CITY OF ST. ALBERT
CORPORATE REPORT
QUARTER THREE 2018

Released November 26, 2018

stalbert.ca

City of St. Albert
Cultivate Life

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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 5, 2018, St. Albert City Council approved their 2018-2021 Council Strategic Plan. The priorities identified within the Strategic Plan were chosen during a two-day strategic planning retreat in January 2018. Through discussion of individual councillor's visions and goals for the future, commonalities were found to create one collective vision. The Strategic Plan represents the connections between council members varying perspectives and highlights the common goals in service to the community.

The following strategic priorities were set by City Council. For each priority, a status has been set that represents its status as of the end of quarter three, September 2018.

About the City of St. Albert Corporate Business Plan

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

Strategic Initiatives Reporting

Quarter Three

COUNCIL STRATEGIC PRIORITY #1:

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

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

INITIATIVE 1.1: **Complete revision of the Municipal Development Plan**			
Status	In Progress	Expected Completion	Q2 2020
Progress Update	The project has been launched internally, which included kick off events and subsequent meetings with the Steering and Technical Teams. Interviews with key stakeholders (including members of Council) have been held to identify growth considerations and opportunities. The Public Participation Plan and Communications Strategy has been developed. In October, the project launched publicly, which included the project's website, a questionnaire and a video. Next steps include preparing for upcoming public participation opportunities and events and finalizing the MDP Background Report. A City Summit event is planned for November 14 & 15, 2018. The kick-off event for the City Summit will include a keynote speaker and panel discussion on the evening of Wednesday, November 14, 2018, at the Enjoy Centre. Workshops are planned to occur during the day on Thursday, November 15, 2008 at the St. Albert Curling Club. An Open House/MDP Pizza Party will follow in the evening. All events will be open to the public.		

INITIATIVE 1.2: **Complete negotiations for Sturgeon County annexation and provide recommendations on other boundary relationships.**			
Status	In Progress	Expected Completion	Q4 2020
Progress Update	This project contains two distinct components: <u>1.2.a City of St. Albert Annexation of Sturgeon County Land</u> During quarter three, public participation events were scheduled to engage residents of both St. Albert and Sturgeon County on the annexation. Landowner and public open houses will take place on November 6 and 7. Further work is being conducted with committees and subcommittees to ensure that this project continues to progress on schedule. <u>1.2.b City of St. Albert Annexation of City of Edmonton Land</u> Work progressed on this project during quarter three and dependencies on other projects have been identified. Staff continue to meet with City of Edmonton staff to explore this opportunity. Applications Management was hired to complete a Financial Impact Assessment (FIA) for the potential Edmonton Annexation. Data has been assembled and administration is working with the consultant to complete the FIA.		

INITIATIVE 1.3: **Investigate and recommend alternative solutions to improve the competitiveness of development costs in St. Albert.**			
Status	In Progress	Expected Completion	Q1 2020
Progress Update	Progress for this project has been delayed as the development process component has not been finalized. (This work is being undertaken in conjunction with project 2.2 - Green Tape 2.0.) This will require additional time before this project can move forward to its next steps. Next steps include finalizing the development process component and releasing a request for proposal.		

COUNCIL STRATEGIC PRIORITY #2:

Priority	Economic Development: Enhance business/commercial growth.

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

INITIATIVE 2.1: **Enable an approved Area Structure Plan (ASP) for the Lakeview and Badger Lands considering alternate servicing options and equitable return for the City of St. Albert.**			
Status	Not yet started	Expected Completion	Q1 2021
Progress Update	A project plan has been written and approved. This project is planned to start in 2019.		
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	In Progress	Expected Completion	Q2 2019
Progress Update	Upon review of the scope and in discussion with other projects it was decided to combine the initial stages of the project and process mapping with projects 1.3 (Development competitiveness) and A.4.3 (Organizational Productivity & Capacity). We are currently setting up internal stakeholder meetings to review the process map and identify areas that can benefit the process. These meetings have not yet been scheduled as we are still working on finalizing the process map. There will be no public opportunities for participation as this will be an internal review as well as a review of the external competitiveness through 1.3 Development Competitiveness. The final report will be presented to council, but that will not be until quarter one or quarter two 2019.		

INITIATIVE 2.3: **Evaluate niche sectors and recommend two or three priority sectors.**			
Status	In Progress	Expected Completion	Q1 2019
Progress Update	Phase 2 of this project was completed and a Request for Proposal (RFP) was tendered and closed. Review of consultant submissions and a final choice will be made early quarter four.		

COUNCIL STRATEGIC PRIORITY #3:

Priority	Building a Transportation Network: Integrated transportation systems

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

INITIATIVE 3.1: **Recommend short-, medium-, and long-term options to improve the service level of Ray Gibbon Drive.**			
Status	In Progress	Expected Completion	Q2 2019
Progress Update	During quarter three, City Administration had two meetings with Alberta Transportation. This was followed by a meeting between Council and Minister Mason and representatives from Alberta Infrastructure regarding provincial support for improvements to Ray Gibbon Drive. Conversations continue to be positive, and the City expects to have more details available, along with the Province, in early 2019. Other work during this quarter included details of design requirements, and pending 2019 Council Budget deliberations, preliminary design work for the south portion of Ray Gibbon Drive may begin in 2019.		
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.**			
Status	Completed	Completed	Q3 2018
Progress Update	The Intelligent Transportation Systems Strategy with Implementation Plan has been finalized and presented to Council. Work to implement the strategy will now begin. In addition, now that the ITS strategy been finalized, work on St. Albert Trail Optimization can begin again. Work was delayed on the St. Albert Trail Optimization project to allow work on the ITS strategy to take priority.		

INITIATIVE 3.3: **Evaluate the arterials networks in St. Albert and recommend improvements.**			
Status	In Progress	Expected Completion	Q2 2019
Progress Update	The Arterial Network Improvements report has been reviewed by internal team members, stakeholders and presented to council. The final comments are with the consultant, awaiting the next draft of the report. Next steps include finalizing the report and project charters to be in line with recommendations.		
INITIATIVE 3.4: **Continue to pursue an integrated Regional Transit Commission.**			
Status	In Progress	Expected Completion	Q4 2019
Progress Update	All 13 EMRB municipalities have Council endorsement to sign on to the Memorandum of Understanding (MOU) created by St. Albert and Edmonton. A ceremony was held on October 11th for all municipalities to sign the MOU. A Request For Proposal (RFP) for consulting services to lead the project going forward is under development. Next steps include finishing the draft RFP and releasing it in early quarter four.		

INITIATIVE 3.5: **Complete the Campbell Park and Ride facility and finish the Transit Local Route Restructuring Project.**			
Status	In Progress	Expected Completion	Q2 2020
Progress Update	This project contains two distinct components: <u>3.5.a Local Route Restructure</u> Work continued on planning of revised routes and schedules. This work is being completed in conjunction with other projects such as 3.4 (Regional Transit Commission), the Smart fare/ Smart Bus project, and the completion of Campbell Road. Next steps include establishing an ad-hoc Transit Advisory committee to review plans. The first public participation opportunities relating to this project will occur in 2019, after an Advisory committee is formed. <u>3.5.b Campbell Park and Ride Facility</u> Prequalification of vendors through the Request for Proposal (RFP) process took place in quarter two and 5 vendors have now qualified and can respond to the bid for the project. Various permits have been reviewed and approved by the City of Edmonton to continue with this project. Site delays continue to be caused by third-party partners who need to move in-ground infrastructure before more work can be completed. Next steps include releasing the construction RFP to qualified vendors, with award likely to happen prior to year end.		
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)			
Status	In Progress	Expected Completion	Q4 2018
Progress Update	The implementation plan for the Transportation Safety Plan (TSP) was developed and changes were made to the TSP to reflect resource allocations for implementation. It was presented to Council on October 9, 2018. Next steps include beginning to implement the plan and developing and updating appropriate and relevant project charters to reflect the new implementation plan.		

INITIATIVE 3.7: **Recommend the Complete Streets Cross sections.**			
Status	In Progress	Expected Completion	Q4 2018
Progress Update	The complete streets guidelines (Phase 1) have been completed and was presented to council on October 9th, 2018. Phase 2 - St. Albert Trail North Urbanization is currently underway and an open house for stakeholder engagement is set for October 30th, 2018, results will be tabulated to write the report.		
INITIATIVE 3.8: **Integrate active transportation into the planning process for the Transportation Master Plan.**			
Status	In Progress	Expected Completion	Q4 2021
Progress Update	The Best Practice Review Report has been reviewed by the City and will be finalized by consultants. An internal stakeholder engagement meeting was conducted on September 25th. An interactive map for gaps identification is live on the City's website and is being promoted on the City's website, Citylights newsletter, social media channels and through community groups. Residents can use the map to provide feedback that will help planners better understand desired walking and biking connections, as well as challenging crossings or barriers that should be fixed. The final plan will involve a comprehensive strategy for improving walking and biking infrastructure in St. Albert. Next steps include, synthesizing gaps assessment information from internal and external stakeholders, developing implementation strategies, and developing Active Transportation Plan process. A Council presentation is scheduled for a quarter one 2019 GPFC meeting to discuss this project.		

COUNCIL STRATEGIC PRIORITY #4:

Priority	Infrastructure Investment: Identify and build needed capital assets.

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

INITIATIVE 4.1: **Identify opportunities for shared Recreation, Social and Culture activities and facilities.**			
Status	Completed	Completion Date	Q2 2018
INITIATIVE 4.2: **Update Capital Plan on project prioritization, criteria, and weightings.**			
Status	In Progress	Expected Completion	Q3 2019
Progress Update	The Capital Prioritization Committee completed its work and presented a funding recommendation to SLT. SLT approved the final list of projects to be recommended to Council as part of the 2019 budget. Directors in Finance & Engineering will modify the criteria and weightings to address issues that came up during the first use of the tool. The proposed changes will be vetted through the committee and then ultimately to SLT for approval. Council will be presented the results of the first use of this tool in the form of funding recommendations as part of the 2019 budget.		

INITIATIVE 4.3: **Explore non-traditional funding options including regional partnerships.**			
Status	In Progress	Expected Completion	Q2 2020
Progress Update	A revised Project Charter for the St. Albert-Sturgeon County Recreation Intermunicipal Collaboration Framework (ICF) has been drafted and is scheduled to be brought to the Intermunicipal Affairs Committee (IAC) for approval on October 31, 2018. The revised Project Charter reflects a new St. Albert-Sturgeon County ICF Task Force, as well as new timelines. On October 15, Council endorsed a grant application to be submitted to the Province to support this Initiative. City of Edmonton Administration will be reaching out to St. Albert Administration in the near future to determine the scope of an ICF between St. Albert and Edmonton. St. Albert Administration will continue conversations with Edmonton to better understand their vision of this initiative. A better understanding of scope will likely be in place by end of quarter four 2018. There are several interrelated Corporate Initiatives that impact this project, and conversations have been had internally amongst Project Leads across the organization to better streamline efforts regarding the interrelatedness of these projects and their impact on intermunicipal negotiations.		

INITIATIVE 4.4: **Identify an inventory of existing facilities including an assessment of condition and usability and identify gaps in land and facility supply and demand.**			
Status	In Progress	Expected Completion	Q1 2021
Progress Update	Public Works and Engineering departments met to discuss the current inventory. Additional meetings are required to understand and define the scope of work. Staff will continue to meet with multiple stakeholders and prepare a project plan and schedule to continue this project.		

INITIATIVE 4.5: **Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets.**			
Status	In Progress	Expected Completion	Q1 2020
Progress Update	Engineering and Public Works met and are assessing the current data available. Next steps include meeting with multiple stakeholders, assessing the data availability and preparing a revised project plan.		

COUNCIL STRATEGIC PRIORITY #5:

Priority	Housing: Enhance housing options.

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

INITIATIVE 5.1: **Modify Land Use Bylaw to encourage diversity in residential built forms.**			
Status	Completed	Completion Date	Q2 2018
INITIATIVE 5.2: **Develop revitalization strategies for mature neighbourhoods.**			
Status	In Progress	Expected Completion	Q3 2021
Progress Update	The project plan has been approved. This project is impacted by project 1.1 (Municipal Development Plan) and as such timing and progress is impacted.		
INITIATIVE 5.3: **Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility.**			
Status	In Progress	Expected Completion	Q4 2019
Progress Update	Administration has selected comparator communities and is in the process of reviewing best practices from these comparators. This work will include an evaluation of municipal investment models, a review of relevant legislation pertaining to municipal funding contributions, and a review of national and provincial housing plans in alignment with City priorities. Administration is currently waiting on provincial updates to the Municipal Government Act for inclusionary housing legislation. Community engagement opportunities will be developed in quarter one, 2019		
INITIATIVE 5.4: **Explore interim housing options to support vulnerable populations.**			
Status	Not yet started	Expected Completion	Q1 2019
Progress Update	N/A		

COUNCIL STRATEGIC PRIORITY #6:

Priority	Environmental Stewardship: Explore innovative environmental and conservation opportunities.

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

INITIATIVE 6.1: **Explore integrated green utilities to reduce carbon footprint, reduce servicing costs and generate revenue.**			
Status	In Progress	Expected Completion	Q1 2019
Progress Update	This project's scope is being clarified and narrowed in order to determine outcomes and develop a plan to work towards them. In addition to this work, opportunities and challenges for different green utility technologies are being identified. No Council presentations are planned for this project until 2019.		
INITIATIVE 6.2: **Review and update existing environmental master plans (e.g., Red Willow Trail).**			
Status	On Hold	Expected Completion	Q4 2020
Progress Update	This project is now anticipated to be completed in 2020. The business case associated with this project has also been moved for consideration during the 2020 budget deliberations.		
INITIATIVE 6.3: **Investigate net zero residential development.**			
Status	In Progress	Expected Completion	Q2 2019
Progress Update	Initial research on internal City policies has been completed, including identifying any potential barriers to residential net zero development. Administration is in the process of contacting research / benchmarking candidates for interviews to be completed in October 2018 and scheduling site visits to comparator communities.		

Financial Summary

Quarter Three

Financial Summary

The first nine months of 2018 resulted in a forecasted surplus of $191 thousand, which is 0.12% of budgeted expenditures. This is primarily due to vacancies throughout the organization, increased return on investments offset by a reduction in photo radar fines, permits and license revenue. With well managed debt and strong reserve funding, the City continues to maintain a strong financial position.

Municipal

Operating:

- $119.0 million in revenue recognized as of September 30, 2018, which is 74% of forecast.
- $114.5 million has been spent as of September 30, 2018, which is 72% of forecast.
- A breakdown of significant variances by Division is found on page 5.

Capital:

- There are 171 municipal capital projects that have been ongoing and scheduled for 2018.
- To date, $83.4 million has been spent out of a $169.9 million cumulative budget.

Utility

Operating:

- $29.8 million revenue recognized as of September 30, 2018, which is 75% of forecast.
- $22.1 million has been spent as of September 30, 2018, which is 75% of forecast.
- A breakdown of significant variances by Division is found on page 11.

Capital:

- There is a total of 60 utility capital projects for 2018.
- To date, $46.1 million has been spent out of a $96.7 million cumulative budget.

Investments

The City has $215.6 million in cash and investments and earned $4 million in investment income to date.

Reserves

The balance as of September 30, 2018 is $134.4 million, with a forecasted year end uncommitted balance of $87.6 million.

Debt

The City's outstanding debt as of September 30, 2018 is $44.2 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2018

In Thousands of Dollars

Division Description	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	$43	$382	$382	-
City Manager's Office	1,080	1,923	1,710	(213)
Corporate Services	1,884	2,397	2,697	300
Community & Protective Services	22,088	30,704	29,556	(1,148)
Infrastructure and Development Service	7,121	12,601	11,928	(673)
Common & Fiscal	86,797	113,229	113,912	683
Total Revenue	$119,013	$161,236	$160,185	$1,051
Expenses				
Council	$561	$1,201	$1,165	$36
City Manager's Office	1,876	3,523	3,143	380
Corporate Services	12,633	18,924	18,206	718
Community & Protective Services	55,217	80,245	79,657	588
Infrastructure and Development Service	25,250	37,907	37,106	801
Common & Fiscal	18,954	19,436	20,717	(1,281)
Total Expenses	$114,491	$161,236	$159,994	$1,242
Excess of Revenue over Expenses				
Council	$(518)	$(819)	$(783)	$36
City Manager's Office	(796)	(1,600)	(1,433)	167
Corporate Services	(10,749)	(16,527)	(15,509)	1,018
Community & Protective Services	(33,129)	(49,541)	(50,101)	(560)
Infrastructure and Development Service	(18,129)	(25,306)	(25,178)	128
Common & Fiscal	67,843	93,793	93,195	(598)
Total Revenue Over Expenses	$4,522	$0	$191	$191

*Variance represents the difference between budget and forecast amounts.

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council – $36 thousand lower than budget

Revenue – No anticipated variances

Expense - $36 thousand lower than budget

- $36 lower in Council contingency as no additional funding requests anticipated.

City Manager's Office - $167 thousand lower than budget

Revenue - $213 thousand lower than budget

- $115 lower in business licenses due to lower than anticipated non-residential offset by an increase in residential, cannabis, and tobacco licenses.
- $72 lower in transfer from reserves as no further expenses anticipated for Ministerial Inspection and Edmonton Global.
- $26 lower in revenue for Dig in Festival as Celebrity Dinner was organized by a third party.

Expense - $380 thousand lower than budget

- $124 lower in anticipated advertising and travel costs due to less marketing expenses and new efficiencies in Economic Development.
- $94 lower in salaries due to vacancies.
- $83 lower in consulting as no further expenses anticipated for Ministerial Inspection and Edmonton Global.
- $48 lower in costs for Dig in Festival as Celebrity Dinner was organized by third party.
- $21 lower in other grants as less Beautification grants applied for.

Corporate Services - $1,018 thousand lower than budget

Revenue – $300 thousand higher than budget

- $259 higher in unbudgeted revenue from WCB/PIR rebate and one time funding distribution dividend transferred to safety reserve.
- $33 higher in assessment and taxation revenue due to increase in tax inquiries and late payments.

Expense - $718 thousand lower than budget

- $863 lower in salaries due to vacancies.
- $54 lower in audit fees due to credit from prior year.
- $40 lower in office supplies and travel expenses due to vacancies.
- $34 lower in insurance premiums.
- $259 higher in transfer to reserves from unbudgeted WCB/PIR rebate and one time funding distribution dividend.

Community & Protective Services - $560 thousand higher than budget

Revenue - $1,148 thousand lower than budget

- $1,100 lower in fines due to less tickets issued.
- $250 lower in lesson and memberships revenue due to a reduced demand for personal training and memberships.
- $51 lower in transit revenue due to a slight decrease in ridership.
- $214 higher in unbudgeted grants and recovered costs for fire training, the school liaison program and an increase in policing grant from population growth.
- $55 higher in ambulance revenue due to increased volume.

Expense - $588 thousand lower than budget

- $792 lower in salaries due to vacancies.
- $528 lower in photo radar contract due to less tickets issued.
- $83 lower in wireless charges due to delays in Smart Bus installation.
- $492 higher in overtime in fire.
- $161 higher in gas, oil, anti freeze due to higher than budgeted diesel price.
- $98 higher in repairs and maintenance due to unforeseen repairs at Servus Place.
- $61 higher in equipment & vehicle parts due to more work required on an older transit fleet.

Infrastructure and Development Services - $128 thousand lower than budget

Revenue - $673 thousand lower than budget

- $573 lower in permit, development and land fees as less permit applications than prior years.
- $92 lower in recovered costs for FORTIS street lighting construction recoveries.

Expense - $801 thousand lower than budget

- $609 lower in salaries due to vacancies.
- $95 lower in consulting services due to lower than expected costs for contaminated sites monitoring and general consulting expenses.
- $63 lower in electricity, natural gas and water and wastewater charges.
- $27 lower in insurance premiums.
- $40 higher in contracted services due to emergency replacement of brine pump.

Common & Fiscal - $598 thousand lower than budget

Revenue – $683 thousand higher than budget

- $1,100 higher in interest revenue due to increase in portfolio base and higher interest rate.
- $390 lower in gas franchise fees due to revised forecast from ATCO Gas.
- $25 lower in supplementary tax due to slower growth projections.

Expense - $1,281 thousand higher than budget

- $630 higher in interest expense due to higher reserve and deferred revenue balances.
- $594 higher in employee relations.
- $63 higher in miscellaneous expenses due to settlement of legal claim.

Municipal Capital Summary

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

1. Budget vs. Forecast Comparison

Table 1 and 2 illustrate that 98% of projects are on or below budget, with $289 thousand anticipated to be underspent.

Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2018	16,516	39,967	39,967	-	54
2017	25,399	52,873	52,904	(31)	43
2016	17,642	22,232	22,058	174	43
Prior	23,840	54,811	54,665	146	31
TOTAL	**$83,397**	**$169,883**	**$169,594**	**$289**	171

Table 2: Project Budget Trends

Year	No. Of Projects			
	On Budget	Over Budget	Below Budget	Total
2018	52	1	1	**54**
2017	38	2	3	**43**
2016	42	-	1	**43**
Prior	30	-	1	**31**
Total	162	3	6	**171**

2. Project Status

The project status is differentiated by two types, progress and schedule.

Progress Status – Identifies the current progress or stage at which the project is currently in. As shown in Table 3, 94% of the projects are currently in progress or complete.

Schedule Status – Identifies the timeframe or schedule of project. Table 4 indicates that at the end of the quarter 74% of projects were on or ahead of schedule.

Table 3: Progress Status

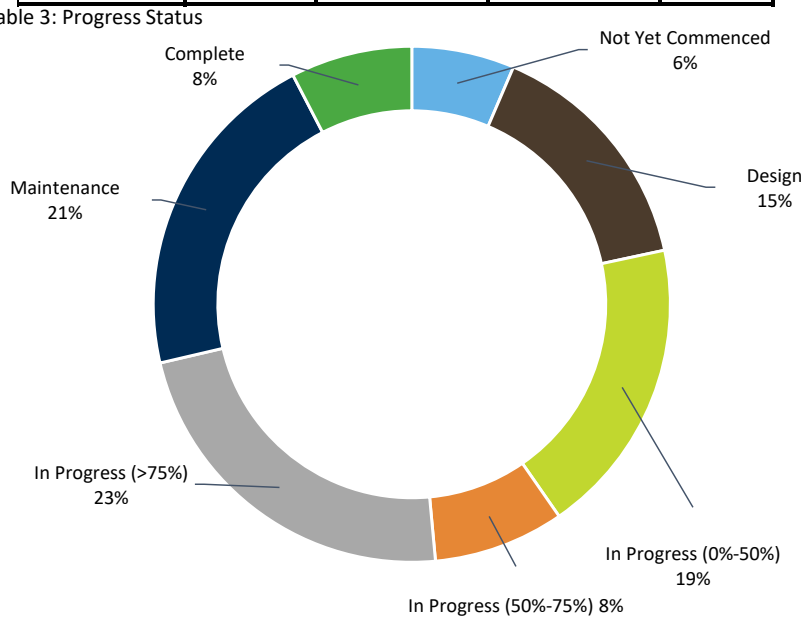


Table 4: Schedule Status

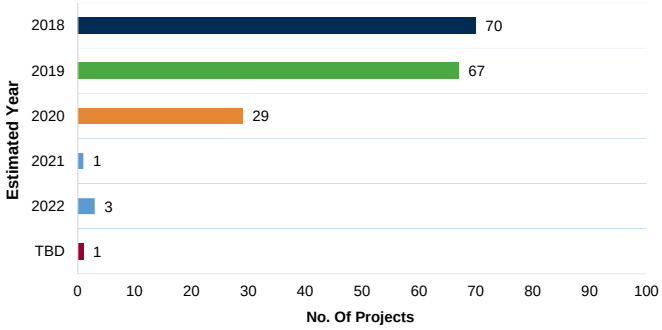
Status	No. Of Projects	%
On Schedule	125	73%
Behind Schedule	33	19%
On Hold	12	7%
Ahead of Schedule	1	1%
Total	**171**	**100%**

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

As majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 5 indicates that 70 projects will be closed at the end of the year.

The project identified as TBD is the Community Branch Library that awaits Council direction.

Table 5: Estimated Completion Year



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

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2018

In Thousands of Dollars

Division Description	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	$160	$300	$296	$(4)
Water	10,658	14,358	14,266	(92)
Wastewater	9,858	13,131	13,157	26
Storm	4,154	5,645	5,577	(68)
Solid Waste Management	4,980	6,761	6,649	(112)
Total Revenue	$29,810	$40,195	$39,945	$(250)
Expenses				
Utility Finance	$160	$300	$296	$4
Water	7,469	9,864	9,853	11
Wastewater	8,065	10,826	10,681	145
Storm	1,428	1,764	1,836	(72)
Solid Waste Management	4,950	6,795	6,636	159
Total Expenses	$22,072	$29,549	$29,302	$247
Transfer to Reserve				
Water	$3,189	$4,494	$4,413	$81
Wastewater	1,793	2,305	2,476	(171)
Storm	2,726	3,881	3,741	140
Solid Waste Management	30	(34)	13	(47)
Total Transfer to Reserve	$7,738	$10,646	$10,643	$(3)

*Variance represents the difference between budget and forecast amounts.

Utilities Operating Variance Analysis (In Thousands of Dollars)

Utility Finance - $0 net budget

- **No significant variances.**

Water - $81 thousand lower than budget

Revenue – $92 thousand lower than budget

- $64 lower in water connection fees as less development than anticipated.
- $27 lower in flat rate charges due to reduction in new accounts.

Expense - $11 thousand lower than budget

- $58 lower in transfer to operations as less Public Works maintenance required.
- $40 higher in contracted services due to unbudgeted repair costs.
- $10 higher in electricity and natural gas charges.

Wastewater - $171 thousand higher than budget

Revenue – $26 higher than budget

- $47 higher in recovered costs from prior year wastewater contributions.
- $24 lower in flat rate charges due to reduction in new accounts.

Expense - $145 thousand lower than budget

- $91 lower in contracted services due to less major repairs required.
- $58 lower in transfer to operations as less Public Works maintenance required.
- $15 higher in rentals and leases due to increased rentals to maintain services.

Storm - $140 thousand lower than budget

Revenue – $68 lower than budget

- $74 lower in flat rate charges due to reduction in new accounts.

Expense - $72 thousand higher than budget

- $75 increase in contracted services due to unanticipated equipment failure.

Solid Waste Management - $47 thousand higher than budget

Revenue – $112 lower than budget

- $40 lower in recovered costs due to less revenue from global recycling markets.
- $50 lower in flat rate charges due to reduction in new accounts opened.
- $16 decrease in transfer from reserves due to carry forward for monitoring not fully required.

Expense - $159 thousand lower than budget

- $125 lower in contracted services due to lower rate for services.
- $20 lower in landfill as costs due to lower volume than anticipated.
- $16 lower in professional services due to costs for monitoring not fully required.
- $25 higher in advertising due to unplanned advertising for Blue Bag changes.

Utility Capital Summary

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

1. Budget vs. Forecast Comparison

Tables 6 and 7 illustrate that all projects are on budget.

Table 6: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2018	724	12,012	12,012	-	16
2017	6,067	16,241	16,241	-	16
2016	23,485	50,211	50,211	-	13
Prior	15,885	18,217	18,217	-	15
TOTAL	**$46,161**	**$96,681**	**$96,681**	**-$**	60

Table 7: Project Budget Trends

Year	No. Of Projects			
	On Budget	Over Budget	Below Budget	Total
2018	16	-	-	**16**
2017	16	-	-	**16**
2016	15	-	-	**15**
Prior	13	-	-	**13**
Total	60	-	-	**60**

2. Project Status

The project status is differentiated by two types, progress and schedule.

Progress Status – identifies the current progress or stage at which the project is currently in. As shown in Table 8, 83% of the projects are currently in progress or complete.

Schedule Status – Identifies the timeframe or schedule of project. Table 9 shows the schedule status indicates that the quarter had 71% projects on schedule.

Table 8: Progress Status

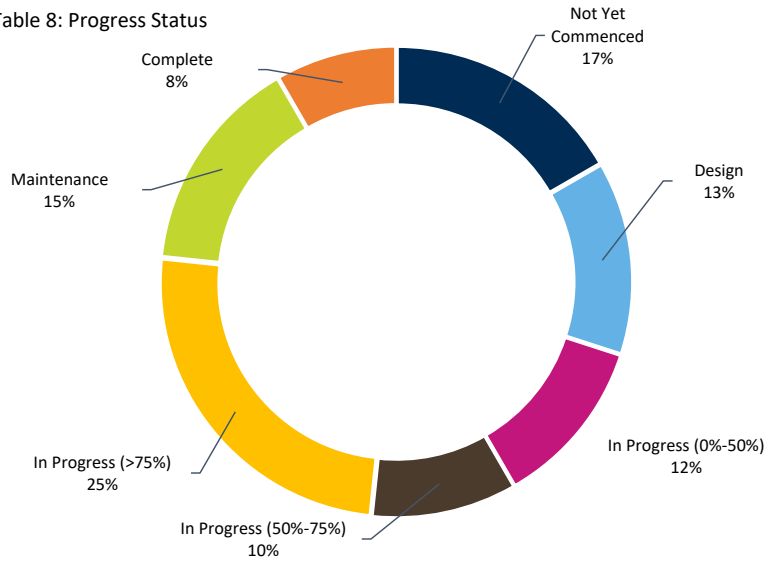


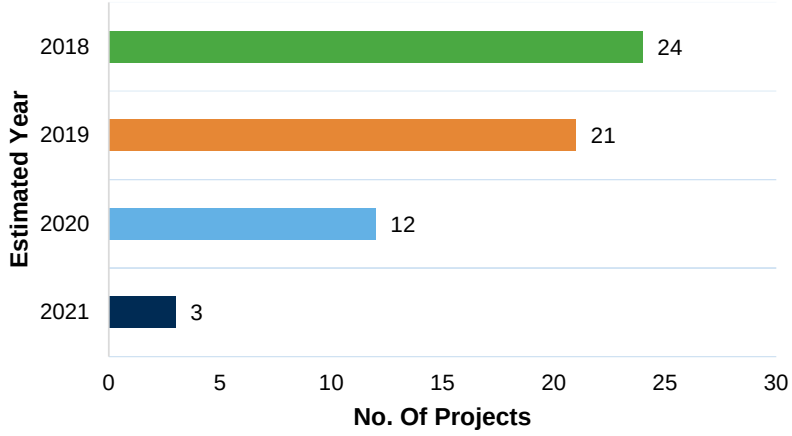
Table 9: Schedule Status

Status	No. of Projects	%
On Schedule	43	71%
Behind Schedule	13	22%
On Hold	4	7%
Grand Total	**60**	**100%**

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

As majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 10 indicates that 24 projects will be closed at the end of the year.

Table 10: Estimated Year of Closure



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

Investments

As of September 30, 2018 the City has $215.6 million in cash and investments and earned $4 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; therefore, the prime objective is to ensure the safety of principal. As illustrated in Table 11, the portfolio is split between financial institutions to ensure that sufficient diversification exists.

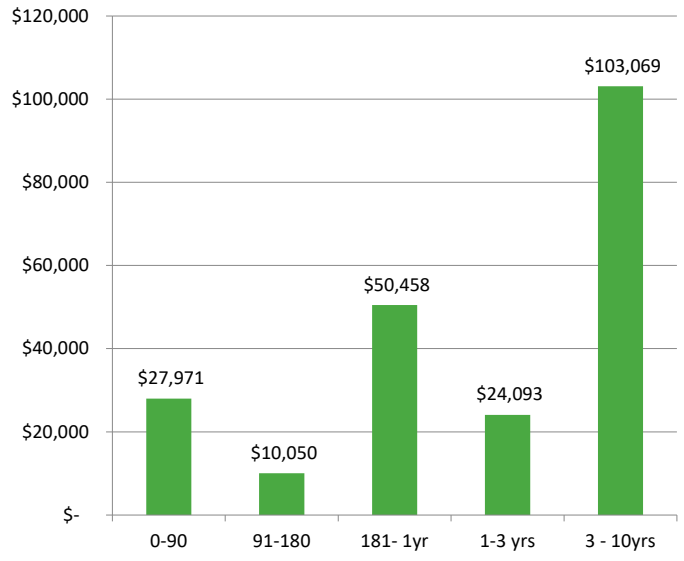
Table 11: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
Toronto Dominion	37,819	17.54%
CIBC	76,984	35.70%
BMO	60,180	27.91%
CWB	5,133	2.38%
National Bank	10,060	4.67%
Scotiabank	20,202	9.37%
HSBC	5,063	2.35%
Servus Credit Union	200	0.09%
Total	**$ 215,642**	**100%**

Maintenance of Liquidity

The City maintains an investment portfolio that sufficiently meets its cash flow requirements. The City will maintain a minimum of 1:1 liquidity ratio in respect to cash and investment balances versus reserves and deferred revenue. As of September 30, 2018 this ratio was 1.09:1.00.
As illustrated in Table 12, the portfolio is split between investment terms to ensure anticipated short and long term requirements are met.

Table 12: Investments by Term (In Thousands of Dollars)



Rate of Return

The City's investment portfolio is managed to ensure that an optimum rate of return is realized. As illustrated in Table 13, the rate of return realized from the City's investments are primarily above the Bank of Canada T-Bill and Bond rates.

Table 13: 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	1.33%	1.51%
	91-180	1.94%	1.74%
	181- 1yr	2.38%	2.04%
Long Term Investments	1-2 yrs	5.68%	2.19%
	3 - 10yrs	2.88%	2.22-2.42%

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 14, the uncommitted balance as of September 30, 2018 is $87.6 million of which:

Table 14: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 12,188	$ 12,970	$ (5,716)	$ 7,253
Capital	72,026	69,249	(21,874)	47,376
Utilities	49,911	49,586	(16,803)	32,784
Outside Agencies	286	227	(41)	186
TOTAL	**134,411**	**$ 132,032**	**$(44,434)**	**$ 87,599**

- 8% for property tax stabilization and contingency funding.
- 54% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 38% for utility rate stabilization and funding of utility infrastructure.

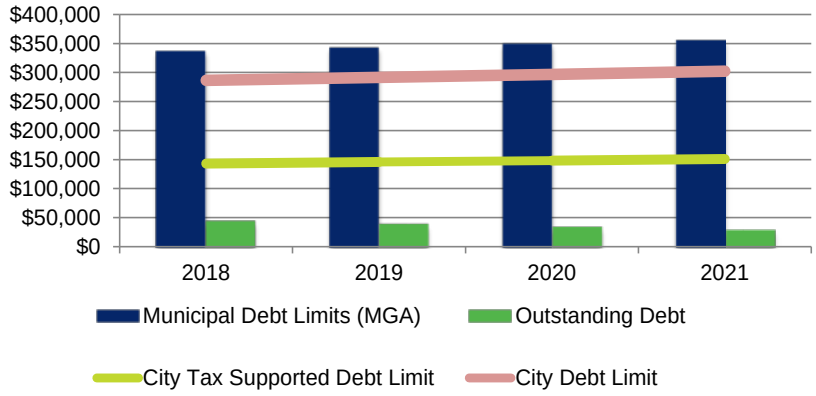
A detailed listing of each reserve category can be found in Appendix 3.

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 15, the City has $44.2 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to three significant projects: Servus Place of $16.7 million, Ray Gibbon Drive of $17.7 million and the North Interceptor Trunkline (Project 9) of $9.8 million which was taken out in the beginning of 2018.

Table 15: Debt Limit Vs Outstanding Debt (In Thousands of Dollars)



APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2018

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance		Project status	Project Schedule
Council							
415102 Railroad Safety Enhancement	86	762	762	-	0.0%	In Progress (25%-50%)	On Schedule
	$86	$762	$762	$-	0.0%		
City Manager's Office							
414201 Seniors Building Rehab and Expansion	4,080	4,200	4,200	-	0.0%	Maintenance	On Schedule
	$4,080	$4,200	$4,200	$-	0.0%		
Corporate Services							
413503 HR Electronic Recruitment Software	26	41	41	-	0.0%	In Progress (>75%)	On Schedule
413505 Performance Measurement System	-	50	50	-	0.0%	RFP	Behind Schedule
414505 Performance Measurement System	-	50	50	-	0.0%	RFP	Behind Schedule
414509 Agenda Mgmt Software	105	110	110	-	0.0%	In Progress (>75%)	Behind Schedule
415504 Council Chambers Upgrade	71	202	202	-	0.0%	In Progress (25%-50%)	Behind Schedule
415505 Central Records Shelving Upgrade	-	57	57	-	0.0%	In Progress (<25%)	Behind Schedule
415506 Smart City Master Plan & Alliance	36	75	75	-	0.0%	In Design	On Hold
415507 Energy and Water Conservation Audit	144	150	150	-	0.0%	Maintenance	On Schedule
415508 Financial System Software	133	300	300	-	0.0%	In Progress (25%-50%)	On Schedule
415509 Council Chamber Technology	58	100	100	-	0.0%	In Progress (>75%)	On Schedule
416503 Recreation Client Mgmt Software	175	200	200	-	0.0%	In Progress (>75%)	Behind Schedule
416504 Single Window Services	15	200	200	-	0.0%	In Progress (<25%)	Behind Schedule
416505 Columbarium	2	53	53	-	0.0%	In Progress (>75%)	On Schedule
416508 Financial System Software	-	500	500	-	0.0%	RFP	On Schedule
417503 Recreation Mgmt Software	89	183	183	-	0.0%	In Progress (25%-50%)	Behind Schedule
417505 Census - Tablet Procurement	30	35	30	5	13.7%	Complete	On Schedule
417506 AFRRCS Emergency Radio System	577	972	972	-	0.0%	In Progress (50%-75%)	Behind Schedule
417510 Network to Core Facilities	773	773	773	-	0.0%	Complete	On Schedule
417808 Facilities Safety & Security	244	278	278	-	0.0%	In Progress (>75%)	On Schedule
418501 IT Lifecycle Replacement Plan	230	779	779	-	0.0%	In Progress (25%-50%)	Behind Schedule
418502 IT Office Automation	33	50	50	-	0.0%	In Progress (50%-75%)	On Schedule
418503 Network to Core Facilities	89	657	657	-	0.0%	In Progress (50%-75%)	On Schedule
418504 Project Implement Support	42	189	189	-	0.0%	In Progress (<25%)	On Schedule
418505 Council Chamber Upgrade	2	227	227	-	0.0%	In Progress (25%-50%)	Behind Schedule
	$2,874	$6,229	$6,224	$5	0.1%		
Community & Protective Services							
412420 Campbell Road Park & Ride	6,852	30,000	30,000	-	0.0%	In Progress (<25%)	On Schedule
414310 Erin Ridge/Oakmont Trail - Phase 2	1,034	1,050	1,050	-	0.0%	Maintenance	On Schedule
414312 Lacombe Park Master Plan	144	173	173	-	0.0%	Maintenance	On Schedule
414317 Founders Walk Phase 2	590	761	761	-	0.0%	In Progress (>75%)	On Hold
414318 Heritage Sites Phase 2	1,511	1,526	1,526	-	0.0%	Complete	On Schedule
414804 Transit Smart Fare & Smart Bus	-	3,992	3,992	-	0.0%	In Progress (<25%)	Behind Schedule
415303 Emergency Equip Replace Plan	133	161	161	-	0.0%	In Progress (>75%)	Behind Schedule
415307 City Playground Lifecycle Program	263	280	280	-	0.0%	Maintenance	Behind Schedule
415309 Northridge Park Development Phase 2	496	482	482	-	0.0%	Maintenance	On Schedule
415312 Lacombe Park Dev - Construct	818	890	890	-	0.0%	Maintenance	On Schedule
415314 Safety Fencing Installation	76	96	96	-	0.0%	In Progress (>75%)	On Schedule
415316 SAP Exterior Wayfinding Replacement	16	265	265	-	0.0%	Not Yet Commenced	On Hold
415318 Heritage Site Phase 2b	1,726	2,854	2,854	-	0.0%	Maintenance	Behind Schedule
415328 Land Acquisition Fire Hall #4	-	350	350	-	0.0%	Not Yet Commenced	On Hold

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

	Project To Date	Project Budget	Forecast	Variance		Project status	Project Schedule
Community & Protective Services							
415334 Akinsdale/Kinex Arena Renovation	243	355	355	-	0.0%	Maintenance	On Schedule
416103 Story Boards	4	15	15	-	0.0%	In Progress (50%-75%)	Behind Schedule
416108 Healing Garden	277	309	309	-	0.0%	Maintenance	On Schedule
416307 City Playground Lifecycle Prgm	192	192	192	-	0.0%	Maintenance	On Schedule
416309 Fire Bdg Equip Replace	28	65	65	-	0.0%	In Progress (25%-50%)	On Hold
416311 Riel Park Amenities Building	2,819	3,108	3,108	-	0.0%	Maintenance	On Schedule
416312 Park Planning and Standards Model	269	400	400	-	0.0%	In Progress (50%-75%)	On Schedule
416313 Erin Ridge North Park Plan	69	230	230	-	0.0%	In Design	Behind Schedule
416314 RWP West - Trail and Park Planning	204	275	275	-	0.0%	In Progress (>75%)	On Schedule
416316 Progress Hall Revitalization	467	469	469	-	0.0%	Maintenance	On Schedule
416317 Founders Walk Phase 3 - Design	128	250	250	-	0.0%	In Design	On Hold
416318 Heritage Park Design (phase 3)	-	216	216	-	0.0%	Not Yet Commenced	On Hold
416325 Everitt Park Development	251	275	275	-	0.0%	In Progress (>75%)	On Schedule
416326 Lacombe Lake Dog Park Boundary	65	65	65	-	0.0%	Maintenance	On Schedule
416803 Transit Garage Expansion	656	657	657	-	0.0%	Maintenance	On Schedule
417301 Servus Lifecycle Replacement Prgm	268	329	268	61	18.5%	Complete	On Schedule
417304 Arden Theatre Lifecycle Plan	84	99	99	-	0.0%	Not Yet Commenced	Behind Schedule
417305 City Sportsfield Rehab Prgm	12	343	343	-	0.0%	In Progress (>75%)	On Schedule
417306 Park Signage Prgm □	42	585	585	-	0.0%	In Progress (50%-75%)	On Schedule
417307 City Playground Lifecycle Prgm	209	255	255	-	0.0%	Maintenance	On Schedule
417309 Lacombe Park Construction	67	183	183	-	0.0%	In Progress (50%-75%)	On Schedule
417310 Erin Ridge North Park Construction	180	505	505	-	0.0%	In Design	On Schedule
417311 Heritage Lakes ODR Refurb	37	142	142	-	0.0%	In Progress (>75%)	On Schedule
417312 Neighborhood Park Construction	497	1,212	1,212	-	0.0%	In Progress (>75%)	On Schedule
417313 Lacombe Lake Park Building Plan	149	250	250	-	0.0%	In Progress (>75%)	On Schedule
417316 Fire Dispatch ProQA System	26	33	33	-	0.0%	In Progress (>75%)	On Schedule
417317 Muni Enforcement Vehicle Equip	23	30	23	7	24.0%	Complete	On Schedule
417320 Visual Arts Studios Lifecycle Plan	20	16	21	(5)	-27.8%	In Progress (>75%)	Behind Schedule
417321 Akinsdale Arena Press Box	1	85	85	-	0.0%	In Design	On Hold
417422 Art Gallery Barrier-Free	1,190	2,022	2,022	-	0.0%	In Progress (25%-50%)	On Schedule
417802 Transit Bus Lifecycle Replace	3,985	4,392	4,392	-	0.0%	Complete	On Schedule
418301 Servus Place Lifecycle Replace Plan	262	844	844	-	0.0%	In Progress (50%-75%)	On Schedule
418302 Aquatics Lifecycle Replace Plan	75	286	286	-	0.0%	In Progress (50%-75%)	On Schedule
418303 Aquatic Climbing Wall	19	20	19	1	4.0%	Complete	On Schedule
418304 RWP West - Construction	-	359	359	-	0.0%	Not Yet Commenced	Ahead of Schedule
418305 City Sportsfield Rehab Prgm	100	317	317	-	0.0%	In Progress (>75%)	On Schedule
418306 Skateboard Park Retrofit	-	100	100	-	0.0%	In Design	On Schedule
418307 City Playground Lifecycle Prgm	3	345	345	-	0.0%	In Progress (>75%)	On Schedule
418308 Pickleball Court Development	275	277	277	-	0.0%	In Progress (>75%)	On Schedule
418309 Riel Park Phase 5	344	1,602	1,602	-	0.0%	In Progress (50%-75%)	On Schedule
418310 Grey Nuns White Spruce Park Construct	-	206	206	-	0.0%	Not Yet Commenced	Behind Schedule
418330 Emergency Equip Replace Plan	56	59	59	-	0.0%	In Progress (50%-75%)	On Schedule
418331 Fire Station #1 – Reconstruct	13	1,052	1,052	-	0.0%	Not Yet Commenced	Behind Schedule
418333 Automated Station Alerting	-	291	291	-	0.0%	Not Yet Commenced	Behind Schedule
418340 Arden Theatre Lifecycle Plan	-	115	115	-	0.0%	In Progress (<25%)	Behind Schedule
418341 Arden Wireless Audio Equipment	-	44	44	-	0.0%	In Progress (>75%)	On Schedule
418350 Transit Bus Lifecycle Replace	34	425	425	-	0.0%	In Progress (>75%)	On Schedule
418351 Transit Grow th Buses	-	292	292	-	0.0%	In Progress (>75%)	
418360 Community Capital Grant Program	32	250	250	-	0.0%	In Progress (50%-75%)	On Schedule
	$27,336	$67,123	$67,058	$64	0.1%		

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

	Project To Date	Project Budget	Forecast	Variance		Project status	Project Schedule
Infrastructure and Development Services							
414508 Former PW Yard Remediation Prgm	354	500	354	146	29.1%	Maintenance	On Schedule
415414 St. Anne Realignment Construction	4,188	4,300	4,300	-	0.0%	Maintenance	Behind Schedule
415415 Erin Ridge Traffic Mitigation	-	25	25	-	0.0%	In Progress (25%-50%)	On Schedule
416102 Tache Plane Restoration & Relocation	246	260	260	-	0.0%	Maintenance	On Schedule
416104 Paving of Shale Trails	66	251	76	175	69.6%	Maintenance	On Schedule
416105 Hearing Loop	3	6	6	-	0.0%	Not Yet Commenced	On Hold
416106 Rotary Park Boat Launch	21	25	25	-	0.0%	Maintenance	On Schedule
416401 Arterial Asphalt Overlay Program	2,230	2,230	2,230	-	0.0%	Maintenance	On Schedule
416402 Road Reconstruct Prgm	1,163	1,250	1,250	-	0.0%	In Design	On Schedule
416403 Asphalt Overlay Prgm	3,387	4,070	4,070	-	0.0%	Maintenance	On Schedule
416404 City Owned Parking Lot - Major Rehab	-	100	100	-	0.0%	In Design	On Schedule
416406 Trail Overlay Program	660	660	660	-	0.0%	Maintenance	On Schedule
416407 Sidewalk Program	837	906	906	-	0.0%	Maintenance	On Schedule
416412 Bridge Rehabilitation	17	172	172	-	0.0%	In Progress (<25%)	On Schedule
416413 SA Trail Revitalization	245	354	354	-	0.0%	Maintenance	On Schedule
416414 Intersection Enhancements	308	909	909	-	0.0%	In Design	Behind Schedule
416415 Erin Ridge Traffic Strategies	41	136	136	-	0.0%	In Progress (25%-50%)	On Schedule
416416 Traffic Calming Strategies	118	175	175	-	0.0%	In Progress (25%-50%)	On Schedule
416418 Noise Attenuation Data Collection	33	200	200	-	0.0%	In Progress (>75%)	On Schedule
416419 Perron Street Angle Parking	84	160	160	-	0.0%	In Design	Behind Schedule
416420 Safe Journeys to School	809	836	836	-	0.0%	In Progress (>75%)	On Schedule
416421 Road Corridor Safety Implementation	252	320	320	-	0.0%	In Progress (>75%)	On Schedule
416424 Accessibility Initiatives	40	40	40	-	0.0%	Complete	On Schedule
416425 Millennium Park - Phase 1	238	360	360	-	0.0%	Maintenance	On Schedule
416455 Lacombe Park	1,067	1,080	1,080	-	0.0%	Maintenance	On Schedule
416456 Fowler Way Functional Study	69	75	75	-	0.0%	In Progress (>75%)	On Schedule
416804 PW Cemetery Improvements	85	150	150	-	0.0%	In Progress (25%-50%)	On Hold
416807 Subdivision Entrance Signage	-	30	30	-	0.0%	Not Yet Commenced	On Hold
417401 Arterial Asphalt Overlay Program	2,203	2,750	2,750	-	0.0%	Maintenance	On Schedule
417402 Road Reconstruct Prgm	2,086	3,500	3,500	-	0.0%	In Progress (>75%)	On Schedule
417403 Asphalt Overlay Prgm	3,903	4,090	4,090	-	0.0%	Maintenance	On Schedule
417404 City Owned Parking Lot - Major Rehab	71	250	250	-	0.0%	In Progress (50%-75%)	On Schedule
417406 Trail Overlay Program	278	520	520	-	0.0%	Maintenance	On Schedule
417407 Sidewalk Program	291	1,100	1,100	-	0.0%	In Progress (>75%)	Behind Schedule
417408 Transportation Systems Mgmt	785	785	785	-	0.0%	Maintenance	On Schedule
417409 Transport Master Plan Implement	482	495	495	-	0.0%	In Progress (>75%)	On Schedule
417411 Lane Reconstruct Prgm	133	1,350	1,350	-	0.0%	In Design	On Schedule
417412 Road Rehabilitation	269	300	300	-	0.0%	Maintenance	On Schedule
417413 SA Trail Revitalization	-	350	350	-	0.0%	In Design	On Schedule
417414 Barrier Wall Study & Replace	419	640	640	-	0.0%	In Design	On Schedule
417415 Buildings Life Cycle Assessments	11	115	115	-	0.0%	In Design	On Schedule
417416 Traffic Calming Strategies	287	543	543	-	0.0%	In Progress (25%-50%)	On Schedule
417417 Traffic Signal Maintenance	528	529	529	-	0.0%	Maintenance	On Schedule
417420 Safe Journeys to School	670	700	700	-	0.0%	In Progress (>75%)	On Schedule
417421 SA Trail Traffic Signal Optimization	82	208	208	-	0.0%	In Progress (25%-50%)	Behind Schedule
417424 Accessibility Initiatives	-	40	40	-	0.0%	RFP	Behind Schedule
417801 PW Mobile Equip Replace Plan	1,584	1,584	1,584	-	0.0%	Complete	On Schedule
417804 Energy Efficiency Replace Prgm	125	125	125	-	0.0%	Complete	On Schedule
417805 PW Sand Covered Storage	2,685	2,685	2,785	(100)	-3.7%	In Progress (>75%)	Behind Schedule
417901 Community Branch Library	-	17,492	17,492	-	0.0%	Not Yet Commenced	On Hold

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

	Project To Date	Project Budget	Forecast	Variance		Project status	Project Schedule
Infrastructure and Development Services							
418332 Traffic Pre-Emption System	78	95	95	-	0.0%	In Progress (>75%)	On Schedule
418401 Arterial Rehab Program	1,584	1,545	1,545	-	0.0%	Maintenance	On Schedule
418402 Road Reconstruct Prgm	170	2,920	2,920	-	0.0%	In Progress (<25%)	Behind Schedule
418403 Local and Collector Rehab	1,362	2,545	2,545	-	0.0%	In Progress (>75%)	On Schedule
418404 City Owned Parking Lots Rehab	15	1,515	1,515	-	0.0%	In Design	On Schedule
418405 Permanent Line Marking Program	118	301	301	-	0.0%	In Progress (25%-50%)	On Schedule
418406 Trail Rehab Prgm	70	439	439	-	0.0%	In Progress (>75%)	On Schedule
418407 Sidewalk Program	274	905	905	-	0.0%	In Progress (<25%)	Behind Schedule
418408 Transportation Systems Mgmt	423	815	815	-	0.0%	In Progress (25%-50%)	On Schedule
418409 Transport Master Plan Implement	11	235	235	-	0.0%	In Progress (<25%)	On Schedule
418410 Crack Sealing Program	82	131	131	-	0.0%	In Progress (>75%)	On Schedule
418411 Lane Reconstruct Prgm	-	1,600	1,600	-	0.0%	In Design	On Schedule
418412 Road Repairs	201	310	310	-	0.0%	In Progress (>75%)	On Schedule
418413 Bridge Maintenance	-	65	65	-	0.0%	In Progress (<25%)	On Schedule
418414 Barrier Wall Study & Replacement	17	1,667	1,667	-	0.0%	In Design	On Schedule
418415 Buildings Life Cycle Assessments	-	225	225	-	0.0%	In Design	On Schedule
418416 Traffic Calming Strategies	216	922	922	-	0.0%	In Progress (25%-50%)	On Schedule
418417 Traffic Signal Maintenance	249	550	550	-	0.0%	In Progress (25%-50%)	On Schedule
418418 Intersection Enhancements	-	1,244	1,244	-	0.0%	In Design	Behind Schedule
418419 ITS Strategy Implementation	300	300	300	-	0.0%	Maintenance	On Schedule
418420 Safe Journeys to School	384	606	606	-	0.0%	In Progress (>75%)	On Schedule
418421 Road Corridor Safety Implementation	23	158	158	-	0.0%	In Progress (<25%)	On Schedule
418424 Vehicle- Safety Codes Officer	30	29	30	(1)	-1.7%	Complete	On Schedule
418425 Municipal Development Plan	53	1,094	1,094	-	0.0%	In Progress (<25%)	On Schedule
418458 Transport Network Imprv Strategy	52	125	125	-	0.0%	In Design	On Schedule
418459 BLESS Platform	-	342	342	-	0.0%	In Design	On Schedule
418801 PW Mobile Equip Replace Plan	319	1,485	1,485	-	0.0%	In Progress (50%-75%)	On Schedule
418802 SAP Waterfall Replacement	-	100	100	-	0.0%	In Progress (25%-50%)	On Schedule
418803 Contaminated Sites Remediation	91	100	100	-	0.0%	In Progress (>75%)	On Schedule
418806 Shop &Yard Equip Replace	4	35	35	-	0.0%	In Design	On Schedule
41119A Bridge Rehab	658	656	656	-	0.0%	Complete	On Schedule
	$40,241	$82,789	$82,569	$220	0.3%		
Corporate Financing Division							
418506 110 Carleton	8,780	8,780	8,780	-	0.0%	Complete	On Schedule
	$8,780	$8,780	$8,780	$-	0.0%		
Total	**$83,397**	**$169,883**	**$169,594**	**$289**	**0.2%**		

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2018

In Thousands of Dollars

	Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Water						
413414 Water Network LOS	541	551	551	-	Maintenance	On Schedule
414430 Water Network LOS	157	578	578	-	In Progress (50%-75%)	On Schedule
415230 Meter Reader Update	909	1,000	1,000	-	In Progress (>75%)	On Schedule
415430 Water Network LOS	9	800	800	-	In Progress (<25%)	On Schedule
415831 SCADA Upgrades for Water Stations	41	50	50	-	In Progress (>75%)	On Schedule
416430 Water Network LOS	8	800	800	-	In Progress (<25%)	On Schedule
416432 Lacombe Reservoir Re-align	1,157	1,400	1,400	-	Maintenance	On Schedule
416835 Water System Infrastructure Rehab	440	440	440	-	Complete	On Schedule
417430 Water Network LOS	48	1,633	1,633	-	In Progress (<25%)	On Schedule
417431 Sturgeon Heights Pumphouse Rebuild	4	524	524	-	Not Yet Commenced	On Hold
417731 Meter Reader Update	3,874	5,353	5,353	-	In Progress (>75%)	On Schedule
417831 Water SCADA System Upgrades	46	350	350	-	In Progress (>75%)	On Schedule
417835 Water System Infrastructure Rehab	475	475	475	-	Complete	On Schedule
418430 Water Network LOS	40	1,252	1,252	-	In Progress (<25%)	On Schedule
418835 Water System Infrastructure Rehab	367	505	505	-	In Progress (>75%)	On Schedule
418836 Utility Master Plan	-	210	210	-	RFP	Behind Schedule
	$8,114	$15,922	$15,922	$-		
Wastewater						
414442 WASTWT Lift Station Rehab	3,530	3,570	3,570	-	Maintenance	On Schedule
415441 WASTWT Main Replacement	354	582	582	-	In Progress (25%-50%)	Behind Schedule
415442 Rivercrest Lift Station Rehab	-	300	300	-	RFP	On Schedule
415454 N. Interceptor Trunkline (Proj 9)	2,157	2,157	2,157	-	In Progress (>75%)	On Schedule
415841 WASTWT SCADA Upgrades	38	50	50	-	In Progress (>75%)	On Schedule
415845 WASTWT Rehab Prgm	229	229	229	-	Complete	On Schedule
416440 WASTWT Collection System Service Level	2,238	2,640	2,640	-	Maintenance	On Schedule
416441 WASTWT Main Replacement	6	611	611	-	Not Yet Commenced	Behind Schedule
416442 Rivercrest Lift Station Rehab	40	2,000	2,000	-	RFP	On Schedule
416443 N. Interceptor Trunkline (Proj 9)	13,246	32,000	32,000	-	In Progress (25%-50%)	Behind Schedule
416845 WASTWT Rehab Prgm	127	237	237	-	In Progress (50%-75%)	On Schedule
417440 WASTWT Collection System Service Level	211	436	436	-	In Progress (>75%)	On Schedule
417441 WASTWT Main Replacement	430	1,153	1,153	-	Maintenance	On Schedule
417442 WASTWT Lift Station Studies	113	550	550	-	In Progress (>75%)	On Schedule
417841 WASTWT SCADA System Upgrades	46	350	350	-	In Progress (>75%)	On Schedule
417842 WASWT CCTV Equip Replace Plan	-	318	318	-	In Progress (>75%)	On Schedule
417845 WASTWT Rehab Prgm	104	245	245	-	In Progress (50%-75%)	On Schedule
417846 WASTWT Household Service Replace	242	240	240	-	Complete	On Schedule
418440 WASTWT Collection System LOS	55	2,758	2,758	-	In Design	Behind Schedule
418441 WASTWT Main Replacement	6	661	661	-	Not Yet Commenced	Behind Schedule
418845 WASTWT Rehab Prgm	3	256	256	-	In Progress (50%-75%)	On Schedule
418846 WASWT Household Service Replace	19	250	250	-	In Progress (<25%)	On Schedule
418847 Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
	$23,194	$51,803	$51,803	$-		

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

	Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Storm						
414450 Lacombe Park Bank Repairs	706	750	750	-	Maintenance	On Schedule
414451 Campbell STORM Mgmt Facility	3,400	3,500	3,500	-	Maintenance	On Hold
414453 Oakmont Swale Reconstruct	2,495	2,500	2,500	-	Maintenance	On Schedule
415451 STORM Infrastructure Rehab	1,320	1,600	1,600	-	In Progress (>75%)	On Schedule
416451 STORM Infrastructure Rehab	663	1,600	1,600	-	Not Yet Commenced	Behind Schedule
416452 STORM Mgmt Level of Service	3,123	3,470	3,470	-	Maintenance	On Schedule
416453 Sediment and Erosion Control	1,767	3,363	3,363	-	In Progress (>75%)	On Schedule
416454 Heritage Lakes Storm System	637	900	900	-	In Progress (50%-75%)	On Schedule
416457 Beaudry Place Storm Drainage Upgrade	34	750	750	-	Not Yet Commenced	On Hold
417451 STORM Infrastructure Rehab	357	1,984	1,984	-	Not Yet Commenced	Behind Schedule
417452 STORM Mgmt Level of Service	96	2,219	2,219	-	In Design	Behind Schedule
417453 Sediment and Erosion Control	-	385	385	-	In Progress (50%-75%)	On Schedule
418452 STORM Mgmt LOS	40	1,377	1,377	-	Not Yet Commenced	On Hold
418453 Sediment and Erosion Control	101	2,036	2,036	-	In Design	On Schedule
418454 STORM Mgmt Facility Assessment	42	180	180	-	In Design	On Schedule
418455 Utilities Operations Truck	2	31	31	-	In Progress (>75%)	On Schedule
418456 STORM Team Lead Truck	31	34	34	-	In Progress (>75%)	On Schedule
418457 STORM Facility Signage	-	120	120	-	RFP	Behind Schedule
418851 STORM Infrastructure Rehab	17	1,922	1,922	-	Not Yet Commenced	Behind Schedule
418852 Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
	$14,831	$28,931	$28,931	$-		
Solid Waste Management						
417761 Recycle Yard Upgrades	22	25	25	-	Complete	On Schedule
	$22	$25	$25	$-		
Total	**$46,161**	**$96,681**	**$96,681**	**$-**		

APPENDIX 3 – STATEMENT OF RESERVES

FOR THE PERIOD ENDING SEPTEMBER 30, 2018

In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
O1	Stabilization Reserve	4,789	4,857	(1,194)	3,663
O3	Operating Program	3,664	4,579	(4,423)	156
O4	Risk Management Reserve	1,361	1,335	26	1,361
O5	Automated Traffic Enforcement Technology-Speed on Green Reserve	178	143	47	190
O7	Children's Festival Reserve	96	96	-	96
O8	RCMP Contract Expense Reserve	919	919	-	919
O9	Safety Enhancement Reserve	739	650	(18)	632
O10	Election and Census Reserve	442	391	(154)	236
	Total Operating	**12,188**	**12,970**	**(5,716)**	**7,253**
C1	Internal Financing Reserve	(6,155)	2,215	(8,370)	(6,155)
C2	Major Recreational Lands & Facilities	2,581	3,130	(1,790)	1,340
C3	Offsite Levy Recoveries	24,958	19,363	1,726	21,089
C4	Lifecycle	18,908	15,277	(339)	14,938
C5	Municipal Land and Facilities Reserve	764	749	15	764
C6	Capital Funding	28,462	26,014	(12,332)	13,682
C7	Growth Stabilization Reserve	2,508	2,501	(784)	1,718
	Total Capital	**72,026**	**69,249**	**(21,874)**	**47,376**
	Total Utilities	**49,911**	**49,586**	**(16,803)**	**32,784**
OA1	Outside Agency Operating	236	177	(41)	136
OA2	Outside Agency Capital	50	50	-	50
	Total Outside Agency	**286**	**227**	**(41)**	**186**
		$134,411	**$132,032**	**($44,434)**	**$87,599**

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.
Divisions/Departments	Part of the City's organizational structure.
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.
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. Projects approved for funding from a reserve are recognized as revenue as expenses are incurred.
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