



ABOUT THIS REPORT

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

There are two parts within this report:

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

About the City of St. Albert Council Strategic Plan

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

The strategic priorities in this report were set by City Council. For each priority, a status has been set that represents its status as of the end of quarter four, December 2019.

About the City of St. Albert Corporate Business Plan

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

Status	Definition
Not Yet Started	Work has not begun on this
	initiative.
On Track	This initiative is on schedule and
	progress is being made towards
	milestones.
At Risk	This initiative is experiencing some
	challenges or delays, but progress
	is still being made.
Off Track	Challenges are limiting or blocking
	progress of this initiative. Action
	must be taken to get the project
	back on track.
✓ Completed	Work has been completed on this
	initiative.

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Strategic Initiatives Reporting

Quarter Four

COUNCIL STRATEGIC PRIORITY #1:

Priority

Growth policy framework: develop a robust policy framework to guide growth.

INITIATIVE 1.1: Complete revision of the Municipal Development Plan (MDP)				
Status	On Track	Expected Completion	Q3 2020	
Progress Update	Many of the policies related to the draft goals and land use designations have been drafted and refined. Administration also updates information about the project on the City website. Community engagement efforts continued through events such as meetings and the photo submission program.			
	community engage	completing a draft of the ment on the draft. The followed for Spring 2020.		
INITIATIVE 1.2: Complete negotiat other boundary rela		ounty annexation and pr	ovide recommendations on	
Status	At Risk			
	This project contain	s two distinct componen	ts:	
	1.2.a City of St. Albe	ert Annexation of Sturgeo	on County Land	
Progress Update	In Q4, public engagement sessions were held with landowners and the public. A Negotiating Committee meeting was held in December. Negotiations will continue until the annexation agreement is in place.			
	1.2.b City of St. Albo	ert Annexation of City of E	Edmonton Land	
The project is currently on hold, while Edmonton and St. Alber development impacts within, and adjacent to the lands under consideration.				

INITIATIVE 1.3: Investigate and recommend alternative solutions to improve the competitiveness of development costs in St. Albert.			
Status	On Track	Expected Completion	Q1 2020
Progress Update	A report on development costs and competitiveness (Part A) was presented to the Economic Sustainability Advisory Board and the Chamber of Commerce Governance Committee. A review of the land development process (Part B) is still being finalized by the consultant. It is expected to be received by end of January 2020.		
INITIATIVE 1.4: Develop a value pr and other institution		of all City offerings) to a	ttract businesses, resident
Status	Off Track	Expected Completion	Q2 2020
	The scope of this project reviewed and reduced in scope to only look a value proposition with respect to Economic Development. First step identified is to develop a priority list of stakeholders and then determing appropriate messaging/values to meet their needs. Upon completion of the planning and implementation of the Sustainal St. Albert campaign, attentions will turn back to the planning of the stakeholder/target audience identification. Project will be coordinated with new Director of Economic Development and St. Albert Chamber of Commerce.		
Progress Update			

COUNCIL STRATEGIC PRIORITY #2:

Priority

Economic Development: Enhance business/commercial growth.

INITIATIVE 2.1: Enable an approved Area Structure Plan (ASP) for the Lakeview and Badger Lands considering alternate servicing options and equitable return for the City of St. Albert.			
Status	At Risk	Expected Completion	Q4 2020
Progress Update	An Invitation to Tender (ITT) for supportive documents relating to the development of the ASPs was developed and approved for procurement. Funding for future phases was removed from the City Financial Plan and Budget during the last budget process. This has delayed the posting of the ITT.		
INITIATIVE 2.2: Develop and recommend Green Tape 2.0 initiatives to enable increased growth, investment, and commerce in St. Albert, focusing on a strong collaborative model.			
Status	Off Track	Expected Completion	Q3 2020
Progress Update	This project has been delayed due to project 1.3 Development Competitiveness. The deliverables for that project are required in order to start and make progress on this initiative. Next steps include reviewing the draft report from project 1.3 and setting up internal workshops to identify areas that can be improved throughout the development process.		
INITIATIVE 2.3: Develop catalyst strategies for new business opportunities within the community.			
Status	At Risk	Expected Completion	Q2 2020
Progress Update	A report from identifying 10 sectors for further evaluation has been received from the consultant. Further work will be done once key vacancies are filled within the Economic Development department.		

INITIATIVE 2.4: Adopt a broader economic sustainability platform to develop commerce retention and resiliency strategies.				
Status	On Track	Expected Completion	Q1 2020	
Progress Update	The RFP for the Business Retention and Expansion study was awarded, and the questions were finalized in Q4 of 2019. 150 businesses have been surveyed so far and the remaining 100 will be surveyed by the middle of January with the report from the consultants to be complete by the middle of February. Next steps include completing the survey and drafting a final report.			
INITIATIVE 2.5: Develop and imple	ment strategies for	non-traditional economi	c development activities.	
Status	At Risk	Expected Completion	Q2 2021	
Progress Update	No progress has been made on this initiative since last quarter. Further work will be done once key vacancies are filled within the Economic Development department.			
INITIATIVE 2.6: Develop strategies	to enable entrepre	neurial ventures and gro	ups.	
Status	At Risk	Expected Completion	Q4 2020	
Progress Update	We have met with both the Chamber and NABI to discuss what services they offer entrepreneurs. NABI has changed their mandate and as of the end of 2019, they are not offering services to entrepreneurs. Next steps include continuing to engage with NABI as they redefine their services, determining the St. Albert community need, and developing partnerships to fill the gaps or offering the services through the City.			
INITIATIVE 2.7: Encourage and sup	INITIATIVE 2.7: Encourage and support completion and approval of third-party led ASPs in growth areas.			
Status	On Track	Expected Completion	Q4 2021	
Progress Update	Continued support and review of planning applications is provided as part of core service delivery at the City of St. Albert.			

COUNCIL STRATEGIC PRIORITY #3:

Priority

Building a Transportation Network: Integrated transportation systems.

INITIATIVE 3.4: Continue to pursue an integrated Regional Transit Commission.			
Status	On Track	Expected Completion	Q2 2019
	Within Q4, the Regional Transit Services Commission Transition Team finalized their report with Ernst and Young (EY) Consultants. This required significant support from Administrations, with the provision of financial and transit data. The report will be made available to the public later in January 2020. From there, individual Councils will make the decision to join the Transit Commission in February/March. Based on who decides to join, an application will be made to Municipal Affairs to stand-up the Commission through Provincial Regulation. The City of Edmonton and City of St. Albert are in the process of determining next steps regarding future project management of this initiative, given the impending completion of EY's contract.		
Progress Update			

INITIATIVE 3.5: Complete the Campbell Park and Ride facility and finish the Transit Local Route Restructuring Project.				
Status	On Track	Completion	Q3 2020	
	This project contain	ns two distinct componen	ts:	
	3.5.a Transit Local	Service Restructure - Con	<u>npleted</u>	
	A local service restructure has been completed and is scheduled to be presented to Council on January 13, 2020. If approved, the City will beg planning for implementation.			
Progress Update	3.5.b Campbell Par	k and Ride Facility		
	Project went into winter shutdown in November 2019. Most of the concrete has been placed within the bus loop. Parking lot base prep is underway. Structural steel, architectural concrete work was completed on the building.			
	The construction will restart in the spring, including relocating street light poles by EPCOR.			
INITIATIVE 3.8: Integrate active tra Master Plan.	Integrate active transportation into the planning process for the Transportation			
Status	On Track	Expected Completion	Q4 2021	
Progress Update	Budget was approved for the 2020 Active Transportation Implementation project. Next steps include: prioritizing and finalizing a 3-year plan, tendering engineering and design for 2020 priority sites, tendering construction for 2020 work, and completing construction.			

INITIATIVE 3.9: Implement the approved Intelligent Transportation System (ITS) strategy.				
Status	On Track	Expected Completion	Q4 2021	
Progress Update	Pilots with two different technologies have been underway to test adaptive signal controls at some intersections along St. Albert Trail and Boudreau Road. Next steps include fully implementing adaptive signal operations for St. Albert Trail and Boudreau Road corridors. The City will perform tests and evaluations for both technologies and at the end of 2020 will recommend actions for integrating the adaptive signal operations into the network.			
INITIATIVE 3.10: Implement the price	INITIATIVE 3.10: Implement the prioritized inventory of approved arterial network improvements.			
Status	On Track	Expected Completion	Q4 2021	
Progress Update	This quarter, the following work was undertaken relating to the City's Transportation Network Improvement Strategy implementation: North St Albert Trail: Phase 1 Preliminary design complete; detailed design underway. Next steps include completing tender documents and tendering for construction. Also, an RPF will be develope and posted for engineering and design work. Neil Ross Road: RFP closed for Functional Study; awarded to Associated Engineering. Next steps includes completing the functional plan for the corridor. Fowler Way: Geotech and environmental reviews completed whe access to property was granted. Next steps include finalizing geotech and environmental reports for what has been investigated in 2019; seek approvals for access to necessary private land. Villeneuve Road: Conceptual cross-section completed. Next steps include finalizing design and informing stakeholders.		gy implementation: nary design complete; g tender documents and so, an RPF will be developed nd design work. tional Study; awarded to ng the functional plan for the ntal reviews completed where geotech and environmental restigated in 2019; seek ssary private land. ection completed.	

INITIATIVE 3.11: Implement the price projects.	oritized inventory of	approved Transportatior	Safety Plan programs and	
Status	On Track	Expected Completion	Q4 2021	
	This quarter, the following progress has been made to implement the City's Transportation Safety Plan:			
	•	 Network speed evaluation report drafted and evaluated with stakeholder engagement completed for recommendations of changes. 		
Progress Update		 In-service safety review of the intersection of Boudreau Rd at Bellerose Drive awarded and in progress. 		
	 Point, Push, Pause and Proceed safety messaging campaign (to raise awareness on pedestrians activating warning systems at crossings) developed. 			
	Next steps include a presentation to Council of speed change recommendations, updating the Traffic Bylaw, and beginning implementation of the 2020 Transportation Safety Plan Implem			
INITIATIVE 3.12: Steward the construction schedule, mitigating the associated risks, for the four phases of twinning Ray Gibbon Drive, in its entirety to 2029, to an arterial standard.				
Status	On Track	Expected Completion	Q4 2029	
	This quarter, preliminary and detailed engineering was completed for Phase 1 (south City limit to north of LeClair Way).			
Progress Update	Next steps include developing tender documents and tendering t construction of Phase 1, to begin in 2020. Additionally, Administr have to provide updated information to Alberta Transportation on 1.		dditionally, Administration will	

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

2019

INITIATIVE 3.1:

Recommend short-, medium-, and long-term options to improve the service level of Ray Gibbon Drive.

2018

INITIATIVE 3.2:

Develop the Intelligent Transportation System (ITS) strategy and recommend phased implementation, inclusive of St. Albert Trail, according to our ability to implement quickly.

INITIATIVE 3.3:

Evaluate the arterials networks in St. Albert and recommend improvements.

INITIATIVE 3.6:

Develop the Transportation Safety Plan and recommend implementation of initiatives to minimize risk of injury or fatality on City roadways. (Updated Sept 10, 2018)

INITIATIVE 3.7:

Recommend the Complete Streets Cross sections.

COUNCIL STRATEGIC PRIORITY #4:

Priority

Infrastructure Investment: Identify and build needed capital assets.

INITIATIVE 4.3: Explore non-traditional funding options including regional partnerships.			
Status	At Risk	Expected Completion	Q1 2020
Progress Update	In Q4, the Government of Alberta introduced omnibus legislation that made changes to the requirements for Intermunicipal Collaboration Frameworks (ICFs). As such, the City of St. Albert is no longer mandated to complete them. With that said, Administrations between Edmonton and St. Albert had completed the Recreation ICF into a format ready for Council ratification. This is scheduled to be brought forward early in 2020. With Sturgeon County, work continued administration to administration in Q4, and the project has been slightly delayed as Sturgeon County collects more data. Administration will continue to work with Sturgeon County, once the County provides required information. There is risk that a Provincial grant extension may need to be requested given the delays.		
_	_	es including an assessn facility supply and dema	
Status	On Track	Expected Completion	Q4 2021
Progress Update	Work on the Corporate Asset Management (AM) program continues. Interviews continued with stewarding groups (now at 23 out of 24 completed) to ascertain AM maturity levels across the organization, and gap analyses have begun. AM related capital projects for PW facilities in 2020 have been identified and work has begun on scope definition, project delivery and procurement for these projects. The Corporate AM team continues to work on a Strategic Asset Management Plan. Next steps include completing detailed capital project scopes for facilities projects in 2019 and procuring additional inspection/consulting for additional detailed assessments based on preliminary assessments already completed by Ameresco.		

INITIATIVE 4.5: Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets.				
Status	On Track	Expected Completion	Q4 2021	
Progress Update	Work on Corporate Asset Management (AM) program continues. Interviews continued with stewarding groups (now at 23 out of 24 completed) to ascertain AM maturity levels across the organization. Gap analyses have begun for individual asset groups. Asset stewarding groups have been developing inventory documentation. Corporate AM plan (e.g. Strategic Asset Management Plan - SAMP) and policies have been developed and are currently under review. Next steps include the formalization of the SAMP and completing all gap analyses and develop asset management plans for the individual asset stewarding groups.			
	INITIATIVE 4.6: Identify feasible strategies for near term development horizons for community facilities inclusive of land, financing and partnership opportunities.			
Status	• On Track	On Track		
Progress Update	Land selection is pending prior to planning for Infrastructure Investment (Community Amenities). Administration met with potential developers and land owners for revised costing for land and servicing. Revisions were then made to the costing of land and servicing. Public opinion was sought for the three potential sites in question, at World Cafe's and the Farmers' market. Administration also reached out to neighboring communities for their potential contribution/ support for any site. The results of all engagement are being compiled for presentation to Council for a decision on the land. A presentation to Council for a decision on the land is scheduled for January 2020. Once a decision is made, funding approvals for planning/concept for Community Amenities and infrastructure investments will need to be made. If funding is not approved, the project will be stopped after land selection.			

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

2018

INITIATIVE 4.1:

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

INITIATIVE 4.2:

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

COUNCIL STRATEGIC PRIORITY #5:

Priority Housing: Enhance housing options.

INITIATIVE 5.2: Develop revitalization strategies for mature neighbourhoods.						
Status	At Risk	Expected Completion	Q4 2021			
Progress Update	Work continued on MDP policy development, which will inform the revitalization strategies. This project is also dependent on the growth strategy chosen within the new MDP.					
INITIATIVE 5.3: Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility.						
Status	On Track	Expected Completion Q2 2020				
Progress Update	Administration presented the Affordable Housing Governance Model Report to the Community Living Standing Committee (CLSC) on December 9, 2019. Direction received from the CLSC will be provided to Council for their consideration on January 20, 2020. Next steps include the completion of the report on best practices for alternative financing and development of the final project					
INITIATIVE 5.4:		oased on Council's govern				
Explore interim ho	using options to sup	port vulnerable populati	ons.			
Status	On Track	Expected Completion	Q1 2020			
Progress Update	A draft summary report was completed and was sent for internal review. Recommendations in the report align with an environmental scan and targets set by the Mayor's Task Force to End Homelessness. Once internal feedback is received, the report will be finalized.					

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

2018

INITIATIVE 5.1:

Modify Land Use Bylaw to encourage diversity in residential built forms.

COUNCIL STRATEGIC PRIORITY #6:

Priority

Environmental Stewardship: Explore innovative environmental and conservation opportunities.

INITIATIVE 6.2: Review and update	e existing environme	ental master plans (e.g.,	Red Willow Trail).		
Status	On Track	Expected Completion	Q4 2020		
	more about their re successes and cha interviews with the		s focusing on both the		
Progress Update	The project team synthesized all this information to identify the root causes of the current state long-range planning environment and is now turning our attention to developing the future state model.				
	The team will start documenting a future state model for long-range planning in the organization. The Environmental strategy is expected to start piloting this new approach in Q1 2020.				
INITIATIVE 6.3: Investigate net zer	o residential develo	pment.			
Status	✓ Completed	Expected Completion	Q1 2020		
Progress Update		plete and has been revie he white paper has not ye			
INITIATIVE 6.4: Enhance waste mi	nimization strategie	s with emphasis on redu	ce and reuse activities.		
Status	On Track	Expected Completion	Q2 2021		
Progress Update	The project team met in November to begin planning this project. Work on an RFP for waste composition studies will begin in January. Community engagement activities will be planned in Q1 2020 and are scheduled to roll-out campaign for Spring 2020.				

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

2019

INITIATIVE 6.1:

Explore integrated green utilities to reduce carbon footprint, reduce servicing costs and generate revenue.

Financial Summary

Quarter Four

Financial Summary

The City of St. Albert continues to maintain a strong financial position. The forecasted surplus as of December 31, 2019 is \$1.7 million. This is primarily due to vacancies throughout the organization offset by an increase in overtime in Fire Services and snow removal expense. With strong investments, reserve funding and low debt the City continues to maintain a strong financial position.

Municipal

Operating:

- \$163.4 million in revenue recognized, which is \$4.2 million below budget.
- \$161.7 million has been spent, which is \$5.8 million below budget.

Capital:

- There is a total of 173 municipal capital projects for 2019.
- To date, \$84.4 million has been spent out of a \$166.7 million cumulative budget.

Utility

Operating:

- \$39.3 million in revenue recognized, which is \$1.4 million below budget.
- \$29.5 million has been spent, which is \$1.3 million below budget.

Capital:

- There is a total of 62 utility capital projects for 2019.
- To date, \$55.4 million has been spent out of a \$94.4 million cumulative budget.

Investments

The City has \$208.2 million in cash and investments and earned \$5.5 million in investment income to date.

Reserves

The balance is \$134 million, with a forecasted year end uncommitted balance of \$75.3 million.

Debt

The City's outstanding debt is \$40.1 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

Municipal Operating Summary by Function

FOR THE PERIOD ENDING DECEMBER 31, 2019

In Thousands of Dollars

	Actual	Budget	Variance
Revenue			
Council	\$163	\$329	\$(166)
Executive Leadership	169	681	(512)
General Government	2,846	3,315	(469)
Community & Recreation Services	14,644	15,498	(854)
Emergency Services	10,341	10,302	39
Public Works & Transit	11,767	11,928	(161)
Planning & Engineering	3,540	5,875	(2,335)
Corporate Financing	119,909	119,620	289
Total Revenue	\$163,379	\$167,548	(\$4,169)
F			
Expenses Council	\$914	\$1,193	\$279
Executive Leadership	1,457	3,587	2,130
General Government	18,754	20,490	1,736
Community & Recreation Services	31,372	32,874	1,502
Emergency Services	36,774	36,475	(299)
Public Works & Transit	39,475	38,872	(603)
Planning & Engineering	11,716	13,714	1,998
Corporate Financing	21,265	20,343	(922)
Total Expenses	\$161,727	\$167,548	\$5,821
Excess of Revenue over Expenses	 		
Council	\$(751)	\$(864)	\$113
Executive Leadership	ψ(701) (1,288)	(2,906)	1,618
General Government	(15,908)	(17,175)	1,267
Community & Recreation Services	(16,728)	(17,376)	648
Emergency Services	(26,433)	(26,173)	(260)
Public Works & Transit	(27,708)	(26,944)	(764)
Planning & Engineering	(8,176)	(7,839)	(337)
Corporate Financing	98,644	99,277	(633)
Total Revenue Over Expenses	\$1,652	\$0	\$1,652

^{*}Variance represents the difference between budget and actual amounts.

Municipal Operating Variance Analysis

(In Thousands of Dollars)

Council - \$113 thousand lower than budget

Revenue - \$166 thousand lower than budget

• \$165 lower due to Internal Auditor project funded from reserve which will carry into next year with no tax impact.

Expense - \$279 thousand lower than budget

- \$165 lower due to Internal Auditor project funded from reserve which will carry forward into next year with no tax impact.
- \$47 lower due to Council contingency fund not expended.
- \$20 lower in office & operating supplies.

Executive Leadership - \$1,618 thousand lower than budget

Revenue – \$512 thousand lower than budget

- \$534 lower due to projects funded from reserve which will carry into next year with no tax impact (Civic Space Planning, IAC-Sturgeon County).
- \$22 higher due to unbudgeted provincial Intermunicipal Collaboration Grant.

Expense - \$2,130 thousand lower than budget

- \$1,615 lower in salaries due to vacant positions being held for redeployment.
- \$534 lower due to projects funded from reserve which will carry into next year with no tax impact (Civic Space Planning, IAC-Sturgeon County).
- \$22 higher due to expenses related to provincial Intermunicipal Collaboration Grant.

General Government - \$1,267 thousand lower than budget

Revenue - \$469 thousand lower than budget

- \$648 lower due to projects funded from reserve which will carry into next year with no tax impact (Priority Based Budgeting, Service Level Review, Process & Service Review, Community Satisfaction Survey, Inclusive Hiring, and Records & Info Management Program).
- \$85 lower in business licenses due to lower than anticipated non-residential and cannabis licenses offset by an increase in residential, and tobacco licenses.
- \$122 higher in recovered costs from other municipalities from the GIS acquisition project.
- \$71 higher in assessment and taxation revenue due to increase in tax inquiries and late payments.
- \$58 higher in unbudgeted grants for Cannabis and Sector Analysis projects.
- \$24 higher in cemetery fees due to increased volume.

Expense - \$1,736 thousand lower than budget

- \$850 lower in salaries due to vacancies.
- \$648 lower due to projects funded from reserve which will carry into next year with no tax impact (Priority Based Budgeting, Service Level Review, Process & Service Review, Community Satisfaction Survey, Inclusive Hiring, and Records & Info Management Program).
- \$168 lower in advertising & promotion for Economic Development projects due to vacancies and HR & safety due to reduction in tradeshows and recruitment initiatives.
- \$106 lower in contracted services due to contract signing delay for claims adjudication and safety enhancement projects.

Community & Recreation Services- \$648 thousand lower than budget

Revenue - \$854 thousand lower than budget

- \$518 lower in lesson and memberships revenue due to a reduced demand for personal training and memberships.
- \$504 lower due to projects funded from reserve which will carry into next year with no tax impact (Indigenous Reconciliation, Various Public Art projects, Micro Grant Program).
- \$192 higher in recovered costs for cultural warehouse relocation and recoveries from the Children's Festival and Arden Theatre productions.

Expense - \$1,502 thousand lower than budget

- \$553 lower in salaries due to vacancies.
- \$504 lower in projects funded from reserve which will carry into next year with no tax impact (Indigenous Reconciliation, Various Public Art projects, Micro Grant Program).
- \$286 lower in artist fees due to reduction in commitments to artists and Riel West Park West and the Northridge Gazebo projects not complete in 2019.
- \$204 lower in grant funds issued reallocated to various FCSS programming.

Emergency Services - \$260 thousand higher than budget

Revenue – \$39 thousand higher than budget

- \$145 higher in cannibus grant revenue offset by decrease in AHS contract revenue.
- \$60 higher ambulance billing due to higher volume than anticipated.
- \$60 lower in fines due to decrease in tickets issued offset by slight increase in Animal licenses.

Expense - \$299 thousand higher than budget

- \$959 higher in salaries due to fire overtime offset partially by vacant positions.
- \$439 lower in RCMP contract due to less officers than budgeted.
- \$192 lower in contracted services as a result of less fine revenue.

Public Works & Transit - \$764 thousand higher than budget

Revenue - \$161 thousand lower than budget

- \$88 lower in internal garage recoveries, offset by decrease in City equipment charges.
- \$68 lower in transit revenue due lower general ridership offset by higher U-Pass revenue.

Expense - \$603 thousand higher than budget

- \$607 higher in contracted snow removal services due to higher than average snowfall.
- \$475 higher in equipment & vehicle parts due to increase in contract maintenance work.
- \$62 higher in contracted services due to work on ice plants Ammonia project.
- \$485 lower in gas and diesel due to lower diesel costs and carbon tax savings.
- \$88 lower in City equipment charges, offset by reduction in Garage recoveries revenue.

Planning & Engineering - \$337 thousand higher than budget

Revenue - \$2,335 thousand lower than budget

- \$1,955 lower due to projects funded from reserve which will carry into next year with no tax impact (Sturgeon County Annexation, IAC-Sturgeon County, P&E Growth Resources, Erin Ridge Traffic Committee).
- \$447 lower in permit and development fees due to lower than anticipated development.
- \$132 higher in Fortis street lighting construction recoveries.

Expense - \$1.998 thousand lower than budget

- \$1,955 lower due to projects funded from reserve which will carry into next year with no tax impact (Sturgeon County Annexation, IAC-Sturgeon County, P&E Growth Resources, Erin Ridge Traffic Committee).
- \$97 lower in contracted services due to lower costs for contaminated sites monitoring and general consulting.
- \$51 lower in travel costs.
- \$108 higher in electricity due to changes in delivery rates.

Corporate Financing - \$633 thousand lower than budget

Revenue – \$289 thousand higher than budget

- \$315 higher in interest revenue due increase in portfolio base and higher interest rate.
- \$325 higher in miscellaneous revenue due to unbudgeted recovered costs and Telus Municipal Access agreement.
- \$171 lower in Gas Franchise Fees due to lower consumption than anticipated.
- \$147 lower in supplementary tax due to slower growth projections

Expense - \$922 thousand higher than budget

- \$472 higher in interest expense due to higher reserve and deferred revenue balances.
- \$400 higher for year end payroll accrual.
- \$110 higher for transfer of unbudgeted recovered costs to reserve.
- \$111 lower in bank charges due to new bank agreement.

Municipal Capital Summary

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

1. Budget vs. Forecast Comparison

Table 1 illustrates that of the City's 173 projects, \$545 thousand is anticipated to be underspent with:

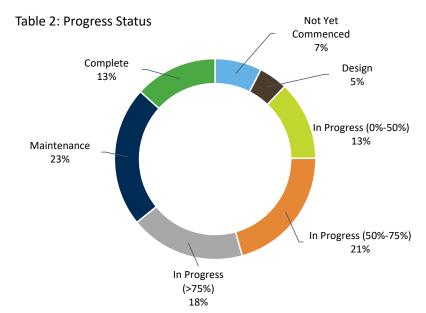
- 166 on budget
- 0 over budget
- 7 below budget

2. Project Status

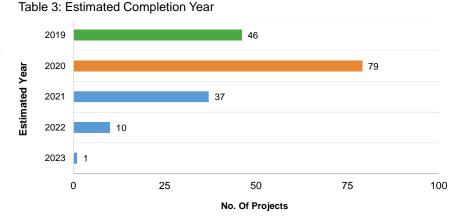
As shown in Table 2, 91% of the 173 projects are currently in progress or complete.

Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2019	14,832	62,736	62,736	-	59
2018	20,733	29,264	28,989	275	45
2017	16,609	19,548	19,548	-	25
Prior	32,191	55,214	54,944	270	44
TOTAL	\$84,364	\$166,762	\$166,216	\$545	173



As majority of the City's projects are multiyear in nature, an estimated timeframe of when projects will be closed has been identified. Table 3 indicates that 46 projects are anticipated to be closed at the end of the year.



CITY OF ST. ALBERT

CITY OF ST. ALBERT

Utility Operating Summary by Function

FOR THE PERIOD ENDING DECEMBER 31, 2019

In Thousands of Dollars

	Actual	Budget	Variance
Revenue			
Utility Finance	\$1,037	\$1,053	\$(16)
Water	13,118	13,708	(590)
Wastewater	12,470	13,214	(744)
Storm	5,348	5,461	(113)
Solid Waste Management	7,353	7,310	43
Total Revenue	\$39,326	\$40,746	\$(1,420)
Expenses			
Utility Finance	\$1,037	\$1,053	\$16
Water	9,907	9,749	(158)
Wastewater	9,907	10,950	1,043
Storm	1,561	1,731	170
Solid Waste Management	7,047	7,295	248
Total Expenses	\$29,459	\$30,778	\$1,319
Transfer to Reserve			
Water	\$3,211	\$3,959	\$(748)
Wastewater	2,563	2,264	299
Storm	3,787	3,730	57
Solid Waste Management	306	15	291
Total Transfer to Reserve	\$9,867	\$9,968	\$101

^{*}Variance represents the difference between budget and actual amounts.

Utilities Operating Variance Analysis

(In Thousands of Dollars)

Utility Finance - \$0 net budget

Revenue - \$16 thousand lower than budget

 \$16 lower in paper bill revenue fees due to higher than anticipated enrollment in ebilling offset by increased penalty revenue.

Expense - \$16 thousand lower than budget

- \$40 lower in postage due to higher than anticipated enrollment in ebilling.
- \$10 higher in bad debt expense due to increase in uncollectable debts.

Water - \$748 thousand higher than budget

Revenue – \$590 thousand lower than budget

• \$700 lower in sale of water due to lower consumption from higher than average rainfall.

Expense - \$158 thousand higher than budget

- \$420 lower in water purchases cost due to lower consumption from higher than average rainfall.
- \$125 higher in contracted services due to increased water line repairs as a result of atypical freezing conditions and the purchase of a bulk water dispensing unit.

Wastewater - \$299 thousand lower than budget

Revenue – \$744 thousand lower than budget

• \$780 lower due to reduction in wastewater service charges due to lower water consumption due to higher than average rainfall.

Expense - \$1.043 million lower than budget

- \$100 lower in contracted services as resources redirected to Water.
- \$510 lower in wastewater treatment charges due to reduced consumption from higher than average rainfall.

Storm - \$57 thousand lower than budget

Revenue – \$113 thousand lower than budget

\$80 lower due to lower than anticipated customer growth.

Expense - \$170 lower than budget

• \$37 lower in professional services due to lower than expected costs related to water quality monitoring.

• \$80 lower in salaries due to vacancies

Solid Waste Management - \$291 thousand lower than budget

Revenue – \$43 higher than budget

- \$80 higher in solid waste fees due to increase in demand for larger garbage cart sizes.
- \$10 lower in recovered costs due to reduced demand for recycling products from global markets.

Expense – \$248 lower than budget

- \$130 lower in contracted services due a reduction in amount of recycling slightly offset by an increase in composting material processed.
- \$25 lower in consulting services related to landfill monitoring.

Utility Capital Summary

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

1. Budget vs. Forecast Comparison

Table 4 illustrates that of the City's 62 Utility projects, \$7.9 million is anticipated to be underspent with:

- 60 on budget
- 1 over budget
- 1 below budget

2. Project Status

As shown in Table 5, 82% of the 62 projects are currently in progress or complete.

As majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 6 indicates that 13 projects are anticipated to be closed at the end of the year.

Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2019	1,210	9,839	9,839	-	12
2018	4,390	13,147	13,147	-	16
2017	8,562	15,501	15,594	(93)	13
Prior	41,238	55,962	47,962	8,000	21
TOTAL	\$55,400	\$94,449	\$86,542	\$7,907	62

Table 5: Progress Status

Not Yet

Commenced
18%

Design
6%

Maintenance
10%

In Progress (0%-50%)
19%

In Progress (50%-75%)

Investments

As of December 31, 2019 the City has \$208.2 million in cash and investments and earned \$5.5 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 ratio that meets its cash flow requirements. As illustrated in Table 8, the portfolio is split between investment terms to ensure anticipated short and long-term requirements are met.

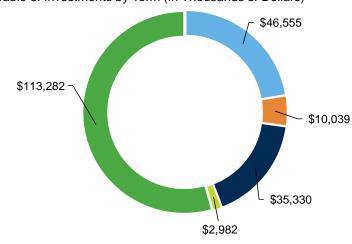
Rate of Return

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

Table 7: Portfolio Allocation (In Thousands of Dollars)

	Portfolio	
Financial Institution	Amount	Percentage
CIBC	81,699	39.24%
BMO	54,683	26.27%
Scotiabank	46,400	22.29%
CWB	15,173	7.29%
National Bank	5,020	2.41%
Servus Credit Union	5,214	2.50%
Total	208,189	100%

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



■ 0-90 ■ 91-180 ■ 181- 1yr ■ 1-3 yrs ■ 3 - 10yrs

Table 9: Rate of Return Comparison

Type		St. Albert	Bank of Canada
	Term	Average Portfolio Rate	T-Bill and Bond Rates
Cash and Short	0-90	1.71%	1.64%
Term Investments	91-180	2.36%	1.66%
	181- 1yr	2.45%	1.73%
	1-3 yrs	2.48%	1.75%
Long Term Investments	3 - 10 yrs	2.80%	1.61-1.66%

Reserves

As per Policy C-FS-01, Financial Reserves, the City recognizes the need for setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects. As illustrated in Table 10, the uncommitted balance as of December 31, 2019 is \$75.3 million of which:

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance		Opening Balance	Adjustments	Uncommited Balance
Operating	\$ 12,7	'80	\$ 12,686	\$ (6,353)	\$ 6,333
Capital	67,1	27	67,480	(37,199)	30,282
Utilities	53,8	02	48,563	(10,007)	38,557
Outside Agencies	2	95	286	(124)	162
TOTAL	\$ 134.0	04	\$ 129.016	(\$ 53.682)	\$ 75.333

- 9% for property tax stabilization and contingency funding.
- 40% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 51% for utility rate stabilization and funding of utility infrastructure.

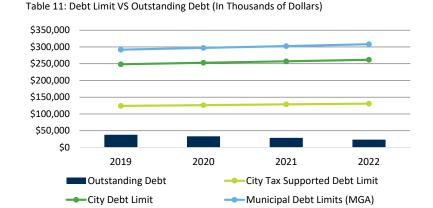
A detailed listing of each reserve category can be found in Appendix 3.

Debt

The City of St. Albert shall adhere to a debt limit prescribed by the Province and as detailed per the City's Debt Management Policy, C-FS-03.

As illustrated in Table 11, the City has \$40.1 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to three significant projects:

• Servus Place of \$13.7 million expiring in 2025 and 2026.



- Ray Gibbon Drive of \$14.9 million expiring in 2020, 2026, 2027 and 2028.
- North Interceptor Trunkline of \$11.5 million expiring in 2038.

Council has approved the following projects to be funded from debt:

- Fire Hall #4 Project Budget for \$21.1 million.
- North St. Albert Trail Borrowing Bylaw approval for \$26.0 million.
- Ray Gibbon Drive Borrowing Bylaw approval for \$36.6 million.

Appendix 1 - Municipal Capital Projects by Function

FOR THE PERIOD ENDING DECEMBER 31, 2019

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Progress Status
Council					
415102 Railroad Safety Enhancement	1,057	1,165	1,165		In Progress > 75%
Total Council	\$1,057	\$1,165	\$1,165	\$-	
		1		·	=
General Government					
413503 HR Electronic Recruitment Software	37	41	41		Complete
413505 Performance Measurement System	40	50	50		In Progress > 75%
414505 Performance Measurement System	-	50	50		In Progress 0-50%
415504 Council Chambers Upgrade	171	202	202	-	Maintenance
415505 Central Records Shelving Upgrade	5	57	57	-	In Progress 0-50%
415506 Smart City Master Plan & Alliance	38	75	75	-	In Progress 50-75%
415508 Financial System Softw are	171	300	300		In Progress 50-75%
415509 Council Chamber Technology	90	100	100		In Progress > 75%
416503 Recreation Client Mgmt Software	185	200	200	-	In Progress > 75%
416504 Single Window Services	109	200	200	-	In Progress 50-75%
416508 Financial System Softw are	0	500	500	-	In Progress 0-50%
417503 Recreation Mgmt Software	148	183	183		In Progress > 75%
417506 AFRRCS Emergency Radio System	846	972	972		In Progress 50-75%
417808 Facilities Safety & Security	272	278	278		In Progress > 75%
418501 IT Lifecycle Replacement Plan	516	779	681	98	Complete
418502 ☐ Office Automation	50	50	50	C	Complete
418503 Network to Core Facilities	656	657	657		Complete
418504 Project Implement Support	189	189	189		Complete
419501 IT Lifecycle Replacement Plan	414	688	688		In Progress 50-75%
419502 IT Office Automation	47	50	50		Complete
419503 Non-Emerg Radio System Replace	-	353	353		Not Yet Commenced
419504 Municipal Area Network	118	550	550		In Progress 50-75%
419505 HRIS Implement Support	11	94	94		In Progress 0-50%
419506 Asset Mgmt System Replace	-	200	200		In Progress 0-50%
Total General Government	\$4,113	\$6,816	\$6,718	\$98	_
		24			=
Community & Recreation Services					
414317 Founders Walk Phase 2	590	761	640	121	Maintenance
414318 Heritage Sites Phase 2	1,526	1,526	1,526		Complete
415316 SAP Exterior Wayfinding Replacement	16	265	265		Not Yet Commenced
415318 Heritage Site Phase 2b	1,872	2,854	2,854		In Progress 0-50%
416103 Story Boards	4	15	15		In Progress > 75%
416108 Healing Garden	284	309	309		Maintenance
416312 Park Planning and Standards Model	279	400	400		In Progress > 75%
416313 Erin Ridge North Park Plan	92	230	230		Complete
416314 RWP West - Trail and Park Planning	271	275	275		Complete
416317 Founders Walk Phase 3 - Design	182	250	250		In Progress 50-75%
416318 Heritage Park Design (phase 3)	58	216	216		In Design
416325 Everitt Park Development	256	275	275		Maintenance
417305 City Sportsfield Rehab Prgm	300	343	343		Maintenance

	Project	Project			
	To Date	Budget	Forecast	Variance	Progress Status
Community & Pocreation Services		9			3
Community & Recreation Services 417306 Park Signage Prgm □	ESE	EOF	EOF		Maintananaa
	585	585	585		Maintenance
417307 City Playground Lifecycle Prgm 417309 Lacombe Park Construction	255	255	255		Complete
	94	183	183		In Progress > 75%
417310 Erin Ridge North Park Construction	470	505	505		In Progress > 75%
417311 Heritage Lakes ODR Refurb	134	142	142		Maintenance
417312 Neighborhood Park Construction	697	1,212	1,212		Maintenance
417313 Lacombe Lake Park Building Plan	250	250	250		Complete
417321 Akinsdale Arena Press Box	7	85	85		In Progress 0-50%
417422 Art Gallery Barrier-Free	2,014	2,022	2,022		Maintenance
418301 Servus Place Lifecycle Replace Plan	838	844	844		Complete
418302 Aquatics Lifecycle Replace Plan	201	286	201		Complete
418304 RWP West - Construction	159	359	359		In Progress 0-50%
418305 City Sportsfield Rehab Prgm	317	317	317		Complete
418306 Skateboard Park Retrofit	38	100	100	-	Complete
418307 City Playground Lifecycle Prgm	345	345	345	-	Maintenance
418308 Pickleball Court Development	303	305	305	-	Maintenance
418309 Riel Park Phase 5	1,161	1,602	1,602	-	In Progress > 75%
418310 Grey Nuns White Spruce Park Construct	-	206	206	-	In Progress 0-50%
418340 Arden Theatre Lifecycle Plan	66	115	115	-	In Progress 50-75%
418360 Community Capital Grant Program	142	250	250	-	In Progress 50-75%
419301 Servus Lifecycle Replacement Prgm	233	301	301	-	In Progress > 75%
419302 Aquatics Lifecycle Replace Plan	50	55	55	-	Complete
419303 Outdoor Ref. Ice Surface	-	875	875	-	Not Yet Commenced
419304 Outdoor Ref. Ice Dome	0	300	300	-	Not Yet Commenced
419305 City Sportsfield Rehab Prgm	286	317	317	-	Maintenance
419307 City Playground Lifecycle Prgm	330	342	342	-	Maintenance
419308 Fow ler Athletic Park Facilty Assess	66	159	159	-	In Progress 50-75%
419309 Lacombe Park Building & Walkway	1,273	1,755	1,755	-	In Progress > 75%
419310 Park Signage Program	53	297	297		In Progress > 75%
419311 Lacombe Dog Park Enhancements	44	79	79		Maintenance
419312 Arena Ammonia Ice Plant	81	605	605	-	In Progress 0-50%
419320 Visual Arts Studio Lifecycle	-	12	12		In Progress > 75%
419340 Arden Theatre Lifecycle Plan	85	97	97		In Progress 0-50%
419341 Meadow view Land	3	-	-		In Design
419360 Community Capital Grant Prgm	145	341	341		Not Yet Commenced
	\$16,454	\$23,220	\$23,014	\$207	_Not ret conmenced
	ψ10,101	Ψ20,220	Ψ20,011	Ψ201	=
Emergency Services					
415303 Emergency Equip Replace Plan	140	161	161	-	In Progress > 75%
415328 Land Acquisition Fire Hall #4	-	350	350		Not Yet Commenced
417316 Fire Dispatch ProQA System	26	33	33		In Progress > 75%
418331 Fire Station #1 – Reconstruct	371	1,052	1,052		In Design
418333 Automated Station Alerting	5/ 1	291	291		Not Yet Commenced
1.3000 Automated Station Alerting	-	231	291	-	INOL I EL COHINEHCEU

	Project	Project			
	To Date	Budget	Forecast	Variance	Progress Status
Emergency Services					
419330 Emergency Equip Replace Plan	136	214	214	-	In Progress 50-75%
419331 Fire Station #4	49	50	50		In Design
419332 Emerg Response Veh	<u>-</u>	188	188		In Progress 0-50%
419333 EMS Pow er Stretcher	_	100	100		In Progress 0-50%
419334 Policing Bldg Accomm	_	100	100		Not Yet Commence
419335 CAD to CAD Software	_	42	42	-	In Progress 0-50%
	\$722	\$2,581	\$2,581	\$-	- ° =
Public Works & Transit					
412420 Campbell Road Park & Ride	12,498	30,000	30,000	-	In Progress 0-50%
414804 Transit Smart Fare & Smart Bus	2,355	3,992	3,992		In Progress 50-75%
416105 Hearing Loop	3	6	3		Complete
416804 PW Cemetery Improvements	92	150	150		In Progress > 75%
417802 Transit Bus Lifecycle Replace	4,095	4,392	4,392		In Progress > 75%
418350 Transit Bus Lifecycle Replace	425	425	425		In Progress > 75%
418351 Transit Growth Buses	292	292	292		Complete
418802 SAP Waterfall Replacement	9	100	9		: Complete
419350 Transit Bus Lifecycle Replace	-	4,040	4,040		In Progress 0-50%
419801 PW Mobile Equip Replace Plan	993	2,771	2,771		In Progress > 75%
419802 Jarome Iginla / Kinex Rehab	280	2,943	2,943		In Progress 0-50%
419803 SAP Bldg Replace Prgm	161	310	310		In Progress 0-50%
419804 Energy Efficiency Replace Prgm	14	131	131		In Design
419806 Shop & Yard Equip Replace	20	40	40		In Progress 50-75%
	\$21,236	\$49,592	\$49,497	\$95	=
Planning & Engineering					
414508 Former PW Yard Remediation Prgm	354	500	354	146	Complete
416102 Tache Plane Restoration & Relocation	246	260	260	-	Maintenance
416402 Road Reconstruct Prgm	1,250	1,250	1,250	-	Complete
416403 Asphalt Overlay Prgm	4,097	4,070	4,070		Complete
416404 City Ow ned Parking Lot - Major Rehab	-	100	100	-	In Progress 0-50%
416412 Bridge Rehabilitation	122	172	172	-	In Progress 50-75%
416413 SA Trail Revitalization	354	354	354		Complete
410413 SA ITAII NEVILAIIZALIOIT					•
416414 Intersection Enhancements	909	909	909	-	Complete
		909 200	909 200		•
416414 Intersection Enhancements	909			-	•
416414 Intersection Enhancements 416418 Noise Attenuation Data Collection	909 54	200	200	- -	In Progress 50-75%
416414 Intersection Enhancements 416418 Noise Attenuation Data Collection 416419 Perron Street Angle Parking	909 54 160	200 160	200 160	- - -	In Progress 50-75% Maintenance
416414 Intersection Enhancements 416418 Noise Attenuation Data Collection 416419 Perron Street Angle Parking 416420 Safe Journeys to School	909 54 160 836 310	200 160 836	200 160 836	- - - -	In Progress 50-75% Maintenance Complete
416414 Intersection Enhancements 416418 Noise Attenuation Data Collection 416419 Perron Street Angle Parking 416420 Safe Journeys to School 416421 Road Corridor Safety Implementation	909 54 160 836	200 160 836 320	200 160 836 320	- - - -	In Progress 50-75% Maintenance Complete In Progress > 75% Complete
416414 Intersection Enhancements 416418 Noise Attenuation Data Collection 416419 Perron Street Angle Parking 416420 Safe Journeys to School 416421 Road Corridor Safety Implementation 416455 Lacombe Park	909 54 160 836 310	200 160 836 320 1,080	200 160 836 320 1,080	- - - -	In Progress 50-75% Maintenance Complete In Progress > 75%

	Project	Project	F	Variance	Dragraga Status
	To Date	Budget	Forecast	Variance	Progress Status
Planning & Engineering					
417407 Sidew alk Program	1,100	1,100	1,100	-	Maintenance
417409 Transport Master Plan Implement	495	495	495	-	Complete
417411 Lane Reconstruct Prgm	165	1,350	1,350	-	In Progress > 75%
417413 SA Trail Revitalization	200	350	350	-	In Design
417415 Buildings Life Cycle Assessments	40	115	115	-	In Progress 0-50%
417420 Safe Journeys to School	700	700	700	-	Complete
417421 SA Trail Traffic Signal Optimization	117	208	208	-	In Progress 50-75%
417424 Accessibility Initiatives	-	40	40	-	In Progress 0-50%
418332 Traffic Pre-Emption System	95	95	95	-	Complete
418401 Arterial Rehab Program	1,545	1,545	1,545	-	Complete
418402 Road Reconstruct Prgm	2,329	2,920	2,920	-	Maintenance
418403 Local and Collector Rehab	2,475	2,545	2,545	-	In Progress > 75%
418404 City Ow ned Parking Lots Rehab	45	1,515	1,515	-	In Progress > 75%
418405 Permanent Line Marking Program	303	301	301	-	Complete
418406 Trail Rehab Prgm	182	439	439	-	In Progress 50-75%
418407 Sidew alk Program	905	905	905	-	Complete
418408 Transportation Systems Mgmt	850	815	815	-	Complete
418409 Transport Master Plan Implement	157	235	235	-	In Progress > 75%
418410 Crack Sealing Program	101	131	131	-	In Progress > 75%
418411 Lane Reconstruct Prgm	-	1,600	1,600	-	In Progress > 75%
418412 Road Repairs	247	310	310	-	Maintenance
418413 Bridge Maintenance	_	65	65	-	Not Yet Commenced
418414 Barrier Wall Study & Replacement	1,666	1,667	1,667	-	Maintenance
418415 Buildings Life Cycle Assessments	_	225	225	-	In Progress 0-50%
418416 Traffic Calming Strategies	555	922	922	-	In Progress 50-75%
418417 Traffic Signal Maintenance	550	550	550	-	Complete
418418 Intersection Enhancements	1,244	1,244	1,244	-	Complete
418420 Safe Journeys to School	512	606	606	-	In Progress > 75%
418421 Road Corridor Safety Implementation	96	158	158	_	In Progress 50-75%
418425 Municipal Development Plan	651	1,094	1,094		In Progress 50-75%
418426 Lakeview Bus District & Badger Lands A	-	110	110		In Progress 0-50%
418427 Capital Projects Maintenance	104	364	364	_	In Progress 50-75%
418459 BLESS Platform	44	342	342		In Progress 0-50%
419401 Arterial Rehab Prgm	1,612	2,375	2,375		In Progress > 75%
419402 Collector Roadway Prgm	881	1,440	1,440		In Progress > 75%
419403 Local Roadw ay Prgm	1,119	1,440	1,440		In Progress > 75%
419404 Paved Parking Lot Program	3	165	165		In Progress 0-50%
419405 Permanent Line Marking Rehab	301	301	301		Complete
419406 Multi-Use Trail Rehab Prgm	281	385	385		In Progress 50-75%
419407 Sidew alk Program	140	743	743		In Progress 0-50%
y			0		- 3

Total

	Project To Date	Project Budget	Forecast	Variance Progress Status
Planning & Engineering	. o bato	-augo:	10.00001	
419408 Transportation Systems Mgmt	808	818	818	- In Progress > 75%
419411 Back Lanes Program	-	1,350	1,350	- Not Yet Commenced
419412 Roadw ay Rehab Prgm	544	2,000	2,000	- In Progress 0-50%
419413 Bridge Prgm	60	65	65	- In Progress > 75%
419414 Barrier Wall Study & Replace	1,403	1,750	1,750	- In Progress > 75%
419415 Buildings Life Cycle Assessments	, -	235	235	- In Progress 0-50%
419416 Traffic Calming Strategies	55	500	500	- In Progress 0-50%
419417 Traffic Signal Maintenance	539	555	555	- In Progress > 75%
419418 Intersection Enhancements	1,012	2,150	2,150	- In Progress > 75%
419419 ITS Strategy Implementation	-	380	380	- In Progress 0-50%
419420 Safe Journeys to School	580	600	600	- Maintenance
419421 NSA Trail Corridor Mgmt Implement	228	18,950	18,950	- In Design
419422 Municipal Eng Stds Update	130	300	300	- In Progress 50-75%
419423 Fow ler Way	84	6,660	6,660	- In Progress 0-50%
419424 Ray Gibbon Improvements	155	780	780	- In Progress > 75%
419425 Accessibility Initiatives	-	300	300	- Not Yet Commenced
419426 Heat Recovery	5	66	66	- In Design
419427 Smart Facility Monitoring	-	30	30	- Not Yet Commenced
419428 Land Matter	2	-	-	- In Progress 0-50%
	\$40,782	\$83,388	\$83,243	\$146

\$84,364

\$166,762

\$166,216

\$545

Appendix 2 - Utility Capital Projects by Function

FOR THE PERIOD ENDING DECEMBER 31, 2019

In Thousands of Dollars

	Project	Project		
	To Date	Budget	Forecast	Variance Progress Status
Utilities				
413414 Water Network LOS	541	551	551	- Maintenance
414430 Water Network LOS	578	578	578	- Complete
414450 Lacombe Park Bank Repairs	706	750	750	- Maintenance
414451 Campbell STORM Mgmt Facility	3,400	3,500	3,500	- Complete
415430 Water Network LOS	554	800	800	- In Progress > 75%
415441 WASTWT Main Replacement	532	582	582	- In Progress > 75%
415442 Rivercrest Lift Station Rehab	131	300	300	- In Progress > 75%
415451 STORM Infrastructure Rehab	1,600	1,600	1,600	- Complete
415831 SCADA Upgrades for Water Stations	43	50	50	- In Progress > 75%
415841 WASTWT SCADA Upgrades	50	50	50	- Complete
416430 Water Network LOS	721	800	800	- In Progress > 75%
416432 Lacombe Reservoir Re-align	1,163	1,400	1,400	- Complete
416441 WASTWT Main Replacement	52	611	611	- In Progress 0-50%
416442 Rivercrest Lift Station Rehab	40	2,000	2,000	- Not Yet Commenced
416443 N. Interceptor Trunkline (Proj 9)	21,908	32,000	24,000	8,000 Maintenance
416451 STORM Infrastructure Rehab	1,344	1,600	1,600	- In Progress 0-50%
416452 STORM Mgmt Level of Service	3,416	3,470	3,470	- In Progress > 75%
416453 Sediment and Erosion Control	3,276	3,363	3,363	- Maintenance
416454 Heritage Lakes Storm System	946	970	970	- Maintenance
416457 Beaudry Place Storm Drainage Upgrade	38	750	750	- In Progress 0-50%
416845 WASTWT Rehab Prgm	200	237	237	- In Progress > 75%
417430 Water Netw ork LOS	48	1,633	1,633	 Not Yet Commenced
417431 Sturgeon Heights Pumphouse Rebuild	4	524	524	- Not Yet Commenced
417440 WASTWT Collection System Service Level	436	436	436	- Complete
417441 WASTWT Main Replacement	871	1,153	1,153	- Maintenance
417442 WASTWT Lift Station Studies	261	550	550	- In Progress > 75%
417451 STORM Infrastructure Rehab	368	1,984	1,984	- Not Yet Commenced
417452 STORM Mgmt Level of Service	318	2,219	2,219	- In Design
417453 Sediment and Erosion Control	-	385	385	- Not Yet Commenced
417731 Meter Reader Update	5,444	5,353	5,446	(93) Complete
417831 Water SCADA System Upgrades	275	350	350	- In Progress > 75%
417841 WASTWT SCADA System Upgrades	138	350	350	- In Progress 50-75%
417842 WASWT CCTV Equip Replace Plan	295	318	318	- In Progress > 75%
417845 WASTWT Rehab Prgm	104	245	245	- In Progress 0-50%
418430 Water Netw ork LOS	911	1,252	1,252	- In Progress > 75%

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

FOR THE PERIOD ENDING DECEMBER 30, 2019

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Progress Status
tilities		3			•
418440 WASTWT Collection System LOS	1,389	2.758	2,758		In Progress 0-50%
418441 WASTWT Main Replacement	6	661	661		In Progress 50-75%
418450 NE Storm Outfall (Proj 5)	32	1,000	1,000		· In Design
418451 Carrot Creek Reg Mstr Drainage Plan	-	200	200		· In Design
418452 STORM Mgmt LOS	439	1,377	1,377		· In Progress > 75%
418453 Sediment and Erosion Control	595	2,036	2,036		In Progress > 75%
418454 STORM Mgmt Facility Assessment	130	180	180		Complete
418457 STORM Facility Signage	117	120	120		· In Progress > 75%
418835 Water System Infrastructure Rehab	503	505	505		· Complete
418836 Utility Master Plan	-	210	210		Not Yet Commenced
418845 WASTWT Rehab Prgm	3	256	256		In Progress 0-50%
418846 WASWT Household Service Replace	250	250	250		Complete
418847 Utility Master Plan	-	210	210		Not Yet Commenced
418851 STORM Infrastructure Rehab	17	1,922	1,922		Not Yet Commenced
418852 Utility Master Plan	-	210	210	-	Not Yet Commenced
419730 Water Network LOS	39	40	40	-	Complete
419735 Water System Infrastructure Rehab	530	530	530	-	Complete
419740 WASTWT Collection System LOS	39	440	440		In Progress 0-50%
419741 WASTWT Main Replacement	-	688	688	-	Not Yet Commenced
419742 WASWT CCTV Equip Replace Plan	-	130	130	-	Not Yet Commenced
419745 WASTWT Rehab Prgm	127	261	261	-	In Progress 0-50%
419746 WASTWT Household Service Replace	249	250	250	-	Complete
419751 STORM Infrastructure Rehab	91	295	295	-	In Progress 0-50%
419752 STORM Mgmt LOS	20	3,740	3,740	-	· In Progress 0-50%
419753 Sediment and Erosion Control	112	2,395	2,395	-	· In Design
419761 Recycle Yard Upgrades	1	70	70	-	In Progress 0-50%
419762 Waste To Energy		1,000	1,000		In Progress 0-50%
otal Utilities	\$55,400	\$94,449	\$86,542	\$7,907	=
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Project Number 4##XX - # denotes year of capital project approval

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

Appendix 3 – Statement of Reserves FOR THE PERIOD ENDING DECEMBER 31, 2019

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	4,689	4,787	(2,425)	2,362
Operating Program	4,328	4,273	(3,898)	375
Risk Management Reserve	1,407	1,369	38	1,407
Traffic Safety	210	170	42	211
Children's Festival Reserve	43	14	29	43
RCMP Contract Expense Reserve	923	923	-	923
Safety Enhancement Reserve	558	707	(319)	388
Election and Census Reserve	622	442	180	622
Total Operating	12,780	12,686	(6,353)	6,333
Internal Financing Reserve	(5,349)	(6,155)	806	(5,349)
Major Recreational Lands & Facilities	4,042	2,375	856	3,231
Offsite Levy Recoveries	22,312	24,596	(12,219)	12,378
Lifecycle	21,360	16,734	(2,854)	13,880
Municipal Land and Facilities Reserve	787	769	(600)	169
Capital Funding	21,640	27,042	(23,343)	3,699
Growth Stabilization Reserve	2,210	1,995	215	2,210
Energy Efficiency Reserve	125	125	(60)	65
Total Capital	67,127	67,480	(37,199)	30,282
Total Utilities	53,802	48,563	(10,007)	38,557
Outside Agency Operating	245	236	(124)	112
Outside Agency Capital	50	50	. ,	50
Total Outside Agency	295	286	(124)	162
	134,004	129,016	(53,682)	75,333

Appendix 4 - Glossary

<u>TERM</u> <u>DESCRIPTION</u>

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 RATIOAnalyzes the ability to pay off liabilities. The City's minimum

requirement is 1:1.

MUNICIPAL GOVERNMENT

ACT (MGA)

Provincial legislation that provides authority for municipal

expenditure and revenue collection.

OPERATING BUDGET Estimated expenditures and revenues related to current

operations approved by City Council for the fiscal year.

REVENUE Sources of income used to finance the operations of the

City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines,

grants and interest income.

SURPLUS The excess of revenues over expenditures.

UTILITY The city owns four utilities: water, wastewater (sewer),

storm sewer, and solid waste. These utility operations are

self-funded through a separate revenue structure.

UNCOMMITTED BALANCE The forecasted reserve dollar amount at year end which

has not been committed to specific projects.

For more information:

City of St. Albert 5 St. Anne Street St. Albert, AB T8N 3Z9 P: 780-459-1500 stalbert.ca

