

2017

QUARTERLY REPORT EXECUTIVE SUMMARY

THIRD QUARTER

stalbert.ca

City of St. Albert Cultivate Life

2017 QUARTERLY REPORT

THIRD QUARTER EXECUTIVE SUMMARY

The City of St. Albert 2017 Corporate Quarterly Report– Quarter Three is provided to meet Council's need for regular and formal communication from the City Manager. The report provides pertinent information on progress for the quarter ending September 30, 2017 related to City of St. Albert Strategic Plan approved by Council in February 2017 with Council Policy C-CG-02 City of St. Albert Strategic Plan.

The Financial Summary is also part of the Quarter Three Report and an online performance dashboard that can be accessed through the City's website or the following link:

StATRACKER - Performance Dashboard - City of St. Albert

Quarter Three Progress Update

The following section provides an overview of progress made in Quarter Three 2017 towards City of St. Albert Strategic Plan. For a more detailed progress update, please review the 2017 Quarterly Report – City of St. Albert Strategic Plan Project Status Update – Quarter Three.

Pillar of Sustainability: Social



We are a friendly community and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that community starts with the person next door.

Quarter Three activities include:

- *Open Payment Fare System Project (Smart Card)* - Contract with vender (Vix Technology Inc) has been signed, and work has begun on phase 2 of the project. This phase of the project focuses on the Smart Fare system design and fare structure by following the project management plan. Projected completion dates have not changed.
- *Policing Committee* - Administrative Support has been recruited and assigned, Police Committee member recruitment packages have been completed, advertisements for membership recruitment is planned for October 14 to November 10th, 2017. Council interviews of membership applicants planned for November 18th with formal appointment made in December by Council. Project is on-schedule for Committee start up.

Pillar of Sustainability: Economic

We prosper and excel through a strong and diverse economy that is supported by forward-thinking commerce, outstanding local businesses and a dynamic downtown core.

Quarter Three activities include:

- *Lakeview Business District Action Plan* - After further review, Administration will carefully evaluate this project moving forward and give it the relevant focus as one of the City's key priorities. Some marketing material was created for the space, but several factors such as existing servicing needs, market requirements and market readiness need to be established. A full internal logistical evaluation is required to establish market readiness and development timing. The Economic Development Department is also in the process of doing a regional competitive analysis for the City's industrial spaces that will contribute to establishing the market readiness of the space.
- *Incubation Strategy* - Development and implementation of the plan is ongoing. Strategy presented to EDAB for overall comments and requires further meetings with partners and awaiting EDAB input. Meeting with NABI and the Chamber and then implement strategy.

Pillar of Sustainability: Built Environment

We build our community towards the future to sustain balanced development, with a reverent eye to the past, honouring our unique settlement history and distinct identity.

Quarter Three activities include:

- *Safe Journey to School Program Implementation* - The 2017 program in underway with construction started around Elmer Gish School (Akinsdale), Keenooshayo/Neil M. Ross (Woodlands), Ecole La Mission School (Heritage Lakes). It is anticipated that a majority of the planned construction for 2017 will be completed in Quarter Four.
- *New Facility Predictive Assessment Model* - Cursory review of the model revealed population growth as basis for facility requirements, however, elements such as demographics were not. Model to be dissected for elements and analyzed on how to rebuild. No further work has taken place this quarter.

Pillar of Sustainability: Natural Environment

We protect, embrace and treasure our deeply-rooted connections with the natural environment through championing environmental action.

Quarter Three activities include:

- *City Facility Energy Conservation Project – Solar Power Retrofits* - The request for proposal for the placement of approximately 200 kW solar array on the Dez Legget Transit Centre was awarded to Skyfire Industries. Installation of the solar panels will take place in Q4.
- *Sturgeon River Watershed - Integrated Watershed Management Plan* - The Sturgeon River Watershed Alliance (SRWA) Steering and Technical Committees continued to advocate for watershed protection and advance multiple technical studies. The SRWA meet on September 21 to review the progress of studies and to thank the participation of the Council members on the SRWA Steering Committee prior to the election in October.

Pillar of Sustainability: Culture

We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

Quarter Three activities include:

- *Canada's 150th Public Art Project* – The Expression of Interest for the Canada 150 Public Art Project was released on Thursday July 13 and closed August 17, 2017. Community engagement activities continued throughout the summer. Four artists have been shortlisted and will be presenting their designs to the public on November 1st at the Arden Theatre. An artist will be selected in November 2017 with an anticipated installation in late summer /early fall of 2018.

Governance Strategy

Council is committed to ensure that the City of St. Albert is a responsive, accountable government that delivers value to the community.

Quarter Three activities include:

- *Advocacy Plan for Ray Gibbon Drive* – The Government Relations, Transportation and Economic Development departments have been working on an advocacy strategy to move the project forward with the Provincial Government now that it has been included on the Ministry of Transportation's unfunded projects list in Budget 2017. This will be presented to Council in Q2 2018. It should be noted that the date is dependent upon finalizing a meeting with Alberta Transportation and a response being received from the Province.
- *Annexation Negotiations with Sturgeon County* - Development of the ITT for the Annexation Facilitator was drafted, and background research to support the development of the Annexation Growth Needs Assessment and Study ITT is underway. The first meeting of the Annexation Negotiation Committee has been set for December 6 from 1-5pm.

Service Delivery Strategy

Council is committed to ensure that the City of St. Albert is a responsive, accountable government that delivers value to the community.

Quarter Three activities include:

- *Wastewater Bylaw Update* - Bylaw review by Legal complete. Now to be reviewed internally by affected departments and SLT and presented to Council in Quarter One 2018.
- *Service Levels Documentation* - Standards submitted in 2017 include: Client Services (formerly Customer Service), Program Delivery, and Recreation Facilities. The standards for Communications, Commercial Services, Community Group Relations, Events, and Parks & Open Spaces will be completed in 2018 to align with key foundational work being completed in these areas.

Performance Indicators

The online StATRACKER Performance Dashboard (statracker.stalbert.ca) provides residents with a range of performance indicators as part of the City's efforts to increase transparency and inform residents of the overall performance of the City. This tool is reviewed on a regular basis and will continue to evolve as the City's performance measurement program matures.

The StATRACKER Performance Dashboard also includes indicators related to the City of St. Albert Strategic Plan. The purpose of these strategic indicators is to measure change over time in terms of progress toward (or away from) the Community Vision and outcomes described for each Pillar of Sustainability (Social, Economic, Built Environment, Natural Environment and Culture) within the City of St. Albert Strategic Plan. These indicators can be accessed under the "Strategic" heading on the StATRACKER dashboard.

The online dashboard can be accessed on the City's website or via the following link:

StATRACKER- Performance Dashboard - City of St. Albert

The following indicators were updated with new data in Quarter Three:

- Building Construction Value Per Quarter
- City Permanent Employee Retention Rate
- Criminal Code Incidents Per 1000 Capita Per Quarter
- Drop-in Program Participants Per Quarter
- Landfill Diversion Rate
- New Business Licences Per Quarter
- Registered Participants for Cultural Programs
- Registered Program Participants Per Quarter
- Renovation Construction Value Per Quarter
- Rental and Programmed Hours at Cultural Spaces
- Rental and Programmed Hours at Recreation Spaces
- St. Albert Crime Severity Index
- St. Albert Transit Commuter Passenger Utilization
- Total Emergency Response Time

- Total Number of 911 Calls Received Per Quarter
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita Per Quarter

For a more detailed progress update for Quarter Three projects and progress, access the 2017 Quarterly Report, City of St. Albert Strategic Plan Projects Status Update Report.

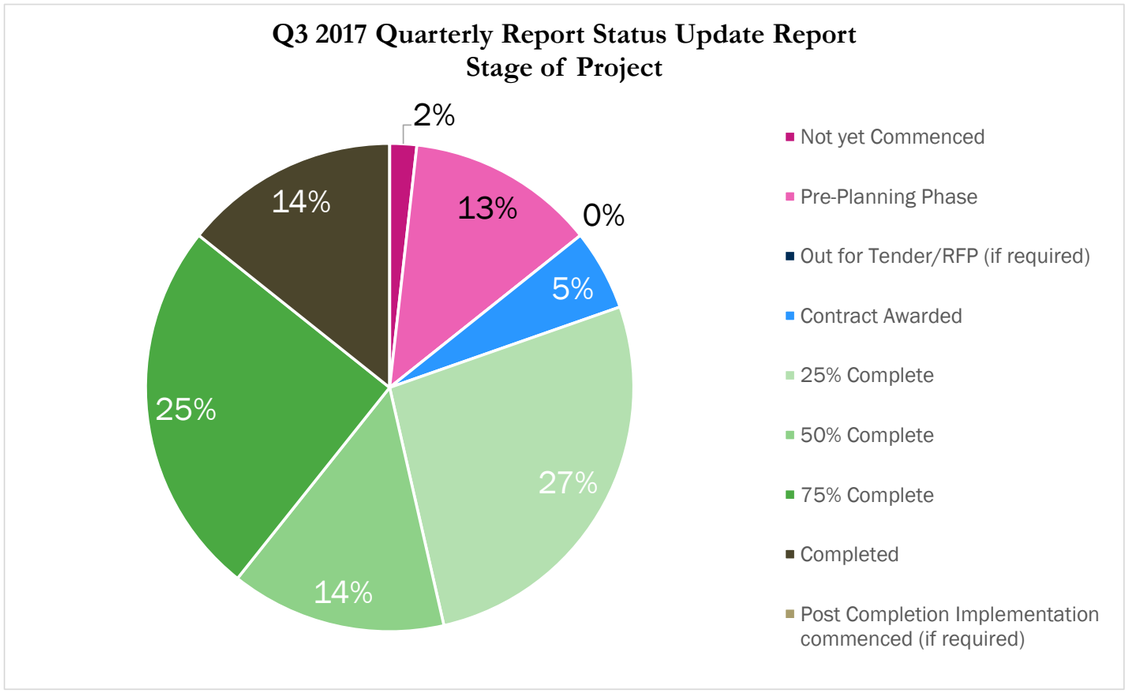


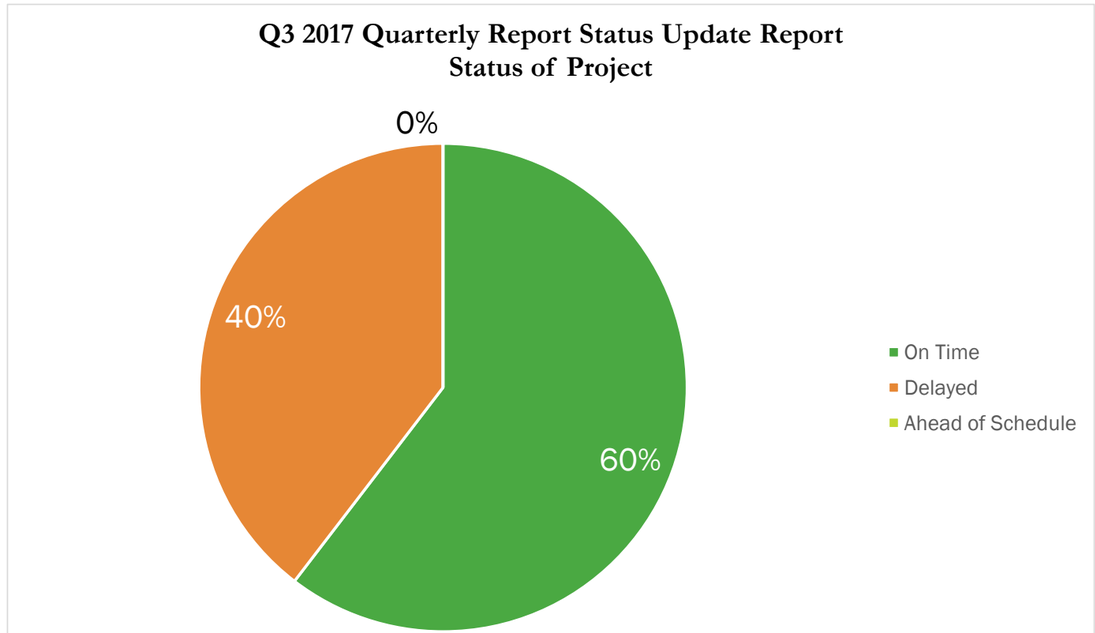
2017

QUARTERLY REPORT
CITY OF ST. ALBERT STRATEGIC PLAN
PROJECTS STATUS UPDATE REPORT

THIRD QUARTER

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2017 Summary





City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Three Progress Update
SOCIAL PILLAR						
Community Diversity and Inclusion Initiatives	Develop, promote and support community events that embrace diversity and culture.	Dec 2017	Dec 2017	75% Complete	On Time	It Starts With Me Campaign this quarter launched the 2nd animation titled 'What Makes a Welcoming and Inclusive Community'. Welcoming & Inclusive Communities declaration to Council on December 12th. Applied for the 3rd year funding from the Community Inclusion grant. Hosted St. Albert's first Multicultural Fest at Lions Park.
Community Wide Bullying Strategy	Support development of a community wide bullying strategy.	Dec 2019	Dec 2019	25% Complete	On Time	It Starts With Me education and awareness campaign incorporates anti-bullying in all of the initiatives. Focus for this quarter has been on exclusion. Exclusion is the most powerful bullying there is.
Establish a Youth Council	To provide information and advice to Council in relation to issues involving or affecting youth related to policy, initiatives, building relationships with youth focused organizations, education outreach and reporting to Council once a year.	Nov 2016	Oct 2017	75% Complete	Delayed	Delayed due to Legislative requirements. Waiting for the new Council to interview and select applicants.
Fire Accreditation Project	The fire accreditation process is designed to assist fire and emergency service agencies to achieve an enhanced delivery of their services to their community following international accreditation standards through the Commission on Fire Accreditation International.	Jul 2017	Jul 2017	Completed	On Time	The annual Compliance Report was completed and submitted for review on July 12, 2017. The Report was reviewed by an adjudicator who recommended continued accreditation to the Commission on Fire Accreditation International. The Report was accepted by the Commission and the department retains accredited status.
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy	Dec 2016	Dec 2017	75% Complete	On Time	There were 6 youth attendees at the Ready to Rent program facilitated at The Collective.
Mental Health Awareness	Mental Health Strategy	Dec 2019	Dec 2019	50% Complete	On Time	In this quarter 13 City staff were trained in Mental Health First Aid, bringing the total to 48 this year. Promoted Suicide Prevention Day. A Community Mental Health Strategy is being developed.

City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

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Open Payment Fare System Project (Smart Card)	Implement a regional Open Payment fare collection system in partnership with the City of Edmonton and Strathcona County.	Dec 2019	Dec 2019	Contract Awarded	On Time	Contract with vender (Vix Technology Inc) has been signed, and work has begun on phase 2 of the project. This phase of the project focuses on the Smart Fare system design and fare structure by following the project management plan. Projected completion dates have not changed.
Policing Committee	Establish a formal policing Committee pursuant to the Police Act	Dec 2017	Dec 2017	75% Complete	On Time	Administrative Support has been recruited and assigned, Police Committee member recruitment packages have been completed, advertisements for membership recruitment is planned for October 14 to November 10th, 2017. Council interviews of membership applicants planned for November 18th with formal appointment made in December by Council. Project is on-schedule for Committee start up.
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.	Dec 2019	Dec 2019	50% Complete	On Time	The Poverty Reduction Strategy is being developed.
Protection of Person's and Property Bylaw Review	Review the Bylaw and report to Council on findings and recommendations if any.	Jun 2017	Sep 2017	Completed	On Time	On Sep 11, 2017, Council gave third and final reading to a new Protection of Persons and Property Bylaw. The new Bylaw gives enforcement officers new tools when dealing with public safety and disorder matters.
Site Options for Affordable Housing.	Advocate for expansion of North Ridge Lodge and identify options for another facility similar to Chateau Mission Court.	Dec 2018	Dec 2018	25% Complete	On Time	Part of Land Strategy portfolio. Responsibilities & council direction to be set.
Transit Governance Review	Participate in the Regional Transit Commission Assessment. Business Case analysis for creating a Capital Region Transit Commission is being completed by the CRB, Transit Committee.	Dec 2020	Phase 1 - Oct 2017 Phase 2 - Dec 2019 Phase 3 - Dec 2020	50% Complete	On Time	The MOU created by the task force was approved by both Edmonton and St Albert City Councils. The Task Force recommended establishing a Regional Transit Services Commission (RTSC) for the Capital Region. Pending Provincial support, the next phase of the project is to create a transition committee and reach out to other municipalities to jointly develop the bylaws and plans required to create a RTSC. Council approval will again be required at the conclusion of this next phase.

City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

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ECONOMIC PILLAR						
Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	Mar 2017	Jun 2018	50% Complete	Delayed	Downtown District Updates to remain on hold until strategy & implementation work is complete.
Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	Mar 2017	Mar 2018	75% Complete	Delayed	Meeting held with SLT in August to get direction on possible "quick wins". Once other departments implement discussed solutions, planning branch to conduct additional parking study to assess impact & effectiveness. Will then return to Council ~Q1 2018.
Incubation Strategy	A strategy that outlines how the City of St. Albert ensures that local businesses and start and grow	Sep 2017	Dec 2017	75% Complete	Delayed	Development and implementation of plan is ongoing. Strategy presented to EDAB for overall comments and requires further meetings with partners and awaiting EDAB input. Meeting with NABI and the Chamber and then implement strategy.
Lakeview Business District Action Plan	Develop a clear and actionable plan for the Lakeview Business District.	Dec 2017	Mar 2018	25% Complete	Delayed	After further review, the new Director of Economic Development will carefully evaluate this project moving forward and give it the relevant focus as one of the City's key priorities. Some marketing material was created for the space, but several factors such as existing servicing needs, market requirements and market readiness need to be established. A full internal logistical evaluation is required to establish market readiness and development timing. Ec. Dev. is also in the process of doing a regional competitive analysis for the City's industrial spaces that will contribute to establishing the market readiness of the space.
Land Use Bylaw Review and Update (Housing)	Review the Land Use Bylaw	Jun 2017	Aug 2018	75% Complete	Delayed	SCW meeting planned with new Council Q4 2017. Public hearing anticipated early-mid Q1 2018.
Servicing Requirements for Growth (NOW STURGEON COUNTY ANNEXATION)	Explore front-end funding options for the servicing of lands for commercial and industrial development.	Sep 2018	Sep 2018	25% Complete	On Time	Sr. Planner position hired. Administration preparing ITTs for all required growth related studies. Consultant expected on board Jan 2018.

City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Three Progress Update
Shop Local Concept	Help develop, support and promote the concept of Shop Local in St. Albert.	Sep 2017	Sep 2017	Completed	On Time	Throughout the spring/summer, residents were encouraged to post a photo of their St. Albert purchases on social media with the hashtag #IGotItHere. This campaign highlighted all the great things that can be purchased locally and allowed customers to promote their favourite local businesses. 109 businesses participated and the hashtag #igotithere was used 510 time on various social media channels. Four prizes were given away.

City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Three Progress Update
BUILT ENVIRONMENT PILLAR						
Asset Management Framework	Establish a corporate policy for life cycle replacement of assets and ensure documentation is in place to guide Administration's plans and budgets.	Aug 2016	Sep 2018	25% Complete	Delayed	RFP related to condition assessments occurred in Q3. Work awarded.
Capital Project Estimating and Process Review	This project analyses the actual estimates provides within a 3-year horizon for key growth projects and also examines the process utilized, to determine if process changes will improve the overall result	Dec 2018	Dec 2018	50% Complete	On Time	Synopsis of report was presented to SLT on July 20. On December 16, Engineering will present an implementation strategy and any resources required to facilitate the introduction of report recommendations. Due to reallocation of staffing and organizational structure changes no further action has been taken.
Corporate Land Strategy Workplan	This on-going project is in place to guide the work required to prepare Council to make decisions related to land to ensure that council priorities that involve land are addressed.	Dec 2017	Jun 2018	50% Complete	Delayed	Land Strategy is being reviewed along with New Facility Predictive Model and Evaluation Framework for Partnership Business Cases. Work has recently restarted on updating the Corporate Land Management Policy based on comments provided at the May 8 SCOW meeting as presented then by the City Engineer.
Fixed Network Automated Meter Infrastructure (AMI) Water Meter System	Implement reading of water meters electronically to allow online access to water consumption data. It will also assist with detecting leakage in a timely basis and provide support to consumers in monitoring/reducing water consumption.	Dec 2018	Mar 2019	Contract Awarded	Delayed	Contract has been negotiated and the completion deadline has been bumped back to March 31, 2019 due to the length of contract negotiation.
Growth Areas For Transit Service	Support growth-area transit service to higher density residential areas.	Sep 2017	Sep 2017	Completed	On Time	First phase of growth area service plans have been completed. Next phase will be implementation of new plans to coincide with the phased in approach of the ongoing local route restructure. Current growth areas are not yet mature / developed enough to support Transit services. Business cases for services will be submitted in future budgets.
Millennium Park Phase 1, Placemaking Design Concept	Draft ITT and TOR with coordination with Founders Walk, Heritage Walk, and Red Willow Park West projects with Millennium Park Placemaking Phase 1.	Mar 2017	Mar 2018	75% Complete	Delayed	Working with internal departments on final concept plan & prioritization - Q4. Q1 2018 to Council.
New Facility Predictive Assessment Model (Action Plan for expansion of recreational facilities)	Implement an action plan to determine time and population triggers to expand recreational facilities with supporting cost estimates.	Jun 2017	Jun 2018	Pre-Planning Phase	Delayed	Cursory review of the model revealed population growth as basis for facility requirements, however, elements such as demographics were not. Model to be dissected for elements and analyzed on how to rebuild. No further work has taken place this quarter.

City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

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North Ridge Phase 2 or 3 amendment, 43 City Annex North (City Land)	City owned land background studies and Area Structure Plan amendment.	Sep 2019	Sep 2019	Not yet Commenced	On Time	Postponed to start in 2018. Functional alignment for Fowler Way expected to be complete by end of Q4 2017.
Park & Ride Transit Centre Project	Develop a park and ride location and plan. Provision of park and ride facility on surplus Transportation Utility corridor lands for St. Albert Transit users aiming to increase ridership.	Dec 2019	Dec 2019	Contract Awarded	On Time	Project meetings are occurring regularly. These regularly scheduled meetings will continue through to project completion. It is anticipated that project construction could start (with tree clearing) during the 2017 / 18 winter months, with full construction starting in early 2018. It is anticipated that the project could be completed as early as Q2, 2019.
Parks and Open Space Guidelines	Update the 1994 Parks & Open Space Guidelines document to align with current and future vision of Parks and Open Spaces in the City of St. Albert	Dec 2017	Jun 2018	50% Complete	Delayed	Work is being completed on the draft of the park and open space guidelines which includes park principles, park classifications and the park planning model. Internal and external review of the draft document is anticipated in Q1 2018.
Safe Journey to School Program Implementation	Implement recommendations from the Safe Journey to School program.	Nov 2021	Dec 2023	25% Complete	On Time	The 2017 program in underway with construction started around Elmer Gish School (Akinsdale), Keenooshayo/Neil M. Ross (Woodlands), Ecole La Mission School (Heritage Lakes). It is anticipated that a majority of the planned construction for 2017 will be completed in Q4.
Schedule C Signage Review	Review the Land Use Bylaw	Dec 2016	Sep 2017	Completed	Delayed	Approved by Council September 5, 2017
Transit Route Restructure	Local route and service restructuring.	Sep 2017	Sep 2017	Completed	On Time	Initial steps have been implemented in Sept 2017. Project plans and timelines have been impacted by the emergence of projects such as the new Park & Ride Transit Center, as will the new Smart Fare (open payment smart card) system, and the proposed RTSC mentioned previously. Project will continue in 2018 in preparation for the opening of new Park & Ride Transit Center.
Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	Jun 2017	Apr 2018	75% Complete	Delayed	Same. Postponed to Q1, if it occurs. Need to develop overarching policy documents prior to developing further for infill, growth management, etc. MDP update is key element.
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.	Nov 2016	Nov 2020	Pre-Planning Phase	Delayed	Site survey work was completed internally, along the rail corridor to propose fencing alignment. The Grant applications have been resubmitted to Transport Canada for the Rail Safety Improvement Program, and confirmation of CN's support for the grant applications provided. Grant application review and feedback is expected back in Q1 of 2018 from Transport Canada.

City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Three Progress Update
NATURAL ENVIRONMENT PILLAR						
City Facility Energy Conservation Project - Solar Power Retrofits	Placement of solar photovoltaic arrays on existing City facilities to provide 15-20% of energy requirements. Grants through the Alberta Municipal Solar Program will be used to reduce the original capital costs and improve the simple payback by 6 to 10 years.	Dec 2017	Dec 2017	25% Complete	On Time	The request for proposal for the placement of approximately 200 kW solar array on the Dez Legget Transit Centre was awarded to Skyfire Industries. Installation of the solar panels will take place in Q4.
Organic Waste Collection at City Owned Facilities	Coordinate organic waste collection at City owned facilities.	Jul 2017	Jul 2018	Pre-Planning Phase	Delayed	The work with the waste contractor for City-Owned facilities was delayed by the transition of garbage collection from front loading bins to inground garbage collection structures. The first set of inground garbage structures were installed behind St. Albert Place in August. Administration is working with the City-owned facilities that receive curbside garbage collection to pilot the addition of curbside organics collections.
Sedimentation and Erosion Control Project 2010 - 2021	Complete the Sedimentation and Erosion Control Plan to reduce the accumulation of sediments in the Sturgeon River. The 10-year Capital Plan identifies eight high priority outfall locations for retrofits to control sediment entering the Sturgeon River. Two outfalls have been completed since 2010. In 2015, the project will be reassessed and updates to timelines and budget will be recommended, if necessary.	Dec 2016	Dec 2016	Completed	On Time	The Sedimentation and Erosion Control Plan was updated in 2016. The implementation of the plan has been incorporated into the 10 year capital plan.
Sturgeon River Watershed - Integrated Watershed Management Plan	Following recommendation from the State of the Sturgeon River Report (2012), the purpose of this project is to work with the region and establish an inter-municipal taskforce/technical committee to harmonize inter-municipal plans, bylaws and policies related to watershed management issues.	Dec 2020	Dec 2020	25% Complete	On Time	The Sturgeon River Watershed Alliance (SRWA) Steering and Technical Committees continued to advocate for watershed protection and advance multiple technical studies. The SRWA meet on September 21 to review the progress of studies and to thank the participation of the Council members on the SRWA Steering Committee prior to the election in October.

City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Three Progress Update
CULTURE PILLAR						
Canada's 150th Public Art Project	Plan and install a public art piece to commemorate Canada's 150 th Birthday.	Aug 2018	Aug 2018	Pre-Planning Phase	On Time	The Expression of Interest for the Canada 150 Public Art Project was released on Thursday July 13 and closed August 17, 2017. Community engagement activities continued throughout the summer. Four artists have been shortlisted and will be presenting their designs to the public on November 1st at the Arden Theatre. An artist will be selected in November 2017 with an anticipated installation in late summer /early fall of 2018.
GOVERNANCE STRATEGY						
Advocacy plan for Ray Gibbon Drive	Develop an advocacy plan for the twinning of Ray Gibbon Drive.	Sep 2017	Apr 2018	Pre-Planning Phase	Delayed	The Government Relations, Transportation and Economic Development departments have been working on an advocacy strategy to move the project forward with the Provincial Government now that it has been included on the Ministry of Transportation's unfunded projects list in Budget 2017. This will be presented to Council in Quarter Two 2018. It should be noted that the date is dependent upon finalizing a meeting with Alberta Transportation and a response being received from the Province.
Agenda Management Software	Implementation of software to facilitate more efficient processes for agenda report and Council meeting agenda development and distribution as well as management of workflows and tracking of actions resulting from Council Meeting decisions.	Jun 2017	Oct 2017	75% Complete	Delayed	Training on the voting module started in September. New Council will be trained during orientation. Implementation of voting module will occur after 2017 election. Boards and Committees module will be implemented in 2018.
Annexation Negotiations with Sturgeon County	Lead the Annexation Negotiating Committee to an uncontested annexation application to the Municipal Government Board.	Jun 2020	Jun 2020	Pre-Planning Phase	On Time	Development of the ITT for the Annexation Facilitator was drafted, and background research to support the development of the Annexation Growth Needs Assessment and Study ITT is underway. The first meeting of the Annexation Negotiation Committee has been set for December 6 from 1-5pm.
Capital Region Board Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.	Oct 2017	Oct 2017	75% Complete	On Time	We are still awaiting approval from the Provincial Government of the Growth Plan. The Capital Region Board will not be meeting again until after the Municipal Elections in October 2017.
Capital Region Board Transition	Actively participate in the transition from the Capital Region Board to the new Growth Management Board.	Oct 2017	Oct 2017	75% Complete	On Time	The Capital Region Board approved the Transition Task Force's recommendations at the June 8 Board Meeting. The new Board will determine final details and implementation following the Municipal Elections in October 2017.

City of St. Albert Strategic Plan Projects
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Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Three Progress Update
Compensation Review	Design, evaluate and establish a total compensation strategy. Incorporate compensation methodology and analysis, and a comprehensive benchmarking survey in order to build competitive pay structures and evaluation methodology.	Jun 2018	Jun 2018	25% Complete	On Time	The initial phases of communication strategy began and will continue throughout October. Identification of benchmark positions complete and Job Evaluation Questionnaires have been circulated for completion. Evaluation of identified positions will commence in November.
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	Dec 2017	Dec 2018	25% Complete	Delayed	The BMO web portal has been rolled out to the CMO office, with the Fire Department scheduled to be implemented by December 2017. The intent is to have all departments on the BMO web portal by the end of 2018, as the Agresso credit card module will not be implemented until 2019.
Facility Safety and Security	Implement facility safety and security initiatives including enhanced facility access controls, staff training, monitoring and internal/external communication measures.	Dec 2017	Dec 2017	75% Complete	On Time	The access control connection to the new Feenics system for Servus Place and Fountain Park continues to be delayed. Work has started on card issuance and we expect to complete work on these properties shortly. This will complete the access control portion of the capital project. Any future expansion of the system will require funding through operational departments. We will be sorting out IT requirements for a pro-active security camera at the Collective where the potential benefits of monitoring by a security operations centre can be evaluated. Emergency communications system feasibility to communicate security/safety threats continues to be reviewed.
Financial Software Project	Implementation of identified modules and experience packs to enhance our business process and increase our forecast and analysis ability	May 2017	Dec 2019	25% Complete	Delayed	Administration had reviewed the data file in Agresso and came up with recommendation for the future regarding data management. An archive job was processed against one of the GL data structures (2000-2010 historical data). Administration is also working on migrating the salary model information to Agresso and updating the what-if scenario model to support the salary budgeting process and future models and analysis.
Long Range Financial Capital Plan	Phase I - Develop a long range financial plan for both operating and capital finances (municipal and utility) that that aligns with the strategic framework and supports the City of St. Albert Strategic Plan.	Dec 2021	Dec 2021	Pre-Planning Phase	On Time	Administration presented a progress update on the Long Range Financial Capital Plan to Council on September 11, 2017. Administration reviewed the individual projects listed in the high-level workplan, presented earlier in the year, to better understand timelines, scope, and available staff capacity to move the strategy forward. Administration remains committed to delivering the projects highlighted for 2017; however, are unable to proceed with the fiscal impact analysis related to better understanding the total cost of ownership for civic assets on future land developments. There is no value in proceeding with this work until an area structure plan (ASP) has been completed on all undeveloped lands as the use and zoning of these lands is unknown. Administration committed that Council will continue to be engaged, as required, through policy direction and potential funding support of this initiative.
Talent Management Strategy	Develop a Talent Management Strategic Plan	Dec 2018	Dec 2018	25% Complete	On Time	The Talent Management strategy incorporates various initiatives that include competency development, leadership development and performance management. A new performance management tool is planned to be developed to begin in 2018 that will incorporate the leadership competencies identified by SLT. Talent Management is an ongoing process however 2017 and 2018 will launch significant foundational aspects to the program that include competency levelling and expectations as well as performance management tools.

City of St. Albert Strategic Plan Projects
Status Update Report
Quarter Three 2017

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Three Progress Update
SERVICE DELIVERY STRATEGY						
Community Partnership Program	Development of a community group inventory, criteria for community groups and engagement with the community groups to determine current satisfaction levels.	Jun 2018	Jun 2018	25% Complete	On Time	Work continues on this initiative in alignment of the development of the Service Levels for Community Group Relations.
Continuous Improvement Project 2016 Purchasing Process Review	The objective of this project is to review various streams used for the purchase of goods and services to identify opportunities for improvements. Review will encompass entire process from need identification to vendor payment and financial coding as well as review and analysis of current and possible new corporate structure as it relates to purchasing.	Dec 2018	Dec 2018	25% Complete	On Time	The signing authority matrix is being reviewed from various perspectives to determine the most efficient way to stream line the hierarchy. Proposed recommendations and options are still being targeted to be presented to SLT in Q4.
Election 2017	Prepare for and conduct 2017 Election	Oct 2017	Oct 2017	50% Complete	On Time	Election plans being implemented. Everything is on schedule.
Service Levels Documentation	In alignment with the corporate continuous improvement project, to complete the documentation and development of service standards for all external services.	Dec 2018	Dec 2018	25% Complete	On Time	Standards submitted in 2017 include: Client Services (formerly Customer Service), Program Delivery, and Recreation Facilities. The standards for Communications, Commercial Services, Community Group Relations, Events, and Parks & Open Spaces will be completed in 2018 to align with key foundational work being completed in these areas.
Transit Bylaw Update	As part of the Transit Long Term Department Plan, the bylaw is being updated to be consistent with the City Code of Conduct.	Dec 2017	Sep 2017	Completed	Ahead of Schedule	The Transit Bylaw went before Council In July as scheduled, and went to 2nd reading. There was some discussion about wording, so Transit Administration amended the proposed Bylaw in response to Council's discussion. This went back to Council in August and was passed. The Bylaw has been signed and is active.
Wastewater Bylaw Update	The existing wastewater bylaw is due for an update to reflect current operation and existing agreements with external parties such as the Alberta Capital Region Wastewater Commission.	Mar 2018	Mar 2018	75% Complete	On Time	Bylaw review by Legal complete. Now to be reviewed internally by affected departments and SLT and presented to Council in Q1 2018.



2017

QUARTERLY REPORT
FINANCIAL SUMMARY

THIRD QUARTER

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Financial Summary

The City of St. Albert continues to maintain a strong financial position. The first nine months of 2017 resulted in a forecasted surplus of $1.7 million. This is primarily due to:

- A decrease in snow removal and photo radar contract.
- Increase in permits issued.
- Vacancies throughout the organization.

Offset by:

- A decrease in photo radar and municipal enforcement fines.

Municipal

Operating:

- $115.5 million in revenue recognized as of September 30, 2017, which is 74% of forecast.
- $108.8 million has been spent as of September 30, 2017, which is 70% of forecast.
- A breakdown of significant variances by Division is found on page 5.

Capital:

- There are 183 municipal capital projects that have been ongoing and scheduled for 2017.
- To date, $61.4 million has been spent out of a $156 million cumulative budget.

Utility

Operating:

- $28.9 million revenue recognized as of September 30, 2017, which is 74% of forecast.
- $28.9 million has been spent as of September 30, 2017, which is 74% of forecast.
- A breakdown of significant variances by Division is found on page 10.

Capital:

- There are a total of 51 utility capital projects for 2017.
- To date, $37.1 million has been spent out of a $107.5 million cumulative budget.

Investments

The City has $201.9 million in cash and investments and earned $2.5 million in investment income, which is 83% of forecast.

Reserves

The balance as of September 30, 2017 is $134.6 million, with a year end uncommitted balance of $82.4 million.

Debt

The City's outstanding debt as of September 30, 2017 is $38.6 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING SEPTEMBER 30, 2017

In Thousands of Dollars

Division Description	Actual YTD	Budget	Forecast	Variance	
				$	%
Revenue					
Council	$99	$453	$470	$17	3.8%
City Manager's Office	262	1,628	1,628	0	0.0%
Corporate Services	1,164	1,774	1,819	45	2.5%
Community & Protective Services	22,885	31,693	31,006	(687)	(2.2%)
Infrastructure and Development Services	9,050	13,428	14,016	588	4.4%
Common & Fiscal	82,076	107,664	107,668	4	0.0%
Total Revenue	$115,536	$156,640	$156,607	$33	0.0%
Expenses					
Council	$568	$1,207	$1,220	$(13)	(1.1%)
City Manager's Office	2,670	5,513	5,404	109	2.0%
Corporate Services	9,351	14,325	13,874	451	3.1%
Community & Protective Services	53,650	77,958	77,504	454	0.6%
Infrastructure and Development Services	23,989	38,403	36,976	1,427	3.7%
Capital Financing	13,815	15,413	15,413	0	0.0%
Common & Fiscal	4,738	3,821	4,493	(672)	(17.6%)
Total Expenses	$108,781	$156,640	$154,884	$1,756	1.1%
Excess of Revenue over Expenses					
Council	$(469)	$(754)	$(750)	$4	0.5%
City Manager's Office	(2,408)	(3,885)	(3,776)	109	2.8%
Corporate Services	(8,187)	(12,551)	(12,055)	496	4.0%
Community & Protective Services	(30,765)	(46,265)	(46,498)	(233)	(0.5%)
Infrastructure and Development Services	(14,939)	(24,975)	(22,960)	2,015	8.1%
Capital Financing	(13,815)	(15,413)	(15,413)	0	0.0%
Common & Fiscal	77,338	103,843	103,175	(668)	0.6%
Total Revenue Over Expenses	$6,755	$0	$1,723	$1,723	0.0%

*Variance represents the difference between budget and forecast amounts.

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council - $4 thousand lower than budget

Revenue - $17 thousand higher than budget

- $17 higher due to the revenues earned from St. Albert Innovation Summit.

Expense - $13 thousand higher than budget

- $15 higher due to the expenses incurred for the St. Albert Innovation Summit.

City Manager's Office - $109 thousand lower than budget

Revenue - $0 unanticipated variance

Expense - $109 thousand lower than budget

- $80 lower in consulting services related to the IAC Sturgeon County Annexation.
- $18 lower in annual insurance premiums.
- $14 lower in salaries due to vacancies.
- $ 15 higher in professional services for additional legal work.

Corporate Services - $496 thousand lower than budget

Revenue - $45 thousand higher than budget

- $33 higher in unbudgeted revenue from WCB/PIR rebate.
- $11 higher due to increase in mortgage company tax inquiries, offset by a reduction in public inquiry fees.

Expense - $451 thousand lower than budget

- $355 lower in salary and wages related to vacancies.
- $60 lower in network infrastructure contracted services due to the maintenance performed internally and the rollout of Municipal Area Network.
- $30 lower in Corporate Learning Centre training expenses.
- $22 lower in telephones and mobile devices due to a review of user requirements.
- $33 higher in transfer to safety reserve for WCB/PIR rebates.

Community & Protective Services - $233 thousand higher than budget

Revenue - $687 thousand lower than budget

- $850 lower in photo radar and municipal enforcement fine revenue due to lower tickets issued, more compliance from drivers.
- $142 lower in lesson fees due to a reduced demand for personal training and membership revenue offset by additional aquatic programs and rental revenue.
- $75 lower in transit cash fares due to passengers shifting to lower cost per trip options such as passes and tickets.
- $308 higher in unbudgeted grants for Canada 150 celebration, Mental Health and Indigenous Cultural Conservation grants.
- $60 higher in the ambulance contract due to market adjustments.

Expense - $454 thousand lower than budget

- $196 lower in salaries and wages due to vacancies and short term leaves offset by increase in casual fire staff.
- $125 lower in transit contract due a revised rate.
- $112 lower in gas, oil, anti freeze due to lower diesel price forecast.
- $100 lower in photo radar contract due to less tickets issued.
- $50 higher in operating/program related to additional trees purchased from the Tree Canada Grants and other supplies offset by Mental Health grants.
- $45 higher in mobile device charges due to one-time radio repairs in emergency services.

Infrastructure and Development Services - $2,015 thousand lower than budget

Revenue - $588 thousand higher than budget

- $384 higher in permit, development and other land fees due to higher permits.
- $179 higher due to recovered costs for Fortis street lighting construction recoveries.
- $107 higher in miscellaneous revenues related to TRAVIS (Transportation Routing And Vehicle Information System) truck and municipal permits for large loads as well as other land fee revenue.
- $82 lower in business licence revenue due to proration of new fee structure.

Expense - $1,427 thousand lower than budget

- $635 lower in salaries and wages, offset by contract staff due to vacancies and recent organization restructuring.
- $434 lower in snow and ice removal for residential areas due to less snowfall.
- $245 lower due to less sand, salt, and gravel required.
- $88 lower in advertising due to reduction in costs for Dig In and less projects in Economic Development due to vacancies.
- $61 lower in corporate adjustment for electricity, natural gas and water and wastewater charges.
- $13 lower in gas, oil and antifreeze due to lower diesel price forecast.
- $9 lower in rentals as a result of a credit from previous year for bleacher rentals.
- $33 higher in contracted services relating to TRAVIS truck and municipal permits.
- $49 higher in construction, maintenance and materials as a result of LED lighting and bench dedication installations.

Common & Fiscal - $668 thousand higher than budget

Revenue - $4 thousand higher than budget

- $4 higher in vendor rebates and NSF charges.

Expense - $672 thousand higher than budget

- $479 higher in employee relations.
- $115 higher relating to contingency transfer of wage settlements to Utilities.
- $80 higher than budget related to the IDP Revenue tax sharing agreement.

Municipal Capital Summary

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

1. Budget vs. Forecast Comparison

A net total of $893 thousand is anticipated to be underspent for the 183 projects. This is a result of:

- Lower than anticipated tendering results.
- Projects on maintenance and warranty, where funds are no longer required.

Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance $	Variance %	No. of Projects
2017	8,744	54,767	54,984	(217)	-0.4%	60
2016	19,141	28,523	27,842	681	2.4%	64
2015	21,965	26,692	26,249	443	1.7%	39
Prior	11,582	46,199	46,213	(14)	0.0%	20
TOTAL	**$61,432**	**$156,181**	**$155,288**	**$893**	**0.6%**	183

Table 1 and 2 illustrate that 96% of projects are on or below budget.

Table 2: Project Budget Trends

Year	No. Of Projects			
	On Budget	Over Budget	Below Budget	Total
2017	53	2	5	**60**
2016	52	1	11	**64**
2015	25	3	11	**39**
Prior	16	2	2	**20**
Total	**146**	**8**	**29**	**183**

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, 93% of the projects are currently in progress or closed.

Schedule Status – Identifies the timeframe or schedule of project. Table 4 indicates that the quarter had 68% of projects on schedule.

Table 3: Progress Status

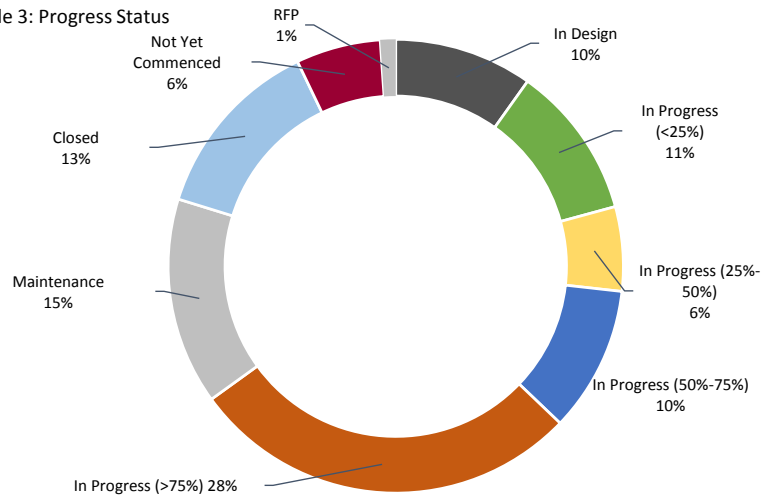


Table 4: Schedule Status

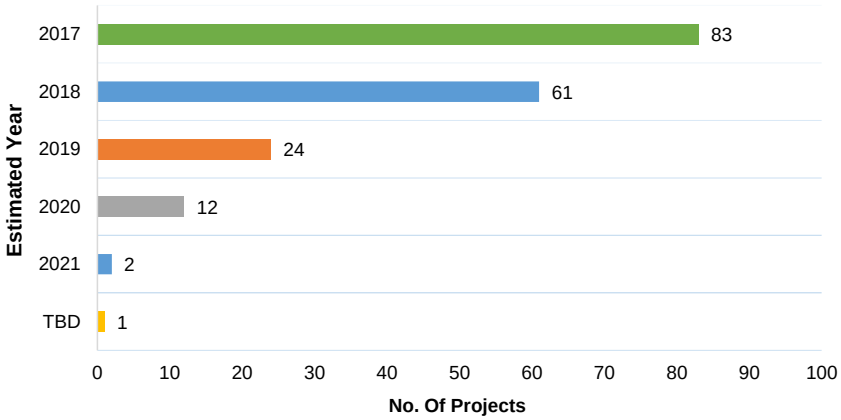
Status	No. Of Projects	%
On Schedule	124	68%
Behind Schedule	52	28%
On Hold	7	4%
Grand Total	**183**	**100%**

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 83 projects will be completed and closed at the end of the year.

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

Table 5: Estimated Completion Year



4. Municipal Capital Project Highlights

417414 Barrier Wall Study and Replacement

Geotechnical borehole drilling has been completed in three areas along St. Albert Trail, adjacent to the existing barrier wall. Engagement with residents has occurred for the neighbourhoods of Deer Ridge, Braeside and Sturgeon Heights. Acoustic monitoring and collection of infrastructure data (tree inventory, sheds, garages, gardens etc.) was completed in September. The City is now in detailed design for the Deer Ridge section of wall (between Giroux Rd. and Villeneuve Rd.). The first public information session in regards to design, construction methods, materials and impact to residents is scheduled for sometime in Q4.

416311 Riel Park Amenities Building

The building is complete and fully operational with a grand opening scheduled for Q4, 2017.

For further details on capital projects please refer to Appendix 1 or visit https://stalbert.ca/dev/construction

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2017

In Thousands of Dollars

Division Description	Actual YTD	Budget	Forecast	Forecasted Variance	
				$	%
Revenue					
Utility Finance	$156	$319	$326	$7	(2.3%)
Water	10,242	14,239	13,757	(482)	3.4%
Wastewater	9,117	12,820	12,191	(629)	4.9%
Storm	4,610	6,045	6,122	77	(1.3%)
Solid Waste Management	4,805	6,465	6,499	34	(0.5%)
Total Revenue	$28,930	$39,888	$38,895	$(993)	(2.5%)
Expenses					
Utility Finance	$156	$319	$326	$(7)	(2.3%)
Water	7,231	9,440	9,090	350	3.7%
Wastewater	7,683	10,442	9,832	610	5.8%
Storm	1,250	1,550	1,718	(168)	(10.8%)
Solid Waste Management	4,755	6,349	6,388	(39)	(0.6%)
Total Expenses	$21,075	$28,100	$27,354	$746	(2.7%)
Transfer to Reserve					
Water	$3,011	$4,799	$4,667	132	(2.7%)
Wastewater	1,435	2,378	2,359	19	(0.8%)
Storm	3,360	4,495	4,404	91	(2.0%)
Solid Waste Management	50	116	110	6	(5.0%)
Total Transfer to Reserve	$7,856	$11,788	$11,541	$247	2.1%

*Variance represents the difference between budget and forecast amounts.

Utilities Operating Variance Analysis (In Thousands of Dollars)

Utility Finance - $0 net budget

No significant variances.

Water - $132 thousand lower than budget

Revenue - $482 thousand lower than budget

- $546 lower in sale of water due to wet weather during the year.
- $104 lower in recovered costs to reflect anticipated collections and reduction in new development.
- $147 higher in water connection fees as a result of corresponding development permits issued and trend.
- $34 higher in transfer from operations to offset wage settlements.

Expense - $350 thousand lower than budget

- $385 lower in water purchase due to wet weather during the year.
- $38 lower in meter purchase & parts as new water meter contract resulted in less parts required.
- $35 higher in construction and maintenance due to increase in hydrant maintenance expense.
- $26 higher in salaries and wages as a result of wage settlements, offset by transfer from operations.
- $7 higher due to corporate adjustment for energy costs as a result of trends and rates.

Wastewater - $19 thousand lower than budget

Revenue - $629 thousand lower than budget

- $672 lower in wastewater charges due to wet weather during the year.
- $43 higher in transfer from operations to offset wage settlements.

Expense - $610 thousand lower than budget

- $585 lower in wastewater treatment charges due to wet weather during the year.
- $85 lower in contracted services and equipment charges due to realigning charges from wastewater to storm.
- $46 higher in salaries and wages as a result of wage settlements, offset by transfer from operations.
- $10 higher due to corporate adjustment for energy costs as a result of trends and rates.

Storm - $91 thousand lower than budget

Revenue - $77 thousand higher than budget

- $62 higher in transfer from operations to offset wage settlements.
- $15 higher in supplemental capital contribution fee due to higher than anticipated customer count and split.

Expense - $168 thousand higher than budget

- $62 higher in salaries and wages as a result of wage settlements, offset by transfer from operations.
- $85 higher in contracted services and equipment charges due to realigning charges from wastewater to storm.
- $21 higher in construction costs due to increased storm maintenance.

Solid Waste Management - $6 thousand lower than budget

Revenue - $34 thousand higher than budget

- $31 in transfer from operations to offset wage settlements.

Expense - $39 thousand higher than budget

- $47 higher in net salaries and wages as a result of wage settlements and vacancies.

Utility Capital Summary

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

1. Budget vs. Forecast Comparison

A net total of $10.5 million is anticipated to be underspent for the 51 projects. This is mainly due to $10 million lower than anticipated tendering results for project 415454 & 416443 North Interceptor Trunkline – Phase 3.

Table 6: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance $	Variance %	No. of Projects
2017	446	16,241	16,241	-	0.0%	16
2016	10,692	60,811	50,411	10,400	17.1%	14
2015	3,727	7,128	7,128	-	0.0%	10
Prior	22,192	23,283	23,208	75	0.3%	11
TOTAL	**$37,057**	**$107,463**	**$96,988**	**$10,475**	**9.7%**	51

Tables 6 and 7 illustrate that 100% of projects are on or below budget.

Table 7: Project Budget Trends

Year	No. Of Projects			
	On Budget	Over Budget	Below Budget	Total
2017	16	-	-	**16**
2016	11	-	3	**14**
2015	10	-	-	**10**
Prior	9	-	2	**11**
Total	**46**	**-**	**5**	**51**

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, 71% of the projects are currently in progress of closed.

Schedule Status – Identifies the timeframe or schedule of project. Table 9 shows the schedule status indicates that the quarter had 57% projects on schedule.

Table 8: Progress Status

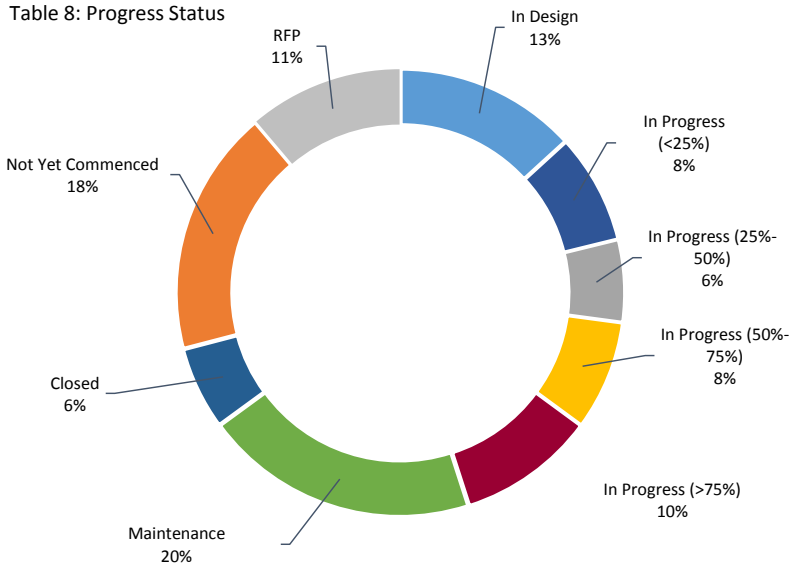


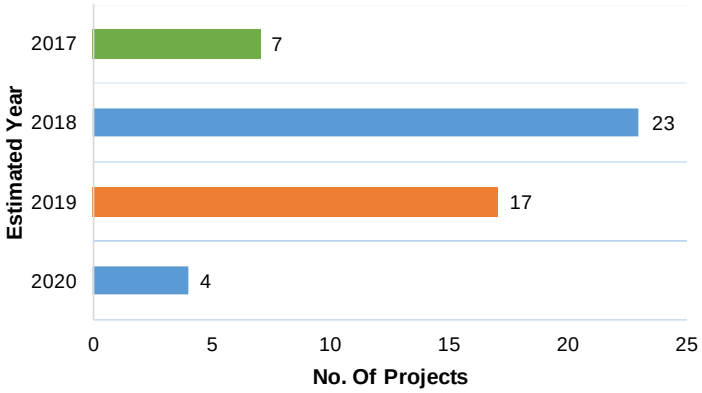
Table 9: Schedule Status

Status	No. of Projects	%
On Schedule	29	57%
Behind Schedule	15	29%
On Hold	7	14%
Grand Total	**51**	**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. At Quarter 3, it is estimated that 7 projects will be completed and closed at the end of the year.

Table 10: Estimated Year of Closure



4. Utility Capital Project Highlights

415451 & 416451 Stormwater Infrastructure Rehabilitation (Forest Lawn)

The project is now substantially complete and under warranty.

416452 Stormwater Management Level of Service Requirements & 416453 Sedimentation and Erosion Control Plan (Perron Street)

Pipe install has progressed through the parking lot to St. Thomas Street. The project is wrapping up with brickwork being completed on St. Thomas Street, St. Michael Street as well as the parking lot walkway. The project in anticipated to be complete by end of October.

416443 North Interceptor Trunkline Phase 3 (Project 9)

Rivercrest Crescent was opened in late Q3 and Transit operations are returned to the St. Albert Exchange effective October 1. The new trunk installation is progressing with 240 metres of directionally drilling installed and 350 metres of open cut installed. Shanghai Construction has completed 2 of 11 deep shafts and have begun tunneling of the first section.

For further details on other capital projects, please refer to Appendix 2 or visit https://stalbert.ca/dev/construction

Investments

As of September 30, 2017 the City has $201.9 million in cash and investments and earned $2.5 million in investment income, which is 83% of forecast.

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.

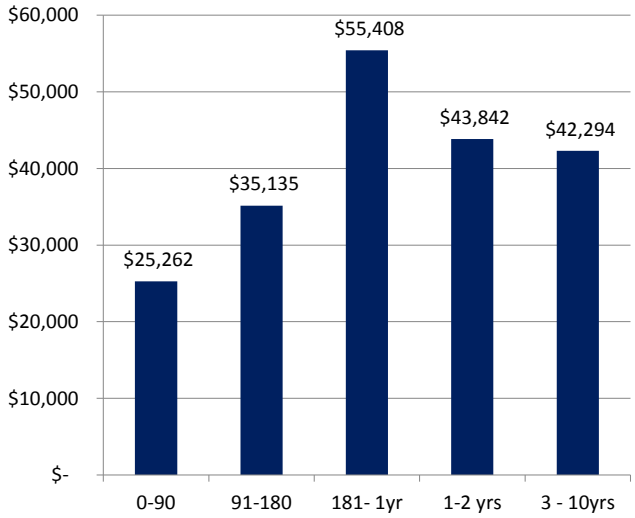
Table 11: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
Toronto Dominion	40,029	19.82%
CIBC	36,028	17.84%
BMO	30,141	14.93%
ATB Financial	15,217	7.54%
Scotiabank	15,049	7.45%
HSBC	15,020	7.44%
Servus Credit Union	10,246	5.07%
CWB	10,107	5.00%
Raymond James	10,063	4.98%
National Bank	10,031	4.97%
RBC Commercial	10,012	4.96%
	$201,942	**100%**

Maintenance of Liquidity

The City maintains an investment portfolio that sufficiently meets its operating cash flow requirements. 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. Table 13 compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates to determine whether market yields are being achieved. As illustrated, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

Table 13: Rate of Return Comparison

Type		St. Albert	Bank of Canada
	Term	Average Portfolio Rate	T-Bill and Bond Rates
Cash and Short Term Investments	0-90 Days	1.00%	1.01%
	91-180 Days	1.42%	1.19%
	181- 1yr	1.67%	1.46%
Long Term Investments	1-2 yrs	2.27%	1.58%
	3 - 10yrs	2.85%	1.64% - 2.13%

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 forecasted year end uncommitted balance as of September 30, 2017 is $82.4 million of which:

Table 14: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance	Uncommited Balance %
Operating	$ 11,849	$ 13,466	$ (7,557)	$ 5,910	7%
Capital	72,599	69,651	(23,366)	46,285	56%
Utilities	49,434	45,688	(16,176)	29,512	36%
Outside Agencies	752	772	(70)	702	1%
TOTAL	**$134,633**	**$ 129,577**	**$ (47,168)**	**$ 82,409**	**100%**

- 7% for property tax stabilization and contingency funding.
- 56% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 36% for utility rate stabilization and funding of utility infrastructure.

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

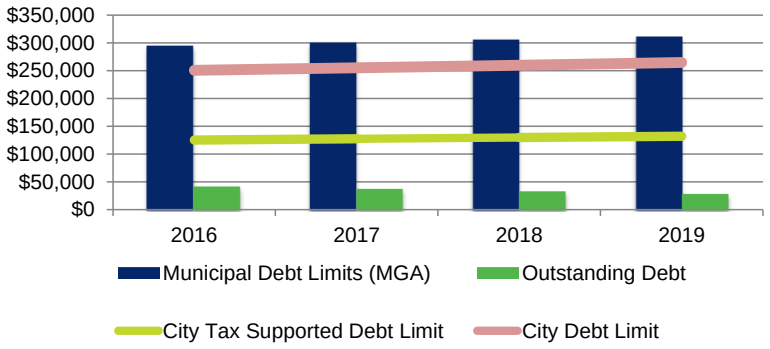
Debt

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 had $38.6 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to two significant projects: Servus Place of $19.1 million and Ray Gibbon Drive of $19.5 million.

The North Interceptor Trunkline debt financing of $30.0 million approved in 2016 will be reflected once the borrowing has been secured.

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



The Community Branch Library borrowing bylaw approved in 2017 is on hold. The bylaw does not create any obligation for the City to borrow funds.

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY DIVISION
FOR THE PERIOD ENDING SEPTEMBER 30, 2017

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance		Project Status	Schedule Status
Division #1000 Council								
415102	Railroad Safety Enhancement	66	762	762	-	0.0%	Not Yet Commenced	Behind Schedule
Total Division #1000 Council		$66	$762	$762	$-	0.0%		
Division #2000 City Manager's Office								
414201	St Albert Seniors Association Building Rehabilitation and Expansion	4,040	4,100	4,200	(100)	-2.4%	Maintenance	On Schedule
414509	Agenda Management Software	81	110	110	-	0.0%	In Progress (>75%)	On Schedule
415504	Council Chambers Upgrade	23	202	52	150	74.3%	In Progress (25%-50%)	Behind Schedule
415505	Central Records Shelving Upgrade	-	57	57	-	0.0%	In Design	Behind Schedule
416505	Columbarium	-	53	53	-	0.0%	RFP	Behind Schedule
416808	Civic Building Security	253	253	253	-	0.0%	Closed	On Schedule
417808	Facilities Safety & Security	173	278	278	-	0.0%	In Progress (>75%)	On Schedule
Total Division #2000 City Manager's Office		$4,569	$5,052	$5,002	$50	1.0%		
Division #2300 Corporate Services								
413505	Performance Measurement System	-	50	50	-	0.0%	In Progress (25%-50%)	Behind Schedule
414505	Performance Measurement System	-	50	50	-	0.0%	In Progress (25%-50%)	Behind Schedule
415506	Smart City Master Plan & Alliance	36	65	75	(10)	-15.4%	In Progress (>75%)	On Schedule
415507	Energy and Water Conservation Audit	139	150	150	-	0.0%	In Progress (>75%)	On Schedule
40940C-11	Corporate GIS Foundation Items	14	32	32	-	0.0%	In Progress (>75%)	Behind Schedule
413503	HR Electronic Recruitment Software	26	50	50	-	0.0%	In Progress (50%-75%)	On Schedule
415508	Financial System Software	102	300	300	-	0.0%	In Progress (25%-50%)	Behind Schedule
415509	Council Chamber Technology	46	100	100	-	0.0%	In Progress (25%-50%)	Behind Schedule
416502	IT Office Automation	50	50	50	-	0.0%	Closed	On Schedule
416503	Recreation Client Management Software	38	200	200	-	0.0%	In Progress (<25%)	Behind Schedule
416504	Single Window Services	15	200	200	-	0.0%	In Progress (<25%)	Behind Schedule
416508	Financial System Software	-	500	500	-	0.0%	In Design	Behind Schedule
417501	Office Systems Replacement Plan	222	626	626	-	0.0%	In Progress (50%-75%)	On Schedule
417502	IT Office Automation	36	50	50	-	0.0%	In Progress (50%-75%)	On Schedule
417503	Recreation & Event Management Software Implementation	0	183	183	-	0.0%	In Progress (<25%)	Behind Schedule
417505	Census - Tablet Procurement	-	35	35	-	0.0%	In Design	On Hold
417506	AFRRCS Emergency Radio System	-	972	972	-	0.0%	In Design	On Schedule
417510	Municipal Area Network to Core Facilities	13	773	773	-	0.0%	In Progress (50%-75%)	On Schedule
Total Division #2300 Corporate Services		$737	$4,386	$4,396	$10	-0.2%		
Division #3000 Community & Protective Services								
415314	Safety Fencing Installation	76	96	96	-	0.0%	In Progress (>75%)	On Schedule
415334	Akinsdale/Kinex Arena Renovation	216	355	255	100	28.2%	In Progress (>75%)	On Schedule
416305	City Sportfield Rehabilitation Program	-	310	-	310	100.0%	Closed	Behind Schedule
416306	City Parks Infrastructure Replacement Program	6	500	500	-	0.0%	In Progress (>75%)	On Schedule
416307	City Playground Lifecycle Program	221	192	192	-	0.0%	Maintenance	On Schedule
416311	Riel Park Amenities Building	2,725	3,308	3,308	-	0.0%	In Progress (>75%)	On Schedule
416312	Neighborhood Park Planning and Standards Model	123	400	400	-	0.0%	In Progress (25%-50%)	On Schedule
416313	Erin Ridge North Park Planning and Standards Model	-	230	230	-	0.0%	In Design	Behind Schedule
416314	Red Willow Park West - Trail and Park Planning	11	275	275	-	0.0%	In Progress (50%-75%)	On Schedule
416325	Everitt Park Development	164	275	275	-	0.0%	In Progress (>75%)	On Schedule
416326	Lacombe Lake Dog Friendly Park - New Boundary	-	65	65	-	0.0%	In Progress (<25%)	On Schedule
417305	City Sportfield Rehabilitation Program	3	343	343	-	0.0%	In Progress (<25%)	On Schedule
417306	City Parks Infrastructure Replacement Program	166	585	585	-	0.0%	In Progress (<25%)	On Schedule
417307	City Playground Lifecycle Program	148	255	255	-	0.0%	In Progress (>75%)	On Schedule
417311	Heritage Lakes Outdoor Rink Refurbishment	-	142	142	-	0.0%	Not Yet Commenced	Behind Schedule
417318	Pickleball Line Marking	6	20	9	12	57.5%	In Progress (>75%)	On Schedule
417319	BMX Track Review	12	15	15	-	0.0%	In Progress (>75%)	On Schedule

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

		Project To Date	Project Budget	Forecast	Variance		Project Status	Schedule Status
417321	Akinsdale Arena Press Box	-	85	85	-	0.0%	In Design	On Schedule
415302	Aquatics Lifecycle Plan	181	194	181	13	6.6%	Closed	On Schedule
416302	Aquatics Lifecycle Replacement Plan	425	662	662	-	0.0%	In Progress (>75%)	On Schedule
417302	Aquatics Lifecycle Replacement Plan	120	162	162	-	0.0%	In Progress (>75%)	On Schedule
416327	Fountain Park Pool Peninsula Removal Design	12	15	12	3	20.0%	Closed	On Schedule
416322	6th Arena Servus - Design	49	50	49	1	1.2%	Closed	On Schedule
416323	Servus Expansion	35	75	35	40	53.1%	Closed	On Schedule
416324	Servus Place Exterior Improvements	163	180	180	-	0.0%	In Progress (>75%)	On Schedule
417301	Servus Place Lifecycle Replacement Program	216	473	329	144	30.4%	In Progress (>75%)	On Schedule
414305	Sportfield Refurbishment Program	210	220	220	-	0.0%	Maintenance	On Schedule
414310	Erin Ridge / Oakmont Trail Phase 2 Construction	1,021	1,050	1,050	-	0.0%	Maintenance	On Schedule
414312	Lacombe Park Master Plan	141	173	173	-	0.0%	Maintenance	On Schedule
414313	Campbell Dog-Friendly Park	162	160	162	(2)	-1.3%	Closed	On Schedule
415305	City Sportfield Rehabilitation Program	188	285	285	-	0.0%	Maintenance	On Schedule
415306	City Parks Infrastructure Replacement Program	150	150	150	-	0.0%	Closed	On Schedule
415307	City Playground Infrastructure Lifecycle Program	270	280	280	-	0.0%	Maintenance	On Schedule
415309	Northridge Park Development Phase 2	476	500	482	19	3.7%	Maintenance	On Schedule
415310	Riel Park Phase 5 - Design	275	275	275	-	0.0%	Closed	On Schedule
415312	Lacombe Park Development - Construction	796	990	890	100	10.1%	Maintenance	On Schedule
417309	Lacombe Park Construction	(0)	183	183	-	0.0%	RFP	On Schedule
417310	Erin Ridge North School Playground and Park Construction	180	505	505	-	0.0%	In Progress (25%-50%)	On Schedule
417312	Neighborhood Park Construction	125	1,212	1,212	-	0.0%	In Progress (<25%)	On Schedule
417313	Lacombe Lake Park Building & Plaza Concept Plan	-	250	250	-	0.0%	In Design	On Schedule
414317	Founders Walk Phase 2	586	761	761	-	0.0%	In Progress (>75%)	Behind Schedule
414318	Heritage Sites Phase 2	1,509	1,526	1,526	-	0.0%	In Progress (>75%)	Behind Schedule
415315	Juneau House	603	605	605	-	0.0%	Maintenance	On Schedule
415316	SAP Cultural Wayfinding Enhancement & Replacement- Ph 1	16	265	265	-	0.0%	In Design	On Hold
415318	Heritage Site Phase 2b	959	2,854	2,854	-	0.0%	In Progress (>75%)	Behind Schedule
416103	Story Boards	3	15	15	-	0.0%	In Progress (>75%)	On Schedule
416108	Healing Garden	212	150	309	(159)	-106.0%	In Progress (>75%)	On Schedule
416316	Progress Hall Revitalization	272	469	469	-	0.0%	In Progress (>75%)	Behind Schedule
416317	Founders Walk Phase 3 - Design	1	250	250	-	0.0%	In Design	Behind Schedule
416318	Heritage Park - French Canadian Farm - Design	-	216	216	-	0.0%	Not Yet Commenced	On Hold
416319	Cultural Services Workshop Tool Refurbishment & Replacement	23	25	25	-	0.0%	In Progress (>75%)	On Schedule
416320	Visual Arts Studio Furniture Replacement	32	44	44	-	0.0%	In Progress (>75%)	On Schedule
416321	Webstream Audio Console	-	51	51	-	0.0%	Not Yet Commenced	On Hold
417320	Visual Arts Studio Maintenance and Lifecycle	9	16	16	-	0.0%	In Progress (50%-75%)	On Schedule
416304	Arden Theatre Maintenance and Lifecycle Plan	10	9	9	-	0.0%	In Progress (>75%)	On Schedule
417304	Arden Theatre Maintenance and Lifecycle Plan	52	99	99	-	0.0%	In Progress (50%-75%)	On Schedule
415303	Emergency Services Equipment Replacement Plan	123	161	161	-	0.0%	Construction (50-75%)	On Schedule
415324	Fire CAD Upgrade	16	16	16	-	0.0%	Completion (100%)	On Schedule
415326	Signal Pre-Emption	105	105	105	-	0.0%	Completion (100%)	Behind Schedule
415327	Alberta First Responders Radio Communication System	-	47	47	-	0.0%	Not Yet Commenced	Behind Schedule
415328	Land Acquisition Fire Hall #4	-	350	350	-	0.0%	Not Yet Commenced	Behind Schedule
415330	FS Station 2	563	556	563	(7)	-1.2%	Maintenance	On Schedule
416303	Emergency Services Equipment Replacement Plan	240	246	246	-	0.0%	In Progress (<25%)	On Schedule
416309	Fire Building Equipment Replacement	21	65	65	-	0.0%	Under 25%	Behind Schedule
417303	Emergency Services Equipment Replacement Plan	4	9	9	-	0.0%	In Progress (<25%)	On Schedule
417314	Fire Station 1 Reconstruction	36	50	50	-	0.0%	In Progress (>75%)	On Schedule
417316	Fire Dispatch ProQA System	26	33	33	-	0.0%	75%-100%	On Schedule
417317	Municipal Enforcement Vehicle	3	30	30	-	0.0%	In Progress (<25%)	Behind Schedule
415308	Community Capital Program	252	252	252	-	0.0%	Maintenance	On Schedule
416308	Community Capital Program	256	258	258	-	0.0%	Maintenance	On Schedule
417308	Community Capital Program	61	250	250	-	0.0%	Maintenance	On Schedule
412420	Campbell Road Park & Ride	159	30,000	30,000	-	0.0%	In Design	On Schedule
414804	Transit Smart Fare & Smart Bus	-	3,992	3,992	-	0.0%	In Progress (<25%)	On Schedule
415803	Grow th Buses	3,012	3,200	3,200	-	0.0%	In Progress (>75%)	On Schedule
416802	Transit Bus Lifecycle Replacement	303	405	405	-	0.0%	In Progress (>75%)	On Schedule
416803	Transit Garage Expansion	646	657	657	-	0.0%	Maintenance	On Schedule
417802	Transit Bus Lifecycle Replacement	140	4,392	4,392	-	0.0%	In Progress (<25%)	On Schedule
417809	Heated Transit Shelters	4	51	51	-	0.0%	In Progress (50%-75%)	On Schedule
Total Division #3000 Community & Protective Services		$19,332	$67,972	$67,400	$572	0.8%		

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

		Project To Date	Project Budget	Forecast	Variance		Project Status	Schedule Status
Division #4000 Infrastructure and Development Services								
416102	Tache Plane Restoration & Relocation	168	335	260	75	22.4%	Maintenance	Behind Schedule
416106	Rotary Park Boat Launch	17	25	25	-	0.0%	In Progress (>75%)	On Schedule
416455	Lacombe Park	977	1,200	1,080	120	10.0%	Maintenance	On Schedule
417901	Community Branch Library	1	17,492	17,492	-	0.0%	Not Yet Commenced	On Hold
414401	Arterial Asphalt Overlay Program	1,100	1,100	1,100	-	0.0%	Closed	On Schedule
414412	St. Albert Trail Median and Blvd Enhancement	836	924	836	88	9.6%	Closed	On Schedule
415401	Arterial Asphalt Overlay Program	1,800	1,800	1,800	-	0.0%	Closed	On Schedule
415402	Collector Reconstruct Program	1,198	1,200	1,198	2	0.2%	Closed	On Schedule
415403	Collector/Local Asphalt Overlay Program	3,050	3,050	3,050	-	0.0%	Closed	On Schedule
415404	Local Reconstruct Program	246	265	246	19	7.2%	Maintenance	On Schedule
415406	Red Willow Trail Overlay Program	198	200	198	2	1.2%	Closed	On Schedule
415407	Sidewalk Program	1,260	1,270	1,270	-	0.0%	Maintenance	Behind Schedule
415411	Right of Way (ROW) Study	60	60	60	-	0.0%	Closed	On Schedule
415412	St. Albert Trail Median & Blvd Enhancement	900	967	900	67	6.9%	Closed	On Schedule
415415	Erin Ridge Traffic Mitigation	-	25	25	-	0.0%	In Progress (<25%)	Behind Schedule
415455	Grandin Pond Bridge & Trail Paving	41	50	41	9	17.4%	Closed	On Schedule
416104	Paving of Shale Trails	66	251	66	185	73.6%	Maintenance	On Schedule
416401	Arterial Asphalt Overlay Program	2,230	2,230	2,230	-	0.0%	Maintenance	Behind Schedule
416402	Local and Collector Road Reconstruct Program	1,085	2,050	2,050	-	0.0%	Maintenance	On Schedule
416403	Local and Collector Asphalt Overlay Program	3,136	4,070	4,070	-	0.0%	Maintenance	Behind Schedule
416404	City Owned Parking Lot - Major Rehab	-	100	100	-	0.0%	In Design	Behind Schedule
416405	Permanent Line Marking Rehabilitation	171	172	172	-	0.0%	Closed	On Schedule
416406	Trail Overlay Program	601	660	601	59	9.0%	Maintenance	On Schedule
416407	Sidewalk Program	480	906	906	-	0.0%	In Progress (50%-75%)	Behind Schedule
416409	Road Rehabilitation	207	250	207	44	17.4%	Maintenance	On Schedule
416411	Right of Way (ROW) Study	61	62	61	1	0.8%	Closed	On Schedule
416412	Bridge Rehabilitation	17	172	172	-	0.0%	In Progress (25%-50%)	Behind Schedule
416413	St. Albert Trail Revitalization	245	354	354	-	0.0%	In Progress (>75%)	On Schedule
416414	Arterial and Collector Intersection Enhancement Program	227	909	909	-	0.0%	In Design	Behind Schedule
416415	Erin Ridge Traffic Mitigation Strategies	1	136	136	-	0.0%	In Progress (<25%)	Behind Schedule
416416	Neighbourhood Traffic Calming Strategies	117	175	175	-	0.0%	In Progress (<25%)	Behind Schedule
416418	Noise Attenuation City Wide Data Collection	-	200	200	-	0.0%	In Progress (<25%)	On Schedule
416419	Perron Street Angle Parking	84	160	160	-	0.0%	In Progress (50%-75%)	Behind Schedule
416420	Safe Journeys to School Safety Implementation Strategies	809	836	836	-	0.0%	Closed	On Schedule
416421	St. Albert Trail and Boudreau / Giroux Road Corridor Safety Initiative Implementation	200	320	320	-	0.0%	In Progress (50%-75%)	Behind Schedule
416456	Fowler Way Functional Alignment - Design	5	75	75	-	0.0%	In Progress (<25%)	Behind Schedule
417401	Arterial Asphalt Overlay Program	904	2,750	2,851	(101)	-3.7%	In Progress (>75%)	On Schedule
417402	Local and Collector Road Reconstruct Program	183	3,500	3,500	-	0.0%	In Progress (<25%)	Behind Schedule
417403	Local and Collector Asphalt Overlay Program	1,467	4,090	3,603	487	11.9%	In Progress (>75%)	On Schedule
417404	City Owned Parking Lot - Major Rehab	4	250	250	-	0.0%	In Design	On Schedule
417405	Permanent Line Marking Rehabilitation	149	180	180	-	0.0%	In Progress (>75%)	On Schedule
417406	Trail Overlay Program	143	603	520	83	13.8%	In Progress (>75%)	Behind Schedule
417407	Sidewalk Program	137	1,100	1,100	-	0.0%	In Progress (50%-75%)	Behind Schedule

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

		Project To Date	Project Budget	Forecast	Variance		Project Status	Schedule Status
417410	Crack Sealing Program	64	131	131	-	0.0%	In Progress (50%-75%)	On Schedule
417411	Lane Reconstruction Program	101	1,350	1,350	-	0.0%	In Design	Behind Schedule
417412	Road Repairs	228	300	300	-	0.0%	In Progress (>75%)	On Schedule
417413	St. Albert Trail Revitalization	-	350	350	-	0.0%	Not Yet Commenced	On Hold
417414	Barrier Wall Study & Replacement	-	640	640	-	0.0%	In Design	On Schedule
417415	Buildings Life Cycle Assessments	-	115	115	-	0.0%	Not Yet Commenced	On Schedule
417416	Neighbourhood Traffic Calming Strategies	175	543	543	-	0.0%	In Design	Behind Schedule
417418	Infrastructure Inventory Study	61	63	63	-	0.0%	In Progress (>75%)	Behind Schedule
417420	Safe Journeys to School Safety Implementation Strategies	326	700	700	-	0.0%	In Progress (50%-75%)	Behind Schedule
417422	Art Gallery Barrier-Free	34	1,089	1,931	(842)	-77.4%	In Design	Behind Schedule
414507	Community Sustainability Plan	253	257	257	-	0.0%	In Progress (>75%)	On Schedule
414508	PW Former PW Yard Remediation Program	350	500	500	-	0.0%	In Progress (50%-75%)	On Schedule
417504	Solar Photovoltaics (PV) Program	12	505	505	-	0.0%	In Progress (50%-75%)	On Schedule
417807	Recycling Receptacles	11	12	11	1	8.1%	In Progress (>75%)	On Schedule
416801	PW Mobile Equipment Replacement Plan	1,538	1,558	1,558	-	0.0%	In Progress (>75%)	On Schedule
417801	PW Mobile Equipment Replacement Plan	932	1,551	1,551	-	0.0%	In Progress (>75%)	On Schedule
417805	PW Sand Covered Storage	463	2,685	2,685	-	0.0%	In Progress (25%-50%)	On Schedule
417806	PW Shop & Yard Equipment Replacement	-	35	35	-	0.0%	In Progress (>75%)	On Schedule
41119A	Bridge Rehabilitation	603	656	656	-	0.0%	In Progress (>75%)	On Schedule
416105	Hearing Loop	3	6	3	3	55.0%	In Design	On Hold
417315	Traffic Pre-Emption System	100	105	105	-	0.0%	Maintenance	On Schedule
417408	Transportation Systems Mgmt (Signals)	587	785	785	-	0.0%	In Progress (>75%)	On Schedule
417409	Transportation Master Plan Implementation	111	495	495	-	0.0%	In Progress (25%-50%)	Behind Schedule
417417	Traffic Signal Maintenance	491	529	529	-	0.0%	In Progress (>75%)	On Schedule
417421	St.Albert Trail Corridor Traffic Signal Optimization	49	208	208	-	0.0%	In Progress (25%-50%)	Behind Schedule
416807	Subdivision Entrance Signage	-	30	30	-	0.0%	Not Yet Commenced	Behind Schedule
416812	Park Amenities - Benches & Garbage Cans	46	81	81	-	0.0%	In Progress (>75%)	On Schedule
415414	St. Anne St. Realignment - St. Thomas to Tache St. - Construction	4,186	4,280	4,300	(20)	-0.5%	Maintenance	On Schedule
416424	Accessibility Initiatives	25	40	40	-	0.0%	In Progress (50%-75%)	Behind Schedule
416425	Millennium Park- Placemaking and Design Phase 1	231	360	360	-	0.0%	In Progress (>75%)	Behind Schedule
417424	Accessibility Initiatives	-	40	40	-	0.0%	Not Yet Commenced	On Schedule
416804	PW Cemetery Improvements	85	150	150	-	0.0%	In Progress (>75%)	On Schedule
417803	SAP Building Envelope Replacement Plan	255	371	371	-	0.0%	In Progress (50%-75%)	On Schedule
417804	Energy Efficiency Replacement Program	-	125	125	-	0.0%	In Progress (<25%)	On Schedule
415810	SAP Building Envelope Replacement Plan	336	354	354	-	0.0%	In Progress (>75%)	On Schedule
Total Division #4000 Infrastructure and Development Services		$36,238	$77,520	$77,238	$281	0.4%		
Division #6500 Common & Fiscal								
412108	Civic Space Capacity Initiative	490	490	490	-	0.0%	In Progress (>75%)	On Schedule
Total Division #6500 Common & Fiscal		$490	$490	$490	$-	0.0%		
	Total Entity #01 St. Albert	**$61,432**	**$156,181**	**$155,288**	**$893**	**0.6%**		

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY DIVISION
FOR THE PERIOD ENDING SEPTEMBER 30, 2017

	Project To Date	Project Budget	Forecast	Variance		Project Status	Schedule Status
Division #7000 Water							
414203 Update Meter Reader Technology - Design	69	100	100	-	0.0%	In Progress (>75%)	On Schedule
415230 Update Meter Reader Technology - Construction	-	1,000	1,000	-	0.0%	Not Yet Commenced	On Schedule
417731 Update Meter Reader Technology	54	5,353	5,353	-	0.0%	Not Yet Commenced	On Schedule
413414 Water Network Level of Service	458	551	551	-	0.0%	Maintenance	On Schedule
413417 East Water Supply Main (Phase 2)	4,977	5,077	5,077	-	0.0%	Maintenance	On Schedule
413419 Oakmont Pumphouse Upgrades	50	75	50	25	33.2%	Closed	On Hold
414430 Water Network Level of Service	-	578	578	-	0.0%	In Design	Behind Schedule
415430 Water Network Level of Service	9	800	800	-	0.0%	In Design	Behind Schedule
415831 SCADA Upgrades for Water Stations	41	50	50	-	0.0%	In Progress (>75%)	On Schedule
416430 Water Network Level of Service	8	800	800	-	0.0%	In Design	Behind Schedule
416432 Lacombe Reservoir Fill Line Re-alignment	1,066	1,800	1,400	400	22.2%	In Progress (>75%)	Behind Schedule
416835 Water System Infrastructure Rehab	373	440	440	-	0.0%	In Progress (>75%)	On Schedule
417430 Water Network Level of Service	39	1,633	1,633	-	0.0%	In Design	Behind Schedule
417431 Sturgeon Heights Pumphouse Rebuild	4	524	524	-	0.0%	Not Yet Commenced	On Hold
417831 Water SCADA System Upgrades	-	350	350	-	0.0%	RFP	On Schedule
417835 Water System Infrastructure Rehab	62	475	475	-	0.0%	In Progress (<25%)	On Schedule
Total Division #7000 Water	$7,209	$19,606	$19,181	$425	2.2%		
Division #8000 Wastewater							
414442 Wastewater Lift Station Rehabilitation	3,530	3,570	3,570	-	0.0%	Maintenance	On Schedule
415442 Rivercrest Lift Station Rehabilitation	-	300	300	-	0.0%	Not Yet Commenced	On Hold
415841 Wastewater SCADA Upgrades	38	50	50	-	0.0%	RFP	On Schedule
415845 Wastewater Rehabilitation Program	97	229	229	-	0.0%	RFP	On Schedule
416442 Rivercrest Lift Station Rehabilitation	40	4,000	2,000	2,000	50.0%	Not Yet Commenced	On Hold
417442 Wastewater Lift Station Studies	-	550	550	-	0.0%	RFP	Behind Schedule
417841 Wastewater SCADA System Upgrades	-	350	350	-	0.0%	RFP	On Schedule
417842 Wastewater CCTV Equipment Replacement Plan	-	318	318	-	0.0%	RFP	On Schedule
415440 Wastewater Collection System Level of Service	360	360	360	-	0.0%	Closed	Behind Schedule
415441 Wastewater Main Replacement	340	582	582	-	0.0%	In Progress (50%-75%)	On Schedule
415454 North Interceptor Trunkline Phase 3– Design	1,620	2,157	2,157	-	0.0%	In Progress (>75%)	Behind Schedule
416440 Wastewater Collection System Level of Service	569	2,640	2,640	-	0.0%	In Progress (25%-50%)	Behind Schedule
416441 Wastewater Main Replacement	6	611	611	-	0.0%	Not Yet Commenced	Behind Schedule
416443 North Interceptor Trunkline Phase 3	4,929	40,000	32,000	8,000	20.0%	In Progress (<25%)	Behind Schedule
416845 Wastewater Rehabilitation Program	59	237	237	-	0.0%	Not Yet Commenced	Behind Schedule
416846 Wastewater Household Service Replacement	199	200	200	-	0.0%	Closed	On Schedule
417440 Wastewater Collection System Level of Service	20	436	436	-	0.0%	In Design	On Schedule
417441 Wastewater Main Replacement	20	1,153	1,153	-	0.0%	In Design	Behind Schedule
417845 Wastewater Rehabilitation Program	53	245	245	-	0.0%	Not Yet Commenced	On Hold
417846 Wastewater Household Service Replacement	131	240	240	-	0.0%	In Progress (50%-75%)	On Schedule
Total Division #8000 Wastewater	$12,011	$58,228	$48,228	$10,000	17.2%		
Division #8600 Storm							
413423 Stormwater Infrastructure Rehabilitation	1,059	1,050	1,050	-	0.0%	Maintenance	On Schedule
414450 Lacombe Park Bank Repairs	706	800	750	50	6.3%	Maintenance	On Schedule
414451 South Campbell Stormwater Management Facility	3,400	3,500	3,500	-	0.0%	Maintenance	On Schedule
414453 Oakmont Swale Reconstruction	2,495	2,500	2,500	-	0.0%	Maintenance	On Schedule
415451 Stormwater Infrastructure Rehabilitation	1,222	1,600	1,600	-	0.0%	Maintenance	On Schedule
416451 Stormwater Infrastructure Rehabilitation	649	1,600	1,600	-	0.0%	Maintenance	On Schedule
416452 Stormwater Management Level of Service Requirements	2,019	3,470	3,470	-	0.0%	In Progress (50%-75%)	Behind Schedule
416453 Sedimentation and Erosion Control Plan	574	3,363	3,363	-	0.0%	In Progress (<25%)	Behind Schedule
416454 Heritage Lakes Storm System	167	900	900	-	0.0%	In Progress (25%-50%)	On Schedule
416457 Beaudry Place Storm Drainage Infrastructure Upgrade	32	750	750	-	0.0%	In Progress (<25%)	On Hold
417451 Stormwater Infrastructure Rehabilitation	24	1,984	1,984	-	0.0%	In Design	On Schedule
417452 Stormwater Management Level of Service Requirements	38	2,219	2,219	-	0.0%	In Progress (50%-75%)	On Schedule
417453 Sedimentation and Erosion Control Plan	-	385	385	-	0.0%	Not Yet Commenced	On Hold
Total Division #8600 Storm	$12,387	$24,122	$24,072	$50	0.2%		
Division #9000 Solid Waste Management							
412715 Riel Park Redevelopment Phase 3 & 4	5,448	5,482	5,482	-	0.0%	Maintenance	On Schedule
417761 Recycle Yard Upgrades	1	25	25	-	0.0%	In Progress (25%-50%)	On Schedule
Total Division #9000 Solid Waste Management	$5,449	$5,507	$5,507	$-	0.0%		
Total Entity #02 Utilities	**$37,057**	**$107,463**	**$96,988**	**$10,475**	**9.7%**		

APPENDIX 3 – STATEMENT OF RESERVES
FOR THE PERIOD ENDING SEPTEMBER 30, 2017

In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
O1	**Stabilization Reserve**	**$4,624**	**$5,013**	**($2,517)**	**$2,496**
	Operating Program				
O3	Carry Forward Operating Reserve	3,260	4,396	(4,391)	5
	Preventive Social Services Reserve	102	108	(6)	101
	Games Legacy Reserve	14	23	(19)	4
	Community Significant Event Stimulus Fund	87	41	-	41
	Young Artists Legacy Grant Program Fund	20	20		20
		3,483	**4,588**	**(4,417)**	**171**
O4	Risk Management Reserve	**1,327**	**1,310**	**25**	**1,335**
O5	Automated Traffic Enforcement Technology-Speed on Green Reserve	**124**	**296**	**(172)**	**125**
O7	Children's Festival Reserve	**144**	**144**	**-**	**144**
O8	RCMP Contract Expense Reserve	**919**	**919**	**-**	**919**
O9	Safety Enhancement Reserve	**732**	**864**	**(348)**	**516**
O10	**Election and Census Reserve**				
	Election Reserve	419	326	(198)	128
	Census	77	6	69	76
		496	**332**	**(128)**	**204**
	Total Operating	**11,849**	**13,466**	**(7,557)**	**5,910**
C1	**Internal Financing Reserve**	**2,205**	**1,811**	**394**	**2,205**
C2	**Major Recreational Lands & Facilities**				
	Major Recreational Facilities Res.-City Wide	1,859	2,235	(2,174)	61
	Major Recreational Facilities Res.-Neighbrhd	508	501	(486)	15
	Parkland Reserve	598	590	8	598
	Dog License Fund	466	374	(12)	362
		3,431	**3,700**	**(2,664)**	**1,036**
C3	**Offsite Levy Recoveries**				
	Offsite Levy Reimbursed Funds	22,412	24,579	(9,490)	15,089
		22,412	**24,579**	**(9,490)**	**15,089**
C4	**Lifecycle**				
	Mobile Vehicle and Equipment	2,874	2,386	(289)	2,097
	Equipment Replacement Reserve	221	111	62	173
	Office Systems Reserve	1,133	752	(25)	727
	Arden Theatre	288	279	(18)	261
	Servus Replacement and Refurbishment Fund	1,434	1,061	134	1,195
	Aquatics Replacement and Refurbishment Fund	436	474	(323)	151
	Public Art Acquisition, Maintenance, and Restoration Fund	639	524	(148)	376
	Fire Buildings Lifecycle Reserve	331	268	19	287
	City Playgrounds Lifecycle Fund	579	575	(113)	462
	Public Transit	4,058	3,265	537	3,802
	Infrastructure	3,875	3,550	325	3,875
		15,868	**13,245**	**161**	**13,406**

APPENDIX 3 – STATEMENT OF RESERVES (Con't)

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
C5	**Municipal Land and Facilities Reserve**	**546**	**538**	**9**	**547**
C6	**Capital Funding**	**25,635**	**23,967**	**(12,467)**	**11,500**
C7	**Growth Stabilization Reserve**	**2,501**	**1,811**	**691**	**2,500**
	Total Capital	**72,599**	**69,649**	**(23,366)**	**46,283**
UC1	**Utilities Fund**				
	Utility Water	18,266	16,672	(7,560)	9,113
	Utility Wastewater	10,284	9,320	(4,773)	4,547
	Utility Solid Waste	(2,967)	(3,253)	294	(2,960)
	Utility Storm Water	23,851	22,949	(4,137)	18,811
	Total Utilities	**49,434**	**45,688**	**(16,176)**	**29,512**
OA1	**Outside Agency Operating**				
	Young People's Writing Reserve	5	5	-	5
	Museum Artifacts Reserve	26	25	1	26
	Museum Historic Sites Reserve	97	89	8	97
	Museum Exhibition Reserve	5	5	-	5
	Edmond & Anna Harder Endowment Reserve	50	50	-	50
	Food Bank Community Village Fund	50	0	-	0
		233	**174**	**9**	**183**
OA2	**Outside Agency Capital**				
	Library Collection Reserve Fund	44	43	1	44
	Facility Refurbishment Reserve	254	251	2	254
	Business Incubation Building Fund	50	100	(50)	50
	Computer Replacement Reserve	171	204	(33)	171
		519	**598**	**(81)**	**518**
	Total Outside Agency	**752**	**772**	**(72)**	**702**
		$134,633	**$129,577**	**($47,168)**	**$82,409**

APPENDIX 4 GLOSSARY

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

For More Information:

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