



# CITY OF ST. ALBERT CORPORATE REPORT QUARTER ONE 2019

Released June 24, 2019

## ABOUT THIS REPORT

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

There are two parts within this report:

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

### **About the City of St. Albert Council Strategic Plan**

On March 4, 2019, St. Albert City Council approved their 2019-2022 Council Strategic Plan. The priorities identified within the Strategic Plan were chosen during a two-day strategic planning retreat in January 2018 and reaffirmed by Council in 2019. Through discussion of individual councillor's visions and goals for the future, commonalities were found to create one collective long-term vision. The Strategic Plan represents the connections between council members varying perspectives and highlights the common goals in service to the community.

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

### **About the City of St. Albert Corporate Business Plan**

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

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# Strategic Initiatives Reporting

Quarter One

## COUNCIL STRATEGIC PRIORITY #1:

Priority	Growth policy framework: develop a robust policy framework to guide growth.
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The following initiatives have been included in Corporate Business Plan to help achieve this priority:

INITIATIVE 1.1: <b>Complete revision of the Municipal Development Plan</b>			
Status	On Track	Expected Completion	Q2 2020
Progress Update	<p>The project is advancing through Phase 2, which has been about exploring goals and three different growth scenarios. Following internal reviews and revisions, these emerging goals and growth scenarios were presented to the community for input through a variety of sessions. To date, these have included:</p> <ul style="list-style-type: none"><li>- An open house;</li><li>- Developer/builder roundtable;</li><li>- Intermunicipal meeting;</li><li>- Project Champions meeting (representatives from key City committees and stakeholder groups);</li><li>- Chamber of Commerce Governance Committee meeting</li><li>- Pop-up engagement at various events and locations.</li></ul> <p>In addition, a questionnaire has been launched to gather further community input during this phase of the project.</p> <p>Next steps include completing Phase 2 and transitioning into Phase 3 (Developing and Refining Policies), which will include developing the following:</p> <ul style="list-style-type: none"><li>- A growth strategy and related goals and objectives;</li><li>- A framework for the new MDP document;</li><li>- Policies.</li></ul> <p>Council will continue to be updated as the project progresses.</p>		

**INITIATIVE 1.2:****Complete negotiations for Sturgeon County annexation and provide recommendations on other boundary relationships.**

Status	On Track	Expected Completion	Q3 2020
Progress Update	<p>This project contains two distinct components:</p> <p><u><a href="#">1.2.a City of St. Albert Annexation of Sturgeon County Land</a></u></p> <p>Draft technical studies were received to help determine recommended annexation area.</p> <p>Next steps include finalizing the growth management study and supporting technical studies. The City will commence detailed financial impact assessment based on the growth management study.</p> <p>There is an upcoming Negotiating Committee meeting scheduled for June 14.</p> <p><u><a href="#">1.2.b City of St. Albert Annexation of City of Edmonton Land</a></u></p> <p>A draft financial impact assessment completed. The City continues to discuss the proposed Edmonton annexation with the City of Edmonton.</p>		

**INITIATIVE 1.3:****Investigate and recommend alternative solutions to improve the competitiveness of development costs in St. Albert.**

Status	On Track	Expected Completion	Q2 2019
Progress Update	<p>A tender process is being undertaken to hire consultants to complete some of this work. The City is currently waiting for bids to be submitted to award the contract. Bids are expected by April 18, 2019.</p> <p>The final report from the consultants will be received by June 2019 and the final project report will be finalized by July 2019.</p>		

**INITIATIVE 1.4:****Develop a value proposition (inclusive of all City offerings) to attract businesses, resident and other institutions to St. Albert.**

Status	NEW	Expected Completion	Q2 2020
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## COUNCIL STRATEGIC PRIORITY #2:

### Priority

Economic Development: Enhance business/commercial growth.

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

#### INITIATIVE 2.1:

**Enable an approved Area Structure Plan (ASP) for the Lakeview and Badger Lands considering alternate servicing options and equitable return for the City of St. Albert.**

Status	On Track	Expected Completion	Q4 2020
Progress Update	City staff met to discuss the project management of this project. A project manager was identified for the first phase. This includes the development of an Invitation to Tender (ITT) to hire a consultant to provide technical studies to inform the development of the Area Structure Plans. Next steps including developing the ITT.		

#### INITIATIVE 2.2:

**Develop and recommend Green Tape 2.0 initiatives to enable increased growth, investment, and commerce in St. Albert, focusing on a strong collaborative model.**

Status	Off Track	Expected Completion	Q3 2019
Progress Update	<p>There has been little to no progress as we are waiting on some of the results of 1.3 Development Competitiveness. As that project had been delayed, it has delayed this project. We are still working with the other groups on creating the baseline for the development process and ensuring that projects 1.3, 2.2 and A4.3 Business Processes are inline and create a consistent message.</p> <p>Next steps include setting up an internal workshop to help identify areas that can be improved within the City's development processes. Input and results from Initiative 1.3. (Development Competitiveness) are required to compile the results into a presentation for this initiative.</p>		

<b>INITIATIVE 2.3:</b> <b>Develop catalyst strategies for new business opportunities within the community.</b>			
Status	At Risk	Expected Completion	Q2 2019
Progress Update	A consultant has been hired to undertake this work and the work has now begun. A final report is scheduled to be delivered by June 2019.		
<b>INITIATIVE 2.4:</b> <b>Adopt a broader economic sustainability platform to develop commerce retention and resiliency strategies.</b>			
Status	NEW	Expected Completion	Q2 2020
<b>INITIATIVE 2.5:</b> <b>Develop and implement strategies for non-traditional economic development activities.</b>			
Status	NEW	Expected Completion	Q4 2019
<b>INITIATIVE 2.6:</b> <b>Develop strategies to enable entrepreneurial ventures and groups.</b>			
Status	NEW	Expected Completion	Q4 2019
<b>INITIATIVE 2.7:</b> <b>Encourage and support completion and approval of third-party led ASPs in growth areas.</b>			
Status	NEW	Expected Completion	TBD

## COUNCIL STRATEGIC PRIORITY #3:

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

<b>INITIATIVE 3.1: Recommend short-, medium-, and long-term options to improve the service level of Ray Gibbon Drive.</b>			
Status	Completed	Completed	Q1 2019
Progress Update			An agreement was drafted and signed by the Province of Alberta and City of St. Albert for funding of widening of Ray Gibbon Drive over the next 10 years. A joint, public announcement was made in February. Next steps include moving forward on the implementation of scheduled Ray Gibbon Drive improvements. This progress will be reported through Initiative 3.12 (Steward the construction schedule, mitigating the associated risks, for the four phases of twinning Ray Gibbon Drive, in its entirety to 2029, to an arterial standard).
<b>INITIATIVE 3.4: Continue to pursue an integrated Regional Transit Commission.</b>			
Status	On Track	Expected Completion	Q4 2019
Progress Update			In the first quarter of 2019, the Regional Transit Services Commission Transition Team has held three meetings, and has hired the consulting firm, Ernst & Young (EY) to help the team complete Phase 2 of the project, leading up to the creation of a Commission. Councillor Brodhead was elected Chair of the group at the February meeting. A broad cross-section of St. Albert Administration continues to support this initiative behind the scenes, with representation from Transit, Legislative Services, and the CAO's Office. The Transition Team will continue to meet monthly, and St. Albert Administration will continue to support Chair Brodhead and EY in compiling information for the Transition Team. The next Transition Team meetings are to be held on April 25, May 23, and June 20.

**INITIATIVE 3.5:****Complete the Campbell Park and Ride facility and finish the Transit Local Route Restructuring Project.**

Status	On Track	Expected Completion	Q4 2019
Progress Update	<p>This project contains two distinct components:</p> <p><u><a href="#">3.5.a Transit Local Service Restructure</a></u></p> <p>This project is specific to route restructures required due to loss of Village Transit Centre and addition of the Campbell Park and Ride. It is also impacted by a separate review of ride share service exploration.</p> <p>Next steps include maintaining contingency in project planning to be flexible enough to accommodate construction schedule of the Campbell Park and Ride Facility.</p> <p><u><a href="#">3.5.b Campbell Park and Ride Facility</a></u></p> <p>The project has been tendered with construction anticipated to begin in June 2019. Completion is scheduled for July 2020.</p>		

**INITIATIVE 3.8:****Integrate active transportation into the planning process for the Transportation Master Plan.**

Status	On Track	Expected Completion	Q4 2022
Progress Update	<p>The Active Transportation Plan Development Strategy and Gaps Assessment has been completed and presented; an updated Growth Charter ENG-068 updated to reflect the report.</p> <p>Next steps include submitting the updated charter (ENG-068) for consideration during budget deliberation to advance closure of gaps of the network and further work of the Active Transportation Plan.</p>		

**INITIATIVE 3.9:****Implement the approved Intelligent Transportation System (ITS) strategy.**

Status	NEW	Expected Completion	Q4 2022
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**INITIATIVE 3.10:****Implement the prioritized inventory of approved arterial network improvements.**

Status	NEW	Expected Completion	Q4 2022
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<b>INITIATIVE 3.11:</b> <b>Implement the prioritized inventory of approved Transportation Safety Plan programs and projects.</b>			
Status	NEW	Expected Completion	Q4 2022
<b>INITIATIVE 3.12:</b> <b>Steward the construction schedule, mitigating the associated risks, for the four phases of twinning Ray Gibbon Drive, in its entirety to 2029, to an arterial standard.</b>			
Status	NEW	Expected Completion	Q4 2029

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

## 2018

<b>INITIATIVE 3.2:</b> <b>Develop the Intelligent Transportation System (ITS) strategy and recommend phased implementation, inclusive of St. Albert Trail, according to our ability to implement quickly.</b>
<b>INITIATIVE 3.3:</b> <b>Evaluate the arterials networks in St. Albert and recommend improvements.</b>
<b>INITIATIVE 3.6:</b> <b>Develop the Transportation Safety Plan and recommend implementation of initiatives to minimize risk of injury or fatality on City roadways.</b> (Updated Sept 10, 2018)
<b>INITIATIVE 3.7:</b> <b>Recommend the Complete Streets Cross sections.</b>

## COUNCIL STRATEGIC PRIORITY #4:

### Priority

Infrastructure Investment: Identify and build needed capital assets.

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

<b>INITIATIVE 4.2: Update Capital Plan on project prioritization, criteria, and weightings.</b>			
Status	On Track	Expected Completion	Q2 2019
Progress Update	<p>A cross functional team has been developed to review the criteria and weighting to be used in the prioritization matrix for the 2020 budget. Final criteria and weighting will be presented to GPFC in May for consideration of approval.</p> <p>The process for the review and scoring of growth charters has also been revised this year to be more collaborative in nature.</p> <p>Once this version is presented and approved by Council, the project should be considered complete and integrated into the business planning and budget cycle.</p>		
<b>INITIATIVE 4.3: Explore non-traditional funding options including regional partnerships.</b>			
Status	At Risk	Expected Completion	Q4 2019
Progress Update	<p>The City of Edmonton hosted an administrative workshop with all of its adjacent municipal neighbours in February, and presented information regarding their perceived scope of a Recreation Intermunicipal Collaboration Framework (ICF). In March, the City of Edmonton sent a draft template to all of its neighbours for discussion and feedback purposes. St. Albert Administration reviewed this document and provided feedback, and is awaiting a response from City of Edmonton regarding suggested next steps.</p> <p>With Sturgeon County, the two municipalities have contracted Strategic Steps Inc to assist with the development of Collaboration Principles and an Environmental Scan, to support the work of the St. Albert-Sturgeon County ICF Task Force. The first St. Albert-Sturgeon County ICF Task Force meeting will be held on April 5th, and work will continue on the Environmental Scan. It is intended that an update will be provided to the Intermunicipal Affairs Committee in June 2019.</p>		

**INITIATIVE 4.4:****Identify an inventory of existing facilities including an assessment of condition and usability and identify gaps in land and facility supply and demand.**

Status	At Risk	Expected Completion	Q4 2021
Progress Update			<p>Meetings have begun with facility asset stewards to understand what the maturity level of each asset database is. This way the gaps in each data set can be determined and a plan can be formulated to bring the maturity levels to an acceptable level (yet to be determined). The framework mentioned in 2018 Q4 will need to be validated and reviewed.</p> <p>At the rate facilities are being assessed, we will not have a condition for all systems and components in our facility assets until well past the 2021 Q4 deadline. Therefore, the scope of this project would have to be revisited in Q2 of 2019.</p> <p>Next steps include continuing collaboration with facility asset stewards to assess asset inventory, softwares, policies, and assessment procedures. For evidence-based decision making, data integrity is crucial and hence the focus. With asset data information, developing a detailed project plan will be the next step.</p>

**INITIATIVE 4.5:****Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets.**

Status	At Risk	Expected Completion	Q4 2021
Progress Update			<p>Collaboration with each asset stewards has started in order to understand what the maturity level of each asset database is. This way we can understand the gaps in each data set and formulate a program to bring the maturity levels to an acceptable level (yet to be defined), to calculate Total Cost of Ownership (TCO).</p> <p>It is anticipated that deriving replacement costs and depreciation should be feasible for most assets, especially the linear ones. However, having robust operational costs, maintenance costs, and resale values will take at least 5-10 years to be developed to its full potential.</p> <p>Continued collaboration with asset stewards to assess asset inventory, softwares, policies, and assessment procedures. For evidence-based decision making, data integrity is crucial and hence the focus with the asset data information, developing a detailed project plan will be the next step.</p>

INITIATIVE 4.6:

**Identify feasible strategies for near term development horizons for community facilities inclusive of land, financing and partnership opportunities.**

Status	NEW	Expected Completion	Q1 2021
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These initiatives have been previously completed during this Council term, within this Council priority:

## 2018

INITIATIVE 4.1:

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

INITIATIVE 4.2:

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

## COUNCIL STRATEGIC PRIORITY #5:

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

<b>INITIATIVE 5.2: Develop revitalization strategies for mature neighbourhoods.</b>			
Status	On Track	Expected Completion	Q3 2021
Progress Update	Growth Scenarios have incorporated into the Municipal Development Plan (MDP) Revision and include assumed intensification targets. Next steps include developing a preferred growth scenario for the MDP to help inform the amount and location of future development within the mature neighbourhoods.		
<b>INITIATIVE 5.3: Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility.</b>			
Status	At Risk	Expected Completion	Q4 2019
Progress Update	Social service stakeholder input and best practices research have been completed. Consultation with community housing providers and the development industry is in progress. The project team will be developing governance and delivery model recommendations in alignment with best practices research from comparator communities and the feedback provided by social service stakeholders and community housing providers. Public participation is being conducted through personal interviews with individual community stakeholders.		

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

Status	On Track	Expected Completion	Q3 2020
Progress Update	<p>The University of Calgary practicum student has completed some best practice research and conducted nearly 2 dozen interviews with stakeholders and community partners. A draft report of findings will now be used to create a summary report (Q3 2019).</p> <p>The Mayor's Task Force to End Homelessness has summarized local 2018 data and will be meeting with multiple community partners in Q2 to confirm the accuracy of issues, hear stakeholder concerns, and seek their support for future initiatives.</p> <p>There are currently two streams of this work; the development of the summary report which will be completed shortly and the work of the Mayor's Task Force on Homelessness which will continue into 2020.</p> <p>Next steps include sharing the summary report with Executive Leadership and the Mayor's Task Force on Homelessness and then determining how best to proceed.</p>		

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

**2018****INITIATIVE 5.1:****Modify Land Use Bylaw to encourage diversity in residential built forms.**

## COUNCIL STRATEGIC PRIORITY #6:

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

<b>INITIATIVE 6.1: Explore integrated green utilities to reduce carbon footprint, reduce servicing costs and generate revenue.</b>			
Status	Completed	Expected Completion	Q4 2020
Progress Update	A presentation to Council was given on April 1, 2019 on this initiative. This work will be incorporated into ongoing considerations as we move forward and develop greenfield and re-development opportunities throughout the City.		
<b>INITIATIVE 6.2: Investigate and integrate existing environmental master plans into the Municipal Development Plan (MDP) and related plans activities.</b>			
Status	NEW	Expected Completion	Q2 2020
Progress Update	A draft white paper is nearing completion. The white paper will be circulated to the project team for final review in Q2. Next steps, following the review of the white paper, include preparing a presentation for Executive Leadership & Council. A presentation to Council will be scheduled for Q3.		
<b>INITIATIVE 6.4: Enhance waste minimization strategies with emphasis on reduce and reuse activities.</b>			
Status	NEW	Expected Completion	Q2 2021

# Financial Summary

Quarter One

## Financial Summary

*The first three months of 2019 resulted in a forecasted deficit of \$188 thousand, which is 0.11% of total budgeted expenditures. This is primarily due to an increase in overtime in Fire Services, decrease in permit revenue offset by vacancies throughout the organization. However, with strong investments, reserve funding and low debt the City continues to maintain a strong financial position.*

### Municipal

#### Operating:

- \$18.3 million in revenue recognized, which is 30% of forecast
- \$54.9 million has been spent, which is 33% of forecast

#### Capital:

- There is a total of 170 municipal capital projects for 2019.
- To date, \$50.5 million has been spent out of a \$165.6 million cumulative budget.

### Utility

#### Operating:

- \$9.6 million in revenue recognized, which is 24% of forecast
- \$10.3 million has been spent, which is 34% of forecast

#### Capital:

- There is a total of 61 utility capital projects for 2019.
- To date, \$45.0 million has been spent out of a \$93.4 million cumulative budget.

### Investments

The City has \$175.8 million in cash and investments and earned \$1.2 million in investment income to date.

### Reserves

The balance is \$138.8 million, with a forecasted year end uncommitted balance of \$73.5 million.

### Debt

The City's outstanding debt is \$41.8 million, which is significantly lower than the municipal ceiling.

**CITY OF ST. ALBERT**  
**MUNICIPAL OPERATING SUMMARY BY FUNCTION**  
**FOR THE PERIOD ENDING MARCH 31, 2019**

In Thousands of Dollars

Function Description	Actual	Budget	Forecast	Variance
<b>Revenue</b>				
<b>Council</b>	\$1	\$329	\$329	\$-
<b>Executive Leadership</b>	85	681	681	-
<b>General Government</b>	1,463	3,311	3,311	-
<b>Community &amp; Recreation Services</b>	3,856	15,268	15,039	(229)
<b>Emergency Services</b>	2,210	9,933	9,937	4
<b>Public Works &amp; Transit</b>	3,650	11,923	11,923	-
<b>Planning &amp; Engineering</b>	523	5,815	5,408	(407)
<b>Corporate Financing</b>	6,497	14,488	14,488	-
<b>Total Revenue</b>	<b>\$18,285</b>	<b>\$61,748</b>	<b>\$61,116</b>	<b>\$(632)</b>
<b>Expenses</b>				
<b>Council</b>	\$215	\$1,180	\$1,180	\$-
<b>Executive Leadership</b>	447	3,609	2,577	1,032
<b>General Government</b>	5,800	20,134	20,141	(7)
<b>Community &amp; Recreation Services</b>	7,873	32,243	32,345	(102)
<b>Emergency Services</b>	5,903	35,547	35,864	(317)
<b>Public Works &amp; Transit</b>	11,080	38,459	38,547	(88)
<b>Planning &amp; Engineering</b>	2,530	13,446	13,520	(74)
<b>Corporate Financing</b>	21,072	21,947	21,947	-
<b>Total Expenses</b>	<b>\$54,920</b>	<b>\$166,565</b>	<b>\$166,121</b>	<b>\$444</b>
<b>Excess of Revenue over Expenses</b>				
<b>Council</b>	\$(214)	\$(851)	\$(851)	\$-
<b>Executive Leadership</b>	(362)	(2,928)	(1,896)	1,032
<b>General Government</b>	(4,337)	(16,823)	(16,830)	(7)
<b>Community &amp; Recreation Services</b>	(4,017)	(16,975)	(17,306)	(331)
<b>Emergency Services</b>	(3,693)	(25,614)	(25,927)	(313)
<b>Public Works &amp; Transit</b>	(7,430)	(26,536)	(26,624)	(88)
<b>Planning &amp; Engineering</b>	(2,007)	(7,631)	(8,112)	(480)
<b>Corporate Financing</b>	(14,575)	(7,459)	(7,459)	-
<b>Total Expenses Over Revenue</b>	<b>\$(36,635)</b>	<b>\$(104,817)</b>	<b>\$(105,005)</b>	<b>\$(188)</b>

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

# **MUNICIPAL OPERATING VARIANCE ANALYSIS**

(In Thousands of Dollars)

Council – \$0 net change

**No Anticipated Variances**

Executive Leadership - \$1,032 thousand lower than budget

**Revenue – No Anticipated Variances**

**Expense - \$1,032 thousand lower than budget**

- \$1,071 lower in salaries due to vacant positions.

General Government - \$7 thousand higher than budget

**Revenue – No Anticipated Variances**

**Expense – No Significant Variances**

Community & Recreation Services - \$331 thousand higher than budget

**Revenue - \$229 thousand lower than budget**

- \$141 lower in lesson and membership revenue due to a reduced demand for personal training.
- \$63 lower in cultural lesson fee revenue due to expanded programming space not ready until Q3.

**Expense - \$102 thousand higher than budget**

- \$60 higher in repairs and maintenance due to work on the ice plants Ammonia project.
- \$26 higher in electricity due to higher delivery charges.

Emergency Services - \$313 thousand higher than budget

**Revenue – No Significant Variances**

**Expense - \$317 thousand higher than budget**

- \$308 higher in salaries due to fire overtime offset partially by vacancies.

Public Works & Transit - \$88 thousand higher than budget

**Revenue - No Anticipated Variances**

**Expense - \$88 thousand higher than budget**

- \$81 higher in electricity expenses due to higher delivery charges.

Planning & Engineering - \$480 thousand higher than budget

**Revenue - \$407 thousand lower than budget**

- \$408 lower in permits due to lower than anticipated development.

**Expense - \$74 thousand higher than budget**

- \$81 higher in electricity expenses due to higher delivery charges.

**Corporate Financing - \$0 net change**

**No Anticipated Variances**

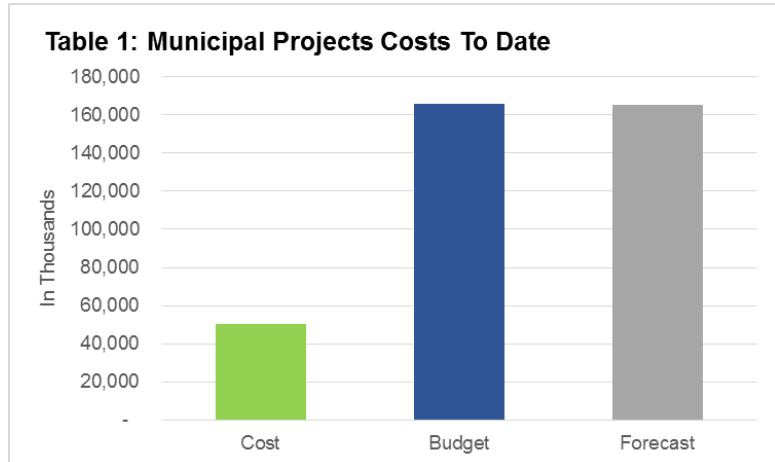
# MUNICIPAL CAPITAL SUMMARY

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

## 1. Budget vs. Forecast Comparison

Table 1 illustrates that of the City's 170 projects, \$396 thousand is anticipated to be underspent with:

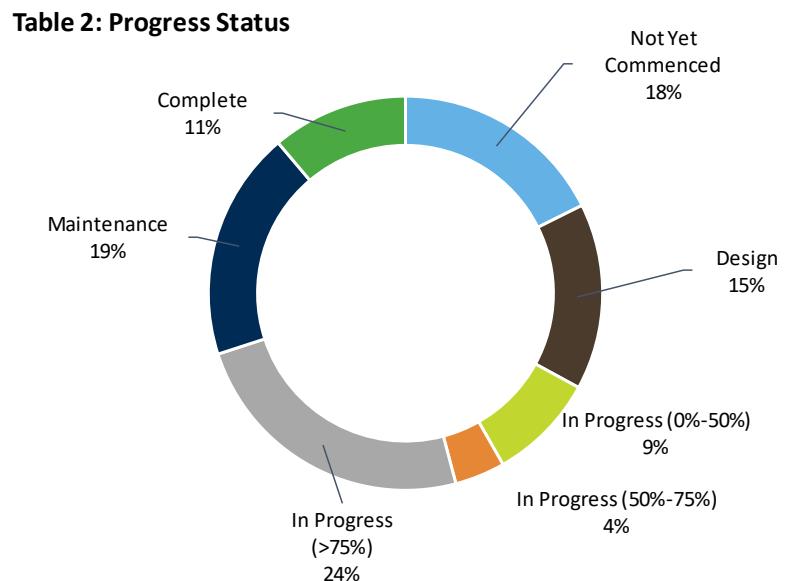
- 165 on budget
- 0 over budget
- 5 below budget



## 2. Project Status

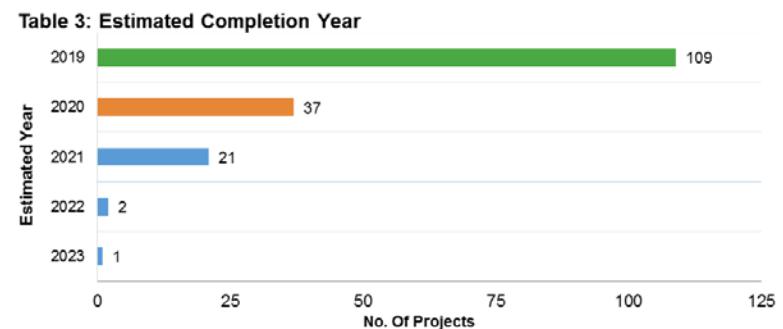
As shown in Table 2, 82% of the 170 projects are currently in progress or complete with:

- 124 on schedule
- 36 behind schedule
- 10 on hold



## 3. Estimated Year of Project Closure - Identifies the timeframe of when projects will be closed.

As majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 3 indicates that 109 projects will be closed at the end of the year.



**CITY OF ST. ALBERT**  
**UTILITY OPERATING SUMMARY BY FUNCTION**  
**FOR THE PERIOD ENDING MARCH 31, 2018**

In Thousands of Dollars

Funcion Description	Actual	Budget	Forecast	Variance
<b>Revenue</b>				
<b>Utility Finance</b>	\$398	\$1,053	\$1,053	\$-
<b>Water</b>	3,090	13,708	13,612	(96)
<b>Wastewater</b>	3,065	13,214	13,214	0
<b>Storm</b>	1,325	5,461	5,461	0
<b>Solid Waste Management</b>	1,728	7,179	7,144	(35)
<b>Total Revenue</b>	<b>\$9,606</b>	<b>\$40,615</b>	<b>\$40,484</b>	<b>\$(131)</b>
<b>Expenses</b>				
<b>Utility Finance</b>	\$398	\$1,053	\$1,053	\$-
<b>Water</b>	3,290	9,749	9,840	(91)
<b>Wastewater</b>	3,352	10,950	10,893	57
<b>Storm</b>	638	1,730	1,734	(4)
<b>Solid Waste Management</b>	2,651	7,164	7,170	(6)
<b>Total Expenses</b>	<b>\$10,329</b>	<b>\$30,646</b>	<b>\$30,690</b>	<b>\$(45)</b>
<b>Transfer to Reserve</b>				
<b>Water</b>	(\$200)	\$3,959	\$3,772	\$(187)
<b>Wastewater</b>	(286)	2,264	2,321	57
<b>Storm</b>	687	3,731	3,727	(4)
<b>Solid Waste Management</b>	(923)	15	(26)	(41)
<b>Total Transfer to Reserve</b>	<b>\$(723)</b>	<b>\$9,970</b>	<b>\$9,794</b>	<b>\$(176)</b>

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

## **UTILITY OPERATING VARIANCE ANALYSIS**

(In Thousands of Dollars)

Utility Finance - \$0 net budget

No Anticipated Variances

Water - \$187 thousand lower than budget

**Revenue – \$96 thousand lower than budget**

- \$81 thousand anticipated reduction in water meter connection fees

**Expense - \$91 thousand higher than budget**

- \$70 thousand increase in contracted services as atypical freezing conditions resulted in additional repairs to lines.

Wastewater - \$57 thousand higher than budget

**Revenue – No Anticipated Variances**

**Expense - \$57 thousand lower than budget**

- \$70 thousand decrease in contracted services as resources directed to water costs.

Storm - \$4 thousand lower than budget

**Revenue – No Anticipated Variances**

**Expense - No Significant Variances**

Solid Waste Management - \$41 thousand lower than budget

**Revenue – \$35 lower than budget**

- \$35 lower in recovered costs due to less revenue from global recycling markets.

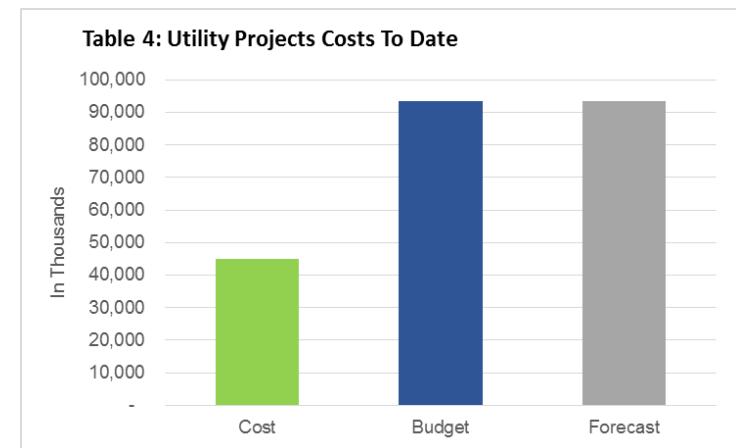
**Expense – No Significant Variances**

# UTILITY CAPITAL SUMMARY

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

## 1. Budget vs. Forecast Comparison

Table 4 illustrates that all 61 projects are on budget.

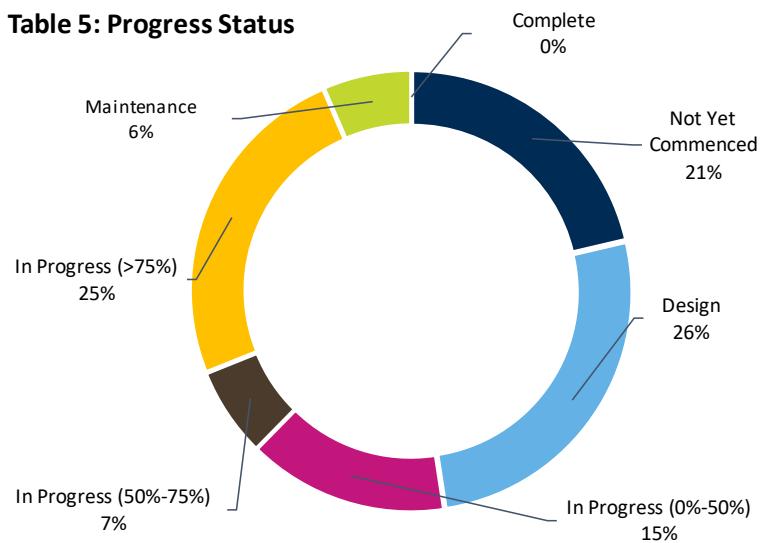


## 2. Project Status

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

- 31 on schedule
- 21 behind schedule
- 9 on hold

**Table 5: Progress Status**

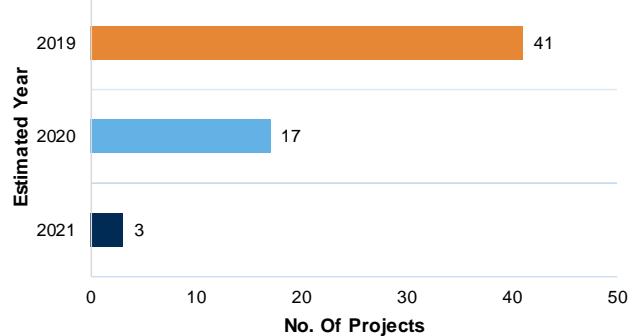


## 3. Estimated Year of Project Closure

- Identifies the timeframe of when projects will be closed.

As majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 6 indicates that 41 projects will be closed at the end of the year.

**Table 6: Estimated Year of Closure**



# INVESTMENTS

As of March 31, 2019 the City has \$175.8 million in cash and investments and earned \$1.2 million in investment income.

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

## Capital Preservation

The City recognizes its fiduciary responsibility for stewardship of public funds. The portfolio is split between financial institutions to ensure the safety of principal and sufficient diversification, as illustrated in Table 7.

## Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarter end ratio was slightly below the minimum requirement, due to a large outflow of cash for school and debt payments. There is a large inflow of cash mid-year which will bring the ratio up in Q2. As illustrated in Table 8, the portfolio is split between investment terms to ensure anticipated short and long-term requirements are met.

## Rate of Return

The City's investment portfolio is managed to ensure that an optimum rate of return is realized. As illustrated in Table 9, the rate of return realized from the City's investments are above the Bank of Canada T-Bill and Bond rates.

Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
Toronto Dominion	8,929	5.08%
CIBC	76,889	43.74%
BMO	40,109	22.82%
National Bank	10,178	5.79%
Scotiabank	34,458	19.60%
RBC	5,013	2.85%
Servus Credit Union	200	0.11%
<b>Total</b>	<b>175,776</b>	<b>100.00%</b>

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

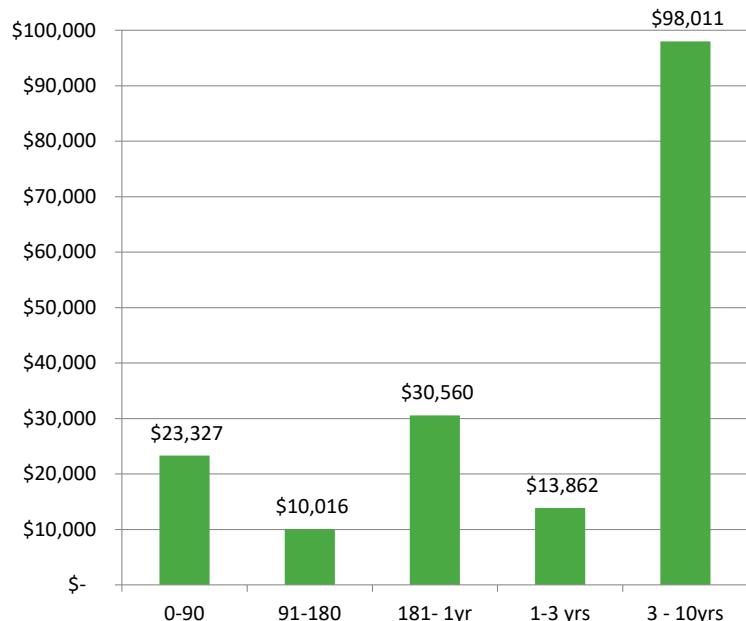


Table 13: Rate of Return Comparison

Type	Term	St. Albert	Bank of Canada
		Average Portfolio Rate	T-Bill and Bond Rates
Cash and Short Term Investments	0-90	1.70%	1.66%
	91-180	2.30%	1.66%
	181- 1yr	2.48%	1.62%
	1-3 yrs	7.45%	1.45%
Long Term Investments	3 - 10 yrs	2.86%	1.45-1.54%

## RESERVES

As per Policy C-FS-01, Financial Reserves, the City recognizes the need for setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects. As illustrated in Table 10, the uncommitted balance as of March 31, 2019 is \$73.5 million of which:

- 11% for property tax stabilization and contingency funding.
- 38% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 51% for utility rate stabilization and funding of utility infrastructure.

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.

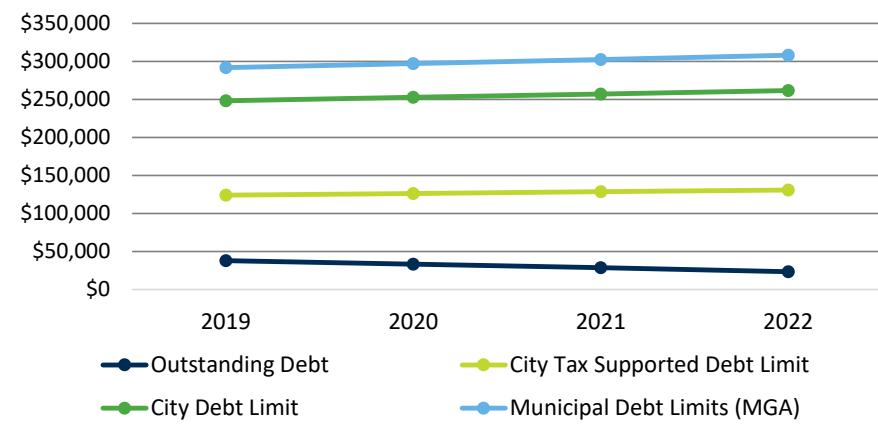
As illustrated in Table 11, the City has \$41.8 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to three significant projects:

- Servus Place of \$15.4 million
- Ray Gibbon Drive of \$16.8 million
- North Interceptor Trunkline (Project 9) of \$9.6 million

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
<b>Operating</b>	\$ 12,685	\$ 12,686	\$ (4,785)	\$ 7,901
<b>Capital</b>	77,890	67,481	(39,650)	27,831
<b>Utilities</b>	47,951	48,563	(11,038)	37,525
<b>Outside Agencies</b>	295	286	(91)	195
<b>TOTAL</b>	<b>\$ 138,821</b>	<b>\$ 129,016</b>	<b>\$ (55,564)</b>	<b>\$73,452</b>

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



## APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

### **FOR THE PERIOD ENDING MARCH 31, 2019**

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
<b>Council</b>						
415102 Railroad Safety Enhancement	1,014	1,165	1,165	-	In Progress > 75%	On Schedule
<b>Total Council</b>	<b>\$1,014</b>	<b>\$1,165</b>	<b>\$1,165</b>	<b>\$-</b>		
<b>General Government</b>						
413503 HR Electronic Recruitment Software	32	41	41	-	In Progress > 75%	On Schedule
413505 Performance Measurement System	-	50	50	-	In Progress 0-50%	Behind Schedule
414505 Performance Measurement System	-	50	50	-	In Progress 0-50%	Behind Schedule
415504 Council Chambers Upgrade	168	202	202	-	Complete	Behind Schedule
415505 Central Records Shelving Upgrade	5	57	57	-	In Progress 0-50%	Behind Schedule
415506 Smart City Master Plan & Alliance	36	75	75	-	In Progress 0-50%	On Schedule
415508 Financial System Software	137	300	300	-	In Progress 0-50%	On Schedule
415509 Council Chamber Technology	90	100	100	-	In Progress > 75%	On Schedule
416503 Recreation Client Mgmt Software	179	200	200	-	In Progress > 75%	On Schedule
416504 Single Window Services	46	200	200	-	In Progress 0-50%	On Schedule
416508 Financial System Software	0	500	500	-	In Progress 0-50%	Behind Schedule
417503 Recreation Mgmt Software	141	183	183	-	In Progress > 75%	Behind Schedule
417506 AFRRCS Emergency Radio System	676	972	972	-	In Progress 50-75%	Behind Schedule
417808 Facilities Safety & Security	267	278	278	-	Complete	On Schedule
418501 IT Lifecycle Replacement Plan	405	779	681	98	In Progress 50-75%	Behind Schedule
418502 IT Office Automation	50	50	50	0	Complete	On Schedule
418503 Network to Core Facilities	608	657	657	-	In Progress > 75%	Behind Schedule
418504 Project Implement Support	104	189	189	-	In Progress 50-75%	On Schedule
419501 IT Lifecycle Replacement Plan	63	688	688	-	In Progress 0-50%	Behind Schedule
419502 IT Office Automation	8	50	50	-	In Progress 0-50%	On Schedule
419503 Non-Emerg Radio System Replace	-	353	353	-	In Design	Behind Schedule
419504 Municipal Area Network	4	550	550	-	Not Yet Commenced	On Schedule
419505 HRIS Implement Support	-	94	94	-	In Progress 0-50%	Behind Schedule
419506 Asset Mgmt System Replace	-	200	200	-	In Design	On Schedule
<b>Total General Government</b>	<b>\$3,017</b>	<b>\$6,816</b>	<b>\$6,718</b>	<b>\$98</b>		
<b>Community &amp; Recreation Services</b>						
414317 Founders Walk Phase 2	590	761	640	121	Maintenance	On Schedule
414318 Heritage Sites Phase 2	1,522	1,526	1,526	-	Maintenance	On Schedule
415316 SAP Exterior Wayfinding Replacement	16	265	265	-	In Progress 0-50%	Behind Schedule
415318 Heritage Site Phase 2b	1,764	2,854	2,854	-	In Design	On Schedule
416103 Story Boards	4	15	15	-	In Progress 50-75%	Behind Schedule
416108 Healing Garden	280	309	309	-	Maintenance	On Hold
416312 Park Planning and Standards Model	279	400	400	-	In Progress > 75%	On Schedule
416313 Erin Ridge North Park Plan	84	230	230	-	In Progress > 75%	On Schedule
416314 RWP West - Trail and Park Planning	243	275	275	-	In Progress > 75%	On Schedule
416317 Founders Walk Phase 3 - Design	171	250	250	-	In Progress 50-75%	Behind Schedule
416318 Heritage Park Design (phase 3)	-	216	216	-	In Design	On Schedule
416325 Everitt Park Development	251	275	275	-	Maintenance	On Schedule
417305 City Sportsfield Rehab Prgm	259	343	343	-	In Progress 50-75%	On Schedule
417306 Park Signage Prgm □	433	585	585	-	In Progress 50-75%	On Schedule
417307 City Playground Lifecycle Prgm	253	255	255	-	Maintenance	On Schedule

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

	Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
417309 Lacombe Park Construction	88	183	183	-	In Progress 50-75%	On Schedule
417310 Erin Ridge North Park Construction	317	505	505	-	In Progress 0-50%	On Schedule
417311 Heritage Lakes ODR Refurb	130	142	142	-	Maintenance	On Schedule
417312 Neighborhood Park Construction	636	1,212	1,212	-	In Progress > 75%	On Schedule
417313 Lacombe Lake Park Building Plan	169	250	250	-	In Progress 50-75%	On Schedule
417321 Akinsdale Arena Press Box	1	85	85	-	In Design	On Schedule
417422 Art Gallery Barrier-Free	1,972	2,022	2,022	-	Maintenance	On Schedule
418301 Servus Place Lifecycle Replace Plan	642	844	844	-	In Progress > 75%	On Schedule
418302 Aquatics Lifecycle Replace Plan	201	286	201	86	Complete	On Schedule
418304 RWP West - Construction	-	359	359	-	Not Yet Commenced	On Schedule
418305 City Sportsfield Rehab Prgm	100	317	317	-	In Progress 50-75%	On Schedule
418306 Skateboard Park Retrofit	11	100	100	-	In Design	On Schedule
418307 City Playground Lifecycle Prgm	309	345	345	-	In Progress 50-75%	On Schedule
418308 Pickleball Court Development	273	305	305	-	Maintenance	On Hold
418309 Riel Park Phase 5	1,114	1,602	1,602	-	In Progress 50-75%	On Schedule
418310 Grey Nuns White Spruce Park Constru	-	206	206	-	Not Yet Commenced	On Schedule
418340 Arden Theatre Lifecycle Plan	11	115	115	-	In Progress 50-75%	Behind Schedule
418360 Community Capital Grant Program	133	250	250	-	In Progress > 75%	On Schedule
419301 Servus Lifecycle Replacement Prgm	8	301	301	-	In Progress 0-50%	On Schedule
419302 Aquatics Lifecycle Replace Plan	-	55	55	-	In Progress 0-50%	On Schedule
419303 Outdoor Ref. Ice Surface	-	875	875	-	In Design	On Schedule
419304 Outdoor Ref. Ice Dome	-	300	300	-	In Design	On Schedule
419305 City Sportsfield Rehab Prgm	-	317	317	-	Not Yet Commenced	On Schedule
419307 City Playground Lifecycle Prgm	-	342	342	-	Not Yet Commenced	On Schedule
419308 Fowler Athletic Park Facility Assess	-	159	159	-	Not Yet Commenced	On Schedule
419309 Lacombe Park Building & Walkway	-	1,755	1,755	-	Not Yet Commenced	On Schedule
419310 Park Signage Program	-	297	297	-	In Progress 0-50%	On Schedule
419311 Lacombe Dog Park Enhancements	-	79	79	-	Not Yet Commenced	On Schedule
419320 Visual Arts Studio Lifecycle	-	12	12	-	In Progress 0-50%	On Schedule
419340 Arden Theatre Lifecycle Plan	-	14	14	-	In Progress 0-50%	On Schedule
419360 Community Capital Grant Prgm	-	250	250	-	In Progress 0-50%	On Schedule
<b>Total Community &amp; Recreation Services</b>	<b>\$12,259</b>	<b>\$22,441</b>	<b>\$22,235</b>	<b>\$207</b>		
<b>Emergency Services</b>						
415303 Emergency Equip Replace Plan	138	161	161	-	In Progress > 75%	Behind Schedule
415328 Land Acquisition Fire Hall #4	-	350	350	-	Not Yet Commenced	On Hold
417316 Fire Dispatch ProQA System	26	33	33	-	In Progress > 75%	On Schedule
418331 Fire Station #1 – Reconstruct	15	1,052	1,052	-	In Design	On Schedule
418333 Automated Station Alerting	-	291	291	-	Not Yet Commenced	On Hold
419330 Emergency Equip Replace Plan	6	214	214	-	In Progress 0-50%	On Schedule
419331 Fire Station #4	-	50	50	-	In Design	On Schedule
419332 Emerg Response Veh	-	188	188	-	In Progress 0-50%	On Schedule
419333 EMS Power Stretcher	-	100	100	-	In Progress 0-50%	On Schedule
419335 CAD to CAD Software	-	42	42	-	In Progress 0-50%	On Schedule
419334 Policing Bldg Accomm	-	100	100	-	Not Yet Commenced	On Hold
<b>Total Emergency Services</b>	<b>\$185</b>	<b>\$2,581</b>	<b>\$2,581</b>	<b>\$-</b>		

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

	Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
<b>Public Works &amp; Transit</b>						
419801 PW Mobile Equip Replace Plan	-	2,411	2,411	-	In Progress 0-50%	On Schedule
419806 Shop & Yard Equip Replace	1	40	40	-	In Progress 0-50%	On Schedule
416105 Hearing Loop	3	6	6	-	Not Yet Commenced	On Schedule
412420 Campbell Road Park & Ride	6,923	30,000	30,000	-	In Progress 0-50%	On Schedule
414804 Transit Smart Fare & Smart Bus	379	3,992	3,992	-	In Progress 50-75%	Behind Schedule
417802 Transit Bus Lifecycle Replace	3,985	4,392	4,392	-	In Progress 0-50%	Behind Schedule
418350 Transit Bus Lifecycle Replace	252	425	425	-	In Progress 0-50%	On Schedule
418351 Transit Growth Buses	169	292	292	-	In Progress > 75%	Behind Schedule
419350 Transit Bus Lifecycle Replace	-	4,040	4,040	-	In Progress 0-50%	Behind Schedule
419802 Akinsdale/Kinex Rehab	23	2,943	2,943	-	In Design	On Schedule
416804 PW Cemetery Improvements	85	150	150	-	In Progress 50-75%	On Schedule
419803 SAP Bldg Replace Prgm	-	310	310	-	In Design	Behind Schedule
419804 Energy Efficiency Replace Prgm	14	131	131	-	In Design	On Schedule
418802 SAP Waterfall Replacement	9	100	9	92	Complete	On Schedule
<b>Total Public Works &amp; Transit</b>	<b>\$11,843</b>	<b>\$49,232</b>	<b>\$49,140</b>	<b>\$92</b>		
<b>Planning &amp; Engineering</b>						
416102 Tache Plane Restoration & Relocation	246	260	260	-	Maintenance	On Schedule
416455 Lacombe Park	1,075	1,080	1,080	-	Maintenance	Behind Schedule
418459 BLESS Platform	29	342	342	-	In Design	On Schedule
416402 Road Reconstruct Prgm	1,169	1,250	1,250	-	Complete	On Schedule
416403 Asphalt Overlay Prgm	3,590	4,070	4,070	-	In Progress > 75%	On Schedule
416404 City Owned Parking Lot - Major Rehab	-	100	100	-	In Design	Behind Schedule
416412 Bridge Rehabilitation	73	172	172	-	In Progress 0-50%	On Schedule
416413 SA Trail Revitalization	245	354	354	-	In Progress > 75%	On Schedule
416414 Intersection Enhancements	474	909	909	-	In Progress 0-50%	On Schedule
416418 Noise Attenuation Data Collection	42	200	200	-	In Progress > 75%	On Schedule
416419 Perron Street Angle Parking	84	160	160	-	In Progress 50-75%	On Schedule
416420 Safe Journeys to School	834	836	836	-	Maintenance	On Schedule
416421 Road Corridor Safety Implementation	302	320	320	-	In Progress > 75%	On Schedule
417402 Road Reconstruct Prgm	3,350	3,500	3,500	-	In Progress > 75%	Behind Schedule
417404 City Owned Parking Lot - Major Rehab	82	250	250	-	In Design	On Schedule
417407 Sidewalk Program	759	1,100	1,100	-	In Progress > 75%	Behind Schedule
417411 Lane Reconstruct Prgm	158	1,350	1,350	-	In Design	Behind Schedule
417413 SA Trail Revitalization	101	350	350	-	In Progress 0-50%	On Schedule
417415 Buildings Life Cycle Assessments	11	115	115	-	In Progress 0-50%	On Schedule
417420 Safe Journeys to School	694	700	700	-	Maintenance	On Schedule
418401 Arterial Rehab Program	1,283	1,545	1,545	-	In Progress > 75%	On Schedule
418402 Road Reconstruct Prgm	447	2,920	2,920	-	In Progress 0-50%	On Schedule
418403 Local and Collector Rehab	2,316	2,545	2,545	-	In Progress > 75%	On Schedule
418404 City Owned Parking Lots Rehab	45	1,515	1,515	-	In Design	Behind Schedule
418405 Permanent Line Marking Program	277	301	301	-	In Progress > 75%	On Schedule
418406 Trail Rehab Prgm	182	439	439	-	Maintenance	On Schedule
418407 Sidewalk Program	71	905	905	-	In Progress 0-50%	Behind Schedule
418410 Crack Sealing Program	101	131	131	-	In Progress > 75%	On Schedule
418411 Lane Reconstruct Prgm	-	1,600	1,600	-	In Design	Behind Schedule
418412 Road Repairs	247	310	310	-	In Progress > 75%	On Schedule
418413 Bridge Maintenance	-	65	65	-	In Progress > 75%	On Schedule

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

	Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
418414 Barrier Wall Study & Replacement	263	1,667	1,667	-	In Progress > 75%	On Schedule
418415 Buildings Life Cycle Assessments	-	225	225	-	Not Yet Commenced	On Hold
418416 Traffic Calming Strategies	331	922	922	-	In Progress 50-75%	Behind Schedule
418418 Intersection Enhancements	-	1,244	1,244	-	In Progress 0-50%	On Schedule
418420 Safe Journeys to School	493	606	606	-	In Progress > 75%	Behind Schedule
418421 Road Corridor Safety Implementation	23	158	158	-	In Progress 0-50%	On Schedule
419401 Arterial Rehab Prgm	16	2,375	2,375	-	Not Yet Commenced	On Schedule
419402 Collector Roadway Prgm	-	1,440	1,440	-	Not Yet Commenced	On Schedule
419403 Local Roadway Prgm	10	1,440	1,440	-	Not Yet Commenced	On Schedule
419404 Paved Parking Lot Program	-	165	165	-	Not Yet Commenced	On Schedule
419405 Permanent Line Marking Rehab	-	301	301	-	Not Yet Commenced	On Schedule
419406 Multi-Use Trail Rehab Prgm	10	385	385	-	In Progress 0-50%	On Schedule
419407 Sidewalk Program	-	743	743	-	Not Yet Commenced	On Schedule
419411 Back Lanes Program	-	1,350	1,350	-	Not Yet Commenced	On Schedule
419412 Roadway Rehab Prgm	42	2,000	2,000	-	In Design	On Schedule
419413 Bridge Prgm	-	65	65	-	In Progress 0-50%	On Schedule
419414 Barrier Wall Study & Replace	-	1,750	1,750	-	Not Yet Commenced	On Schedule
419415 Buildings Life Cycle Assessments	-	235	235	-	Not Yet Commenced	On Hold
419416 Traffic Calming Strategies	-	500	500	-	Not Yet Commenced	On Schedule
419418 Intersection Enhancements	-	2,150	2,150	-	In Progress 0-50%	On Schedule
419419 ITS Strategy Implementation	-	380	380	-	Not Yet Commenced	On Schedule
419420 Safe Journeys to School	-	600	600	-	Not Yet Commenced	On Schedule
419421 NSA Trail Corridor Mgmt Implement	-	18,950	18,950	-	Not Yet Commenced	On Schedule
419422 Municipal Eng Stds Update	-	300	300	-	Not Yet Commenced	On Schedule
419423 Fowler Way	-	6,660	6,660	-	In Design	On Schedule
419424 Ray Gibbon Improvements	-	780	780	-	In Design	On Schedule
414508 Former PW Yard Remediation Prgm	354	500	500	-	Maintenance	On Hold
419426 Heat Recovery	-	66	66	-	In Design	Behind Schedule
419427 Smart Facility Monitoring	-	30	30	-	Not Yet Commenced	On Hold
418427 Capital Projects Maintenance	-	364	364	-	Maintenance	On Schedule
417409 Transport Master Plan Implement	495	495	495	-	Complete	On Schedule
417421 SA Trail Traffic Signal Optimization	117	208	208	-	In Progress 50-75%	Behind Schedule
418332 Traffic Pre-Emption System	78	95	95	-	In Progress > 75%	On Schedule
418408 Transportation Systems Mgmt	651	815	815	-	In Progress > 75%	On Schedule
418409 Transport Master Plan Implement	62	235	235	-	In Progress 50-75%	On Schedule
418417 Traffic Signal Maintenance	405	550	550	-	In Progress > 75%	On Schedule
419408 Transportation Systems Mgmt	55	818	818	-	In Design	On Schedule
419417 Traffic Signal Maintenance	53	555	555	-	In Progress 0-50%	On Schedule
416807 Subdivision Entrance Signage	-	30	30	-	Not Yet Commenced	On Hold
417424 Accessibility Initiatives	-	40	40	-	In Design	On Schedule
418425 Municipal Development Plan	389	1,094	1,094	-	In Progress 0-50%	On Schedule
418426 Lakeview Bus District & Badger Lands	-	110	110	-	In Design	Behind Schedule
419425 Accessibility Initiatives	-	300	300	-	Not Yet Commenced	Behind Schedule
<b>Total Planning &amp; Engineering</b>		<b>\$22,133</b>	<b>\$83,388</b>	<b>\$83,388</b>	<b>\$-</b>	
<b>Total</b>		<b>\$50,452</b>	<b>\$165,622</b>	<b>\$165,226</b>	<b>\$396</b>	

**APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION**  
**FOR THE PERIOD ENDING MARCH 31, 2019**

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
<b>Utilities</b>						
413414 Water Network LOS	541	551	551	-	Maintenance	On Hold
414430 Water Network LOS	512	578	578	-	In Progress > 75%	Behind Schedule
414450 Lacombe Park Bank Repairs	706	750	750	-	Maintenance	On Schedule
414451 Campbell STORM Mgmt Facility	3,400	3,500	3,500	-	Maintenance	On Hold
415430 Water Network LOS	499	800	800	-	In Progress 50-75%	Behind Schedule
415441 WASTWT Main Replacement	363	582	582	-	In Progress 50-75%	On Schedule
415442 Rivercrest Lift Station Rehab	-	300	300	-	Not Yet Commenced	-
415451 STORM Infrastructure Rehab	1,589	1,600	1,600	-	In Progress > 75%	On Schedule
415831 SCADA Upgrades for Water Stations	41	50	50	-	In Progress > 75%	On Schedule
415841 WASTWT SCADA Upgrades	44	50	50	-	In Progress > 75%	On Schedule
416430 Water Network LOS	469	800	800	-	In Progress 50-75%	Behind Schedule
416432 Lacombe Reservoir Re-align	1,160	1,400	1,400	-	Maintenance	On Schedule
416441 WASTWT Main Replacement	52	611	611	-	In Progress 0-50%	On Schedule
416442 Rivercrest Lift Station Rehab	40	2,000	2,000	-	Not Yet Commenced	-
416443 N. Interceptor Trunkline (Proj 9)	18,646	32,000	32,000	-	In Progress > 75%	Behind Schedule
416451 STORM Infrastructure Rehab	1,231	1,600	1,600	-	In Progress > 75%	On Schedule
416452 STORM Mgmt Level of Service	3,389	3,470	3,470	-	In Progress > 75%	On Schedule
416453 Sediment and Erosion Control	2,046	3,363	3,363	-	In Progress > 75%	On Schedule
416454 Heritage Lakes Storm System	832	970	970	-	In Progress > 75%	Behind Schedule
416457 Beaudry Place Storm Drainage Upgrade	38	750	750	-	Not Yet Commenced	-
416845 WASTWT Rehab Prgm	170	237	237	-	In Design	Behind Schedule
417430 Water Network LOS	48	1,633	1,633	-	In Progress 0-50%	Behind Schedule
417431 Sturgeon Heights Pumphouse Rebuild	4	524	524	-	Not Yet Commenced	On Hold
417440 WASTWT Collection System Service Level	353	436	436	-	In Progress > 75%	On Schedule
417441 WASTWT Main Replacement	871	1,153	1,153	-	In Progress > 75%	On Schedule
417442 WASTWT Lift Station Studies	183	550	550	-	In Design	Behind Schedule
417451 STORM Infrastructure Rehab	361	1,984	1,984	-	Not Yet Commenced	On Hold
417452 STORM Mgmt Level of Service	157	2,219	2,219	-	In Progress 0-50%	On Schedule
417453 Sediment and Erosion Control	-	385	385	-	In Progress 0-50%	On Schedule
417731 Meter Reader Update	5,170	5,353	5,353	-	In Progress > 75%	Behind Schedule
417831 Water SCADA System Upgrades	65	350	350	-	In Progress 50-75%	On Schedule
417841 WASTWT SCADA System Upgrades	65	350	350	-	In Design	On Schedule
417842 WASWT CCTV Equip Replace Plan	282	318	318	-	In Progress > 75%	Behind Schedule
417845 WASTWT Rehab Prgm	104	245	245	-	In Design	Behind Schedule
418430 Water Network LOS	194	1,252	1,252	-	In Design	Behind Schedule
418440 WASTWT Collection System LOS	285	2,758	2,758	-	In Progress 0-50%	On Schedule
418441 WASTWT Main Replacement	6	661	661	-	Not Yet Commenced	Behind Schedule
418450 NE Storm Outfall (Proj 5)	-	1,000	1,000	-	In Design	On Schedule
418451 Carrot Creek Reg Mstr Drainage Plan	-	200	200	-	In Design	On Schedule
418452 STORM Mgmt LOS	50	1,377	1,377	-	In Design	On Schedule

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

	Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
418453 Sediment and Erosion Control	188	2,036	2,036	-	In Progress 0-50%	On Schedule
418454 STORM Mgmt Facility Assessment	128	180	180	-	In Progress > 75%	Behind Schedule
418457 STORM Facility Signage	-	120	120	-	In Design	On Schedule
418835 Water System Infrastructure Rehab	503	505	505	-	In Progress > 75%	On Schedule
418836 Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
418845 WASTWT Rehab Prgm	3	256	256	-	In Design	Behind Schedule
418846 WASWT Household Service Replace	198	250	250	-	In Progress 0-50%	Behind Schedule
418847 Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
418851 STORM Infrastructure Rehab	17	1,922	1,922	-	In Design	On Hold
418852 Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
419730 Water Network LOS	9	40	40	-	In Design	On Schedule
419735 Water System Infrastructure Rehab	11	530	530	-	In Progress 0-50%	On Schedule
419740 WASTWT Collection System LOS	9	440	440	-	Not Yet Commenced	On Schedule
419741 WASTWT Main Replacement	-	688	688	-	Not Yet Commenced	On Hold
419742 WASWT CCTV Equip Replace Plan	-	130	130	-	In Design	On Schedule
419745 WASTWT Rehab Prgm	-	261	261	-	Not Yet Commenced	Behind Schedule
419746 WASTWT Household Service Replace	-	250	250	-	In Design	On Schedule
419751 STORM Infrastructure Rehab	5	295	295	-	Not Yet Commenced	On Hold
419752 STORM Mgmt LOS	5	3,740	3,740	-	In Design	On Schedule
419753 Sediment and Erosion Control	-	2,395	2,395	-	In Design	On Schedule
419761 Recycle Yard Upgrades	-	70	70	-	In Progress 0-50%	On Schedule
<b>Total Utilities</b>		<b>\$45,043</b>	<b>\$93,449</b>	<b>\$93,449</b>	<b>\$-</b>	
	<b>Total</b>	<b>\$45,043</b>	<b>\$93,449</b>	<b>\$93,449</b>	<b>\$-</b>	

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

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

**APPENDIX 3 – STATEMENT OF RESERVES**  
**FOR THE PERIOD ENDING MARCH 31, 2019**

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	\$4,831	\$4,788	\$(731)	\$4,057
Operating Program	4,082	4,273	(3,988)	284
Risk Management Reserve	1,378	1,369	9	1,378
Traffic Safety	176	170	65	235
Children's Festival Reserve	14	14	-	14
RCMP Contract Expense Reserve	923	923	-	923
Safety Enhancement Reserve	659	707	(320)	388
Election and Census Reserve	622	442	180	622
<b>Total Operating</b>	<b>12,685</b>	<b>12,686</b>	<b>(4,785)</b>	<b>7,901</b>
Internal Financing Reserve	(5,349)	(6,155)	806	(5,349)
Major Recreational Lands & Facilities	2,449	2,375	(952)	1,423
Offsite Levy Recoveries	23,305	24,596	(12,968)	11,628
Lifecycle	22,776	16,734	(3,378)	13,356
Municipal Land and Facilities Reserve	774	769	5	774
Capital Funding	31,586	27,042	(23,343)	3,699
Growth Stabilization Reserve	2,224	1,995	180	2,175
Energy Efficiency Reserve	125	125	-	125
<b>Total Capital</b>	<b>77,890</b>	<b>67,481</b>	<b>(39,650)</b>	<b>27,831</b>
<b>Total Utilities</b>	<b>47,951</b>	<b>48,563</b>	<b>(11,038)</b>	<b>37,525</b>
Outside Agency Operating	245	236	(91)	145
Outside Agency Capital	50	50	-	50
<b>Total Outside Agency</b>	<b>295</b>	<b>286</b>	<b>(91)</b>	<b>195</b>
	<b>\$138,821</b>	<b>\$129,016</b>	<b>\$(55,564)</b>	<b>\$73,452</b>

## APPENDIX 4 - GLOSSARY

<b>TERM</b>	<b>DESCRIPTION</b>
<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>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.

**For more information:**

City of St. Albert  
5 St. Anne Street  
St. Albert, AB T8N 3Z9  
P: 780-459-1500  
[stalbert.ca](http://stalbert.ca)