

2016

QUARTERLY REPORT EXECUTIVE SUMMARY

THIRD QUARTER

November 28, 2016

2016 QUARTERLY REPORT

THIRD QUARTER EXECUTIVE SUMMARY

The City of St. Albert 2016 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, 2016 related to City of St. Albert Strategic Plan approved by Council in February 2016 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 2016 towards City of St. Albert Strategic Plan. For a more detailed progress update, please review the 2016 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:

- *City's Emergency Plans* – The City's Emergency Plans are being further developed and implemented. The 72 Hour Emergency Planning Guide is being adapted for a Quick Action Guide (70% complete). The Incident Command System (ICS) 300 course is completed. The Risk Communication workshop was held with 39 staff. The Municipal Emergency Plan has been revised and the Emergency Management Bylaw has been reviewed by Legislative Services.
- *Safe Journey to School Program Implementation* - Implementation of the Safe Journeys to School program will be ongoing until 2021 pending Council approval of related project charters. Sign work and line markings are completed; design work associated with pedestrian curb extensions and ramps has been completed and construction were completed prior and shortly following the start of the school year. School zone warning flashers have been placed; school traffic data is being compiled and reported on and will be used for evaluation and enforcement coordination. Pilot of rectangular rapid flashing beacon crossings (RRFB's) started.

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:

- *Employment Lands Plan Framework* - Administration continues to work on marketing the lands for land assembly. Discussions took place with several land owners to determine their interest in selling or developing land. Planning & Development worked closely with Economic Development to present an early draft of the Design Principles for the Employment Lands on June 27th, 2016 which Council has directed undergo further public engagement and received feedback from Council members during the summer months. In Quarter Three 2016 – Administration engaged the public during July and August 2016. Engagement strategies included mail out surveys to landowners and developers, and online public engagement via the website and social media (with links to the online survey). Findings were recorded and incorporated into the framework in September 2016. A second draft of the project is going to Council on October 17, 2016.
- *Servicing Requirements for Growth* - Administration is currently working in conjunction with Sturgeon County to look at priority growth areas within the shared boundary region. This foundation work will provide an input into the long-term management and delineation of growth servicing requirements that will be required to support the long-term sustainable development of the region. Both Councils met on August 30 and provided feedback to the process. In September 2016, the project team met several times to prepare for the October 26, 2016 IAC meeting.

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:

- *City Parks Refurbishment Plan* –The City Parks Refurbishment Plan assesses parks infrastructure in order for existing assets to be upgraded and replaced. The signage guidelines have been approved by City Manager and the signage manufacturing and installation specifications have been reviewed and approved by Public Works. Installation of signage will begin in 2017 once guideline documents are approved. Full transition of all park signage will occur over several years.
- *Founders' Walk Phase Two* – The Founders' Walk connects historical places within St. Albert through signage and story telling. The official opening ceremony for Phase Two was held on September 30th, 2016. There are still a few remaining deficiencies to address but project is substantially complete.

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:

- *Sedimentation and Erosion Control Project 2010-2021* – The Sedimentation and Erosion Control Project seeks to reduce the accumulation of sediments in the Sturgeon River. Work will be aligned with the major storm water rehabilitation project along Perron Street with the possibility of a new grit interceptor at Outfall 11 (Perron Street Twins). This project is expected to be done in Quarter Four. With the completion of this grit interceptor, four out of the eight high priority storm water outfalls will be completed.
- *Ray Gibbon Drive Environmental Approval Monitoring – Phase 3 Wetland* - Annual monitoring of Ray Gibbon Drive constructed wetlands were completed during July and September to ensure they are providing open water and marsh habitat as designed. This includes monitoring water levels, vegetation establishment and indicator wildlife (waterfowl, songbird and boreal choral frogs) activity. This monitoring is required for a minimum of five years (2018) or until wetland value has been met.

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:

- *Community Story Telling Project* – A network of signage is being created around the city to promote the story of the community. Historical research and fact verification will be completed by mid-October. Final stories to be drafted and finalized by the end of Quarter Four. Still on track for Signage Plans being developed in Quarter One of 2017.
- *6th Arena Servus Place – Design* - The Arena/Ice Surface Conceptual Plan was shared with City Council on September 19. Council accepted this report as information and the project has been officially handed off from CPS Administration to the Recreation and Parks Department.

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:

- *Census 2016* – The municipal census is conducted every two years in St. Albert. The census data has been analyzed and interpreted, with the final report completed at the end of September. The next municipal census will take place in 2018.
- *Capital Region Board Growth Plan Update* – In order to actively participate in the Capital Region Board's (CRB) Growth Plan update, a City representative has been attending all the Growth Plan Update Task Force meetings. The Growth Plan Update is in Phase 3 of 5 - the Policy Development stage. The Province has agreed to an extension of the project, as well as to fund the extension until September 2016. A draft of the Growth Plan Update has been presented to CRB member Chief Administrative Officers (CAOs) and staff for feedback. The plan has been received by the Board for information and will be voted on at the October 13 board meeting.

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:

- *Community Sustainability Framework* - Administration is continuing to embed the Community Vision and Pillars of Sustainability across all major planning, budgeting and reporting elements within the strategic framework. A Coffee Table Book celebrating the Community Vision, including photos submitted by residents and comments collected through the public engagement process, is planned to be completed by November. The final celebration will be on Founder's Day in January 2017 with the placement of a time capsule in St. Albert Place that will be opened in 50 years. The time capsule is being created as a public art project.
- *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. A draft Bylaw has been circulated to various internal departments for review. In Quarter Two, Transit was compiling feedback from various departments. The Draft Bylaw is scheduled to be presented to Council in Quarter Two 2017.

Performance Indicators

The online StATRACKER Performance Dashboard (stalbert.ca/cosa/admin/statracker/) 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 now 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:

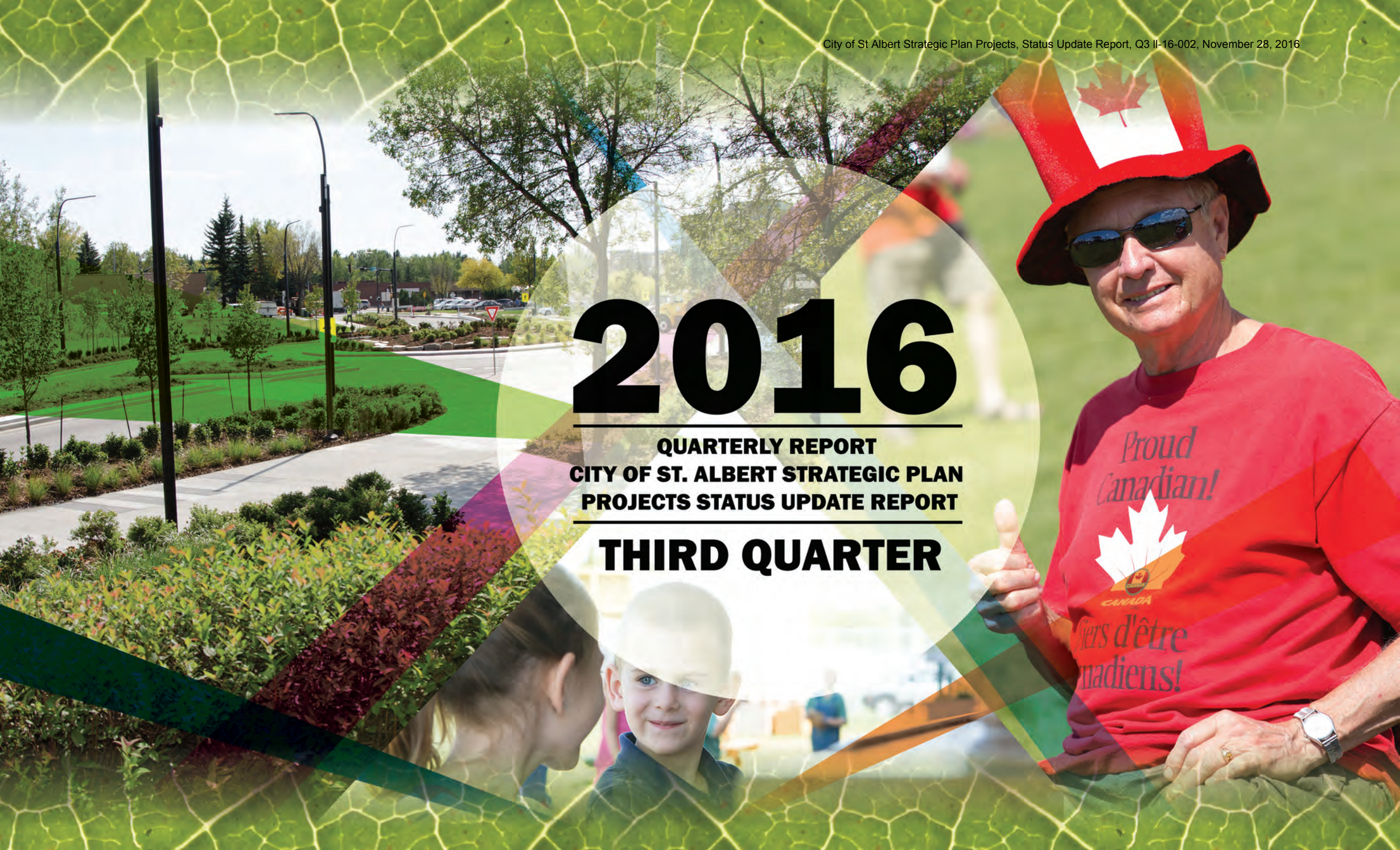
StATRACKER - Performance Dashboard - City of St. Albert

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 Licenses 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 2016 Quarterly Report, City of St. Albert Strategic Plan Projects Status Update Report.

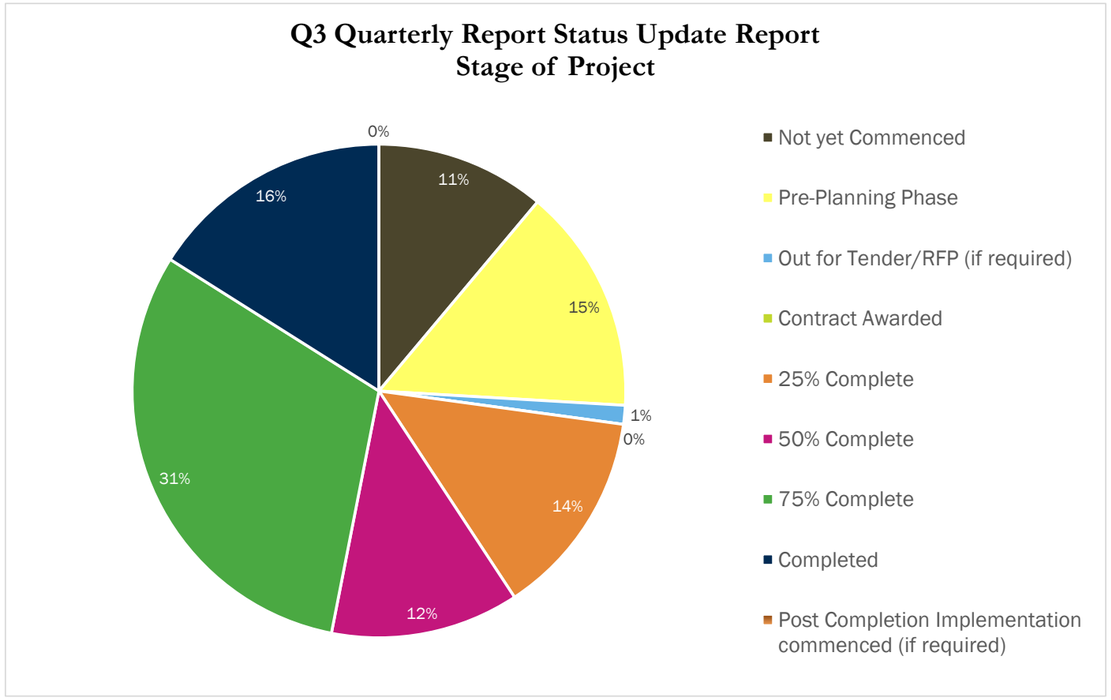


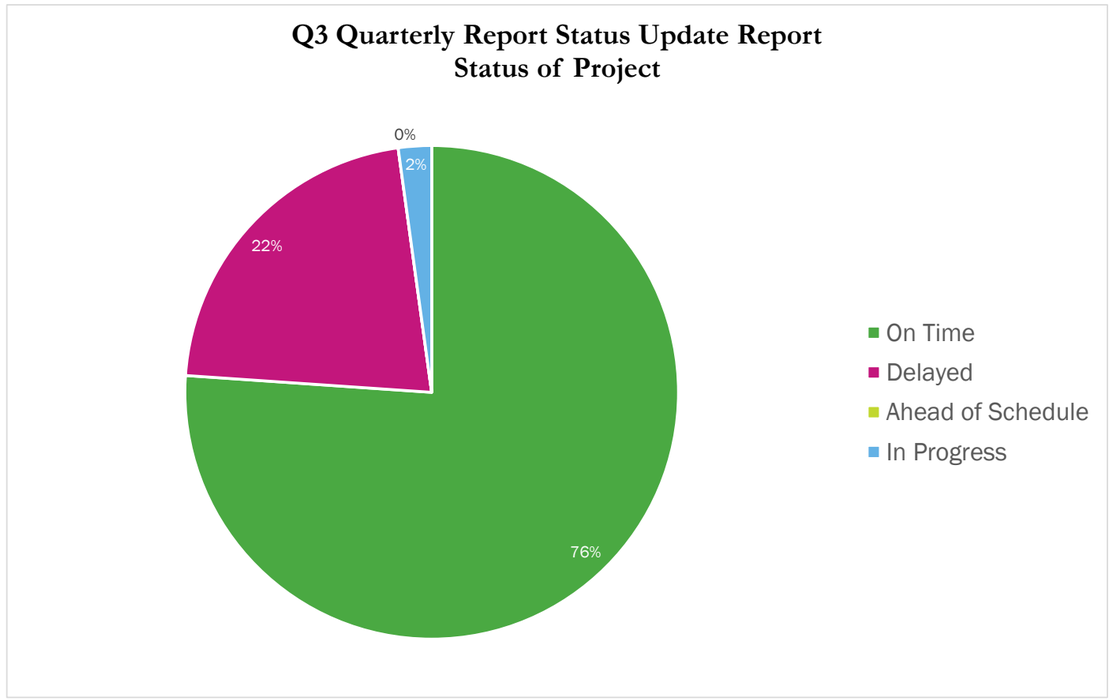
2016

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 2016 Summary





City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
SOCIAL						
50+ Club Buiding (Red Willow Place)	Rehabilitate and expand the program space in the 50+ Club building	Sep-16	Sep-16	Completed	On Time	The St. Albert Senior's Association moved back into the building the last week in August. The grand opening of the newly named Red Willow Place was celebrated on September 21. The building is now into the deficiencies and warranty period.
City's Emergency Plans	Further develop and implement the City's emergency plans.	Apr-17	Apr-17	75% Complete	Delayed	The 72 Hour Emergency Planning Guide is being adapted for a Quick Action Guide (70% complete). The ICS 300 course completed. The Risk Communication workshop was held with 39 participants. The Municipal Emergency Plan has been revised and the Emergency Management Bylaw has been reviewed by Legislative Services. A Letter of Understanding (LOU) was developed for alternate Reception Centre location (Alliance Church). LOU's have been signed off with the two school boards and the Salvation Army facility. Bylaw update will be presented to Council on January 9, 2017.
Community Diversity and Inclusion Initiatives	Develop, promote and support community events that embrace diversity and culture.	Dec-17	Dec-17	50% Complete	On Time	"It Starts With Me" Campaign snapshot covered in this quarter featured Mental Health and How to be an Ally, there was a presentation with 12 internal staff attending.
Community Wide Bullying Strategy	Support development of a community wide bullying strategy.	Dec-19	Dec-19	Not yet Commenced	On Time	It Starts With Me education and awareness campaign incorporates anti-bullying in all of the initiatives.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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-20	Phase 1 - Dec 2017 Phase 2 - Dec 2019 Phase 3 - Dec 2020	Pre-Planning Phase	On Time	An initial report on this project with Edmonton, on forming a single operating entity, has been completed and was approved by Edmonton and St. Albert City Councils along with funding for a study. A second report outlining the structure of a potential new operating entity (focusing on the Commuter Model) and a recommendation to continue with a more detailed cost and benefit analysis was presented and approved by both Councils in Quarter One 2016. A more detailed report focusing on unanswered questions from the previous reports was presented to both Councils on Sept 26 / 27 2016. It was passed at both Edmonton and St Albert to continue to the next step (step one of a 3 phase approach). This next step involves establishing a task force and having representatives from City Council involved.
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 focussed organizations, education outreach and reporting to Council once a year.	Nov-16	Nov-16	75% Complete	On Time	Administration met with eight youth/young adults over the summer months and developed a draft Youth Council Bylaw, the bylaw will be before Council on November 28, 2016.
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy	Dec-16	Dec-16	75% Complete	On Time	Preparing an update on the Alberta Rural Development Network grant research project to present to Council in Q4.
Mental Health Awareness	Mental Health Strategy	Dec-19	Dec-19	50% Complete	On Time	Community & Social Development sent a second staff for training, to deliver Mental Health First Aid to City staff and community partners. Over this quarter, 28 individuals have been trained in Mental Health First Aid and a further 25 have been trained for Applied Suicide Intervention Skills Training (ASIST). Public display for Suicide Prevention Day at City Hall.
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-19	Dec-19	Out for Tender/RFP (if required)	On Time	The Province announced funding approval for Smart Fare, which included Smart Bus. Administration started initial discussions with the regional partners, Edmonton and Strathcona. In Quarter 1, the City of Edmonton has acquired the services of professional management consultant to oversee the entire project. Edmonton, together with the regional partners and the managing consultant released a request for comment in Quarter 1. Release of the RFP was prepared and released in Quarter 2. There were 6 companies that responded to the RFP and currently all repsonses are being evaluated and scored. Expected completion of this stage is end of Oct, 2016.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.	Dec-19	Dec-19	25% Complete	On Time	No update.
Protection of Person's and Property Bylaw Review	Review the Bylaw and report to Council on findings and recommendations if any.	Jun-17	Jun-17		On Time	Administration presented the review findings to Council on July 7, 2016, Council approved the recommendation provided and has directed Administration to prepare a new Protection of Person's Bylaw Draft for Council consideration by June 30, 2017. Administration is still on target for this date.
Safe Journey to School Program Implementation	Implement recommendations from the Safe Journey to School program.	Nov-21	Nov-21	25% Complete	On Time	Implementation of the Safe Journeys to School program will be ongoing until 2021 pending Council approval of related project charters. Sign work and line marking are completed; design work associated with pedestrian curb extensions and ramps has been completed and construction were completed prior and shortly following the start of the school year. School zone warning flashers have been placed; school traffic data is being compiled and reported on and will be used for evaluation and enforcement coordination. Pilot of rectangular rapid flashing beacon crossings (RRFB's) started.
Site Options for Affordable Housing. (previously titled: Options for new facility and expansion of North Ridge Lodge)	Advocate for expansion of North Ridge Lodge and identify options for another facility similar to Chateau Mission Court.	Dec-17	Dec-17	25% Complete	In Progress	The intent of this item was two-fold, the first, related to the expansion of North Ridge Lodge to which City activities are now complete and the second related to future site options. As such, the title has been adjusted to reflect a broader scope. This project is now linked to the Corporate Land Strategy as it relates to the identification and acquisition of land for additional seniors housing facilities. The Housing Diversity Action Plan was approved by Council in 2015 and the initiatives contained in this action plan related to land have been incorporated into the 2016-2035 Corporate Land Strategy Action Plan, which was approved by Council on April 25, 2016. Inititaives that relate to Affordable housing are scheduled to be completed in 2017.
The Collective (FKA Youth Hub)	Ensure youth are actively engaged and supported.	Mar-16	Mar-16	Completed	On Time	Collective opened in March 2016.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
ECONOMIC						
Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	Mar-17	Mar-17	50% Complete	Delayed	This work is postponed pending the downtown parking and downtown development scenario work. The downtown development scenario work is currently exploring 5 different build out scenarios which include the future built form, utility servicing needs and the fiscal impact. As the downtown development scenario project and the direction provided from this study will inform the Downton District Update, work on the District Update is delayed. The Downtown District is rescheduled for Council late in Q1 2017.
Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	Mar-17	Mar-17	75% Complete	Delayed	At the January 8, 2016 Retreat Administration explored the issue of downtown parking with Council. A draft of the Downtown Parking Strategy is complete and in review with the Director, however, the finalization is contingent on finalization of servicing assumptions and development scenarios (as identified in the Downtown District summery). Upon completion of the downtown development scenario work, and incorporation into the draft review, the Study will be presented to Council in Quarter One of 2017.
Employment Lands Plan Framework	Develop a high level conceptual framework plan for development of employment lands.	Mar-17	Mar-17	75% Complete	On Time	Administration continues to work on marketing the lands for land assembly. Discussions took place with several land owners to determine their interest in selling or developing land. Planning & Development worked closely with Economic Development to present an early draft of the Design Principles for the Employment Lands on June 27th, 2016 which Council has directed undergo further public engagement and received feedback from Council members during the summer months. In Quarter Three 2016 – Administration engaged the public during July and August 2016. Engagement strategies included mail out surveys to landowners and developers, and online public engagement via the website and social media (with links to the online survey). Findings were recorded and incorporated into the framework in September 2016. A second draft of the project is going to Council on October 17, 2016.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Foreign Direct Investment	Foreign Direct Investment Initiative (former "Promote the Capital Region Export Alliance to expand Economic Development").			Completed	On Time	The final report was received from the site selection consultant The report lists several hundred businesses that could potentially be looking to expand into the Canadian market. In consultation with our partners (City of Edmonton & Bon Accord) a plan will be developed to reach out to these companies. This work will become one of our ongoing business attraction activities. The companies identified fit St. Albert's targeted sectors and companies that fit with the Smart City initiative.
Land Use Bylaw Review and Update (Housing)	Review the Land Use Bylaw	Jun-17	Jun-17	50% Complete	On Time	The contract was issued and the project was initiated. A developer focused public engagement session was held in December 2015 and a public open house was held in January 2016. A workshop was held in Quarter Two, where stakeholder input was reviewed and Council was provided with an opportunity to provide input. Additionally, the consultants finalised a Land Use District Analysis Summary document, to be presented to Council on July 11, 2016. On July 11, 2016, the LUB Residential District Amendment Strategies were presented for Council's consideration. Nineteen notices of motion and amendments were provided from three Council members, including two requests for additional information. On August 22, 2016, the LUB Residential District Amendment Strategies returned to Council. Motion C494-2016 was passed, allowing additional time for direct dialog with individual Councillors. The Strategies will return to Standing Committee of the Whole on October 11, 2016, with Council's suggested amendments for debate. It is expected that the project will extend into Quarter One/Quarter Two 2017 due to decision delays.
Servicing Requirements for Growth	Explore front-end funding options for the servicing of lands for commercial and industrial development.	Sep-18	Sep-18	25% Complete	On Time	Administration is currently working in conjunction with Sturgeon County to look at priority growth areas within the shared boundary region. This foundation work will provide an input into the long-term management and delineation of growth servicing requirements that will be required to support the long-term sustainable development of the region. Both Councils met on August 30 and provided feedback to the process. In September 2016, the project team met several times to prepare for the October 26, 2016 IAC meeting. The team is investigating the legal process for annexation, servicing options that reduce levy costs, criteria for consideration of lands, and the amount of lands to support the long-term population grow for both communities. Administration will meet with Council at Committee of the Whole on October 11th to discuss the findings – as directed through CM 16-023.
Shop Local Concept (Downtown)	Help develop, support and promote the concept of Shop Local in downtown St. Albert.				On Time	Economic Development continues to work with Community and Social Development on the Collective initiative. The business skills of the youth have been identified as lacking and Economic Development is currently working collaboratively with NABI to develop a plan to build capacity in the areas where deficiencies were identified. Economic Development continues to meet with downtown businesses to jointly plan initiatives that will strengthen our business community and promote people to shop locally.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Smart City Master Plan Development and Alberta Smart City Alliance	Support the Smart City Master Plan and Alberta Smart City Alliance to foster increased efficiencies and capacity through serving as a living lab for innovative and cutting-edge municipal technology solutions.			Completed	On Time	The proposed Smart City Master Plan was presented to Council on May 24, 2016. Public review of the plan followed, concluding on June 24. A summary of feedback was presented to Council on September 06, and final approval occurred on October 03 with one significant amendment to the plan.
St. Anne Street Realignment	Realign St. Anne Street to provide greater versatility (pedestrian, cyclists, transit and vehicles) and allow for a better relationship with the riverfront.	Aug-16	Aug-16	Completed	On Time	The St. Anne Promenade was opened officially on August 31, 2016.
BUILT ENVIRONMENT						
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-16	Sep-18	25% Complete	Delayed	A Terms of Reference being developed for the Administrative Committee on Asset Management and the Administrative Committee will present these revisions to SLT (anticipated to be completed in late 2016). An inventory of minor asset classes is currently being completed by Engineering Services for review and assignment by the Committee.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Baseball Diamonds Safety Fencing	To install safety fencing along the sides of 21 City owned baseball diamonds to protect the benches and spectator sidelines.	Aug-16	Oct-16	75% Complete	On Time	Final stages of completion, slight delay. School principals and contractors working to coordinate construction timelines and site access to complete the project.
Capital Partnership Program	This shared funding program is designed to stimulate new capital projects to help prepare St. Albert for the anticipated community growth.	Dec-16	Dec-16	75% Complete	Delayed	Administration presented a draft Bylaw to repurpose this committee into an Advisory Committee for New Community Facilities in June 2016 requesting feedback from Council. The existing CPP Committee will then make any final changes to the Bylaw and report back to Council by the end of 2016.
City Parks Refurbishment Plan	The purpose of this project is to upgrade and replace parks infrastructure.	Dec-18	Dec-08	25% Complete	On Time	Signage guidelines have been approved by City Manager. Signage manufacturing and installation specifications have been reviewed and approved by Public Works. Installation of signage will begin in 2017 once guideline documents are approved. Full transition of all park signage will occur over several years.
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-17	Dec-17	50% Complete	On Time	A Corporate Land Management Policy is in development and planned to be presented to Council in January 2017, and the updated Strategy is planned to be presented March 2017.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Development of Public Art Maintenance and Restoration Plan	The long-term plan will ensure that the City's public art collection is preserved and maintained for current and future generations.	Nov-16	Nov-17	50% Complete	Delayed	Work has begun to identify initial priority for maintenance and restoration of current artwork over the next 25 years. Preliminary estimates will be incorporated into a lifecycle spreadsheet for further prioritization and review.
Digital Display Update	Review the Land Use Bylaw	Mar-17	Mar-17	75% Complete	On Time	Council direction was received to review digital displays. This item went to Council on August 22, 2016. Based upon that meeting, Council directed Administration to re-engage with the public to ensure all concerns are addressed. In Quarter Four 2016, Administration will develop an online survey for public input and will meet with representatives of UDI and the Sign and Real Estate industries. The item is scheduled to be back to Council in Quarter One 2017.
Everitt Park	Development of adjacent park space to Lois E Hole School.	Jul-16	Oct-16	75% Complete	On Time	Council approved funding for the development of Everitt Park in 2016 to ensure the park was complete for school opening in 2017. Tender awarded to Grasschopper. Field is anticipated to be ready for use in Quarter Three 2017.
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.	Jul-18	Jul-18	Pre-Planning Phase	On Time	Council has approved an expanded budget and Administration is moving the project forward. Depending on the results of the intent to sole source, Administration expects to either retender this project or bring it to Council as an sole source approval.
Founders' Walk - Phase Three	Design and construction of the third phase of Founders Walk utilizing existing trails extending the walk from the grain elevators to Perron Bridge, along river.	Nov-18	2018/2019	Not yet Commenced	Delayed	Concept design and community consultation on the Founders Walk Phase 3 is currently on hold due to department capacity challenges and until the completion of the Millenium Park Creative Placemaking process. Work is anticipated to resume in 2017.
Founders' Walk -Phase Two	Continue with Phase 2 of the Founder's Walk.	Nov-15	Oct-16	Completed	On Time	Official Opening ceremony was held on September 30th, 2016. There are still a few remaining deficiencies to address but project is substantially complete.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Growth Areas For Transit Service	Support growth-area transit service to higher density residential areas.	Sep-17	Sep-17	50% Complete	On Time	Schedule adherence monitoring was done to determine priorities for growth service additions. Improvement of transit service levels to new growth areas will coincide with the local route restructure plan that is currently in development. Consultation with the newly formed Transit Advisory Committee began in Quarter One and continued in Quarter Two 2016.
Healing Garden	As part of Founders Walk Phase 2, the Healing Garden will be designed to be an accessible, therapeutic sanctuary for survivors of Residential Schools, and for victims of abuse who are on a transformation reconciling journey.	Nov-16	Jul-05	Pre-Planning Phase	Delayed	The Healing Garden Project is currently on hold until sufficient funding is in place to complete the project. Administraiotn and the Planning Committee are continuing to seek out alternative funding sources for the project. Administration will report to Council when funds are secured.
Heritage Park-French Canadian Farm	This is the development of the French Canadian Farm portion of the overall Heritage Sites Functional Plan, complete with demonstration crops, focussing on River Lot #23 and the Natural Area	Nov-17	Jul-05	Not yet Commenced	Delayed	Due to the timing and progression of earlier phases of this project, this design phase has been delayed. Administration will be providing an update for Council in Quarter Four 2016 on the overall project, its phasing and current alignment in the 10 year capital plan.
Heritage Sites Phase Two Restoration - Cunningham and Hogan Houses/Brosseau Granary	The Phase 2 restoration of the historic Cummingham and Hogan houses at the Heritage Sites.	Dec-16	Dec-16	75% Complete	On Time	Phase 2 A Contractor is continuing with the completion of the exterior restoration on Hogan and Cunningham Houses. Remaining work is as follows: Hogan House: wheelchair accessibility ramp, front entry stairs, basement window installation, eaves troughing, and clean up of odds and ends Cunningham House: entrance stairs and odds and ends clean up. Interior restoration for both houses is on-going with an anticipated completion of the project in late November 2016. The Chevigny House and Brosseau Granary have been relocated to their final location. Phase 2B Final design drawings and tender documents preparation are in final review. Due to an adjustment in the phasing work allocated to this project, and the updated anticipated cost estimates there is not sufficient budget allocated to this phase of the project to fully complete the work. Administration is proceeding to secure the site for the winter, installing fencing and ensuring heating is provided to the houses to protect the work completed to date. Administration will be providing an update for Council in Quarter Four 2016 on the overall project, its phasing and current alignment in the 10 year capital plan.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Joyal Park	Development of adjacent park space to Sister Alphonse Academy and Joseph M. Demko School	Dec-17	Dec-17	Not yet Commenced	On Time	A mututal agreement between the two parties, Administration has withdrawn from the partnership between Alberta Infrastructure for the development of the park space at Joyal Park and will proceed with the park development independently.
Juneau House	Restoration and structural repair of Juneau House	Jun-16	Aug.2016	Completed	Delayed	This project is completed and a lease entered into with the Michif Cultural Connection Company Ltd. with a possession a date of September 1st , 2016. The grand Opening Celebration was held on September 30th, 2016 with 80-100 people in attendance.
Lacombe Park West Construction	Construction of the park, trail and recreation amenities in Lafleur Park and Leveque Park based on the 2014 Lacombe Park(West) Master Plan.	Sep-16	Sep-16	Completed	On Time	Major work has been completed on Lafleur Park and Leveque Park based on Lacombe Park West Master Plan. Leveque Park opened to the public in 2015. Minor deficiencies at Lafleur Park have been addressed and the formal park opening was held on September 24, 2016.
Lions Park Drainage	The purpose of this project is to address the existing drainage issues in Lion's Park and put infrastructure in place to ensure that the Park remains viable for both general public use as an events venue. Working in conjunction with DARP a long term plan for the Park will be completed.	TBD	TBD	Not yet Commenced	Delayed	This project has been put on hold and deferred until the completion of construction of St. Anne Realignment and 50+ Club project. This will minimize disruption to Lion's Park users. Interim solutions will be put in place to mitigate existing turf and drainage issues at Lions Park. The project will be reassessed in 2016.
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-17	Mar-17	75% Complete	On Time	Dialog was selected as the placemaking consultant. A workshop is scheduled for July 11. Numerous engagement opportunities and engagement are planned through July and August. The Planning department completed Part Three " Big Move + Bold Strokes" by hosting two workshops regarding on September 7, 2016. During the workshops, the project consultant DIALOG invited participants to provide comment on the Vision, Principles and proposed activities found within the park. To start Part 4 of Phase 1, the Planning Department hosted a Community Knowledge Building Public Lecture on Placemaking on September 21 at the Arden Theatre. Future engagement session will be completed in October, as sessions are scheduled for September 28 and October 5, where a refined concept will be displayed. This item is anticipated going to Council in Quarter One 2017.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
NAIT LRT Extension Route Redesign	Route restructuring to provide transfer connections with Edmonton's North LRT extension at NAIT which is consistent with the Transit Long-Term Department Plan.	Sep-17	Sep-17	75% Complete	On Time	Transit completed design changes for the NAIT and downtown commuter routes in Quarter One. Initial soft launch occurred in May 2016 with full implementation in September 2016. Some minor tweaks to the revised routes were also carried out.
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-17	Jun-17	Pre-Planning Phase	On Time	As a result of Council Motion C273-2016 Adminstration is preparing for a workshop in November 2016 to discuss criteria and scoring, and will present the recommended Model to Council in early 2017.
North Interceptor Sanitary Trunk Line Phase 3 (Project 9)	The design and installation of a sanitary trunk line to convey the terminus of the existing Phase 1 North Interceptor at St. Vital and St. Albert Trail to the existing sub line at the ACRWC St. Albert Pump Station. This will facilitate growth within the downtown, Riel South, and west of Ray Gibbon Drive	Sep-18	Sep-18	Pre-Planning Phase	On Time	Preliminary design is complete and the detailed design is in progress. The alignment has been refined and will follow Sturgeon Road along the south side of the river. A public open house occured April 2016 to provide information to the public. As construction timelines are solidified further more open houses will be organized and released. Additionally Adminsitration has met with local stakeholder groups to further dessiminate information and solicit feedback. A prequalification of contractors is complete. Staff are working with the consultant to prepare tender documents for release this fall. Once a qualified contractor is on board a delineated timeline for construction will be released.
North Ridge Park	Construction of the soccer field, outdoor rink and parking lot in Natalia Park based on the 2010 North Ridge Park Master Plan.	Sep-16	Sep-16	Completed	On Time	Outdoor rink and parking lot is open to the public with minor work completed in Quarter Two. Construction on Phase 2 of the park development which includes playground and trail is complete
North Ridge Phase 2 or 3 amendment, 43 City Annex North (City Land)	City owned land background studies and Area Structure Plan amendment.	Sep-19	Sep-19	Not yet Commenced	Delayed	Invitation to Tender is being drafted with likely closure for call in June 2016. Process will take until Quarter Four 2017 for public hearing on Area Structure Plan (ASP) amendment to North Ridge ASP. The Badger ASP work was postponed until 2018 by Council on July 4, 2016.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Offsite Levy Policies	Policies will provide a consistent and transparent framework to encourage and support growth while ensuring infrastructure costs are allocated appropriately. Policies will provide direction on front ending, recoveries, debt sharing, and oversizing of infrastructure.	Mar-18	Mar-18	25% Complete	Delayed	Administration presented a full Management Plan for Developer Built Infrastructure including the revision of related Project Charters to Standing Committee of the Whole in September 2016, prior to Budget. Debt Sharing was deferred for exploration into Quarter Four 2016, pending staff availability and will require substantial consultation with developers and local development stakeholders to ensure that the white paper reflects the necessary requirements within a Debt Sharing system. This Policy, as well as other updates required to the OSL Framework, are aniticipated through 2017 and early 2018, including, but not limited to, the revisions to the Municipal Government Act.
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-19	Dec-19	Pre-Planning Phase	On Time	Administration met with the City of Edmonton in Quarter One to discuss planning and engineering requirements related to the construction of the Park and Ride within the City of Edmonton corporate limits. In Quarter Two, engineering has been evaluating and assessing Edmonton on-site and off-site requirements for the project. Currently reviewing with Edmonton wording for a potential agreement (see Park & Ride Land Agreement).
Park and Ride Transit Centre Land Agreement	Develop a park and ride location and plan. Develop a lease agreement with the City of Edmonton and the province of Alberta for lands within the Transportation Utility Corridor.	Sep-17	Sep-17	25% Complete	On Time	Administration is continuing coordination with the City of Edmonton and the Province of Alberta on purchase of the land. Draft purchase of agreement was received by the province for administrations review. A draft term sheet on the conditions for the ownership of the land was received from the City of Edmonton. Administration reviewed the Terms of Agreement and have forwarded comments back to the City of Edmonton in hopes to finalize these terms by year end (2016).
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-17	Feb-17	75% Complete	On Time	Work on review of the Parks and Open Space Guidelines has begun with review and update of elements within the document underway. The data is currently being analysed so there is no update for Quarter Three.
Renovation of Progress Hall	Progress Hall is in need of a complete update and refurbishment including all architectural and theatrical elements and amenities. This update will greatly improve the functionality and patron comfort of the space that has not seen a major update in 30 years.	Nov-16	Nov. 2017	Not yet Commenced	Delayed	Tenders came in high and as a result we are reassessing options for re-tendering the project.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Riel Park Phase 5 - Design and Construction and Amenities Building	Completion of the Riel Park facility enhancements including trail development and landscaping and paving of the multi-use parking lot and bus turn around and completion of the Riel Park facility enhancements including design and construction of the amenities building.	Dec-17	Dec-17	25% Complete	On Time	Tender for the Riel Park Amenities building was awarded to Whiten Construction. Open House has held on May 17 with 15 attendees. Public feedback was very positive. Construction to begin summer 2016. Riel Phase 5 design plan for trail and parking lot is 60% complete with construction anticipated in 2017.
SCADA System Upgrades	Conduct a current state assessment, upgrade options analysis and Master Plan development for the Supervisory Control and Data Acquisition Systems (SCADA) that is the primary control and monitoring interface for Water and Sewer Facilities throughout the City.	Jan-17	Jan-17	75% Complete	On Time	Administration has received a presentation of the final Technical Memorandum #2 which reviewed the condition of the system, and discussed immediate, 3 year and 10 year improvements required. The final report (TM#3) will discuss the future Scada configuration and will be received in Quarter Four.
Schedule C Signage Review	Review the Land Use Bylaw	Dec-16	Feb-17	75% Complete	Delayed	This item requires completion of the Digital Display review. This item is anticipated going to Council in Q1 2017 at the same time as the Digital Display update.
Sport Field Refurbishment Program	The purpose of the project is to address the maintenance requirements of the City's sports fields.	Aug-16	Jun-17	75% Complete	On Time	Work has begun on Dorchester Park and Glouchester Park field refurbishment. Field complete at Glouchester. Additional work to happen in spring at Dorchester
St. Albert Place Wayfinding and Signage	St. Albert Place Interior wayfinding and entrance augmentation to improve public wayfinding and communication displays.	Nov-15	Nov-16	75% Complete	Delayed	Installation of kiosk will be complete by the end of October 2016.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Transit Route Restructure	Local route and service restructuring.	Sep-17	Sep-17	25% Complete	On Time	Consultation and input from the newly formed Transit Advisory Committee began in Quarter One 2016. Monthly meetings with the committee were conducted in Quarter Two and more meetings and development of a report is planned for Quarter Three. Open houses are also planned for Quarter Four 2016.
Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	Jun-17	Jun-17	75% Complete	Delayed	A draft of the Urban Village Guidelines has been completed and is under review. In Quarter Three 2016 Staff reviewed the Urban Village Guidelines provided by the Consultant. A short check list of items require attention, and are being reviewed by the DO's and Housing. This project has exhausted the funds assigned, and any updates will be completed by Planning staff through Quarter Four 2016.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.	Nov-19	Nov-19	Pre-Planning Phase	On Time	Site improvements identified solely as "safety" enhancements will be started on in August; traffic data at rail crossings will be collected and compiled for a report to Transport Canada starting in September. September 19, 2016 Council approved Whistle Cessation Bylaw 15/2016, consolidated funds related to safety crossing improvements and whistle cessation, and will proceed in working with Transport Canada for potential grant funding related to safety improvements.
Branch Library Conceptual Plan	Prepare a viability study and conceptual plan for a new branch library.	Oct-16	Oct-16	75% Complete	On Time	The final report has been received. The report and recommendation will be presented to Council on October 3, 2016
NATURAL ENVIRONMENT						
Organic Waste Collection at City Owned Facilities	Coordinate organic waste collection at City owned facilities.	Jul-17	Jul-17	Pre-Planning Phase	On Time	Administration met with various contractors to discuss a new option related to compost collection of City facilities. This option would provide "post collection sorting" of organic waste. It was determined that this would be the best and most cost effective option for City facilities. Administration continues to work on preparation of tender documents for this project which will occur in conjunction with a new contract for City facility waste collection.
Ray Gibbon Drive Environmental Approval Monitoring - Phase 3 Wetland	Annual monitoring of Riel Marsh, Riel Constructed Wetlands and Wildlife Movement Impacts as per RGD Approval requirements.	Dec-18	Dec-18	50% Complete	On Time	Annual monitoring of Ray Gibbon Drive constructed wetlands were completed during July and September to ensure they are providing open water and marsh habitat as designed. This includes monitoring water levels, vegetation establishment and indicator wildlife (waterfowl, songbird and boreal choral frogs) activity. This monitoring is required for a minimum of five years (2018) or until wetland value has been met.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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-21	Dec-21	50% Complete	On Time	Work will be aligned with the major storm water rehabilitation project along Perron Street with the possibility of a new grit interceptor at Outfall 11 (Perron Street Twins). This project is expected to be done in Q4. With the completion of this grit interceptor, four out of the eight high priority storm water outfalls will be completed.
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-20	Dec-20	25% Complete	Delayed	No update for Quarter Three.
CULTURE						
6th Arena Servus - Design	To determine the feasibility and complete design for a sixth ice surface for St. Albert, located at Servus Place.	Jul-05	Jul-05	Not yet Commenced	On Time	The Arena/Ice Surface Conceptual Plan was shared with City Council on September 19. Council accepted this report as information and the project has been officially handed off from CPS Administration to the Recreation and Parks Department.
City Playground Lifecycle Program	The City Playground Lifecycle Program ensures that City Playgrounds are safe and well maintained.	Oct-16	Sep-16	Completed	On Time	Tender has been awarded to MPI for replacement of Delage, Willoughby, Henderson and Erin Ridge playgrounds which is scheduled to begin in Quarter Three and formal openings September 24, 2016. Work is now complete on all four sites with minor additions to be completed in Q2 2017.
Community Story Telling Project	An historical accurate telling of community heritage through a network of signage around the city.	Nov-18	Nov-18	Pre-Planning Phase	On Time	Historical research and fact verification will be completed by mid-October. Final stories to be drafted and finalized by the end of Quarter Four. Still on track for Signage Plans being developed in Quarter One of 2017.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Grosvenor Slide	To install a new slide at Grosvenor Outdoor Pool.	May-16	May-16	Completed	On Time	Slide has been installed and was available to the public on May 28 when Grosvenor Outdoor Pool opened for the season. Public reaction to the slide has been positive.
Lois Hole Provincial Park	Liaison with Alberta Tourism to ensure City departments are informed of any capital projects at Lois Hole park to ensure appropriate review and permits are obtained in addition to exploring possible partnership opportunities.	Sep-16	Sep-16	Completed	On Time	Moved to Core Services.
Servus Expansion	Determine the costs and feasibility of expanding the Servus waterpark to include a lane swimming pool and change room expansion.	Jul-05	Jul-05	Not yet Commenced	On Time	Two reports, the Servus Place Expansion - Fitness Centre and Aquatics, were provided to Council for information on September 19. Council will bring forward a motion for debate through the 2017 Budget Deliberations directing Administration to develop two new project charters - one for the Fitness Expansion and one for the Aquatics Expansion and rescind SERV-007 - Servus Place Expansion.
Servus Place Exterior Improvements	Improvements to the exterior of Servus Place including electronic sign, replacement of entrance sign, additional signage, and replacement of parking lot signage.	Sep-16	Sep-16	75% Complete	On Time	Replaced parking lot boulevard islands with rock. New signage installed on the front and south entrance, and updated shrubs and plants at west and south grounds. Digital Pylon Sign contract awarded to Blanchett. Working with cross functional areas for intallation logistics. Location is the south access road off Campbell Road
GOVERNANCE STRATEGY						
Advocacy plan for Ray Gibbon Drive	Develop an advocacy plan for the twinning of Ray Gibbon Drive.	Jun-17	Jun-17		On Time	An updated advocacy plan was approved by Council on June 13, 2016. On June 15, the Minister of Transportation sent a letter stating the traffic modelling study would be complete by mid-August. The traffic modelling study has been completed and is with the Minister for review. A meeting (that includes regional partners) will be set once the Minister has reviewed the results of the study.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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.				Delay	Staff training complete.The system was trialed with Council in a simulated Council meeting and implemented in late August/early September. The sytem will be evaluated and fine-tuned in Quarter Four. Further modules of the system which assist with other aspects of Council processes are planned for implementation in early 2017.
Capital Region Board Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.	Oct-16	Oct-16		On Time	City representative has been attending all the Growth Plan Update Task Force meetings. Regular Administrative meetings have begun prior to the Capital Region Board (CRB) Growth Plan Task Force Meetings. The Growth Plan Update is into Phase 3 of 5 - Policy Development. The Province has agreed to an extension of the project, as well as to fund the extension until September 2016. A draft of the Growth Plan Update has been presented to CRB member CAOs and staff for feedback. Administration continues to attend Growth Plan Update meetings and consultations and provide feedback. The plan has been received by the Board for information and will be voted on at the October 13 board meeting.
Census 2016	Conduct Municipal Census in April 2016	Oct-16	Oct-16	Completed	On Time	Census data was analyzed and interpreted, with the final report completed at the end of September.
Collective Bargaining with all trade unions: IAFF 2130, CUPE 941 and CUPE 5141	Collective Bargaining with all trade unions: IAFF 2130, CUPE 941 and CUPE 5141	Undetermined	Undetermined		In Progress	Negotiations will be a primary initiative as well as a primary focus for Human Resources throughout 2016. For the first time Administration is bargaining with all three unions concurrently. Negotiations with the two CUPE unions is in progress. Negotiations with IAFF is ongoing.
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.	Dec-17	Dec-17	Pre-Planning Phase	On Time	The Compensation Review project is a multi-layered and complex project that will necessitate a phased approach.The first phase of the Compensation Review has been initiated. This phase will establish competencies for senior level staff within the organization (City Manager and leaders). This phase is anticipated to be complete in Quarter Four 2016. Competencies will then be integrated to other HR processes including employee assessment, development plan, recruitment, classification and compensation in 2017. The phases of the project that follow are currently being scoped and an implementation plan is under development.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Corporate Policy and Bylaw Review	Develop a work plan to review and update as necessary to 81 Council policies.	Ongoing	Ongoing		On Time	Policiess and bylaws continue to be developed and are being reviewed as per schedule.
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	Sep-17	September 2017	Planning/Implementation	Delayed	The workflow and purchase card modules were purchased in Quarter One 2016. A project plan has been developed with Agresso to implement these modules in Quarter Two/Quarter Three of 2017. As well our current Procurement Card Provider, BMO, has launched a new web portal and we will be going 'live' with this in Quarter Four of 2016. This new web portal will streamline some of our current manual processes.
Facility Safety and Security	Draft Administrative Policy and facilitate safety and security initiatives including enhanced facility access controls, staff training and internal/external communication measures.	Dec-17	Dec-17	75% Complete	On Time	Access control security equipment installation is largely complete at St. Albert Place, St. Albert Business Centre, The Collective and the new IT location. The operational and monitoring contract for the access control system is in place. The issuing of individual access cards (door keys) has begun and the the system is expected to go live within a few weeks. Servus Place and Fountain Park equipment changes and card issuance will begin once the new system is fully functional. Building entrance security improvements at the Public Works facility (Jack Kraft) have been completed. 2017 budget submissions include a proposed charter for a number of remaining upgrades and enhancements not anticipated at the outset of this project.
Fiscal Responsibility and Accountability	Explore options to increase fiscal responsibility and accountability within government.	Jun-18	June 2018	Planning	On Time	The financial system has been upgraded and the application upgrade will be done once every year to stay current. Administration has completed demos and has purchased modules for implementation. A project plan has been developed for phasing in each of the modules commencing October with completion in Quarter Two 2018.
Government Relations Program - Development of an Advocacy Strategy	To identify priorities and ensure efforts are maximized in order to have an impact and to influence decisions with other governments and stakeholders.	n/a	n/a		On Time	A strategic advocacy plan was presented to Council on June 13, 2016 and approved by Council. The updated plan has been circulated to stakeholders and placed on the website for public access. Work on each of the priorities is well under way and an update will be provided to staff and council by end of 2016.
HR Organizational Restructure and Philosophy Alignment	Building a foundation - develop an HR model and structure that can support the success of the organization. Introduce a Business Partnership Model and introduce a strategic human resource business partnership model that is aligned to the organization.	Dec-16	Dec-16	75% Complete	On Time	A minor organizational alignment was commenced in Quarter Three to streamline reporting aling functional areas. The alignment will be completed in Quarter Four.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Talent Management Strategy	Develop a Talent Management Strategic Plan	Dec-17	Dec-17	Pre-Planning Phase	On Time	Development of the various phases of the talent management strategy are underway and a strategic plan was initiated. Implementation of a phased approach will continue throughout 2016 and 2017 and will be linked to the Compensation Review. The hiring of the Talent Manager, currently underway, will assist in the development and implementation of all the primary areas concerning talent management.
SERVICE DELIVERY STRATEGY						
Community Sustainability Framework	Develop a Community Sustainability Plan and related policies to engage the public in better defining a long-term vision for the community.	Jan-17	Jan-17	75% Complete	On Time	Administration is continuing to embed the Community Vision and Pillars of Sustainability across all major planning, budgeting and reporting elements within the strategic framework. A Coffee Table Book celebrating the Community Vision, including photos submitted by residents and comments collected through the public engagement process, is planned to be completed by November. The final celebration will be on Founder's Day in January 2017 with the placement of a time capsule in St. Albert Place that will be opened in 50 years. The time capsule is being created as a public art project.
Continuous Improvement Project 2016 Public Engagement Phase 3	To obtain community feedback on draft Community Engagement Policy, recommend changes to the Council policy and develop principles to propose for inclusion into the Community Engagement Management Plan.	Dec-16	Dec-16	75% Complete	Delayed	The committee provided update to Council on August 21 and requested extension to complete the required work. The request for extension is due to late start of the committee and to delay public engagement to September, instead of summer months, in order to increase participation. The Public Engagement Committee continued review information related to public engagement and planning for public engagement activates that took place in September. The online survey took place from September 6 to 23 and in person engagement took place on September 14 with the Chamber of Commerce members, on September 17 and 18 with residents at two different locations (St. Albert Place/Farmers Market and Servus Place) and September 18 with Building Assets and Memories, youth leadership group. Participants were asked about their current level of engagement and preferences for the future. The committee will consider findings in development of their advice to Council on the Public Engagement Policy and input into Management Plan that Administration will be developing. The committee is scheduled to present to Council on December 12, 2016.
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-18	Dec-18	Planning	On Time	A three-year project plan has been developed and the inital review has begun to analyse and document current practices and processes. The scope of this project is currently being redefined to align with resources available. A revised scope and project plan will be completed by November 2016.

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Continuous Improvement Project 2016 Service Levels Benchmarking Phase 1	Year 1 objective is to develop an inventory of external services, associated service levels and benchmarked service levels with progress report to Council by Quarter Four of 2014. Year 2 project plan and objectives will be based on the findings from year 1.	Sep-17	Sep-17	75% Complete	On Time	On August 29, 2016, Administration presented to Council a Services and Service Levels Inventory, along with recommendations for implementation. Council input was requested by September 30, 2016 and Council approved the principles as the basis for updating two policies to ensure proper alignment and implementation. The updated Services and Service Levels Inventory and policies are due back to Council on November 28, 2016.
Election 2017	Prepare for and conduct 2017 Election	Oct-17	Oct-17	Pre-Planning Phase	On Time	Initial planning started.
Service Standards for Benches, Garbage Cans and Other Amenities.	Develop a service standards policy for benches, garbage cans and other amenities.	Dec-16	Dec-16		On Time	The inventory of recreation amenities including benches, garbage cans and other amenities has been completed through a partnership between Recreation and Parks and Public Works. Public Work will compile this information into a database.



2016

QUARTERLY REPORT
FINANCIAL SUMMARY

THIRD QUARTER

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FINANCIAL SUMMARY

Executive Summary

The City of St. Albert continues to maintain a strong financial position. The first nine months of 2016 have resulted in a forecasted surplus of $4.4 million. This is primarily due to an increase in:

- Fire Service recovered costs
- Planning permit revenue
- Photo radar fines
- RCMP and snow removal contract savings.

The majority of the surplus is driven by an increase in forecasted revenue primarily driven by external factors. The City takes a conservative approach in budgeting for revenue to ensure unexpected changes in revenue do not adversely affect the tax rate.

Operating

Municipal Revenue

$112.3 million in operating revenue recognized as of September 30, 2016, which is 77% of budget.

Municipal Expenditure

$104.9 million spent as of September 30, 2016, which is 72% of budget.

A breakdown of significant variances by Division is found on page 5.

Utility Revenue

$29.3 million recognized as of September 30, 2016, which is 74% of budget.

Utility Expenditure

$20.2 million has been spent as of September 30, 2016, which is 76% of budget.

A breakdown of significant variances by Division is found on page 9.

Capital

Municipal Capital

There are 173 municipal capital projects that have been ongoing and scheduled for 2016. To date, $56.5 million has been spent out of a $126.8 million cumulative budget.

Utility Capital

There are a total of 46 utility capital projects scheduled for 2016. To date, $27.9 million has been spent out of a $102.8 million cumulative budget.

Reserves

The balance as of September 30, 2016 was $126.4 million, with a year end uncommitted balance of $61 million in 2016.

Investments

The City has $186.3 million in cash and investments and earned $2.3 million in investment income, which is 88% of the current budget.

Debt

The City's outstanding debt as of September 30, 2016 was $42.6 million. In mid 2016, Council approved additional debt financing of $30.0 million for the Phase 3 North Interceptor secured through 2017 and 2018 as the project progresses.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2016

In Thousands of Dollars

Division Description	Actual YTD	Budget	Forecast	Variance	
				$	%
Revenue					
Council	$29	$242	$247	5	2.1%
City Manager's Office	285	1,147	1,168	21	1.8%
Corporate Strategic Services	740	1,102	1,152	50	4.5%
Community & Protective Services	20,337	25,332	28,245	2,913	11.5%
Planning & Engineering Services	3,220	2,713	3,644	931	34.3%
Infrastructure Services	7,699	10,433	10,471	38	0.4%
Finance & Assessment Services	850	1,134	1,089	(45)	(4.0%)
Economic Development	922	935	1,011	76	8.1%
Common & Fiscal	78,216	102,697	103,292	595	0.6%
Total Revenue	112,298	145,735	150,319	4,584	3.1%
Expenses					
Council	491	949	980	(31)	(3.3%)
City Manager's Office	2,151	4,017	3,752	265	6.6%
Corporate Strategic Services	7,862	11,703	11,429	274	2.3%
Community & Protective Services	43,545	61,705	62,024	(319)	(0.5%)
Planning & Engineering Services	6,203	9,253	9,251	2	0.0%
Infrastructure Services	23,539	33,957	33,408	549	1.6%
Finance & Assessment Services	2,635	3,921	3,850	71	1.8%
Economic Development	1,273	1,714	1,628	86	5.0%
Capital Financing	14,036	15,288	15,288	0	0.0%
Common & Fiscal	3,200	3,228	4,337	(1,109)	(34.3%)
Total Expenses	104,935	145,735	145,947	(212)	(0.1%)
Excess of Revenue over Expenses					
Council	(462)	(707)	(733)	(26)	(3.7%)
City Manager's Office	(1,866)	(2,870)	(2,584)	286	10.0%
Corporate Strategic Services	(7,122)	(10,601)	(10,277)	324	3.1%
Community & Protective Services	(23,208)	(36,373)	(33,779)	2,594	7.1%
Planning & Engineering Services	(2,983)	(6,540)	(5,607)	933	14.3%
Infrastructure Services	(15,840)	(23,524)	(22,937)	587	2.5%
Finance & Assessment Services	(1,785)	(2,787)	(2,761)	26	0.9%
Economic Development	(351)	(779)	(617)	162	20.7%
Capital Financing	(14,036)	(15,288)	(15,288)	0	0.0%
Common & Fiscal	75,016	99,469	98,955	(514)	0.5%
Total Revenue Over Expenses	$7,363	$-	$4,372	$4,372	0.0%

*Variance represents the difference between budget and forecasted amounts.

Municipal Operating Variance Analysis

Council - $26 thousand in excess of budget

Revenue – $5 thousand in excess of budget

- $5 thousand in excess of budget related to recoveries to offset Councillor's AUMA costs.

Expense - $31 thousand in excess of budget

- $14 thousand in excess of budget related to training and development for Councillor's AUMA.
- $10 thousand in excess of budget related to professional services for legal consultation.
- $4 thousand in excess of budget related to various expenses to reflect actuals, such as mobile device charges, training and development, and corporate memberships.

City Manager's Office - $286 thousand lower than budget

Revenue – $21 thousand in excess of budget

- $12 thousand in excess of budget related to reserve transfers to fund City Manager legal matters.
- $9 thousand in excess of budget related to revenue received from sold auction items.

Expense - $265 thousand lower than budget

- $150 thousand lower than budget related to staff changeover.
- $100 thousand lower than budget related to insurance claims due to reimbursement from a third party related to a previous year claim.
- $18 thousand lower than budget related to insurance premiums to reflect actuals.
- $10 thousand lower than budget related to miscellaneous contracted services to reflect actuals.
- $12 thousand in excess of budget related to professional fees to fund City Manager legal matters, offset by reserve transfer.

Corporate Strategic Services - $324 thousand lower than budget

Revenue - $50 thousand in excess of budget

- $60 thousand in excess of budget related to executive recruitment, funding from Stabilization Reserve.
- $10 thousand lower than budget related to Safety Audit completed under budget, funding from Safety Reserve.

Expense - $274 thousand lower than budget

- $253 thousand lower than budget related to vacancies in Human Resources and Environment offset partially by an increase in casual wages for coverage.
- $62 thousand lower than budget related to IT maintenance costs and corporate non-mobile phone service costing less.
- $10 thousand lower than budget related to Safety Audit completed under budget, funds returned to the Safety Reserve.
- $50 thousand in excess of budget related to contracted services for general union contracts negotiation support.

Community & Protective Services - $2,594 thousand lower than budget

Revenue - $2,913 thousand in excess of budget

- $1,600 thousand in excess of budget in Fire Services relating to recovered costs from the province due to Fort McMurray disaster, offset partially by expenses incurred.
- $910 thousand in excess of budget related to increased photo radar tickets issued, good weather throughout the year and the increase fine amounts from the province.
- $325 thousand in excess of budget in ambulance service related to increased call volume and AHS contract adjustments.
- $106 thousand in excess of budget in advertising and donations related to increase in signed contracts.
- $42 thousand in excess of budget related to recovered 2015 insurance costs for environmental incidents.
- $25 thousand in excess of budget related to increase in dog licenses.
- $109 thousand lower than budget related to decrease in annual recreation memberships revenue offset partially by increase in day admissions and lesson fees.

Expense - $319 thousand in excess of budget

- $894 thousand in excess of budget in Fire Services relating to Fort McMurray disaster expenses, offset by recovered costs from the Province.
- $465 thousand in excess of budget in photo radar contract related to increased photo radar tickets issued.
- $62 thousand in excess of budget related to a transfer of Speed on Green tickets to reserve resulting from more Speed on Green tickets issued.
- $45 thousand in excess of budget related to unanticipated maintenance demands at Servus Place.
- $900 thousand lower than budget related to the RCMP contract as billed for less officers than budgeted. Since the production of the quarter 3 forecast, subsequent invoices have been received from the RCMP indicating a slight increase in officers deployed. Should this trend continue into quarter 4, the year end surplus may be lower than currently forecasted.
- $157 thousand lower than budget related to vacancies in Recreation and Parks and Policing Services offset partially by temporary wages for coverage.
- $81 thousand lower than budget in natural gas related to change in rates and trends.

Planning & Engineering Services - $933 thousand lower than budget

Revenue - $931 thousand in excess of budget

- $927 thousand in excess of budget in permits revenue related to several large unanticipated commercial developments.
- $103 thousand in excess of budget in development fees related to unanticipated development projects.
- $78 thousand in excess of budget in recoveries related to the CRISP project.
- $77 thousand in excess of budget in recoveries related to Fortis construction contribution.
- $15 thousand in excess of budget related to one time revenues from Canada Post for City time in facilitating the coordination of the installation of community mailboxes.
- $14 thousand in excess of budget in miscellaneous revenues related to province funding for heavy load permits.
- $282 thousand lower than budget in other land and subdivision fees related to a decreasing trend, associated construction season, and economic factors.

Expense - $2 thousand lower than budget

- $181 thousand lower than budget in salaries and wages related to several vacancies, offset by temporary wages and contract dollars.
- $78 thousand in excess of budget in professional services related to the CRISP project, offset by recoveries.
- $58 thousand in excess of budget related to an increase of electricity due to trends.
- $30 thousand in excess of budget in contracted staff related to consultant work on development agreements.
- $14 thousand in excess of budget in contracted services related to province funding for heavy load permits, offset by miscellaneous revenues.

Infrastructure Services - $587 thousand lower than budget

Revenue - $38 thousand in excess of budget

- $56 thousand in excess of budget in recovered insurance costs to reflect actuals.
- $15 thousand in excess of budget in transit charter related to more charter services being offered.
- $14 thousand in excess of budget in transit tickets related to greater emphasis on tickets rather than cash fares.
- $9 thousand in excess of budget in recovered costs related to the sale of non-capital assets.
- $5 thousand in excess of budget in grant revenue related to the STEP program.
- $61 thousand lower than budget in transit cash fares related to trend and revenue migration to transit tickets.

Expense - $549 thousand lower than budget

- $500 thousand lower than budget in contracted services related to snow removal due to mild winter.
- $72 thousand lower than budget in salaries and wages mainly related to vacant positions in the Transit department.
- $29 thousand lower than budget in corporate energy utilities expense related to change in rate and trends.
- $13 thousand in excess of budget in contracted services transit contract related to ridership needs.
- $12 thousand in excess of budget in rentals and leases related to two trucks in Public Works.
- $10 thousand in excess of budget in advertising and promotion related to transit fall advertising program.

- $10 thousand in excess of budget in various contracted services to reflect actuals, including janitorial services, concrete work, and pipe work.
- $4 thousand in excess of budget in transit insurance premiums to reflect actuals.

Finance and Assessment - $26 thousand lower than budget

Revenue - $45 thousand lower than budget

- $41 thousand lower than budget related to penalties for late payment on taxes.
- $4 thousand lower than budget related to tax certificates, inquiries, and notification fees to reflect expected reduction in volume of service usage.

Expense - $71 thousand lower than budget

- $77 thousand lower than budget in salaries and wages related to vacant positions within the division, offset by contract dollars.
- $7 thousand in excess of budget in professional accounting services related to additional audit requirements.

Economic Development - $162 thousand lower than budget

Revenue - $76 thousand in excess of budget

- $82 thousand in excess of budget related to the anticipated use of the Capital Region Export Development Alliance grant received in prior year.
- $6 thousand lower than budget in recovered costs as no further revenue is expected from the Business Breakfast event.

Expense – $86 thousand lower than budget

- $79 thousand lower than budget in salaries and wages related to vacant positions within the division, offset by contract dollars.
- $74 thousand lower than budget in travel, advertising and promotion related to vacant positions within the division as initiatives cannot be pursued.
- $17 thousand lower than budget in various expenses, including office and operating supplies, miscellaneous contracted services, and subscriptions and publications.
- $82 thousand in excess of budget related to corresponding expenditures relating to the use of the Capital Region Export Development Alliance grant received in prior year.

Common & Fiscal - $514 thousand in excess of budget

Revenue - $595 thousand in excess of budget

- $313 thousand in excess of budget in interest income to reflect increasing investment base and increased interest earned.
- $262 thousand in excess of budget in reserve transfers to offset employee matters expense.
- $50 thousand in excess of budget in gas franchise fees to reflect anticipated increase.
- $16 thousand in excess of budget in rental revenue to reflect new City land lease agreements.
- $4 thousand in excess of budget in Rebates and Refunds related to an increase in anticipated supplier rebate.
- $50 thousand lower than budget in supplementary tax – residential due to slower construction year.

Expense - $1,109 thousand in excess of budget

- $449 thousand in excess of budget related to employee relations expense.
- $398 thousand in excess of budget in interest expenses related to higher reserve and deferred revenue balances.
- $231 thousand in excess of budget in benefits related to historical trend and increase in anticipated costs.
- $50 thousand in excess of budget in bank charges related to an increase in anticipated fees and class online registration.
- $10 thousand lower than budget in bad debt expenses to reflect actuals.
- $9 thousand lower than budget in other grants to reflect actuals.

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2016

In Thousands of Dollars

Division Description	Actual YTD	Budget	Forecast	Variance	
				$	%
Revenue					
Utility Finance	$132	$150	$177	$27	18.0%
Water	10,670	14,438	14,610	172	1.2%
Wastewater	8,777	12,059	12,059	-	0.0%
Storm	4,899	6,379	6,379	-	0.0%
Solid Waste Management	4,825	6,427	6,429	2	0.0%
Total Revenue	29,303	39,453	39,654	201	0.5%
Expenses					
Utility Finance	132	150	177	(27)	(18.0%)
Water	7,238	9,161	9,149	12	0.1%
Wastewater	7,380	9,735	9,748	(13)	(0.1%)
Storm	1,101	1,479	1,481	(2)	(0.2%)
Solid Waste Management	4,386	6,089	6,126	(37)	(0.6%)
Total Expenses	20,237	26,614	26,681	(67)	(0.3%)
Transfer to Reserve					
Water	3,432	5,277	5,461	184	3.5%
Wastewater	1,397	2,324	2,311	(13)	(0.6%)
Storm	3,798	4,900	4,898	(2)	(0.0%)
Solid Waste Management	439	338	303	(35)	(10.2%)
Total Transfer to Reserve	$9,066	$12,839	$12,973	$134	1.0%

*Variance represents the difference between budget and forecasted amounts.

Utilities Operating Variance Analysis

Utility Finance - $0 net budget

Revenue - $27 thousand in excess of budget

- $27 thousand in excess of budget in late payment penalties related to higher arrears.

Expense - $27 thousand in excess of budget

- $16 thousand in excess of budget in postage to reflect actuals.
- $6 thousand in excess of budget in bad debt expense related to more unpaid final bills.
- $5 thousand in excess of budget in transfer to utility business units.

Water - $184 thousand lower than budget

Revenue - $172 thousand in excess of budget

- $112 thousand in excess of budget in water connection fees related to the increase in new developments for multi-family and commercial properties not yet built.
- $60 thousand in excess of budget in recovered costs related to increased service level of water quality for new development flushing.

Expense - $12 thousand lower than budget

- $13 thousand lower than budget in corporate energy utilities expense related to change in rate and trends.
- $2 thousand lower than budget related to a reduction in finance customer billing expense.
- $3 thousand in excess of budget in additional training and development requirement.

Wastewater - $13 thousand in excess of budget

Revenue - $0 net change

Expense - $13 thousand in excess of budget

- $10 thousand in excess of budget in chemicals related to the US dollar exchange from US vendor for Tree Root program.
- $6 thousand in excess of budget in corporate energy utilities expense related to trends.
- $3 thousand lower than budget related to a reduction in finance customer billing expense.

Storm - $2 thousand in excess of budget

Revenue - $0 net change

Expense - $2 thousand in excess of budget

- $2 thousand in excess of budget related to professional engineering services for sampling analysis.

Solid Waste Management - $35 thousand in excess of budget

Revenue - $2 thousand in excess of budget

- $2 thousand in excess of budget in recoveries for extra waste cart fees.

Expense - $37 thousand in excess of budget

- $35 thousand in excess of budget in construction and maintenance materials related to the purchase of new carts.
- $3 thousand in excess of budget in miscellaneous expenses related to US exchange for one-time purchase of Forklift attachment.
- $1 thousand lower than budget related to a reduction in finance customer billing expense.

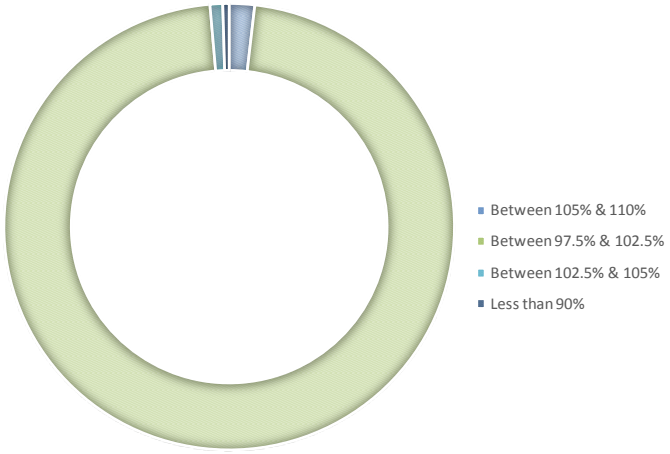
Municipal and Utility Capital Summary

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

1. Budget vs. Forecast Comparison

In comparing the capital budget to forecast for 219 projects, there is 1 project anticipated to be less than 97.5% spent, 212 projects between 97.5-102.5% and 6 projects with a spend greater than 102.5%.

Less than 90%	1	0%
Between 90% & 97.5%	0	0%
Between 97.5% & 102.5%	212	97%
Betwen 102.5% & 105%	2	1%
Between 105% & 110%	4	2%
Grand Total	**219**	**100%**



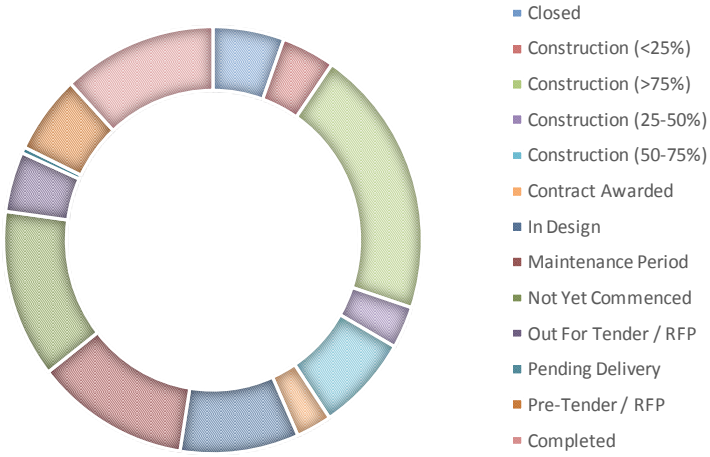
2. Project Status

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.

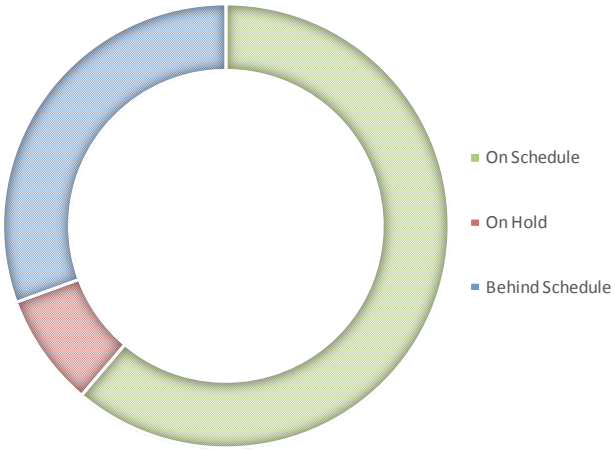
For the quarter, there are 28 projects that have not yet commenced, 77 projects that are in varying stages of construction, and 52 projects that are completed and on maintenance.

Not Yet Commenced	28	13%
In Design	20	9%
Pre-Tender / RFP	13	6%
Out For Tender / RFP	10	5%
Contract Awarded	6	3%
Pending Delivery	1	0%
Construction (<25%)	9	4%
Construction (25-50%)	7	3%
Construction (50-75%)	16	7%
Construction (>75%)	45	21%
Completed	26	12%
Maintenance Period	26	12%
Closed	12	5%
Grand Total	**219**	**100%**



Schedule Status – Identifies the timeframe or schedule of project.

The schedule status indicates that the quarter had 18 projects on hold, 134 on schedule, and 67 behind schedule.



On Schedule	134	61%
On Hold	18	8%
Behind Schedule	67	31%
Grand Total	**219**	**100%**

CITY OF ST. ALBERT

MUNICIPAL CAPITAL EXPENDITURE SUMMARY
FOR THE PERIOD ENDING SEPTEMBER 30, 2016

In Thousands of Dollars

Year	To Date A	Budget B	Forecast C	Variance $	Variance %	# Projects
2016	10,426	31,987	31,977	10	0.0%	81
2015	18,322	31,984	31,988	(4)	0.0%	57
2014 & Prior	27,734	62,869	62,989	(120)	-0.2%	35
TOTAL	**56,482**	**126,840**	**126,954**	**($114)**	**-0.1%**	173

*Variance represents the difference between budget and forecasted amounts.

Municipal Capital Project Financial Highlights

- There are a total of 173 municipal capital projects that have been ongoing and scheduled for 2016.

- One new project was approved since last quarter, 416326 Lacombe Lake Dog Friendly Park – New Boundary, resulting in a new total of 81 projects for 2016. For Quarter 3, 416304 Arden Theatre Maintenance and Lifecycle Plan is forecasted to be under budget due to the Orchestral Pit being serviced instead of refurbished.

- For 2015, 57 projects remain open, with one closure of 415413 St. Albert Trail Revitalization. For Quarter 3, additional funds are forecasted for 415414 St Anne St. Realignment – St. Thomas to Tache St. – Construction due to challenging site requirements offset partially by 415501 Office Systems Replacement Plan due to less hardware replacements needed. Two projects, 415102 Railroad Safety Enhancement and 416807 Subdivision Entrance Signage, are on hold due to pending Council decision. One project, 415505 Central Records Shelving Upgrade, is on hold due to pending office moves.

- Projects relating to 2014 and Prior, total 35. For Quarter 3, the forecast was reduced to $59 thousand over budget in 414201 St. Albert Seniors Association Rehabilitation & Expansion (formally known as 50+ Club Building Rehabilitation and Expansion) as a result of consulting fees lower than anticipated; a slight decrease is forecasted for 414507 Community Sustainability plan due to project coming under budget and project 414314 Fire Station #3 – Exhaust System Replacement due to the contingency not fully spent. The major project 412420 Campbell Road Park & Ride of $30 million continues to remain on-hold pending other governmental negotiations.

CITY OF ST. ALBERT

MUNICIPAL CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2016

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance		Progress Status	Schedule Status
Division #1000 Council								
412101	Train Whistle Cessation (McKenney & Ray Gibbon Drive)	118	150	150	-	0.0%	Not Yet Commenced	Behind Schedule
412103	White Spruce Forest	16	25	25	-	0.0%	Construction (>75%)	Behind Schedule
415102	Railroad Safety Enhancement	42	480	480	-	0.0%	Not Yet Commenced	Behind Schedule
415103	Story Boards	7	10	10	-	0.0%	Construction (>75%)	On Schedule
416101	Business Incubation Fund	25	25	25	-	0.0%	Completion (100%)	On Schedule
Total Division #1000 Council		$208	$690	$690	$-	0.0%		
Division #2000 City Manager's Office								
414201	St Albert Seniors Association Building Rehabilitation and Expansion	3,888	4,040	4,099	(59)	-1.5%	Maintenance Period	On Schedule
414808	Civic Buildings Security	250	250	250	-	0.0%	Maintenance Period	On Schedule
415808	Civic Buildings Security	151	152	152	-	0.0%	Maintenance Period	On Schedule
416808	Civic Building Security	150	253	253	-	0.0%	Construction (50-75%)	On Schedule
Total Division #2000 City Manager's Office		$4,439	$4,695	$4,754	($59)	-1.3%		
Division #2300 Corporate Strategic Services								
413505	Performance Measurement System	-	50	50	-	0.0%	Pre-Tender / RFP	On Schedule
414505	Performance Measurement System	-	50	50	-	0.0%	Pre-Tender / RFP	Behind Schedule
415506	Smart City Master Plan & Alliance	31	65	65	-	0.0%	Construction (25-50%)	On Schedule
415507	Energy and Water Conservation Audit	122	150	150	-	0.0%	In Design	On Schedule
414509	Agenda Management Software	68	110	110	-	0.0%	Construction (50-75%)	On Schedule
415504	Council Chambers Upgrade	11	202	202	-	0.0%	In Design	Behind Schedule
415505	Central Records Shelving Upgrade	-	57	57	-	0.0%	Not Yet Commenced	On Hold
416505	Columbarium	-	53	53	-	0.0%	Not Yet Commenced	Behind Schedule
414504	Website Project	74	75	75	-	0.0%	Completion (100%)	On Schedule
40940C-1	Corporate GIS Foundation Items	14	32	32	-	0.0%	Construction (25-50%)	On Schedule
414507	Community Sustainability Plan	235	277	257	20	7.2%	Completion (100%)	On Schedule
414508	PW Former PW Yard Remediation Program	341	500	500	-	0.0%	Construction (>75%)	Behind Schedule
413503	HR Electronic Recruitment Software	26	50	50	-	0.0%	Construction (>75%)	Behind Schedule
415503	Intelex Phase 2	29	40	40	-	0.0%	Construction (>75%)	On Schedule
414202	Financial System Software	200	200	200	-	0.0%	Completion (100%)	On Schedule
415501	Office Systems Replacement Plan	257	693	583	110	15.9%	Construction (25-50%)	On Schedule
415508	Financial System Software	18	300	300	-	0.0%	Construction (<25%)	On Schedule
415509	Council Chamber Technology	12	100	100	-	0.0%	Construction (<25%)	Behind Schedule
415510	Metropolitan Area Network Design	244	250	250	-	0.0%	Completion (100%)	On Schedule
416501	Office Systems Replacement Plan	43	321	321	-	0.0%	Construction (<25%)	On Schedule
416502	IT Office Automation	15	50	50	-	0.0%	Construction (25-50%)	On Schedule
416503	Recreation Client Management Software	-	200	200	-	0.0%	Out For Tender / RFP	On Schedule
416504	Single Window Services	1	200	200	-	0.0%	Construction (<25%)	On Schedule
416508	Financial System Software	-	500	500	-	0.0%	In Design	On Schedule
416510	Municipal Area Network Segments	215	250	250	-	0.0%	Completion (100%)	On Schedule
Total Division #2300 Corporate Strategic Services		$1,956	$4,775	$4,645	$130	2.7%		

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

		Project To Date	Project Budget	Forecast	Variance		Progress Status	Schedule Status
Division #3000 Community & Protective Services								
415314	Safety Fencing Installation	1	96	96	-	0.0%	Construction (50-75%)	Behind Schedule
415334	Akinsdale/Kinex Arena Renovation	5	355	355	-	0.0%	In Design	On Schedule
416305	City Sportfield Rehabilitation Program	-	310	310	-	0.0%	Not Yet Commenced	Behind Schedule
416306	City Parks Infrastructure Replacement Program	-	500	500	-	0.0%	Out For Tender / RFP	On Schedule
416307	City Playground Lifecycle Program	44	255	255	-	0.0%	Completion (100%)	On Schedule
416311	Riel Park Amenities Building	360	3,308	3,308	-	0.0%	Construction (25-50%)	On Schedule
416312	Neighborhood Park Planning and Standards Model	-	400	400	-	0.0%	Pre-Tender / RFP	On Schedule
416313	Erin Ridge North Park Planning and Standards Model	-	230	230	-	0.0%	Not Yet Commenced	On Schedule
416314	Red Willow Park West - Trail and Park Planning	-	275	275	-	0.0%	Not Yet Commenced	On Schedule
416315	Grosvenor Slide	6	10	10	-	0.0%	Completion (100%)	On Schedule
416325	Everitt Park Development	113	275	275	-	0.0%	Construction (50-75%)	On Schedule
416326	Lacombe Lake Dog Friendly Park - New Boundary	-	65	65	-	0.0%	Not Yet Commenced	On Schedule
415302	Aquatics Lifecycle Plan	126	194	194	-	0.0%	Construction (>75%)	On Schedule
416302	Aquatics Lifecycle Replacement Plan	49	662	662	-	0.0%	Construction (>75%)	On Schedule
415301	Servus Place Life Cycle Replacement Program	511	834	834	-	0.0%	Construction (>75%)	On Schedule
416301	Servus Place Lifecycle Replacement Program	333	887	887	-	0.0%	Construction (>75%)	On Schedule
416322	6th Arena Servus - Design	38	50	50	-	0.0%	Construction (>75%)	On Schedule
416323	Servus Expansion	27	75	75	-	0.0%	Completion (100%)	On Schedule
416324	Servus Place Exterior Improvements	40	180	180	-	0.0%	Construction (>75%)	On Schedule
41022A-'	Dog Park	94	100	100	-	0.0%	Construction (>75%)	Behind Schedule
413306	City Parks Refurbishment Plan/Implementation	84	106	106	-	0.0%	Construction (>75%)	On Schedule
414305	Sportfield Refurbishment Program	169	220	220	-	0.0%	Construction (>75%)	On Schedule
414310	Erin Ridge / Oakmont Trail Phase 2 Construction	1,002	1,050	1,050	-	0.0%	Maintenance Period	On Schedule
414312	Lacombe Park Master Plan	134	173	173	-	0.0%	Maintenance Period	On Schedule
414313	Campbell Dog-Friendly Park	144	160	160	-	0.0%	Construction (>75%)	Behind Schedule
415305	City Sportfield Rehabilitation Program	2	285	285	-	0.0%	Not Yet Commenced	Behind Schedule
415306	City Parks Infrastructure Replacement Program	98	150	150	-	0.0%	Construction (>75%)	On Schedule
415307	City Playground Infrastructure Lifecycle Program	146	280	280	-	0.0%	Construction (>75%)	On Schedule
415309	Northridge Park Development Phase 2	359	500	500	-	0.0%	Maintenance Period	On Schedule
415310	Riel Park Phase 5 - Design	30	275	275	-	0.0%	In Design	On Schedule
415311	Riel Park Amenities Building - Design	215	215	215	-	0.0%	Closed	On Schedule
415312	Lacombe Park Development - Construction	795	990	990	-	0.0%	Maintenance Period	On Schedule
415313	Lion's Park	17	500	500	-	0.0%	Not Yet Commenced	On Hold
413309	Chevigny House	89	100	100	-	0.0%	Construction >75%	On Schedule
414316	SAP Way-finding & Signage Upgrade	18	25	25	-	0.0%	Construction (>75%)	Behind Schedule
414317	Founders Walk Phase 2	567	761	761	-	0.0%	Complete 100%	Behind Schedule
414318	Heritage Sites Phase 2	1,202	1,526	1,526	-	0.0%	Construction >75%	Behind Schedule
415315	Juneau House	594	605	605	-	0.0%	Maintenance Period	On Schedule
415316	SAP Cultural Wayfinding Enhancement & Replacement- Ph 1	1	220	220	-	0.0%	In Design	On Hold
415318	Heritage Site Phase 2b	358	1,526	1,526	-	0.0%	Construction <25%	On Hold
416103	Story Boards	-	15	15	-	0.0%	Not Yet Commenced	On Hold
416107	AHF Commission Study	10	10	10	-	0.0%	Closed	On Schedule
416108	Healing Garden	4	100	100	-	0.0%	In Design	On Hold
416316	Progress Hall Revitalization	33	469	469	-	0.0%	Pre-Tender/RFP	Behind Schedule
416317	Founders Walk Phase 3 - Design	-	250	250	-	0.0%	Not Yet Commenced	On Hold
416318	Heritage Park - French Canadian Farm - Design	-	216	216	-	0.0%	Not Yet Commenced	On Hold
416319	Cultural Services Workshop Tool Refurbishment & Replacement	2	25	25	-	0.0%	Construction <25%	On Schedule
416320	Visual Arts Studio Furniture Replacement	-	44	44	-	0.0%	In Design	On Schedule
416321	Webstream Audio Console	-	51	51	-	0.0%	Not Yet Commenced	On Hold
415320	Arden Cinema Screening Capability	52	55	55	-	0.0%	Construction >75%	Behind Schedule
416304	Arden Theatre Maintenance and Lifecycle Plan	1	20	9	11	56.0%	Construction <25%	On Schedule
414314	Fire Station #3- Exhaust System Replacement	213	229	214	15	6.5%	Closed	Behind Schedule
415303	Emergency Services Equipment Replacement Plan	69	161	161	-	0.0%	Construction (50-75%)	On Schedule
415324	Fire CAD Upgrade	9	16	16	-	0.0%	Construction (50-75%)	On Schedule
415325	FPO Vehicle	35	35	35	-	0.0%	Closed	Behind Schedule
415326	Signal Pre-Emption	102	105	105	-	0.0%	Construction (>75%)	On 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	On Hold
415330	FS Station 2	142	536	556	(20)	-3.7%	Construction (25-50%)	Behind Schedule
415333	Aerial Fire Truck Replacement	-	1,468	1,468	-	0.0%	Contract Awarded	On Schedule
416303	Emergency Services Equipment Replacement Plan	205	246	246	-	0.0%	Construction (<25%)	On Schedule
416309	Fire Building Equipment Replacement	-	65	65	-	0.0%	Not Yet Commenced	Behind Schedule
416310	City Radio System Equipment	-	36	36	-	0.0%	Not Yet Commenced	Behind Schedule
415308	Community Capital Program	121	252	252	-	0.0%	Contract Awarded	On Schedule
416308	Community Capital Program	31	258	258	-	0.0%	Contract Awarded	On Schedule
Total Division #3000 Community & Protective Services		$8,800	$23,786	$23,780	$6	0.0%		

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

		Project To Date	Project Budget	Forecast	Variance		Progress Status	Schedule Status
Division #4000 Planning & Engineering Services								
415453	Mailbox Locations	-	25	25	-	0.0%	Out For Tender / RFP	On Schedule
416102	Tache Plane Restoration & Relocation	17	335	335	-	0.0%	Contract Awarded	On Schedule
416106	Rotary Park Boat Launch	-	25	25	-	0.0%	In Design	Behind Schedule
416422	Costing Engineer Contractor	74	125	125	-	0.0%	Closed	On Schedule
416455	Lacombe Park	629	1,200	1,200	-	0.0%	Construction (>75%)	On Schedule
416901	Community Branch Library - Design	85	100	100	-	0.0%	Closed	On Schedule
413412	Railroad Safety Enhancement (Meadow view)	-	250	250	-	0.0%	Not Yet Commenced	Behind Schedule
414401	Arterial Asphalt Overlay Program	947	1,100	1,100	-	0.0%	Maintenance Period	On Schedule
414403	Collector/Local Asphalt Overlay Program	1,740	2,100	2,100	-	0.0%	Closed	On Schedule
414407	Sidewalk Program	888	900	900	-	0.0%	Closed	On Schedule
414410	Transportation Master Plan	672	628	675	(45)	-7.2%	Closed	On Schedule
414412	St. Albert Trail Median and Blvd Enhancement	795	924	924	-	0.0%	Maintenance Period	On Schedule
415401	Arterial Asphalt Overlay Program	1,361	1,800	1,800	-	0.0%	Maintenance Period	On Schedule
415402	Collector Reconstruct Program	933	1,200	1,200	-	0.0%	Maintenance Period	On Schedule
415403	Collector/Local Asphalt Overlay Program	2,926	3,050	3,050	-	0.0%	Maintenance Period	On Schedule
415404	Local Reconstruct Program	144	265	265	-	0.0%	Maintenance Period	On Schedule
415406	Red Willow Trail Overlay Program	105	200	200	-	0.0%	Maintenance Period	On Schedule
415407	Sidewalk Program	905	1,270	1,270	-	0.0%	Construction (>75%)	Behind Schedule
415409	Road Rehabilitation	455	455	455	-	0.0%	Closed	On Schedule
415411	Right of Way (ROW) Study	57	60	60	-	0.0%	Completion (100%)	On Schedule
415412	St. Albert Trail Median & Blvd Enhancement	847	967	967	-	0.0%	Maintenance Period	On Schedule
415415	Erin Ridge Traffic Mitigation	-	25	25	-	0.0%	In Design	Behind Schedule
415455	Grandin Pond Bridge & Trail Paving	41	50	50	-	0.0%	Maintenance Period	On Schedule
416104	Paving of Shale Trails	-	251	251	-	0.0%	Completion (100%)	On Schedule
416401	Arterial Asphalt Overlay Program	1,406	2,230	2,230	-	0.0%	Completion (100%)	On Schedule
416402	Local and Collector Road Reconstruct Program	53	2,050	2,050	-	0.0%	Construction (50-75%)	Behind Schedule
416403	Local and Collector Asphalt Overlay Program	2,147	4,070	4,070	-	0.0%	Completion (100%)	On Schedule
416404	City Owned Parking Lot - Major Rehab	-	100	100	-	0.0%	In Design	On Schedule
416405	Permanent Line Marking Rehabilitation	88	172	172	-	0.0%	Construction (50-75%)	Behind Schedule
416406	Trail Overlay Program	562	660	660	-	0.0%	Construction (>75%)	On Schedule
416407	Sidewalk Program	257	906	906	-	0.0%	Construction (50-75%)	On Schedule
416409	Road Rehabilitation	173	250	250	-	0.0%	Construction (>75%)	On Schedule
416410	Crack Sealing Program	9	90	90	-	0.0%	Construction (50-75%)	Behind Schedule
416411	Right of Way (ROW) Study	-	62	62	-	0.0%	Construction (>75%)	On Schedule
416412	Bridge Rehabilitation	7	172	172	-	0.0%	In Design	On Schedule
416413	St. Albert Trail Revitalization	102	354	354	-	0.0%	Maintenance Period	On Schedule
416414	Arterial and Collector Intersection Enhancement Program	38	909	909	-	0.0%	In Design	On Schedule
416415	Erin Ridge Traffic Mitigation Strategies	1	136	136	-	0.0%	In Design	Behind Schedule
416416	Neighbourhood Traffic Calming Strategies	80	175	175	-	0.0%	In Design	Behind Schedule
416418	Noise Attenuation City Wide Data Collection	-	200	200	-	0.0%	Not Yet Commenced	Behind Schedule
416419	Perron Street Angle Parking	8	160	160	-	0.0%	In Design	On Hold
416420	Safe Journeys to School Safety Implementation Strategies	466	836	836	-	0.0%	Construction (>75%)	On Schedule
416421	St. Albert Trail and Boudreau / Giroux Road Corridor Safety Initiative	81	320	320	-	0.0%	Construction (50-75%)	Behind Schedule
416426	St. Albert Trail Barrier Wall Condition Assessment	-	15	15	-	0.0%	Completion (100%)	On Schedule
416456	Fowler Way Functional Alignment - Design	-	75	75	-	0.0%	Not Yet Commenced	On Hold
415408	Transportation Systems Mgmt (Signals)	858	859	859	-	0.0%	Completion (100%)	On Schedule
416408	Transportation Systems Mgmt (Signals)	733	810	810	-	0.0%	Construction (>75%)	On Schedule
416417	Traffic Signal Rehabilitation	387	500	500	-	0.0%	Construction (>75%)	On Schedule
415414	St. Anne St. Realignment - St. Thomas to Tache St. - Construction	3,371	4,180	4,280	(100)	-2.4%	Maintenance Period	Behind Schedule
416424	Accessibility Initiatives	-	40	40	-	0.0%	Pre-Tender / RFP	Behind Schedule
416425	Millennium Park- Placemaking and Design Phase 1	1	360	360	-	0.0%	In Design	On Schedule
Total Division #4000 Planning & Engineering Services		$24,449	$37,996	$38,141	($145)	-0.4%		

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

		Project To Date	Project Budget	Forecast	Variance		Progress Status	Schedule Status
Division #4500 Infrastructure Services								
415801	PW Mobile Equipment Replacement Plan	1,261	1,327	1,327	-	0.0%	Complete	On Schedule
415813	Passenger Van Replacement	22	29	22	7	25.5%	Complete	On Schedule
416801	PW Mobile Equipment Replacement Plan	948	1,391	1,391	-	0.0%	Pending Delivery	On Schedule
416809	Pre-w et Tanks	16	24	25	(1)	-3.8%	Complete	On Schedule
416810	Wing Plow s	55	84	88	(4)	-5.0%	Complete	On Schedule
416805	Access Control - Snow Storage	10	50	47	3	5.0%	Construction (>75%)	Behind Schedule
416806	PW Shop & Yard Equipment Replacement	32	35	35	-	0.0%	Complete	On Schedule
41119A	Bridge Rehabilitation	603	656	656	-	0.0%	Maintenance Period	On Hold
41184	Ray Gibbon Drive Stage 3A - Construction	12,910	12,906	12,958	(52)	-0.4%	Maintenance Period	On Schedule
416105	Hearing Loop	3	6	6	-	0.0%	Completion (100%)	On Schedule
416807	Subdivision Entrance Signage	-	30	30	-	0.0%	Not Yet Commenced	On Hold
416812	Park Amenities - Benches & Garbage Cans	20	81	81	-	0.0%	Construction (>75%)	Behind Schedule
416811	Tree Planting	75	250	250	-	0.0%	Construction (50-75%)	On Schedule
412420	Campbell Road Park & Ride	78	30,000	30,000	-	0.0%	In Design	Behind Schedule
414804	Transit Smart Fare & Smart Bus	-	2,652	2,652	-	0.0%	Out For Tender / RFP	Behind Schedule
415803	Grow th Buses	-	3,200	3,200	-	0.0%	Construction (>75%)	Behind Schedule
415809	Transit Waiting Shelters	-	61	61	-	0.0%	Construction (>75%)	On Schedule
416802	Transit Bus Lifecycle Replacement	111	405	405	-	0.0%	Construction (50-75%)	On Schedule
416803	Transit Garage Expansion	7	657	657	-	0.0%	Construction (50-75%)	On Schedule
415805	PW Energy Efficiency Replacement Program	61	60	61	(1)	-1.3%	Complete	On schedule
416804	PW Cemetery Improvements	2	150	150	-	0.0%	Construction (<25%)	Behind Schedule
415810	SAP Building Envelope Replacement Plan	261	354	354	-	0.0%	Completion (100%)	On Schedule
Total Division #4500 Infrastructure Services		$16,475	$54,408	$54,454	($46)	-0.1%		
Division #6500 Common & Fiscal								
412108	Civic Space Capacity Initiative	155	490	490	-	0.0%	Construction (25-50%)	Behind Schedule
Total Division #6500 Common & Fiscal		$155	$490	$490	$-	0.0%		
	Total Municipal	**$56,482**	**$126,840**	**$126,954**	**$114**	**-0.1%**		

CITY OF ST. ALBERT

UTILITY CAPITAL EXPENDITURE SUMMARY

FOR THE PERIOD ENDING SEPTEMBER 30, 2016

In Thousands of Dollars

Year	To Date A	Budget B	Forecast C	Variance $	Variance %	# Projects
2016	507	60,841	60,843	(2)	0.0%	15
2015	1,985	11,358	11,381	(23)	-0.2%	14
2014 & Prior	25,389	30,650	30,650	-	0.0%	17
TOTAL	**27,881**	**102,849**	**102,874**	**($25)**	**0.0%**	46

*Variance represents the difference between budget and forecasted amounts.

Utility Capital Project Financial Highlights

- There are a total of 46 projects scheduled for Utilities in 2016 with a budget of $103 million.

- One new project was approved since last quarter, 416457 Beaudry Place Storm Drainage Infrastructure Upgrade resulting in a new total of 15 projects for 2016. For Quarter 3, a slight forecasted increase related to the 416431 Mobile Support Trailer purchase is anticipated. Projects 415442 & 416442 Rivercrest Lift Station of $4.3 million continues to be deferred, pending the Phase 3 North Interceptor (Project 9) scope definition.

- For 2015, 14 projects remain open. Projects continue to be ongoing with design to be completed and construction to occur in the latter quarters. An increase of $23 thousand is forecasted as a result of 415842 Wastewater Combination Flusher/Hydrovac Equipment purchase slightly over budget.

- Projects relating to 2014 and Prior, total to 17 with 82% of expenditures incurred. Majority of projects being monitored for warranty and maintenance. No forecasted changes are anticipated.

CITY OF ST. ALBERT

UTILITY CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2016

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance		Progress Status	Schedule Status
Division #7000 Water								
414203	Update Meter Reader Technology - Design	69	100	100	-	0.0%	Out For Tender / RFP	On Schedule
415230	Update Meter Reader Technology - Construction	-	1,000	1,000	-	0.0%	Out For Tender / RFP	On Schedule
412703	Water Network Level of Service	231	525	525	-	0.0%	Construction (>75%)	On Schedule
413414	Water Network Level of Service	-	551	551	-	0.0%	Construction (>75%)	On Schedule
413417	East Water Supply Main (Phase 2)	4,977	5,500	5,500	-	0.0%	Maintenance Period	On Schedule
413419	Oakmont Pumphouse Upgrades	50	75	75	-	0.0%	Construction (50-75%)	Behind Schedule
414430	Water Network Level of Service	-	578	578	-	0.0%	Pre-Tender / RFP	Behind Schedule
414431	Oakmont Pumphouse Upgrades	5	500	500	-	0.0%	Not Yet Commenced	On Hold
415430	Water Network Level of Service	9	800	800	-	0.0%	Pre-Tender / RFP	Behind Schedule
415431	Lacombe Reservoir Fill Line	81	200	200	-	0.0%	Contract Awarded	On Schedule
415831	SCADA Upgrades for Water Stations	29	50	50	-	0.0%	Construction (>75%)	Behind Schedule
415835	Water System Infrastructure Rehab	241	410	410	-	0.0%	Construction (>75%)	On Schedule
416430	Water Network Level of Service	8	800	800	-	0.0%	Not Yet Commenced	Behind Schedule
416431	Mobile Support Trailer	-	30	32	(2)	-6.7%	Completion (100%)	On Schedule
416432	Lacombe Reservoir Fill Line Re-alignment	42	1,800	1,800	-	0.0%	Contract Awarded	Behind Schedule
416835	Water System Infrastructure Rehab	68	440	440	-	0.0%	Construction (>75%)	On Schedule
Total Division #7000 Water		$5,810	$13,359	$13,361	$2	0.0%		
Division #8000 Wastewater								
414442	Wastewater Lift Station Rehabilitation	3,529	3,570	3,570	-	0.0%	Maintenance Period	On Schedule
414845	Wastewater Rehabilitation Program	133	221	221	-	0.0%	Construction (>75%)	Behind Schedule
415442	Rivercrest Lift Station Rehabilitation	-	300	300	-	0.0%	Not Yet Commenced	On Hold
415841	Wastewater SCADA Upgrades	29	50	50	-	0.0%	Construction (>75%)	Behind Schedule
415842	Wastewater Combination Flusher/Hydrovac Equipment	-	320	343	(23)	-7.0%	Construction (>75%)	On Schedule
415845	Wastewater Rehabilitation Program	51	229	229	-	0.0%	Construction (>75%)	On Schedule
416442	Rivercrest Lift Station Rehabilitation	40	4,000	4,000	-	0.0%	Not Yet Commenced	On Hold
415440	Wastewater Collection System Level of Service	34	360	360	-	0.0%	Pre-Tender / RFP	Behind Schedule
415441	Wastewater Main Replacement	183	582	582	-	0.0%	Out For Tender / RFP	Behind Schedule
415454	North Interceptor Trunkline Phase 3– Design	852	2,157	2,157	-	0.0%	Pre-Tender / RFP	On Schedule
416440	Wastewater Collection System Level of Service	93	2,640	2,640	-	0.0%	Pre-Tender / RFP	Behind Schedule
416441	Wastewater Main Replacement	6	611	611	-	0.0%	Not Yet Commenced	Behind Schedule
416443	North Interceptor Trunkline Phase 3	-	40,000	40,000	-	0.0%	Pre-Tender / RFP	On Schedule
416845	Wastewater Rehabilitation Program	4	237	237	-	0.0%	Not Yet Commenced	Behind Schedule
416846	Wastewater Household Service Replacement	82	200	200	-	0.0%	Construction (50-75%)	On Schedule
Total Division #8000 Wastewater		$5,036	$55,477	$55,500	$23	0.0%		
Division #8600 Storm								
413423	Stormwater Infrastructure Rehabilitation	862	1,050	1,050	-	0.0%	Construction (>75%)	Behind Schedule
413424	Stormwater Management Level of Service Requirements	1,428	1,680	1,680	-	0.0%	Completion (100%)	On Schedule
413426	South Campbell Storm Water Management Facility	950	950	950	-	0.0%	Closed	On Schedule
414450	Lacombe Park Bank Repairs	617	800	800	-	0.0%	Maintenance Period	On Schedule
414451	South Campbell Stormwater Management Facility	3,400	4,050	4,050	-	0.0%	Maintenance Period	On Schedule
414452	Sedimentation and Erosion Control Plan	1,777	2,000	2,000	-	0.0%	Maintenance Period	On Schedule
414453	Oakmont Swale Reconstruction	1,955	2,500	2,500	-	0.0%	Construction (>75%)	Behind Schedule
415451	Stormwater Infrastructure Rehabilitation	31	1,600	1,600	-	0.0%	Out For Tender / RFP	Behind Schedule
415452	Stormwater Management Level of Service Requirements	444	3,300	3,300	-	0.0%	Pre-Tender / RFP	Behind Schedule
416451	Stormwater Infrastructure Rehabilitation	16	1,600	1,600	-	0.0%	Out For Tender / RFP	Behind Schedule
416452	Stormwater Management Level of Service Requirements	111	3,470	3,470	-	0.0%	Pre-Tender / RFP	Behind Schedule
416453	Sedimentation and Erosion Control Plan	34	3,363	3,363	-	0.0%	In Design	Behind Schedule
416454	Heritage Lakes Storm System	4	900	900	-	0.0%	In Design	Behind Schedule
416457	Beaudry Place Storm Drainage Infrastructure Upgrade	-	750	750	-	0.0%	Out For Tender / RFP	On Hold
Total Division #8600 Storm		$11,629	$28,013	$28,013	$-	0.0%		
Division #9000 Solid Waste Management								
412715	Riel Park Redevelopment Phase 3 & 4	5,408	6,000	6,000	-	0.0%	Closed	Behind Schedule
Total Division #9000 Solid Waste Management		$5,408	$6,000	$6,000	$-	0.0%		
	Total Utilities	**$27,883**	**$102,849**	**$102,874**	**$25**	**0.0%**		

CITY OF ST. ALBERT

STATEMENT OF RESERVES

FOR THE PERIOD ENDING SEPTEMBER 30, 2016

In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating					
O1	**Stabilization**	**$4,062**	**$4,929**	**$(4,181)**	**$747**
O3	**Operating Programs**				
	Operating Carry Forward	2,039	2,501	(2,261)	240
	Preventative Social Services Fund	113	113	(6)	107
	Games Legacy	15	22	(18)	4
	Community Significant Event Stimulus Fund	41	1	40	41
	Young Artists Legacy Grant Program Fund	20	20		20
		2,228	**2,657**	**(2,245)**	**412**
O4	**Risk Management**	**1,303**	**1,286**	**25**	**1,311**
O5	**Automated Traffic Enforcement Technology - SOG**	**266**	**226**	**52**	**277**
O6	**LRT/BRT Reserve**	**89**	**89**		**89**
O7	**Children's Festival Fund**	**140**	**140**		**140**
O8	**RCMP Contract Expense Reserve**	**881**	**881**		**881**
O9	**Safety Enhancement Program**	**899**	**731**	**65**	**796**
O10	**Election and Census Reserve**				
	Election	326	279	47	326
	Census	6	68	(61)	6
		332	**347**	**(14)**	**333**
Total Operating		**10,200**	**11,286**	**(6,298)**	**4,986**
Capital					
C1	**Internal Financing**	**1,801**	**1,412**	**389**	**1,801**
C2	**Major Recreational Lands & Facilities**				
	Major Recreational Facilities - City Wide Fund	2,239	2,517	(2,493)	24
	Major Recreational Facilities - Neighbourhood Fund	617	743	(733)	10
	Parkland	223	220	3	223
	Dog License Fund	388	300	(39)	261
		3,467	**3,780**	**(3,262)**	**518**
C3	**Offsite Levy Recoveries**				
	General Transportation Fund	90	1,530	(1,440)	90
	Offsite Levy Reimbursed Funds	25,466	25,039	(11,889)	13,150
		25,556	**26,569**	**(13,329)**	**13,240**

STATEMENT OF RESERVES (cont'd)
FOR THE PERIOD ENDING SEPTEMBER 30, 2016
In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
C4	**Lifecycle**				
	Mobile Vehicle and Equipment	3,154	2,559	(359)	2,200
	Emergency Services Equipment	192	311	(252)	59
	Office Systems	1,018	888	(586)	302
	Arden Theatre	260	206	47	253
	Servus Credit Union	1,295	1,042	(605)	437
	Aquatics Facility	737	542	(480)	62
	Public Art	618	379	(243)	136
	Fire Buildings	266	183	18	201
	City Playgrounds	637	539	(117)	422
	Public Transit	3,124	2,319	511	2,830
	Infrastructure	3,550	3,225	325	3,550
		14,851	**12,193**	**(1,741)**	**10,452**
C5	**Municipal Land and Facilities**	**535**	**557**	**(22)**	**535**
C6	**Capital Fund**	**23,440**	**20,566**	**(16,708)**	**3,858**
C7	**Growth Stabilization**	**1,811**	**1,811**		**1,811**
Total Capital		**71,461**	**66,888**	**(34,673)**	**32,215**
Utilities					
UC1	**Utilities Fund**				
	Water	15,910	12,550	(1,907)	10,643
	Wastewater	8,982	7,853	(3,337)	4,516
	Storm Water	22,313	20,820	(9,193)	11,628
	Solid Waste	(3,178)	(3,856)	91	(3,765)
Total Utilities		**44,027**	**37,367**	**(14,346)**	**23,022**
Outside Agency					
OA1	**Outside Agency Operating**				
	Library - Young Peoples Writing	5	5		5
	Museum Artifacts	25	24	1	25
	Museum Historic Sites	89	81	8	89
	Museum Exhibition	5	5		5
	Library - Edmond and Anna Harder Endowment Fund	50	50		50
		174	**165**	**9**	**174**
OA2	**Outside Agency Capital**				
	Library Book Collection	43	3	40	43
	Library Facilities	192	166	26	192
	NABI Building Fund	100	75	25	100
	Library Computer Replacement	223	224	36	260
		558	**468**	**127**	**595**
Total Outside Agency		**732**	**633**	**136**	**769**
Total Reserves		**$126,420**	**$116,174**	**$(55,181)**	**$60,993**

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. This provides stability in property tax, provides contingency funding, and reduces the need for debt financing.

Investments

The City of St. Albert shall invest its funds in a prudent manner, provide optimum investment returns within the prescribed limits, meet the City's cash-flow requirements and maintain capital preservation as per the City of St. Albert's Investment Policy, C-FS-02.

As of September 30, 2016 the City has $186.3 million in cash and investments and earned $2.3 million in investment income, which is 88% of the annual budget. The forecast has been adjusted to $2.9 million to reflect the increase in investment income received.

Financial Institution	Portfolio (In Thousands)	Percentage
CIBC Wood Gundy	42,698	22.92%
Servus Credit Union	40,331	21.65%
Raymond James	30,107	16.16%
Toronto Dominion	23,005	12.35%
BMO Nesbitt Burns	20,029	10.75%
ATB Financial	15,091	8.10%
RBC Dominion Securities	5,032	2.70%
CWB	5,012	2.69%
National Bank	5,007	2.69%
	$186,313	100%

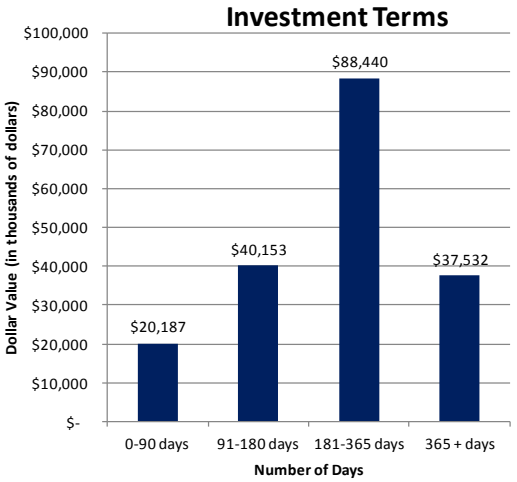
The main objectives of the policy are:

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, the portfolio is split between financial institutions to ensure that sufficient diversification exists.

Maintenance of Liquidity

The City maintains an investment portfolio that sufficiently meets its operating cash flow requirements. As illustrated, the portfolio is split between investment terms to ensure anticipated short and long term requirements are met.



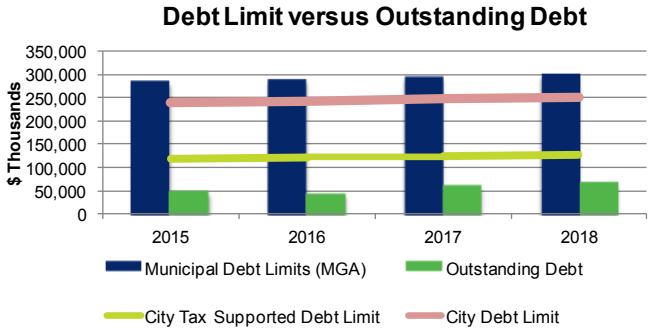
Rate of Return

The City's investment portfolio is managed to ensure that an optimum rate of return is realized. The chart on the right 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.

	St. Albert	Bank of Canada
Cash and Short Term Investments	Average Portfolio	T-Bill Rate
0 - 90 Days	0.95%	0.51%
91 - 180 Days	1.52%	0.52%
181 - 365 Days	1.80%	0.53%
Long Term Investments	Average Portfolio	3 & 7 Yr Bond Rate
2 - 9 Years	2.73%	.51% - .73%

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 of September 30, 2016, the City had $42.6 million debt outstanding, requiring annual servicing of $6.0 million. The debt relates to two significant projects: Servus Place of $21.3 million and Ray Gibbon Drive of $21.3 million. As illustrated, the City's outstanding debt is significantly lower than the Municipal ceiling. In mid 2016, Council approved additional debt financing of $30.0 million for the Phase 3 North Interceptor which will be secured through 2017 and 2018 as the project progresses.

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.
Fiscal Year	January 1st to December 31st.
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.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
Uncommitted Balance	The forecasted reserve dollar amount at year end which has not been committed to specific projects.

For More Information:

City of St. Albert

5 St. Anne Street

St. Albert, AB T8N 3Z9

Phone: 780-459-1500

www.stalbert.ca