



CITY OF ST. ALBERT

CORPORATE REPORT QUARTER THREE

RELEASED
November 19, 2024

2024



About the Corporate Quarterly Report







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

1. Strategic Initiatives Reporting

This section includes progress updates for initiatives that advance the Council's Strategic Plan. For each strategic priority, the status of planned initiatives represents where each stands as of September 30, 2024.

2. Financial Summary

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

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

About the City of St. Albert Council Strategic Plan

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

The Council Strategic Plan includes the following five strategic priorities:

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

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




About the City of St. Albert Corporate Business Plan

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

COUNCIL STRATEGIC PRIORITY ONE: ECONOMIC PROSPERITY

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

Strategy	Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses. This strategy includes advancing the development of Lakeview Business District and completing the plans for the recently annexed lands.
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Initiatives	Progress Update	Est. Completion	Department
<div>  <div> 1.1 Lakeview Business District Servicing </div> </div>	<p>A servicing design brief for the Lakeview Business District Neighbourhood Plan has been submitted to the City for review and is currently under internal circulation for feedback. Preliminary engineering and arterial roadway design efforts continue under Capital Project Charter ENGS-082. Key next steps include finalizing the servicing design plan for the neighbourhood and presenting the Capital Project Charter package for initial servicing plans to Council on October 15, 2024. If the Charter is approved, a Borrowing Bylaw will be presented to Council to secure funding, allowing the project tendering process to commence.</p>	12/30/25	<ul style="list-style-type: none"> Engineering Services
<div>  <div> 1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan </div> </div>	<p>The St. Albert West ASP was approved by Council in September 2024. Administration is now focused on developing Neighbourhood Plans (NPs) for the City-owned Badger Lands and Lakeview. This process involves completing technical studies, including Transportation Impact Assessments, Servicing Design Briefs, Fiscal Impact Assessments, and Noise Studies. The Natural Area Assessments, Environmental Site Assessments, and Geotechnical Investigations completed in 2021 will inform the final NPs. The project team is working on extending the consultant's contract to Q1 2025 to ensure the NPs' completion.</p>	3/30/25	<ul style="list-style-type: none"> Planning & Development
<div>  <div> 1.3 Regional and Sub-Regional Economic Development </div> </div>	<p>The Collaborative Economic Development (CED) project achieved key milestones, including finalizing the Partnership Agreement template and developing a Memorandum of Understanding for CED implementation in 2025. The focus for Q4 2024 will be on project closeout activities and Alberta Community Partnership (ACP) grant reporting. Additionally, the CED Working Group will host an online information session in October for regional Mayors and Councillors to showcase the progress made on the CED project and outline plans for implementing the CED Framework in 2025.</p>	12/31/24	<ul style="list-style-type: none"> Government/ Indigenous Relations & Environment

Strategy	Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes an update to the Land Use Bylaw and completion of the Infill Strategy.
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Initiatives	Progress Update	Est. Completion	Department
<div> <div></div> <div>1.4 Update of the Land Use Bylaw</div> </div>	The final and legal review for the Land Use Bylaw (LUB) update have been completed and mailouts for spot redistricting have been sent. The first reading of the Bylaw is scheduled for October 15, 2024. Efforts are ongoing to develop an interactive, user-friendly version of the LUB and to update the City's website with new brochures. A Public Hearing is scheduled for October 15, 2024, at 2 p.m.	11/30/24	<ul style="list-style-type: none"> Planning & Development

COUNCIL STRATEGIC PRIORITY TWO: DOWNTOWN VIBRANCY

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

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

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

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


COUNCIL STRATEGIC PRIORITY THREE: COMMUNITY WELL BEING

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


Strategy	Support development of mixed housing choices including market, attainable, and transitional housing types. This strategy includes advancing development on 22 St. Thomas Street and youth transitional housing.
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Initiatives	Progress Update	Est. Completion	Department
 3.1 Advance Mixed Market Housing Development	<p>Conveyancing and Buy Back agreements have been finalized from the City's perspective and are awaiting feedback from Homeland Housing's. On June 18, 2024, Council approved a \$2.84 million contribution from the City's stabilization reserve towards the 22 St. Thomas Street project, increasing municipal support to 12% of the total project cost. This support aims to strengthen Homeland Housing's application for the Alberta Affordable Housing Partnership Program (AHPP) grant, which remains the primary barrier to project advancement.</p> <p>Homeland Housing will re-apply for the AHPP grant this fall, and a staged development approach may be considered to align with the grant criteria and reduce the requested funding. A joint advocacy meeting with Minister Nixon, Mayor Heron, and Homeland Housing is scheduled for October 29th to support these efforts. Homeland Housing will proceed with the development permit application and member municipalities will be asked to sign a letter of support for the project. Information on the project was shared at a housing and homelessness event on September 18, 2024, and will be presented to St. Albert service clubs.</p>	12/31/24	<ul style="list-style-type: none">• Planning & Development
 3.2 Feasibility Study for Youth Transitional Housing	<p>The final report on the Feasibility Study for Youth Transitional Housing was presented to Council on September 10, 2024. Council unanimously approved the recommendation to explore potential interest from operators or partners for providing Youth Transitional Housing, with a directive to report to the Standing Committee of the Whole no later than Q2 2025.</p>	8/31/24	<ul style="list-style-type: none">• Community Services


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


Initiatives	Progress Update	Est. Completion	Department
 3.4 Community Amenities Planning	<p>The Community Amenities Planning project is progressing as scheduled, with ongoing site studies and the initiation of a functional study and partnership opportunity review. All components are on track for completion by Q1 2025. The project will include updates to costs based on the findings from the site studies. Upon completion, Council will be briefed on the impacts of the site studies as well as the results of the functional study and partnership opportunity review to determine the next steps.</p>	12/31/25	<ul style="list-style-type: none"> Recreation & Parks

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 Indigenous Reconciliation - Synergistic Partnerships	<p>Project planning is progressing for a Reconciliation Action Plan/ Indigenous Framework, which will guide the future establishment of an advisory entity. A Working Group successfully organized activities for the National Day for Truth and Reconciliation on September 30, 2024, held at Mission Park. Administration also worked to enable the installation of the Every Child Matters Crosswalk in downtown St. Albert. Ongoing efforts include relationship building with First Nations and Métis communities to explore mutually beneficial opportunities.</p>	3/31/25	<ul style="list-style-type: none"> 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
 3.9 Community Social Needs Assessment	<p>The final report for the Community Social Needs Assessment was presented to the Standing Committee of the Whole on September 10, 2024, as information. The resulting Community Social Roadmap is a working document that will guide Family and Community Support Services (FCSS) in collaborative efforts with community stakeholders over the next 5 to 10 years.</p>	9/30/24	<ul style="list-style-type: none"> Community Services

Initiatives	Progress Update	Est. Completion	Department
 3.10 Inclusion, Diversity, Equity and Accessibility Strategy	<p>The Colbourne Institute for Inclusive Leadership at NorQuest College has been selected as the consultant to develop the IDEA Strategy, Implementation Plan, Education Plan, and Communications Plan. Internal communications were initiated in September to inform all employees about the project.</p> <p>From September to December 2024, the consultant will conduct internal and external assessments, including an all-employee survey, interviews with the Executive and Leadership Teams, engagement with community stakeholders, a review of Alberta municipalities' IDEA practices, and an accessibility audit of the City's public website. The next phase, from January to April 2025, will involve developing the IDEA strategy, purpose statement, Council Policy and/or Administrative Directive, and a multi-year action plan, including an education and communications plan for employees. Depending on preliminary outcomes, a proposed Council Policy may be brought forward for approval.</p>	6/30/25	<ul style="list-style-type: none"> Human Resources & Safety

COUNCIL STRATEGIC PRIORITY FOUR: ADAPTING TO A CHANGING NATURAL ENVIRONMENT

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

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


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


COUNCIL STRATEGIC PRIORITY FIVE: FINANCIAL SUSTAINABILITY




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



Strategy	Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure, and support alternative service delivery. This includes exploring plans for the Solar Farm and discovering partnership opportunities.
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Initiatives	Progress Update	Est. Completion	Department
 5.4 Long-Term Debt Strategy	<p>The project team has successfully engaged internal stakeholders to explore integration opportunities within the capital projects prioritization processes, specifically focusing on municipal and Off-Site Levy (OSL) projects.</p> <p>Next steps include conducting an electronic scan of OSL policies of comparable municipalities, integrating long-term debt considerations into Council decisions, identifying points for budget process integration, and drafting a scope of work for the subsequent project.</p>	3/31/25	<ul style="list-style-type: none"> Financial & Strategic Services

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 as well as advancing the Internal Audit practice and processes and the implementation of audit recommendations.
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Initiatives	Progress Update	Est. Completion	Department
 5.9 Mature Asset Management Program	<p>The Mature Asset Management (AM) Program is being revised to address new resource requirements and an expanded scope. Following the completion of the vendor evaluations and demonstrations for the Enterprise Maintenance Management - Asset Management (EMM-AM) software, which dominated the AM team's capacity during Q1-Q3 2024, the focus will shift back to updating the AM Governance Structure and related components in Q4 2024.</p> <p>The project charter will be circulated for approval after incorporating required changes, followed by a review by AM Committee members. The finalized State of Infrastructure Report (SOIR) was completed in July, and 18% of the governance structure for tactical asset management plans has been developed. Ongoing meetings with asset stewards will continue through Q4 to refine roles and responsibilities.</p>	12/30/26	<ul style="list-style-type: none"> Engineering Services

Initiatives	Progress Update	Est. Completion	Department
 5.13 Extending Online Options for Building and Development Application Process	<p>Currently, the project for extending online options for the building and development application process has not commenced. The detailed requirements and procurement processes are still pending the selection of the Enterprise Maintenance Management - Asset Management (EMM-AM) software platform.</p> <p>To ensure effective integration with the EMM-AM platform and address resource capacity constraints, the anticipated start date for this initiative has been pushed back to no earlier than Q2 2025.</p>	6/30/26	<ul style="list-style-type: none"> • Planning & Development
 5.14 Modernize City's Budget - Multi-year Budgeting	<p>The Project Plan has been officially approved, incorporating the latest updates. A successful kickoff meeting was held on September 13, 2024, to initiate the project.</p> <p>Key upcoming activities include data collection from internal and external sources as well as analysis of findings.</p>	12/31/26	<ul style="list-style-type: none"> • Financial & Strategic Services
 5.16 Enhance Records and Information Management Practices	<p>The Digitization Directive has been sent for approval and is scheduled to be published on the internal website, alongside related procedural documents. This directive includes a list of equipment requirements to aid in developing the tender for a commercial scanner later this year. The offsite storage service contract has undergone legal review and is now being executed. Additionally, an IT Application Analyst has been recruited to assist the team in reviewing the City's Microsoft environment and providing recommendations to ensure alignment with the Records and Information Management directives.</p>	12/31/26	<ul style="list-style-type: none"> • Legal/ Legislative/Record Services

Initiatives	Progress Update	Est. Completion	Department
 5.17 Procurement Audit Implementation - Phase 1 & 2	<p>The Internal purchasing website has been successfully launched, providing employees with information on procurement and updates related to improvements made based on audit recommendations and to facilitate the implementation of procurement recommendations.</p> <p>Ongoing efforts are focused on developing formal internal training modules to support the implementation of the updated processes and forms starting in Quarter 4. The project team is finalizing internal directives, protocols, and business process documents to establish a standard contract management practice across the City. The transition of the Corporate Procurement Card Administration function has been completed. This shift and automation of previously manual processes has streamlined workflows, improved resource management, and enhanced time efficiency within Purchasing Services.</p> <p>The team is also working on an operational risk register and a companion guidance document to proactively manage risks associated with procurement, contract management, and payment activities. While balancing operational and project demands presents challenges, a more detailed work planning approach has been adopted to improve clarity around task timelines, team capacity, and interdependencies.</p>	3/31/25	<ul style="list-style-type: none"> Financial & Strategic Services
 5.22 Process Improvements for planning, development and capital project management	<p>The consultants have delivered final reports, which have been accepted by the Planning and Development and Engineering (CPO) teams. These reports include assessments of the current state, desired future state, and a gap analysis that informed the provided recommendations.</p> <p>Both teams are now reviewing the recommendations to determine the timing, sequencing, and resources required for implementation (people and budget).</p>	9/30/24	<ul style="list-style-type: none"> Engineering Services Planning & Development

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
1. ECONOMIC PROSPERITY	■ 1.8 Infill Strategy	1/1/25	• Planning & Development
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	■ 4.5 Resilient Infrastructure Strategy	1/1/25	• Engineering Services
5. FINANCIAL SUSTAINABILITY	■ 5.8 Standardize Capital Project and Contract Management Procedures	1/1/25	• Engineering Services
5. FINANCIAL SUSTAINABILITY	■ 5.10 Enhancement of Online Access to City Services	9/1/26	• Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	■ 5.11 Customer Relationship Management Direction	1/1/26	• Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	■ 5.12 Customer Relationship Management Implementation	1/1/27	• Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	■ 5.19 Procurement Audit Implementation - Phase 3	1/1/25	• Financial & Strategic Services

Initiatives Previously Completed/Stopped During This Council Term

Strategic Priorities Grouping	Initiatives	Completed Date	Department
1. ECONOMIC PROSPERITY	✓ 1.6 Green Tape 2.0	3/31/23	• Engineering Services
1. ECONOMIC PROSPERITY	✓ 1.7 Investment Attraction Strategy	3/31/23	• Economic Development
2. DOWNTOWN VIBRANCY	✓ 2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization	1/17/24	• Planning & Development
2. DOWNTOWN VIBRANCY	● 2.2 Millennium Park Development	12/31/26	• Recreation & Parks
2. DOWNTOWN VIBRANCY	✓ 2.3 Downtown Stakeholder Coordination	12/31/23	• Economic Development
3. COMMUNITY WELL BEING	✓ 3.3 Enhance Housing Options	3/31/24	• Planning & Development
3. COMMUNITY WELL BEING	✓ 3.5 Ownership of Community Amenities Lands	12/31/22	• Legal/Legislative/Record Services
3. COMMUNITY WELL BEING	✓ 3.7 Municipal Naming	12/31/23	• Planning & Development
3. COMMUNITY WELL BEING	✓ 3.8 Grant Program Review	6/30/23	• Recreation & Parks
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.1 Waste Minimization Strategies	3/31/23	• Public Operations
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.2 Climate Adaptation Plan (Risk and Vulnerability Assessment)	12/31/23	• Government/Indigenous Relations & Environment
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.3 Energy Efficiency Community Based Programs	6/30/23	• Government/Indigenous Relations & Environment
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.4 Green Environment Strategy	12/31/23	• Government/Indigenous Relations & Environment

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

Table of Contents

Financial Summary	15
Municipal	
Operating Summary by Function	16
Capital Summary	20
Utility	
Operating Summary by Function	21
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 2024 resulted in a forecasted surplus of \$8.8 million. This is primarily due to revenue increases in permits, investment interest, and the ambulance contract agreement, and expense savings in the RCMP contract, and salary vacancies.

Municipal

Operating:

- \$159.5 million in revenue recognized, which is 73% of forecast.
- \$143.2 million has been spent, which is 68% of forecast.

Capital:

- There is a total of 158 municipal capital projects for 2024.
- To date, \$195.3 million has been spent out of a \$394.2 million cumulative budget.

Utility

Operating:

- \$38.3 million in revenue recognized, which is 75% of forecast.
- \$27.7 million has been spent, which is 75% of forecast.

Capital:

- There is a total of 55 utility capital projects for 2024.
- To date, \$51.8 million has been spent out of a \$121.3 million cumulative budget.

Investments

The City has \$296 million in cash and investments and has earned \$8 million in investment income to date.

Reserves

The balance is \$188.4 million, with a forecasted year end uncommitted balance of \$72 million.

Debt

The City's outstanding debt is \$84.6 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT
MUNICIPAL OPERATING SUMMARY BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2024
IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	\$25	\$32	\$32	\$0
Executive Leadership	16	315	315	0
General Government	3,390	5,399	5,736	338
Community & Recreation Services	10,654	13,926	14,308	382
Emergency Services	6,420	8,680	9,043	363
Public Operations	10,380	14,152	14,418	266
Planning & Engineering	5,186	4,172	5,701	1,530
Corporate Financing	123,443	165,343	168,833	3,490
Total Revenue	\$159,513	\$212,018	\$218,386	\$6,368

Expenses				
Council	\$603	\$979	\$982	\$(3)
Executive Leadership	1,097	2,004	1,848	156
General Government	19,608	29,773	29,230	543
Community & Recreation Services	22,074	32,179	31,252	927
Emergency Services	26,217	45,438	42,383	3,055
Public Operations	34,042	48,079	47,908	171
Planning & Engineering	8,613	12,757	12,833	(76)
Corporate Financing	30,962	40,810	43,157	(2,347)
Total Expenses	\$143,216	\$212,018	\$209,593	\$(2,425)

Excess of Revenue over Expenses				
Council	\$(578)	\$(948)	\$(950)	\$(3)
Executive Leadership	(1,081)	(1,689)	(1,533)	156
General Government	(16,218)	(24,374)	(23,494)	880
Community & Recreation Services	(11,421)	(18,252)	(16,944)	1,308
Emergency Services	(19,797)	(36,759)	(33,341)	3,418
Public Operations	(23,662)	(33,927)	(33,490)	437
Planning & Engineering	(3,427)	(8,585)	(7,132)	1,454
Corporate Financing	92,481	124,533	125,676	1,143
Total Revenue Over Expenses	\$16,297	\$0	\$8,793	\$8,793

*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 - \$3 thousand higher than budget

No significant variances

Executive Leadership - \$156 thousand lower than budget

Expense - \$156 thousand lower than budget

- \$134 lower in salaries due to staff vacancies.

General Government - \$880 thousand lower than budget

Revenue – \$338 thousand higher than budget

- \$232 higher in Partners in Injury Reduction (PIR) rebate. This is higher than the expected 5% for maintenance of COR due to an annual improvement in performance.
- \$66 higher in tax penalties and tax certificates due to higher volume.
- \$40 higher in business licenses due to higher volume.

Expense - \$543 thousand lower than budget

- \$262 lower in salaries due to staff vacancies.
- \$191 lower in professional services due to less third-party adjudication costs and delay to plan program changes.
- \$150 lower in learning and development due to employee capacity constraints and an inability to take planned learning.
- \$31 lower in telephone and mobile charges due to new mobile contract.
- \$232 higher in transfer to reserves for Partners in Injury Reduction (PIR) rebate.

Community & Recreation Services - \$1,308 thousand lower than budget

Revenue - \$382 thousand higher than budget

- \$215 higher in recreation admission and membership revenue due to higher usage.
- \$134 higher in culture rental revenue and Arden refurbishment surcharge due to increased demand.
- \$70 higher in recreation rental revenue due to increased demand.
- \$70 lower in recreation aquatics program revenue due to Fountain Park Recreation Centre facility closure.

Expense - \$927 thousand lower than budget

- \$890 lower in salaries due to staff vacancies in Recreation and Parks and Community Services and the Fountain Park Recreation Centre facility closure.

- \$65 lower in operating and program supplies not required for the Historic Conservation Program.
- \$53 lower in telephone and mobile charges due to new mobile contract.
- \$32 lower in utilities due to Fountain Park facility closure.
- \$77 higher in the subsidy programming due to increased demand.
- \$64 higher in transfer to reserves due to increased Arden refurbishment surcharges.

Emergency Services - \$3,418 thousand lower than budget

Revenue – \$363 thousand higher than budget

- \$580 higher in contract revenue due to new contract for ambulance service delivery.
- \$250 lower due to reduction in issued and paid photo tickets.

Expense - \$3,055 thousand lower than budget

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

Public Operations - \$437 thousand lower than budget

Revenue – \$266 thousand higher than budget

- \$237 higher in one-time Low-Income Transit operating grant.
- \$43 higher in recovered costs for transit insurance recoveries offset by increased contracted services for repairs.
- \$34 lower in volume of transit ticket fares.

Expense – \$171 thousand lower than budget

- \$131 lower in salaries due to staff vacancies.
- \$44 lower in telephone and mobile charges due to new mobile contract.
- \$40 lower in equipment and vehicle parts due to acquisition of new handi-buses requiring less repairs.
- \$60 higher in contracted services to maintain equipment due to staff vacancies and increased transit insurance R&M costs.

Planning & Engineering - \$1,454 thousand lower than budget

Revenue – \$1,530 thousand higher than budget

- \$1,354 higher in building permits and inspections due to development growth/ new subdivisions.
- \$156 higher in subdivision fees for recent developments.
- \$100 higher in recovered costs for a third-party utility review.
- \$75 higher in development permit fees also related to increased development in new subdivisions.

- \$151 lower in development compliance certificates and fees with trend towards title insurance in lieu of compliance certificates.

Expense – \$76 thousand higher than budget

- \$247 higher energy costs due to higher electricity delivery costs primarily impacting street lighting.
- \$167 lower in salaries due to staff vacancies.

Corporate Financing - \$1,143 thousand higher than budget

Revenue – \$3,490 thousand higher than budget

- \$3,000 higher in interest income due to higher Bank of Canada interest rates than forecasted.
- \$487 higher in franchise fees resulting from the AUC's approval of the electricity delivery rate increase and growth.

Expense – \$2,347 thousand higher than budget

- \$2,200 higher in interest expense due to higher interest revenue earned.
- \$76 higher in employee relations.

Municipal Capital Summary

Budget vs. Actual Comparison

Table 1 illustrates that to date, \$195.3 million has been spent out of a \$394.2 million cumulative budget, with:

- 149 projects on budget.
- 9 projects below budget (this includes Millenium Park Construction project for which funding was not approved)

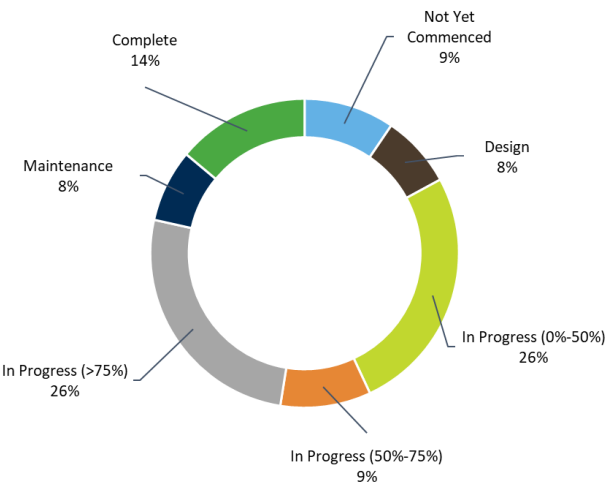
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2024	3,504	107,476	90,844	51
2023	34,417	71,589	71,363	39
2022	18,925	32,438	32,440	28
Prior	138,461	182,683	182,634	40
TOTAL	\$195,309	\$394,185	\$377,280	158

Project Status

As shown in Table 2, 91% of the 158 projects are currently in progress or complete.

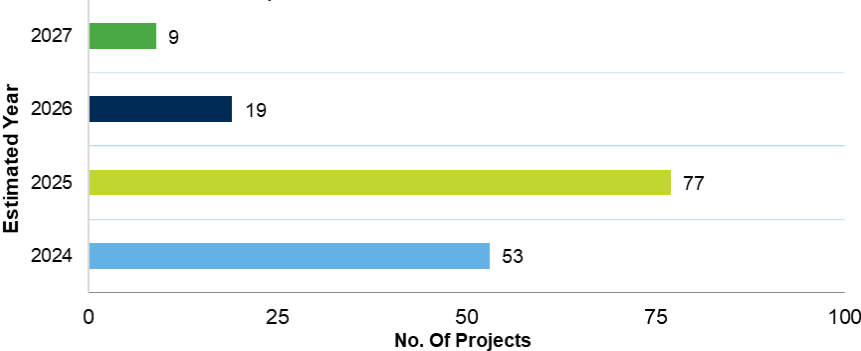
Table 2: Progress Status



Project Completion

As the majority of the City’s projects are multi-year in nature, an estimated time frame of when projects will be closed has been identified. Table 3 indicates that 53 projects will be closed at the end of the year.

Table 3: Estimated Completion Year



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

**UTILITY OPERATING SUMMARY BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2024
IN THOUSANDS OF DOLLARS**

	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	\$853	\$1,035	\$1,063	\$28
Water	12,322	15,906	16,509	603
Wastewater	13,650	18,578	18,212	\$(366)
Storm	5,124	6,915	6,915	0
Solid Waste Management	6,325	8,385	8,397	12
Total Revenue	\$38,274	\$50,818	\$51,096	\$278

Expenses				
Utility Finance	\$853	\$1,035	\$1,063	\$(28)
Water	8,657	11,055	10,633	422
Wastewater	11,531	15,321	15,283	38
Storm	1,453	2,077	2,066	11
Solid Waste Management	5,222	7,746	7,666	80
Total Expenses	\$27,716	\$37,235	\$36,711	\$524

Transfer to Reserve				
Water	\$3,665	\$4,851	\$5,876	(1,025)
Wastewater	2,119	3,257	2,930	328
Storm	3,671	4,837	4,849	(11)
Solid Waste Management	1,104	638	731	(92)
Total Transfer to Reserve	\$10,558	\$13,584	\$14,385	\$801

*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 anticipated variances.

Water - \$1,205 thousand higher than budget

Revenue – \$603 thousand higher than budget

- \$600 higher in water connection fees due to development growth.

Expense – \$422 thousand lower than budget

- \$453 lower due to the water purchase rate from EPCOR being lower than budgeted.
- \$100 higher than budget in one-time electricity charges incurred from the Henday Booster Station.

Wastewater - \$328 thousand lower than budget

Revenue – \$366 thousand lower than budget

- \$400 lower in wastewater service charges due to system water losses not having been factored into projected wastewater volume and wastewater rates.

Expense – \$38 thousand lower than budget

- No significant variances.

Storm - \$11 higher than budget

- No significant variances.

Solid Waste Management – \$92 thousand higher than budget

Revenue – \$12 thousand higher than budget

- No significant variances

Expense – \$80 thousand lower than budget

- \$74 lower in salaries due to staff vacancies.

Utility Capital Summary

Budget vs. Actual Comparison

Table 4 illustrates that to date, \$51.8 million has been spent out of a \$121.3 million cumulative budget, with:

- 51 Projects on budget
- 4 Projects below budget

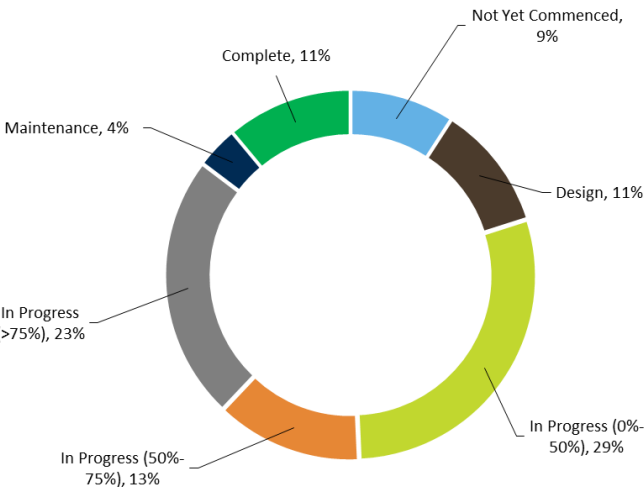
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2024	1,854	22,399	20,301	14
2023	27,564	43,326	43,326	8
2022	6,427	18,132	16,052	9
Prior	15,925	37,426	37,413	24
TOTAL	\$51,770	\$121,283	\$117,092	55

Project Status

As shown in Table 5, 91% of the 55 projects are currently in progress or complete.

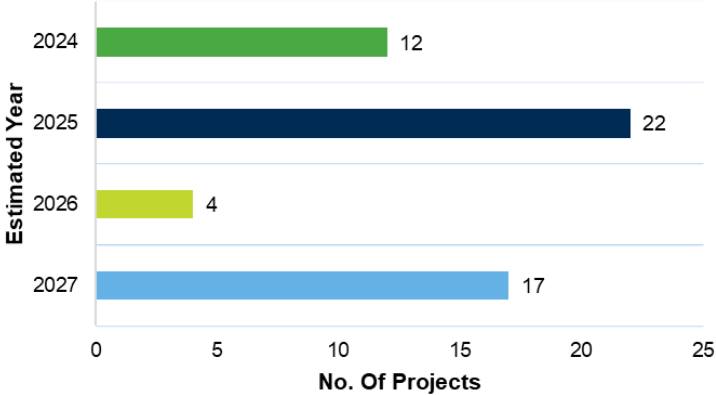
Table 5: Progress Status



Project Completion

As the majority of the City’s projects are multi-year in nature, an estimated time frame of when projects will be closed has been identified. Table 6 indicates that 12 projects will be closed at the end of the year.

Table 6: Estimated Year of Closure



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

Investments

As of September 30, 2024, the City has \$296 million in cash and investments and earned \$8 million in investment income. The main objectives of the City of St. Albert’s Investment Policy, C-FS-02 are:

Capital Preservation

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

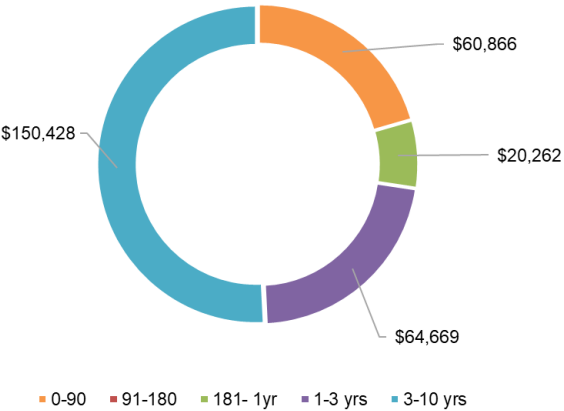
Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	91,037,834	30.73%
Scotiabank	81,563,886	27.53%
BMO	59,390,437	20.05%
CWB	31,752,781	10.72%
RBC Commercial	21,878,263	7.39%
NBC	5,341,774	1.80%
HSBC	5,059,897	1.71%
Servus	200,001	0.07%
Total	296,224,873	100.00%

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarterly liquidity ratio was 1.13:1.00, which is above the minimum requirement. As illustrated in Table 8, the portfolio is split between investment terms to ensure anticipated short and long-term requirements are met.

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



Rate of Return

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

Table 9: Rate of Return Comparison

Type		St. Albert	Bank of Canada
Cash and Short Term Investments	Term	Average Portfolio Rate	T-Bill and Bond Rates
	0-90	4.85%	4.02%
	91-180	N/A	3.73%
	181- 1yr	5.34%	3.33%
	>1 - 3 yrs	5.84%	3.33% to 2.88%
Long Term Investments	>3 - 10 yrs	2.63%	2.88% to 3.01%

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, 2024, is \$72 million of which:

- 12% for property tax stabilization and contingency funding.
- 88% for replacement of existing municipal and utilities equipment, infrastructure, and future capital projects.

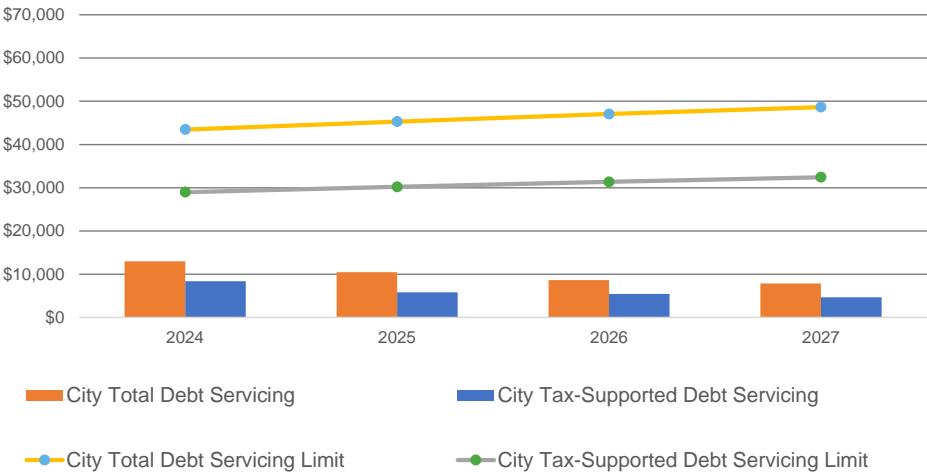
A detailed listing of each reserve category can be found in Appendix 3.

Table 14: Reserve Balances (In Thousands of Dollars) - Summary (2)

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating	\$ 21,220	\$ 22,623	\$ (12,387)	\$ 10,236
Capital	110,693	95,035	(31,216)	63,819
Utilities	56,334	59,748	(61,983)	(2,236)
Outside Agencies	162	153	9	162
TOTAL	\$ 188,408	\$ 177,558	\$ (105,578)	\$ 71,981

Debt

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



The City of St. Albert shall adhere to a debt limit prescribed by the Province and as detailed per the City’s Debt Management Policy, C-FS-03, which was updated in Q2 2024. The update establishes an internal limit of 18% of total debt servicing and 12% of tax-supported debt servicing. As illustrated in Table 11 the City’s has \$13.0 million in debt servicing payments which is considerably lower than the municipal and internal limits.

The City has \$84.6 million debt outstanding which relates to seven significant projects:

- Ray Gibbon Drive of \$32.6 million expiring in 2026, 2027, 2028, 2040, and 2041
- Range Road 260 of \$17.5 million expiring in 2041
- North St. Albert Trail of \$21.2 million expiring in 2033, 2040 and 2041
- North Interceptor Trunkline of \$7.4 million expiring in 2038
- Servus Place of \$0.7 million expiring in 2025
- Fire Hall #4 of \$0.4 million expiring in 2024
- Villeneuve Road of \$4.8 million expiring in 2033

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2024
 IN THOUSANDS OF DOLLARS

		Project To Date	Project Budget	Forecast	Variance	Project Status
General Government						
415506	Smart City Master Plan & Alliance	38	75	38	49.6%	Complete
423433	Contaminated Sites Remediation	-	30	30	0.0%	Not Yet Commenced
424433	Contaminated Sites Remediation	-	30	30	0.0%	Not Yet Commenced
421419	Energy Efficiency Replace Prgm	304	331	331	0.0%	In Progress > 75%
423419	Energy Efficiency Replace Prgm	-	131	131	0.0%	Not Yet Commenced
419427	Smart Facility Monitoring	-	30	30	0.0%	Not Yet Commenced
421427	Smart Facility Monitoring	-	81	81	0.0%	Not Yet Commenced
422506	Enterprise Asset Management	420	1,401	1,401	0.0%	In Progress 0-50%
415508	Financial System Software	194	300	300	0.0%	In Progress > 75%
416508	Financial System Software	1,194	1,388	1,388	0.0%	In Progress > 75%
422501	IT Lifecycle Replace Plan	749	750	750	0.0%	Complete
424501	IT Lifecycle Replace Plan	-	750	750	0.0%	Not Yet Commenced
423501	IT Lifecycle Replace Prgm	518	750	750	0.0%	In Progress 50-75%
423502	IT Office Automation	50	50	50	0.0%	Complete
424502	IT Office Automation	13	50	50	0.0%	In Progress 0-50%
424504	Municipal Area Fiber Network Expansion	250	390	390	0.0%	In Progress 50-75%
423504	Municipal Area Network Expansion	380	380	380	0.0%	Complete
422507	Next Gen 911 Implement & Syst Rep	157	1,194	1,194	0.0%	In Progress 0-50%
420503	Non-Emergency Radio System Replace	724	1,075	1,075	0.0%	In Progress > 75%
415505	Commercial Scanner Acquisition	5	57	57	0.0%	In Progress 0-50%
Total General Government		\$4,996	\$9,243	\$9,206	0.4%	
			20			
Community & Recreation Services						
424340	Arden Theatre Lifecycle Plan	-	33	33	0.0%	Not Yet Commenced
424317	Founders Walk Phase 3	-	108	108	0.0%	Not Yet Commenced
416318	Heritage Park Design (phase 3)	176	216	216	0.0%	In Progress > 75%
424320	Visual Arts Studio Lifecycle	-	50	50	0.0%	Not Yet Commenced
423311	Youth Transitional Housing	96	132	96	27.5%	Complete
422361	ACA Rec Hub Funding	500	1,500	1,500	0.0%	In Progress 0-50%
424302	Aquatics Lifecycle Replace Plan	87	210	210	0.0%	In Progress 50-75%
423302	Aquatics Lifecycle Replacement Prgm	269	274	274	0.0%	In Progress > 75%
423307	City Playground Lifecycle Prgm	0	327	327	0.0%	In Progress > 75%
421314	Community Amenities Site Planning	423	500	500	0.0%	In Progress > 75%
422314	Community Amenities Site Planning	131	1,000	1,000	0.0%	In Progress 0-50%
422360	Community Capital Grant Prgm	444	467	467	0.0%	In Progress > 75%
424360	Community Capital Grant Prgm	60	250	250	0.0%	In Progress 0-50%
424311	Dog Friendly Park Development	-	249	249	0.0%	In Design
422308	Kingswood Park Boat Dock	155	182	182	0.0%	Maintenance
422306	Kingswood Park Disc Golf Course	134	148	148	0.0%	Maintenance
424308	Lacombe Lake Dog Park Remediation	-	190	190	0.0%	In Progress 0-50%
424319	Langholm Park Disc Golf	-	94	94	0.0%	In Design
424318	Millennium Park Construction*	-	16,632	-	100.0%	Not Yet Commenced
423317	Millennium Park Design Phase 2 & Construction	153	337	153	54.6%	Complete
422312	Neighborhood Park Development	643	703	703	0.0%	In Design
424312	Neighborhood Park Development	4	258	258	0.0%	In Progress 0-50%
421315	Oakmont Trail Phase 2	298	298	298	0.0%	Complete
424315	Oakmont Trail Phase 2	39	2,599	2,599	0.0%	In Progress > 75%
423308	Off Leash Area Enhancements	138	200	200	0.0%	In Progress > 75%

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
422316	Outdoor Rec & Parks Infrastruc Rehab	148	165	165	0.0%	Complete
423316	Outdoor Rec & Parks Infrastruc Rehab	82	84	83	1.8%	Complete
419310	Park Signage Program	175	297	297	0.0%	In Progress 50-75%
424307	Parks and Outdoor Recreation Amenities	13	200	200	0.0%	In Progress 0-50%
421313	RWP Meadowview - Construction	2,855	3,156	3,156	0.0%	Maintenance
422313	RWP Meadowview - Construction	288	368	368	0.0%	Maintenance
422301	Servus Lifecycle Replacement Prgm	810	823	823	0.0%	In Progress > 75%
423301	Servus Lifecycle Replacement Prgm	816	970	970	0.0%	In Progress > 75%
424301	Servus Lifecycle Replacement Prgm	332	965	965	0.0%	In Progress 50-75%
Total Community & Recreation Services		\$9,269	\$33,982	\$17,129	49.6%	
Emergency Services						
419332	Emerg Response Veh	188	188	188	0.1%	Complete
423330	Emergency Equip Replace Plan	238	279	279	0.0%	In Progress > 75%
424330	Emergency Equip Replace Plan	19	178	178	0.0%	In Progress 0-50%
423338	Fire #2 Security Upgrade	44	45	45	0.0%	Complete
420334	Fire Aerial Apparatus	4	2,470	2,470	0.0%	In Progress 0-50%
422337	Fire Station #1 & NABI - Decommissioning	522	507	507	0.0%	Maintenance
420331	Fire Station #1 – Construction	13,949	14,100	14,100	0.0%	In Progress > 75%
420332	Fire Station #4	2,358	19,341	19,341	0.0%	In Design
420333	Fire Station #4 Fire Engine	4	1,541	1,541	0.0%	In Progress 0-50%
420335	Fire Tanker Vehicle	4	779	779	0.0%	In Progress 0-50%
424335	Municipal Enforcement Vehicle	-	158	158	0.0%	In Progress 0-50%
422334	Policing Bldg Accommod	1,472	5,000	5,000	0.0%	In Progress 0-50%
424334	Policing Services Building Feasibility Study	-	150	150	0.0%	In Progress > 75%
Total Emergency Services		\$18,801	\$44,734	\$44,734	0.0%	
Public Operations						
412420	Campbell Road Park & Ride	22,710	25,600	25,600	0.0%	Complete
423809	Kinex Arena Lifecycle	253	258	253	1.9%	Complete
423810	Larry Olexiuk Field Artificial Turf Replacement	1,036	1,038	1,038	0.0%	Maintenance
423812	Loader with blower	566	565	566	-0.2%	Complete
422807	Municipal Facilities - Repairs & Renewal	4,775	4,775	4,775	0.0%	Complete
423807	Municipal Facilities - Repairs & Renewal	6,412	10,480	10,480	0.0%	In Progress 50-75%
424807	Municipal Facilities - Repairs & Renewal	-	12,800	12,800	0.0%	Not Yet Commenced
420801	PW Mobile Equip Replace Plan	2,530	2,535	2,530	0.2%	Complete
421801	PW Mobile Equip Replace Plan	1,841	1,847	1,841	0.3%	Complete
422801	PW Mobile Equip Replace Plan	1,206	2,405	2,405	0.0%	In Progress 50-75%
423801	PW Mobile Equip Replace Plan	3,102	3,871	3,871	0.0%	In Progress > 75%
424801	PW Mobile Equip Replace Plan	613	4,499	4,499	0.0%	In Progress 0-50%
419803	SAP Bldg Replace Prgm	304	310	310	0.0%	Maintenance
424806	Shop & Yard Equip Replace	34	40	40	0.0%	In Progress > 75%
423813	Sidewalk machine	183	183	183	0.0%	Complete
424808	St. Albert Place - Exterior, Programmable LED Li	-	125	125	0.0%	In Design
421350	Transit Bus Lifecycle Replace	756	758	758	0.0%	Complete
422350	Transit Bus Lifecycle Replace	191	265	265	0.0%	In Progress 50-75%
423350	Transit Bus Lifecycle Replace	585	809	809	0.0%	In Progress 50-75%
424350	Transit Bus Lifecycle Replace	-	280	280	0.0%	In Progress 0-50%
424803	Transit Garage (Liggett Place) Expansion	87	635	635	0.0%	In Progress 0-50%
424351	Transit Growth Buses	-	1,834	1,834	0.0%	In Progress 0-50%
414804	Transit Smart Fare & Smart Bus	3,563	3,992	3,992	0.0%	In Progress > 75%
423814	Truck plow with sander	-	400	400	0.0%	In Progress 0-50%
Total Public Operations		\$50,747	\$80,303	\$80,287	0.0%	

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
Planning & Engineering						
423409	Active Transport Plan	492	500	500	0.0%	Maintenance
424409	Active Transport Plan	143	510	510	0.0%	Maintenance
422401	Arterial Rehab Prgm	415	1,680	1,680	0.0%	In Progress > 75%
423401	Arterial Rehab Prgm	59	1,636	1,636	0.0%	In Progress 0-50%
424401	Arterial Rehab Prgm	195	1,636	1,636	0.0%	In Progress > 75%
422411	Back Lanes Prgm	13	710	710	0.0%	In Design
419411	Back Lanes Program	35	1,350	1,350	0.0%	In Progress 0-50%
420414	Barrier Wall Study & Replace	3,165	3,768	3,768	0.0%	Maintenance
422413	Bridge Prgm	200	359	359	0.0%	In Progress > 75%
423413	Bridge Prgm	1,436	2,015	2,015	0.0%	In Progress > 75%
424413	Bridge Prgm	7	628	628	0.0%	In Progress 0-50%
419415	Buildings Life Cycle Program	217	235	235	0.0%	In Progress > 75%
423415	Business Process Consultant	149	150	150	0.0%	In Progress > 75%
423426	Capital Projects Maintenance	13	200	200	0.0%	In Progress 0-50%
423402	Collector Roadway Prgm	708	1,235	1,235	0.0%	In Progress 50-75%
424402	Collector Roadway Prgm	133	1,235	1,235	0.0%	In Progress 0-50%
422430	Fleet Unit 46-11 Replacement Upgrade	139	138	139	-0.9%	Complete
419423	Fowler Way	3,765	6,660	6,660	0.0%	In Design
423423	Fowler Way - 50% OSL	-	4,400	4,400	0.0%	Not Yet Commenced
422410	Intersection Improvements	297	500	500	0.0%	In Progress 0-50%
423410	Intersection Improvements	99	100	100	0.0%	In Progress > 75%
418411	Lane Reconstruct Prgm	1,330	1,600	1,600	0.0%	In Progress > 75%
423403	Local Roadway Prgm	1,649	1,680	1,680	0.0%	In Progress > 75%
424403	Local Roadway Prgm	425	1,680	1,680	0.0%	In Progress > 75%
424425	Meadowview Lane & Rail Crossing	58	340	340	0.0%	In Design
424423	Mobility Choices Strategy	35	1,000	1,000	0.0%	In Design
421406	Multi-Use Trail Rehab Prgm	380	385	385	0.0%	Maintenance
422406	Multi-Use Trail Rehab Prgm	183	273	273	0.0%	In Progress > 75%
424406	Multi-Use Trail Rehab Prgm	-	275	275	0.0%	In Progress > 75%
423406	Multi-use Trail Rehab Prgm	45	275	275	0.0%	In Progress > 75%
419421	N SA Trail Corridor Mgmt Implement	23,552	26,500	26,500	0.0%	Maintenance
424416	Neighborhood Traffic Calming	57	363	363	0.0%	In Progress 0-50%
416418	Noise Attenuation Data Collection	127	200	200	0.0%	In Progress > 75%
423414	North St. Albert Trail Improvements (65% OSL)	6,892	16,220	16,220	0.0%	In Progress 50-75%
423404	Paved Parking Lot Prgm	575	611	611	0.0%	In Progress > 75%
424404	Paved Parking Lot Prgm	18	750	750	0.0%	In Design
419404	Paved Parking Lot Program	64	165	165	0.0%	In Design
424405	Permanent Line Marking Rehab	133	210	210	0.0%	In Progress 50-75%
421420	RR260 - Community Amenities & Lakeview Bus I	21,321	29,773	29,773	0.0%	Complete
423420	RR260-Road Construction	119	227	227	0.0%	In Progress > 75%
424430	Ray Gibbon Drive Ph 3 & 4	-	44,382	44,382	0.0%	In Design
420424	Ray Gibbon Improvements	28,495	28,715	28,715	0.0%	Complete
422412	Roadway Rehab Prgm	692	2,457	2,457	0.0%	In Progress 0-50%
423412	Roadway Rehab Prgm	1,997	2,477	2,477	0.0%	In Progress > 75%
424412	Roadway Rehab Prgm	28	2,457	2,457	0.0%	In Progress 0-50%
417421	SA Trail Traffic Signal Optimization	187	208	208	0.0%	In Progress > 75%
423407	Sidewalk Prgm	562	600	600	0.0%	In Progress > 75%
424407	Sidewalk Program	167	1,000	1,000	0.0%	In Progress 50-75%
424411	St Anne Street Backlanes Improvements	-	1,540	1,540	0.0%	Not Yet Commenced
424417	Traffic Signal Maintenance	227	490	490	0.0%	In Progress 0-50%
424422	Transportation Network Improvements	27	330	330	0.0%	In Progress 0-50%
424424	Transportation Network: Preliminary Eng.	37	559	559	0.0%	In Progress 0-50%
424421	Transportation Secondary Infrastructure Manager	62	141	141	0.0%	In Progress 0-50%
423408	Transportation Systems Mgmt	362	614	614	0.0%	In Progress 50-75%
424408	Transportation Systems Mgmt	201	688	688	0.0%	In Progress 0-50%

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
422418	Villeneuve Rd Rebuild	4,027	4,097	4,097	0.0%	In Progress > 75%
423418	Villeneuve Rd Rebuild - 35% OSL	4,341	17,057	17,057	0.0%	In Progress 0-50%
419425	Accessibility Initiatives	51	300	300	0.0%	In Progress 0-50%
422427	DARP Project Prioritization	60	165	165	0.0%	In Progress 0-50%
424434	Habitat for Humanity Funding	-	100	100	0.0%	In Progress 0-50%
424435	Homeland Housing Supports	-	2,845	2,845	0.0%	In Progress 0-50%
424427	Housing Options for Affordability & Accessibility	-	113	113	0.0%	In Progress 0-50%
422429	Lakeview/Badger Lands ASP	155	200	200	0.0%	In Progress > 75%
421428	Land Use Bylaw Update	276	466	466	0.0%	In Progress 50-75%
422428	Mature Neighbourhood Revitalization Strategies	-	208	208	0.0%	Not Yet Commenced
418425	Municipal Development Plan	902	1,094	1,094	0.0%	In Progress > 75%
424428	Permitting Software Modernization	-	450	450	0.0%	Not Yet Commenced
Total Planning & Engineering		\$111,496	\$225,923	\$225,924	0.0%	
		\$195,309	\$394,185	\$377,280	4.3%	

* Millenium Park project funding was not approved.

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2024
 IN THOUSANDS OF DOLLARS

		Project To Date	Project Budget	Forecast	Variance	Project Status
Utilities						
423738	North Reservoir and Pumphouse - 100%OSL	-	1,890	1,890	0.0%	In Progress 0-50%
421737	Pump Station and Reservoir Rehab Prgm	120	200	200	0.0%	In Progress 50-75%
422737	Pump Station and Reservoir Rehab Prgm	918	1,850	1,850	0.0%	In Progress 50-75%
423737	Pump Station and Reservoir Rehab Prgm	25,538	33,383	33,383	0.0%	In Progress > 75%
424737	Pump Station and Reservoir Rehab Prgm	-	4,923	4,923	0.0%	Not Yet Commenced
424739	Utility Master Plan - WATER	-	410	410	0.0%	In Progress 0-50%
420730	Water Network LOS	1,240	1,240	1,240	0.0%	Complete
421730	Water Network LOS	2,284	2,440	2,440	0.0%	In Progress > 75%
422730	Water Network LOS	600	4,488	4,488	0.0%	In Progress 0-50%
423730	Water Network LOS	709	1,840	1,840	0.0%	In Progress > 75%
424730	Water Network LOS	1,065	2,142	2,142	0.0%	In Progress > 75%
421735	Water System Infrastructure Rehab	530	530	530	0.0%	Complete
422735	Water System Infrastructure Rehab	464	541	541	0.0%	In Progress > 75%
423735	Water System Infrastructure Rehab	290	563	563	0.0%	In Progress 50-75%
424735	Water System Infrastructure Rehab	342	591	591	0.0%	In Progress 50-75%
422747	NE Servicing Projects	939	2,000	2,000	0.0%	In Design
424749	Utility Master Plan - WASTWT	-	410	410	0.0%	In Progress 0-50%
420740	WASTWT Collection System LOS	1,417	1,417	1,417	0.0%	Complete
422740	WASTWT Collection System LOS	3,000	3,114	3,114	0.0%	Maintenance
424740	WASTWT Collection System LOS	54	1,737	1,737	0.0%	In Design
424746	WASTWT Household Service Replace	317	563	563	0.0%	In Progress > 75%
417441	WASTWT Main Replacement	1,118	1,153	1,153	0.0%	In Progress > 75%
419741	WASTWT Main Replacement	601	688	688	0.0%	In Progress > 75%
421741	WASTWT Main Replacement	647	688	688	0.0%	In Progress 50-75%
422741	WASTWT Main Replacement	343	702	702	0.0%	In Progress > 75%
423741	WASTWT Main Replacement	726	2,283	2,283	0.0%	In Progress 50-75%
424741	WASTWT Main Replacement	28	1,078	1,078	0.0%	In Progress 0-50%
421745	WASTWT Rehab Prgm	90	268	268	0.0%	In Progress 0-50%
423745	WASTWT Rehab Prgm	279	279	279	0.0%	Complete
424745	WASTWT Rehab Prgm	45	290	290	0.0%	In Progress 0-50%
420747	WASTWT SCADA System Upgrades	773	950	950	0.0%	In Progress > 75%
416457	Beaudry Place Storm Drainage Upgrade	692	750	750	0.0%	Maintenance
418851	STORM Infrastructure Rehab	1,209	1,922	1,922	0.0%	In Progress > 75%
420751	STORM Infrastructure Rehab	716	1,560	1,560	0.0%	In Progress > 75%
421751	STORM Infrastructure Rehab	38	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	-	2,064	2,064	0.0%	Not Yet Commenced
418452	STORM Mgmt LOS	1,366	1,377	1,366	0.8%	Complete
419752	STORM Mgmt LOS	1,094	3,740	3,740	0.0%	In Design
420752	STORM Mgmt LOS	156	1,915	1,915	0.0%	In Progress 0-50%
421752	STORM Mgmt LOS	40	9,540	9,540	0.0%	In Progress 0-50%
422752	STORM Mgmt LOS	26	2,106	26	98.8%	Not Yet Commenced
424752	STORM Mgmt LOS	-	2,098	-	100.0%	Not Yet Commenced

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
417453	Sediment and Erosion Control	382	385	382	0.7%	Complete
420753	Sediment and Erosion Control	1,154	1,715	1,715	0.0%	In Progress > 75%
421753	Sediment and Erosion Control	200	1,616	1,616	0.0%	In Progress 0-50%
422753	Sediment and Erosion Control	125	1,256	1,256	0.0%	In Progress 0-50%
423753	Sediment and Erosion Control	23	3,059	3,059	0.0%	In Progress 0-50%
424753	Sediment and Erosion Control	-	5,274	5,274	0.0%	Not Yet Commenced
420754	Stormwater SCADA System Upgrades	12	130	130	0.0%	In Design
424759	Utility Master Plan - STORM	-	410	410	0.0%	In Progress 0-50%
419761	Recycle Yard Upgrades	31	70	70	0.0%	In Progress 0-50%
420761	Recycle Yard Upgrades	14	28	28	0.0%	In Progress 50-75%
423761	Recycle Yard Upgrades	-	30	30	0.0%	In Progress 0-50%
424762	Refuse Truck	4	410	410	0.0%	In Progress 0-50%
Total Utilities		\$51,770	\$121,283	\$117,092	3.5%	
		\$51,770	\$121,283	\$117,092	3.5%	

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

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

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

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

APPENDIX 3 – STATEMENT OF RESERVES
FOR THE PERIOD ENDING SEPTEMBER 30, 2024
IN THOUSANDS OF DOLLARS

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
O1 Stabilization Reserve	9,448	10,362	(4,495)	5,866
O3 Operating Program	7,314	8,082	(7,660)	421
O4 Risk Management Reserve	1,388	1,351	(100)	1,251
O5 Traffic Safety	103	98	8	105
O7 Children's Festival Reserve	61	61	-	61
O8 RCMP Contract Expense Reserve	1,197	1,197	-	1,197
O9 Safety Enhancement Reserve	638	502	(107)	395
O10 Election and Census Reserve	1,071	971	(32)	939
<u>Total Operating</u>	21,220	22,623	(12,387)	10,236
C1 Internal Financing Reserve	(2,415)	-2,855	441	(2,415)
C2 Major Recreational Lands & Facilities	5,657	5,402	(764)	4,638
C3 Offsite Levy Recoveries	26,719	25,700	(5,463)	20,237
C4 Lifecycle	54,948	43,195	(13,386)	29,809
C5 Municipal Land and Facilities Reserve	7,436	7,216	(3,042)	4,174
C6 Capital Funding	15,929	13,591	(6,805)	6,786
C7 Growth Stabilization Reserve	2,374	2,694	(2,146)	548
C8 Energy Efficiency Reserve	45	93	(50)	43
<u>Total Capital</u>	110,693	95,035	(31,216)	63,819
<u>Total Utilities</u>	56,334	59,748	(61,983)	(2,236)
OA1 Outside Agency Operating	112	103	9	112
OA2 Outside Agency Capital	50	50	-	50
<u>Total Outside Agency</u>	162	153	9	162
	188,408	177,558	(105,578)	71,981

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

APPENDIX 4 GLOSSARY

TERM	DESCRIPTION
Alberta Utilities Commission (AUC)	The Alberta Utilities Commission is an independent, quasi-judicial agency of the Province. The AUC regulates the utilities sector, natural gas, and electricity markets to protect the social, economic, and environmental interests of Alberta.
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.
Partners in Injury Reduction (PIR)	PIR is a voluntary program that operates through the combined efforts of WCB, the Government of Alberta, certifying partners, safety associations, employers and labour groups.
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
Uncommitted Balance	The forecasted reserve dollar amount at year end which has not been committed to specific projects.

For More Information:

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