



CITY OF ST. ALBERT CORPORATE REPORT QUARTER FOUR 2020

Released February 16, 2021

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 quarterly 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

The Strategic Plan contains six priorities and represents the connections between council members varying perspectives and highlights the common goals in service to the community.

For each priority, status has been set that represents its status as of the end of quarter four, December 2020.

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

About the City of St. Albert Corporate Business Plan

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

COVID-19 PANDEMIC

The past year has been marked globally by the COVID-19 pandemic. As a result, the City of St. Albert has had to adjust and adapt its operations, services and programs to accommodate this new reality. Through its response to the pandemic, some City services and facilities were suspended, and some service levels remain reduced.

The Quarter Four Corporate Report highlights the progress the City has made on the initiatives included in the 2020 - 2021 Corporate Business Plan for the period of September 1, 2020 to December 31, 2020.

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

Complete revision of the Municipal Development Plan MDP			
Status	● On Track	Expected Completion	Q2 2021
Progress Update	<p>The fourth round of engagement was completed which included:</p> <ul style="list-style-type: none">• Launch of the project website using the City's online engagement platform - Cultivate the Conversation• A live webinar and questionnaire• Formal circulation of the draft plan to government organizations and other agencies <p>On December 21, 2020, Council completed 1st reading for the MDP implementing bylaw. Subsequently, the MDP was submitted to the Edmonton Metropolitan Region Board for approval.</p> <p>Following a decision from the Edmonton Metropolitan Region Board, the MDP bylaw will be brought forward to Council for consideration of the 2nd and 3rd reading, and approval.</p>		
City of St. Albert Annexation of Sturgeon County Land			
Status	● On Track	Expected Completion	Q3 2021
Progress Update	<p>The findings from the public engagement session in October were incorporated and the Annexation Application Report was created. The annexation application was submitted to the Municipal Government Board in December.</p>		
City of St. Albert Annexation of City of Edmonton Land			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>Discussions continued with Edmonton Administration and it was agreed to advance the Annexation. The submission to the Municipal Government Board is planned to take place before the Fall election.</p>		

Identify and recommend high value projects and programs to capture emergent growth opportunities.

Status	● Not Yet Started	Expected Completion	Q4 2021
Progress Update	Due to staff capacity and turnover, this project has not started yet. The next steps will include the development of a project plan with timelines and deliverables.		

Consider new governance and investment strategies to enhance and maintain St. Albert as the region's preferred community now and in the future.

Status	● On Track	Expected Completion	Q4 2021
Progress Update	Preliminary discussions took place with internal departments to identify barriers and opportunities. Consultations are being planned with external partners and stakeholders.		

COUNCIL STRATEGIC PRIORITY #2:

Priority	Economic Development: Enhance business/commercial growth.
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The following initiatives have been included in the Corporate Business Plan to help achieve this priority:

Encourage and support completion and approval of third-party ASPs in growth areas.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	Water well monitoring has begun for Lakeview Business District and Badger Lands Area Structure Plans. For lands to the North of St. Albert, technical work is progressing and has been circulated to partners. The City is still awaiting correspondence regarding the agreement in principle from Alberta Education, school boards and landowners.		
Develop and recommend Green Tape 2.0 initiatives to enable increased growth, investment, and commerce in St. Albert, focusing on a strong collaborative model with the development industry.			
Status	● Off Track	Expected Completion	Q2 2021
Progress Update	Starting this project was dependant on the completion of the Development Competitive Analysis which was done in Q3 2020. An internal meeting was held to review the outcomes of the Analysis. The meeting discussed the best path forward and recommended areas to focus on. With this information, the draft report has been started.		

Implement a broader economic sustainability platform to develop commerce retention and resiliency strategies.

Status	● On Track	Expected Completion	Q4 2021
Progress Update	Businesses that participated in the Business Retention and Expansion Survey were followed up with and a summary of findings has been compiled. A final action plan is still to be developed.		

Develop strategies to enable entrepreneurial ventures and groups.

Status	● Off Track	Expected Completion	Q3 2021
Progress Update	A draft plan from NABI was received. The report outlined NABI's direction as an organization. Conversations will continue to determine what level of entrepreneurial support can be available in St. Albert and if additional partners can help. Staff capacity in 2020 has delayed this project.		

COUNCIL STRATEGIC PRIORITY #3:

Priority	Building a Transportation Network: Integrated transportation systems.
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The following initiatives have been included in the Corporate Business Plan to help achieve this priority:

Steward the construction schedule, mitigating the associated risks, for the four phases of twinning Ray Gibbon Drive, in its entirety to 2029, to an arterial standard.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>Phase 1 (South City limit to North of LeClair Way) has been completed except for final landscaping and deficiency work.</p> <p>Engineering / Design for Phases 2 - 4 have been tendered and awarded and design work commenced for Phase 2 (North of LeClair Way to North of McKenney Ave).</p> <p>Additional improvements at the Anthony Henday Drive Westbound offramp at 184 St (Ray Gibbon) have been designed and construction tendered though it is yet to be awarded.</p>		
Optimize and evaluate the Intelligent Transportation System (ITS) technology deployed to date on Boudreau Road and St. Albert Trail.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>St. Albert Trail corridor integration of Signal Performance Measures has been completed. Finalization of integration is anticipated in Q1 2021 which will be followed by an evaluation of the two systems and a final recommendation.</p>		

Implement the prioritized inventory of approved arterial network improvements.			
Status	● At Risk	Expected Completion	Q4 2021
Progress Update	<p>North St. Albert Trail Phase 1 work construction began but is behind schedule due to field design changes and a COVID-related late construction start. The overall delivery of North St. Albert Trail Improvements is anticipated to be delivered within the time frame of completion by 2024.</p> <p>Ray Gibbon Drive Phase 1 Improvements are complete and Phase 2 - 4 design work has commenced with construction schedules anticipated to align to the 4 phases being completed by 2029.</p> <p>Fowler Way alignment has been finalized and some preliminary environmental work was completed where possible.</p> <p>Neil Ross Road functional alignment and Boudreau Rd. at Bellerose Rd. intersection designs have been completed.</p>		
Contribute resources to the partnership implementing the Regional Transit Service Commission.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>All eight municipalities of the Regional Transit Service Commission (RTSC) passed revised Council resolutions to formally establish the RTSC. This is consistent with the Red Tape Reduction Act released by the Province in the Summer of 2020.</p> <p>Administrations of member municipalities have been supporting foundational workstreams in the areas of Human Resources, Legal, Finance, and Communications. The RTSC contracted Optimum Talent to initiate the search for their inaugural Chief Executive Officer. A decision and an announcement are expected in Q1 2021.</p>		
Complete the Naki Transit Facility and Park & Ride.			
Status	✓ Completed	Expected Completion	Q4 2020
Progress Update	<p>The project is complete. Substantial Completion Certificate was issued in early December.</p>		

Implement the Transit Local Service Restructure by considering on-demand services and partnerships with the service providers and ridership groups.

Status	● On Track	Expected Completion	Q4 2021
Progress Update	A pilot project continues with stakeholder consultations including operators, customers and dispatch, and compiling of program statistics.		

Complete the implementation of the approved Transportation Safety Plan programs and projects.

Status	● On Track	Expected Completion	Q4 2021
Progress Update	Public engagement on speed recommendations was completed and a report was compiled. Construction of Traffic Calming and Safe Journeys to School programs planned for 2020 was completed. 2019 Collision Network screening and reporting are in progress.		

Implement approved Transportation Master Plan projects.

Status	● On Track	Expected Completion	Q4 2021
Progress Update	Active accommodation priority sites for 2020 were completed for new sidewalks. The design of the next priority sites was completed and is to be tendered in Q2 2021.		

COUNCIL STRATEGIC PRIORITY #4:

Priority	Infrastructure Investment: Identify and build and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies.
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The following initiatives have been included in the Corporate Business Plan to help achieve this priority:

Secure ownership of RR260 lands for a future community amenities site subject to Council approval.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>The City has been engaged in land transfer negotiations with the landowner despite setbacks on schedule due to Covid-19. A draft memorandum of the agreement is 95% complete and the land transfer agreement terms are in draft form for expected completion in Q1 2021.</p> <p>The engineering design for the servicing of the Community Amenities site was advanced to 100%. Presentation to Council for approval of the servicing project charter, land acquisition and funding occurred in Q4 2020 and the servicing tenders are placed in the market for closure and award in Q1 2021.</p>		
Secure ownership of future Fire Hall #4 lands subject to Council approval.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	<p>The City has engaged with potential landowners to negotiate future lands for Fire Hall #4. A phase 1 Environmental Site Assessment was completed to assist in the purchase of the proposed land.</p>		
Identify an inventory of existing facilities including an assessment of condition and usability and identify gaps in land and facility supply and demand.			
Status	● At Risk	Expected Completion	Q4 2021
Progress Update	<p>Maturity Improvement Plans (MIP) meetings were conducted during the last quarter of the year to walk through project plans, address any questions or concerns, and set timelines for the plans. Two MIPs have been signed and collected.</p>		

Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets.			
Status	● At Risk	Expected Completion	Q4 2021
Progress Update	Maturity Improvement Plans (MIP) meetings were conducted during the last quarter of the year to walk through project plans, address any questions or concerns, and set timelines for the plans. In total, 14 of the 24 stewarding meetings were conducted and timelines assigned. Work will continue into 2021.		
Develop/refine Utility Services business and operating models and seek and evaluate strategic alliance/merger opportunities.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	A project team has been established and work will continue through the project plan.		
Identify and recommend opportunities for investment in long-term revenue generating infrastructure.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	A solar project is on track for examination and work has begun on investigating a municipal energy corporation. Work will continue to examine possible partnerships and other revenue-generating opportunities as they arise.		

COUNCIL STRATEGIC PRIORITY #5:

Priority	Housing and Social Well-being: Enhance housing options and social supports.
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The following initiatives have been included in Corporate Business Plan to help achieve this priority:

Develop revitalization strategies for mature neighbourhoods.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	The Municipal Development Plan sets the direction for where intensification is recommended and has identified opportunities for new land use districts to enable mixed-use opportunities within key locations in mature neighbourhoods.		
Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility and review best practices for alternative financing.			
Status	✓ Completed	Expected Completion	Q1 2021
Progress Update	<p>To address actions for housing diversity, Council approved a new residential front back district, and amendments to incorporate zero lot line residential developments in the Land Use Bylaw.</p> <p>Mixed-use and mixed-income development is being implemented through the expression of interest for 22 St.Thomas Street.</p> <p>Further work was undertaken on a land strategy for housing through research for potential sites for the Youth Transitional Housing model under the Rapid Housing Initiative.</p>		
Explore options for enhanced social sector collaboration.			
Status	● On Track	Expected Completion	Q4 2021
Progress Update	A project plan was completed. The project plan also address demands for counselling services. Work will continue with input from the social sector and the Strategy and Mobilization Committee in 2021.		

COUNCIL STRATEGIC PRIORITY #6:

Priority	Environmental Stewardship: Explore innovative environmental and conservation opportunities.
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The following initiatives have been included in Corporate Business Plan to help achieve this priority:

Enhance waste minimization strategies with emphasis on reduce and reuse activities.			
Status	● Off Track	Expected Completion	Q2 2021
Progress Update	The Federal Government has launched an initiative to reduce single-use items nationally. With this new initiative, Administration needs to determine if a local strategy is required. No further work was completed due to COVID capacity constraints.		
Implement a Waste to Energy Pilot Project, subject to Council approval			
Status	● At Risk	Expected Completion	Q4 2021
Progress Update	The permits with the City of Edmonton are complete and meetings were held with several private funding entities.		
Investigate and integrate existing environmental master plans into the Municipal Development Plan (MDP) and plan activities.			
Status	● On Track	Expected Completion	Q2 2021
Progress Update	A new framework for the long-range planning was endorsed and a pilot has begun with the development of the Green Environment Strategy.		
Continue development of a potential net zero pilot project.			
Status	● Not Yet Started	Expected Completion	Q4 2021
Progress Update	Work on this project was halted due to COVID-19 and has not started yet.		

Financial Summary

Quarter Four

Financial Summary

The COVID-19 pandemic has resulted in significant financial, economic, and social impacts, requiring the City to undertake financial strategies to ensure long-term sustainability. These strategies included wage freezes, service level reductions, a temporary layoff of non-permanent staff, redeployment of permanent staff to fill temporary summer employment and a hiring freeze. Departments were also tasked with reducing costs, resulting in savings in learning and development, office supplies and other administrative expenses. These proactive actions have resulted in a surplus of \$10.3 million, of which \$7.5 million was one-time grant funding from the province to cover revenue losses and increased expenses due to COVID. The City is in a strong position to handle future ongoing financial impacts from the pandemic.

Municipal

Operating:

- \$164.9 million in revenue recognized, which is \$8.7 million below budget.
- \$154.6 million has been spent, which is \$18.9 million below budget.

Capital:

- There is a total of 170 municipal capital projects for 2020.
- To date, \$110.8 million has been spent out of a \$229.7 million cumulative budget.

Utility

Operating:

- \$40.3 million in revenue recognized, which is \$294 thousand over budget.
- \$31.6 million has been spent, which is \$1.1 million over budget.

Capital:

- There is a total of 64 utility capital projects for 2020
- To date, \$51.7 million has been spent out of an \$83.5 million cumulative budget.

Investments

The City has \$212 million in cash and investments and earned \$4.5 million in investment income to date.

Reserves

The balance is \$141 million, with a year-end uncommitted balance of \$71.6 million.

Debt

The City's outstanding debt is \$46.3 million, which is significantly lower than the municipal ceiling.

MUNICIPAL OPERATING SUMMARY BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2020
IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Variance
Revenue			
Council	\$13	\$23	\$(10)
Executive Leadership	1,530	1,587	(57)
General Government	2,666	3,332	(666)
Community & Recreation Services	10,660	14,950	(4,290)
Emergency Services	7,776	9,885	(2,109)
Public Works & Transit	13,553	13,352	201
Planning & Engineering	4,000	5,850	(1,849)
Corporate Financing	124,721	124,641	80
Total Revenue	\$164,920	\$173,620	\$8,699

Expenses			
Council	\$650	\$803	\$152
Executive Leadership	7,242	8,234	992
General Government	18,848	21,069	2,221
Community & Recreation Services	19,820	28,361	8,540
Emergency Services	36,628	38,577	1,949
Public Works & Transit	36,503	40,534	4,032
Planning & Engineering	11,744	13,625	1,881
Corporate Financing	23,198	22,418	(780)
Total Expenses	\$154,632	\$173,620	\$18,988

Excess of Revenue over Expenses			
Council	\$(637)	\$(779)	\$142
Executive Leadership	(5,712)	(6,647)	935
General Government	(16,181)	(17,737)	1,555
Community & Recreation Services	(9,160)	(13,411)	4,251
Emergency Services	(28,851)	(28,692)	(160)
Public Works & Transit	(22,949)	(27,182)	4,233
Planning & Engineering	(7,744)	(7,775)	32
Corporate Financing	101,523	102,223	(700)
Total Revenue Over Expenses	\$10,288	\$0	\$10,288

*Variance represents the difference between budget and actual amounts.

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

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council – \$142 thousand lower than budget

Revenue – No significant variances

Expense - \$152 thousand lower than budget

- \$104 lower in learning and travel due to spending reductions to offset COVID impacts.
- \$36 lower in telephone and office supplies due to spending reductions to offset COVID impacts.
- \$14 lower due to Council contingency fund not expended.

Executive Leadership - \$935 thousand lower than budget

Revenue – \$57 thousand lower than budget

- \$487 lower due to projects funded from the reserve which will carry into next year with no tax impact (Service Level Review, IAC-Sturgeon County, Public Participation, Community Satisfaction).
- \$445 higher due to a one-time provincial COVID operating grant.
- \$39 higher due to Provincial operating grant for Library operations.

Expense - \$992 thousand lower than budget

- \$870 lower in salaries due to vacant positions being held for redeployment.
- \$487 lower in the contract and general services due to projects funded from the reserve which will carry into next year with no tax impact (Service Level Review, IAC-Sturgeon County, Public Participation, Community Satisfaction).
- \$53 lower in contracted services, travel and employee recognition due to spending reductions to offset COVID impacts.
- \$453 higher in costs for the Emergency Operations Centre and obtaining supplies necessary to comply with Alberta Health Services Guidelines.

General Government - \$1,555 thousand lower than budget

Revenue – \$666 thousand lower than budget

- \$691 lower due to projects funded from the reserve which will carry into next year with no tax impact (Records Management, Safety Enhancement).
- \$431 lower in late payments on taxes due to penalty-free period for residents on non-payment.
- \$57 lower in business licenses due to lower residential and non-residential licenses.
- \$248 higher due to one-time provincial COVID operating grant,
- \$246 higher due to recovered costs from the ERJOI project, and WCB recoveries.

Expense - \$2,221 thousand lower than budget

- \$1,140 lower due to projects funded from the reserve which will carry into next year with no tax impact (Records Management, Safety Enhancement) and spending reductions to offset COVID impacts.
- \$832 lower in salaries due to vacancies.
- \$219 lower in advertising due to spending reductions to offset COVID impacts as well as reduced advertising requirements.
- \$51 lower in office supplies due to spending reductions to offset COVID impacts and decreased operating requirements while staff worked from home.

Community & Recreation Services - \$4,251 thousand lower than budget

Revenue - \$4,290 thousand lower than budget

- \$6,927 lower in revenue due to intermittent recreation facility and service closures, service restrictions due to COVID -19 and community readiness to return once facilities and services resumed with modified service levels.
- \$1,268 lower in revenue due to intermittent cultural facility and service closures, service restrictions due to COVID -19 and community readiness to return once facilities and services resumed with modified service levels
- \$3,904 higher due to a one-time provincial COVID operating grant.

Expense - \$8,540 thousand lower than budget

- \$5,458 lower in expense due to intermittent recreation facility and service closures, service restrictions due to COVID -19 and community readiness to return once facilities and services resumed with modified service levels.
- \$3,083 lower in expense due to intermittent cultural facility and service closures, service restrictions due to COVID -19 and community readiness to return once facilities and services resumed with modified service levels.

Emergency Services - \$160 thousand higher than budget

Revenue – \$2,109 thousand lower than budget

- \$1,315 lower in fines due to decrease in tickets issued and front counter service demand offset by a slight increase in animal licenses.
- \$1,100 lower due to projects funded from the reserve which will carry into next year with no tax impact (RCMP Contract Rate Adjustment).
- \$326 higher due to a one-time provincial COVID operating grant.

Expense - \$1,949 thousand lower than budget

- \$1,100 lower due to projects funded from the reserve which will carry into next year with no tax impact (RCMP Contract Rate Adjustments).
- \$501 lower in RCMP contract due to fewer officers than budgeted.
- \$366 lower in contracted services as a result of less fine revenue.
- \$167 lower in contracted services and supplies due to spending reductions to offset COVID impacts.
- \$158 higher in materials, goods and supplies due to increased supplies from COVID.

Public Works & Transit - \$4,233 thousand lower than budget**Revenue – \$201 thousand higher than budget**

- \$3,000 higher due to a one-time provincial COVID operating grant.
- \$2,388 lower in transit revenue due to reduction in services, free transit, and elimination of Spring and Fall U-PASS revenue.
- \$415 lower due to projects funded from the reserve which will carry into next year with no tax impact (Civic Space Planning, All Aboard Program).

Expense - \$4,032 thousand lower than budget

- \$1,661 lower in transit contract due to reduction in services.
- \$1,347 lower in gas, diesel, and parts due to reduction in transit service and lower diesel costs.
- \$1,000 lower in contracted services due to spending reductions to offset COVID impacts.
- \$416 lower in salaries due to vacancies and redeployment of City staff to Public Works.
- \$415 lower due to projects funded from the reserve which will carry into next year with no tax impact (Civic Space Planning, All Aboard Program).
- \$127 lower in wireless charges due to delay of regional Smart Fare/ Smart Bus project.
- \$97 lower in chemicals due to reduction in services.
- \$812 higher in costs to obtain supplies necessary to comply with Alberta Health Services Guidelines.

Planning & Engineering - \$32 thousand lower than budget**Revenue - \$1,849 thousand lower than budget**

- \$1,796 lower due to projects funded from the reserve which will carry into next year with no tax impact (Sturgeon County Annexation, Sturgeon Annex Payment, P&E Growth Resources).
- \$120 lower in permit and development fees due to lower than anticipated development.
- \$101 higher in unbudgeted grants for Municipal Energy Manager Program and Canada Summer Jobs

Expense - \$1,881 thousand lower than budget

- \$1,796 lower due to projects funded from the reserve which will carry into next year with no tax impact (Sturgeon County Annexation, Sturgeon Annex Payment, P&E Growth Resources).
- \$125 lower in professional services due to spending reductions to offset COVID impacts.
- \$50 lower in office supplies due to spending reductions to offset COVID impacts and decreased requirements while staff worked from home.
- \$165 higher in electricity due to changes in delivery rates.

Corporate Financing - \$700 thousand lower than budget

Revenue – \$80 thousand higher than budget

- \$880 higher in transfer from reserves to offset financial impacts of COVID through use of carry forward project and public art funds.
- \$200 higher in miscellaneous revenue due to unbudgeted Telus Municipal Access Agreement.
- \$960 lower in interest revenue due to lower interest rates.

Expense - \$780 thousand higher than budget

- \$751 higher for year-end payroll accrual.
- \$275 higher in tax rebates due to higher tax appeals volume.
- \$189 lower in interest expense due to lower interest rate on transfers to reserve and deferred revenue balances.

Municipal Capital Summary

Budget vs. Forecast Comparison

Table 1 illustrates that to date, \$110.8 million has been spent out of \$229.7 million.

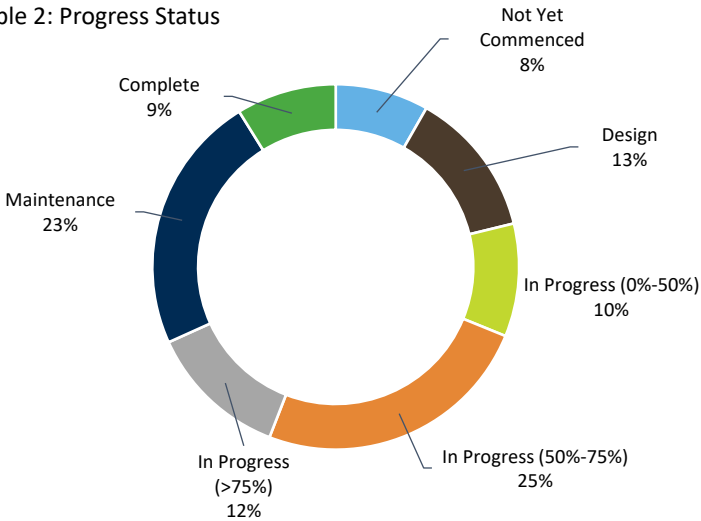
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	No. of Projects
2020	23,710	91,297	45
2019	33,824	65,849	54
2018	12,621	17,860	26
Prior	40,687	54,688	45
TOTAL	\$110,842	\$229,694	170

Project Status

As shown in Table 2, 92% of the 170 projects are currently in progress or complete.

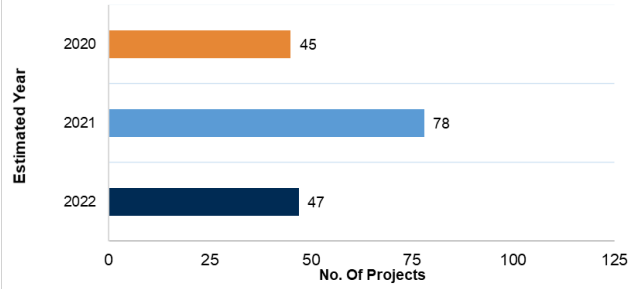
Table 2: Progress Status



Project Completion

As the majority of the City’s projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 3 indicates that 45 projects are anticipated to be closed at the end of the year.

Table 3: Estimated Completion Year



UTILITY OPERATING SUMMARY BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2020

In Thousands of Dollars

	Actual YTD	Budget	Variance
Revenue			
Utility Finance	\$1,620	\$1,061	\$559
Water	12,647	12,798	(151)
Wastewater	13,174	13,298	(124)
Storm	5,310	5,342	(33)
Solid Waste Management	7,515	7,472	42
Total Revenue	\$40,266	\$39,972	\$294

Expenses			
Utility Finance	\$1,617	\$1,061	\$(556)
Water	10,308	9,545	(762)
Wastewater	10,382	10,743	361
Storm	1,723	1,781	58
Solid Waste Management	7,593	7,397	(196)
Total Expenses	\$31,623	\$30,527	\$(1,096)

Transfer to Reserve			
Water	\$2,339	\$3,253	\$(914)
Wastewater	2,792	2,555	237
Storm	3,587	3,561	25
Solid Waste Management	(78)	75	(154)
Total Transfer to Reserve	\$8,640	\$9,444	\$804

*Variance represents the difference between budget and actual amounts.

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

Utilities Operating Variance Analysis (In Thousands of Dollars)

Utility Finance - \$0 net budget

Revenue – \$559 thousand higher than budget

- \$692 higher in transfer from reserves due to debt payments on North St. Albert Trail.
- \$127 higher in fee for paper bills.
- \$197 lower in late payments due to penalty-free period during COVID.
- \$56 lower due to projects funded from the reserve which will carry into next year with no tax impact (Utility Grant Relief).

Expense - \$556 thousand higher than budget

- \$692 higher due to debt payments on North St. Albert Trail.
- \$56 lower due to projects funded from the reserve which will carry into next year with no tax impact (Utility Grant Relief).

Water - \$914 thousand lower than budget

Revenue – \$151 thousand lower than budget

- \$79 lower in the sale of water due to lower consumption.
- \$71 lower due to less new development flushing and fewer water connection fees.

Expense - \$762 thousand higher than budget

- \$332 higher in salaries due to hiring additional staff.
- \$243 higher in CUPE wages due to additional staff required and reallocation of work to Wastewater.
- \$145 higher in meter purchase and parts.
- \$91 higher in contracted services due to increased water line repairs as a result of atypical freezing.

Wastewater - \$237 thousand higher than budget

Revenue – \$124 thousand lower than budget

- \$124 lower due to reduction in wastewater service charges due to lower water consumption.

Expense - \$361 thousand lower than budget

- \$210 lower in CUPE wages due to reallocation of work from Water.
- \$114 lower in contracted services as resources redirected to Water.
- \$44 lower due to sufficient inventory stock of chemicals.

Storm - \$25 thousand higher than budget

Revenue - \$33 thousand lower than budget

- \$38 lower due to delay of implementation of the storm revised rate model and communication plan.

Expense – \$58 thousand lower than budget

- \$46 lower in professional services due to lower than expected costs related to water quality monitoring.

Solid Waste Management - \$154 thousand lower than budget

Revenue – \$42 thousand higher than budget

- \$70 higher in solid waste fees due to an increase in demand for larger garbage cart sizes.

Expense – \$196 thousand higher than budget

- \$152 higher in CUPE wages due to additional staffing required for recycling and compost depots due to COVID.
- \$37 higher in salaries due to additional staff hired.

Utility Capital Summary

Budget vs. Forecast Comparison

Table 4 illustrates that to date, \$51.7 million has been spent out of an \$83.5 million cumulative budget.

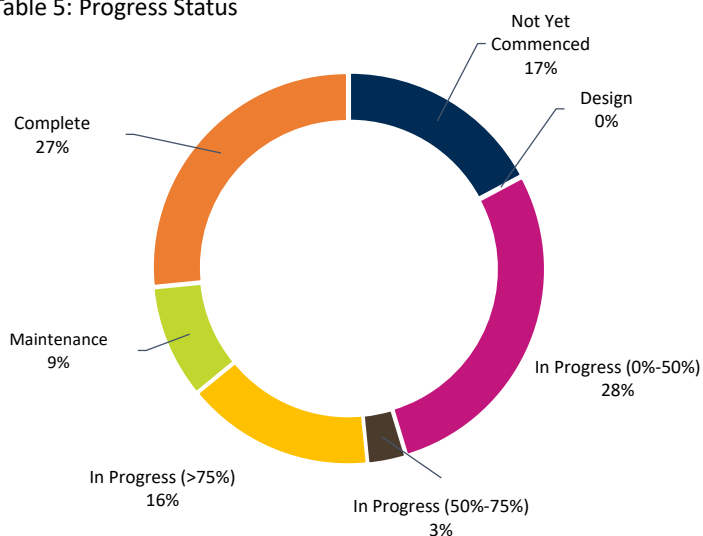
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	No. of Projects
2020	2,157	11,673	15
2019	1,440	9,019	9
2018	5,672	12,212	13
Prior	42,416	50,546	27
TOTAL	\$51,685	\$83,450	64

Project Status

As shown in Table 5, 83% of the 64 projects are currently in progress or complete.

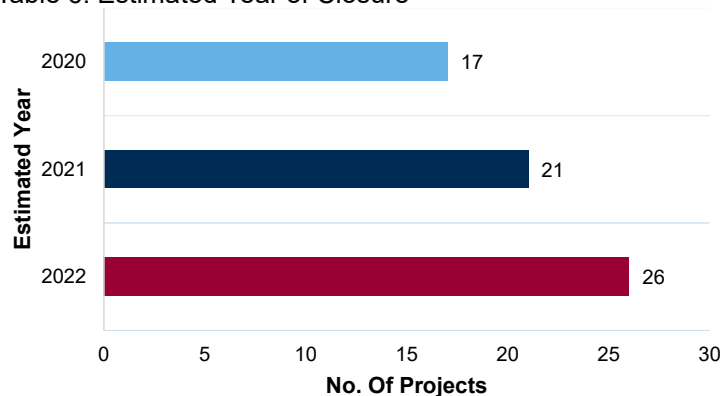
Table 5: Progress Status



Project Completion.

As the majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 6 indicates that 17 projects are anticipated to be closed at the end of the year.

Table 6: Estimated Year of Closure



Investments

As of December 31, 2020, the City has \$212 million in cash and investments and earned \$4.5 million in investment income.

The main objectives of the City of St. Albert's Investment Policy, C-FS-02 are:

Capital Preservation

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

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarter-end ratio was 1.09:1.00 which is over the minimum requirement. As illustrated in Table 8, the portfolio is split between investment terms to ensure anticipated short and long-term requirements are met.

Rate of Return

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

Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	65,557	30.89%
Scotiabank	56,439	26.59%
BMO	49,829	23.48%
CWB	20,065	9.45%
TD Securities	15,016	7.08%
ATB	5,115	2.41%
Servus	206	0.10%
Total	212,229	100.00%

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

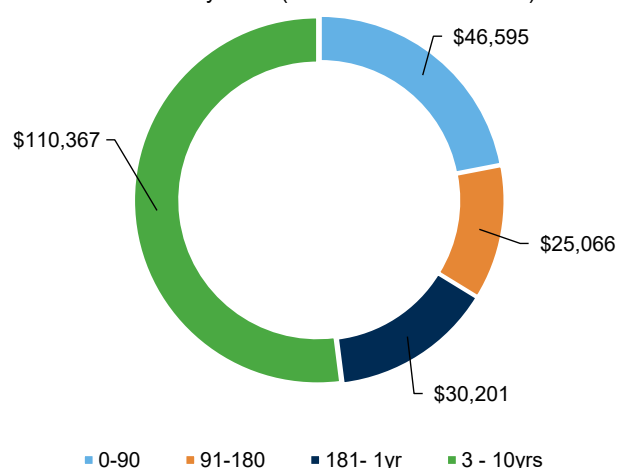


Table 9: Rate of Return Comparison

Type		St. Albert	Bank of Canada
Cash and Short Term Investments	Term	Average Portfolio Rate	T-Bill and Bond Rates
	0-90	0.73%	0.07%
	91-180	0.83%	0.10%
	181-1yr	1.42%	0.15%
Long Term Investments	3 - 10 yrs	2.64%	.25% to .70%

Reserves

As per Policy C-FS-01, Financial Reserves, the City recognizes the need for setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects. As illustrated in Table 10, the uncommitted balance as of December 31, 2020, is \$71.6 million of which:

- 6% for property tax stabilization and contingency funding.
- 43% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 51% for utility rate stabilization and funding of utility infrastructure.

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

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating	\$ 13,886	\$ 14,420	\$ (10,214)	\$ 4,206
Capital	70,210	67,036	(38,157)	28,879
Utilities	57,141	53,711	(15,364)	38,347
Outside Agencies	126	295	(170)	126
TOTAL	\$ 141,363	\$ 135,462	\$ (63,905)	\$ 71,557

Debt

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

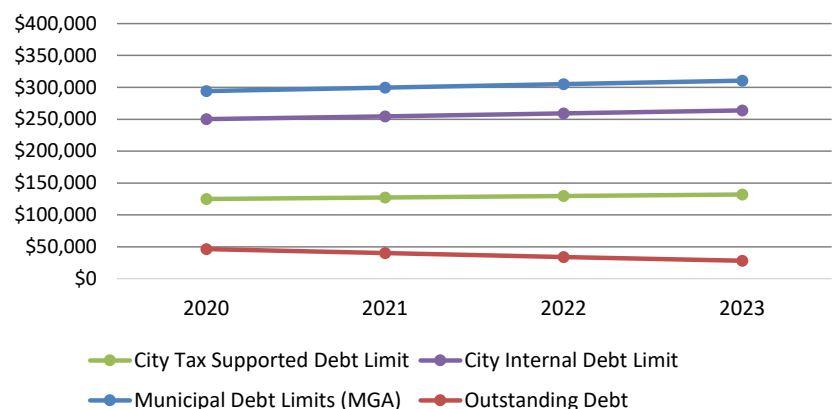
As illustrated in Table 11, the City has \$46.3 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to three significant projects:

- Servus Place of \$11.1 million expiring in 2025 and 2026.
- Ray Gibbon Drive of \$13.3 million expiring in 2020, 2026, 2027 and 2028.
- North Interceptor Trunkline of \$10.4 million expiring in 2022 and 2038.
- North St. Albert Trail of \$4.5 million expiring in 2040.
- Ray Gibbon Drive Upgrades of \$7.0 million expiring in 2040.

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

- Fire Hall #4 – Project Budget for \$21.1 million.

Table 11: Debt Limit VS Outstanding Debt (In Thousands of Dollars)



APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2020

In Thousands of Dollars

		Project To Date	Project Budget	Progress Status
Council				
415102	Railroad Safety Enhancement	1,058	1,165	In Design
Total Council		\$1,058	\$1,165	
General Government				
413505	Performance Measurement System	40	50	In Progress > 75%
414505	Performance Measurement System	-	50	Not Yet Commenced
415505	Central Records Shelving Upgrade	5	57	In Design
415506	Smart City Master Plan & Alliance	38	75	In Progress 0-50%
415508	Financial System Software	194	300	In Progress > 75%
415509	Council Chamber Technology	96	100	Complete
416503	Recreation Client Mgmt Software	199	200	Complete
416504	Single Window Services	158	200	In Progress > 75%
416508	Financial System Software	92	500	In Progress 0-50%
417503	Recreation Mgmt Software	148	183	In Progress > 75%
417506	AFRRCS Emergency Radio System	972	972	Complete
417808	Facilities Safety & Security	278	278	Complete
419501	IT Lifecycle Replacement Plan	657	688	Complete
419503	Non-Emerg Radio System Replace	37	353	In Progress 0-50%
419504	Municipal Area Network	332	550	In Progress > 75%
419505	HRIS Implement Support	94	94	Complete
419506	Asset Mgmt System Replace	-	200	In Design
420501	IT Lifecycle Replace Plan	237	718	In Progress 0-50%
420502	IT Office Automation	50	50	Complete
420503	Non-Emergency Radio System Replace	-	575	In Design
420506	Asset Mgmt System Replace	-	100	In Design
Total General Government		\$3,627	\$6,292	
Community & Recreation Services				
414317	Founders Walk Phase 2	616	640	Complete
415316	SAP Exterior Wayfinding Replacement	16	265	Not Yet Commenced
415318	Heritage Site Phase 2b	2,854	2,854	Complete
416103	Story Boards	4	15	In Progress > 75%
416108	Healing Garden	284	309	Complete
416312	Park Planning and Standards Model	333	400	In Progress > 75%
416317	Founders Walk Phase 3 - Design	186	250	In Progress 50-75%
416318	Heritage Park Design (phase 3)	104	216	Maintenance

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (cont'd)

		Project To Date	Project Budget	Progress Status
Community & Recreation Services				
417305	City Sportsfield Rehab Prgm	343	343	Complete
417309	Lacombe Park Construction	172	183	In Progress > 75%
417310	Erin Ridge North Park Construction	481	505	Maintenance
417321	Akinsdale Arena Press Box	85	85	Maintenance
417422	Art Gallery Barrier-Free	2,027	2,022	Complete
418304	RWP West - Construction	359	359	Complete
418306	Skateboard Park Retrofit	65	100	Complete
418308	Pickleball Court Development	303	305	Maintenance
418309	Riel Park Phase 5	1,162	1,602	Complete
418310	Grey Nuns White Spruce Park Construc	111	206	In Progress 0-50%
418340	Arden Theatre Lifecycle Plan	106	115	Maintenance
418360	Community Capital Grant Program	250	250	Complete
419301	Servus Lifecycle Replacement Prgm	293	301	Complete
419305	City Sportsfield Rehab Prgm	293	317	Maintenance
419307	City Playground Lifecycle Prgm	336	342	Maintenance
419308	Fowler Athletic Park Facility Assess	125	159	In Progress > 75%
419309	Lacombe Park Building & Walkway	1,438	1,755	Maintenance
419310	Park Signage Program	106	297	In Progress 50-75%
419311	Lacombe Dog Park Enhancements	44	79	In Progress 50-75%
419312	Arena Ammonia Ice Plant	145	605	In Progress 0-50%
419320	Visual Arts Studio Lifecycle	-	12	Not Yet Commenced
419340	Arden Theatre Lifecycle Plan	85	97	Maintenance
419341	Meadowview Land	3	-	In Progress 0-50%
419360	Community Capital Grant Prgm	334	341	In Progress > 75%
419428	Kingsmeade Park Develop	62	3,940	In Design
420301	Servus Lifecycle Replacement Prgm	203	456	In Progress 0-50%
420302	Aquatics Lifecycle Replace Plan	152	255	In Progress 50-75%
420305	City Sportsfield Rehab Prgm	280	317	In Progress > 75%
420306	Woodlands Skatepark Redevelopment	1,505	1,670	In Progress > 75%
420307	City Playground Lifecycle Prgm	341	379	Maintenance
420309	Lacombe Park Construction	758	1,300	In Progress > 75%
420312	Neighborhood Park Development	18	250	In Design
420314	Riverlot 22	2	-	In Progress 0-50%
420320	Visual Arts Studio Lifecycle	-	15	Not Yet Commenced
420340	Arden Theatre Lifecycle Plan	21	111	In Progress 50-75%
420360	Community Capital Grant Prgm	118	250	In Progress 0-50%
Total Community & Recreation Services		\$16,523	\$24,269	
Emergency Services				
415303	Emergency Equip Replace Plan	161	161	Complete
415328	Land Acquisition Fire Hall #4	3	350	In Progress > 75%
417316	Fire Dispatch ProQA System	26	33	In Progress > 75%
418331	Fire Station #1 – Reconstruct	866	1,052	In Progress 0-50%
418333	Automated Station Alerting	-	291	In Progress 50-75%
419330	Emergency Equip Replace Plan	214	214	Complete

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (cont'd)

		Project To Date	Project Budget	Progress Status
Emergency Services				
419331	Fire Station #4	49	50	Complete
419332	Emerg Response Veh	-	188	In Progress > 75%
419333	BMS Power Stretcher	98	100	Complete
419334	Policing Bldg Accom	-	100	In Progress 50-75%
419335	CAD to CAD Software	38	42	In Progress > 75%
420330	Emergency Equip Replace Plan	102	104	Complete
420331	Fire Station #1 – Construction	1,978	14,100	In Progress 0-50%
420332	Fire Station #4	-	16,341	Not Yet Commenced
420333	Fire Station #4 Fire Engine	-	1,541	Not Yet Commenced
420334	Fire Aerial Apparatus	-	2,470	Not Yet Commenced
420335	Fire Tanker Vehicle	-	779	In Design
420336	Policing Bldg Accom	-	278	Not Yet Commenced
Total Emergency Services		\$3,535	\$38,193	
Public Works & Transit				
412420	Campbell Road Park & Ride	20,850	30,000	Maintenance
414804	Transit Smart Fare & Smart Bus	2,533	3,992	In Progress 50-75%
416804	PW Cemetery Improvements	125	150	Complete
417802	Transit Bus Lifecycle Replace	4,275	4,392	In Progress > 75%
419350	Transit Bus Lifecycle Replace	4,794	4,794	Complete
419801	PW Mobile Equip Replace Plan	2,237	2,771	In Progress > 75%
419802	Jarome Iginla / Kinex Rehab	2,809	2,943	Maintenance
419803	SAP Bldg Replace Prgm	208	310	In Design
419804	Energy Efficiency Replace Prgm	16	131	In Progress 50-75%
419806	Shop & Yard Equip Replace	40	40	Complete
420350	Transit Bus Lifecycle Replace	-	416	Not Yet Commenced
420801	PW Mobile Equip Replace Plan	739	2,535	In Progress 0-50%
420806	Shop & Yard Equip Replace	40	40	Complete
420807	Municipal Facilities - Repairs & Renewal	141	4,770	In Design
420808	PW Asphalt Emulsion Storage Tank	17	85	In Progress > 75%
Total Public Works & Transit		\$38,825	\$57,370	
Planning & Engineering				
416102	Tache Plane Restoration & Relocation	246	260	Maintenance
416404	City Owned Parking Lot - Major Rehab	9	100	In Design
416412	Bridge Rehabilitation	148	172	In Progress > 75%
416418	Noise Attenuation Data Collection	54	200	In Progress 50-75%
416421	Road Corridor Safety Implementation	319	320	In Progress > 75%
416807	Subdivision Entrance Signage	-	30	Not Yet Commenced
417404	City Owned Parking Lot - Major Rehab	110	250	In Design
417411	Lane Reconstruct Prgm	453	1,350	In Progress 0-50%
417413	SA Trail Revitalization	350	350	Complete
417415	Buildings Life Cycle Assessments	86	115	In Progress > 75%
417421	SA Trail Traffic Signal Optimization	117	208	In Progress 50-75%

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (cont'd)

		Project To Date	Project Budget	Progress Status
Planning & Engineering				
417424	Accessibility Initiatives	40	40	Complete
418402	Road Reconstruct Prgm	2,920	2,920	Complete
418403	Local and Collector Rehab	2,545	2,545	Complete
418404	City Owned Parking Lots Rehab	208	1,515	In Design
418406	Trail Rehab Prgm	182	439	In Progress 50-75%
418409	Transport Master Plan Implement	221	235	In Progress > 75%
418410	Crack Sealing Program	130	131	Complete
418411	Lane Reconstruct Prgm	-	1,600	Not Yet Commenced
418412	Road Repairs	310	310	Complete
418413	Bridge Maintenance	-	65	In Design
418415	Buildings Life Cycle Assessments	-	225	In Progress 0-50%
418416	Traffic Calming Strategies	921	922	Complete
418420	Safe Journeys to School	606	606	Complete
418421	Road Corridor Safety Implementation	145	158	In Progress > 75%
418425	Municipal Development Plan	771	1,094	In Progress > 75%
418426	Lakeview Bus District & Badger Lands	28	110	In Progress 0-50%
418427	Capital Projects Maintenance	132	364	Maintenance
418459	BLESS Platform	278	342	Maintenance
419401	Arterial Rehab Prgm	2,372	2,375	Complete
419402	Collector Roadway Prgm	1,440	1,440	Complete
419403	Local Roadway Prgm	1,440	1,440	Complete
419404	Paved Parking Lot Program	3	165	In Design
419406	Multi-Use Trail Rehab Prgm	385	385	Complete
419407	Sidewalk Program	742	743	Complete
419408	Transportation Systems Mgmt	808	818	In Progress > 75%
419411	Back Lanes Program	-	1,350	Not Yet Commenced
419412	Roadway Rehab Prgm	1,625	2,000	Maintenance
419413	Bridge Prgm	60	65	In Progress > 75%
419414	Barrier Wall Study & Replace	1,749	1,750	Complete
419415	Buildings Life Cycle Assessments	-	235	In Progress 0-50%
419416	Traffic Calming Strategies	361	500	In Progress > 75%
419417	Traffic Signal Maintenance	555	555	Complete
419418	Intersection Enhancements	1,627	2,150	In Progress > 75%
419419	ITS Strategy Implementation	359	380	In Progress > 75%
419420	Safe Journeys to School	600	600	Complete
419421	N SA Trail Corridor Mgmt Implement	3,670	18,950	In Progress 0-50%
419422	Municipal Eng Stds Update	172	300	In Progress > 75%
419423	Fowler Way	188	6,660	In Design

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (cont'd)

		Project To Date	Project Budget	Progress Status
Planning & Engineering				
419424	Ray Gibbon Improvements	740	780	In Progress 0-50%
419425	Accessibility Initiatives	37	300	In Progress 0-50%
419426	Heat Recovery	5	66	In Design
419427	Smart Facility Monitoring	-	30	Not Yet Commenced
420401	Arterial Rehab Prgm	931	1,543	In Design
420402	Collector Roadw ay Prgm	1,129	1,515	In Design
420403	Local Roadw ay Prgm	870	1,130	In Design
420405	Permanent Line Marking Rehab	191	250	In Progress > 75%
420406	Multi-Use Trail Rehab Prgm	264	385	In Progress 50-75%
420407	Sidew alk Program	702	747	In Progress > 75%
420408	Transportation Systems Mgmt	695	721	In Progress > 75%
420409	Active Transport Plan	459	600	In Progress > 75%
420412	Roadw ay Rehab Prgm	295	1,800	In Design
420413	Bridge Prgm	-	319	In Design
420414	Barrier Wall Study & Replace	2,701	3,768	In Progress > 75%
420416	Traffic Calming Strategies	17	50	In Progress 50-75%
420417	Traffic Signal Maintenance	543	550	In Progress > 75%
420420	Safe Journeys to School	445	445	Maintenance
420424	Ray Gibbon Improvements	7,330	26,715	In Progress 0-50%
420425	Solar Photovoltaics (PV) Program	424	500	In Progress > 75%
420426	Watershed Resiliency & Restor Grant	11	158	In Progress 50-75%
420428	Solar Farm	-	200	Not Yet Commenced
Total Planning & Engineering		\$47,275	\$102,406	
Total		\$110,842	\$229,694	

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2020

In Thousands of Dollars

		Project To Date	Project Budget	Progress Status
Utilities				
413414	Water Network LOS	551	551	Complete
414450	Lacombe Park Bank Repairs	706	750	Maintenance
415430	Water Network LOS	799	800	Complete
415441	WASTWT Main Replacement	582	582	Complete
415442	Rivercrest Lift Station Rehab	300	300	Complete
415831	SCADA Upgrades for Water Stations	50	50	Complete
416430	Water Network LOS	748	800	In Progress > 75%
416441	WASTWT Main Replacement	610	611	Complete
416442	Rivercrest Lift Station Rehab	933	2,000	In Progress 0-50%
416443	N. Interceptor Trunkline (Proj 9)	21,931	24,000	Maintenance
416451	STORM Infrastructure Rehab	1,539	1,600	Complete
416452	STORM Mgmt Level of Service	3,461	3,470	Complete
416453	Sediment and Erosion Control	3,331	3,363	In Progress > 75%
416454	Heritage Lakes Storm System	960	970	Maintenance
416457	Beaudry Place Storm Drainage Upgrade	291	750	In Progress 50-75%
416845	WASTWT Rehab Prgm	237	237	Complete
417430	Water Network LOS	247	1,633	In Progress 0-50%
417431	Sturgeon Heights Pump House Rebuild	4	524	Not Yet Commenced
417441	WASTWT Main Replacement	929	1,153	In Progress > 75%
417442	WASTWT Lift Station Studies	347	550	In Progress > 75%
417451	STORM Infrastructure Rehab	675	1,984	In Progress 0-50%
417452	STORM Mgmt Level of Service	1,928	2,219	Maintenance
417453	Sediment and Erosion Control	12	385	In Progress 0-50%
417831	Water SCADA System Upgrades	350	350	Complete
417841	WASTWT SCADA System Upgrades	341	350	Complete
417842	WASWT CCTV Equip Replace Plan	318	318	Complete
417845	WASTWT Rehab Prgm	236	245	Not Yet Commenced
418430	Water Network LOS	1,001	1,252	In Progress > 75%
418440	WASTWT Collection System LOS	2,259	2,758	Maintenance
418441	WASTWT Main Replacement	661	661	Complete
418450	NE Storm Outfall (Proj 5)	163	1,000	In Progress > 75%
418451	Carrot Creek Reg Mstr Drainage Plan	192	200	In Progress > 75%
418452	STORM Mgmt LOS	442	1,377	In Progress 0-50%
418453	Sediment and Erosion Control	685	2,036	In Progress 0-50%
418457	STORM Facility Signage	117	120	Complete

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

		Project To Date	Project Budget	Progress Status
Utilities				
418836	Utility Master Plan	97	210	In Progress 50-75%
418845	WASTWT Rehab Prgm	3	256	Not Yet Commenced
418847	Utility Master Plan	9	210	In Progress 0-50%
418851	STORM Infrastructure Rehab	37	1,922	In Progress 0-50%
418852	Utility Master Plan	9	210	In Progress 0-50%
419740	WASTWT Collection System LOS	39	440	Not Yet Commenced
419741	WASTWT Main Replacement	346	688	Maintenance
419742	WASWT CCTV Equip Replace Plan	130	130	Complete
419745	WASTWT Rehab Prgm	136	261	In Progress 0-50%
419751	STORM Infrastructure Rehab	91	295	In Progress 0-50%
419752	STORM Mgmt LOS	20	3,740	Not Yet Commenced
419753	Sediment and Erosion Control	642	2,395	In Progress 0-50%
419761	Recycle Yard Upgrades	1	70	In Progress 0-50%
419762	Waste To Energy	34	1,000	In Progress 0-50%
420427	N. Interceptor Trunk 2B (Proj 8)	44	50	In Progress > 75%
420730	Water Network LOS	-	1,240	Not Yet Commenced
420735	Water System Infrastructure Rehab	530	530	Complete
420736	Water SCADA System Upgrades	79	170	In Progress > 75%
420737	Pump Station and Reservoir Rehab Prgm	-	200	Not Yet Commenced
420740	WASTWT Collection System LOS	397	1,417	In Progress 0-50%
420741	WASTWT Main Replacement	333	1,250	In Progress 0-50%
420745	WASTWT Rehab Prgm	9	268	In Progress 0-50%
420746	WASTWT Household Service Replace	250	250	Complete
420747	WASTWT SCADA System Upgrades	516	950	In Progress > 75%
420751	STORM Infrastructure Rehab	-	1,560	Not Yet Commenced
420752	STORM Mgmt LOS	-	1,915	Not Yet Commenced
420753	Sediment and Erosion Control	-	1,715	Not Yet Commenced
420754	Stormwater SCADA System Upgrades	-	130	Not Yet Commenced
420761	Recycle Yard Upgrades	-	28	In Progress 0-50%
		\$51,685	\$83,450	
Total Entity #02 Utilities		\$51,685	\$83,450	

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

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

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

APPENDIX 3 – STATEMENT OF RESERVES

FOR THE PERIOD ENDING DECEMBER 31, 2020

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	5,019	6,330	(5,802)	528
Operating Program	5,133	4,326	(3,900)	426
Risk Management Reserve	1,244	1,407	(372)	1,036
Traffic Safety	235	210	24	235
Children's Festival Reserve	43	43	-	43
RCMP Contract Expense Reserve	964	923	41	964
Safety Enhancement Reserve	536	558	(296)	262
Election and Census Reserve	712	622	90	712
<u>Total Operating</u>	13,886	14,420	(10,214)	4,206
Internal Financing Reserve	(4,543)	-5,349	806	(4,543)
Major Recreational Lands & Facilities	4,164	4,042	(575)	3,467
Offsite Levy Recoveries	25,582	22,312	(9,525)	12,787
Lifecycle	21,293	21,360	(5,715)	15,645
Municipal Land and Facilities Reserve	805	787	(602)	186
Capital Funding	19,962	21,549	(21,342)	206
Growth Stabilization Reserve	2,865	2,210	(1,144)	1,065
Energy Efficiency Reserve	82	125	(60)	65
<u>Total Capital</u>	70,210	67,036	(38,157)	28,879
<u>Total Utilities</u>	57,141	53,711	(15,364)	38,347
Outside Agency Operating	76	245	(170)	76
Outside Agency Capital	50	50	-	50
<u>Total Outside Agency</u>	126	295	(170)	126
	141,363	135,462	(63,905)	71,557

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

APPENDIX 4 GLOSSARY

TERM

DESCRIPTION

Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure.
City Debt Limit	City ceiling prevents the debt limit from exceeding 85 percent of the MGA's debt limit on non-tax debt and 50 percent 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 to acquire an asset, service, or settling a loss.
Forecast	The projection of revenues and expenditures for the current fiscal year.
Function	Part of the City's organizational structure.
Liquidity Ratio	Analyzes the ability to pay off liabilities. The City's minimum requirement is 1:1.
Municipal Government Act	Provincial legislation that provides authority for municipal expenditure and revenue collection.
Operating Budget	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Uncommitted Balance	The forecasted reserve dollar amount at year end which has not been committed to specific projects.
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.

For More Information:

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