract has been awarded and equipment manufacturing is underway with delivery timelines being finalized. Requirements for the Electronic Document and Records Management Software have been reviewed and evaluated, with recommendations being drafted for presentation to the Project Sponsor.	12/31/26	• Legal/Legislative/Record Services
 5.17 Procurement Audit Implementation - Phase 1 & 2	The Administration focused on completing recruitment to support the project. The team continued refining the process maps and training materials related to procurement processes.	3/31/26	• Financial & Strategic Services
 5.23 IASC Annual Audit Implementation	The consultants completed the final report which included recommendations for the City to continue strengthening and maturing its resource planning practices. Key recommendations included establishing a standardized tactical resource planning document across all departments, updating Council policy to better align with the Municipal Government Act and leading practices, transferring recruitment responsibilities for casual and temporary employees fully to the Human Resources and Safety department, and enhancing data integrity. The final report was presented to the Internal Audit Steering Committee, which directed Administration to share the report and recommendations with Council.	9/26/25	• Financial & Strategic Services

Strategy

Consider environmental, social and governance (ESG) opportunities and risks when making decisions.

Projects planned for advancing this strategy have been completed.

Initiatives Planned for Future Years

Strategic Priority	Initiatives	Start Date	Department
1. ECONOMIC PROSPERITY	 1.5 Integration of Annexed Lands into City Technical Plans and Studies	1/1/26	• Planning & Development
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	 4.5 Resilient Infrastructure Strategy	1/1/26	• Engineering Services
5. FINANCIAL SUSTAINABILITY	 5.10 Enhancement of Online Access to City Services	9/1/26	• Information Technology
5. FINANCIAL SUSTAINABILITY	 5.11 Customer Relationship Management Direction	1/1/26	• Information Technology
5. FINANCIAL SUSTAINABILITY	 5.12 Customer Relationship Management Implementation	1/1/27	• Information Technology
5. FINANCIAL SUSTAINABILITY	 5.19 Procurement Audit Implementation - Phase 3	1/1/27	• Financial & Strategic Services

Initiatives Previously Completed/Stopped During This Council Term

Strategic Priorities Grouping	Initiatives	Completed Date	Department
1. ECONOMIC PROSPERITY	✓ 1.3 Regional and Sub-Regional Economic Development	3/31/25	• Government/ Indigenous Relations & Environment
1. ECONOMIC PROSPERITY	✓ 1.4 Update of the Land Use Bylaw	3/31/25	• Planning & Development
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	4/30/24	• 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	✓ 3.4 Community Amenities Planning	3/31/25	• Recreation & Parks
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

Strategic Priorities Grouping	Initiatives	Completed Date	Department
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
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	✓ 5.4 Long-Term Debt Strategy	3/31/25	• Financial & Strategic Services
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

Table of Contents

Financial Summary	15
Municipal	
Operating Summary by Function	16
Municipal Capital Summary	20
Utility	
Operating Summary by Function	21
Utility Capital Summary	23
Investments	24
Reserves	25
Debt	25
Appendices	
Appendix 1: Municipal Capital Projects by Function	27
Appendix 2: Utility Capital Projects by Function	31
Appendix 3: Statement of Reserves	33
Appendix 4: Glossary	34

Financial Summary

The first nine months of 2025 resulted in a forecasted surplus of \$4.0 million or 2.8 percent of the municipal tax levy. While details of the surplus can be found in the *Municipal and Utility Operating Summary by Function* sections, the primary contributors to the surplus include savings in RCMP contract expenses, Natural gas, fuel costs, Insurance premiums, higher transit ridership and a one-time Low-Income Transit grant.

Municipal

Operating:

- \$156.3 million in revenue recognized, which is 69% of forecast.
- \$156.3 million has been spent, which is 70% of forecast.

Capital:

- There is a total of 159 municipal capital projects for 2025.
- To date, \$228.1 million has been spent out of a \$492.8 million cumulative budget.

Utility

Operating:

- \$41.8 million in revenue recognized, which is 76% of forecast.
- \$30.1 million has been spent, which is 77% of forecast.

Capital:

- There is a total of 55 utility capital projects for 2025.
- To date, \$65.1 million has been spent out of a \$130.1 million cumulative budget.

Investments

The City has \$313 million in cash and investments and has earned \$7.4 million in investment income to date.

Reserves

The balance is \$205.5 million, with a forecasted year-end uncommitted balance of \$56.9 million.

Debt

The City's outstanding debt is \$95.1 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT
MUNICIPAL OPERATING SUMMARY BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2025
IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	\$9	\$20	\$10	\$(9)
Executive Leadership	92	405	406	1
General Government	3,532	6,159	6,499	340
Community & Recreation Services	11,237	15,842	15,937	95
Emergency Services	6,556	8,878	9,413	535
Public Operations	11,258	14,281	14,904	624
Planning & Engineering	4,096	4,830	5,171	340
Corporate Financing	119,505	173,255	174,209	954
Total Revenue	\$156,286	\$223,668	\$226,547	\$2,879

Expenses				
Council	\$612	\$1,082	\$1,073	\$9
Executive Leadership	1,584	2,444	2,518	(74)
General Government	20,336	32,854	32,069	786
Community & Recreation Services	23,910	34,538	33,922	616
Emergency Services	29,220	46,776	45,662	1,114
Public Operations	37,138	51,518	50,621	897
Planning & Engineering	9,443	14,328	13,966	363
Corporate Financing	34,028	40,127	42,738	(2,612)
Total Expenses	\$156,271	\$223,668	\$222,569	\$(1,099)

Excess of Revenue over Expenses				
Council	\$(603)	\$(1,062)	\$(1,062)	\$0
Executive Leadership	(1,492)	(2,040)	(2,112)	(73)
General Government	(16,804)	(26,695)	(25,570)	1,125
Community & Recreation Services	(12,672)	(18,696)	(17,986)	711
Emergency Services	(22,664)	(37,898)	(36,250)	1,649
Public Operations	(25,880)	(37,238)	(35,717)	1,521
Planning & Engineering	(5,347)	(9,498)	(8,795)	703
Corporate Financing	85,477	133,128	131,470	(1,657)
Total Revenue Over Expenses	\$14	\$0	\$3,978	\$3,978

*Variance represents the difference between budget and forecast amounts.

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

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council - \$0 net change

- No anticipated variances.

Executive Leadership - \$73 thousand higher than budget.

Revenue – \$1 thousand higher than budget

- No significant variances.

Expense – \$74 thousand higher than budget

- \$98 thousand higher in salaries and benefits due to temporary position to support Emergency Management.

General Government - \$1,125 thousand lower than budget

Revenue – \$340 thousand higher than budget

- \$250 thousand higher in tax penalties due to higher volume in late tax payments.
- \$60 thousand higher in tax certificates due to increased real estate transactions.

Expense - \$786 thousand lower than budget

- \$291 thousand lower in insurance premiums due to savings from the new contract.
- \$191 thousand lower in salaries due to staff vacancies.
- \$160 thousand lower in professional services due to delays in the claims adjudication program expansion.
- \$55 thousand lower in training due to staff vacancies.
- \$66 thousand higher in contracted services due to an emergent IT network outage repair and maintenance, and increased cloud storage costs.

Community & Recreation Services - \$711 thousand lower than budget

Revenue – \$95 thousand higher than budget

- \$75 thousand higher in revenue to reflect slight increase in availability and rate increases for rentals at recreation facilities.

Expense - \$616 thousand lower than budget

- \$543 thousand lower in salaries due to staff vacancies.
- \$88 thousand lower in utility costs due to carbon tax elimination on natural gas offset by increase in water, wastewater & solid waste costs.

- \$74 thousand higher in facility operational costs (chemical and janitorial supplies) offset by decrease in contract counselling services costs.

Emergency Services - \$1,649 thousand lower than budget

Revenue – \$535 thousand higher than budget

- \$305 thousand higher in municipal fines due to increased traffic tickets and proactive traffic programming and volume.
- \$136 thousand higher in Ambulance contract revenue for annual inflationary adjustment.
- \$66 thousand higher in Ambulance billing due to demand and surge requests from Alberta Health Services.
- \$28 thousand higher in animal licenses due to increased dog license late fees and volume.

Expense - \$1,114 thousand lower than budget

- \$950 thousand lower in RCMP contract billing adjustments related to vacant positions in 2025.
- \$390 thousand lower due to staff vacancies and lack of casual employee availability within the policing branch of the emergency department.
- \$123 thousand higher due to contract costs for increased tickets, janitorial services and annual fire hall maintenance.
- \$117 thousand higher in uniform & equipment, office supplies costs and City owned equipment charges.

Public Operations - \$1,521 thousand lower than budget

Revenue – \$624 thousand higher than budget

- \$573 thousand higher in grant revenues for one-time Low-Income Transit operating grant.
- \$306 thousand higher in transit revenue with increased pass ridership.
- \$300 thousand lower in garage recoveries offset by internal charge decrease.

Expense – \$897 thousand lower than budget

- \$779 thousand lower in fuel costs due to carbon tax elimination and new diesel contract.
- \$300 thousand lower in equipment charges offset by garage recovery.
- \$123 thousand lower in sand, salt, gravel & chemicals due to favorable weather conditions.
- \$99 thousand lower in insurance premiums due to savings from the new contract.
- \$97 thousand lower in energy costs due to carbon tax elimination on natural gas.
- \$92 thousand lower in salaries due to vacancies.
- \$305 thousand higher in equipment & vehicle parts due to fleet with extended service life, inflation and increased vehicle mileage.

- \$278 thousand higher in contracted services for snow & ice removal due to spring weather, and new contract which incorporated inflation in equipment rental component and addition of Naki overflow clearing.

Planning & Engineering - \$703 thousand lower than budget

Revenue – \$340 thousand higher than budget

- \$140 thousand higher in development fees due to busy spring and fall.
- \$78 thousand higher in subdivision fees for new areas like Cherot.
- \$80 thousand higher in building permit revenues consistent with population growth.
- \$50 thousand higher in recovered costs for street lighting.

Expense – \$363 thousand lower than budget

- \$444 thousand lower in salaries due to vacancies.
- \$48 thousand higher in bank charges with increased credit card utilization.

Corporate Financing - \$1,657 thousand higher than budget

Revenue – \$954 thousand higher than budget

- \$600 thousand higher in interest income due to higher than budgeted rates.
- \$150 thousand higher in supplementary tax billing due to stronger growth projections.
- \$138 thousand higher in gas franchise fees received from ATCO due to growth.
- \$58 thousand higher in recovered costs related to credit card fees for taxation and utility payments.

Expense – \$2,612 thousand higher than budget

- \$1,850 thousand higher for estimated year end vacation liability, higher benefit costs, and application of vacancy allowance in contingency to offset salary savings.
- \$600 thousand higher in interest expense allocated to reserves and deferred revenue.
- \$85 thousand higher in bank charges due to increased credit card usage by residents.

Municipal Capital Summary

Budget vs. Actual Comparison

Table 1 illustrates that to date \$228.1 million has been spent out of a \$492.8 million cumulative budget, with:

- 152 projects on budget
- 6 projects under budget
- 1 project over budget

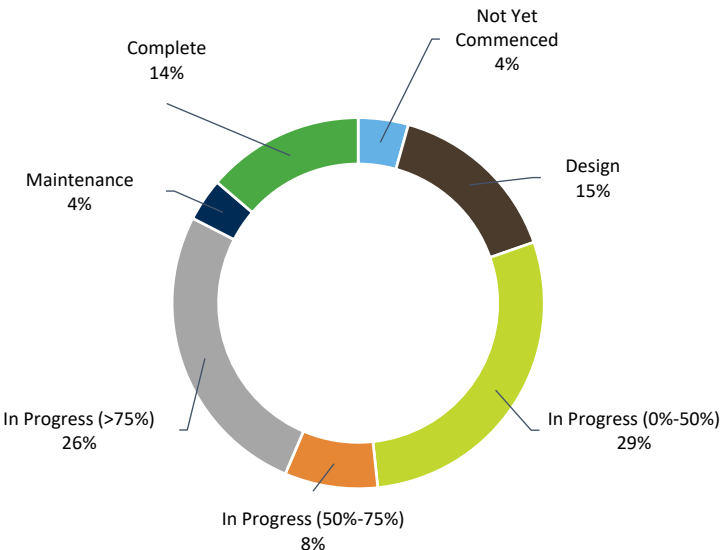
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2025	9,350	137,117	137,123	43
2024	25,288	91,171	91,171	48
2023	39,864	61,121	61,120	20
Prior	153,580	203,363	202,642	48
TOTAL	\$228,083	\$492,772	\$492,056	159

Project Status

Table 2: Progress Status

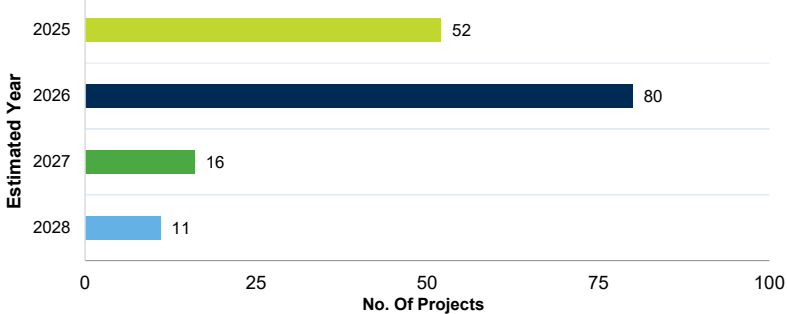
As shown in Table 2, 96% of the 159 projects are currently in progress or complete.



Project Completion

As the majority of the City’s projects are multi-year in nature, an estimated timeframe for when projects will be closed has been identified. Table 3 indicates that 52 projects will 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, 2025
IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	\$878	\$969	\$1,017	\$48
Water	13,563	17,342	17,543	201
Wastewater	15,492	20,402	20,437	35
Storm	5,337	7,050	7,050	0
Solid Waste Management	6,529	8,831	8,892	60
Total Revenue	\$41,798	\$54,594	\$54,939	\$345

Expenses				
Utility Finance	\$878	\$969	\$1,017	\$(48)
Water	9,460	11,564	11,764	(200)
Wastewater	12,874	16,585	16,673	(87)
Storm	1,549	2,064	2,093	(29)
Solid Waste Management	5,344	8,089	7,665	424
Total Expenses	\$30,106	\$39,271	\$39,211	\$60

Transfer to Reserve				
Water	\$4,063	\$5,778	\$5,779	\$(1)
Wastewater	2,617	3,817	3,765	52
Storm	3,788	4,986	4,957	29
Solid Waste Management	1,184	743	1,227	(484)
Total Transfer to Reserve	\$11,692	\$15,324	\$15,728	\$404

*Variance represents the difference between budget and forecast 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 - \$1 thousand higher than budget

Revenue – \$201 thousand higher than budget

- \$200 thousand higher in water connection fees due to increased development growth.

Expense – \$200 thousand higher than budget

- \$225 thousand higher in meter purchase and parts due to equipment end of life cycles.

Wastewater - \$52 thousand lower than budget

Revenue – \$35 thousand higher than budget

- No significant variances.

Expense – \$87 thousand higher than budget

- \$88 thousand higher in internal equipment charges.

Storm - \$29 thousand lower than budget

- No significant variances.

Solid Waste Management – \$484 thousand higher than budget

Revenue – \$60 thousand higher than budget

- \$31 thousand higher in refuse due to sticker enforcement on drop off and development growth.
- \$24 thousand higher in recycling flat rate charges due to development growth.

Expense - \$424 thousand lower than budget

- \$400 thousand lower in contracted services due to savings from the new contract.

Utility Capital Summary

Budget vs. Actual Comparison

Table 4 illustrates that to date, \$65.1 million has been spent out of a \$130.1 million cumulative budget, with all projects on budget.

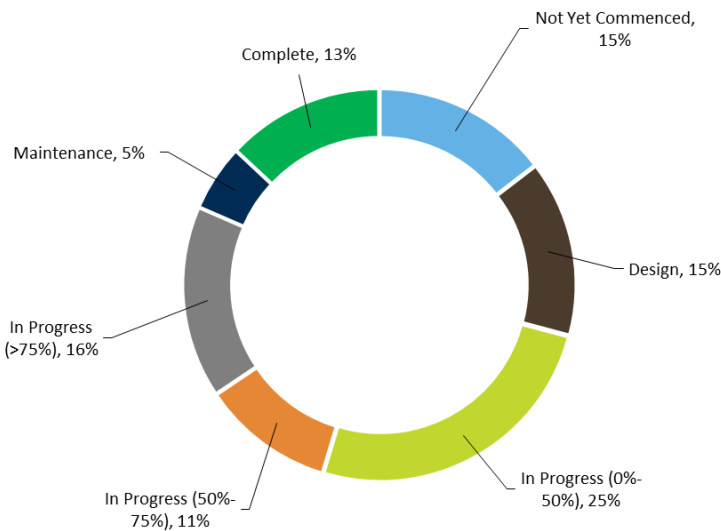
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2025	264	19,222	19,222	10
2024	4,966	22,399	22,406	14
2023	37,784	43,047	43,047	7
Prior	22,059	45,406	45,406	24
TOTAL	\$65,072	\$130,074	\$130,081	55

Project Status

As shown in Table 5, 85% of the 55 projects are currently in progress or complete.

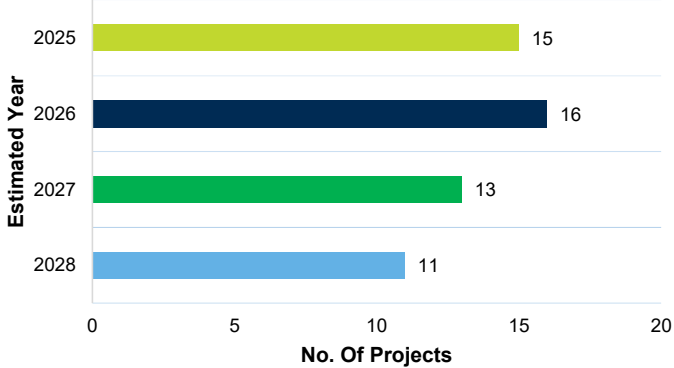
Table 5: Progress Status



Project Completion

As the majority of the City’s projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 6 indicates that 15 projects will be closed at the end of the year.

Table 6: Estimated Year of Closure



Investments

As of September 30th, 2025, the City has \$313 million cash and investments and earned \$7.4 million in investment income.

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

Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
Scotiabank	95,831	30.63%
RBC Commercial	5,771	1.84%
Servus	200	0.06%
NBC (CWB)	22,868	7.31%
BMO	76,782	24.54%
CIBC	96,305	30.78%
ATB	15,128	4.83%
Total	312,885	100.00%

in

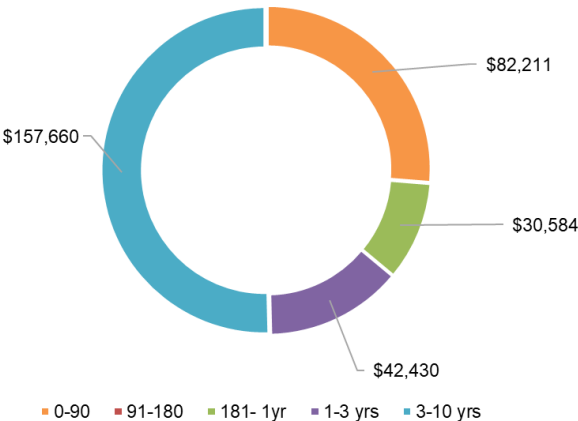
Capital Preservation

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 quarterly liquidity ratio was 1.19:1.00, 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 in line with the bond 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	3.54%	2.42%
	91-180	N/A	2.41%
	181- 1yr	4.95%	2.42%
	>1 - 3 yrs	5.72%	2.42% to 2.46%
Long Term Investments	>3 - 10 yrs	2.71%	2.46% to 3.20

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 September 30, 2025, is \$56.9 million, of which:

Table 10: Reserve Balances (In Thousands of Dollars) - Summary

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating	\$ 24,272	\$ 24,891	\$ 10,185	14,706
Capital	125,608	109,039	71,370	37,668
Utilities	55,492	52,958	48,582	4,377
Outside Agencies	171	162	9	171
TOTAL	\$ 205,542	\$ 187,050	\$ (130,146)	\$ 56,922

- 26% for property tax stabilization and contingency funding.
- 74% for replacement of existing equipment, infrastructure, and future capital projects.

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

Debt

The City uses debt as a financing tool to manage its financial position prudently and sustainably to balance the need for capital infrastructure and the City’s ability to pay for it.

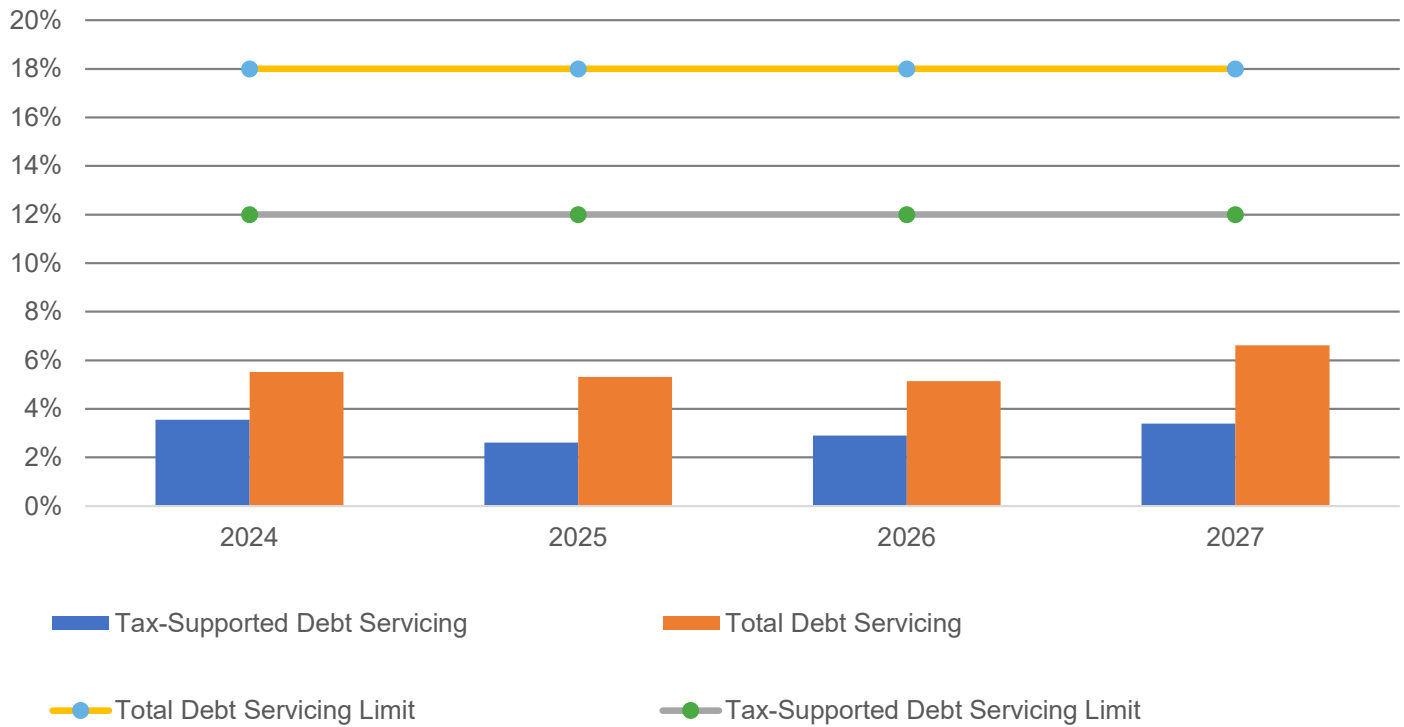
At September 30, 2025 the City has \$95.1 million debt outstanding. The debt relates to seven projects:

- Ray Gibbon Drive of \$29.6 million expiring in 2026, 2027, 2028, 2040, and 2041
- Range Road 260 of \$15.5 million expiring in 2041
- North St. Albert Trail of \$32.6 million expiring in 2033, 2040 and 2041
- North Interceptor Trunkline of \$7.0 million expiring in 2038
- Villeneuve Road of \$4.3 million expiring in 2033
- Fountain Park of \$3.6 million expiring in 2034
- CEIP Loan of \$2.5 million expiring in 2047

Additionally, Council has approved \$131 million in debenture funding for projects that are expected to be drawn upon in future years.

Under the Municipal Government Act (MGA) the City shall adhere to a debt limit of 1.5 times the City’s revenue. In addition, the City of St. Albert’s Debt Management Policy, C-FS-03, stipulates that the City shall adhere to an internal debt limit of 85 per cent of the MGA limit as well as internal debt servicing limits to support financial sustainability. The debt servicing limits are set at 18 per cent of the City’s operating budget for total debt servicing and 12 per cent of the City’s operating budget for tax-supported debt servicing. As illustrated in the table below, the City’s debt servicing payments are considerably lower than the municipal and internal limits.

Table 11: Debt Servicing as a Percentage of Total Budget



APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2025
 IN THOUSANDS OF DOLLARS

		Project To Date	Project Budget	Forecast	Variance (	Project Status
General Government						
423433	Contaminated Sites Remediation	-	30	30	0.0%	In Progress 0-50%
424433	Contaminated Sites Remediation	-	30	30	0.0%	In Progress 0-50%
421419	Energy Efficiency Replace Prgm	324	331	331	0.0%	In Progress > 75%
423419	Energy Efficiency Replace Prgm	6	131	131	0.0%	In Progress 0-50%
425419	Energy Efficiency Replace Prgm	-	131	131	0.0%	Not Yet Commenced
419427	Smart Facility Monitoring	-	30	30	0.0%	In Progress 0-50%
421427	Smart Facility Monitoring	-	81	81	0.0%	In Progress 0-50%
425509	Council Chambers & DCB AV Replace	-	293	293	0.0%	In Progress 0-50%
422506	Enterprise Asset Mgmt	693	6,508	6,508	0.0%	In Progress 0-50%
415508	Financial System Software	300	300	300	0.0%	Complete
416508	HRIS System Software	1,226	1,388	1,388	0.0%	In Progress > 75%
423501	IT Lifecycle Prgm	750	750	750	0.0%	Complete
424501	IT Lifecycle Prgm	572	750	750	0.0%	In Progress > 75%
425501	IT Lifecycle Prgm	-	750	750	0.0%	Not Yet Commenced
425502	IT Office Automation	38	50	50	0.0%	In Progress > 75%
424504	Municipal Area Network Expansion	379	390	390	0.0%	Maintenance
422507	Next Gen 911 System Replace	455	1,194	1,194	0.0%	In Progress 0-50%
420503	Non-Emergency Radio System Replace	730	1,075	1,075	0.0%	In Progress > 75%
415505	Commercial Scanner Acquisition	5	57	57	0.0%	In Progress > 75%
Total General Government		\$5,476	\$14,270	\$14,270	0.0%	
Community & Recreation Services						
424340	Arden Theatre Lifecycle Prgm	-	33	33	0.0%	In Progress > 75%
425340	Arden Theatre Lifecycle Prgm	-	179	179	0.0%	In Progress > 75%
424317	Founders Walk Ph 3	-	210	210	0.0%	In Design
425317	Founders Walk Ph 3	-	264	264	0.0%	In Design
424320	Visual Arts Studio Lifecycle Prgm	44	50	50	0.0%	In Progress > 75%
425320	Visual Arts Studio Lifecycle Prgm	-	56	56	0.0%	In Progress > 75%
422361	ACA Rec Hub Funding	500	1,500	1,500	0.0%	In Design
423302	Aquatics Lifecycle Prgm	273	274	273	0.4%	Complete
424302	Aquatics Lifecycle Prgm	178	210	210	0.0%	In Progress > 75%
425302	Aquatics Lifecycle Prgm	76	156	156	0.0%	In Progress 0-50%
425314	Community Amenities Site Design	-	4,490	4,490	0.0%	In Design
422314	Community Amenities Site Planning	340	1,000	390	61.0%	Complete
422360	Community Capital Grant Prgm	447	467	467	0.0%	In Progress > 75%
424360	Community Capital Grant Prgm	60	250	250	0.0%	In Progress 0-50%
425360	Community Capital Grant Prgm	-	265	265	0.0%	In Progress 0-50%
424311	Dog Friendly Park Development	1	249	249	0.0%	In Design
422306	Kingswood Park Disc Golf Course	147	148	147	0.9%	Complete
424308	Lacombe Lake Dog Park Remediation	177	190	190	0.0%	Maintenance
424319	Langholm Park Disc Golf	64	94	94	0.0%	In Progress 50-75%
422312	Neighborhood Park Development	703	703	703	0.0%	Complete
424312	Neighborhood Park Development	29	258	258	0.0%	In Progress 0-50%
425312	Neighborhood Park Development	660	1,990	1,990	0.0%	In Progress 0-50%
424315	Oakmont Trail Ph 2	804	2,959	2,959	0.0%	In Progress 0-50%
423308	Off Leash Area Enhancements	154	200	200	0.0%	In Progress > 75%
419310	Park Signage Prgm	194	297	297	0.0%	In Progress > 75%
424307	Parks & Outdoor Recreation Amenities	136	200	200	0.0%	In Progress 50-75%
425307	Parks & Outdoor Recreation Amenities	68	544	544	0.0%	In Progress 0-50%
421313	RWP Meadow view - Construction	3,095	3,156	3,156	0.0%	Complete

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

		Project To Date	Project Budget	Forecast	Variance (%)	Project Status
422313	RWP Meadow view - Construction	311	368	368	0.0%	In Progress > 75%
425313	RWP Meadow view - Construction	1,103	4,718	4,718	0.0%	In Progress 0-50%
422301	Servus Lifecycle Prgm	822	823	823	0.0%	Complete
423301	Servus Lifecycle Prgm	932	970	970	0.0%	In Progress > 75%
424301	Servus Lifecycle Prgm	574	965	965	0.0%	In Progress 50-75%
425301	Servus Lifecycle Prgm	283	1,015	1,015	0.0%	In Progress 0-50%
Total Community & Recreation Services		\$12,173	\$29,247	\$28,634	2.1%	
Emergency Services						
423330	Emergency Equip Replace Plan	279	279	279	0.0%	Complete
424330	Emergency Equip Replace Plan	167	178	178	0.0%	In Progress > 75%
425330	Emergency Equip Replace Plan	81	209	209	0.0%	In Progress 0-50%
422337	Fire #1 & NABI - Decommission	452	507	507	0.0%	In Progress > 75%
420331	Fire #1 - Construction	13,983	14,100	14,100	0.0%	In Progress > 75%
420332	Fire #4	2,604	19,341	19,341	0.0%	In Design
420333	Fire #4 Fire Engine	-	1,541	1,541	0.0%	Not Yet Commenced
420334	Fire Aerial Apparatus	3,188	3,470	3,470	0.0%	In Progress > 75%
420335	Fire Tanker Vehicle	777	779	777	0.3%	Complete
425339	MES Bike Patrol	2	12	12	0.0%	In Progress 50-75%
424335	Municipal Enforcement Vehicle	89	158	158	0.0%	In Progress > 75%
422334	Policing Bldg Accommodations	1,972	6,710	6,710	0.0%	In Progress 0-50%
424334	Policing Services Bldg Feasibility Study	-	150	150	0.0%	Complete
Total Emergency Services		\$23,592	\$47,432	\$47,430	0.0%	
Public Operations						
412420	Campbell Road Park & Ride	22,799	23,216	23,216	0.0%	Complete
425808	Council Chamber Bench Renewal	30	105	111	-5.9%	In Progress 50-75%
423807	Municipal Facilities - Repairs & Renewal	10,480	10,480	10,480	0.0%	Complete
424807	Municipal Facilities - Repairs & Renewal	5,666	12,800	12,800	0.0%	In Progress 0-50%
425807	Municipal Facilities - Repairs & Renewal	693	6,000	6,000	0.0%	In Progress 0-50%
422801	PW Mobile Equip Replace Plan	1,569	2,405	2,405	0.0%	In Progress 50-75%
423801	PW Mobile Equip Replace Plan	3,348	3,871	3,871	0.0%	In Progress > 75%
424801	PW Mobile Equip Replace Plan	1,771	4,499	4,499	0.0%	In Progress 0-50%
425801	PW Mobile Equip Replace Plan	1,376	5,401	5,401	0.0%	In Progress 0-50%
424808	SAP Exterior LED Lights	109	250	250	0.0%	Maintenance
424806	Shop & Yard Equip Replace	34	40	40	0.0%	In Progress > 75%
425806	Shop & Yard Equip Replace	-	55	55	0.0%	In Progress 0-50%
422350	Transit Bus Lifecycle Prgm	252	265	265	0.0%	In Progress > 75%
423350	Transit Bus Lifecycle Prgm	585	809	809	0.0%	In Progress 50-75%
424350	Transit Bus Lifecycle Prgm	-	280	280	0.0%	Not Yet Commenced
425350	Transit Bus Lifecycle Prgm	118	10,516	10,516	0.0%	In Progress 0-50%
424803	Transit Garage (Liggett Place) Expansion	595	635	635	0.0%	In Progress 0-50%
425803	Transit Garage (Liggett Place) Expansion	3,221	12,855	12,855	0.0%	In Progress 0-50%
424351	Transit Growth Buses	1,784	1,834	1,834	0.0%	In Progress > 75%
414804	Transit Smart Fare & Smart Bus	3,670	3,992	3,992	0.0%	In Progress > 75%
425809	Transit Waiting Shelters	-	74	74	0.0%	Not Yet Commenced
423814	Truck plow with sander	-	400	400	0.0%	In Progress 0-50%
Total Public Operations		\$58,101	\$100,781	\$100,787	0.0%	

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

		Project To Date	Project Budget	Forecast	Variance (	Project Status
Planning & Engineering						
424409	Active Transport Plan	510	510	510	0.0%	Complete
425409	Active Transportation	21	595	595	0.0%	In Progress > 75%
423401	Arterial Rehab Prgm	758	1,636	1,636	0.0%	In Progress 0-50%
424401	Arterial Rehab Prgm	1,290	1,636	1,636	0.0%	In Progress > 75%
425401	Arterial Rehab Prgm	21	1,636	1,636	0.0%	In Progress 0-50%
419411	Back Lanes Prgm	782	1,350	1,350	0.0%	In Design
422411	Back Lanes Prgm	55	710	710	0.0%	In Design
420414	Barrier Wall Study & Replace	3,195	3,768	3,768	0.0%	Maintenance
424413	Bridge Prgm	627	628	628	0.0%	Complete
425413	Bridge Prgm	-	755	755	0.0%	In Design
419415	Buildings Lifecycle Prgm	233	235	233	1.0%	Complete
423426	Capital Projects Maintenance	56	200	200	0.0%	In Progress 0-50%
424402	Collector Roadw ay Prgm	885	1,235	1,235	0.0%	In Progress 0-50%
425402	Collector Roadw ay Prgm	-	1,235	1,235	0.0%	In Progress 0-50%
419423	Fow ler Way	5,081	6,660	6,660	0.0%	In Design
423423	Fow ler Way	-	4,400	4,400	0.0%	In Design
422410	Intersection Improvements	301	500	500	0.0%	In Progress 50-75%
423410	Intersection Improvements	99	100	100	0.0%	In Progress > 75%
425436	Lakeview Business District Servicing	0	62,700	62,700	0.0%	In Design
424403	Local Roadw ay Prgm	1,436	1,680	1,680	0.0%	In Progress 50-75%
425403	Local Roadw ay Prgm	-	1,680	1,680	0.0%	In Progress 0-50%
424425	Meadow view Lane & Rail Crossing	172	340	340	0.0%	In Design
424423	Mobility Choices Strategy	218	1,000	1,000	0.0%	In Design
424406	Multi-Use Trail Rehab Prgm	66	275	275	0.0%	In Progress > 75%
425406	Multi-Use Trail Rehab Prgm	18	275	275	0.0%	In Design
419421	N SA Trail Corridor Mgmt Implement	23,835	26,500	26,500	0.0%	Maintenance
424416	Neighborhood Traffic Calming	252	363	363	0.0%	In Progress 0-50%
425416	Neighborhood Traffic Calming	-	483	483	0.0%	Not Yet Commenced
416418	Noise Attenuation Data Collection	127	200	200	0.0%	In Progress > 75%
423414	North St. Albert Trail Improvements	12,442	16,220	16,220	0.0%	In Progress > 75%
419404	Paved Parking Lot Prgm	134	165	165	0.0%	In Progress > 75%
423404	Paved Parking Lot Prgm	575	611	611	0.0%	In Progress > 75%
424404	Paved Parking Lot Prgm	53	750	750	0.0%	In Progress 0-50%
425404	Paved Parking Lot Prgm	27	150	150	0.0%	In Progress 0-50%
425405	Permanent Line Marking Rehab	119	225	225	0.0%	In Progress > 75%
424430	Ray Gibbon Drive Ph 3 & 4	3,030	44,382	44,382	0.0%	In Progress 0-50%
420424	Ray Gibbon Improvements	28,500	28,715	28,715	0.0%	Maintenance
422412	Roadw ay Rehab Prgm	2,092	2,457	2,457	0.0%	In Progress > 75%
423412	Roadw ay Rehab Prgm	2,412	2,477	2,477	0.0%	In Progress 50-75%
424412	Roadw ay Rehab Prgm	733	2,457	2,457	0.0%	In Progress 0-50%
425412	Roadw ay Rehab Prgm	578	2,301	2,301	0.0%	In Progress 50-75%
421420	RR260 - Community Amenities & Lakeview Srvc	22,081	29,773	29,773	0.0%	In Progress 50-75%
423420	RR260-Road Construction	227	227	227	0.0%	Complete
424407	Sidew alk Prgm	480	1,000	1,000	0.0%	In Progress 0-50%
425407	Sidew alk Prgm	47	525	525	0.0%	In Progress 0-50%
424411	St Anne Street Backlanes Improvements	133	1,540	1,540	0.0%	In Design
425437	St. Albert Botanic Park Parking Lot Paving	-	100	100	0.0%	In Design
424417	Traffic Signal Maintenance	490	490	490	0.0%	Complete
425417	Traffic Signal Maintenance	218	565	565	0.0%	In Progress 0-50%

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

		Project To Date	Project Budget	Forecast	Variance (	Project Status
424422	Transportation Network Improvements	281	330	330	0.0%	In Progress > 75%
425422	Transportation Network Improvements	12	150	150	0.0%	In Design
424424	Transportation Network: Prelim Eng	533	559	559	0.0%	In Progress > 75%
425424	Transportation Network: Prelim Eng	10	650	650	0.0%	In Progress 0-50%
424421	Transportation Secondary Infrastructure Mgmt	79	141	141	0.0%	In Design
425421	Transportation Secondary Infrastructure Mgmt	-	141	141	0.0%	In Design
424408	Transportation Systems Mgmt	688	688	688	0.0%	Complete
425408	Transportation Systems Mgmt	482	682	682	0.0%	In Progress > 75%
422418	Villeneuve Rd Rebuild	4,059	4,097	4,097	0.0%	Complete
423418	Villeneuve Rd Rebuild	6,488	17,057	17,057	0.0%	In Progress 50-75%
419425	Accessibility Initiatives	51	300	300	0.0%	In Progress 0-50%
424427	Affordable & Accessible Housing Options	-	113	113	0.0%	In Progress 0-50%
425429	Badger Land Study	-	330	330	0.0%	Not Yet Commenced
422427	DARF Project Prioritization	60	165	60	63.5%	Complete
424434	Habitat for Humanity Funding	100	100	100	0.0%	Complete
424435	Homeland Housing Supports	-	2,845	2,845	0.0%	In Design
425438	Housing Accelerator Fund	49	11,813	11,813	0.0%	In Progress 0-50%
422429	Lakeview /Badger Lands ASP	229	250	250	0.0%	In Progress > 75%
421428	Land Use Bylaw Update	309	466	466	0.0%	In Progress > 75%
422428	Mature Neighbourhood Revitalization Strat	-	208	208	0.0%	In Design
418425	Municipal Development Plan	902	1,094	1,094	0.0%	In Progress > 75%
424428	Permitting Software Modernization	-	450	450	0.0%	In Design
Total Planning & Engineering		\$128,740	\$301,042	\$300,935	0.0%	
		\$228,083	\$492,772	\$492,056	0.1%	

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING SEPTEMBER 30, 2025

In Thousands of Dollars

		Project	Project	Forecast	Variance	Project Status
Utilities		To Date	Budget			
423738	North Reservoir & Pumphouse	-	1,890	1,890	0.0%	Not Yet Commenced
421737	Pump Station & Reservoir Rehab Prgm	200	200	200	0.0%	Complete
422737	Pump Station & Reservoir Rehab Prgm	1,174	1,850	1,850	0.0%	In Progress 50-75%
423737	Pump Station & Reservoir Rehab Prgm	31,885	33,383	33,383	0.0%	In Progress > 75%
424737	Pump Station & Reservoir Rehab Prgm	941	4,923	4,923	0.0%	In Progress 0-50%
424739	Utility Master Plan - WATER	0	410	410	0.0%	Not Yet Commenced
425732	Water Distribution RMR Prgm	-	4,048	4,048	0.0%	Not Yet Commenced
421730	Water Network LOS	2,327	2,440	2,440	0.0%	Maintenance
422730	Water Network LOS	1,361	4,488	4,488	0.0%	In Progress 0-50%
423730	Water Network LOS	1,528	1,840	1,840	0.0%	In Progress 50-75%
424730	Water Network LOS	1,743	2,142	2,142	0.0%	In Progress > 75%
425731	Water Operational Asset RMR Prgm	-	621	621	0.0%	Not Yet Commenced
422735	Water System Infrastructure Rehab	540	541	541	0.0%	Complete
423735	Water System Infrastructure Rehab	298	563	563	0.0%	In Progress 50-75%
424735	Water System Infrastructure Rehab	577	591	591	0.0%	In Progress 0-50%
425748	Jensen Lakes Non-Potable Truckfill	-	124	124	0.0%	In Progress 0-50%
422747	NE Servicing Projects	1,451	2,000	2,000	0.0%	In Progress 50-75%
424749	Utility Master Plan - WASTWT	-	410	410	0.0%	Not Yet Commenced
425742	WASTWT Collection RMR Prgm	3	3,474	3,474	0.0%	In Progress 0-50%
422740	WASTWT Collection System LOS	3,006	3,114	3,114	0.0%	In Progress > 75%
424740	WASTWT Collection System LOS	399	1,737	1,737	0.0%	In Progress > 75%
424746	WASTWT Household Service Replace Prgm	529	563	563	0.0%	In Progress > 75%
425746	WASTWT Household Service Replace Prgm	219	576	576	0.0%	In Progress 50-75%
425743	WASTWT Lift Station RMR Prgm	35	2,840	2,840	0.0%	In Progress 0-50%
421741	WASTWT Main Replace	680	688	688	0.0%	In Design
422741	WASTWT Main Replace	588	702	702	0.0%	In Progress > 75%
423741	WASTWT Main Replace	2,283	2,283	2,283	0.0%	Complete
424741	WASTWT Main Replace	68	1,078	1,078	0.0%	In Design
425745	WASTWT Operational Asset RMR Prgm	8	309	309	0.0%	In Design
421745	WASTWT Rehab Prgm	131	268	268	0.0%	In Progress 0-50%
424745	WASTWT Rehab Prgm	115	290	290	0.0%	In Progress 0-50%
420747	WASTWT SCADA System Upgrades	782	950	950	0.0%	In Progress 50-75%
416457	Beaudry Place Storm Drainage Upgrade	698	750	750	0.0%	Maintenance
425756	Carrot Creek Erosion Protection	-	4,030	4,030	0.0%	In Progress 0-50%
420753	Sediment & Erosion Control	1,195	1,715	1,715	0.0%	In Progress > 75%
421753	Sediment & Erosion Control	385	1,616	1,616	0.0%	In Design
423753	Sediment & Erosion Control	1,763	3,059	3,059	0.0%	In Progress > 75%
424753	Sediment & Erosion Control	43	5,274	5,274	0.0%	In Design
425755	STORM Collection & Operational Asset RMR Prgm	-	3,168	3,168	0.0%	Not Yet Commenced
418851	STORM Infrastructure Rehab	1,590	1,922	1,922	0.0%	In Progress > 75%
420751	STORM Infrastructure Rehab	1,475	1,560	1,560	0.0%	Maintenance
421751	STORM Infrastructure Rehab	98	3,105	3,105	0.0%	In Design
422751	STORM Infrastructure Rehab	12	2,075	2,075	0.0%	In Design
424751	STORM Infrastructure Rehab	135	2,064	2,064	0.0%	In Progress 0-50%
419752	STORM Mgmt LOS	1,145	3,740	3,740	0.0%	In Progress 0-50%
420752	STORM Mgmt LOS	549	1,915	1,915	0.0%	In Progress 0-50%
421752	STORM Mgmt LOS	2,562	9,540	9,540	0.0%	In Design
424752	STORM Mgmt LOS	-	2,098	2,098	0.0%	Not Yet Commenced

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
420754	Stormwater SCADA System Upgrades	12	130	130	0.0%	In Progress 0-50%
424759	Utility Master Plan - STORM	-	410	410	0.0%	Not Yet Commenced
419761	Recycle Yard Upgrades	70	70	70	0.0%	Complete
420761	Recycle Yard Upgrades	27	28	28	0.0%	Complete
423761	Recycle Yard Upgrades	27	30	30	0.0%	Complete
425761	Recycling Depot Upgrades	-	33	33	0.0%	In Progress 0-50%
424762	Refuse Truck	417	410	417	-1.7%	Complete
Total Utilities		\$65,072	\$130,074	\$130,081	0.0%	
		\$65,072	\$130,074	\$130,081	0.0%	

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

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

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

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

APPENDIX 3 – STATEMENT OF RESERVES

FOR THE PERIOD ENDING SEPTEMBER 30, 2025

In Thousands of Dollars

	Ending Balance	Opening Balance	Adjustments	Forecasted uncommitted Balance
	\$	\$	\$	\$
O1 Stabilization	14,986	15,027	(5,362)	9,665
O2 Operating Program	3,822	4,833	4,309	523
O3 Risk Management	1,396	1,399	(133)	1,266
O4 Traffic Safety	107	105	2	107
O5 Children's Festival Fund	61	61	-	61
O6 RCMP Contract Expense Reserve	1,907	1,907	-	1,907
O7 Safety Enhancement Program	864	640	(52)	588
O8 Election and Census Reserve	1,128	919	(331)	589
Total Operating	24,272	24,891	10,185	14,706
C1 Internal Financing	(1,974)	(2,415)	441	(1,974)
C2 Land & Facilities Reserve	14,337	14,937	5,513	9,424
C3 Off-site levy recovery fund (OLRF)	27,558	23,739	18,508	5,231
C4 Lifecycle	60,600	54,143	32,167	21,976
C5 Capital Funding	21,747	15,954	(13,641)	2,313
C6 Growth Stabilization	3,189	2,529	(1,982)	548
C7 Energy Efficiency	151	151	-	151
Total Capital	125,608	109,039	71,370	37,668
Total Utilities	55,492	52,958	48,582	4,377
OA1 Outside Agency Operating	121	112	9	121
OA2 Outside Agency Capital	50	50	-	50
Total Outside Agency	171	162	9	171
	205,542	187,050	(130,146)	56,922

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

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

Phone: 780-459-1500

www.stalbert.ca
