



**CITY OF ST. ALBERT**

# CORPORATE REPORT

## QUARTER ONE

RELEASED  
May 20, 2025

# 2025



## About the Corporate Quarterly Report







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

### 1. Strategic Initiatives Reporting

This section includes progress updates for initiatives that advance the Council's Strategic Plan. For each strategic priority, the status of planned initiatives represents where each stands as of March 31, 2025.

### 2. Financial Summary

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

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

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

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

The Council Strategic Plan includes the following five strategic priorities:

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

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



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


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

# 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	Collaborating Departments
<div>  <div> 1.1 Lakeview Business District Servicing, Design and Construction </div> </div>	<p>The 3rd Reading of the Borrowing Bylaw was approved by Council, officially securing funding for the project. Following the approval Administration completed a competitive procurement process to hire a consulting engineering firm to undertake detailed design work. Preliminary engineering and the design for key roadway segments were carried out during Q1 2025 with separate funding from ENGS-082 (2024). The goal of the preliminary phase was to advance roadways to a preliminary design stage, which would then transition into the full Lakeview Business District Servicing project for detailed design.</p> <p>Next, the engineering consultant will begin detailed design work, with the transition of planning deliverables from ENGS-082 expected in Q2 2025.</p>	12/31/25	<ul style="list-style-type: none"> <li>Engineering Services</li> </ul>
<div>  <div> 1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan </div> </div>	<p>Administration continued work on the Neighbourhood Plans (NPs) for City-owned Badger Lands and Lakeview, following Council's approval of the St. Albert West ASP in September 2024. The NPs involve various technical studies, many of which were completed in 2021, including the Transportation Impact Assessments, Servicing Design Briefs, Fiscal Impact Assessment, Noise Study, Wetland Assessment, Natural Area Assessment, Environmental Site Assessment, Historic Resource Act approval, Geotechnical Investigation, and groundwater monitoring. Due to the complexity and volume of work, the contract between the City and its consultant has been extended from March 31 to June 30, 2025, to allow more time to complete work.</p>	6/30/25	<ul style="list-style-type: none"> <li>Planning &amp; Development</li> </ul>

Initiatives	Progress Update	Est. Completion	Collaborating Departments
 <b>1.3 Regional and Sub-Regional Economic Development</b>	<p>This project is now complete. On April 15, 2025, Council approved the Memorandum of Understanding (MOU) for the Collaborative Economic Development (CED) Framework, officially committing the City of St. Albert to a two-year membership. This approval marks the conclusion of the CED project and supports the full implementation of the framework and associated deliverables.</p> <p>The next step is to complete the project closeout report in coordination with participating municipalities and to continue supporting the implementation of the CED tools.</p>	3/31/25	<ul style="list-style-type: none"> <li>Government/ Indigenous Relations &amp; Environment</li> </ul>

<b>Strategy</b>	Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes completion of the Infill Strategy.
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Initiatives	Progress Update	Est. Completion	Department
 <b>1.4 Update of the Land Use Bylaw</b>	<p>The new Land Use Bylaw 18/2024 was approved by Council on October 15, 2024, followed by approval of related Master Rates Bylaw changes on December 17, 2024. With these approvals in place, the project now focuses on implementation as part of the regular delivery of services. This includes configuring and uploading an interactive version of the LUB to the City's website, employee training, updating infill and urban design guidelines, and editing development permit conditions to align with the new bylaw.</p>	3/31/25	<ul style="list-style-type: none"> <li>Planning &amp; Development</li> </ul>

# COUNCIL STRATEGIC PRIORITY TWO: DOWNTOWN VIBRANCY

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

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

Strategy	Promote our heritage, arts and culture by providing a variety of community events and gathering places that build connections and bring people together downtown.
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Projects planned for advancing this strategy have been completed.

Strategy	Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown.
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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.
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Initiatives	Progress Update	Est. Completion	Department
 3.1 Advance Mixed Market Housing Development	<p>A detailed review of Homeland Housing's Development Permit application is taking place to ensure compliance with the Land Use Bylaw and Downtown (DTN) District regulations.</p> <p>Homeland Housing's submission to the Alberta Affordable Housing Partnership Program (AHPP) remains under review, with initial funding announcements expected on or before March 31, 2025, though none have been made to date. Administration has supported the applicant to the Alberta Affordable Housing Partnership Program through advocacy efforts, housing needs information, and community engagement.</p> <p>The next steps depend on the outcome of the Alberta Affordable Housing Partnership Program funding.</p>	12/31/25	<ul style="list-style-type: none"><li>Planning &amp; Development</li></ul>

Strategy	Advance the planning for a community amenities site that is in alignment with the Recreation Facilities Needs Assessment.
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Initiatives	Progress Update	Est. Completion	Collaborating Departments
 3.4 Community Amenities Planning	<p>The final phase of concept work was completed in Q1 2025 and presented to SCOW on March 4. This phase included Technical Site Studies, a Partnership Review, and a Functional Study.</p> <p>With the concept work complete, the next steps include preparing a project charter to advance design work beginning in 2026. Environmental monitoring of the capped landfill site is scheduled to start in Q2 2025 and continue through Q2 2027. Upon completion of monitoring, the land will be eligible for title transfer from The Rohit Group of Companies to the City of St. Albert.</p>	3/31/25	<ul style="list-style-type: none"><li>Recreation &amp; Parks</li></ul>


**Strategy**

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

Initiatives	Progress Update	Est. Completion	Collaborating Departments
 <b>3.6 Reconciliation Action Plan</b>	<p>Administration advanced the development of a Request for Proposal (RFP) and evaluation of proposals received to procure consulting services for the creation of a Reconciliation Action Plan and Indigenous Relations Framework by Q4 2024.</p> <p>The next step is to select a proponent in Q2 2025 and proceed with project work.</p>	9/30/25	<ul style="list-style-type: none"><li>Government/ Indigenous Relations &amp; Environment</li></ul>

**Strategy**

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

Initiatives	Progress Update	Est. Completion	Collaborating Departments
 <b>3.10 Inclusion, Diversity, Equity and Accessibility Strategy</b>	<p>The Colbourne Institute for Inclusive Leadership (CIIL) presented the IDEA Maturity Measurement Report and Employee Survey Results as well as led visioning sessions with employees and stakeholders. Additionally, an Inclusion and Engagement Specialist was successfully onboarded, and the development of the IDEA Strategy, including priorities and actions, is now underway.</p> <p>In the next phase, the project team and CIIL will finalize the IDEA strategy and purpose statement, develop a Council Policy and/or Administrative Directive, and create a multi-year action plan with components for employee education and communications. A proposed policy is expected to be presented to Council Standing Committee of the Whole, likely in June.</p>	9/30/25	<ul style="list-style-type: none"><li>Human Resources &amp; Safety</li></ul>

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

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

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

Strategy	Develop long-range strategies that support adaptation to a changing environment and include environmental and climate risk considerations in all plans and policies.
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Development of the Resilient Infrastructure Long-Range Strategy is scheduled to start in 2026. Other planned projects for advancing this strategy have been completed.





## COUNCIL STRATEGIC PRIORITY FIVE: FINANCIAL SUSTAINABILITY




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

<b>Strategy</b>	Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure, and support alternative service delivery.
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Initiatives	Progress Update	Est. Completion	Collaborating Departments
 <b>5.4 Long-Term Debt Strategy</b>	The project team contributed to the Council Strategic Planning Session to inform discussions on the 10-Year Capital Plan and its future debt implications. Final deliverables are being completed, and the project is in its close-out phase to support a smooth transition into the next stage of work as approved.	3/31/25	<ul style="list-style-type: none"> <li>Financial &amp; Strategic Services</li> </ul>

<b>Strategy</b>	Continue to ensure efficiency in City service delivery with focus on long-term financial sustainability. This strategy includes implementation of opportunities identified in the Operational and Fiscal Review, and the implementation of the Internal Audit recommendations.
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Initiatives	Summary for Council / EL Publication (Completed by Strategic Services)	End Date	Collaborating Departments
 <b>5.9 Mature Asset Management Program</b>	The Asset Management team has completed procurement of a consultant to help update and develop asset management strategy documents. Progress is also being made in collaboration with asset steward groups to lay the groundwork for upcoming Asset Management Plans. The Enterprise Maintenance Management - Asset Management (EMM-AM) component, a subtask of the AM program, has progressed to implementation, pending proposal reviews and budget approval.	12/31/26	<ul style="list-style-type: none"> <li>Engineering Services</li> </ul>
 <b>5.14 Mature and Formalize Multi-Year Budgeting</b>	Engagement sessions were conducted with four external municipalities and all internal departments. The working team is now compiling the collected input into a summary report, which will be presented to the Project Advisory Committee and then to Executive Leadership (EL) for further direction.	12/31/26	<ul style="list-style-type: none"> <li>Financial &amp; Strategic Services</li> </ul>

Initiatives	Summary for Council / EL Publication (Completed by Strategic Services)	End Date	Collaborating Departments
 <b>5.16 Enhance Records and Information Management Practices</b>	The progress of this project includes the evaluation and upcoming vendor demonstrations for a commercial scanner. Records that have reached their legislated retention periods are being processed for authorized disposition, including confidential destruction via the City's off-site secure storage provider.	12/31/26	<ul style="list-style-type: none"> <li>• Legal/Legislative/Record Services</li> </ul>
 <b>5.17 Procurement Audit Implementation - Phase 1 &amp; 2</b>	The team presented updated Contract Management Processes to the Leadership Team, covering the Directive, Protocols, and Business Process. Efforts are now focused on assessing training needs for the newly documented procurement procedures.	3/31/26	<ul style="list-style-type: none"> <li>• Financial &amp; Strategic Services</li> </ul>
 <b>5.23 IASC Annual Audit Information</b>	The 2025 audit on the Resource Planning Model has been initiated. Consultants have begun reviewing current policies and procedures and are engaging with internal stakeholders to gather input. An external scan of leading practices has also started. The project is on track for completion by the end of August, with findings and recommendations to be presented to the Internal Audit Steering Committee in September.	8/22/25	<ul style="list-style-type: none"> <li>• Financial &amp; Strategic Services</li> </ul>

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

## Initiatives Planned for Future Years

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

## Initiatives Previously Completed/Stopped During This Council Term

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

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

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## Financial Summary

The first three months of 2025 resulted in an initial forecasted surplus of \$1.5 million, of which \$0.5 million has been incorporated into the approved 2025 Budget Adjustment Agenda Report. The remaining forecasted surplus of \$1.0 million is primarily due to a one-time Low-Income Transit grant and savings in RCMP contract expense. The second quarter report will reflect the updated budget and forecast.

### Municipal

#### Operating:

- \$25.8 million in revenue recognized, which is 32% of the forecast.
- \$71.3 million has been spent, which is 32% of the forecast.

#### Capital:

- There is a total of 157 municipal capital projects for 2025.
- To date, \$190.4 million has been spent out of a \$467.1 million cumulative budget.

### Utility

#### Operating:

- \$13.2 million in revenue recognized, which is 24% of the forecast.
- \$13 million has been spent, which is 33% of the forecast.

#### Capital:

- There is a total of 54 utility capital projects for 2025.
- To date, \$54.4 million has been spent out of a \$126.0 million cumulative budget.

### Investments

The City has \$264 million in cash and investments and has earned \$2.6 million in investment income to date.

### Reserves

The balance is \$218.65 million, with a forecasted year-end uncommitted balance of \$82.7 million.

### Debt

The City's outstanding debt is \$99.6 million, which is significantly lower than the municipal ceiling.

**CITY OF ST. ALBERT**  
**MUNICIPAL OPERATING SUMMARY BY FUNCTION**  
**FOR THE PERIOD ENDING MARCH 31, 2025**  
**IN THOUSANDS OF DOLLARS**

	Actual YTD	Budget	Forecast	Variance
<b>Revenue</b>				
<b>Council</b>	\$2	\$20	\$20	\$0
<b>Executive Leadership</b>	17	268	268	0
<b>General Government</b>	1,648	6,139	6,138	(1)
<b>Community &amp; Recreation Services</b>	3,790	15,032	15,077	45
<b>Emergency Services</b>	2,502	9,014	9,091	77
<b>Public Operations</b>	4,757	14,281	14,839	559
<b>Planning &amp; Engineering</b>	1,192	4,765	4,765	0
<b>Corporate Financing</b>	11,887	31,092	31,496	404
<b>Total Revenue</b>	<b>\$25,794</b>	<b>\$80,611</b>	<b>\$81,694</b>	<b>\$1,084</b>

<b>Expenses</b>				
<b>Council</b>	\$213	\$1,078	\$1,078	0
<b>Executive Leadership</b>	393	2,082	2,082	0
<b>General Government</b>	6,701	32,847	32,739	109
<b>Community &amp; Recreation Services</b>	7,336	33,841	33,690	151
<b>Emergency Services</b>	6,510	47,035	46,790	246
<b>Public Operations</b>	15,445	51,386	51,249	137
<b>Planning &amp; Engineering</b>	2,672	13,927	14,139	(212)
<b>Corporate Financing</b>	31,986	40,023	40,038	(15)
<b>Total Expenses</b>	<b>\$71,256</b>	<b>\$222,219</b>	<b>\$221,805</b>	<b>\$(415)</b>

<b>Excess of Revenue over Expenses</b>				
<b>Council</b>	\$(212)	\$(1,058)	\$(1,058)	\$-
<b>Executive Leadership</b>	(376)	(1,814)	(1,814)	-
<b>General Government</b>	(5,054)	(26,709)	(26,600)	108
<b>Community &amp; Recreation Services</b>	(3,546)	(18,809)	(18,613)	196
<b>Emergency Services</b>	(4,009)	(38,021)	(37,699)	323
<b>Public Operations</b>	(10,688)	(37,105)	(36,410)	695
<b>Planning &amp; Engineering</b>	(1,480)	(9,161)	(9,374)	(212)
<b>Corporate Financing</b>	(20,099)	(8,931)	(8,543)	389
<b>Total Revenue Over Expenses</b>	<b>\$(45,462)</b>	<b>\$(141,609)</b>	<b>\$(140,110)</b>	<b>\$1,498</b>

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

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



# Municipal Operating Variance Analysis (In Thousands of Dollars)

## Council - \$0 net change

- No anticipated variances.

## Executive Leadership - \$0 net change

- No anticipated variances.

## General Government - \$108 thousand lower than the budget

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

- No significant variances.

### Expense - \$109 thousand lower than the budget

- \$98 thousand lower in Edmonton Metropolitan Region Board (EMRB) costs sharing due to the dissolution of the EMRB. Included in the April 15<sup>th</sup> Budget Adjustment Agenda Report.

## Community & Recreation Services - \$196 thousand lower than budget

### Revenue – \$45 thousand higher than budget

- \$40 thousand higher in ice rental revenue due to increase in demand at Servus place.

### Expense - \$151 thousand higher than budget

- \$174 thousand lower energy costs due to lower electricity delivery rates included in the April 15<sup>th</sup> Budget Adjustment Agenda Report offset by natural gas increase.

## Emergency Services - \$323 thousand lower than budget

### Revenue – \$77 thousand higher net change

- \$62 thousand higher in Ambulance billing due to surge requests from Alberta Health Services.

### Expense - \$246 thousand lower than budget

- \$250 thousand lower in RCMP contract billing adjustments related to vacant positions in 2024.

## Public Operations - \$695 thousand lower than budget

### Revenue – \$559 thousand higher than budget

- \$559 thousand higher in grant revenues for one-time Low-Income Transit operating grant.

**Expense – \$137 thousand lower than budget**

- \$130 lower energy costs due to lower electricity delivery rates included in the April 15<sup>th</sup> Budget Adjustment Agenda Report offset by natural gas increase.

**Planning & Engineering** - \$212 thousand higher than budget

**Revenue – \$0 net change**

- No anticipated variances.

**Expense – \$212 thousand higher than budget**

- \$197 higher energy costs due to higher electricity utilization primarily impacting street lighting and traffic signals included in the April 15<sup>th</sup> Budget Adjustment Agenda Report.

**Corporate Financing** - \$389 thousand higher than budget

**Revenue – \$404 thousand higher than budget**

- \$282 thousand higher in gas and electricity franchise fees due to updated estimates provided by Fortis. The increase in electricity franchise fee is included in the April 15<sup>th</sup> Budget Adjustment Agenda Report.
- \$75 thousand higher in supplementary tax billing.
- \$40 thousand higher in Grant in place of Taxes (GIPOT) due to provincial budget changes to restore the program to original funding levels and included in the April 15<sup>th</sup> Budget Adjustment Agenda Report.

**Expense – \$15 thousand higher than budget**

- No significant variances.

# Municipal Capital Summary

## Budget vs. Actual Comparison

Table 1 illustrates that to date \$190.4 million has been spent out of a \$467.1 million cumulative budget, with all projects on budget.

Table 1: Expenditure Summary (In Thousands of Dollars)

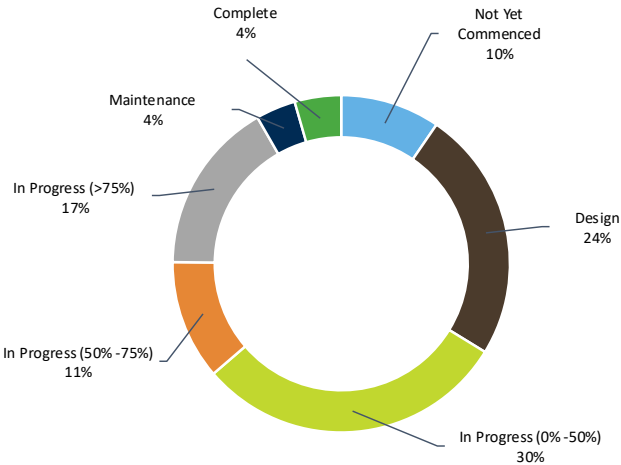
Year	Actuals To Date	Budget	Forecast	No. of Projects
2025	520	118,719	118,719	41
2024	8,928	90,709	90,709	48
2023	33,832	61,121	61,121	20
Prior	147,118	196,545	196,545	48
TOTAL	\$190,398	\$467,094	\$467,094	157

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Table 2: Progress Status

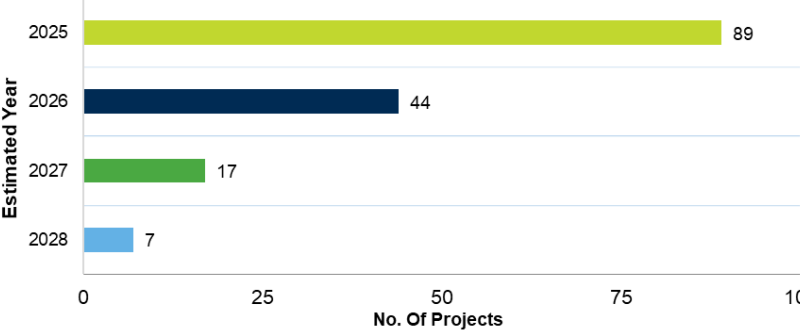
## Project Status

As shown in Table 2, 90% of the 157 projects are currently in progress or complete.



**Project Completion:** As the majority of the City’s projects are multi-year, an estimated completion date was identified. Table 3 indicates that 89 projects will be closed at the end of the year.

Table 3: Estimated Completion Year



**CITY OF ST. ALBERT**  
**UTILITY OPERATING SUMMARY BY FUNCTION**  
**FOR THE PERIOD ENDING MARCH 31, 2025**  
**IN THOUSANDS OF DOLLARS**

	Actual YTD	Budget	Forecast	Variance
<b>Revenue</b>				
<b>Utility Finance</b>	\$358	\$969	\$969	0
<b>Water</b>	4,162	17,409	17,509	100
<b>Wastewater</b>	4,749	20,402	20,412	10
<b>Storm</b>	1,761	7,050	7,050	0
<b>Solid Waste Management</b>	2,210	8,831	8,831	0
<b>Total Revenue</b>	\$13,241	\$54,661	\$54,771	\$110

<b>Expenses</b>				
<b>Utility Finance</b>	\$358	\$969	\$969	0
<b>Water</b>	4,122	11,564	11,643	\$(79)
<b>Wastewater</b>	5,173	16,585	16,587	(1)
<b>Storm</b>	817	2,064	2,063	1
<b>Solid Waste Management</b>	2,579	8,089	8,088	1
<b>Total Expenses</b>	\$13,049	\$39,271	\$39,349	\$(79)

<b>Transfer to Reserve</b>				
<b>Water</b>	41	\$5,845	\$5,865	(21)
<b>Wastewater</b>	(423)	3,817	3,826	(9)
<b>Storm</b>	943	4,986	4,987	(1)
<b>Solid Waste Management</b>	(369)	743	744	(1)
<b>Total Transfer to Reserve</b>	\$192	\$15,390	\$15,422	\$31

\*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 - \$21 thousand higher than budget

**Revenue – \$100 thousand higher than budget**

- \$100 higher in water connection fees due to a trending growth of development.

**Expense – \$79 thousand higher than budget**

- \$75 higher in meter purchase and parts due to equipment end of life cycles.

Wastewater - \$9 thousand higher than budget

- No significant variances.

Storm - \$1 higher than budget

- No significant variances.

Solid Waste Management – \$1 higher than budget

- No significant variances.

# Utility Capital Summary

## Budget vs. Actual Comparison

Table 4 illustrates that to date, \$54.4 million has been spent out of a \$126.0 million cumulative budget, with all projects on budget.

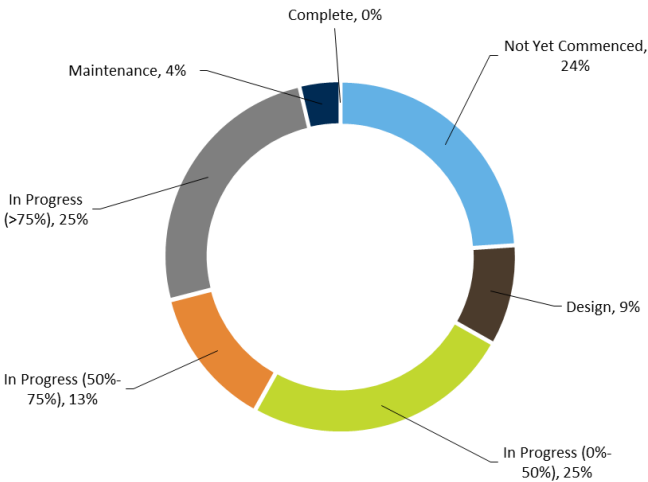
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2025	18	15,192	15,192	9
2024	2,900	22,399	22,399	14
2023	33,406	43,047	43,047	7
Prior	18,059	45,406	45,406	24
TOTAL	\$54,384	\$126,044	\$126,044	54

## Project Status

As shown in Table 5, 76% of the 54 projects are currently in progress or complete.

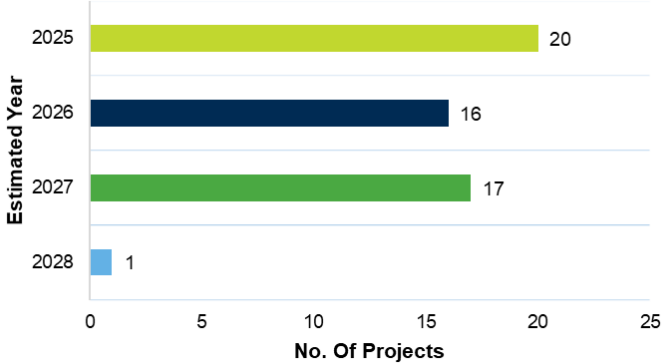
Table 5: Progress Status



## Project Completion

As the majority of the City’s projects are multi-year in nature, an estimated completion date was identified. Table 6 indicates that 20 projects will be closed at end of the year.

Table 6: Estimated Year of Closure



the

# Investments

As of March 31, 2025, the City has \$264 million in cash and investments and earned \$2.6 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 quarterly liquidity ratio was 0.94:1.00, which is slightly below the minimum requirement. This is temporary due to a large outflow of cash in Q1 (\$9.5 million for school payments and \$0.6 million for debt payments). There is a large inflow of cash mid-year, which will bring the ratio above 1.00:1.00 in Q2 2025. 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. The rate of return realized on the City’s long-term investments is 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 higher market rates.

Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	88,129	33.41%
BMO	69,686	26.42%
Scotiabank	56,482	21.41%
CWB	32,942	12.49%
RBC Commercial	10,830	4.11%
NBC	5,483	2.08%
Servus	200	0.08%
Total	263,752	100.00%

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

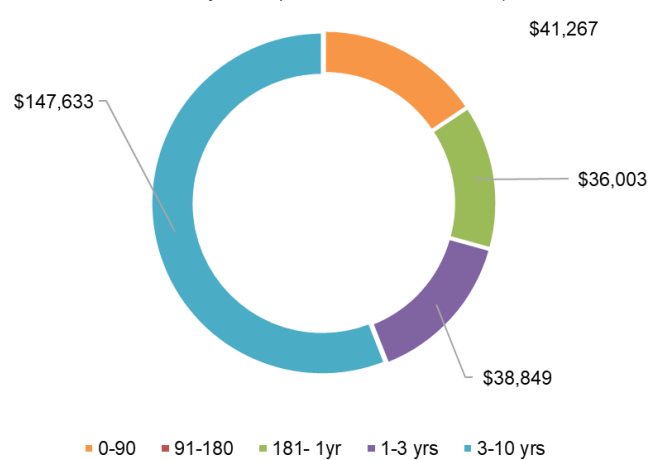


Table 9: Rate of Return Comparison

Type	Term	St. Albert Average Portfolio Rate	Bank of Canada T-Bill and Bond Rates
Cash and Short Term Investments	0-90	3.94%	2.64%
	91-180	N/A	2.65%
	181- 1yr	4.60%	2.61%
	>1 - 3 yrs	5.72%	2.61% to 2.61%
Long Term Investments	>3 - 10 yrs	2.71%	2.61% to 3.12%

# 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 existing equipment, facilities, and future projects. As illustrated in Table 10, the uncommitted balance as of March 31, 2025, is \$85.2 million, of which:

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating	24,814	24,891	(7,549)	17,342
Capital	140,307	109,038	(43,612)	65,426
Utilities	53,357	52,958	(50,737)	2,221
Outside Agencies	171	162	9	171
TOTAL	218,649	187,049	(101,889)	85,160

of

- 20% for property tax stabilization and contingency funding.
- 80% for replacement of existing equipment, infrastructure, and future capital projects.

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

# Debt

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

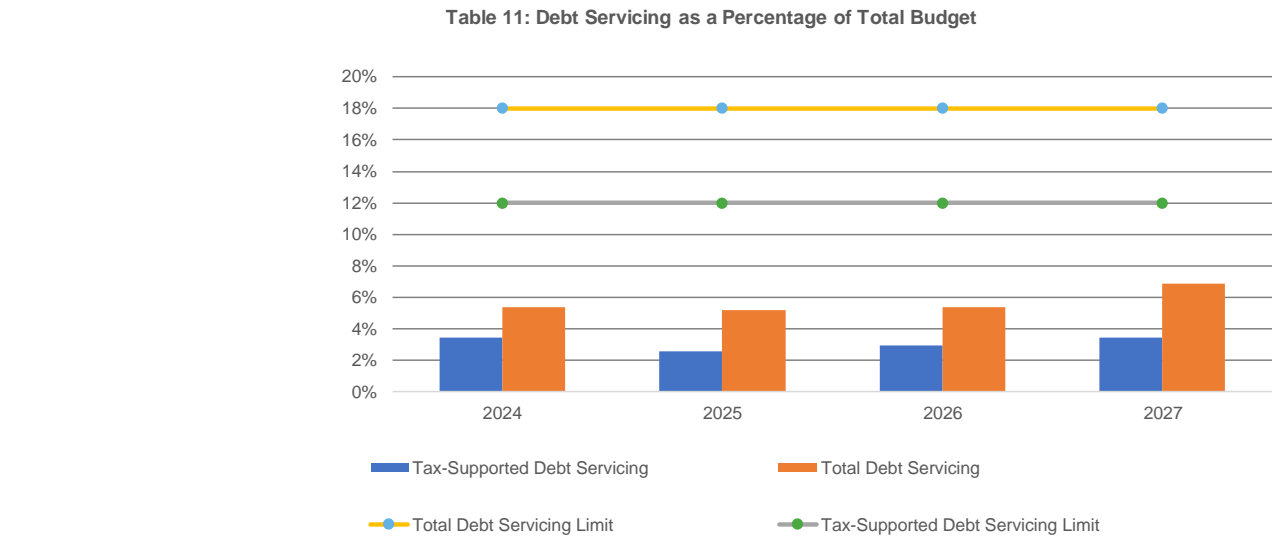
As of March 31, 2025 the City has \$99.6 million in debt outstanding. The debt relates to eight projects:

- Ray Gibbon Drive of \$31.1 million expiring in 2026, 2027, 2028, 2040, and 2041
- Range Road 260 of \$16.5 million expiring in 2041
- North St. Albert Trail of \$33.6 million expiring in 2033, 2040 and 2041
- North Interceptor Trunkline of \$7.2 million expiring in 2038
- Servus Place of \$0.4 million expiring in 2025
- Villeneuve Road of \$4.6 million expiring in 2033
- Fountain Park of \$3.7 million expiring in 2034
- CEIP Loan of \$2.5 million expiring in 2047

Additionally, Council has approved \$120 million in debenture funding for projects expected to be drawn upon in future years.



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



# APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

## FOR THE PERIOD ENDING MARCH 31, 2025

### IN THOUSANDS OF DOLLARS

		Project To Date	Project Budget	Forecast	Variance (	Project Status
<b>General Government</b>						
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	308	331	331	0.0%	In Progress > 75%
423419	Energy Efficiency Replace Prgm	-	131	131	0.0%	Not Yet Commenced
425419	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
425509	Council Chambers & DCB AV Replacement	-	293	293	0.0%	In Design
422506	Enterprise Asset Management	568	1,401	1,401	0.0%	In Progress 0-50%
415508	Financial System Software	247	300	300	0.0%	In Progress > 75%
416508	HRIS System Software	1,214	1,388	1,388	0.0%	In Progress > 75%
424501	IT Lifecycle Replace Plan	34	750	750	0.0%	In Progress 0-50%
425501	IT Lifecycle Replace Plan	-	750	750	0.0%	Not Yet Commenced
423501	IT Lifecycle Replace Prgm	750	750	750	0.0%	Complete
425502	IT Office Automation	11	50	50	0.0%	In Progress 0-50%
424504	Municipal Area Fiber Network Expansion	379	390	390	0.0%	In Progress > 75%
422507	Next Gen 911 Implement & Syst Rep	380	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%
<b>Total General Government</b>		<b>\$4,620</b>	<b>\$9,162</b>	<b>\$9,162</b>	<b>0.0%</b>	
<b>Community &amp; Recreation Services</b>						
424340	Arden Theatre Lifecycle Plan	-	33	33	0.0%	In Progress 0-50%
425340	Arden Theatre Lifecycle Plan	-	179	179	0.0%	In Progress 0-50%
424317	Founders Walk Phase 3	-	108	108	0.0%	In Design
425317	Founders Walk Phase 3	-	264	264	0.0%	In Design
424320	Visual Arts Studio Lifecycle	-	50	50	0.0%	In Design
425320	Visual Arts Studio Lifecycle	-	56	56	0.0%	In Design
422361	ACA Rec Hub Funding	500	1,500	1,500	0.0%	In Progress 0-50%
424302	Aquatics Lifecycle Replace Plan	152	210	210	0.0%	In Progress 50-75%
425302	Aquatics Lifecycle Replace Plan	-	156	156	0.0%	In Progress 0-50%
423302	Aquatics Lifecycle Replacement Prgm	270	274	274	0.0%	In Progress > 75%
422314	Community Amenities Site Planning	278	1,000	1,000	0.0%	In Progress > 75%
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%
425360	Community Capital Grant Prgm	-	265	265	0.0%	Not Yet Commenced
424311	Dog Friendly Park Development	-	249	249	0.0%	In Design
422306	Kingswood Park Disc Golf Course	138	148	148	0.0%	Maintenance
424308	Lacombe Lake Dog Park Remediation	162	190	190	0.0%	Maintenance
424319	Langholm Park Disc Golf	9	94	94	0.0%	In Progress 0-50%
422312	Neighborhood Park Development	689	703	703	0.0%	In Progress 0-50%
424312	Neighborhood Park Development	14	258	258	0.0%	In Progress 0-50%
425312	Neighbourhood Park Development	-	1,990	1,990	0.0%	In Progress 0-50%
424315	Oakmont Trail Phase 2	92	2,599	2,599	0.0%	In Progress 0-50%
423308	Off Leash Area Enhancements	151	200	200	0.0%	In Progress > 75%
419310	Park Signage Program	175	297	297	0.0%	In Progress 50-75%
424307	Parks and Outdoor Recreation Amenities	51	200	200	0.0%	In Progress 50-75%
425307	Parks and Outdoor Recreation Amenities	0	544	544	0.0%	In Design

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
421313	RWP Meadow view - Construction	3,045	3,156	3,156	0.0%	Complete
422313	RWP Meadow view - Construction	311	368	368	0.0%	Complete
425313	RWP Meadow view - Construction	4	4,718	4,718	0.0%	In Progress 0-50%
422301	Servus Lifecycle Replacement Prgm	822	823	823	0.0%	Complete
423301	Servus Lifecycle Replacement Prgm	858	970	970	0.0%	In Progress > 75%
424301	Servus Lifecycle Replacement Prgm	551	965	965	0.0%	In Progress 50-75%
425301	Servus Lifecycle Replacement Prgm	5	1,015	1,015	0.0%	In Progress 0-50%
<b>Total Community &amp; Recreation Services</b>		<b>\$8,781</b>	<b>\$24,295</b>	<b>\$24,295</b>	<b>0.0%</b>	
<b>Emergency Services</b>						
423330	Emergency Equip Replace Plan	276	279	279	0.0%	In Progress > 75%
424330	Emergency Equip Replace Plan	123	178	178	0.0%	In Progress > 75%
425330	Emergency Equip Replace Plan	24	209	209	0.0%	In Progress 0-50%
420334	Fire Aerial Apparatus	298	3,470	3,470	0.0%	In Progress 0-50%
422337	Fire Station #1 & NABI - Decommissioning	449	507	507	0.0%	In Progress > 75%
420331	Fire Station #1 – Construction	13,976	14,100	14,100	0.0%	Complete
420332	Fire Station #4	2,371	19,341	19,341	0.0%	In Design
420333	Fire Station #4 Fire Engine	136	1,541	1,541	0.0%	In Progress 0-50%
420335	Fire Tanker Vehicle	773	779	779	0.0%	Complete
425339	MES Bike Patrol	-	12	12	0.0%	Not Yet Commenced
424335	Municipal Enforcement Vehicle	-	158	158	0.0%	In Progress 0-50%
422334	Policing Bldg Accommod	1,630	5,000	5,000	0.0%	In Progress 0-50%
424334	Policing Services Building Feasibility Study	-	150	150	0.0%	In Progress > 75%
<b>Total Emergency Services</b>		<b>\$20,056</b>	<b>\$45,722</b>	<b>\$45,722</b>	<b>0.0%</b>	
<b>Public Operations</b>						
412420	Campbell Road Park & Ride	22,717	23,216	23,216	0.0%	Complete
425808	Council Chamber Bench Renewal	-	105	105	0.0%	In Design
423807	Municipal Facilities - Repairs & Renewal	10,221	10,480	10,480	0.0%	In Progress 50-75%
424807	Municipal Facilities - Repairs & Renewal	15	12,800	12,800	0.0%	In Progress 50-75%
425807	Municipal Facilities - Repairs & Renewal	-	6,000	6,000	0.0%	In Progress 50-75%
422801	PW Mobile Equip Replace Plan	1,569	2,405	2,405	0.0%	In Progress 50-75%
423801	PW Mobile Equip Replace Plan	3,338	3,871	3,871	0.0%	In Progress > 75%
424801	PW Mobile Equip Replace Plan	1,079	4,499	4,499	0.0%	In Progress 0-50%
425801	PW Mobile Equip Replace Plan	208	5,401	5,401	0.0%	In Progress 0-50%
425806	Shop & Yard Equip Replace	-	55	55	0.0%	Not Yet Commenced
424806	Shop & Yard Equip Replace	34	40	40	0.0%	In Progress > 75%
424808	St. Albert Place - Exterior, Programmable LED Lights	-	250	250	0.0%	In Design
422350	Transit Bus Lifecycle Replace	204	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%
425350	Transit Bus Lifecycle Replace	-	10,516	10,516	0.0%	In Progress 0-50%
425803	Transit Garage (Liggett Place) Expansion	-	10,760	10,760	0.0%	In Design
424803	Transit Garage (Liggett Place) Expansion	308	635	635	0.0%	In Design
424351	Transit Growth Buses	-	1,834	1,834	0.0%	In Progress 0-50%
414804	Transit Smart Fare & Smart Bus	3,667	3,992	3,992	0.0%	In Progress > 75%
425809	Transit Waiting Shelters	-	74	74	0.0%	In Progress 0-50%
423814	Truck plow with sander	-	400	400	0.0%	In Progress 0-50%
<b>Total Public Operations</b>		<b>\$43,946</b>	<b>\$98,686</b>	<b>\$98,686</b>	<b>0.0%</b>	

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
<b>Planning &amp; Engineering</b>						
424409	Active Transport Plan	339	510	510	0.0%	In Progress > 75%
425409	Active Transportation	-	595	595	0.0%	In Design
423401	Arterial Rehab Prgm	113	1,636	1,636	0.0%	In Progress 0-50%
424401	Arterial Rehab Prgm	1,262	1,636	1,636	0.0%	In Progress 50-75%
425401	Arterial Rehab Prgm	-	1,636	1,636	0.0%	In Design
422411	Back Lanes Prgm	13	710	710	0.0%	In Progress 0-50%
419411	Back Lanes Program	384	1,350	1,350	0.0%	In Progress 0-50%
420414	Barrier Wall Study & Replace	3,195	3,768	3,768	0.0%	Maintenance
424413	Bridge Prgm	213	628	628	0.0%	In Progress 50-75%
425413	Bridge Prgm	-	755	755	0.0%	In Design
419415	Buildings Life Cycle Program	217	235	235	0.0%	In Progress > 75%
423426	Capital Projects Maintenance	24	200	200	0.0%	In Progress 0-50%
424402	Collector Roadway Prgm	584	1,235	1,235	0.0%	In Progress 50-75%
425402	Collector Roadway Prgm	-	1,235	1,235	0.0%	In Design
419423	Fowler Way	3,998	6,660	6,660	0.0%	In Design
423423	Fowler Way - 50% OSL	-	4,400	4,400	0.0%	In Design
422410	Intersection Improvements	301	500	500	0.0%	In Design
423410	Intersection Improvements	99	100	100	0.0%	In Design
425436	Lakeview Business District Servicing	-	62,700	62,700	0.0%	In Design
424403	Local Roadway Prgm	1,141	1,680	1,680	0.0%	In Progress 50-75%
425403	Local Roadway Prgm	-	1,680	1,680	0.0%	In Progress 0-50%
424425	Meadowview Lane & Rail Crossing	130	340	340	0.0%	In Design
424423	Mobility Choices Strategy	40	1,000	1,000	0.0%	In Design
424406	Multi-Use Trail Rehab Prgm	54	275	275	0.0%	In Design
425406	Multi-Use Trail Rehab Prgm	-	275	275	0.0%	Not Yet Commenced
419421	N SA Trail Corridor Mgmt Implement	23,723	26,500	26,500	0.0%	Maintenance
424416	Neighborhood Traffic Calming	142	363	363	0.0%	In Design
425416	Neighbourhood Traffic Calming	-	483	483	0.0%	In Design
416418	Noise Attenuation Data Collection	127	200	200	0.0%	In Progress > 75%
423414	North St. Albert Trail Improvements (65% OSL)	9,427	16,220	16,220	0.0%	In Progress 50-75%
423404	Paved Parking Lot Prgm	575	611	611	0.0%	In Design
424404	Paved Parking Lot Prgm	32	750	750	0.0%	In Design
425404	Paved Parking Lot Prgm	-	150	150	0.0%	In Design
419404	Paved Parking Lot Program	98	165	165	0.0%	In Design
425405	Permanent Line Marking Rehab	-	225	225	0.0%	Not Yet Commenced
421420	RR260 - Community Amenities & Lakeview Bus Distri	21,879	29,773	29,773	0.0%	In Progress > 75%
423420	RR260-Road Construction	193	227	227	0.0%	In Progress > 75%
424430	Ray Gibbon Drive Ph 3 & 4	137	44,382	44,382	0.0%	In Design
420424	Ray Gibbon Improvements	28,497	28,715	28,715	0.0%	Maintenance
422412	Roadway Rehab Prgm	1,457	2,457	2,457	0.0%	In Progress 50-75%
423412	Roadway Rehab Prgm	2,412	2,477	2,477	0.0%	In Progress 50-75%
424412	Roadway Rehab Prgm	(0)	2,457	2,457	0.0%	In Progress 0-50%
425412	Roadway Rehab Prgm	13	2,301	2,301	0.0%	In Progress 0-50%
424407	Sidewalk Program	300	1,000	1,000	0.0%	In Progress 0-50%
425407	Sidewalk Program	-	525	525	0.0%	In Progress 0-50%
424411	St Anne Street Backlanes Improvements	62	1,540	1,540	0.0%	In Progress 0-50%
425437	St. Albert Botanic Park Parking Lot Paving	-	100	100	0.0%	In Design
424417	Traffic Signal Maintenance	417	490	490	0.0%	In Progress > 75%
425417	Traffic Signal Maintenance	86	565	565	0.0%	In Progress 0-50%

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
424422	Transportation Network Improvements	166	330		330	0.0% In Design
425422	Transportation Network Improvements	-	150		150	0.0% In Design
424424	Transportation Network: Preliminary Eng.	177	559		559	0.0% In Design
425424	Transportation Network: Preliminary Eng.	-	650		650	0.0% Not Yet Commenced
424421	Transportation Secondary Infrastructure Management	67	141		141	0.0% In Design
425421	Transportation Secondary Infrastructure Management	-	141		141	0.0% In Design
424408	Transportation Systems Mgmt	601	688		688	0.0% In Progress > 75%
425408	Transportation Systems Mgmt	168	682		682	0.0% In Progress 0-50%
422418	Villeneuve Rd Rebuild	4,059	4,097		4,097	0.0% Maintenance
423418	Villeneuve Rd Rebuild - 35% OSL	4,539	17,057		17,057	0.0% In Progress 0-50%
419425	Accessibility Initiatives	51	300		300	0.0% In Progress 0-50%
425429	Badger Land Study	-	330		330	0.0% In Design
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	214	250		250	0.0% In Progress > 75%
421428	Land Use Bylaw Update	305	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
<b>Total Planning &amp; Engineering</b>		<b>\$112,996</b>	<b>\$289,229</b>		<b>\$289,229</b>	<b>0.0%</b>
		<b>\$190,398</b>	<b>\$467,094</b>		<b>\$467,094</b>	<b>0.0%</b>

## APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING MARCH 31, 2025

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project Status
<b>Utilities</b>						
423738	North Reservoir and Pumphouse - 100%OSL	-	1,890	1,890	0.0%	Not Yet Commenced
421737	Pump Station and Reservoir Rehab Prgm	196	200	200	0.0%	In Progress > 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	30,687	33,383	33,383	0.0%	In Progress > 75%
424737	Pump Station and Reservoir Rehab Prgm	464	4,923	4,923	0.0%	In Progress 0-50%
424739	Utility Master Plan - WATER	0	410	410	0.0%	Not Yet Commenced
421730	Water Network LOS	2,312	2,440	2,440	0.0%	Maintenance
422730	Water Network LOS	1,044	4,488	4,488	0.0%	In Progress 50-75%
423730	Water Network LOS	1,236	1,840	1,840	0.0%	In Progress > 75%
424730	Water Network LOS	1,189	2,142	2,142	0.0%	In Progress 50-75%
425732	Water Network LOS and Main Replacement Pgm	-	4,048	4,048	0.0%	Not Yet Commenced
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	566	591	591	0.0%	In Progress > 75%
425731	Water System Rehab, Maint & Replacement	-	621	621	0.0%	Not Yet Commenced
425748	Jensen Lakes Non-Potable Truckfill	-	124	124	0.0%	Not Yet Commenced
422747	NE Servicing Projects	1,215	2,000	2,000	0.0%	In Design
424749	Utility Master Plan - WASTWT	-	410	410	0.0%	Not Yet Commenced
422740	WASTWT Collection System LOS	3,006	3,114	3,114	0.0%	In Progress > 75%
424740	WASTWT Collection System LOS	110	1,737	1,737	0.0%	In Progress 0-50%
425742	WASTWT Collection System LOS & Main Repl Prgm	-	3,474	3,474	0.0%	In Progress 0-50%
424746	WASTWT Household Service Replace	418	563	563	0.0%	In Progress 50-75%
425746	WASTWT Household Service Replace Prgm	18	576	576	0.0%	Not Yet Commenced
421741	WASTWT Main Replacement	651	688	688	0.0%	In Progress > 75%
422741	WASTWT Main Replacement	504	702	702	0.0%	In Progress > 75%
423741	WASTWT Main Replacement	865	2,283	2,283	0.0%	In Progress 0-50%
424741	WASTWT Main Replacement	35	1,078	1,078	0.0%	In Progress 0-50%
421745	WASTWT Rehab Prgm	126	268	268	0.0%	In Progress 0-50%
424745	WASTWT Rehab Prgm	115	290	290	0.0%	In Progress 0-50%
425745	WASTWT Rehab Prgm	-	309	309	0.0%	Not Yet Commenced
420747	WASTWT SCADA System Upgrades	773	950	950	0.0%	In Progress > 75%
425743	WASTWT Lift Station Rehab Prgm	-	2,840	2,840	0.0%	In Progress 0-50%
416457	Beaudry Place Storm Drainage Upgrade	698	750	750	0.0%	Maintenance
425755	STORM Collection LOS and Rehab-Replace Prgm	-	3,168	3,168	0.0%	Not Yet Commenced
418851	STORM Infrastructure Rehab	1,546	1,922	1,922	0.0%	In Progress > 75%
420751	STORM Infrastructure Rehab	1,089	1,560	1,560	0.0%	In Progress > 75%
421751	STORM Infrastructure Rehab	62	3,105	3,105	0.0%	In Design
422751	STORM Infrastructure Rehab	12	2,075	2,075	0.0%	In Progress 0-50%
424751	STORM Infrastructure Rehab	-	2,064	2,064	0.0%	In Progress 0-50%
419752	STORM Mgmt LOS	1,124	3,740	3,740	0.0%	In Design
420752	STORM Mgmt LOS	528	1,915	1,915	0.0%	In Progress 50-75%
421752	STORM Mgmt LOS	140	9,540	9,540	0.0%	In Progress 0-50%
424752	STORM Mgmt LOS	-	2,098	2,098	0.0%	Not Yet Commenced

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
420753	Sediment and Erosion Control	1,195	1,715	1,715	0.0%	In Progress > 75%
421753	Sediment and Erosion Control	353	1,616	1,616	0.0%	In Design
423753	Sediment and Erosion Control	328	3,059	3,059	0.0%	In Progress 50-75%
424753	Sediment and Erosion Control	-	5,274	5,274	0.0%	In Design
420754	Stormwater SCADA System Upgrades	12	130	130	0.0%	In Progress 0-50%
424759	Utility Master Plan - STORM	-	410	410	0.0%	Not Yet Commenced
419761	Recycle Yard Upgrades	69	70	70	0.0%	In Progress > 75%
420761	Recycle Yard Upgrades	24	28	28	0.0%	In Progress > 75%
423761	Recycle Yard Upgrades	-	30	30	0.0%	Not Yet Commenced
425761	Recycling Depot Upgrades	-	33	33	0.0%	Not Yet Commenced
424762	Refuse Truck	4	410	410	0.0%	In Progress 0-50%
<b>Total Utilities</b>		\$54,384	\$126,044	\$126,044	0.0%	
		<b>\$54,384</b>	<b>\$126,044</b>	<b>\$126,044</b>	<b>0.0%</b>	

\*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 MARCH 31, 2025

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Forecasted uncommitted Balance
	\$	\$	\$	\$
O1 Stabilization	15,027	15,027	(2,917)	12,110
O2 Operating Program	4,481	4,833	(4,422)	411
O3 Risk Management	1,398	1,399	(133)	1,266
O4 Traffic Safety	106	105	2	107
O5 Children's Festival Fund	61	61	-	61
O6 RCMP Contract Expense Reserve	1,907	1,907	-	1,907
O7 Safety Enhancement Program	642	640	(283)	357
O8 Election and Census Reserve	1,192	919	204	1,123
<b>Total Operating</b>	<b>24,814</b>	<b>24,891</b>	<b>(7,549)</b>	<b>17,342</b>
C1 Internal Financing	(1,974)	(2,415)	441	(1,974)
C2 Land & Facilities Reserve	15,024	14,937	(11,514)	3,423
C3 Off-site levy recovery fund (OLRF)	31,908	23,739	646	24,385
C4 Lifecycle	69,542	54,143	(27,059)	27,084
C5 Capital Funding	23,199	15,954	(4,944)	11,010
C6 Growth Stabilization	2,457	2,529	(1,182)	1,347
C7 Energy Efficiency	151	151	-	151
<b>Total Capital</b>	<b>140,307</b>	<b>109,038</b>	<b>(43,612)</b>	<b>65,426</b>
<b>Total Utility</b>	<b>53,357</b>	<b>52,958</b>	<b>(50,737)</b>	<b>2,221</b>
OA1 Outside Agency Operating	121	112	9	121
OA2 Outside Agency Capital	50	50	-	50
<b>Total Outside Agency</b>	<b>171</b>	<b>162</b>	<b>9</b>	<b>171</b>
	<b>218,649</b>	<b>187,049</b>	<b>(101,889)</b>	<b>85,160</b>

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



## APPENDIX 4 GLOSSARY

TERM	DESCRIPTION
Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure.
City Debt Limit	City ceiling which prevents the debt limit from exceeding 85 per cent of the MGA's debt limit on non-tax debt and 50 per cent of the MGA's debt limit on tax supported debt.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Forecast	The projection of revenues and expenditures for current fiscal year.
Function	Part of the City's organizational structure.
Liquidity Ratio	Analyzes the ability to pay off liabilities. The City's minimum requirement is 1:1.
Municipal Government Act (MGA)	Provincial legislation that provides authority for municipal expenditure and revenue collection.
Operating Budget	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
Uncommitted Balance	The forecasted reserve dollar amount at year end which has not been committed to specific projects.

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**For More Information:**

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