

2017

QUARTERLY REPORT EXECUTIVE SUMMARY

FOURTH QUARTER

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City of St. Albert Cultivate Life

2017 QUARTERLY REPORT

FOURTH QUARTER EXECUTIVE SUMMARY

The City of St. Albert 2017 Corporate Quarterly Report– Quarter Four 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 December 31, 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 Four 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 Four Progress Update

The following section provides an overview of progress made in Quarter Four 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 Four.

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 Four activities include:

- *Transit Governance Review* - As per Quarter Three Progress Update, the project is awaiting Provincial support. Both Edmonton and St. Albert sent joint letters to the Provincial Minister seeking financial support. A response was received late Quarter Four 2017, in which the Minister expressed encouragement for the project, but could not commit to funding until the Provincial Transit strategy is released later this year, and/or until the Public Transit Infrastructure Fund negotiations with the Federal Government have concluded.
- *Policing Committee* – The Policing Committee is a Council committee formed to act as a liaison between City Council, the RCMP Detachment, the Policing Services Department and St. Albert residents to foster responsible community actions towards the creation of a safe and secure community. The inaugural Policing Committee meeting was held on January 17, 2018. The committee is now formally established. Administration will continue to work with the committee and help support and nurture the new group.

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 Four activities include:

- *Lakeview Business District Action Plan* - Council approved the Area Structure Plan (ASP) funding for the City's portion of the district on the west side. A land developer has bought a 20% portion on the east side of the district. The middle section of the district is still owned by several private land owners. The developer is proposing a partial ASP for their 20% space and the Economic Development Department is evaluating this proposal with the Planning and Engineering Department to see if this can be done. This process automatically triggers the analysis of the factors mentioned in Quarter Two (existing servicing needs, market requirements, market readiness) as the entire space will be reviewed for servicing, possible constraints and all possible solutions. The competitive analysis is approximately 25% complete and should be finished in the beginning of Quarter Three 2018.
- *Servicing Requirements for Growth (Sturgeon County Annexation)* - Consultant selection to be finalized in February 2018. Administration is currently working on background information.

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 Four activities include:

- *Corporate Land Strategy Workplan* - Council approved the consolidation of three motions relating to the Land Strategy and the Facility Predictive model. A growth report for Facility Development will be completed in Quarter Three of 2018 that will outline a framework for facility prioritization.
- *Safe Journeys to School Program Implementation* - Akinsdale had significant work completed around the school. Work includes curb extensions, temporary barriers, flashing beacons, pedestrian ramps, signs, and road markings. Not all construction work was completed around the 2017 priority school sites (Elmer Gish, Ecole La Mission, Keenoshayo, Neil M Ross, Sir George Simpson). This program will continue in 2018.

Pillar of Sustainability: Natural Environment

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

Quarter Four activities include:

- *City Facility Energy Conservation Project – Solar Power Retrofits* - The installation of a 301 kW solar array on the Dez Legget Transit Centre was completed in December. The final connection of the system to the electrical grid will take place in January 2018.
- *Sturgeon River Watershed - Integrated Watershed Management Plan* - The Sturgeon River Watershed Alliance (SRWA) Steering Committee held its first meeting after the municipal elections on November 29. The new council members were given an introduction to the SRWA, the technical studies underway and timelines for completion of the Integrated Watershed Management Plan.

Pillar of Sustainability: Culture

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

Quarter Four activities include:

- *Canada's 150th Public Art Project* –The Canada 150 Public Art Project is a legacy public artwork that celebrates the community of St. Albert in recognition of Canada's 150th Anniversary. The Artist Presentations event on November 1st, 2017 received very positive public feedback on potential art projects. The event was attended by approximately 60-80 people. Public input was gathered on preferred artwork and site location. The gathered public input was considered by the Public Art Jury in their adjudication of submitted artwork the following day on November 2, 2017.

  A final artist and artwork has been recommended by the Jury and the City is in contract negotiations. The artist's name will be publicly released upon the execution of the contract in January 2018.

  Installation is anticipated to take place in Fall 2018. The Artist Team will work with the City of St. Albert to organize a cultural outreach day featuring various activities and events to coincide with the unveiling.

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 Four activities include:

- *Advocacy Plan for Ray Gibbon Drive* – Outcome waiting for completion of Council 2018 Strategic Planning Session to determine direction. City staff continue to meet with Alberta Transportation administration.
- *Facility Safety and Security* - The access control portion of the capital project is effectively complete. Some divisions are proceeding to add additional doors under their own budgets. Installation of proactive cameras with panic button and alarm based activation are approved for installation at the Collective, CPS and Finance1 entrances and at the Arden Theatre box office. Implementation of the communication portion of the project awaits further consideration.

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 Four activities include:

- *Election 2017* – The 2017 Municipal Election took place on October 16, 2017. The new Council was sworn in on October 30, 2017. Follow up activities: 2017 Municipal Election Final Report to be completed in Quarter One 2018; First deadline for submission of Candidate Campaign Financial Disclosure Statements is March 1, 2018.
- *Continuous Improvement Project 2016 Purchasing Process Review* – This project will review the various streams used for the purchase goods and services at the City of St. Albert. The signing authority matrix has been reviewed from various perspectives to determine the most efficient way to stream line the hierarchy. A proposed recommendations and options are being targeted to be presented to the Senior Leadership Team in Quarter One 2018.

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 Four:

- All Lots Registered at Land Titles Per Year
- Annual Training Budget as a Percentage of Payroll Costs
- Annual Workplace Injury Frequency Rate
- Annual Workplace Injury Severity Rate
- Arden Theatre Attendance Per Year
- Building Construction Value Per Quarter
- City Employee Fast Attrition Rate
- City Permanent Employee Retention Rate
- Corporate Expenditures Per Capita Per Year
- Criminal Code Incidents Per 1000 Capita Per Quarter
- Drop-in Program Participants Per Quarter
- Kilometers of Roads Spray-Patched Per Year
- Landfill Diversion Rate
- Library Materials Circulated Per Capita Per Year

- New Business Licences Per Quarter
- Recreation, Fitness, and Aquatics Participants
- 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
- Residential Waste Per Capita Per Year
- St. Albert Annual Landfill Diversion Rate
- St. Albert Taxable Assessment Growth
- Total Debt to Provincial Limit Ratio
- Total Emergency Response Time
- Total Number of 911 Calls Received Per Quarter
- Total Permits Issued Per Year
- Total Potholes Repaired Per Year
- Total Service Hours Per Year
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita Per Quarter
- Water Consumption Per Capita Per Day

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

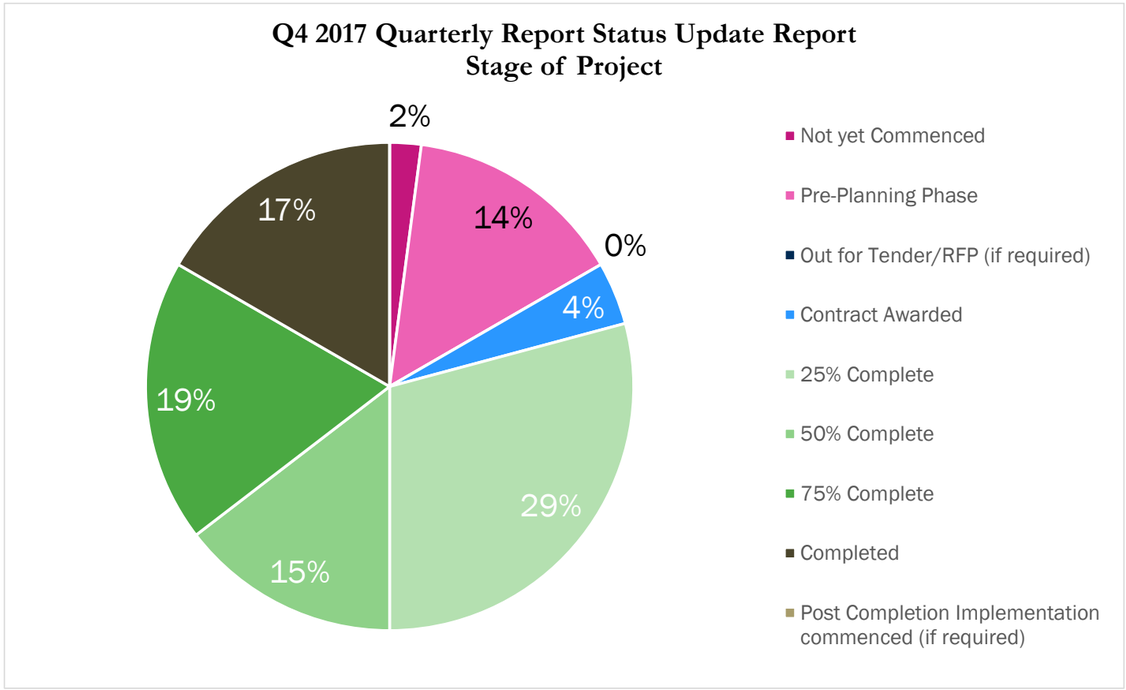


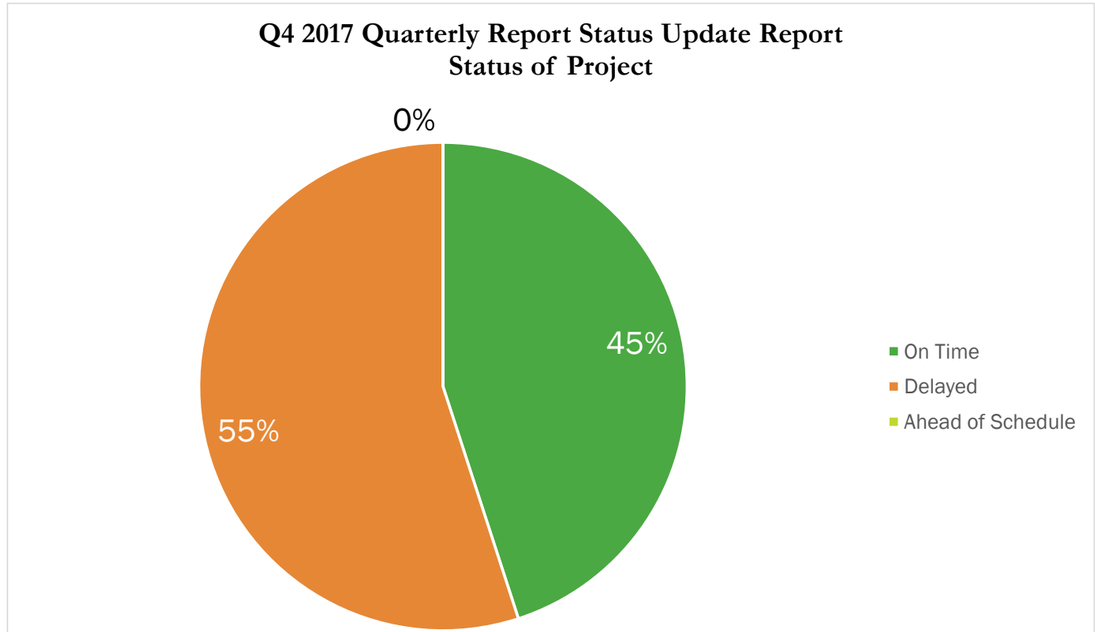
2017

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

FOURTH QUARTER

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





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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four Progress Update
SOCIAL PILLAR						
Community Diversity and Inclusion Initiatives	Develop, promote and support community events that embrace diversity and culture.	Dec 2017	Dec 2017	Completed	On Time	It Starts with Me: St. Albert is a Welcoming and Inclusive Community–Hosted an Indigenous History in St. Albert workshop for City staff.
Community Wide Bullying Strategy	Support development of a community wide bullying strategy.	Dec 2019	Dec 2019	25% Complete	On Time	No update this quarter
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	Completed	Delayed	In November, Council appointed 12 youth and young adults to the Youth Council.
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy	Dec 2016	Dec 2017	Completed	Delayed	The St. Albert Coalition to End Homelessness hosted a Conversation Café with 50 attendees.
Mental Health Awareness	Mental Health Strategy	Dec 2019	Dec 2019	50% Complete	On Time	A draft strategy has been completed.
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 (Ready for testing) Full implementation will be Q3 2020	Dec 2019	Aug 2020	Contract Awarded	Delayed	Various fare strategies are being reviewed and considered. Fare models are being built to determine impacts of the different fare strategies. Design of the system is ongoing, with expected completion of the project by the end of 2019, being ready for beta testing in early 2020.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four Progress Update
Policing Committee	Establish a formal policing Committee pursuant to the Police Act	Dec 2017	Dec 2017	Completed	On Time	Inaugural Policing Committee held on January 17, 2018. Committee is formally established. Administration will continue to work with the Committee and help support and nurture the new group.
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.	Dec 2019	Dec 2019	50% Complete	On Time	A draft strategy has been completed.
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	Contingent on direction of Land Strategy.
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. Phase 1 - Oct 2017 Phase 2 - Dec 2019 Phase 3 - Dec 2020	Dec 2020	Dec 2020	50% Complete	On Time	As per Quarter Three Progress Update, the project is awaiting Provincial support. Both Edmonton and St Albert sent joint letters to the Provincial Minister seeking financial support. A response was received late Q4, in which the Minister expressed encouragement for the project, but could not commit to funding until the Provincial Transit strategy is released later this year, and/or until the PTIF negotiations with the Federal Government have concluded.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four Progress Update
ECONOMIC PILLAR						
Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	Mar 2017	Sep 2018	50% Complete	Delayed	Downtown District LUB updates remain on hold pending completion of strategy & implementation work. Parking strategy on hold pending implementation of additional parking strategies, & evaluation.
Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	Mar 2017	Jul 2019	75% Complete	Delayed	Parking strategy on hold pending implementation of additional parking strategies, & evaluation thereof, as well as completion of a downtown traffic impact analysis.
Incubation Strategy	A strategy that outlines how the City of St. Albert ensures that local businesses and start and grow	Sep 2017	Mar 2018	75% Complete	Delayed	EDAB did not have any conclusive input on it when it was presented. NABI and the Chamber would like ideas put forward. A plan and implementation strategy will be created by Ec. Dev. and proposed to the partners in Quarter One of 2018.
Lakeview Business District Action Plan	Develop a clear and actionable plan for the Lakeview Business District.	Dec 2017	Mar 2018	25% Complete	Delayed	Council approved ASP funding for the City's portion of the district on the west side and a land developer bought a 20% portion on the east side. The middle section of the district is still owned by several private land owners. The developer is proposing a partial ASP for their 20% space and Ec. Dev. is evaluating this proposal with planning and engineering to see if this can be done. This automatically triggers the analysis of the factors mentioned in Quarter Two as the entire space will be reviewed for servicing, possible constraints and all possible solutions. The competitive analysis is approx. 25% complete and should be finished in the beginning of Quarter Three 2018
Land Use Bylaw Review and Update (Housing)	Review the Land Use Bylaw	Jun 2017	Mar 2018	75% Complete	Delayed	Committee meeting held with Council to obtain feedback regarding proposed amendments. Scheduled for Council Public Hearing on Feb 5, 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	Consultant selection to be finalized in February 2018. Administration working on background information.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four 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	Asset Management Committee met twice during quarter. Many new members and progress involved determining scope and direction and information gathering.
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 2021	50% Complete	Delayed	Implementation strategy presented to SLT in December. The delivery strategy included short-term current year items as well as longer term five year implementation.
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	Council approved the consolidation of three motions relating to the Land Strategy and the Facility Predictive model. A growth report for Facility Development will be completed in Quarter Three that will outline a framework for facility prioritization.
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	25% Complete	Delayed	Project underway. Meters being installed. On project timeline and budget.
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	May 2018	75% Complete	Delayed	Working with consultant regarding costing for revised concept plan. Return to Council late Quarter One/early Quarter Two 2018.
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	Sep 2018	Pre-Planning Phase	Delayed	Council has approved the inclusion of this work as a component of the Growth report for facility development framework. Delivery expected in Quarter Three.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four Progress Update
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	Working on finalization of Fowler Way functional alignment. Needed prior to begin of ASP.
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 continuing. Development of the RFP for brush clearing was completed the end of Q4. That will be released in Quarter One, 2018. Negotiations with ATCO regarding a gas line has hit snags, and may delay the project by a few months. The Dec 2019 date is still achievable, but won't be Quarter Two 2019 as reported last quarter.
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 stakeholder review of the draft document is anticipated in Quarter One and Two 2018.
Safe Journey to School Program Implementation	Implement recommendations from the Safe Journey to School program.	Nov 2021	Dec 2023	25% Complete	Delayed	Akinsdale had significant work completed around the school. Not all construction work was completed around the four priority school sites in 2017. This program will continue in 2018. Work includes curb extensions, temporary barriers, flashing beacons, pedestrian ramps, signs, and road markings.
Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	Jun 2017	Oct 2020	75% Complete	Delayed	To roll into MDP update
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.	Nov 2016	Nov 2020	Pre-Planning Phase	Delayed	Waiting Feedback from Transport Canada expected in Quarter One.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four 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	Feb 2018	75% Complete	Delayed	The installation of a 301 kW solar array on the Dez Legget Transit Centre was completed in December. The final connection of the system to the electrical grid will take place in January 2018.
Organic Waste Collection at City Owned Facilities	Coordinate organic waste collection at City owned facilities.	Jul 2017	Dec 2018	Pre-Planning Phase	Delayed	The City will be renegotiating the waste and recycling contracts for City facilities in 2018 and 2019. The provision for post sorting of organics from the garbage stream will be included in the Interest to Tender documents to determine costs.
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 Committee held its first meeting after the municipal elections on November 29. The new council members were given an introduction to the SRWA, the technical studies underway and timelines for completion of the Integrated Watershed Management Plan.
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	We saw very positive public feedback to the Artist Presentations event on November 1st. The event was attended by approximately 60-80 people. Public input was gathered on preferred artwork and site location with over 60 audience members participating. Public input was considered by the Jury in their adjudication meeting the following day on November 2. A final artist and artwork has been recommended by the Jury and we are in contract negotiations. The artist name will be publicly released upon the execution of the contract in January. Installation is anticipated to take place in Fall of 2018. The Artist Team will work with the City of St. Albert to organize a cultural outreach day featuring various activities and events to coincide with the unveiling.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four Progress Update
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	Outcome waiting for completion of Council 2018 Strategic Planning Session to determine direction. City staff continue to meet with Alberta Transportation administration.
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	Boards and Committees module to be complete in 2018, as scheduled.
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	The committee met for the first time in December and negotiations continue to progress.
Capital Region Board Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.	Oct 2017	Oct 2017	Completed	On Time	Government of Alberta approved the growth plan 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	Completed	On Time	Government of Alberta approved the new regulation and membership for the board on October 26, 2017.
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	Evaluation of Job Evaluation Questionnaires (JEQ) (Phase One) is in progress. Evaluation of benchmark positions is complete.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four Progress Update
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	Dec 2017	Dec 2018	25% Complete	Delayed	BMO Web portal continues to be rolled out to Departments, with Fire Services coming on line in December 2017. Will continue to rollout to remaining Departments in 2018 as well as developing better reporting in the Web portal for GM's.
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	Completed	On Time	The access control portion of the capital project is effectively complete. Some divisions are proceeding to add additional doors under their own budgets. Installation of proactive cameras with panic button and alarm based activation are approved for installation at the Collective, CPS and Finance1 entrances and at the Arden Theatre box office. Implementation of the communication portion of the project awaits further consideration.
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 designed a new process for salary budgeting to enhance efficiency, integrity of data and to provide the basis for better analyses in the salary budgeting process This year, Administration will run in parallel the salary model and the new what- if scenario model (linked to Agresso) for testing purposes. GL-forms process had been designed and tested, and will be activated after training of end users.
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	No further progress on this initiative. Currently awaiting outcome of Council Strategic Planning session to determine next steps.
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 has been developed for Leadership positions that will incorporate the leadership competencies identified by SLT. The Competency Framework has been finalized and communicated to the Leadership Team.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Quarter Four 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	75% 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 has been reviewed from various perspectives to determine the most efficient way to stream line the hierarchy. A proposed recommendations and options are being targeted to be presented to SLT in Quarter One.
Election 2017	Prepare for and conduct 2017 Election	Oct 2017	Oct 2017	Completed	On Time	Follow up activities: 2017 Municipal Election Final Report to be completed in Quarter One 2018; First deadline for submission of Candidate Campaign Financial Disclosure Statements is March 1, 2018.
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.
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 reviewed internally and coming to Council in March.



2017

QUARTERLY REPORT
FINANCIAL SUMMARY

FOURTH QUARTER

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Financial Summary

The City of St. Albert continues to maintain a strong financial position. The 2017 year resulted in a surplus of $4.1 million. This is primarily due to:

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

Offset by:

- Decrease in photo radar and municipal enforcement fines.
- Increase in RCMP contract

Municipal

Operating:

- $152.8 million in revenue recognized as of December 31, 2017, which is $3.8 million below budget.
- $148.7 million has been spent as of December 31, 2017, which is $7.9 million below budget.
- 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, $79.9 million has been spent out of a $156 million cumulative budget.

Utility

Operating:

- $38 million revenue recognized as of December 31, 2017, which is $1.8 million below budget.
- $38 million has been spent as of December 31, 2017, which is $1.8 million below budget.
- 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, $43.1 million has been spent out of a $107.5 million cumulative budget.

Investments

The City has $184.7 million in cash and investments and earned $3.5 million in investment income.

Reserves

The balance as of December 31, 2017 is $128.4 million, with a year end uncommitted balance of $83.0 million.

Debt

The City's outstanding debt as of December 31, 2017 is $37.5 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING DECEMBER 31, 2017

In Thousands of Dollars

Division Description	Actual YTD	Budget	Variance
Revenue			
Council	$87	$453	$(366)
City Manager's Office	1,188	2,085	(897)
Corporate Services	1,905	2,411	(506)
Community & Protective Services	30,670	31,712	(1,042)
Infrastructure and Development Services	10,907	12,356	(1,449)
Common & Fiscal	108,069	107,664	405
Total Revenue	$152,826	$156,681	$(3,855)
Expenses			
Council	$745	$1,207	$462
City Manager's Office	2,599	3,749	1,150
Corporate Services	16,074	17,948	1,874
Community & Protective Services	76,641	77,978	1,337
Infrastructure and Development Services	32,128	36,565	4,437
Capital Financing	15,382	15,413	31
Common & Fiscal	5,176	3,821	(1,355)
Total Expenses	$148,745	$156,681	$7,936
Excess of Revenue over Expenses			
Council	$(658)	$(754)	$96
City Manager's Office	(1,411)	(1,664)	253
Corporate Services	(14,169)	(15,537)	1,368
Community & Protective Services	(45,971)	(46,266)	295
Infrastructure and Development Services	(21,221)	(24,209)	2,988
Capital Financing	(15,382)	(15,413)	31
Common & Fiscal	102,893	103,843	(950)
Total Revenue Over Expenses	$4,081	$0	$4,081

*Variance represents the difference between budget and actual amounts.

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council - $96 thousand lower than budget

Revenue - $366 thousand lower than budget

- $378 lower due to projects funded from reserve which will carry forward into next year with no tax impact (Internal Auditor and David Wynn Legacy Fund).

Expense - $462 thousand lower than budget

- $378 lower due to projects funded from reserve which will carry into next year with no tax impact (Internal Auditor and David Wynn Legacy Fund).
- $76 lower due to overall lower Council and Mayor expenses as Council not in session for a full year.

City Manager's Office - $253 thousand lower than budget

Revenue - $897 thousand lower than budget

- $791 lower due to projects funded from reserve which will carry into next year with no tax impact (Civic Space Planning, Ministerial Inspection and Edmonton Global).
- $92 lower in business license revenue due to proration of new fee structure.

Expense - $1,150 thousand lower than budget

- $791 lower due to projects funded from reserve which will carry into next year with no tax impact (Civic Space Planning, Ministerial Inspection and Edmonton Global).
- $187 lower in salaries due to vacancies.
- $128 lower in advertising due to reduction in costs for Dig In and less projects in Economic Development due to vacancies.

Corporate Services - $1,368 thousand lower than budget

Revenue - $506 thousand lower than budget

- $706 lower due to projects funded from reserve which will carry into next year with no tax impact (Service Level Review, Records and Information Management Program and Strategic Planning/Retreat).
- $138 higher due to increased third party election billings.
- $54 higher due to unbudgeted recovered costs and WCB/PIR rebate offset partially by lower cemetery fees.

Expense - $1,874 thousand lower than budget

- $856 lower in salary and wages related to vacancies.
- $706 lower due to projects funded from reserve which will carry into next year with no tax impact (Service Level Review, Records and Information Management Program and Strategic Planning/Retreat).
- $180 lower in network infrastructure contracted services due to the maintenance performed internally and the rollout of Municipal Area Network.
- $119 lower in training and development due to change in department plans and vacancies.

Community & Protective Services - $295 thousand lower than budget

Revenue - $1,042 thousand lower than budget

- $700 lower in photo radar and municipal enforcement fine revenue due to lower tickets issued, more compliance from drivers.
- $700 lower due to projects funded from reserve which will carry forward into next year with no tax impact (Canada 150 Public Art, StAT/ETS Regional Transit Concept and the Crisis Intervention & Support).
- $98 lower in transit cash fares due to passengers shifting to lower cost per trip options such as passes and tickets.
- $355 higher in unbudgeted grants for Canada 150 celebration, Mental Health and Indigenous Cultural Conservation grants.
- $58 higher in the ambulance contract due to market adjustments.
- $28 higher in rental revenue due to increased demand for Arden and recreational facilities.

Expense - $1,337 thousand lower than budget

- $737 lower in salaries and wages due to vacancies and short term leaves offset by increase in casual fire staff.
- $700 lower due to projects funded from reserve which will carry forward into next year with no tax impact (Canada 150 Public Art, StAT/ETS Regional Transit Concept and the Crisis Intervention & Support).
- $266 lower in photo radar contract due to less tickets issued.
- $220 lower in transit contract due a revised rate.
- $215 lower in gas, oil, anti freeze due to lower diesel price forecast.
- $750 higher in RCMP contract due to more officers than budgeted.

Infrastructure and Development Services - $2,988 thousand lower than budget

Revenue - $1,449 thousand lower than budget

- $2.9 million lower due to projects funded from reserve which will carry into next year with no tax impact (Sturgeon County Annexation, Contaminated Sites Assessment, St. Albert Trail Integration, P&E Growth Resources).
- $967 higher in permit, development and other land fees due to higher development.
- $182 higher due to recovered costs for Fortis street lighting construction recoveries.
- $111 higher due to recovered insurance costs to offset related repair expenses.
- $103 higher due to grant received for Affordable Housing Initiatives.
- $69 higher in miscellaneous revenues related to Transportation Routing and Vehicle Information System (TRAVIS) and Comprehensive Regional Infrastructure Sustainability Plan (CRISP) with offsetting expenses.

Expense - $4,437 thousand lower than budget

- $2.9 million lower due to projects funded from reserve which will carry into next year with no tax impact (Sturgeon County Annexation, Contaminated Sites Assessment, St. Albert Trail Integration, P&E Growth Resources).
- $1.2 million lower in snow and ice removal expenses due to mild winter and fall.
- $220 lower in salaries and wages, offset by contract staff due to vacancies and recent organization restructuring.
- $133 lower in gas, oil and antifreeze due to lower diesel price forecast.
- $108 lower in contracted repair services as less requirements than budget.
- $104 lower in corporate adjustment for electricity, natural gas and water and wastewater charges.
- $42 lower due to less sand, salt, and gravel required.
- $111 higher due to expenses recovered through insurance.
- $103 higher related to funding paid out from grants for Affordable Housing Initiatives
- $69 higher in contracted services relating to TRAVIS truck and municipal permits.

Common & Fiscal - $950 thousand lower than budget

Revenue - $405 thousand higher than budget

- $492 higher in interest revenue due to increasing investment base and interest earned.

Expense - $1,355 thousand higher than budget

- $523 higher in employee relations.
- $425 higher in interest expenses related to higher reserve and deferred revenue balances.
- $388 higher in benefits related to increase in costs.

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 $2.5 million 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	No. of Projects
2017	18,320	54,767	54,140	627	60
2016	21,263	28,523	26,929	1,594	64
2015	22,753	26,692	26,434	258	39
Prior	17,547	46,199	46,125	74	20
TOTAL	**$79,883**	**$156,181**	**$153,628**	**$2,553**	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	54	3	3	**60**
2016	54	1	9	**64**
2015	31	2	6	**39**
2014 & Prior	17	1	2	**20**
Total	**156**	**7**	**20**	**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, 96% 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 71% of projects on schedule.

Table 3: Progress Status

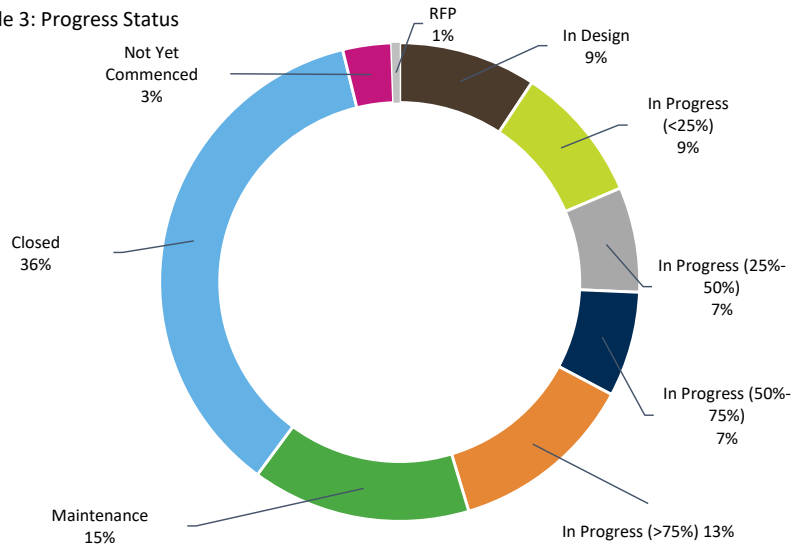


Table 4: Schedule Status

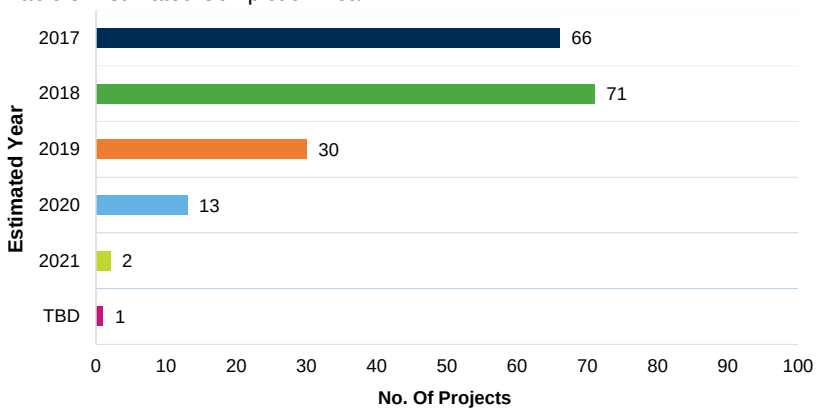
Status	No. Of Projects	%
On Schedule	129	71%
Behind Schedule	48	26%
On Hold	6	3%
Grand Total	**183**	**100%**

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 66 projects will be closed at the end of the year.

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

Table 5: Estimated Completion Year



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

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING DECEMBER 31, 2017

In Thousands of Dollars

Division Description	Actual YTD	Budget	Variance
Revenue			
Utility Finance	$201	$319	$(118)
Water	13,401	14,239	(838)
Wastewater	11,921	12,820	(899)
Storm	6,077	6,045	32
Solid Waste Management	6,437	6,465	(28)
Total Revenue	$38,037	$39,888	$(1,851)
Expenses			
Utility Finance	$201	$319	$118
Water	9,080	9,440	360
Wastewater	10,190	10,442	252
Storm	1,711	1,550	(161)
Solid Waste Management	6,679	6,349	(330)
Total Expenses	$27,861	$28,100	$239
Transfer to Reserve			
Water	$4,321	$4,799	$(478)
Wastewater	1,731	2,378	(647)
Storm	4,366	4,495	(129)
Solid Waste Management	(242)	116	(358)
Total Transfer to Reserve	$10,176	$11,788	$1,612

*Variance represents the difference between budget and actual amounts.

Utilities Operating Variance Analysis (In Thousands of Dollars)

Utility Finance - $0 net budget

Revenue - $118 thousand lower than budget

- $112 lower due to projects funded from reserve which will carry into next year with no tax impact (Utility Relief Grant).

Expense - $118 thousand lower than budget

- $112 lower due to projects funded from reserve which will carry into next year with no tax impact (Utility Relief Grant).

Water - $478 thousand lower than budget

Revenue - $838 thousand lower than budget

- $817 lower in sale of water due to wet weather during the year.
- $161 lower in recovered costs to reflect anticipated collections and reduction in new development.
- $124 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 - $360 thousand lower than budget

- $472 lower in water purchase due to wet weather during the year.
- $110 higher in salaries and wages as a result of wage settlements, offset by transfer from operations.
- $28 higher in construction and maintenance due to increase in hydrant maintenance expense.
- $10 higher in meter purchase & parts.

Wastewater - $647 thousand lower than budget

Revenue - $899 thousand lower than budget

- $934 lower in wastewater charges due to wet weather during the year.
- $43 higher in transfer from operations to offset wage settlements.

Expense - $252 thousand lower than budget

- $181 lower in wastewater treatment charges due to wet weather during the year.
- $148 lower in contracted services and equipment charges due to realigning charges from wastewater to storm.
- $38 higher in salaries and wages as a result of wage settlements, offset by transfer from operations.

Storm - $129 thousand lower than budget

Revenue - $32 thousand higher than budget

- $30 higher in flat rate and supplemental capital contribution fee due to higher than anticipated customer count and split.

Expense - $161 thousand higher than budget

- $227 higher in contracted services and equipment charges due to realigning charges from wastewater to in addition to unanticipated storm system sediment removal expenses in the fourth quarter.
- $29 higher in construction costs due to increased storm maintenance.
- $44 lower in professional services due to timing of work for water quality monitoring.
- $38 lower in salaries and wages as a result of wage settlements.

Solid Waste Management - $358 thousand lower than budget

Revenue - $28 thousand lower than budget

- $58 lower in solid waste charges due to a slightly under estimated rate and number of accounts.
- $27 higher in transfer from operations to offset wage settlements.

Expense - $330 thousand higher than budget

- $343 higher in contracted services due to revised contract rates and an additional spring organics pickup.

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 $10.6 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	No. of Projects
2017	1,110	16,241	16,241	-	16
2016	15,354	60,811	50,411	10,400	14
2015	4,329	7,128	7,128	-	10
Prior	22,343	23,283	23,048	235	11
TOTAL	**$43,136**	**$107,463**	**$96,828**	**$10,635**	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	14	-	-	**14**
2015	10	-	-	**10**
2014 & Prior	10	-	1	**11**
Total	**50**	**-**	**1**	**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, 90% 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 67% projects on schedule.

Table 8: Progress Status

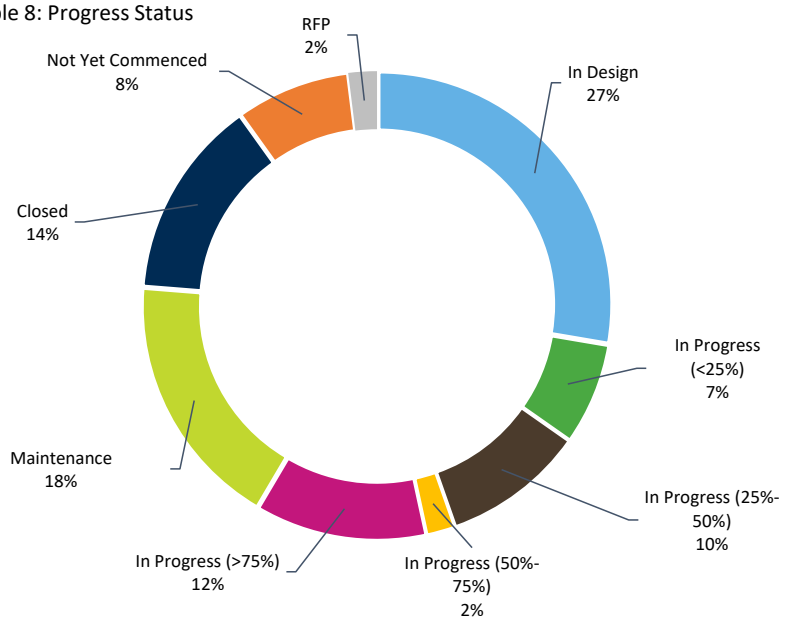


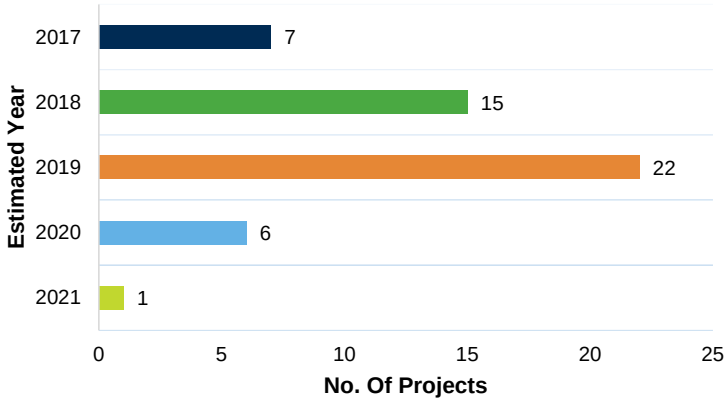
Table 9: Schedule Status

Status	No. of Projects	%
On Schedule	34	67%
Behind Schedule	13	25%
On Hold	4	8%
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. Table 10 indicates that 7 projects will be closed at the end of the year.

Table 10: Estimated Year of Closure



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

Investments

As of December 31, 2017 the City has $184.7 million in cash and investments and earned $3.5 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; 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.

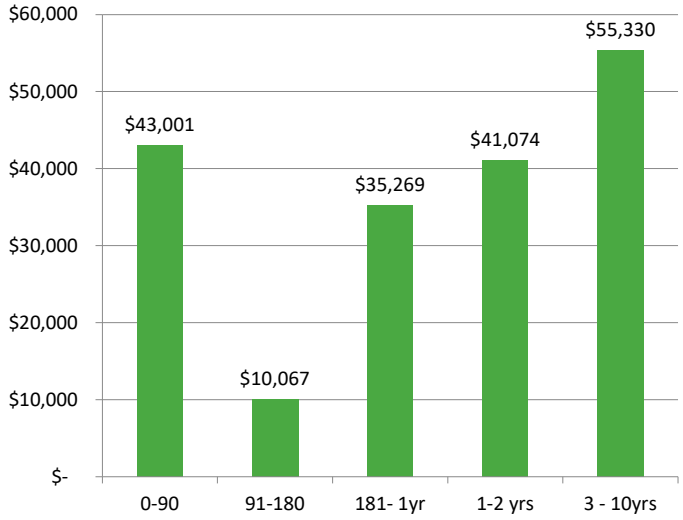
Table 11: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
Servus Credit Union	200	0.11%
Toronto Dominion	42,591	23.05%
CIBC	46,298	25.06%
BMO	30,185	16.34%
Raymond James	5,062	2.74%
CWB	5,061	2.74%
National Bank	10,067	5.45%
Scotiabank	20,128	10.90%
HSBC	15,089	8.17%
RBC Commercial	10,060	5.45%
Total	**184,741**	**100.00%**

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	Portfolio Rate	T-Bill and Bond Rates
Cash and Short Term Investments	0-90	1.23%	1.05%
	91-180	1.41%	1.20%
	181- 1yr	1.66%	1.52%
Long Term Investments	1-2 yrs	2.24%	1.64%
	3 - 10yrs	2.73%	1.77%-2.15%

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 year end uncommitted balance as of December 31, 2017 is $83.0 million of which:

- 7% for property tax stabilization and contingency funding.
- 57% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 34% for utility rate stabilization and funding of utility infrastructure.

Table 14: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 11,820	$ 13,466	$ (7,311)	$ 6,155
Capital	66,243	69,653	(22,029)	47,624
Utilities	49,586	45,688	(17,159)	28,529
Outside Agencies	732	772	(90)	682
TOTAL	**$ 128,381**	**$ 129,579**	**$ (46,589)**	**$ 82,990**

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

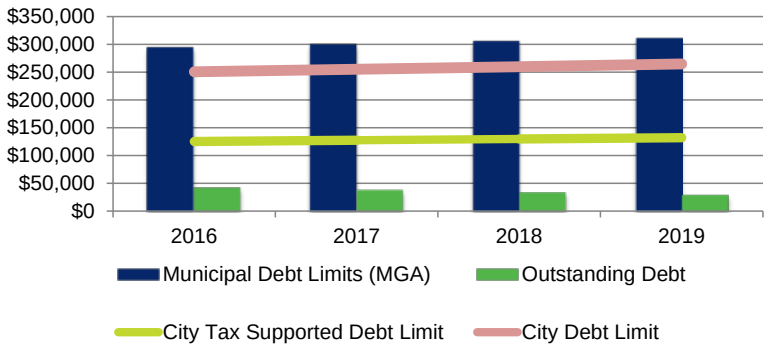
Debt

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 $37.5 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to two significant projects: Servus Place of $18.7 million and Ray Gibbon Drive of $18.8 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 DECEMBER 31, 2017

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Division #1000 Council							
415102	Railroad Safety Enhancement	72	762	762	-	In Progress (<25%)	On Hold
Total Division #1000 Council		$72	$762	$762	$-		
Division #2000 City Manager's Office							
414201	St Albert Seniors Association Building Rehabilitation and Expansion	4,061	4,100	4,200	(100)	Maintenance	On Schedule
Total Division #2000 City Manager's Office		$4,061	$4,100	$4,200	$100		
Division #2300 Corporate Services							
413505	Performance Measurement System	-	50	50	-	In Progress (25%-50%)	Behind Schedule
414505	Performance Measurement System	-	50	50	-	In Progress (25%-50%)	Behind Schedule
415506	Smart City Master Plan & Alliance	36	65	75	(10)	In Progress (25%-50%)	On Schedule
415507	Energy and Water Conservation Audit	141	150	150	-	In Progress (>75%)	On Schedule
414509	Agenda Management Software	81	110	110	-	In Progress (>75%)	Behind Schedule
415504	Council Chambers Upgrade	23	202	202	-	In Progress (25%-50%)	Behind Schedule
415505	Central Records Shelving Upgrade	-	57	57	-	In Design	Behind Schedule
416505	Columbarium	-	53	53	-	In Design	Behind Schedule
40940C-11	Corporate GIS Foundation Items	20	32	20	12	Closed	Behind Schedule
416808	Civic Building Security	253	253	253	-	Closed	Behind Schedule
417808	Facilities Safety & Security	209	278	278	-	In Progress (>75%)	Behind Schedule
413503	HR Electronic Recruitment Software	26	50	41	9	In Progress (50%-75%)	On Schedule
415508	Financial System Software	117	300	300	-	In Progress (25%-50%)	On Schedule
415509	Council Chamber Technology	46	100	100	-	In Progress (25%-50%)	On Schedule
416502	IT Office Automation	50	50	50	-	Closed	On Schedule
416503	Recreation Client Management Software	38	200	200	-	In Progress (<25%)	Behind Schedule
416504	Single Window Services	15	200	200	-	In Progress (<25%)	Behind Schedule
416508	Financial System Software	-	500	500	-	In Design	Behind Schedule
417501	Office Systems Replacement Plan	452	626	452	174	Closed	On Schedule
417502	IT Office Automation	49	50	49	1	Closed	On Schedule
417503	Recreation & Event Management Software Implementation	0	183	183	-	In Progress (<25%)	Behind Schedule
417505	Census - Tablet Procurement	-	35	35	-	In Design	On Schedule
417506	AFRRCS Emergency Radio System	556	972	972	-	In Progress (50%-75%)	On Schedule
417510	Municipal Area Network to Core Facilities	727	773	773	-	In Progress (>75%)	Behind Schedule
Total Division #2300 Corporate Services		$2,840	$5,338	$5,152	$186		
Division #3000 Community & Protective Services							
415314	Safety Fencing Installation	76	96	96	-	In Progress (>75%)	On Schedule
415334	Akinsdale/Kinex Arena Renovation	225	355	355	-	Maintenance	On Schedule
416305	City Sportfield Rehabilitation Program	-	310	-	310	Closed	On Schedule
416306	City Parks Infrastructure Replacement Program	500	500	500	-	Closed	On Schedule
416307	City Playground Lifecycle Program	192	192	192	-	Maintenance	On Schedule
416311	Riel Park Amenities Building	2,774	3,308	3,108	200	Maintenance	On Schedule
416312	Neighborhood Park Planning and Standards Model	196	400	400	-	In Progress (50%-75%)	On Schedule
416313	Erin Ridge North Park Planning and Standards Model	18	230	230	-	In Design	Behind Schedule
416314	Red Willow Park West - Trail and Park Planning	80	275	275	-	In Progress (<25%)	On Schedule
416325	Everitt Park Development	167	275	275	-	In Progress (50%-75%)	On Schedule
416326	Lacombe Lake Dog Friendly Park - New Boundary	65	65	65	-	In Progress (>75%)	On Schedule
417305	City Sportfield Rehabilitation Program	3	343	343	-	In Progress (<25%)	On Schedule
417306	City Parks Infrastructure Replacement Program	33	585	585	-	RFP	On Schedule
417307	City Playground Lifecycle Program	209	255	255	-	Maintenance	On Schedule
417311	Heritage Lakes Outdoor Rink Refurbishment	-	142	142	-	In Design	Behind Schedule
417318	Pickleball Line Marking	9	20	9	11	Closed	On Schedule
417319	BMX Track Review	15	15	15	-	Closed	On Schedule

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

		Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
417321	Akinsdale Arena Press Box	-	85	85	-	In Design	On Schedule
415302	Aquatics Lifecycle Plan	188	194	188	6	Closed	On Schedule
416302	Aquatics Lifecycle Replacement Plan	644	662	644	18	Closed	On Schedule
417302	Aquatics Lifecycle Replacement Plan	150	162	150	12	Closed	On Schedule
416327	Fountain Park Pool Peninsula Removal Design	12	15	12	3	Closed	On Schedule
416322	6th Arena Servus - Design	49	50	49	1	Closed	On Schedule
416323	Servus Expansion	35	75	35	40	Closed	On Schedule
416324	Servus Place Exterior Improvements	163	180	163	17	Closed	On Schedule
417301	Servus Place Lifecycle Replacement Program	268	473	329	144	In Progress (>75%)	On Schedule
414305	Sportfield Refurbishment Program	210	220	210	10	Closed	On Schedule
414310	Erin Ridge / Oakmont Trail Phase 2 Construction	1,034	1,050	1,050	-	Maintenance	On Schedule
414312	Lacombe Park Master Plan	144	173	173	-	Maintenance	On Schedule
414313	Campbell Dog-Friendly Park	162	160	162	(2)	Closed	On Schedule
415305	City Sportfield Rehabilitation Program	261	285	261	24	Closed	On Schedule
415306	City Parks Infrastructure Replacement Program	150	150	150	-	Closed	On Schedule
415307	City Playground Infrastructure Lifecycle Program	263	280	280	-	Maintenance	On Schedule
415309	Northridge Park Development Phase 2	478	500	482	19	Maintenance	On Schedule
415310	Riel Park Phase 5 - Design	275	275	275	-	Closed	On Schedule
415312	Lacombe Park Development - Construction	796	990	890	100	Maintenance	On Schedule
417309	Lacombe Park Construction	-	183	183	-	In Design	On Schedule
417310	Erin Ridge North School Playground and Park Construction	180	505	505	-	In Progress (25%-50%)	On Schedule
417312	Neighborhood Park Construction	125	1,212	1,212	-	In Progress (<25%)	On Schedule
417313	Lacombe Lake Park Building & Plaza Concept Plan	0	250	250	-	In Design	On Schedule
414317	Founders Walk Phase 2	588	761	761	-	Maintenance	Behind Schedule
414318	Heritage Sites Phase 2	1,509	1,526	1,526	-	Maintenance	Behind Schedule
415315	Juneau House	603	605	600	5	Closed	On Schedule
415316	SAP Cultural Wayfinding Enhancement & Replacement- Ph 1	16	265	265	-	In Design	Behind Schedule
415318	Heritage Site Phase 2b	1,534	2,854	2,854	-	In Progress (>75%)	Behind Schedule
416103	Story Boards	4	15	15	-	In Progress (>75%)	Behind Schedule
416108	Healing Garden	262	150	309	(159)	Maintenance	On Schedule
416316	Progress Hall Revitalization	464	469	469	-	Maintenance	Behind Schedule
416317	Founders Walk Phase 3 - Design	72	250	250	-	In Design	Behind Schedule
416318	Heritage Park - French Canadian Farm - Design	-	216	216	-	Not Yet Commenced	On Hold
416319	Cultural Services Workshop Tool Refurbishment & Replacement	25	25	25	-	Closed	On Schedule
416320	Visual Arts Studio Furniture Replacement	55	44	55	(11)	Closed	On Schedule
416321	Webstream Audio Console	-	51	-	51	Closed	On Hold
417320	Visual Arts Studio Maintenance and Lifecycle	16	16	16	-	In Progress (>75%)	Behind Schedule
417422	Art Gallery Barrier-Free	225	1,089	1,089	-	In Progress (<25%)	Behind Schedule
416304	Arden Theatre Maintenance and Lifecycle Plan	8	9	8	1	Closed	Behind Schedule
417304	Arden Theatre Maintenance and Lifecycle Plan	75	99	99	-	In Progress (>75%)	Behind Schedule
415303	Emergency Services Equipment Replacement Plan	128	161	161	-	In Progress (50%-75%)	On Schedule
415324	Fire CAD Upgrade	16	16	16	-	Closed	On Schedule
415326	Signal Pre-Emption	105	105	105	-	Closed	On Schedule
415327	Alberta First Responders Radio Communication System	47	47	47	-	Closed	On Schedule
415328	Land Acquisition Fire Hall #4	-	350	350	-	Not Yet Commenced	Behind Schedule
415330	FS Station 2	563	556	561	(5)	Maintenance	On Schedule
416303	Emergency Services Equipment Replacement Plan	239	246	239	7	Closed	On Schedule
416309	Fire Building Equipment Replacement	28	65	65	-	In Progress (<25%)	Behind Schedule
417303	Emergency Services Equipment Replacement Plan	9	9	9	(0)	Closed	On Schedule
417314	Fire Station 1 Reconstruction	42	50	42	8	Closed	On Schedule
417316	Fire Dispatch ProQA System	26	33	33	-	In Progress (>75%)	On Schedule
417317	Municipal Enforcement Vehicle	3	30	30	-	In Progress (50%-75%)	Behind Schedule
415308	Community Capital Program	252	252	252	-	Closed	On Schedule
416308	Community Capital Program	258	258	258	-	Closed	On Schedule
417308	Community Capital Program	61	250	61	189	Closed	On Schedule
412420	Campbell Road Park & Ride	6,094	30,000	30,000	-	In Design	On Schedule
414804	Transit Smart Fare & Smart Bus	-	3,992	3,992	-	In Progress (<25%)	Behind Schedule
415803	Grow th Buses	3,027	3,200	3,152	48	Closed	On Schedule
416802	Transit Bus Lifecycle Replacement	378	405	378	27	Closed	On Schedule
416803	Transit Garage Expansion	655	657	657	-	Maintenance	On Schedule
417802	Transit Bus Lifecycle Replacement	256	4,392	4,392	-	In Progress (<25%)	On Schedule
417809	Heated Transit Shelters	51	51	51	(0)	Closed	On Schedule
Total Division #3000 Community & Protective Services		$27,842	$69,061	$67,990	$1,071		

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

		Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Division #4000 Infrastructure and Development Services							
416102	Tache Plane Restoration & Relocation	242	335	260	75	Maintenance	Behind Schedule
416106	Rotary Park Boat Launch	17	25	25	-	In Progress (>75%)	On Schedule
416455	Lacombe Park	1,060	1,200	1,080	120	Maintenance	On Schedule
417901	Community Branch Library	-	17,492	17,492	-	Not Yet Commenced	On Hold
414401	Arterial Asphalt Overlay Program	1,100	1,100	1,099	1	Closed	On Schedule
414412	St. Albert Trail Median and Blvd Enhancement	784	924	784	140	Closed	On Schedule
415401	Arterial Asphalt Overlay Program	1,800	1,800	1,796	4	Closed	On Schedule
415402	Collector Reconstruct Program	1,198	1,200	1,198	2	Closed	On Schedule
415403	Collector/Local Asphalt Overlay Program	3,050	3,050	3,049	1	Closed	On Schedule
415404	Local Reconstruct Program	265	265	265	-	Closed	On Schedule
415406	Red Willow Trail Overlay Program	198	200	198	2	Closed	On Schedule
415407	Sidewalk Program	1,260	1,270	1,260	10	Closed	On Schedule
415411	Right of Way (ROW) Study	60	60	60	-	Closed	On Schedule
415412	St. Albert Trail Median & Blvd Enhancement	901	967	901	66	Closed	On Schedule
415415	Erin Ridge Traffic Mitigation	-	25	25	-	In Progress (<25%)	On Schedule
415455	Grandin Pond Bridge & Trail Paving	41	50	41	9	Closed	On Schedule
416104	Paving of Shale Trails	66	251	251	-	Maintenance	On Schedule
416401	Arterial Asphalt Overlay Program	2,230	2,230	2,230	-	Maintenance	On Schedule
416402	Local and Collector Road Reconstruct Program	1,163	2,050	1,250	800	Maintenance	Behind Schedule
416403	Local and Collector Asphalt Overlay Program	3,381	4,070	4,070	-	Maintenance	On Schedule
416404	City Owned Parking Lot - Major Rehab	-	100	100	-	In Design	Behind Schedule
416405	Permanent Line Marking Rehabilitation	171	172	171	1	Closed	On Schedule
416406	Trail Overlay Program	660	660	660	-	Maintenance	On Schedule
416407	Sidewalk Program	552	906	906	-	In Progress (50%-75%)	On Schedule
416409	Road Rehabilitation	207	250	207	44	Closed	On Schedule
416411	Right of Way (ROW) Study	61	62	61	1	Closed	On Schedule
416412	Bridge Rehabilitation	17	172	172	-	In Progress (<25%)	On Schedule
416413	St. Albert Trail Revitalization	245	354	354	-	In Progress (>75%)	On Schedule
416414	Arterial and Collector Intersection Enhancement Program	288	909	909	-	In Progress (<25%)	On Schedule
416415	Erin Ridge Traffic Mitigation Strategies	1	136	136	-	In Progress (<25%)	On Schedule
416416	Neighbourhood Traffic Calming Strategies	117	175	175	-	In Progress (50%-75%)	Behind Schedule
416418	Noise Attenuation City Wide Data Collection	2	200	200	-	In Progress (<25%)	On Schedule
416419	Perron Street Angle Parking	84	160	160	-	In Progress (25%-50%)	On Schedule
416420	Safe Journeys to School Safety Implementation Strategies	809	836	836	-	In Progress (>75%)	On Schedule
416421	St. Albert Trail and Boudreau / Giroux Road Corridor Safety Initiative Implementation	248	320	320	-	In Progress (>75%)	On Schedule
416456	Fowler Way Functional Alignment - Design	9	75	75	-	In Progress (25%-50%)	On Schedule

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

		Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Division #4000 Infrastructure and Development Services							
417401	Arterial Asphalt Overlay Program	2,043	2,750	2,750	-	Maintenance	On Schedule
417402	Local and Collector Road Reconstruct Program	603	3,500	3,500	-	In Progress (25%-50%)	Behind Schedule
417403	Local and Collector Asphalt Overlay Program	3,865	4,090	4,090	-	Maintenance	On Schedule
417404	City Owned Parking Lot - Major Rehab	50	250	250	-	In Design	Behind Schedule
417405	Permanent Line Marking Rehabilitation	178	180	178	2	Closed	On Schedule
417406	Trail Overlay Program	268	603	520	83	Maintenance	On Schedule
417407	Sidewalk Program	291	1,100	1,100	-	In Progress (50%-75%)	On Schedule
417410	Crack Sealing Program	97	131	97	34	Closed	On Schedule
417411	Lane Reconstruction Program	118	1,350	1,350	-	In Design	Behind Schedule
417412	Road Rehabilitation	269	300	300	-	Maintenance	On Schedule
417413	St. Albert Trail Revitalization	-	350	350	-	In Progress (<25%)	On Schedule
417414	Barrier Wall Study & Replacement	130	640	640	-	In Design	On Schedule
417415	Buildings Life Cycle Assessments	-	115	115	-	Not Yet Commenced	On Hold
417416	Neighbourhood Traffic Calming Strategies	285	543	543	-	In Progress (50%-75%)	Behind Schedule
417418	Infrastructure Inventory Study	63	63	63	-	Closed	Behind Schedule
417420	Safe Journeys to School Safety Implementation Strategies	581	700	700	-	In Progress (>75%)	On Schedule
414507	Community Sustainability Plan	253	257	253	3	Closed	On Schedule
414508	PW Former PW Yard Remediation Program	354	500	500	-	In Progress (>75%)	Behind Schedule
417504	Solar Photovoltaics (PV) Program	505	505	505	-	Maintenance	On Schedule
417807	Recycling Receptacles	11	12	11	1	Closed	On Schedule
416801	PW Mobile Equipment Replacement Plan	1,543	1,558	1,544	14	Closed	On Schedule
417801	PW Mobile Equipment Replacement Plan	1,204	1,551	1,583	(32)	In Progress (>75%)	On Schedule
417805	PW Sand Covered Storage	2,057	2,685	2,685	-	In Progress (50%-75%)	On Schedule
417806	PW Shop & Yard Equipment Replacement	35	35	35	-	Closed	On Schedule
41119A	Bridge Rehabilitation	635	656	656	-	In Progress (>75%)	On Schedule
416105	Hearing Loop	3	6	6	-	In Design	On Hold
417315	Traffic Pre-Emption System	100	105	100	6	Closed	On Schedule
417408	Transportation Systems Mgmt (Signals)	638	785	785	-	In Progress (>75%)	On Schedule
417409	Transportation Master Plan Implementation	247	495	495	-	In Progress (25%-50%)	On Schedule
417417	Traffic Signal Maintenance	492	529	529	-	In Progress (>75%)	On Schedule
417421	St.Albert Trail Corridor Traffic Signal Optimization	66	208	208	-	In Progress (25%-50%)	On Schedule
416807	Subdivision Entrance Signage	-	30	30	-	Not Yet Commenced	On Schedule
416812	Park Amenities - Benches & Garbage Cans	46	81	46	35	Closed	On Schedule
415414	St. Anne St. Realignment - St. Thomas to Tache St. - Construction	4,186	4,280	4,299	(19)	Maintenance	On Schedule
416424	Accessibility Initiatives	25	40	40	-	In Progress (50%-75%)	Behind Schedule
416425	Millennium Park- Placemaking and Design Phase 1	231	360	360	-	In Progress (>75%)	Behind Schedule
417424	Accessibility Initiatives	-	40	40	-	Not Yet Commenced	Behind Schedule
416804	PW Cemetery Improvements	85	150	150	-	In Progress (50%-75%)	Behind Schedule
417803	SAP Building Envelope Replacement Plan	374	371	374	(3)	Closed	On Schedule
417804	Energy Efficiency Replacement Program	-	125	125	-	In Progress (25%-50%)	Behind Schedule
415810	SAP Building Envelope Replacement Plan	355	354	355	(1)	Closed	On Schedule
Total Division #4000 Infrastructure and Development Services		$44,578	$76,431	$75,034	$1,397		
Division #6500 Common & Fiscal							
412108	Civic Space Capacity Initiative	490	490	490	-	Closed	On Schedule
Total Division #6500 Common & Fiscal		$490	$490	$490	$-		
	Total Entity #01 St. Albert	**$79,883**	**$156,181**	**$153,628**	**$2,553**		

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY DIVISION
FOR THE PERIOD ENDING DECEMBER 31, 2017

		Project To Date	Project Budget	Forecast	Variance	Project status	Project Schedule
Division #7000 Water							
414203	Update Meter Reader Technology - Design	100	100	100	-	Closed	On Schedule
415230	Update Meter Reader Technology - Construction	355	1,000	1,000	-	In Progress (25%-50%)	On Schedule
417731	Update Meter Reader Technology	54	5,353	5,353	-	In Progress (<25%)	On Schedule
413414	Water Network Level of Service	536	551	551	-	Maintenance	On Schedule
413417	East Water Supply Main (Phase 2)	4,977	5,077	4,977	100	Closed	On Schedule
413419	Oakmont Pumphouse Upgrades	50	75	50	25	Closed	On Schedule
414430	Water Network Level of Service	30	578	578	-	In Design	Behind Schedule
415430	Water Network Level of Service	9	800	800	-	In Design	Behind Schedule
415831	SCADA Upgrades for Water Stations	41	50	50	-	In Design	On Schedule
416430	Water Network Level of Service	8	800	800	-	In Design	Behind Schedule
416432	Lacombe Reservoir Fill Line Re-alignment	1,115	1,800	1,400	400	Maintenance	Behind Schedule
416835	Water System Infrastructure Rehab	437	440	440	-	In Progress (>75%)	On Schedule
417430	Water Network Level of Service	48	1,633	1,633	-	In Design	Behind Schedule
417431	Sturgeon Heights Pumphouse Rebuild	4	524	524	-	Not Yet Commenced	Behind Schedule
417831	Water SCADA System Upgrades	-	350	350	-	In Design	On Schedule
417835	Water System Infrastructure Rehab	443	475	475	-	In Progress (>75%)	On Schedule
Total Division #7000 Water		$8,206	$19,606	$19,081	$525		
Division #8000 Wastewater							
414442	Wastewater Lift Station Rehabilitation	3,530	3,570	3,570	-	Maintenance	On Schedule
415442	Rivercrest Lift Station Rehabilitation	-	300	300	-	Not Yet Commenced	On Hold
415841	Wastewater SCADA Upgrades	38	50	50	-	In Design	On Schedule
415845	Wastewater Rehabilitation Program	100	229	229	-	In Design	On Hold
416442	Rivercrest Lift Station Rehabilitation	40	4,000	2,000	2,000	Not Yet Commenced	On Hold
417442	Wastewater Lift Station Studies	-	550	550	-	RFP	On Schedule
417841	Wastewater SCADA System Upgrades	-	350	350	-	In Design	On Schedule
417842	Wastewater CCTV Equipment Replacement Plan	-	318	318	-	In Progress (<25%)	On Schedule
415440	Wastewater Collection System Level of Service	360	360	360	-	Closed	On Schedule
415441	Wastewater Main Replacement	340	582	582	-	Maintenance	Behind Schedule
415454	North Interceptor Trunkline Phase 3– Design	1,828	2,157	2,157	-	In Progress (>75%)	Behind Schedule
416440	Wastewater Collection System Level of Service	1,083	2,640	2,640	-	In Progress (25%-50%)	Behind Schedule
416441	Wastewater Main Replacement	6	611	611	-	Not Yet Commenced	Behind Schedule
416443	North Interceptor Trunkline Phase 3 (Proj 9)	7,767	40,000	32,000	8,000	In Progress (25%-50%)	Behind Schedule
416845	Wastewater Rehabilitation Program	79	237	237	-	In Design	On Schedule
416846	Wastewater Household Service Replacement	199	200	200	-	Closed	On Schedule
417440	Wastewater Collection System Level of Service	96	436	436	-	In Design	On Schedule
417441	Wastewater Main Replacement	57	1,153	1,153	-	In Design	On Schedule
417845	Wastewater Rehabilitation Program	76	245	245	-	In Design	On Schedule
417846	Wastewater Household Service Replacement	213	240	240	-	In Progress (>75%)	On Schedule
Total Division #8000 Wastewater		$15,813	$58,228	$48,228	$10,000		
Division #8600 Storm							
413423	Stormwater Infrastructure Rehabilitation	1,071	1,050	1,024	26	Closed	On Schedule
414450	Lacombe Park Bank Repairs	706	800	750	50	Maintenance	On Schedule
414451	South Campbell Stormwater Management Facility	3,400	3,500	3,500	-	Maintenance	On Schedule
414453	Oakmont Swale Reconstruction	2,495	2,500	2,500	-	Maintenance	On Schedule
415451	Stormwater Infrastructure Rehabilitation	1,258	1,600	1,600	-	Maintenance	On Schedule
416451	Stormwater Infrastructure Rehabilitation	662	1,600	1,600	-	Maintenance	On Schedule
416452	Stormwater Management Level of Service Requirements	2,872	3,470	3,470	-	In Progress (>75%)	Behind Schedule
416453	Sedimentation and Erosion Control Plan	689	3,363	3,363	-	In Progress (<25%)	Behind Schedule
416454	Heritage Lakes Storm System	364	900	900	-	In Progress (25%-50%)	On Schedule
416457	Beaudry Place Storm Drainage Infrastructure Upgrade	32	750	750	-	In Progress (<25%)	On Hold
417451	Stormwater Infrastructure Rehabilitation	28	1,984	1,984	-	In Progress (25%-50%)	On Schedule
417452	Stormwater Management Level of Service Requirements	71	2,219	2,219	-	In Progress (50%-75%)	On Schedule
417453	Sedimentation and Erosion Control Plan	-	385	385	-	In Design	On Schedule
Total Division #8600 Storm		$13,649	$24,122	$24,045	$76		
Division #9000 Solid Waste Management							
412715	Riel Park Redevelopment Phase 3 & 4	5,448	5,482	5,448	34	Closed	On Schedule
417761	Recycle Yard Upgrades	20	25	25	-	In Progress (>75%)	On Schedule
Total Division #9000 Solid Waste Management		$5,468	$5,507	$5,473	$34		
	Total Entity #02 Utilities	**$43,137**	**$107,463**	**$96,828**	**$10,635**		

APPENDIX 3 – STATEMENT OF RESERVES
FOR THE PERIOD ENDING DECEMBER 31, 2017

In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
O1	Stabilization Reserve	3,757	5,013	(2,212)	2,801
O3	Operating Program	4,529	4,588	(4,422)	166
O4	Risk Management Reserve	1,335	1,310	25	1,335
O5	Automated Traffic Enforcement Technology-Speed on Green	143	296	(179)	117
O7	Children's Festival Reserve	96	144	(48)	96
O8	RCMP Contract Expense Reserve	919	919	-	919
O9	Safety Enhancement Reserve	650	864	(348)	516
O10	Election and Census Reserve	391	332	(127)	205
	Total Operating	**11,820**	**13,466**	**(7,311)**	**6,155**
C1	Internal Financing Reserve	2,215	1,811	405	2,216
C2	Major Recreational Lands & Facilities	3,130	3,700	(2,638)	1,062
C3	Offsite Levy Recoveries	19,363	24,579	(9,490)	15,089
C4	Lifecycle	15,277	13,247	694	13,941
C5	Municipal Land and Facilities Reserve	750	538	212	750
C6	Capital Funding	23,007	23,967	(11,903)	12,064
C7	Growth Stabilization Reserve	2,501	1,811	691	2,502
	Total Capital	**66,243**	**69,653**	**(22,029)**	**47,624**
	Total Utilities	**49,586**	**45,688**	**(17,159)**	**28,529**
OA1	Outside Agency Operating	233	174	9	183
OA2	Outside Agency Capital	499	598	(99)	499
	Total Outside Agency	**732**	**772**	**(90)**	**682**
		$128,381	**$129,579**	**($46,589)**	**$82,990**

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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