CITY OF ST. ALBERT
CORPORATE REPORT
QUARTER FOUR 2018

Released February 25, 2019

stalbert.ca

City of St. Albert
Cultivate Life

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 long-term vision. The Strategic Plan represents the connections between council members varying perspectives and highlights the common goals in service to the community.

The following strategic priorities were set by City Council. For each priority, a status has been set that represents its status as of the end of quarter four, December 31, 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.

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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.

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

INITIATIVE 1.1: **Complete revision of the Municipal Development Plan**			
Status	On Track	Expected Completion	Q2 2020
Progress Update	Phase 1 of the MDP revision has been complete. This included exploring issues and opportunities and the first round of public engagement, which provided numerous opportunities for the community to provide input and share ideas. More specifically, this encompassed: the City Summit launch event (community leaders speaker's event); 2 workshops; 1 open house/pizza party; and 2 questionnaires. The team also hosted 4 pop-up engagement sessions at Servus Place and St. Albert Centre, to further promote the project and to gather input. The consulting team has completed their background and associated technical reviews, producing the draft Flourish Background Report. Next steps include finalizing the Flourish Background Report. The Engagement Summary Report for phase will be completed which will help inform the new MDP's guiding goals and principles. Additionally, the project will transition into Phase 2 - Growth Scenarios, which will encompass the development of 3 different growth scenarios for consideration.		

INITIATIVE 1.2: **Complete negotiations for Sturgeon County annexation and provide recommendations on other boundary relationships.**			
Status	On Track	Expected Completion	Q4 2021
Progress Update	This project contains two distinct components: <u>1.2.a City of St. Albert Annexation of Sturgeon County Land</u> Annexation Open Houses were held in November for members of the public and landowners within the annexation area. The City of St. Albert has been working to complete the Growth Management Study and supporting technical studies for the annexation. The City and County have been meeting regularly through the Negotiating Committee. <u>1.2.b City of St. Albert Annexation of City of Edmonton Land</u> The City is assessing the proposed annexation and work continues with the City of Edmonton.		

INITIATIVE 1.3: **Investigate and recommend alternative solutions to improve the competitiveness of development costs in St. Albert.**			
Status	At Risk	Expected Completion	Q2 2019
Progress Update	Initial review of the development process component has been completed. A finalized process will be completed by February 15, 2019. An RFP is scheduled to be posted at the end of February to hire a consultant to compare and contrast St. Albert's costs relating to permitting as well as the development process and zoning categories among comparator communities.		

COUNCIL STRATEGIC PRIORITY #2:

Priority	Economic Development: Enhance business/commercial growth.

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

INITIATIVE 2.1: **Enable an approved Area Structure Plan (ASP) for the Lakeview and Badger Lands considering alternate servicing options and equitable return for the City of St. Albert.**			
Status	Not yet Started	Expected Completion	Q4 2020
Progress Update	In December, Council provided interim funding for this project to start the initial ASP background desktop studies. This will include the geotechnical. environmental assessments, and historic resource overview. Next steps include coordinating background studies with the Environment team.		
INITIATIVE 2.2: **Develop and recommend Green Tape 2.0 initiatives to enable increased growth, investment, and commerce in St. Albert, focusing on a strong collaborative model.**			
Status	Off Track	Expected Completion	Q3 2019
Progress Update	This project is tied to progress on other initiatives within the Corporate Business Plan (1.3 Development Competitiveness and A4.3 Business Process Improvement). As a result, this project has been delayed. Work is continuing with all groups in order to create a baseline for the development process to ensure that all projects are in alignment. Next steps include hosting an internal workshop to help identify areas that can be improved and require input from the other initiatives. A report will be written to compile the results.		
INITIATIVE 2.3: **Evaluate niche sectors and recommend two or three priority sectors.**			
Status	On Track	Expected Completion	Q1 2019
Progress Update	A consultant has been hired to deliver an analysis to Administration for this project. A launch meeting has been scheduled for mid-January. This project is expected to be completed by end of Q1 2019.		

COUNCIL STRATEGIC PRIORITY #3:

Priority	Building a Transportation Network: Integrated transportation systems.

The following initiatives have been included in 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	On Track	Expected Completion	Q2 2019
Progress Update	Meetings continue with Alberta Transportation in order to explore partnership opportunities. Work on Ray Gibbon Drive has also been incorporated into the 10-year capital plan.		
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	Completion Date	Q3 2018
INITIATIVE 3.3: **Evaluate the arterials networks in St. Albert and recommend improvements.**			
Status	Completed	Completion Date	Q4 2018
Progress Update	The Arterial Network Improvement Strategy has been completed and was presented to Council in September 2018. Next steps include updating relevant project charters and completing network improvements as per the strategy (pending budget approvals).		

INITIATIVE 3.4: **Continue to pursue an integrated Regional Transit Commission.**			
Status	On Track	Expected Completion	Q4 2019
Progress Update	Since last quarter, all 13 member municipalities of the Edmonton Metropolitan Region have signed the Memorandum of Understanding (MOU) to form a Regional Transit Services Commission. As a founding member with the City of Edmonton, St. Albert Administration worked to schedule the inaugural Regional Transit Services Commission Transition Team meeting for January 17, 2019, and supported the City of Edmonton in developing and releasing a Request for Proposal (RFP) for Phase 2 of this project, utilizing a $3.7 million provincial grant. City Administration continue to work with City of Edmonton developing materials and meeting logistics. City Administration is on the RFP Selection Committee, and will receive presentations the week of January 7th, with the intent of having a consultant in place by early February.		

INITIATIVE 3.5: **Complete the Campbell Park and Ride facility and finish the Transit Local Route Restructuring Project.**			
Status	On Track	Expected Completion	Q3 2020
Progress Update	This project contains two distinct components: <u>3.5.a Local Route Restructure</u> The local route restructuring is about 75% planned with final logistics pending the Campbell Transit centre opening. <u>3.5.b Campbell Park and Ride Facility</u> The construction tender is scheduled to posted in January 2019, with an anticipated closing date in March 2019. Once a vendor has been selected, construction on the Park and Ride should commence. There are still timing delays that are impacting this project due to third party infrastructure relocations.		

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	Completed	Completion Date	Q4 2018
Progress Update	The Transportation Safety Plan and Implementation Plan have been completed and presented to Council in October 2019. Next steps include updating relevant project charters and implementing the Safety Plan as per the implementation plan (pending budget approvals).		
INITIATIVE 3.7: **Recommend the Complete Streets Cross sections.**			
Status	Completed	Expected Completion	Q4 2018
Progress Update	The Complete Streets Design Guidelines are complete and were presented to Council in October 2018. Implementation of the Complete Streets Guidelines will impact all new planning and applicable network improvement strategies.		
INITIATIVE 3.8: **Integrate active transportation into the planning process for the Transportation Master Plan.**			
Status	On Track	Expected Completion	Q4 2021
Progress Update	The draft strategy development plan and a draft network gaps report have been completed and are in the process of being reviewed and finalized. Next steps include updating relevant project charters to reflect the steps within the Active Transportation Plan and to address network gaps based on prioritized strategies.		

COUNCIL STRATEGIC PRIORITY #4:

Priority	Infrastructure Investment: Identify and build needed capital assets.

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

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	Completed	Completion Date	Q4 2018
Progress Update	The Capital Prioritization Matrix was successfully utilized for the 2019 budget process to inform Administrations recommendations to Council for the funding of Capital projects. While the matrix itself will be likely be updated in terms of criteria and weighting, this will now become part of the annual cycle and cease to be project-focused.		
INITIATIVE 4.3: **Explore non-traditional funding options including regional partnerships.**			
Status	At Risk	Expected Completion	Q2 2020
Progress Update	Work is progressing with both Sturgeon County and the City of Edmonton through the Intermunicipal Collaboration Framework process. A Request for Proposal was developed between Sturgeon County and St. Albert to hire a consultant to conduct environmental scanning of current recreation gaps, opportunities and partnerships between the municipalities. Work will continue on the procurement process into 2019. Next steps include completing the selection phase of the procurement process. A second discussion with City of Edmonton Administration is planned for February 2019 to determine next steps for their ICF work. Council's Advocacy Plan is intended to be presented at the February 11th GPFC and at the Council Meeting on March 4th which will include an ICF component.		

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	On Track	Expected Completion	Q1 2020
Progress Update	Public Works and Engineering departments are meeting regularly through the Asset Management committee to continue to ascertain further information and data. A project plan and framework is currently developed to facilitate the project. Staff will continue to meet with multiple stakeholders to ensure that the utilized data confirms to best practices, and utilizes the available resources.		
INITIATIVE 4.5: **Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets.**			
Status	On Track	Expected Completion	Q1 2020
Progress Update	Engineering and the asset owners continue to meet through the Asset Management committee to assess the data strengths, limitations, and gaps in the overall asset management program. The committee will continue to work towards a program that provides information to better budget long term, and project the need for new assets.		

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	On Track	Expected Completion	Q4 2020
Progress Update	Through the revision of the MDP, a review of existing infill projects has been initiated and opportunities for infill are being identified as part of the growth management plan. Next steps include identifying infill locations/intensification and the defining the role of “gentle infill” within existing neighbourhoods. Public engagement activities for this project are aligned with the MDP revision (1.1).		

INITIATIVE 5.3: **Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility.**			
Status	At Risk	Expected Completion	Q4 2019
Progress Update	The best practice review is in progress and comparator communities are being selected in the following areas: • Municipal areas of housing responsibility • Housing policies and programs • Municipal investment models • Governance models • Development strategies for homeownership and rental housing • Housing accessibility standards and policies Upcoming stakeholder input activities are scheduled to take place in Q1 and Q2 2019.		
INITIATIVE 5.4: **Explore interim housing options to support vulnerable populations.**			
Status	On Track	Expected Completion	Q4 2020
Progress Update	A Social Work Master's level student has been secured to support the research needs for conducting an environmental scan of local initiatives striving to address this issue. Once completed (Q3 2019), this report will summarize best practices while identifying any gaps, possible responses, partnership opportunities, and ways to maximize benefit for those in need. The Mayor's Task Force to End Homelessness has hosted two meetings and is in the process of identifying how to best approach conducting a local count/estimation. This will include how to clearly define homelessness and the data will influence how to approach prioritizing a response (Q3 2020).		

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	On Track	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	Not yet started	Expected Completion	Q4 2020
Progress Update	Project has been put on hold until 2020 to accommodate the update to the MDP and due to a pending business case relevant to the project for consideration in the 2020 operating budget.		
INITIATIVE 6.3: **Investigate net zero residential development.**			
Status	On Track	Expected Completion	Q3 2019
Progress Update	The project team has met with various bench marking partners and conducted site tours of net zero residential neighbourhood developments. Internal exercises to gauge the corporations readiness for 'net zero' residential developments have also been completed. The project team is working on completing the white paper associated with this project. The project will be aligned with project #6.1 Green Utilities and rely on timing of that project for future presentations to Council.		

Financial Summary

Quarter Four

Financial Summary

The City of St. Albert continues to maintain a strong financial position. The 2018 year resulted in a surplus of $1.7 million. 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:

- $156.8 million in revenue recognized as of December 31, 2018, which is $4.7 million below budget.
- $155.1 million has been spent as of December 31, 2018, which is $6.4 million below budget.
- A breakdown of significant variances by Function is found on page 5.

Capital:

- There is a total of 172 municipal capital projects for 2018.
- To date, $95.6 million has been spent out of a $170.2 million cumulative budget.

Utility

Operating:

- $39.3 million revenue recognized as of December 31, 2018, which is $975 thousand below budget.
- $28.2 million has been spent as of December 31, 2018, which $1.4 million below budget.
- A breakdown of significant variances by Function is found on page 13.

Capital:

- There is a total of 62 utility capital projects for 2018.
- To date, $56.9 million has been spent out of a $97.9 million cumulative budget.

Investments

The City has $190.6 million in cash and investments and earned $5.3 million in investment income to date.

Reserves

The balance as of December 31, 2018 is $127.3 million, with a forecasted year end uncommitted balance of $87.4 million.

Debt

The City's outstanding debt as of December 31, 2018 is $43 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2018

In Thousands of Dollars

Function Description	Actual YTD	Budget	Variance
Revenue			
Council	$102	$382	$(280)
Executive Leadership	250	886	(636)
General Government	2,859	3,449	(590)
Community & Recreation Services	15,058	15,504	(446)
Emergency Services	9,505	10,683	(1,178)
Public Works & Transit	11,065	10,942	123
Planning & Engineering	3,713	6,479	(2,766)
Corporate Financing	114,272	113,229	1,043
Total Revenue	$156,824	$161,554	$(4,730)
Expenses			
Council	$818	$1,194	$376
Executive Leadership	1,523	2,332	809
General Government	17,927	20,137	2,210
Community & Recreation Services	30,377	32,005	1,628
Emergency Services	34,657	35,062	405
Public Works & Transit	36,328	36,649	321
Planning & Engineering	11,311	14,739	3,428
Corporate Financing	22,186	19,436	(2,750)
Total Expenses	$155,127	$161,554	$6,427
Excess of Revenue over Expenses			
Council	$(716)	$(812)	$96
Executive Leadership	(1,273)	(1,446)	173
General Government	(15,068)	(16,688)	1,620
Community & Recreation Services	(15,319)	(16,501)	1,182
Emergency Services	(25,152)	(24,379)	(773)
Public Works & Transit	(25,263)	(25,707)	444
Planning & Engineering	(7,598)	(8,260)	662
Corporate Financing	92,086	93,793	(1,707)
Total Revenue Over Expenses	$1,697	$0	$1,697

*Variance represents the difference between budget and forecast amounts.

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council – $96 thousand lower than budget

Revenue – $280 thousand lower than budget

- $325 lower due to Internal Auditor project funded from reserve which will carry into next year with no tax impact.
- $45 higher due to unbudgeted donations to Constable David Wynn Legacy project.

Expense - $376 thousand lower than budget

- $325 lower due to Internal Auditor project funded from reserve which will carry forward into next year with no tax impact.
- $43 lower in training, travel, operating and grants.
- $28 lower due to contingency not fully utilized.
- $45 higher due to unbudgeted grant transfer for Constable David Wynn Legacy project.

Executive Leadership - $173 thousand lower than budget

Revenue - $636 thousand lower than budget

- $611 lower due to projects funded from reserve which will carry into next year with no tax impact (Civic Space Planning, IAC-Sturgeon County).
- $72 lower in transfer from reserves as no further expenses anticipated for Ministerial Inspection and Edmonton Global.
- $38 higher due to unbudgeted WCB/PIR rebate transferred to safety reserve.

Expense - $809 thousand lower than budget

- $611 lower due to projects funded from reserve which will carry into next year with no tax impact (Civic Space Planning, IAC-Sturgeon County).
- $125 lower in consulting as no further expenses anticipated for Ministerial Inspection and Edmonton Global.
- $85 lower in salaries due to vacancies.
- $38 higher due to unbudgeted WCB/PIR rebate transferred to safety reserve.

General Government - $1,620 thousand lower than budget

Revenue – $590 thousand lower than budget

- $680 lower due to projects funded from reserve which will carry finto next year with no tax impact (Priority Based Budgeting, Service Level Review, Process & Service Review, Community Satisfaction Survey, Compensation Review, Engagement & Recruitment, and Records & Info Management Program).
- $115 lower in business licenses due to lower than anticipated non-residential offset by an increase in residential, cannabis, and tobacco licenses.
- $38 lower in revenue for Dig in Festival as Celebrity Dinner was organized by a third party.

- $221 higher in unbudgeted revenue from WCB/PIR rebate and one time funding distribution dividend transferred to safety reserve.
- $22 higher in assessment and taxation revenue due to increase in tax inquiries and late payments.

Expense - $2,210 thousand lower than budget

- $680 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, Compensation Review, Engagement & Recruitment, Records & Info Management Program).
- $935 lower in salaries due to vacancies.
- $222 lower in advertising due to less marketing expenses.
- $121 lower in training and development due to change in department plans and vacancies.
- $103 lower in insurance premiums and claims expense.
- $90 lower in office supplies and travel expenses due to vacancies.
- $66 lower in professional services (HR) due to less third party recruitment costs.
- $65 lower in contracted services due Cyber Security project delays.
- $43 lower in costs for Dig in Festival as Celebrity Dinner was organized by third party.
- $17 lower in other grants as less Beautification grants applied for.
- $221 higher in transfer to reserves from unbudgeted WCB/PIR rebate and one time funding distribution dividend.

Community & Recreation Services- $1,182 thousand lower than budget

Revenue - $446 thousand lower than budget

- $373 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).
- $206 lower in lesson and memberships revenue due to a reduced demand for personal training and memberships.
- $84 lower in rental revenue due to lower demand for meetings spaces and indoor surfaces.
- $109 higher in unbudgeted grants from student and mental health initiative.
- $33 higher in sale of goods due to increased Starbucks sales.

Expense - $1,628 thousand lower than budget

- $891 lower in salaries due to vacancies.
- $373 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).
- $137 lower in contracted services due to security enhancement funded from Civic Space Planning funds.
- $135 lower in office supplies and travel expenses due to vacancies.
- $107 lower in electricity, natural gas and water and wastewater charges.
- $83 lower in leases costs as various leases expired in 2018.
- $63 lower in advertising and promotion due to savings in costs in 2018.
- $60 lower in grants due to intake in various grants lower than anticipated.

- $205 higher in repairs and maintenance due to unforeseen repairs at Servus Place.

Emergency Services - $773 thousand higher than budget

Revenue - $1,178 thousand lower than budget

- $1,257 lower in fines due to less tickets issued.
- $114 higher ambulance billing due to higher volume than anticipated offset partially by decrease in contract revenue.
- $31 higher in unbudgeted grants for fire training and police due to population growth.

Expense - $405 thousand lower than budget

- $489 lower in automated enforcement contract due to less tickets issued.
- $219 lower in RCMP contract due to less officers than budgeted.
- $289 higher in salaries due to fire overtime offset partially by vacancies.

Public Works & Transit - $444 thousand lower than budget

Revenue - $123 thousand higher than budget

- $75 higher in transit revenue due to higher U-Pass revenue offset by decrease in general ridership.
- $66 higher in rental revenue due to purchase of Carleton building
- $60 higher due to recovered insurance costs to offset related repair expenses.
- $58 lower due to project funded from reserve which will carry into next year with no tax impact (Safety Enhancement).

Expense - $321 thousand lower than budget

- $123 lower in maintenance materials than anticipated.
- $95 lower in professional and consulting services due to lower than expected costs for STAT/ETS Regional Transit project and general consulting expenses.
- $80 lower in wireless charges due to delays in Smart Bus installation.
- $58 lower due to project funded from reserve which will carry into next year with no tax impact (Safety Enhancement).
- $51 lower in gravel and chemicals than anticipated.
- $56 higher in salaries due to overtime in Transit bus maintenance.

Planning & Engineering - $662 thousand lower than budget

Revenue - $2,766 thousand lower than budget

- $2,629 lower due to projects funded from reserve which will carry into next year with no tax impact (Sturgeon County Annexation, P&E Growth Resources, Road Principles, SAT Project Integration).
- $482 lower in permit, development and other land fees due to lower than anticipated development.
- $125 higher in unbudgeted revenue from environmental rebate transferred to Energy Efficiency reserve.

- $79 higher in miscellaneous revenues related to Transportation Routing and Vehicle Information System (TRAVIS) and Comprehensive Regional Infrastructure Sustainability Plan (CRISP) with offsetting expenses.
- $57 higher in Fortis street lighting construction recoveries
-

Expense - $3,428 thousand lower than budget

- $2,629 lower due to projects funded from reserve which will carry into next year with no tax impact (Sturgeon County Annexation, P&E Growth Resources, Road Principles, SAT Project Integration).
- $653 lower in salaries due to vacancies.
- $112 lower in consulting services due to lower than expected costs for contaminated sites monitoring and general consulting expenses.
- $100 lower in contracted services as less work required.
- $45 lower in travel and operating supplies due to vacancies.
- $125 higher in transfer to reserves from unbudgeted environmental rebate revenue.
- $79 higher in expenses related to Transportation Routing and Vehicle Information System (TRAVIS) and Comprehensive Regional Infrastructure Sustainability Plan (CRISP) with offsetting revenue.

Corporate Financing - $1,707 thousand lower than budget

Revenue – $1,043 thousand higher than budget

- $1,468 higher in interest revenue due to increase in portfolio base and higher interest rate.
- $333 lower in gas franchise fees due to revised forecast from ATCO Gas.
- $70 lower due to Civic Space planning funded from reserve which will carry into next year with no tax impact.
- $47 lower in supplementary tax due to slower growth projections.

Expense - $2,750 thousand higher than budget

- $2,040 higher in employee relations and vacation accrual.
- $841 higher in interest expense due to higher reserve and deferred revenue balances.
- $126 lower in benefits related to a decrease in costs.
- $70 lower due to Civic Space planning funded from reserve which will carry into next year with no tax impact.

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 $220 thousand anticipated to be overspent.

Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2018	22,449	40,077	40,105	(28)	55
2017	30,167	52,873	52,799	74	43
2016	18,449	22,232	22,058	174	43
Prior	24,554	55,013	55,013	-	31
TOTAL	**$95,619**	**$170,195**	**$169,975**	**$220**	172

Table 2: Project Budget Trends

Year	No. Of Projects			
	On Budget	Over Budget	Below Budget	Total
2018	52	2	1	**55**
2017	39	-	4	**43**
2016	42	-	1	**43**
Prior	31	-	-	**31**
Total	164	2	6	**172**

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, 95% 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 62% of projects were on or ahead of schedule.

Table 3: Progress Status

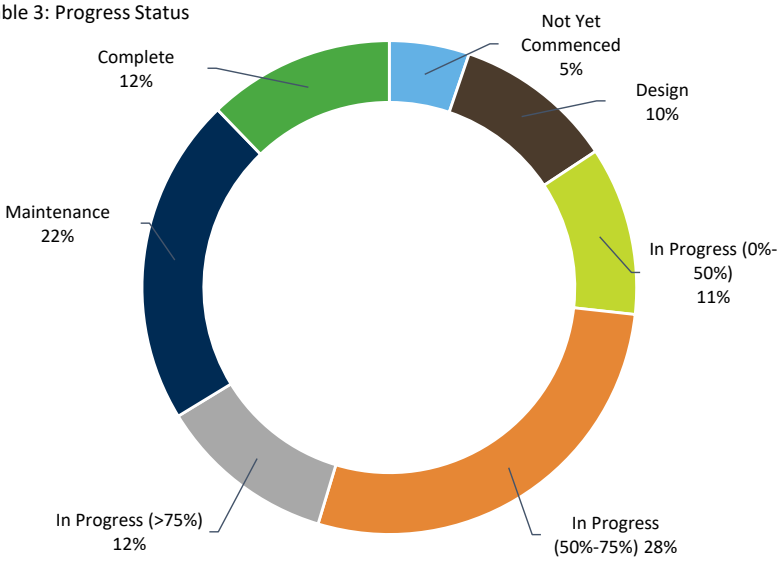
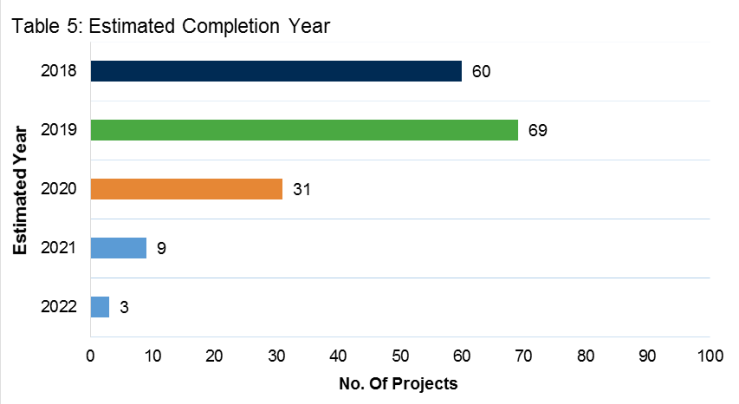


Table 4: Schedule Status

Status	No. Of Projects	%
On Schedule	106	62%
Behind Schedule	56	32%
On Hold	10	6%
Ahead of Schedule	0	0%
Total	**172**	**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 60 projects will be closed at the end of the 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 FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2018

In Thousands of Dollars

Function Description	Actual	Budget	Variance
Revenue			
Utility Finance	$641	$300	$341
Water	13,751	14,358	(607)
Wastewater	12,665	13,131	(466)
Storm	5,501	5,675	(174)
Solid Waste Management	6,692	6,761	(69)
Total Revenue	$39,250	$40,225	$(975)
Expenses			
Utility Finance	$641	$300	$(341)
Water	9,254	9,864	610
Wastewater	9,969	10,826	857
Storm	1,694	1,794	100
Solid Waste Management	6,671	6,795	124
Total Expenses	$28,229	$29,579	$1,350
Transfer to Reserve			
Water	$4,497	$4,494	$3
Wastewater	2,696	2,305	391
Storm	3,807	3,881	(74)
Solid Waste Management	21	(34)	55
Total Transfer to Reserve	$11,021	$10,646	$(375)

*Variance represents the difference between budget and forecast amounts.

Utilities Operating Variance Analysis (In Thousands of Dollars)

Utility Finance - $0 net budget

Revenue – $341 thousand higher than budget

- $433 higher in transfer from Offsite Levy reserve to fund interest and principle payments on utility debenture.
- $87 lower due to projects funded from reserve which will carry into next year with no rate impact (Utility Relief Grant).

Expense - $341 thousand higher than budget

- $433 higher in interest and principle payments on utility debenture funded from Offsite Levy reserve.
- $87 lower due to projects funded from reserve which will carry into next year with no rate impact (Utility Relief Grant).

Water - $3 thousand higher than budget

Revenue – $607 thousand lower than budget

- $408 lower in sale of water due to conservation efforts and moderate summer.
- $103 lower in water connection fees as less development than anticipated.
- $100 lower due to Delivery Utility Services project funded from reserve which will carry into next year with no rate impact.

Expense - $610 thousand lower than budget

- $420 lower in water purchases as a result of less sales.
- $100 lower due to Delivery Utility Services project funded from reserve which will carry into next year with no rate impact.
- $57 lower in transfer to operations as less Public Works maintenance required.
- $50 lower due to delay in Bulk Water Dispensing Unit project which will carry forward into next year with no rate impact.
- $22 higher in electricity and natural gas charges.

Wastewater - $391 thousand higher than budget

Revenue – $466 thousand lower than budget

- $513 lower in sale of wastewater due to conservation efforts and moderate summer
- $47 higher in recovered costs from prior year wastewater contributions.

Expense - $857 thousand lower than budget

- $506 lower in wastewater treatment charges as a result of less sales.
- $194 lower in contracted services and maintenance due to less major repairs required.
- $71 lower in transfer to operations as less Public Works maintenance required.
- $43 lower in salaries due to vacancies.

- $26 lower in equipment charges as less usage required

Storm - $74 thousand lower than budget

Revenue – $174 lower than budget

- $143 lower in flat rate charges due to lower than anticipated number of customers.
- $38 lower due to projects funded from reserve which will carry into next year with no rate impact (Storm Rate model).

Expense - $100 thousand lower than budget

- $171 lower in salaries due to vacancies.
- $38 lower due to projects funded from reserve which will carry into next year with no rate impact (Storm Rate model).
- $21 lower in maintenance costs than anticipated.
- $142 higher in contracted services due to unanticipated equipment failure.

Solid Waste Management - $55 thousand higher than budget

Revenue – $69 lower than budget

- $35 lower in flat rate charges due to reduction in new accounts opened.
- $27 lower in recovered costs due to less revenue from global recycling markets.
- $16 lower in transfer from reserves due to carry forward for monitoring not fully required.

Expense - $124 thousand lower than budget

- $140 lower in landfill as costs due to lower volume than anticipated.
- $100 lower in contracted services due to lower rate for services.
- $51 lower in professional services due to costs for monitoring not fully required.
- $91 higher in materials due to cart purchases.
- $50 higher in salaries due to increased staff requirements for events.
- $27 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

Table 6 and 7 illustrate that 98% of projects are on or below budget, with $70 thousand anticipated to be overspend.

Table 6: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance	No. of Projects
2018	1,563	13,212	13,212	-	18
2017	8,206	16,241	16,241	-	16
2016	29,984	50,211	50,281	(70)	13
Prior	17,110	18,217	18,217	-	15
TOTAL	**$56,863**	**$97,881**	**$97,951**	**($70)**	62

Table 7: Project Budget Trends

Year	No. Of Projects			
	On Budget	Over Budget	Below Budget	Total
2018	18	-	-	**18**
2017	16	-	-	**16**
2016	12	1	-	**13**
Prior	15	-	-	**15**
Total	61	1	-	**62**

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, 84% 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

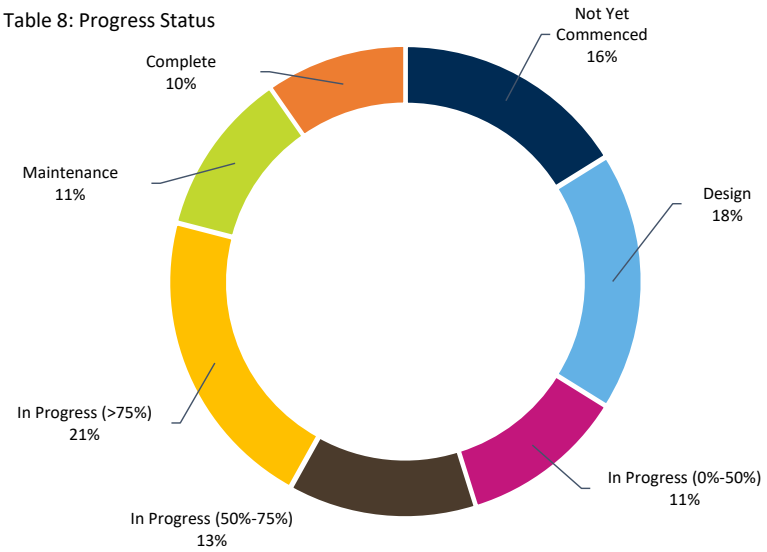


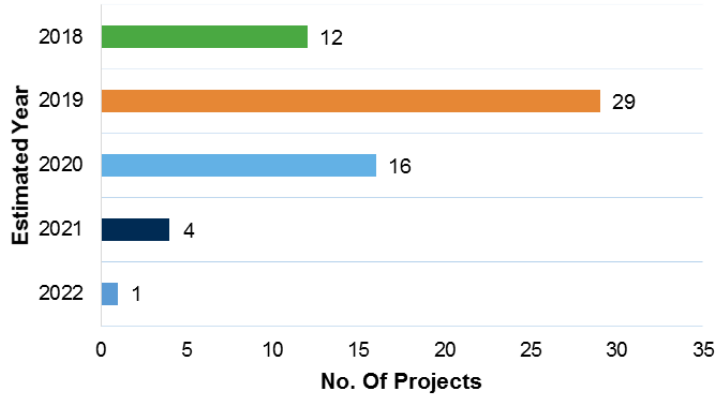
Table 9: Schedule Status

Status	No. of Projects	%
On Schedule	45	73%
Behind Schedule	12	19%
On Hold	5	8%
Grand Total	**62**	**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 12 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 December 31, 2018 the City has $190.6 million in cash and investments and earned $5.3 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.

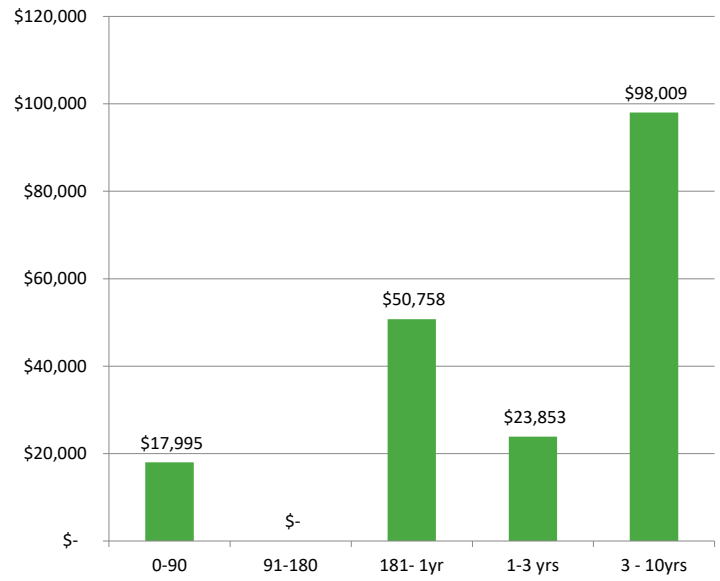
Table 11: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
Toronto Dominion	17,110	8.98%
CIBC	77,204	40.50%
BMO	55,398	29.06%
CWB	5,158	2.71%
National Bank	10,120	5.31%
Scotiabank	20,328	10.66%
HSBC	5,089	2.67%
Servus Credit Union	207	0.11%
RBC	1	0.00%
Total	**190,615**	**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 December 31, 2018 this ratio was 1.04:1.00. 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		St. Albert	Bank of Canada
Cash and Short Term Investments	Term	Average Portfolio Rate	T-Bill and Bond Rates
	0-90	1.58%	1.67%
	91-180	N/A	1.80%
	181- 1yr	2.38%	1.92%
Long Term Investments	1-2 yrs	5.68%	1.91%
	3 - 10yrs	2.87%	1.92-1.98%

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 December 31, 2018 is $87.4 million of which:

Table 14: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 12,563	$ 12,970	$ (5,326)	$ 7,640
Capital	65,885	69,249	(22,801)	46,449
Utilities	48,563	49,586	(16,436)	33,150
Outside Agencies	286	227	(41)	186
TOTAL	**$ 127,297**	**$ 132,032**	**$ (44,604)**	**$ 87,425**

- 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.

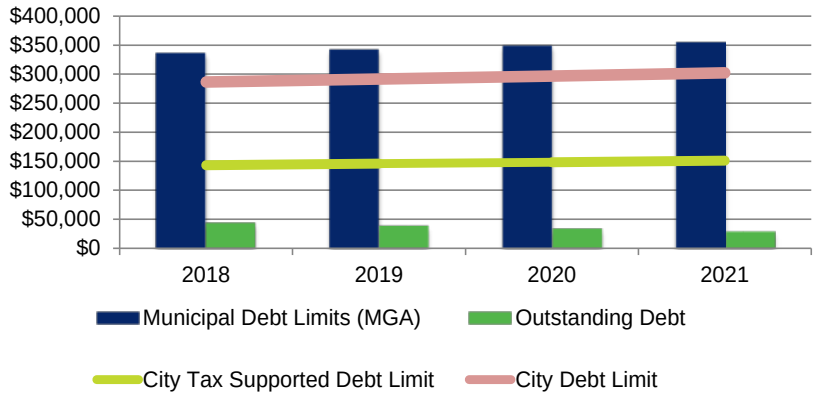
A detailed listing of each reserve category can be found in Appendix 3.

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 $43 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to three significant projects: Servus Place of $16.3 million, Ray Gibbon Drive of $16.9 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)



Appendices

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2018

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
Function #F1001 Council							
415102	Railroad Safety Enhancement	192	965	965	-	In Progress 0-50%	On Schedule
Total Function #F1001 Council		$192	$965	$965	$-		
Function #F1002 Executive Leadership							
414201	Seniors Building Rehab and Expansion	4,080	4,200	4,200	-	Complete	On Schedule
413505	Performance Measurement System	-	50	50	-	In Design	Behind Schedule
414505	Performance Measurement System	-	50	50	-	In Design	Behind Schedule
Total Function #F1002 Executive Leadership		$4,080	$4,300	$4,300	$-		
Function #F1003 General Government							
415506	Smart City Master Plan & Alliance	36	75	75	-	In Progress 0-50%	On Schedule
415507	Energy and Water Conservation Audit	144	150	150	-	Complete	On Schedule
414509	Agenda Mgmt Software	108	110	110	-	Complete	Behind Schedule
415504	Council Chambers Upgrade	105	202	202	-	In Progress > 75%	Behind Schedule
415505	Central Records Shelving Upgrade	5	57	57	-	In Progress 0-50%	Behind Schedule
416505	Columbarium	31	53	53	-	Complete	On Schedule
418505	Council Chamber Upgrade	2	227	227	-	Complete	On Hold
417808	Facilities Safety & Security	247	278	278	-	In Progress > 75%	On Schedule
413503	HR Electronic Recruitment Software	32	41	41	-	In Progress > 75%	Behind Schedule
415508	Financial System Software	137	300	300	-	In Progress 0-50%	On Schedule
415509	Council Chamber Technology	90	100	100	-	In Progress > 75%	On Schedule
416503	Recreation Client Mgmt Software	179	200	200	-	In Progress > 75%	Behind Schedule
416504	Single Window Services	15	200	200	-	In Progress 0-50%	Behind Schedule
416508	Financial System Software	-	500	500	-	In Design	Behind Schedule
417503	Recreation Mgmt Software	135	183	183	-	In Progress 50-75%	Behind Schedule
417505	Census - Tablet Procurement	30	35	30	5	Complete	On Schedule
417506	AFRRCS Emergency Radio System	631	972	972	-	In Progress 50-75%	On Schedule
417510	Network to Core Facilities	773	773	773	-	Complete	On Schedule
418501	IT Lifecycle Replacement Plan	387	779	779	-	In Progress 50-75%	Behind Schedule
418502	IT Office Automation	42	50	50	-	In Progress > 75%	Behind Schedule
418503	Network to Core Facilities	603	657	657	-	In Progress > 75%	Behind Schedule
418504	Project Implement Support	73	189	189	-	In Progress 0-50%	Behind Schedule
Total Function #F1003 General Government		$3,805	$6,129	$6,124	$5		
Function #F1004 Community & Recreation Services							
415314	Safety Fencing Installation	82	96	96	-	Maintenance	On Schedule
415334	Akinsdale/Kinex Arena Renovation	243	355	355	-	Maintenance	On Schedule
416307	City Playground Lifecycle Prgm	192	192	192	-	Not Yet Commenced	On Schedule
416311	Riel Park Amenities Building	2,819	3,108	3,108	-	Maintenance	On Schedule
416312	Park Planning and Standards Model	269	400	400	-	In Progress 50-75%	On Schedule
416313	Erin Ridge North Park Plan	73	230	230	-	In Design	On Schedule
416314	RWP West - Trail and Park Planning	239	275	275	-	In Progress > 75%	On Schedule
416325	Everitt Park Development	251	275	275	-	Maintenance	On Schedule
416326	Lacombe Lake Dog Park Boundary	65	65	65	-	Maintenance	On Schedule
417305	City Sportsfield Rehab Prgm	253	343	343	-	In Progress > 75%	On Schedule
417306	Park Signage Prgm	415	585	585	-	In Progress 50-75%	On Schedule
417307	City Playground Lifecycle Prgm	253	255	255	-	Maintenance	On Schedule
417311	Heritage Lakes ODR Refurb	127	142	142	-	In Progress > 75%	On Schedule
417321	Akinsdale Arena Press Box	1	85	85	-	In Design	On Schedule
418302	Aquatics Lifecycle Replace Plan	172	286	286	-	In Progress > 75%	On Schedule

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

		Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
418303	Aquatic Climbing Wall	19	20	19	1	Complete	On Schedule
418304	RWP West - Construction	-	359	359	-	Not Yet Commenced	Behind Schedule
418305	City Sportsfield Rehab Prgm	100	317	317	-	In Progress 0-50%	On Schedule
418306	Skateboard Park Retrofit	-	100	100	-	In Design	On Schedule
418307	City Playground Lifecycle Prgm	309	345	345	-	In Progress > 75%	On Schedule
418308	Pickleball Court Development	273	277	305	(28)	Complete	On Schedule
418309	Riel Park Phase 5	1,101	1,602	1,602	-	In Progress > 75%	On Schedule
418310	Grey Nuns White Spruce Park Construct	-	206	206	-	Not Yet Commenced	Behind Schedule
417301	Servus Lifecycle Replacement Prgm	268	329	268	61	Complete	On Schedule
418301	Servus Place Lifecycle Replace Plan	620	844	844	-	In Progress 50-75%	Behind Schedule
414310	Erin Ridge/Oakmont Trail - Phase 2	1,034	1,050	1,050	-	Maintenance	Behind Schedule
414312	Lacombe Park Master Plan	145	173	173	-	Complete	On Schedule
415307	City Playground Lifecycle Program	280	280	280	-	Complete	Behind Schedule
415309	Northridge Park Development Phase 2	496	482	482	-	Maintenance	On Schedule
415312	Lacombe Park Dev - Construct	838	890	890	-	Complete	On Schedule
417309	Lacombe Park Construction	88	183	183	-	In Progress 50-75%	On Schedule
417310	Erin Ridge North Park Construction	317	505	505	-	In Progress > 75%	On Schedule
417312	Neighborhood Park Construction	636	1,212	1,212	-	In Progress > 75%	On Schedule
417313	Lacombe Lake Park Building Plan	168	250	250	-	In Progress > 75%	On Schedule
414317	Founders Walk Phase 2	590	761	761	-	In Progress > 75%	On Schedule
414318	Heritage Sites Phase 2	1,511	1,526	1,526	-	In Progress > 75%	Behind Schedule
415316	SAP Exterior Wayfinding Replacement	16	265	265	-	In Progress 0-50%	Behind Schedule
415318	Heritage Site Phase 2b	1,742	2,854	2,854	-	In Progress 50-75%	On Schedule
416103	Story Boards	4	15	15	-	Maintenance	On Hold
416108	Healing Garden	280	309	309	-	Maintenance	On Schedule
416316	Progress Hall Revitalization	467	469	469	-	Complete	On Schedule
416317	Founders Walk Phase 3 - Design	171	250	250	-	In Progress 50-75%	Behind Schedule
416318	Heritage Park Design (phase 3)	-	216	216	-	In Progress 0-50%	Behind Schedule
417320	Visual Arts Studios Lifecycle Plan	16	16	16	1	Complete	Behind Schedule
417422	Art Gallery Barrier-Free	1,826	2,022	2,022	-	In Progress > 75%	Behind Schedule
417304	Arden Theatre Lifecycle Plan	84	99	99	-	Complete	On Schedule
418340	Arden Theatre Lifecycle Plan	11	115	115	-	In Progress 0-50%	Behind Schedule
418341	Arden Wireless Audio Equipment	42	44	44	-	Complete	On Schedule
418360	Community Capital Grant Program	108	250	250	-	In Progress > 75%	On Schedule
Total Function #F1004 Community & Recreation Services		$19,012	$25,325	$25,291	$34		
Function #F1005 Emergency Services							
415303	Emergency Equip Replace Plan	138	161	161	-	In Progress > 75%	Behind Schedule
415328	Land Acquisition Fire Hall #4	-	350	350	-	Not Yet Commenced	On Hold
416309	Fire Bdg Equip Replace	28	65	65	-	Complete	On Hold
417316	Fire Dispatch ProQA System	26	33	33	-	In Progress > 75%	On Schedule
418330	Emergency Equip Replace Plan	59	59	59	-	Complete	On Schedule
418331	Fire Station #1 – Reconstruct	15	1,052	1,052	-	In Design	On Schedule
418333	Automated Station Alerting	-	291	291	-	Not Yet Commenced	Behind Schedule
417317	Muni Enforcement Vehicle Equip	23	30	23	7	Complete	On Schedule
Total Function #F1005 Emergency Services		$289	$2,040	$2,033	$7		

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

		Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
Function #F1006 Public Works & Transit							
417801	PW Mobile Equip Replace Plan	1,584	1,584	1,584	-	Complete	On Schedule
418801	PW Mobile Equip Replace Plan	1,536	1,485	1,485	-	Complete	On Schedule
417805	PW Sand Covered Storage	2,685	2,685	2,685	-	Maintenance	On Schedule
418806	Shop &Yard Equip Replace	33	35	35	-	Complete	On Schedule
41119A	Bridge Rehab	661	656	656	-	Complete	On Schedule
416105	Hearing Loop	3	6	6	-	In Progress 50-75%	Behind Schedule
412420	Campbell Road Park & Ride	6,904	30,000	30,000	-	In Design	On Schedule
414804	Transit Smart Fare & Smart Bus	379	3,992	3,992	-	In Progress 0-50%	Behind Schedule
416803	Transit Garage Expansion	656	657	657	-	Complete	On Schedule
417802	Transit Bus Lifecycle Replace	3,985	4,392	4,392	-	In Progress > 75%	Behind Schedule
418350	Transit Bus Lifecycle Replace	252	425	425	-	In Progress > 75%	Behind Schedule
418351	Transit Growth Buses	169	292	292	-	In Progress 50-75%	Behind Schedule
416804	PW Cemetery Improvements	85	150	150	-	In Progress 50-75%	Behind Schedule
417804	Energy Efficiency Replace Prgm	125	125	125	-	Complete	On Schedule
418802	SAP Waterfall Replacement	9	100	100	-	In Progress 0-50%	Behind Schedule
Total Function #F1006 Public Works & Transit		$19,066	$46,583	$46,583	$-		
Function #F1007 Planning & Engineering							
416102	Tache Plane Restoration & Relocation	246	260	260	-	Maintenance	On Schedule
416106	Rotary Park Boat Launch	21	25	25	-	Complete	On Schedule
416455	Lacombe Park	1,075	1,080	1,080	-	Maintenance	On Schedule
417901	Community Branch Library	-	17,492	17,492	-	Not Yet Commenced	On Hold
418459	BLESS Platform	17	342	342	-	In Design	On Schedule
415415	Erin Ridge Traffic Mitigation	24	25	25	-	In Progress > 75%	On Schedule
416104	Paving of Shale Trails	66	251	76	175	Complete	On Schedule
416401	Arterial Asphalt Overlay Program	2,230	2,230	2,230	-	Complete	On Schedule
416402	Road Reconstruct Prgm	1,169	1,250	1,250	-	In Progress > 75%	On Schedule
416403	Asphalt Overlay Prgm	3,590	4,070	4,070	-	Complete	On Schedule
416404	City Owned Parking Lot - Major Rehab	-	100	100	-	In Design	On Hold
416406	Trail Overlay Program	660	660	660	-	Complete	On Schedule
416407	Sidewalk Program	893	906	906	-	Complete	On Schedule
416412	Bridge Rehabilitation	73	172	172	-	In Progress 50-75%	On Schedule
416413	SA Trail Revitalization	245	354	354	-	In Progress > 75%	On Schedule
416414	Intersection Enhancements	449	909	909	-	In Design	Behind Schedule
416415	Erin Ridge Traffic Strategies	136	136	136	-	In Progress > 75%	On Schedule
416416	Traffic Calming Strategies	175	175	175	-	In Progress > 75%	On Schedule
416418	Noise Attenuation Data Collection	42	200	200	-	Complete	On Schedule
416419	Perron Street Angle Parking	84	160	160	-	In Progress 50-75%	Behind Schedule
416420	Safe Journeys to School	809	836	836	-	In Progress > 75%	Behind Schedule
416421	Road Corridor Safety Implementation	302	320	320	-	In Progress 50-75%	On Schedule
416456	Fowler Way Functional Study	70	75	75	-	Complete	On Schedule
417401	Arterial Asphalt Overlay Program	2,586	2,750	2,750	-	Complete	On Schedule
417402	Road Reconstruct Prgm	3,343	3,500	3,500	-	In Progress > 75%	On Schedule
417403	Asphalt Overlay Prgm	3,903	4,090	4,090	-	Complete	On Schedule
417404	City Owned Parking Lot - Major Rehab	73	250	250	-	In Design	Behind Schedule
417406	Trail Overlay Program	520	520	520	-	In Progress > 75%	On Schedule
417407	Sidewalk Program	759	1,100	1,100	-	In Progress 50-75%	Behind Schedule

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

		Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
417411	Lane Reconstruct Prgm	158	1,350	1,350	-	In Design	Behind Schedule
417412	Road Rehabilitation	256	300	300	-	Complete	On Schedule
417413	SA Trail Revitalization	72	350	350	-	In Design	Behind Schedule
417414	Barrier Wall Study & Replace	640	640	640	-	Complete	On Schedule
417415	Buildings Life Cycle Assessments	11	115	115	-	Not Yet Commenced	Behind Schedule
417416	Traffic Calming Strategies	543	543	543	-	Maintenance	On Schedule
417420	Safe Journeys to School	694	700	700	-	Maintenance	Behind Schedule
418401	Arterial Rehab Program	1,278	1,545	1,545	-	Maintenance	On Schedule
418402	Road Reconstruct Prgm	424	2,920	2,920	-	In Progress 0-50%	On Schedule
418403	Local and Collector Rehab	2,293	2,545	2,545	-	Maintenance	On Schedule
418404	City Owned Parking Lots Rehab	45	1,515	1,515	-	In Design	On Hold
418405	Permanent Line Marking Program	277	301	301	-	In Progress > 75%	On Schedule
418406	Trail Rehab Prgm	182	439	439	-	In Progress > 75%	On Schedule
418407	Sidewalk Program	71	905	905	-	In Progress 0-50%	Behind Schedule
418410	Crack Sealing Program	101	131	131	-	In Progress > 75%	On Schedule
418411	Lane Reconstruct Prgm	-	1,600	1,600	-	In Design	On Hold
418412	Road Repairs	239	310	310	-	In Progress > 75%	On Schedule
418413	Bridge Maintenance	-	65	65	-	In Progress 0-50%	On Schedule
418414	Barrier Wall Study & Replacement	168	1,667	1,667	-	In Progress 0-50%	On Schedule
418415	Buildings Life Cycle Assessments	-	225	225	-	Not Yet Commenced	Behind Schedule
418416	Traffic Calming Strategies	314	922	922	-	In Progress > 75%	Behind Schedule
418418	Intersection Enhancements	-	1,244	1,244	-	In Design	Behind Schedule
418419	ITS Strategy Implementation	300	300	300	-	Complete	On Schedule
418420	Safe Journeys to School	493	606	606	-	In Progress 50-75%	Behind Schedule
418421	Road Corridor Safety Implementation	23	158	158	-	In Progress 0-50%	Behind Schedule
418458	Transport Network Imprv Strategy	106	125	125	-	Complete	On Schedule
414508	Former PW Yard Remediation Prgm	354	500	500	-	In Progress 50-75%	On Hold
418803	Contaminated Sites Remediation	91	100	100	-	Complete	On Schedule
417408	Transportation Systems Mgmt	785	785	785	-	Complete	On Schedule
417409	Transport Master Plan Implement	481	495	495	-	In Progress > 75%	Behind Schedule
417417	Traffic Signal Maintenance	528	529	529	-	Complete	On Schedule
417421	SA Trail Traffic Signal Optimization	117	208	208	-	In Progress 50-75%	Behind Schedule
418332	Traffic Pre-Emption System	78	95	95	-	Maintenance	On Schedule
418408	Transportation Systems Mgmt	543	815	815	-	In Progress 50-75%	On Schedule
418409	Transport Master Plan Implement	37	235	235	-	In Progress 0-50%	Behind Schedule
418417	Traffic Signal Maintenance	338	550	550	-	In Progress 50-75%	On Schedule
416807	Subdivision Entrance Signage	-	30	30	-	Not Yet Commenced	On Hold
415414	St. Anne Realignment Construction	4,188	4,300	4,300	-	Maintenance	On Schedule
416424	Accessibility Initiatives	40	40	40	-	Complete	Behind Schedule
416425	Millennium Park - Phase 1	246	360	360	-	Complete	Behind Schedule
417424	Accessibility Initiatives	-	40	40	-	In Progress 0-50%	Behind Schedule
418424	Vehicle- Safety Codes Officer	30	29	30	(1)	Complete	On Schedule
418425	Municipal Development Plan	288	1,094	1,094	-	In Progress 0-50%	On Schedule
418426	Lakeview Bus District & Badger Lands ASP	-	110	110	-	In Design	On Schedule
Total Function #F1007 Planning & Engineering		$40,396	$76,074	$75,899	$174		
Function #F1008 Corporate Financing							
418506	110 Carleton	8,780	8,780	8,780	-	Complete	On Schedule
Total Function #F1008 Corporate Financing		$8,780	$8,780	$8,780	$-		
	Total	**$95,619**	**$170,195**	**$169,975**	**$220**		

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2018

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
Function #F1009 Utilities							
415230	Meter Reader Update	1,000	1,000	1,000	-	In Progress > 75%	On Schedule
417731	Meter Reader Update	5,119	5,353	5,353	-	In Progress > 75%	On Schedule
413414	Water Netw ork LOS	541	551	551	-	Maintenance	On Schedule
414430	Water Netw ork LOS	512	578	578	-	In Progress > 75%	On Schedule
415430	Water Netw ork LOS	499	800	800	-	In Progress 50-75%	On Schedule
415831	SCADA Upgrades for Water Stations	41	50	50	-	In Progress > 75%	On Schedule
416430	Water Netw ork LOS	429	800	800	-	In Progress 50-75%	On Schedule
416432	Lacombe Reservoir Re-align	1,160	1,400	1,400	-	Maintenance	On Schedule
416835	Water System Infrastructure Rehab	440	440	440	-	Complete	On Schedule
417430	Water Netw ork LOS	48	1,633	1,633	-	In Progress > 75%	Behind Schedule
417431	Sturgeon Heights Pumphouse Rebuild	4	524	524	-	Not Yet Commenced	On Hold
417831	Water SCADA System Upgrades	52	350	350	-	In Design	On Hold
417835	Water System Infrastructure Rehab	475	475	475	-	Complete	On Schedule
418430	Water Netw ork LOS	194	1,252	1,252	-	In Progress 0-50%	On Schedule
418835	Water System Infrastructure Rehab	503	505	505	-	In Progress > 75%	On Schedule
418836	Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
414442	WASTWT Lift Station Rehab	3,533	3,570	3,570	-	Maintenance	On Schedule
415442	Rivercrest Lift Station Rehab	-	300	300	-	In Design	On Schedule
415841	WASTWT SCADA Upgrades	44	50	50	-	In Progress > 75%	On Schedule
415845	WASTWT Rehab Prgm	229	229	229	-	Complete	On Schedule
416442	Rivercrest Lift Station Rehab	40	2,000	2,000	-	Not Yet Commenced	On Hold
417442	WASTWT Lift Station Studies	164	550	550	-	In Progress 0-50%	On Schedule
417841	WASTWT SCADA System Upgrades	52	350	350	-	In Design	On Schedule
417842	WASWT CCTV Equip Replace Plan	282	318	318	-	In Progress > 75%	On Schedule
415441	WASTWT Main Replacement	363	582	582	-	In Progress 50-75%	On Schedule
415454	N. Interceptor Trunkline (Proj 9)	2,157	2,157	2,157	-	Complete	On Schedule
416440	WASTWT Collection System Service Level	2,640	2,640	2,640	-	Maintenance	Behind Schedule
416441	WASTWT Main Replacement	52	611	611	-	In Design	On Schedule
416443	N. Interceptor Trunkline (Proj 9)	17,709	32,000	32,000	-	In Progress 50-75%	Behind Schedule
416845	WASTWT Rehab Prgm	167	237	237	-	In Design	Behind Schedule
417440	WASTWT Collection System Service Level	289	436	436	-	In Progress 50-75%	On Schedule
417441	WASTWT Main Replacement	871	1,153	1,153	-	In Progress > 75%	On Schedule
417845	WASTWT Rehab Prgm	104	245	245	-	In Design	Behind Schedule
417846	WASTWT Household Service Replace	240	240	240	-	Complete	On Schedule
418440	WASTWT Collection System LOS	276	2,758	2,758	-	In Progress 0-50%	On Schedule
418441	WASTWT Main Replacement	6	661	661	-	Not Yet Commenced	Behind Schedule
418845	WASTWT Rehab Prgm	3	256	256	-	In Design	Behind Schedule
418846	WASWT Household Service Replace	146	250	250	-	In Progress 50-75%	On Schedule

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

		Project To Date	Project Budget	Forecast	Variance	Project Status	Project Schedule
Function #F1009 Utilities							
418847	Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
414450	Lacombe Park Bank Repairs	706	750	750	-	Maintenance	On Schedule
414451	Campbell STORM Mgmt Facility	3,400	3,500	3,500	-	Maintenance	On Schedule
414453	Oakmont Sw ale Reconstruct	2,495	2,500	2,500	-	Complete	On Schedule
415451	STORM Infrastructure Rehab	1,589	1,600	1,600	-	In Progress > 75%	On Schedule
416451	STORM Infrastructure Rehab	1,231	1,600	1,600	-	In Progress 50-75%	On Schedule
416452	STORM Mgmt Level of Service	3,389	3,470	3,470	-	In Progress > 75%	On Schedule
416453	Sediment and Erosion Control	1,858	3,363	3,363	-	In Progress > 75%	On Schedule
416454	Heritage Lakes Storm System	832	900	970	(70)	In Progress > 75%	On Hold
416457	Beaudry Place Storm Drainage Upgrade	38	750	750	-	In Progress 0-50%	Behind Schedule
417451	STORM Infrastructure Rehab	361	1,984	1,984	-	In Progress 0-50%	On Schedule
417452	STORM Mgmt Level of Service	125	2,219	2,219	-	In Progress 0-50%	On Schedule
417453	Sediment and Erosion Control	-	385	385	-	In Design	On Schedule
418450	NE Strom Outfall (Proj 5)	-	1,000	1,000	-	Not Yet Commenced	On Schedule
418451	Carrot Creek Reg Mstr Drainage Plan	-	200	200	-	Not Yet Commenced	On Schedule
418452	STORM Mgmt LOS	50	1,377	1,377	-	In Design	On Schedule
418453	Sediment and Erosion Control	175	2,036	2,036	-	In Design	On Schedule
418454	STORM Mgmt Facility Assessment	128	180	180	-	In Design	On Schedule
418455	Utilities Operations Truck	33	31	31	-	Complete	On Schedule
418456	STORM Team Lead Truck	34	34	34	-	Complete	On Schedule
418457	STORM Facility Signage	-	120	120	-	Not Yet Commenced	Behind Schedule
418851	STORM Infrastructure Rehab	17	1,922	1,922	-	Not Yet Commenced	On Hold
418852	Utility Master Plan	-	210	210	-	Not Yet Commenced	Behind Schedule
417761	Recycle Yard Upgrades	22	25	25	-	Maintenance	On Schedule
Total Function #F1009 Utilities		$56,863	$97,881	$97,951	$70		
	Total	**$56,863**	**$97,881**	**$97,951**	**$70**		

APPENDIX 3 – STATEMENT OF RESERVES

FOR THE PERIOD ENDING DECEMBER 31, 2018

In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
O1	Stabilization Reserve	4,665	4,857	(958)	3,899
O3	Operating Program	4,273	4,579	(4,352)	227
O4	Risk Management Reserve	1,369	1,335	35	1,369
O5	Traffic Safety	170	143	26	168
O7	Children's Festival Reserve	14	96	(81)	14
O8	RCMP Contract Expense Reserve	923	919	5	923
O9	Safety Enhancement Reserve	707	650	(52)	598
O10	Election and Census Reserve	442	391	51	442
	Total Operating	**12,563**	**12,970**	**(5,326)**	**7,640**
C1	Internal Financing Reserve	(6,155)	2,215	(8,370)	(6,155)
C2	Major Recreational Lands & Facilities	2,375	3,130	(1,778)	1,352
C3	Offsite Levy Recoveries	24,596	19,363	293	19,656
C4	Lifecycle	16,713	15,277	(162)	15,115
C5	Municipal Land and Facilities Reserve	769	749	19	769
C6	Capital Funding	25,467	26,014	(12,144)	13,869
C7	Growth Stabilization Reserve	1,995	2,501	(784)	1,718
C8	Energy Efficiency Reserve	125	0	125	125
	Total Capital	**65,885**	**69,249**	**(22,801)**	**46,449**
	Total Utilities	**48,563**	**49,586**	**(16,436)**	**33,150**
OA1	Outside Agency Operating	236	177	(41)	136
OA2	Outside Agency Capital	50	50	-	50
	Total Outside Agency	**286**	**227**	**(41)**	**186**
		127,297	**132,032**	**(44,604)**	**87,425**

APPENDIX 4 GLOSSARY

TERM	DESCRIPTION
Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure.
City Debt Limit	City ceiling which prevents the debt limit from exceeding 85 per cent of the MGA's debt limit on non-tax debt and 50 per cent of the MGA's debt limit on tax supported debt.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Forecast	The projection of revenues and expenditures for current fiscal year.
Function	Part of the City's organizational structure.
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:

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