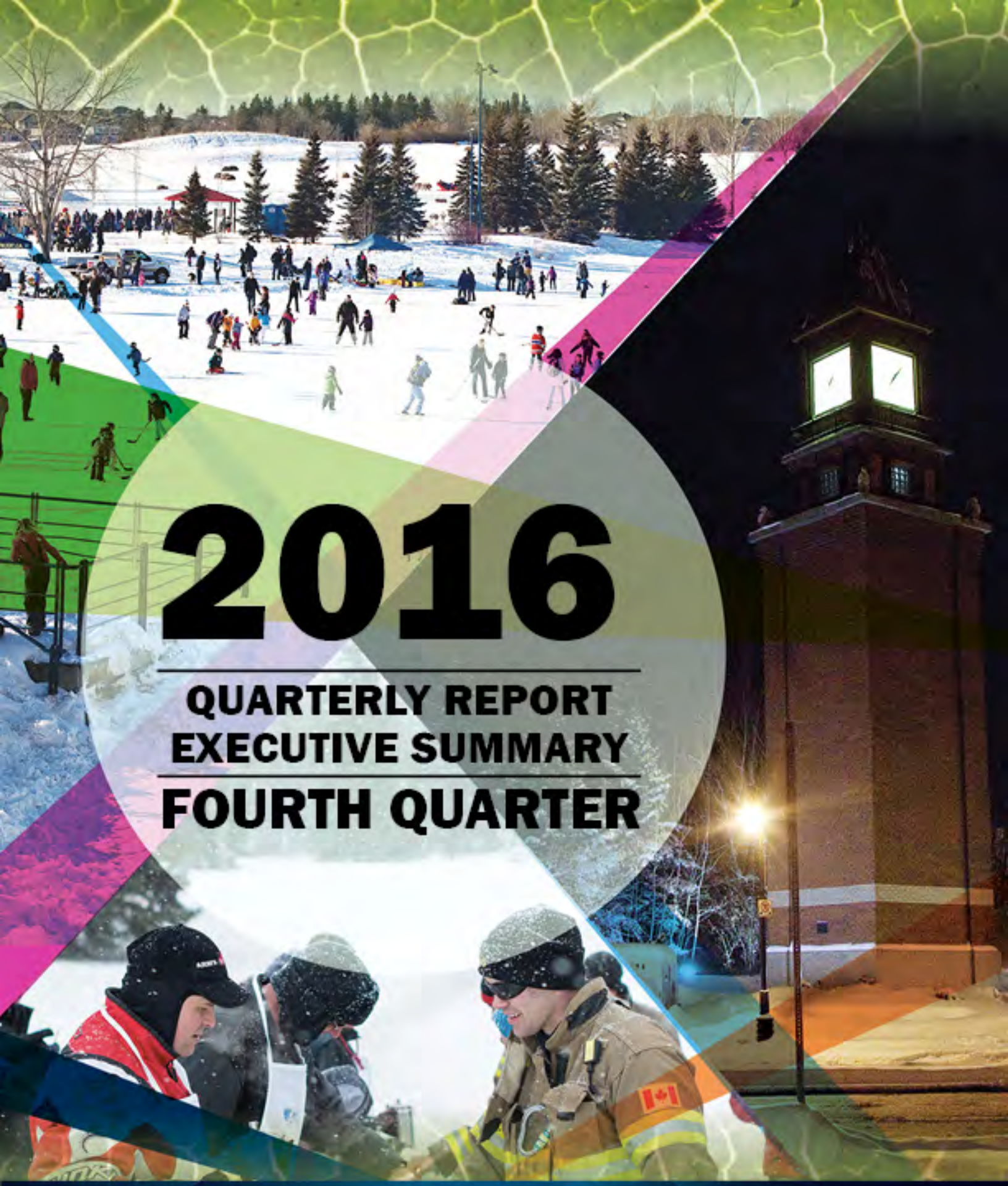


2016

QUARTERLY REPORT EXECUTIVE SUMMARY

FOURTH QUARTER

stalbert.ca

City of St Albert Cultivate Life

2016 QUARTERLY REPORT

FOURTH QUARTER EXECUTIVE SUMMARY

The City of St. Albert 2016 Corporate Quarterly Report– Quarter Four is provided to meet Council's need for regular and formal communication from the City Manager. The report provides pertinent information on progress for the quarter ending December 31, 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 Four Report and an online performance dashboard that can be accessed through the City's website or the following link:

StATRACKER - Performance Dashboard - City of St. Albert

Quarter Four Progress Update

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

Pillar of Sustainability: Social



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

Quarter Four activities include:

- *Policing Committee* - Administration is currently working with the RCMP and Solicitor General on the draft Bylaw to present to Council. It is anticipated that this will be ready to present to Council before the end of Q1 2017. After Council passes a Bylaw further work will be required on the selection of the public committee as well as training. The current target is to have a committee formally in place and working prior to the end of 2017.
- *Site Options for Affordable Housing* - 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. Initiatives that relate to Affordable housing are scheduled to begin in 2017.

Pillar of Sustainability: Economic

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

Quarter Four activities include:

- *Downtown District update in Land Use Bylaw (DARP)* - This work is postponed pending the downtown parking and downtown development scenario work. The downtown development scenario work is currently exploring five 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. A Downtown District update is scheduled for Quarter One 2017. Downtown Strategy anticipated Quarter Two, and needed prior to Downtown District Updates in Quarter Three 2017.
- *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. Employment Lands Principles approved by Council October 17, 2016. Principles to be incorporated into Community Design Principles (2017). Area Structure Plan was not approved in 2017 budget.

Pillar of Sustainability: Built Environment

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

Quarter Four activities include:

- *Transit Route Restructure* - Draft service levels were reviewed by Council in Quarter Four 2016. Revised service level policy planned for Quarter One 2017 after which route restructure draft plans can start. Planned open houses have been moved to Quarter Two 2017 to accommodate the revised and yet to be approved Transit Service Policy, which will drive the route restructure program.
- *Schedule C Signage Review* - This item requires completion of the Digital Display review (scheduled to be before Council on February 27, 2017). In November 2016, Administration held world cafes with representatives of UDI and the Sign and Real Estate industries, and posted an online survey for public input, which is now closed. This item is anticipated to go to Council in Quarter Two 2017.

Pillar of Sustainability: Natural Environment

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

Quarter Four activities include:

- *Sturgeon River Watershed – Integrated Watershed Management Plan* - The Sturgeon River Watershed Alliance Steering Committee met on November 24 in Gibbons. The Steering Committee

has completed a draft resolution requesting provincial support for watershed planning for consideration by the Alberta Urban Municipalities Association and the Alberta Association of Municipal Districts and Counties in 2017. Councillor Cathy Heron was elected as vice-chair of the Steering Committee.

- *Ray Gibbon Drive Environmental Approval Monitoring – Phase 3 Wetland* - Annual monitoring of Ray Gibbon Drive constructed wetlands was completed in 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 Four activities include:

- *Community Story Telling Project* - Historical research and fact-checking is complete for a network of signage around the city that will communicate the historically accurate heritage of the community. Storyboard content and designs is planned to be completed by the end of Quarter Three 2017. Production and installation of storyboards is budgeted for 2018.

Governance Strategy

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

Quarter Four activities include:

- *Fiscal Responsibility and Accountability* – As part of the project to increase fiscal responsibility and accountability within government, the financial system has been upgraded and the application upgrade will be done once every year to stay current. Administration has completed product demonstrations and has purchased software modules for implementation. A project plan has been developed for phasing in each of the modules commencing October with completion in Quarter Two 2018.
- *Compensation Review* - 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 has been completed. Competencies will then be integrated and linked into our compensation review process. The phases of the project that follow are currently being scoped and an implementation plan is under development that will include job classification and evaluation.

Service Delivery Strategy

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

Quarter Four activities include:

- *Continuous Improvement Project 2016* - On December 12, 2016, the Committee presented to Council draft Public Participation Policy which has been written based on input received from the community and leading practice research. In addition, the Committee presented Advice to Council and City Manager document which included a number of points for consideration regarding the Council's direction for public participation and implementation of public participation policy should the policy be approved. Administration presented the Public Participation Management Plan which outlines actions and resources required to implement the new policy should Council approve the policy. The next steps include Council's input into the draft policy by January 9, 2017, which is to be brought back to Council for their consideration of approval, along with any other related policies, by March 27, 2017.
- *Service Standards for Benches, Garbage Cans and Other Amenities* - 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 Works will compile this information into a database. This information will inform the service standard for benches, garbage cans and other amenities going forward. This project is complete.

Performance Indicators

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

The StATRACKER Performance Dashboard 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

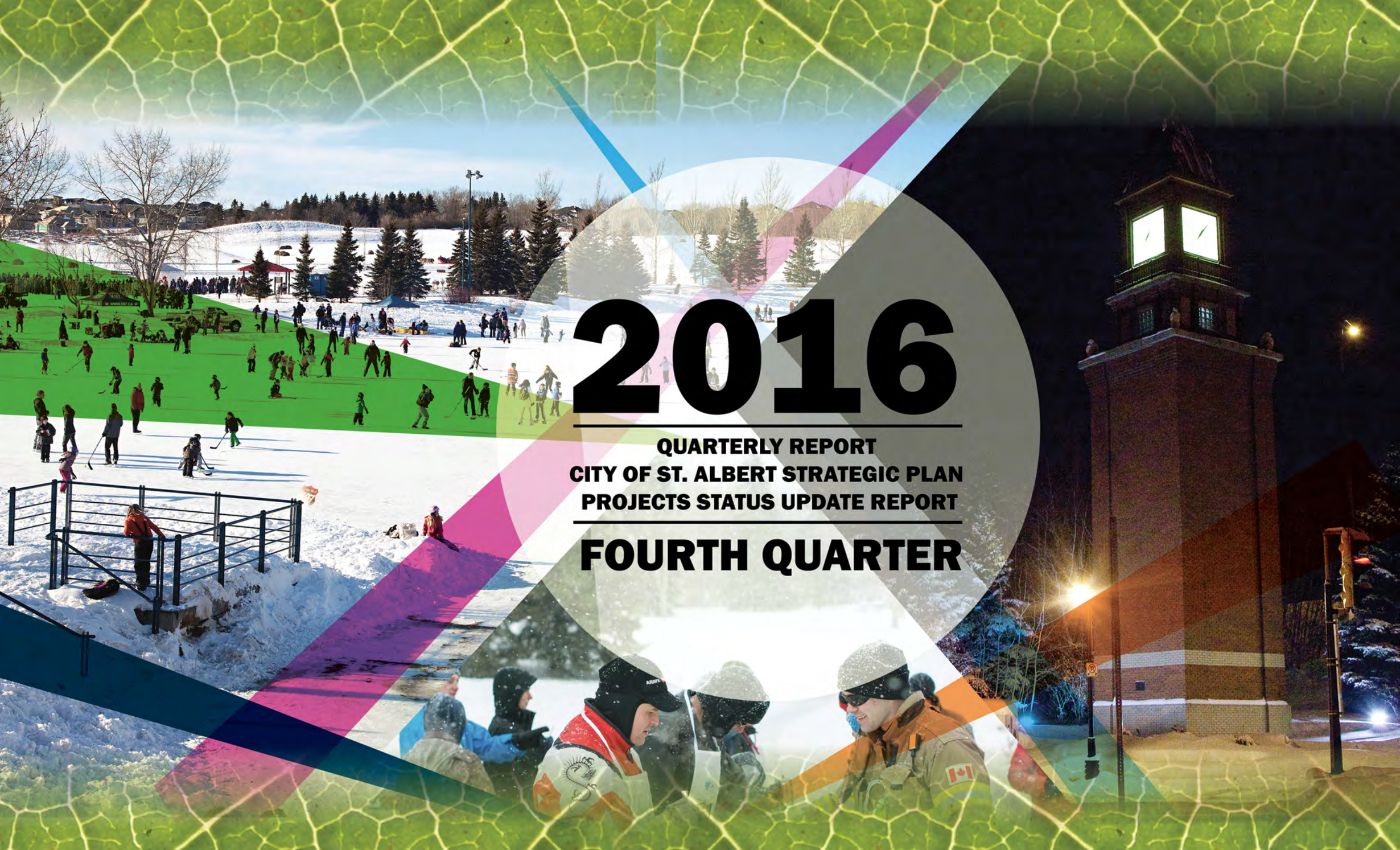
The following indicators were updated with new data in Quarter Three:

- All Lots Registered at Land Titles Per Year
- Annual Training Budget as a Percentage of Payroll Costs

- Annual Workplace Injury Frequency Rate
- Annual Workplace Injury Severity Rate
- Arden Theatre Attendance Per Year
- Building Construction Value Per Quarter
- City Employee Fast Attrition Rate
- City Permanent Employee Retention Rate
- Corporate Expenditures Per Capita Per Year
- Criminal Code Incidents Per 1000 Capita Per Quarter
- Drop-in Program Participants Per Quarter
- Kilometers of Roads Spray-Patched Per Year
- Landfill Diversion Rate
- Library Materials Circulated Per Capita Per Year
- Local Employment As Percent of Population
- New Business Licences Per Quarter
- People Living and Employed in St. Albert
- Recreation, Fitness, and Aquatics Participants
- Registered Participants for Cultural Programs
- Registered Program Participants Per Quarter
- Renovation Construction Value Per Quarter
- Rental and Programmed Hours at Cultural Spaces
- Rental and Programmed Hours at Recreation Spaces
- Residential Waste Per Capita Per Year
- St. Albert Age Demographics (Young Adults)
- St. Albert Annual Landfill Diversion Rate
- St. Albert Average Annual Population Growth
- St. Albert Taxable Assessment Growth
- Total Debt to Provincial Limit Ratio
- Total Emergency Response Time
- Total Number of 911 Calls Received Per Quarter
- Total Permits Issued Per Year

- Total Potholes Repaired Per Year
- Total Service Hours Per Year
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita Per Quarter

For a more detailed progress update for Quarter Four projects and progress, access the 2016 Quarterly Report, City of St. Albert Strategic Plan Projects Status Update Report.

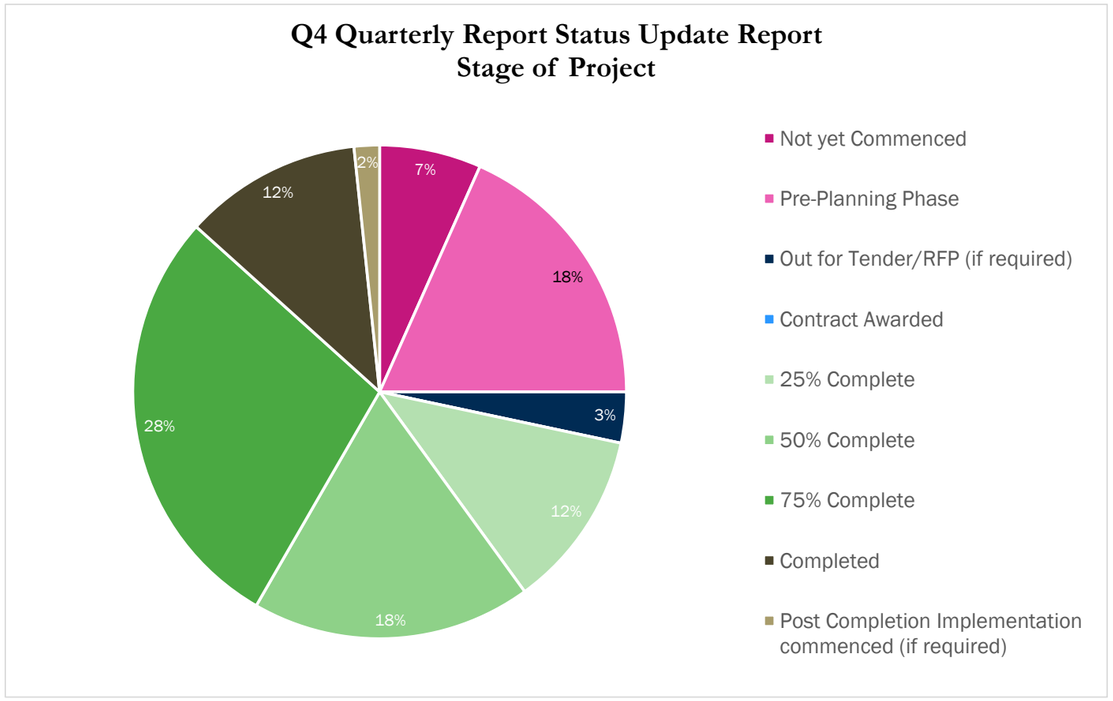


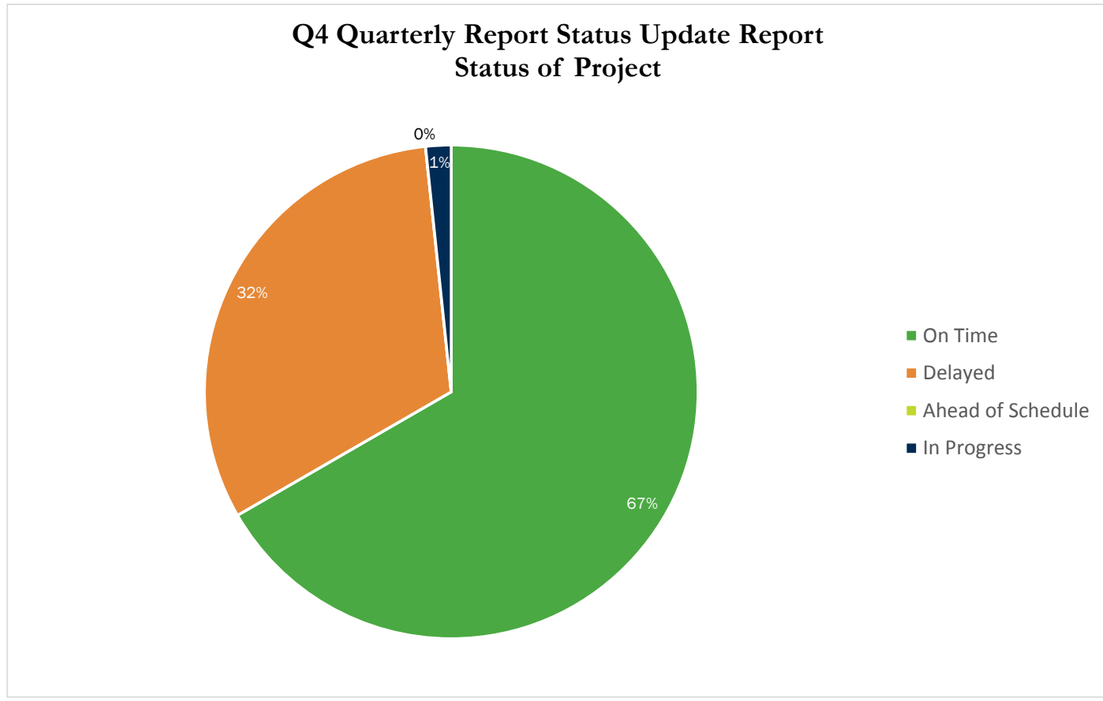
2016

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

FOURTH 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 Four 2016

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
SOCIAL						
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 February 21, 2017. This project is waiting for approval of the Bylaw before more progress can be made.
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 People with Disabilities. A short St. Albert Diversity & Inclusion video has been developed and is now up on the website.
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.
Establish a Youth Council	To provide information and advice to Council in relation to issues involving or affecting youth related to policy, initiatives, building relationships with youth focused organizations, education outreach and reporting to Council once a year.	Nov-16	Nov-16	75% Complete	On Time	The Youth Council Bylaw received a First Reading.
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy	Dec-16	Dec-16	75% Complete	On Time	The grant funding application from ARDN was not approved. A meeting held with community partners (Community Village and Food Bank and Mustard Seed) and local MLAs to discuss how we can continue to work towards addressing this issue.

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

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Mental Health Awareness	Mental Health Strategy	Dec-19	Dec-19	50% Complete	On Time	On October 27th, 90 individuals attended the 'Worries and Woes' presentation by Dr. Lynn Miller. There was a significant waitlist for this session which lead to a further panel discussion on 'Dealing with Anxiety in Children' which saw 80 attendees. Staff from the St. Albert Public Library (10), St. Albert Community Information & Volunteer Centre (10) and from St. Albert Victim Services (13) were all trained in Mental Health First Aid.
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	Release of the RFP was prepared and released in Quarter Two. There were 6 companies that responded to the RFP and currently all responses are being evaluated and scored. Expected completion of this stage is end of Oct, 2016. The RFP responses have been evaluated and a short list of qualified vendors should dbe announced before the end of Quarter Four, 2016. Quarter One and Quarter Two 2017 will be choosing the vendor and negotiating the contract terms and conditions.
Policing Committee	Establish a formal policing Committee pursuant to the Police Act	Dec-17	Dec-17		On Time	Council has provided direction, Administration is currently working with the RCMP and Solicitor General on the draft Bylaw to present to Council. It is anticipated that this will be ready to present to Council before the end of Quarter One 2017. After Council passes a Bylaw further work will be required on the selection of the public committee as well as training. The current target is to have a committee formally in place and working prior to the end of 2017.
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.	Dec-19	Dec-19	25% Complete	On Time	A 'Subsidies available to St. Albert Residents' matrix is being developed.
Protection of Person's and Property Bylaw Review	Review the Bylaw and report to Council on findings and recommendations if any.	Jun-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.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Site Options for Affordable Housing.	Advocate for expansion of North Ridge Lodge and identify options for another facility similar to Chateau Mission Court.	Dec-18	Dec-18	25% Complete	On Time	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. Initiatives that relate to Affordable housing are scheduled to begin in 2017.
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 - Oct 2017 Phase 2 - Dec 2019 Phase 3 - Dec 2020	Pre-Planning Phase	On Time	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. The task force had its initial meeting in December. The goal is to have this phase completed by the end of Quarter Three 2017.

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	Sep-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. A Downtown District update is scheduled for Quarter One 2017. Downtown Strategy anticipated Quarter Two, and needed prior to DT Updates in Quarter Three 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	Jun-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. Servicing assumptions are still delayed. Update to Council in Quarter One. Return to Council in Quarter Two 2017 for DT & Parking Strategy.
Employment Lands Plan Framework	Develop a high level conceptual framework plan for development of employment lands.	Mar-17	Oct-16	Completed	Ahead of Schedule	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. Employment Lands Principles approved by Council October 17, 2016. Principles to be incorporated into Community Design Principles (2017). Area Structure Plan was not approved in 2017 budget.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
Land Use Bylaw Review and Update (Housing)	Review the Land Use Bylaw	Jun-17	Jun-17	50% Complete	Delayed	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 2016, where stakeholder input was reviewed and Council was provided with an opportunity to provide input. Additionally, the consultants finalized a Land Use District Analysis Summary document and LUB Residential District Amendment Strategies were presented for Council's consideration on July 11, 2016. 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 returned to Standing Committee of the Whole on October 11, 2016, with Council's suggested amendments for debate. Admin is now working with the consultant on LUB language, to be brought before Council for consideration in Quarter Two 2017. More consultation has occured than was originally anticipated which has caused the project's process to be extended and delayed.
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. 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. In the final meeting of the IAC in 2016, the IAC directed the IASAG to develop a draft agreement related to a process for negotiating a boundary adjustment for the February 8, 2017 IAC Meeting.
Shop Local Concept (Downtown)	Help develop, support and promote the concept of Shop Local in downtown St. Albert.	Ongoing	Ongoing		On Time	In 2016 Economic Development conducted 16 business visits. The businesses represented different sectors, different sizes of businesses and were located in our 4 main business areas: Riel Park, Campbell Park, St. Albert Trail, and Downtown St. Albert. The intent of the visits was to identify trends, or issues that the businesses might have in common. The consistent message that we heard was that awareness was an issue. In response to this Economic Development will be collaborating on a new Shop Local/Customer Service initiative with the Chamber of Commerce. The program will be announced at the 2017 Business Breakfast. Economic Development continues to work with the "Collective" in order to build capacity of the young entrepreneurs involved in this program.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
BUILT ENVIRONMENT (See the Financial Summary for Capital Project Status updates)						
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 Quarter One 2017). An inventory of minor asset classes is currently being completed by Engineering Services for review and assignment by the Committee. Information Technology Service has completed the development of a life cycle administration policy related to their respective assets that supports their approved level of service. Over the past four months the new Director of Engineering has been getting familiar with the completed work to date.
Branch Library Conceptual Plan	Prepare a viability study and conceptual plan for a new branch library.	Oct-16	Oct-16	Completed	On Time	The results of the project have been presented and the project is complete.
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	Jun-17	75% Complete	Delayed	At the December 12, 2016 Council meeting, Council passed the motion that will repealing the Capital Partnership Program Advisory Bylaw, upon completion of the final task assigned to the Committee, review of the detailed business case for the St. Albert Performing Arts Theatre. The detailed business case for the project was received by Administration prior to December 31, 2016 and the Committee will begin the review and evaluation process in early 2017.
Capital Project Estimating and Process Review	This project analyses the actual estimates provides within a 3-year horizon for key growth projects and also examines the process utilized, to determine if process changes will improve the overall result	Dec-18	Dec-18	50% Complete	On Time	Initial consultant report has been presented to Council, implementation plan is planned to be presented by Quarter One 2017.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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. Council comments will be requested for each document, and Administration then intends to present final documents to Council in June 2017.
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	75% Complete	Delayed	Work continues in identifying priorities for maintenance and restoration of current artwork. Estimates are to be incorporated into a lifecycle spreadsheet for further prioritization and review.
Digital Display Update	Review the Land Use Bylaw	Mar-17	Feb-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 November 2016, Admin held world town hall with representatives of UDI and the Sign and Real Estate industries, and posted an online survey for public input, which is now closed. The item is scheduled to be before Council on February 27, 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	Out for Tender/RFP (if required)	On Time	Council has approved an expanded budget and Administration is moving the project forward. After advertising the intent to sole source, Administration decided to retender this project. Tender to close at the end of January. Project to be initiated after that.
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.	Dec-19	Nov-19	Not yet Commenced	Delayed	Project currently on hold due to capacity challenges. Concept design and community consultation is anticipated to begin in 2017 utilizing Creative Placemaking practices. Construction is anticipated in 2018 as per the 10-Year Capital Plan.

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. Changes to local routes will follow Transit Service Policy approval in Quarter One, 2017.
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	Oct-17	Pre-Planning Phase	Delayed	As of the end of Quarter Four 2016, funding has been secured to complete this project. A grant for $137,000 was received through Western Diversification in addition to the $50,000 provided by Council through the budget process. This project will begin construction in Spring 2017.
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, focusing on River Lot #23 and the Natural Area	Nov-17	Dec-17	Not yet Commenced	Delayed	The scope has been expanded (with approval from Council) to include the research and update of the conceptual planning and cost estimates for the remaining phases of the Heritage Sites Functional Plan. This realignment will ensure a logical and efficient progression and implementation of the remaining development, and more accurate cost estimates for the project. Work is anticipated to begin Quarter One, 2017.
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	The Heritage Park area has been secured for the Winter and temporary heating has been supplied to the houses and building, where required to protect the investment and restoration work completed to date. Phase 2A -Cunningham House and Hogan House Restoration Phase 2A included the stabilization, and interior and exterior restoration of the Cunningham and Hogan Houses. Work continued throughout Quarter Four to complete the restoration of both houses. This project is substantially complete (90-95%).The Cunningham and Hogan Houses will form the base for the Metis Farm portion of the Heritage Park. Phase 2 B- Site Infrastructure and landscaping Phase 2 B included the remaining conservation work, site infrastructure, servicing, landscaping and site preparations for the Cunningham and Hogan Houses. This project required additional funds to proceed with the deep and shallow servicing of the Heritage park area. With supplementary funding approved by Council through the 2017 Budget, Tender documents are anticipated to be finalized and posted in Quarter One with construction in Quarter Two 2017.
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	Apr-17	75% Complete	Delayed	Dialog was selected as the placemaking consultant. Workshops and numerous engagement opportunities and engagement took place throughout July and August 2016. 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. Engagement sessions held September 28 and October 5, 2016, where a refined concept was be displayed. Final design report and costing anticipated in January 2017. The item is anticipated going to Council in Quarter Two 2017.

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	Dec-16	Completed	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. This has been completed.
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 Administration 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 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	The Badger ASP work was postponed until 2018 by Council on July 4, 2016.
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-16	Dec-16	Completed	Completed	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 as an offsite levy program was presented to Council mid December recommending not to proceed with this concept. The annual update to the Existing Offsite Levy Bylaw will be presented to Council in Quarter One 2017.
Park & Ride Transit Centre Project	Develop a park and ride location and plan. Provision of park and ride facility on surplus Transportation Utility corridor lands for St. Albert Transit users aiming to increase ridership.	Dec-19	Dec-19	Pre-Planning Phase	On Time	Administration met again in Quarter Four 2016 with City of Edmonton, to keep the project moving along. Redesign of the plan is occurring based on higher than originally anticipated costs for the land purchase and mandated improvements to the site and surrounding roads.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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	75% Complete	On Time	Administration is continuing coordination with the City of Edmonton and the Province of Alberta on purchase of the land. Finalized with Edmonton wording for a potential agreement (see Park & Ride Land Agreement) Once the final agreement is drafted (expected in Quarter One, 2017), will go to Edmonton City Council.
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	Jul-17	50% 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 analyzed so there is no update for Quarter Four.
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	25% Complete	Delayed	This project has been delayed due to much higher than anticipated prices received in response to the initial tender. Due to the limited time available in the facility calendar, the project has been tendered in smaller packages, with the majority of the work scheduled for summer of 2017. the first phase was tendered, awarded and completed over the Christmas Holidays. We are now ready to plan for phase 2 of this project which will involve the procurement of equipment for the upcoming summer installation. Anticipated completion of this project will be in Quarter Three of 2017.
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. Some 2016 tasks will be carried forward into 2017 due to seasonal impacts (such as pedestrian crossing road markings) and pedestrian ramp construction. School zone warning flashers have been installed; however identification of operational issues exist with some equipment that will be rectified in early 2017; school traffic data is being compiled and reported on and will be used for evaluation and enforcement coordination. The piloting of rectangular rapid flashing beacon crossings (RRFB's) has started and recommendations for further placement will be made in Quarter One of 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.	Dec-16	Dec-16	Post Completion Implementation commenced (if required)	Completed	Through a series of 3 Technical Memorandums a SCADA Master Plan of the City's Water, Wastewater, and Storm Water Pumping Facilities has been prepared and presented to Administration. The purpose of this Master document is to serve as a road map to the development of a modernized control system with standardized components reporting over a high-speed communications network that is both reliable and expandable. Implementation of system upgrades as recommended in the Master Plan will commence in 2017 through approved Capital Budget funding.
Schedule C Signage Review	Review the Land Use Bylaw	Dec-16	May-17	75% Complete	Delayed	This item requires completion of the Digital Display review (scheduled to be before Council on February 27, 2017). In November 2016, Admin held world town hall with representatives of UDI and the Sign and Real Estate industries, and posted an online survey for public input, which is now closed. This item is anticipated to go to Council in Quarter Two 2017.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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	Completed	Completed	Information Kiosk is set up and in place. Capital Project is complete.
Transit Route Restructure	Local route and service restructuring.	Sep-17	Sep-17	50% Complete	On Time	Draft service levels were reviewed by Council in Quarter Four 2016. Revised service level policy planned for Quarter One 2017 afterwhich route restructure draft plans can startr. Planned open houses have been moved to Quarter Two, 2017 to accommodate the revised and yet to be approved Transit Service Policy, which will drive the route restructure program.
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 One 2017. Principals will then be incorporated into the Community Design Principles (2017).
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.	Nov-16	Nov-19	Pre-Planning Phase	On Time	Specific site improvements identified solely as "safety" enhancements have started in 2016 and will continue into the construction season of 2017. Actions are focused around sign and road-marking placement. 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. December 20, 2016: Three grant applications, totaling an estimated value of $790,000 of funds, were made to Transport Canada through the Rail Safety Improvement Program (RSIP). Transport Canada will be communicating back to the City in Quarter One of 2017 on response to the applications which had two applications focused on completion of Engineering and Design work in 2017 (construction tentative for 2018), and one application for design and construction of necessary rail corridor fencing in 2017.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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 will be working on a facility by facility basis to implemented source separated organic collection in 2017. Some facilities will see a post-collection sorting model (screening of organics out of landfill waste) as a part of the facility waste collection contract while some smaller facilities will be utilizing a similar organic collection model as residential households.
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 is planning a organic waste collection pilot for several City Owned Facilities in 2017.
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 was completed in 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.
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	A new grit interceptor will be put in as part of the major storm water rehabilitation project along Perron Street. This project started in November 2016 and is scheduled to be complete by April 2017. With the completion of this grit interceptor, four out of the eight high priority storm water outfalls will be completed.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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	The Sturgeon River Watershed Alliance Steering Committee met on November 24 in Gibbons. The Steering Committee has completed a draft resolution requesting provincial support for watershed planning for consideration by the Alberta Urban Municipalities Association and the Alberta Association of Municipal Districts and Counties in 2017. Councillor Cathy Heron was elected as vice-chair of the Steering Committee. Resources are required to continue this project. A new position was funded during the 2017-2019 budget process and is planned to be filled by April 2017. This position will work directly on this project.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
CULTURAL						
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-checking is complete. Storyboard content and designs to be completed by the end of Quarter Three 2017. Production and installation of storyboards budgeted for 2018.

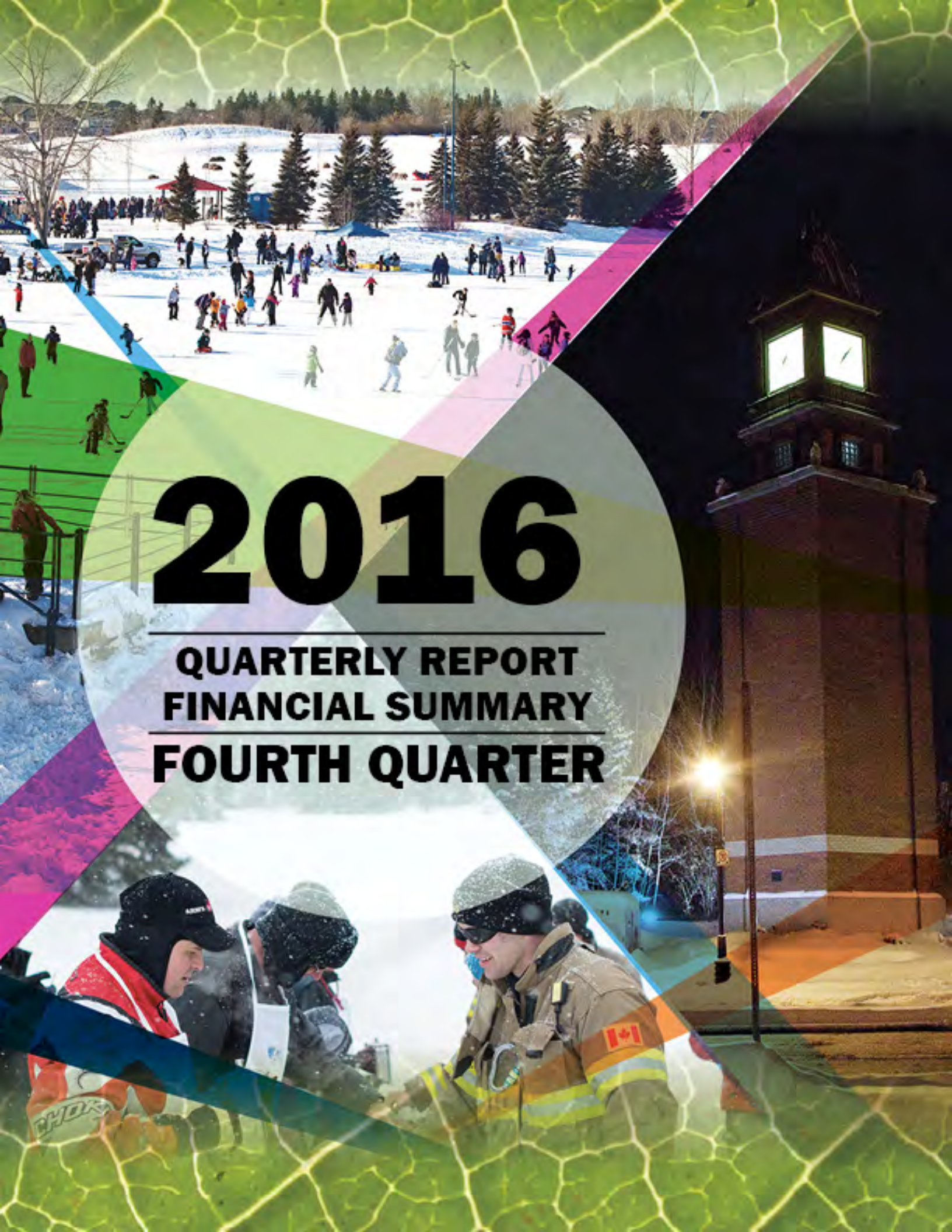
Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
GOVERNANCE STRATEGY						
Advocacy plan for Ray Gibbon Drive	Develop an advocacy plan for the twinning of Ray Gibbon Drive.	N/A	N/A	N/A	N/A	An updated 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.
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 system 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. Voting module implementation was halted to allow for resloution of user requests. Agenda approval sequences have been modified based on user feedback since initial implementation. Voting module expected to be launched in first half of 2017.
Capital Region Board Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.	N/A	N/A	N/A	N/A	The plan was approved by the Capital Region Board on October 13th, and has been submitted to the Government of Alberta for approval.
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	N/A	N/A	N/A	In Progress	Negotiations continue to be a primary focus. For the first time Administration is bargaining with all three unions concurrently. Negotiations with CUPE 5141 and IAFF have been successfully completed and a three year collective agreement for each bargaining unit achieved. Negotiations with CUPE 941 is underway.
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 has been completed. Competencies will then be integrated and linked into our compensation review process. The phases of the project that follow are currently being scoped and an implementation plan is under development that will include job classification and evaluation.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	Sep-17	September 2017	Planning/Implementation	Delayed	We went 'live' with all the department pilot groups in November with the new BMO webportal called Spend Dynamics. The remaining City departments are expected to be transistioned to this web portal in Quarter Two/Quarter Three of 2017. This project is a subset of the larger Financial Software project and has been delayed due to consultant availability and being a lower priority within the larger project.
Facility Safety and Security	Implement facility safety and security initiatives including enhanced facility access controls, staff training, monitoring and internal/external communication measures.	Dec-17	Dec-17	75% Complete	On Time	Access control security at IT and SABC is now complete and fully functional. Access cards are being printed for their non-employee users of The Collective space and final system testing should occur shortly. St. Albert Place is experiencing some delays on the completion of the Feenics/elevator interface the Feenics/bi-parting front door interface, both of which are specialty items. With 2017 budget now approved, final planning for additional system enhancements including the addition of some doors, pro-active cameras, and an enhanced emergency communications system will commence shortly.
Financial Software Project	Implementation of identified modules and experience packs to enhance our business process and increase our forecast and analysis ability	May-17	Dec-19	Planning/Implementation	Delayed	The project has been delayed due to the late signing of the Statement of work with Unit 4 in Dec 2016. As a result, the anticipated start date of implementation will be 2017 Quarter One. The project is now planned over three years: 2017- implementation of experience packs and changes to our current existing business processes, 2018 - implementation of Project module, Purchase card module and upgrading to the most recent version of the application. 2019- implementation of budget books reporting tools and loans and saving management.
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		Completed	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 Quarter Two 2017.
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	Completed	Completed	The HR Organizational Structure is now complete and we continue to build the business partnership model.

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 Talent Manager has now been recruited and this will assist in the development and implementation of all the primary areas concerning talent management.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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 completed and will be distributed to schools, community groups and participants in 2017. The final celebration will be on January 12th 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 part of 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	Mar-17	75% Complete	On Time	On December 12, 2016, the Committee presented to Council draft Public Participation Policy which has been written based on input received from the community and leading practice research. In addition, the Committee presented Advice to Council and City Manager document which included a number of points for consideration regarding the Council's direction for public participation and implementation of public participation policy should the policy be approved. Administration presented the Public Participation Management Plan which outlines actions and resources required to implement the new policy should Council approve the policy. The next steps include Council's input into the draft policy by January 9, 2017, which is to be brought back to Council for their consideration of approval, along with any other related policies, by March 27, 2017. Anticipated completion date has been adjusted to reflect follow up required following the approval of the policy.
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	Delayed	A three-year project plan has been developed and the initial review has begun to analyze and document current practices and processes. The scope of this project is currently being redefined to align with resources available. Re-scoping this project has caused delays and forced this project to be restarted to ensure maximum effectiveness. A revised scope and project plan will be completed by January 2017.
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 November 28, 2016, Administration presented updated Services and Service Levels inventory, based on Council's input, along with the new Program and Service Review policy and amended Budget and Taxation Guiding Principles policy. The purpose of the new policy is to establish a regular annual review process for programs and services and amendments to Budget and Taxation Guiding Principles policy were made to help integrate the inventory into business planning and budget process. Next steps include Council's input into the Program and Service Review policy before the policy is brought back to Council for their approval on January 23, 2017.
Election 2017	Prepare for and conduct 2017 Election	Oct-17	Oct-17	Pre-Planning Phase	On Time	Initial planning started.

Project Name	Project Description	Planned Completion (Month-YYYY)	Anticipated Completion (Month-YYYY)	Stage of Project	Status of Project	Progress Update
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	Completed	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. This project is complete.
Transit Bylaw Update	As part of the Transit Long Term Department Plan, the bylaw is being updated to be consistent with the City Code of Conduct.	Dec-17	Sep-17	75% Complete	On Time	Draft Bylaw has been circulated to various internal departments for review. The Draft Bylaw is scheduled to be presented to Council in Quarter Two 2017.



2016

QUARTERLY REPORT
FINANCIAL SUMMARY

FOURTH QUARTER

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FINANCIAL SUMMARY

Executive Summary

The City of St. Albert continues to maintain a strong financial position. The 2016 year resulted in a surplus of $6.9 million. This is primarily due to an increase in:

- RCMP, snow removal and transit contract savings
- Planning permit revenue
- Fire Service recovered costs

The majority of the surplus is driven by an increase in revenue and cost savings 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.

Municipal

Revenue

$149.5 million in operating revenue recognized as of December 31, 2016, which is $3.6 million in excess of budget.

Expenditure

$142.6 million spent as of December 31, 2016, $3.3 million lower than budget.

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

Capital

There are 174 municipal capital projects that have been ongoing and scheduled for 2016. To date, $70.4 million has been spent out of a $127 million cumulative budget.

Utility

Revenue

$38.6 million recognized as of December 31, 2016, which is $869 thousand lower than budget.

Expenditure

$26.1 million has been spent as of December 31, 2016, which is $539 thousand lower than budget.

A breakdown of significant variances by Division is found on page 17.

Capital

There are a total of 46 utility capital projects for 2016. To date, $31.4 million has been spent out of a $102.8 million cumulative budget.

Reserves

The balance as of December 31, 2016 was $122.8 million, with a year end uncommitted balance of $61.6 million in 2016.

Investments

The City has $173.4 million in cash and investments and earned $3.2 million in investment income, which is $618 thousand in excess of budget.

Debt

The City's outstanding debt as of December 31, 2016 was $41.6 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 DECEMBER 31, 2016

In Thousands of Dollars

Division Description	Actual YTD	Budget	Budgeted Variance $	Budgeted Variance %
Revenue				
Council	$47	$241	$(194)	(80.7%)
City Manager's Office	430	1,157	(727)	(62.9%)
Corporate Strategic Services	900	1,102	(202)	(18.3%)
Community & Protective Services	28,552	25,690	2,862	11.1%
Planning & Engineering Services	4,317	2,715	1,602	59.0%
Infrastructure Services	10,046	10,433	(387)	(3.7%)
Finance & Assessment Services	1,066	1,134	(68)	(6.0%)
Economic Development	943	935	8	0.8%
Common & Fiscal	103,162	102,477	685	0.7%
Total Revenue	$149,463	$145,884	$3,579	2.5%
Expenses				
Council	$669	$936	$267	28.5%
City Manager's Office	2,727	4,027	1,300	32.3%
Corporate Strategic Services	10,768	11,703	935	8.0%
Community & Protective Services	62,589	62,509	(80)	(0.1%)
Planning & Engineering Services	8,868	9,255	387	4.2%
Infrastructure Services	31,986	33,957	1,971	5.8%
Finance & Assessment Services	3,634	3,921	287	7.3%
Economic Development	1,630	1,714	84	4.9%
Capital Financing	15,262	15,288	26	0.2%
Common & Fiscal	4,463	2,574	(1,889)	(73.4%)
Total Expenses	$142,596	$145,884	$3,288	2.3%
Excess of Revenue over Expenses				
Council	$(622)	$(695)	$73	11.7%
City Manager's Office	(2,297)	(2,870)	573	24.9%
Corporate Strategic Services	(9,868)	(10,601)	733	7.4%
Community & Protective Services	(34,037)	(36,819)	2,782	8.2%
Planning & Engineering Services	(4,551)	(6,540)	1,989	43.7%
Infrastructure Services	(21,940)	(23,524)	1,584	7.2%
Finance & Assessment Services	(2,568)	(2,787)	219	8.5%
Economic Development	(687)	(779)	92	13.4%
Capital Financing	(15,262)	(15,288)	26	0.2%
Common & Fiscal	98,699	99,903	(1,204)	1.2%
Total Revenue Over Expenses	$6,867	$0	$6,867	(100.0%)

*Variance represents the difference between budget and actual amounts.

Municipal Operating Variance Analysis (in Thousands of Dollars)

Guidance to the Reader - Periodically Council approves operating projects and initiatives that are funded by dollars that already exist in a reserve fund and are not from the current year's budget. The funds are accounted for by establishing a matching revenue and expense budget for the project. If the project is not complete by the end of the current calendar year, both the unused revenue and expense budgets are 'carried forward' into the following fiscal year to ensure that the funds remain available to complete the project. As there is always a revenue/expense offset, there is no impact to the net financial position for the current year.

Council - $73 lower than budget

Revenue – $194 lower than budget

- Lower than budget
  - $189 related to projects funded from reserve which will carry forward into next year with no tax impact (Internal Auditor, Intermunicipal Affairs).
  - $5 in net recoveries to offset various Council member's expenses.

Expense - $267 lower than budget

- Lower than budget
  - $189 related to projects funded from reserve which will carry forward into next year with no tax impact (Internal Auditor, Intermunicipal Affairs).
  - $43 due to unallocated Council contingency funds.
  - $20 in event registration, contracted services, and other general expenses due to less regional activities, fewer community invitations, and more stringent catering parameters.
  - $10 due to unspent funds related to professional services for legal consultation.

City Manager's Office - $573 lower than budget

Revenue – $727 lower than budget

- Lower than budget
  - $892 related to projects funded from reserve which will carry forward into next year with no tax impact (Civic Space Planning, Metro Mayor's Alliance, Constable Wynn Legacy Fund, Service Level Review).
- In excess of budget
  - $148 related to recoveries received from insurance costs.
  - $12 related to reserve transfers to fund City Manager legal matters.
  - $7 in revenue received from sold auction items.

Expense - $1,300 lower than budget

- Lower than budget
  - $892 related to projects funded from reserve which will carry forward into next year with no tax impact (Civic Space Planning, Metro Mayor's Alliance, Constable Wynn Legacy Fund, Service Level Review).
  - $263 related to prior year reimbursed insurance claims from third party.
  - $120 in salaries and wages related to staff changeover.
  - $18 in insurance premiums to reflect actuals.
  - $12 in professional fees to fund City Manager legal matters, offset by reserve transfer.

Corporate Strategic Services - $733 lower than budget

Revenue - $202 lower than budget

- Lower than budget
  - $543 related to projects funded from reserve which will carry forward into next year with no tax impact (Records & Information Management Program, Information Technology Long Term Plan, and Contaminated Sites Assessment).
  - $17 related to cemetery fees due to lower volume than budgeted.

- In excess of budget
    - $297 as WCB/PIR rebate is unbudgeted and transferred to the Safety Enhancement Reserve.
    - $55 for executive recruitment approved by Council funded from the Stabilization Reserve.

Expense - $935 lower than budget

- Lower than budget
    - $543 related to projects funded from reserve which will carry forward into next year with no tax impact (Records & Information Management Program, Information Technology Long Term Plan, and Contaminated Sites Assessment).
    - $490 due to vacancies in division offset partially by an increase in casual wages for coverage.
    - $151 related to IT maintenance costs, corporate non-mobile phone service and HR Ceridian expense costing less.
    - $50 related to corporate wide training and development due to change in department plans and cancelled courses/conferences.
    - $33 related to office supplies as less supplies needed during the year in cemetery and Legislative Services.
- In excess of budget
    - $297 as WCB/PIR rebate is unbudgeted and transferred to the Safety Enhancement Reserve.
    - $55 for executive recruitment approved by Council funded from the Stabilization Reserve.

Community & Protective Services - $2,782 lower than budget

Revenue - $2,862 in excess of budget

- Lower than budget
    - $845 related to projects funded from reserve which will carry forward into next year with no tax impact (Butterfly project, Canada 150, McCann Legacy Public Art).
    - $33 related to decrease in annual recreation memberships revenue offset partially by increase in day admissions, lesson fees and rentals.
- In excess of budget
    - $1,556 in Fire Services relating to recovered costs from the province due to Fort McMurray disaster, offset partially by expenses incurred.
    - $1,134 related to increased photo radar tickets issued, good weather throughout the year and the increase fine amounts from the province.
    - $465 in Grants due to unbudgeted MSI Operating grant received to offset transfer to the Library.
    - $330 in ambulance service related to increased call volume and AHS contract adjustments.
    - $158 in advertising and donations related to increase in signed contracts.
    - $42 related to recovered 2015 insurance costs for environment incidents.

Expense - $80 in excess of budget

- Lower than budget
    - $1,122 related to the RCMP contract as billed for less officers than budgeted during the first part of 2016. Subsequent invoices received in the latter part of the year from the RCMP indicate a greater number of officers deployed.
    - $845 related to projects funded from reserve which will be carry forward into next year with no tax impact (Butterfly project, Canada 150, McCann Legacy Public Art).
- In excess of budget
    - $1,000 in photo radar contract related to increased photo radar tickets issued.
    - $933 in Fire Services relating to Fort McMurray disaster expenses, offset by recovered costs from the Province.
    - $100 in operating supplies relating to increase in Starbucks supplies cost due to the current exchange rate on the US dollar.

Planning & Engineering Services - $1,989 lower than budget

Revenue - $1,602 in excess of budget

- Lower than budget
    - $182 in development engineering land fees due to decrease in trend, associated construction season, and economic factors resulting in minimal expectations for development agreements.

- $30 related to projects funded from reserve which will carry forward into next year with no tax impact (Land Use Bylaw, Capital Partnership, Employment Lands Planning).

- In excess of budget
  - $1,371 in permits revenue related to several large unanticipated commercial developments and school sites. As a result, the overage in development permits equated to 45% of the City's total permit revenue.
  - $152 in development fees relating to the increase in permit revenue, as a result of unanticipated development projects.
  - $123 in recoveries due to the Comprehensive Regional Infrastructure Sustainability Plan (CRISP) project with offsetting expenditures.
  - $92 in recoveries related to Fortis construction contribution.
  - $20 in development branch - other land fees due to unforeseen large development and acceleration of projects and provisions of final documents from developers.
  - $15 in miscellaneous revenues related to one time funding from Canada Post for facilitating the installation of community mailboxes.
  - $8 relating to recipients of the Canada Summer Grant Program.

Expense - $387 lower than budget

- Lower than budget
  - $400 in salaries and wages related to several vacancies, offset by temporary wages and contract dollars.
  - $73 in contracted services due to the delay in the completion of design work for replacement of guard rails. As a result, construction was unable to occur along with other pending priorities.
  - $30 related to projects funded from reserve which will carry forward into next year with no tax impact (Land Use Bylaw, Capital Partnership, and Employment Lands Planning).
- In excess of budget
  - $123 in professional services related to the CRISP project, offset by recoveries.

Infrastructure Services - $1,584 lower than budget

Revenue - $387 lower than budget

- Lower than budget
  - $391 in Garage Recoveries, due to decrease in offsetting expenses within garage operations.
  - $83 in recovered transit insurance cost to offset related repair expenses.
  - $67 in overall transit fare types due to a decrease in ridership. In addition, the City is experiencing a decreasing trend in cash fares and tickets, offset with an increase in transit passes.
  - $45 related to projects funded from reserve which will carry forward into next year with no tax impact (Police Services Upgrade, Safety Enhancement).
- In excess of budget
  - $87 in recovered insurance costs to offset expenses related to insurance claims.
  - $58 in transit u-pass due to increased number of students returning to school.
  - $15 in transit charter related to more charter services being offered.
  - $4 in grant revenue related to the STEP program.
  - $3 in recovered costs related to the sale of non-capital assets.

Expense - $1,971 lower than budget

- Lower than budget
  - $962 in contracted services related to snow removal due to mild winter.
  - $431 in contracted services – transit contract due to the service level review and regionalization discussion, resulting in the delay of new growth transit routes.
  - $410 in gas and oil due to fluctuating prices and market volatility. As a result, the budgeted rate was maintained.
  - $92 in salaries and wages related to vacant positions in the Transit department.
  - $85 in recovered transit insurance cost to offset related repair expenses.
  - $45 related to projects funded from reserve which will carry forward into next year with no tax impact (Police Services Upgrade, Safety Enhancement).
  - $37 in corporate energy utilities expense related to change in rate and trends.

- In excess of budget
    - $12 in rentals and leases related to the use of vehicles in Public Works.
    - $10 in advertising and promotion related to transit fall advertising program.
    - $10 in various contracted services to reflect actuals, including janitorial services, concrete work, and pipe work.
    - $4 in transit insurance premiums to reflect actuals.

Finance and Assessment - $219 lower than budget

Revenue - $68 lower than budget

- Lower than budget
    - $41 related to penalties for late payment on taxes.
    - $20 related to projects funded from reserve which will carry forward into next year with no tax impact (Municipal Property Assessment Grant).
    - $4 related to tax certificates, inquiries, and notification fees to reflect expected reduction in volume of service usage.

Expense - $287 lower than budget

- Lower than budget
    - $247 in salaries and wages related to several vacant positions within the division, offset by contract dollars.
    - $20 related to projects funded from reserve which will carry forward into next year with no tax impact (Municipal Property Assessment Grant).
    - $16 due to various travel, operating and general expenses due to staff vacancies that resulted in savings in expenditures.

Economic Development - $92 lower than budget

Revenue - $8 in excess of budget

- Lower than budget
    - $69 in Business Licenses due to anticipated higher licenses, but did not occur.
    - $6 in recovered costs as no further revenue is expected from the Business Breakfast event.
- In excess of budget
    - $82 related to the anticipated use of the Capital Region Export Development Alliance grant received in prior year, offset by expenditures.

Expense – $84 lower than budget

- Lower than budget
    - $79 in salaries and wages related to vacant positions within the division, offset by contract dollars.
    - $74 in travel, advertising and promotion related to vacant positions within the division as initiatives could not be pursued.
    - $17 in various expenses, including office and operating supplies, miscellaneous contracted services, and subscriptions and publications due to staff vacancies and unable to initiate and attend various business attraction program and conferences.
- In excess of budget
    - $82 related to corresponding expenditures relating to the use of the Capital Region Export Development Alliance grant received in prior year.

Common & Fiscal - $1,204 in excess of budget

Revenue - $685 in excess of budget

- Lower than budget
    - $80 in supplementary tax – residential due to slower construction year.
    - $70 in gas franchise fees due to unanticipated lower fee.
- In excess of budget
    - $618 in interest income to reflect increasing investment base and increased interest earned.
    - $195 in reserve transfers to offset employee matters expense.
    - $7 in rental revenue to reflect new City land lease agreements.
    - $4 in Rebates and Refunds related to an increase in supplier rebate.

Expense - $1,889 in excess of budget

- Lower than budget
  - $27 in bad debt expenses to reflect actuals.
  - $9 in other grants to reflect actuals.
- In excess of budget
  - $945 related to employee matters expense.
  - $647 in interest expenses related to higher reserve and deferred revenue balances.
  - $289 in benefits related to historical trend and increase in costs.
  - $55 in bank charges related to an increase in anticipated fees and class online registration.

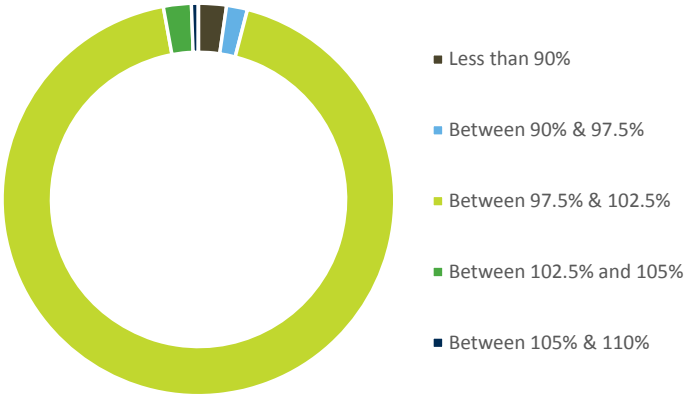
Municipal Capital Summary

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 174 projects, there are 7 projects anticipated to be less than 97.5% spent, 162 projects between 97.5-102.5% and 5 projects with a spend greater than 102.5%.

Less than 90%	4	2%
Between 90% & 97.5%	3	2%
Between 97.5% & 102.5%	162	93%
Between 102.5% and 105%	4	2%
Between 105% & 110%	1	1%
Grand Total	**174**	**100%**

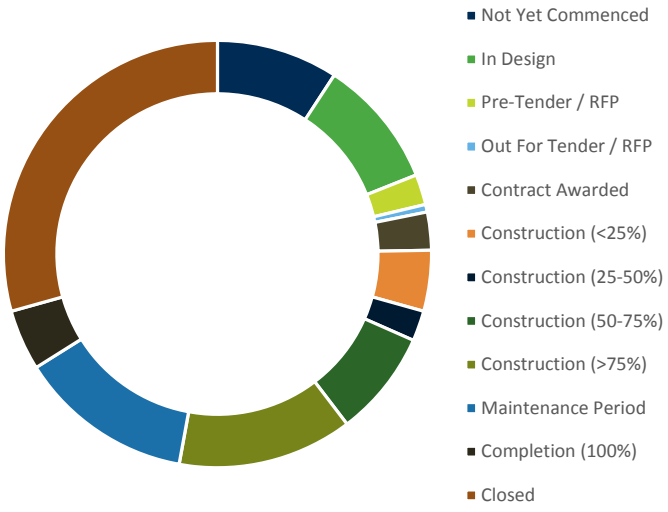


2. Project Status

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. As of December 31, 49 projects that are in varying stages of construction, 31 projects that are completed and on maintenance and 51 projects have been closed and received Final Acceptance Certificate.

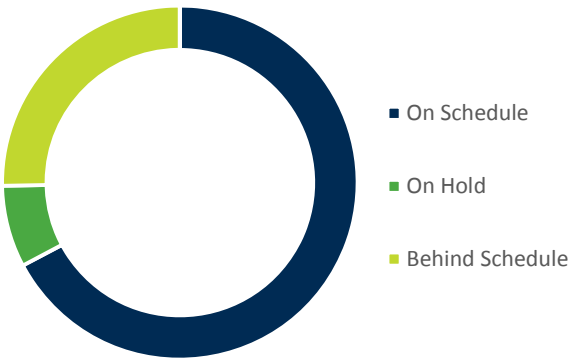
Not Yet Commenced	16	9%
In Design	17	10%
Pre-Tender / RFP	4	2%
Out For Tender / RFP	1	1%
Contract Awarded	5	3%
Construction (<25%)	8	5%
Construction (25-50%)	4	2%
Construction (50-75%)	14	8%
Construction (>75%)	23	13%
Maintenance Period	23	13%
Completion (100%)	8	5%
Closed	51	29%
Grand Total	**174**	**100%**



Schedule Status – Identifies the timeframe or schedule of project.

The schedule status indicates that the quarter had 13 projects on hold, 117 on schedule, and 44 behind schedule.

On Schedule	117	67%
On Hold	13	7%
Behind Schedule	44	25%
Grand Total	**174**	**100%**



CITY OF ST. ALBERT

MUNICIPAL CAPITAL EXPENDITURE SUMMARY
FOR THE PERIOD ENDING DECEMBER 31, 2016

In Thousands of Dollars

Year	To Date	Budget	Forecast	Variance		# Projects
	A	B	C	$	%	
2016	18,407	32,002	31,368	634	2.0%	82
2015	23,408	32,316	31,524	792	2.5%	58
2014 & Prior	28,566	62,586	62,305	281	0.4%	34
TOTAL	**70,381**	**126,904**	**125,196**	**$1,708**	**1.3%**	174

*Variance represents the difference between budget and forecasted amounts.

Municipal Capital Project Financial Highlights

- There are a total of 174 municipal capital projects that have been ongoing and scheduled for 2016 with a forecasted year end surplus of $1.7M

- One new project was approved since last quarter, 416327 Fountain Park Peninsula Removal Design, resulting in a new total of 82 projects for 2016.

- A total of 123 projects are being recommended to be carried forward for the following year requiring $300 thousand in additional funding.

- A total of 51 projects have been completed and are recommended to be closed at year end with a forecasted net surplus of $2 million. The majority of the surplus is from 415313 Lion's Park for $483 thousand as the drainage issues appear to be resolved at the site and these funds are no longer required, 416301 Servus Place Lifecycle Replacement Program for $435 thousand as the replacement of the pool filtration system has been rescheduled to 2021, and 414403 Collector/Local Asphalt Overlay Program for $360 thousand.

- The major project 412420 Campbell Road Park & Ride of $30 million is currently behind schedule pending governmental negotiations. However, construction is expected to start in the spring of 2018 with completion by 2019.

CITY OF ST. ALBERT

MUNICIPAL CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING DECEMBER 31, 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	118	118	-	0.0%	Closed	Behind Schedule
412103	White Spruce Forest	24	25	24	1	3.2%	Closed	Behind Schedule
415102	Railroad Safety Enhancement	52	762	762	-	0.0%	Not Yet Commenced	Behind Schedule
415103	Story Boards	10	10	10	-	0.0%	Closed	On Schedule
416101	Business Incubation Fund	25	25	25	-	0.0%	Closed	On Schedule
Total Division #1000 Council		$229	$940	$939	$1	0.1%		
Division #2000 City Manager's Office								
414201	St Albert Seniors Association Building Rehabilitation and Expansion	4,005	4,041	4,100	(59)	-1.5%	Maintenance Period	On Schedule
414808	Civic Buildings Security	250	250	250	0	0.0%	Closed	On Schedule
415808	Civic Buildings Security	151	152	151	0	0.1%	Closed	On Schedule
416808	Civic Building Security	240	253	253	-	0.0%	Construction (>75%)	On Schedule
Total Division #2000 City Manager's Office		$4,646	$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	139	150	150	-	0.0%	Construction (>75%)	On Schedule
414509	Agenda Management Softw are	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	74	1	1.9%	Closed	On Schedule
40940C-11	Corporate GIS Foundation Items	14	32	32	-	0.0%	Construction (25-50%)	On Schedule
414507	Community Sustainability Plan	247	277	257	20	7.2%	Completion (100%)	On Schedule
414508	PW Former PW Yard Remediation Program	342	500	500	-	0.0%	Construction (>75%)	Behind Schedule
413503	HR Electronic Recruitment Softw are	26	50	50	-	0.0%	Construction (>75%)	Behind Schedule
415503	Intelex Phase 2	29	40	29	11	26.5%	Closed	On Schedule
414202	Financial System Softw are	203	200	203	(3)	-1.6%	Closed	On Schedule
415501	Office Systems Replacement Plan	510	693	510	183	26.4%	Closed	On Schedule
415502	Office Automation Program	51	50	51	(1)	-1.4%	Closed	On Schedule
415508	Financial System Softw are	30	300	300	-	0.0%	Construction (<25%)	On Schedule
415509	Council Chamber Technology	13	100	100	-	0.0%	Construction (<25%)	Behind Schedule
415510	Metropolitan Area Netw ork Design	250	250	250	-	0.0%	Closed	On Schedule
416501	Office Systems Replacement Plan	61	321	61	260	81.1%	Closed	On Schedule
416502	IT Office Automation	32	50	50	-	0.0%	Completion (100%)	On Schedule
416503	Recreation Client Management Softw are	-	200	200	-	0.0%	Contract Awarded	On Schedule
416504	Single Window Services	3	200	200	-	0.0%	Construction (<25%)	On Schedule
416508	Financial System Softw are	-	500	500	-	0.0%	In Design	On Schedule
416510	Municipal Area Netw ork Segments	250	250	250	-	0.0%	Closed	On Schedule
Total Division #2300 Corporate Strategic Services		$2,383	$4,825	$4,353	$471	9.8%		

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	51	96	96	-	0.0%	Construction (>75%)	Behind Schedule
415334 Akinsdale/Kinex Arena Renovation	11	355	355	-	0.0%	In Design	Behind Schedule
416305 City Sportfield Rehabilitation Program	-	310	310	-	0.0%	In Design	Behind Schedule
416306 City Parks Infrastructure Replacement Program	-	500	500	-	0.0%	In Design	On Schedule
416307 City Playground Lifecycle Program	134	255	192	63	24.7%	Maintenance Period	On Schedule
416311 Riel Park Amenities Building	1,827	3,308	3,308	-	0.0%	Construction (50-75%)	On Schedule
416312 Neighborhood Park Planning and Standards Model	-	400	400	-	0.0%	Contract Awarded	On Schedule
416313 Erin Ridge North Park Planning and Standards Model	-	230	230	-	0.0%	Not Yet Commenced	On Hold
416314 Red Willow Park West - Trail and Park Planning	-	275	275	-	0.0%	Not Yet Commenced	On Schedule
416315 Grosvenor Slide	6	10	6	4	40.0%	Closed	On Schedule
416325 Everitt Park Development	128	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	157	194	194	-	0.0%	Construction (>75%)	On Schedule
416302 Aquatics Lifecycle Replacement Plan	285	662	662	-	0.0%	Construction (50-75%)	On Schedule
416327 Fountain Park Pool Peninsula Removal Design	-	15	15	-	0.0%	Construction (50-75%)	On Schedule
415301 Servus Place Life Cycle Replacement Program	649	834	649	185	22.2%	Closed	On Schedule
416301 Servus Place Lifecycle Replacement Program	453	887	453	435	49.0%	Closed	On Schedule
416322 6th Arena Servus - Design	38	50	50	-	0.0%	Construction (50-75%)	On Schedule
416323 Servus Expansion	27	75	75	-	0.0%	Construction (>75%)	On Schedule
416324 Servus Place Exterior Improvements	40	180	180	-	0.0%	Construction (>75%)	On Schedule
41022A-11 Dog Park	94	100	94	6	6.2%	Closed	On Schedule
413306 City Parks Refurbishment Plan/Implementation	104	106	104	2	2.3%	Closed	On Schedule
414305 Sportfield Refurbishment Program	195	220	220	-	0.0%	Construction (>75%)	On Schedule
414310 Erin Ridge / Oakmont Trail Phase 2 Construction	1,005	1,050	1,050	-	0.0%	Maintenance Period	On Schedule
414312 Lacombe Park Master Plan	141	173	173	-	0.0%	Maintenance Period	On Schedule
414313 Campbell Dog-Friendly Park	162	160	160	-	0.0%	Completion (100%)	Behind Schedule
415305 City Sportfield Rehabilitation Program	81	285	285	-	0.0%	Maintenance Period	Behind Schedule
415306 City Parks Infrastructure Replacement Program	107	150	150	-	0.0%	Construction (>75%)	On Schedule
415307 City Playground Infrastructure Lifecycle Program	185	280	280	-	0.0%	Maintenance Period	On Schedule
415309 Northridge Park Development Phase 2	476	500	500	-	0.0%	Maintenance Period	On Schedule
415310 Riel Park Phase 5 - Design	190	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	796	990	990	-	0.0%	Maintenance Period	On Schedule
415313 Lion's Park	17	500	17	483	96.7%	Closed	On Schedule
413309 Chevigny House	99	100	99	1	0.9%	Closed	On Schedule
414316 SAP Way-finding & Signage Upgrade	18	25	18	7	28.4%	Closed	Behind Schedule
414317 Founders Walk Phase 2	580	761	761	-	0.0%	Maintenance Period	Behind Schedule
414318 Heritage Sites Phase 2	1,475	1,526	1,526	-	0.0%	Construction (>75%)	Behind Schedule
415315 Juneau House	601	605	605	-	0.0%	Maintenance Period	On Schedule
415316 SAP Cultural Wayfinding Enhancement & Replacement- Ph 1	8	220	220	-	0.0%	In Design	On Hold
415318 Heritage Site Phase 2b	400	1,526	1,526	-	0.0%	Construction (<25%)	On Hold
416103 Story Boards	1	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%	Contract Awarded	Behind Schedule
416316 Progress Hall Revitalization	38	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	20	25	25	-	0.0%	Construction (<25%)	On Schedule
416320 Visual Arts Studio Furniture Replacement	13	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	55	55	55	0	0.2%	Closed	Behind Schedule
416304 Arden Theatre Maintenance and Lifecycle Plan	8	20	9	11	56.0%	Construction (<25%)	On Schedule
414314 Fire Station #3- Exhaust System Replacement	217	229	217	12	5.2%	Closed	Behind Schedule
415303 Emergency Services Equipment Replacement Plan	117	161	161	-	0.0%	Construction (50-75%)	On Schedule
415324 Fire CAD Upgrade	16	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	425	536	556	(20)	-3.7%	Construction (25-50%)	Behind Schedule
415333 Aerial Fire Truck Replacement	1,468	1,468	1,468	0	0.0%	Closed	On Schedule
416303 Emergency Services Equipment Replacement Plan	239	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	35	36	35	1	2.8%	Closed	Behind Schedule
415308 Community Capital Program	192	252	252	-	0.0%	Contract Awarded	On Schedule
416308 Community Capital Program	48	258	258	-	0.0%	Contract Awarded	On Schedule
Total Division #3000 Community & Protective Services	$13,797	$23,801	$22,610	$1,191	5.0%		

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	100.0%	Closed	On Schedule
416102	Tache Plane Restoration & Relocation	85	335	335	-	0.0%	Construction (50-75%)	On Schedule
416106	Rotary Park Boat Launch	16	25	25	-	0.0%	Completion (100%)	Behind Schedule
416422	Costing Engineer Contractor	94	125	94	31	24.7%	Closed	On Schedule
416455	Lacombe Park	1,007	1,200	1,200	-	0.0%	Maintenance Period	On Schedule
416901	Community Branch Library - Design	101	100	101	(1)	-1.2%	Closed	On Schedule
414401	Arterial Asphalt Overlay Program	1,100	1,100	1,100	-	0.0%	Maintenance Period	On Schedule
414403	Collector/Local Asphalt Overlay Program	1,740	2,100	1,740	360	17.2%	Closed	On Schedule
414407	Sidew alk Program	888	900	888	12	1.3%	Closed	On Schedule
414410	Transportation Master Plan	672	630	672	(42)	-6.6%	Closed	On Schedule
414412	St. Albert Trail Median and Blvd Enhancement	837	924	924	-	0.0%	Maintenance Period	On Schedule
415401	Arterial Asphalt Overlay Program	1,800	1,800	1,800	-	0.0%	Maintenance Period	On Schedule
415402	Collector Reconstruct Program	1,195	1,200	1,200	-	0.0%	Maintenance Period	On Schedule
415403	Collector/Local Asphalt Overlay Program	3,050	3,050	3,050	-	0.0%	Maintenance Period	On Schedule
415404	Local Reconstruct Program	192	265	265	-	0.0%	Maintenance Period	On Schedule
415406	Red Willow Trail Overlay Program	198	200	200	-	0.0%	Maintenance Period	On Schedule
415407	Sidew alk Program	1,189	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	60	60	60	-	0.0%	Completion (100%)	On Schedule
415412	St. Albert Trail Median & Blvd Enhancement	873	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	66	251	251	-	0.0%	Completion (100%)	On Schedule
416401	Arterial Asphalt Overlay Program	2,230	2,230	2,230	-	0.0%	Completion (100%)	On Schedule
416402	Local and Collector Road Reconstruct Program	916	2,050	2,050	-	0.0%	Construction (50-75%)	Behind Schedule
416403	Local and Collector Asphalt Overlay Program	2,882	4,070	4,070	-	0.0%	Completion (100%)	On Schedule
416404	City Ow ned Parking Lot - Major Rehab	-	100	100	-	0.0%	In Design	On Schedule
416405	Permanent Line Marking Rehabilitation	153	172	172	-	0.0%	Construction (50-75%)	Behind Schedule
416406	Trail Overlay Program	601	660	660	-	0.0%	Construction (>75%)	On Schedule
416407	Sidew alk Program	480	906	906	-	0.0%	Construction (50-75%)	On Schedule
416409	Road Rehabilitation	207	250	250	-	0.0%	Construction (>75%)	On Schedule
416410	Crack Sealing Program	84	90	84	6	6.8%	Closed	Behind Schedule
416411	Right of Way (ROW) Study	61	62	62	-	0.0%	Construction (>75%)	On Schedule
416412	Bridge Rehabilitation	17	172	172	-	0.0%	In Design	On Schedule
416413	St. Albert Trail Revitalization	102	354	354	-	0.0%	Construction (50-75%)	On Schedule
416414	Arterial and Collector Intersection Enhancement Program	173	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	93	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	84	160	160	-	0.0%	In Design	On Hold
416420	Safe Journeys to School Safety Implementation Strategies	709	836	836	-	0.0%	Construction (>75%)	On Schedule
416421	St. Albert Trail and Boudreau / Giroux Road Corridor Safety Initiative	103	320	320	-	0.0%	Construction (50-75%)	Behind Schedule
416426	St. Albert Trail Barrier Wall Condition Assessment	-	15	-	15	100.0%	Closed	On Schedule
416456	Fow ler Way Functional Alignment - Design	-	75	75	-	0.0%	Not Yet Commenced	On Hold
415408	Transportation Systems Mgmt (Signals)	858	859	858	0	0.0%	Closed	On Schedule
416408	Transportation Systems Mgmt (Signals)	810	810	810	(1)	-0.1%	Closed	On Schedule
416417	Traffic Signal Rehabilitation	510	500	510	(10)	-2.0%	Closed	On Schedule
415414	St. Anne St. Realignment - St. Thomas to Tache St. - Construction	4,116	4,180	4,280	(100)	-2.4%	Maintenance Period	On Schedule
416424	Accessibility Initiatives	-	40	40	-	0.0%	Pre-Tender / RFP	Behind Schedule
416425	Millennium Park- Placemaking and Design Phase 1	212	360	360	-	0.0%	In Design	Behind Schedule
Total Division #4000 Planning & Engineering Services		$31,062	$37,746	$37,451	$295	0.8%		

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	1,327	1,327	1,327	0	0.0%	Closed	On Schedule
415813	Passenger Van Replacement	22	29	22	7	25.5%	Closed	On Schedule
416801	PW Mobile Equipment Replacement Plan	1,396	1,391	1,558	(167)	-12.0%	Construction (>75%)	On Schedule
416809	Pre-wet Tanks	25	24	25	(1)	-3.8%	Closed	On Schedule
416810	Wing Plows	88	84	88	(4)	-5.0%	Closed	On Schedule
416805	Access Control - Snow Storage	47	50	47	3	6.4%	Closed	On Schedule
416806	PW Shop & Yard Equipment Replacement	33	35	33	2	6.6%	Closed	On Schedule
41119A	Bridge Rehabilitation	603	656	656	-	0.0%	Maintenance Period	On Hold
41184	Ray Gibbon Drive Stage 3A - Construction	12,946	12,908	12,946	(38)	-0.3%	Closed	On Schedule
416105	Hearing Loop	3	6	6	-	0.0%	Maintenance Period	On Schedule
416807	Subdivision Entrance Signage	-	30	30	-	0.0%	Not Yet Commenced	On Hold
416812	Park Amenities - Benches & Garbage Cans	46	81	81	-	0.0%	Construction (>75%)	Behind Schedule
416811	Tree Planting	264	250	264	(14)	-5.4%	Closed	On Schedule
412420	Campbell Road Park & Ride	79	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	Growth Buses	12	3,200	3,200	-	0.0%	Construction (>75%)	Behind Schedule
415809	Transit Waiting Shelters	41	61	41	20	32.3%	Closed	On Schedule
416802	Transit Bus Lifecycle Replacement	111	405	405	-	0.0%	Construction (>75%)	On Schedule
416803	Transit Garage Expansion	607	657	657	-	0.0%	Construction (>75%)	On Schedule
415805	PW Energy Efficiency Replacement Program	61	60	61	(2)	-2.9%	Closed	On schedule
416804	PW Cemetery Improvements	27	150	150	-	0.0%	Construction (<25%)	Behind Schedule
415810	SAP Building Envelope Replacement Plan	287	354	354	-	0.0%	Construction (>75%)	On Schedule
Total Division #4500 Infrastructure Services		$18,023	$54,408	$54,600	$192	-0.4%		
Division #6500 Common & Fiscal								
412108	Civic Space Capacity Initiative	241	490	490	-	0.0%	Construction (25-50%)	Behind Schedule
Total Division #6500 Common & Fiscal		$241	$490	$490	$-	0.0%		
Total Entity #01 St. Albert		**$70,381**	**$126,904**	**$125,196**	**$1,708**	**1.3%**		

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING DECEMBER 31, 2016

In Thousands of Dollars

Division Description	Actual YTD	Budget	Budgeted Variance	
			$	%
Revenue				
Utility Finance	$174	$150	$24	16.3%
Water	14,037	14,453	(416)	(2.9%)
Wastewater	11,463	12,059	(596)	(4.9%)
Storm	6,486	6,419	67	1.0%
Solid Waste Management	6,479	6,427	52	0.8%
Total Revenue	$38,639	$39,508	$(869)	2.2%
Expenses				
Utility Finance	$(174)	$(150)	$(24)	(16.3%)
Water	(9,096)	(9,176)	80	0.9%
Wastewater	(9,433)	(9,735)	302	3.1%
Storm	(1,351)	(1,519)	168	11.1%
Solid Waste Management	(6,076)	(6,089)	13	0.2%
Total Expenses	$(26,130)	$(26,669)	$539	(2.0%)
Transfer to Reserve				
Water	$4,941	$5,277	$(336)	(6.2%)
Wastewater	2,030	2,324	(294)	(12.7%)
Storm	5,135	4,900	235	4.8%
Solid Waste Management	403	338	65	21.4%
Total Transfer to Reserve	$12,509	$12,839	$330	(2.5%)

*Variance represents the difference between budget and forecasted amounts.

Utilities Operating Variance Analysis (in Thousands of Dollars)

Utility Finance - $0 net budget

Revenue - $24 in excess of budget

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

Expense - $24 in excess of budget

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

Water - $336 lower than budget

Revenue - $416 lower than budget

- Lower than budget
  - $481 in the Sale of Water, Flat Rate Charges, Supplemental Capital Contribution Fee due to less water consumption as a result of wetter season, improved water conservation methods and lower than anticipated number of accounts.
  - $167 related to projects funded from reserve which will carry forward into next year with no tax impact (Utility Relief Grant and Meter Purchase Parts).
  - $12 in Misc. Revenues related to Morinville Agreement due to less operational costs for facility.
- In excess of budget
  - $191 in water connection fees related to the increase in new developments for multi-family and commercial properties not yet built.
  - $60 in recovered costs related to increased service level of water quality for new development flushing.

Expense - $80 lower than budget

- Lower than budget
  - $167 related to projects funded from reserve which will carry forward into next year with no tax impact (Utility Relief Grant and Meter Purchase Parts).
  - $26 related to a reduction in finance customer billing expense.
  - $9 in Water Purchase due to budgeted rate slightly lower than actual.
- In excess of budget
  - $97 in CUPE wages due to reallocation of services offset in other Utility Divisions.
  - $27 in Construction Maintenance and Material due to unexpected water repairs and hydrant maintenance.

Wastewater - $294 lower than budget

Revenue - $596 lower than budget

- Lower than budget
  - $598 in the Wastewater Service Charges, Flat Rate Charges, Supplemental Capital Contribution Fee due to less water consumption as a result of wetter season and lower than anticipated number of accounts.

Expense - $302 lower than budget

- Lower than budget
  - $170 in contracted services and maintenance materials, offset by CUPE wages due to the increase of work completed in-house and less emergency repairs required compared to previous years.
  - $104 in equipment charges due to reallocation of services offset in other Utility Divisions, and the decrease in required equipment usage and fuel costs.
  - $30 related to a reduction in finance customer billing expense.
- In excess of budget
  - $10 in chemicals related to the US dollar exchange from US vendor for Tree Root program.

Storm - $235 in excess of budget

Revenue - $67 in excess of budget

- Lower than budget
  - $48 related to projects funded from reserve which will carry forward into next year with no tax impact (Storm Rate Model).
  - $5 in recovered costs due to the Rain Barrel program organized by the City and administered by third party.
- In excess of budget
  - $120 in Supplemental Capital Contribution Fee and Flat Rate Charges due to due to a slightly under estimated rate and number of accounts.

Expense - $168 lower than budget

- Lower than budget
  - $126 in salaries and CUPE due to vacancies and other reallocation of services offset in other Utility Divisions.
  - $48 related to projects funded from reserve which will carry forward into next year with no tax impact Storm Rate Model).
  - $17 related to professional engineering services for the Water Quality Monitoring project due to the implementation of a pilot program for testing of quality of data.
  - $8 related to a reduction in finance customer billing expense.
- In excess of budget
  - $42 in equipment charges due to reallocation of services offset in other Utility Divisions.

Solid Waste Management - $65 in excess of budget

Revenue - $52 in excess of budget

- In excess of budget
  - $52 in Solid Waste Fees. Supplemental Capital Contribution Fee, Recoveries, Flat Rate Charges due to recoveries for extra waste cart fees, due to a slightly under estimated rate and number of accounts.

Expense - $13 lower than budget

- Lower than budget
  - $60 related to the Landfill Leachate Monitoring Program as a result of further regulation reviews no longer required.
  - $44 in salaries and CUPE wages due to staff vacancies and other reallocation of services offset in other Utility Divisions.
  - $20 in Advertising and Promotion and Office and Operating Supplies due to staff vacancies and lack of resources unable to initiate new advertising program.
  - $17 related to a reduction in finance customer billing expense.
- In excess of budget
  - $84 for Landfill & Dryfill due to wet season which required additional organics tonnage.
  - $31 for contracted services due to contract agreement higher than anticipated.
  - $15 in construction and maintenance materials related to the purchase of new carts.

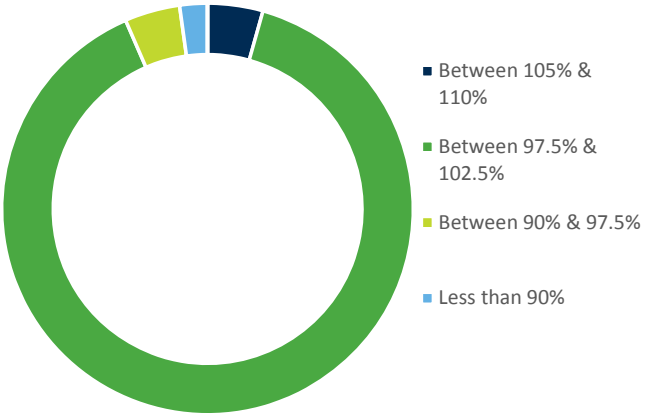
Utility Capital Summary

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 46 projects, there are 3 projects anticipated to be less than 97.5% spent, 41 projects between 97.5-102.5% and 2 projects with a spend greater than 102.5%.

Between 105% & 110%	2	4%
Between 97.5% & 102.5%	41	89%
Between 90% & 97.5%	2	4%
Less than 90%	1	2%
Grand Total	**46**	**100%**



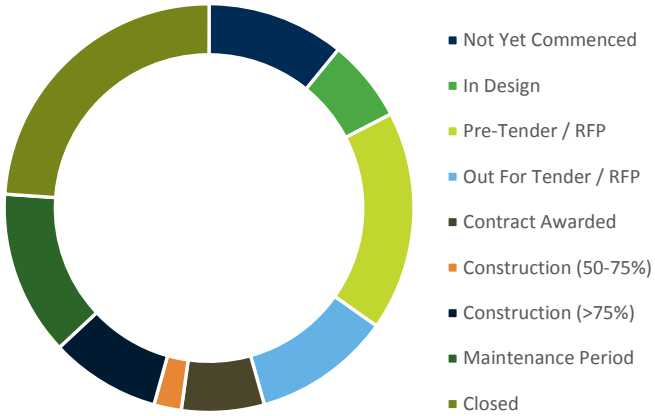
2. Project Status

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.

As of December 31, there are 5 projects that have not yet commenced and 5 projects that are in varying stages of construction.

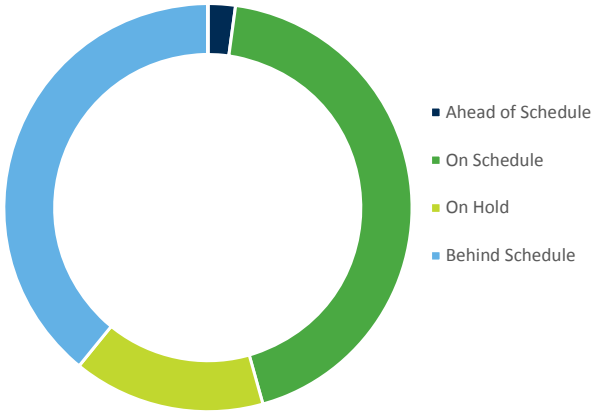
Not Yet Commenced	5	11%
In Design	3	7%
Pre-Tender / RFP	8	17%
Out For Tender / RFP	5	11%
Contract Awarded	3	7%
Construction (50-75%)	1	2%
Construction (>75%)	4	9%
Maintenance Period	6	9%
Closed	11	24%
Grand Total	**46**	**100%**



Schedule Status – Identifies the timeframe or schedule of project.

The schedule status indicates that the quarter had 7 projects on hold, 20 on schedule, and 18 behind schedule.

Ahead of Schedule	1	2%
On Schedule	20	43%
On Hold	7	15%
Behind Schedule	18	39%
Grand Total	**46**	**100%**



CITY OF ST. ALBERT

UTILITY CAPITAL EXPENDITURE SUMMARY
FOR THE PERIOD ENDING DECEMBER 31, 2016

In Thousands of Dollars

Year	To Date	Budget	Forecast	Variance		# Projects
	A	B	C	$	%	
2016	882	60,841	60,843	(2)	0.0%	15
2015	3,707	11,358	8,981	2,377	20.9%	14
2014 & Prior	26,779	30,650	28,237	2,413	7.9%	17
TOTAL	**31,368**	**102,849**	**98,061**	**$4,788**	**4.7%**	46

*Variance represents the difference between budget and forecasted amounts.

Utility Capital Project Financial Highlights

- There are a total of 46 Utility projects that have ongoing and scheduled for 2016 with a forecasted year end surplus of $4.8M

- For Quarter 4, the design for projects 415442 & 416442 Rivercrest Lift Station of $4.3 million is currently underway in conjunction with the Phase 3 North Interceptor (Project 9) project.

- A total of 35 projects have yet to be completed and are being recommended to be carried forward for the following year with a $1.5 million budget decrease

- A total of 11 projects have been completed and are recommended to be closed at year end with a forecasted net surplus of $3.3 million. The majority of the surplus is from 415452 Stormwater Management Level of Service Requirements for $2.3 million, 414431 Oakmont Pumphouse Upgrades for $495 thousand as this project is on hold and will come back in a future year, and 413424 Stormwater Management Level of Service Requirements for $242 thousand.

CITY OF ST. ALBERT

UTILITY CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING DECEMBER 31, 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%	Pre-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	525	525	525	-	0.0%	Closed	On Schedule
413414 Water Network Level of Service	150	551	551	-	0.0%	Construction (>75%)	On Schedule
413417 East Water Supply Main (Phase 2)	4,977	5,500	5,077	423	7.7%	Maintenance Period	On Schedule
413419 Oakmont Pumphouse Upgrades	50	75	75	-	0.0%	Pre-Tender / RFP	Behind Schedule
414430 Water Network Level of Service	-	578	578	-	0.0%	Pre-Tender / RFP	Behind Schedule
414431 Oakmont Pumphouse Upgrades	5	500	5	495	99.0%	Closed	On Hold
415430 Water Network Level of Service	9	800	800	-	0.0%	Pre-Tender / RFP	Behind Schedule
415431 Lacombe Reservoir Fill Line	84	200	84	116	58.2%	Closed	On Schedule
415831 SCADA Upgrades for Water Stations	38	50	50	-	0.0%	Pre-Tender / RFP	Ahead of Schedule
415835 Water System Infrastructure Rehab	417	410	417	(7)	-1.6%	Closed	On Schedule
416430 Water Network Level of Service	8	800	800	-	0.0%	Not Yet Commenced	Behind Schedule
416431 Mobile Support Trailer	32	30	32	(2)	-6.3%	Closed	On Schedule
416432 Lacombe Reservoir Fill Line Re-alignment	67	1,800	1,800	-	0.0%	Contract Awarded	Behind Schedule
416835 Water System Infrastructure Rehab	233	440	440	-	0.0%	In Design	On Schedule
Total Division #7000 Water	$6,664	$13,359	$12,333	$1,026	7.7%		
Division #8000 Wastewater							
414442 Wastewater Lift Station Rehabilitation	3,530	3,570	3,570	-	0.0%	Maintenance Period	On Schedule
414845 Wastewater Rehabilitation Program	184	221	184	37	16.7%	Closed	On Hold
415442 Rivercrest Lift Station Rehabilitation	-	300	300	-	0.0%	Not Yet Commenced	On Hold
415841 Wastewater SCADA Upgrades	38	50	50	-	0.0%	Construction (>75%)	Behind Schedule
415842 Wastewater Combination Flusher/Hydrovac Equipment	342	320	343	(23)	-7.0%	Closed	On Hold
415845 Wastewater Rehabilitation Program	60	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	54	360	360	-	0.0%	Pre-Tender / RFP	Behind Schedule
415441 Wastewater Main Replacement	252	582	582	-	0.0%	Out For Tender / RFP	Behind Schedule
415454 North Interceptor Trunkline Phase 3– Design	1,199	2,157	2,157	-	0.0%	Contract Awarded	On Schedule
416440 Wastewater Collection System Level of Service	164	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%	Contract Awarded	On Schedule
416845 Wastewater Rehabilitation Program	-	237	237	-	0.0%	Not Yet Commenced	On Hold
416846 Wastewater Household Service Replacement	167	200	200	-	0.0%	Construction (50-75%)	On Schedule
Total Division #8000 Wastewater	$6,036	$55,477	$55,463	$15	0.0%		
Division #8600 Storm							
413423 Stormwater Infrastructure Rehabilitation	1,017	1,050	1,050	-	0.0%	Construction (>75%)	Behind Schedule
413424 Stormwater Management Level of Service Requirements	1,438	1,680	1,438	242	14.4%	Closed	On Schedule
413426 South Campbell Storm Water Management Facility	950	950	950	-	0.0%	Closed	On Schedule
414450 Lacombe Park Bank Repairs	706	800	800	-	0.0%	Maintenance Period	On Schedule
414451 South Campbell Stormwater Management Facility	3,400	4,050	3,500	550	13.6%	Maintenance Period	On Schedule
414452 Sedimentation and Erosion Control Plan	1,851	2,000	1,852	149	7.4%	Closed	On Schedule
414453 Oakmont Swale Reconstruction	2,495	2,500	2,500	-	0.0%	Maintenance Period	Behind Schedule
415451 Stormwater Infrastructure Rehabilitation	204	1,600	1,600	-	0.0%	Out For Tender / RFP	Behind Schedule
415452 Stormwater Management Level of Service Requirements	1,010	3,300	1,010	2,290	69.4%	Closed	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	73	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	12	900	900	-	0.0%	In Design	Behind Schedule
416457 Beaudry Place Storm Drainage Infrastructure Upgrade	30	750	750	-	0.0%	Out For Tender / RFP	On Hold
Total Division #8600 Storm	$13,237	$28,013	$24,783	$3,230	11.5%		
Division #9000 Solid Waste Management							
412715 Riel Park Redevelopment Phase 3 & 4	5,431	6,000	5,482	518	8.6%	Maintenance Period	On Schedule
Total Division #9000 Solid Waste Management	$5,431	$6,000	$5,482	$518	8.6%		
Total Entity #02 Utilities	**$31,368**	**$102,849**	**$98,061**	**$4,788**	**4.7%**		

CITY OF ST. ALBERT

STATEMENT OF RESERVES

FOR THE PERIOD ENDING DECEMBER 31, 2016

In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Operating					
O1	**Stabilization**	**$2,742**	**$4,929**	**$(4,185)**	**$743**
O3	**Operating Programs**				
	Operating Carry Forward	3,335	2,501	(2,501)	-
	Preventative Social Services Fund	109	113	(6)	107
	Games Legacy	23	22	(18)	4
	Community Significant Event Stimulus Fund	41	1	40	41
	Young Artists Legacy Grant Program Fund	20	20		20
		3,528	**2,657**	**(2,485)**	**172**
O4	**Risk Management**	**1,310**	**1,286**	**24**	**1,310**
O5	**Automated Traffic Enforcement Technology - SOG**	**296**	**226**	**46**	**271**
O6	**LRT/BRT Reserve**	**89**	**89**		**89**
O7	**Children's Festival Fund**	**144**	**140**	**4**	**144**
O8	**RCMP Contract Expense Reserve**	**919**	**881**	**38**	**919**
O9	**Safety Enhancement Program**	**864**	**731**	**65**	**796**
O10	**Election and Census Reserve**				
	Election	326	279	47	326
	Census	6	68	(61)	6
		332	**347**	**(14)**	**332**
Total Operating		**10,224**	**11,286**	**(6,507)**	**4,776**
Capital					
C1	**Internal Financing**	**1,811**	**1,412**	**399**	**1,811**
C2	**Major Recreational Lands & Facilities**				
	Major Recreational Facilities - City Wide Fund	2,235	2,517	(2,483)	35
	Major Recreational Facilities - Neighbourhood Fund	501	743	(731)	12
	Parkland	590	220	370	590
	Dog License Fund	374	300	(37)	264
		3,700	**3,780**	**(2,881)**	**901**
C3	**Offsite Levy Recoveries**				
	General Transportation Fund	90	1,530	(1,439)	90
	Offsite Levy Reimbursed Funds	24,579	25,039	(11,889)	13,150
		24,669	**26,569**	**(13,328)**	**13,240**

STATEMENT OF RESERVES (cont'd)
FOR THE PERIOD ENDING DECEMBER 31, 2016
In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
C4	**Lifecycle**				
	Mobile Vehicle and Equipment	2,386	2,559	(329)	2,230
	Emergency Services Equipment	111	311	(251)	60
	Office Systems	752	888	(581)	307
	Arden Theatre	279	206	61	267
	Servus Credit Union	1,062	1,042	(598)	444
	Aquatics Facility	474	542	(476)	65
	Public Art	524	379	(240)	139
	Fire Buildings	268	183	19	203
	City Playgrounds	575	539	(114)	424
	Public Transit	3,263	2,319	944	3,263
	Infrastructure	3,550	3,225	325	3,550
		13,244	**12,193**	**(1,240)**	**10,952**
C5	**Municipal Land and Facilities**	**538**	**557**	**(19)**	**538**
C6	**Capital Fund**	**20,360**	**20,566**	**(16,445)**	**4,120**
C7	**Growth Stabilization**	**1,811**	**1,811**		**1,811**
Total Capital		**66,133**	**66,888**	**(33,514)**	**33,373**
Utilities					
UC1	**Utilities Fund**				
	Water	16,680	12,550	(2,277)	10,272
	Wastewater	9,343	7,853	(3,572)	4,281
	Storm Water	22,949	20,820	(8,839)	11,981
	Solid Waste	(3,253)	(3,856)	39	(3,817)
Total Utilities		**45,719**	**37,367**	**(14,649)**	**22,717**
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	193	166	27	193
	NABI Building Fund	100	75	25	100
	Library Computer Replacement	204	224	(20)	204
		540	**468**	**72**	**540**
Total Outside Agency		**714**	**633**	**81**	**714**
Total Reserves		**$122,790**	**$116,174**	**$(54,589)**	**$61,580**

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 December 31, 2016 the City has $173.4 million in cash and investments and earned $3.2 million in investment income, which is $618 thousand in excess of budget.

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.

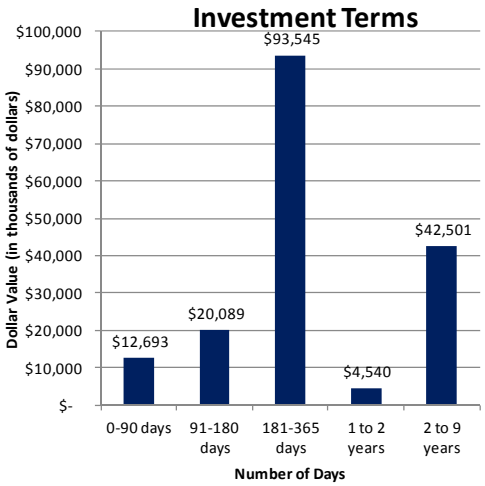
Maintenance of Liquidity

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.

Financial Institution	Portfolio (In Thousands)	Percentage
CIBC	42,170	24.32%
Servus Credit Union	30,360	17.51%
Raymond James	25,180	14.52%
BMO	20,054	11.57%
Toronto Dominion	15,448	8.91%
ATB Financial	15,026	8.67%
CWB	10,041	5.79%
National Bank	10,035	5.79%
RBC Dominion Securities	5,055	2.92%
	$173,368	100%

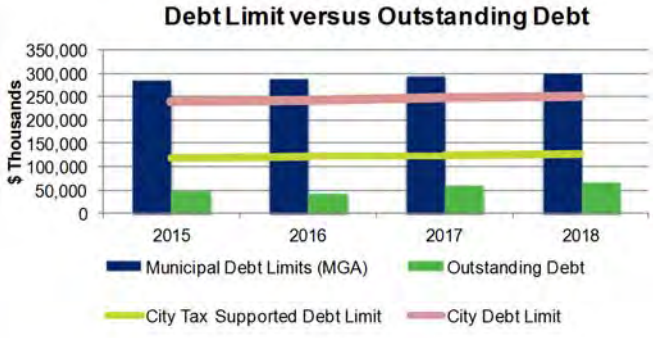


	St. Albert	Bank of Canada
Cash and Short Term Investments	**Average Portfolio Rate**	**T-Bill Rate**
0 - 90 Days	0.58%	0.51%
91 - 180 Days	1.36%	0.52%
181 - 365 Days	1.75%	0.53%
Long Term Investments	**Average Portfolio Rate**	**2 Yr Bond Rate**
1 - 2 Years	2.43%	.78%
		3 & 7 Yr Bond Rate
3 - 9 Years	2.78%	.87% - 1.43%

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 December 31, 2016, the City had $41.6 million debt outstanding, requiring annual servicing of $6.0 million. The debt relates to two significant projects: Servus Place of $21.0 million and Ray Gibbon Drive of $20.6 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:

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