

2015

QUARTERLY REPORT EXECUTIVE SUMMARY

FIRST QUARTER

stalbert.ca

City of St. Albert Cultivate Life

2015 Quarterly Report – First Quarter
Executive Summary

The City of St. Albert 2015 Corporate Quarterly Report– Quarter One 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 March 31, 2015 related to City of St. Albert Strategic Plan approved by Council in February 2015 and is in Council Policy C-CG-02 City of St. Albert Strategic Plan

The Financial Summary is also part of the Quarter One 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 One Progress Update

In February 2015, Council approved the City of St. Albert Strategic Plan. The Plan outlines Council's direction and expectations of Administration organized in six outcomes each with a number of goals and strategies that will guide achievement of Council's direction. The strategic outcomes are:

- Cultivate Economic Prosperity
- Cultivate a Historic, Creative and Active Community
- Cultivate a Green Community
- Cultivate Excellence in Government
- Cultivate Sustainable Infrastructure and Services
- Cultivate a Safe, Healthy and Inclusive Community

Administration has consequently amended what is reported in the Quarterly Report to ensure proper alignment with the Strategic Plan. The report now provides an update on projects approved in the budget and Corporate business plan for the planning period, or major projects/initiatives otherwise initiated through Council motion for action, that addresses a specific goal and strategy under each of the outcomes, with projects related to City's ongoing service program delivery (annual/ongoing work) being highlighted only during the City Manager's presentation to Council. This streamlined and more focused approach will provide better communication to Council in regards to priority projects related to Strategic Plan while still providing highlight of services that may be of interest to Council and Residents.

The following section provides an overview of progress made in Quarter One 2015, towards Council's Goals and Priorities. For a more detailed progress update, please review the 2014 Quarterly Report – Council Goals and Priorities and Major Projects Status Update.

Outcome: Cultivate Economic Prosperity

A diversified, robust and resilient economic foundation to support growth and community service delivery.

Quarter One activities include:

- Three concepts for development of employment lands was presented to Council in January 2015. The three designs will be presented to various audience for input and to begin to refine the concepts. The feedback received will be presented to Council in September 2015 along with the proposed next steps.
- The Incubation Oversight committee had been tasked with creating an incubation strategy for the City and for this purpose a committee that includes residents of St. Albert, representatives from various organizations and City employees was formed. A report will be presented to Council later in 2015.

- Approval was received from the Province to repurpose the grant for promoting Capital Region Export Alliance. The grant will now be used to support foreign direct investment initiatives.

Outcome: Cultivate a Historic, Creative and Active Community

A vibrant and involved community with a variety of culture, recreation and heritage opportunities.

Quarter One activities include:

- The New Facility Prioritization Assessment Model designed to plan for all future capital needs of City wide service was introduced to Council in Q1 2015. A follow up session was scheduled in order to finalize decision points and give staff direction to implement a public engagement plan. The results and Administrative recommendations are planned to be provided back to Council in October 2015.
- A consultant has been appointed for the Juneau House restoration and structural repair project and is presently completing site and building condition assessments, reviewing other pertinent information and compiling this information to develop a conservation and restoration strategy. Proposed work is tentatively planned for start in May with completion in November 2015.
- Lacombe Park West Master Plan will provide public input into the concept plans and preliminary costing for phase 1 parks occurring in 2015 and phase 2 parking occurring in 2018-2020. The plan will be finalized by the end of Q2 2015.
- Initial meetings for the Riel Amenities Building have occurred with external stakeholders such as St. Albert Minor Football, Metro Football and Riel park

stakeholders. The request for Proposal will be awarded in Q2. An anticipated public open house is to occur in Q2/Q3 2015.

Outcome: Cultivate a Green Community

A healthy natural environment for future generations that preserves and promotes enjoyment, conservation and responsible development.

Quarter One activities include:

- Administration worked with the Environmental Advisory Committee to develop principles for the inclusion of low flow fixtures and outdoor water into a new draft of the Water Conservation Bylaw. A proposed public engagement plan was brought to Council in Q1, with planned activities targeted in Q2. Results of the consultation and the proposed bylaw will be presented to Council in Q2.
- Administration secured an agreement with Alberta Environment and Sustainable Resource Development for the placement of the air monitoring station at the approved Salisbury location. The development permit application was submitted and notification was sent to residents within a 100 meters radius of the station in February 2015. The development permit did not receive any concerns or appeals and installation of the air quality monitoring station is anticipated to be completed by Q4 2015.
- Work on review of the Parks and Open Space Guidelines has begun with review and update of elements within the document are underway.

Outcome: Cultivate Excellence in Government

A responsive, accountable government that delivers value to the community.

Quarter One activities include:

- A workplan document, supplemental to the Advocacy Strategy Plan was approved on January 12, 2015. Work has begun on each of the 22 advocacy initiatives through outreach with government officials and community members.
- Administration continued the 2014/15 Continuous Improvement Program and made progress on the following three projects:
    - Development Application Process Review – The final report was presented to Council on March 2, 2015 as information. Planning and Engineering will bring back to Council an Action Plan to address all recommendation made in the report by Q4 2015.
    - Public Communication, Consultation and Engagement – Administration has been exploring improved means to engage youth, trying to better understand how to improve engagement and what youth are wanting to be engaged on. Research has been undertaken around finding a web based program to assist in facilitating more resident "polling" activities as well as some concepts for providing opportunities for topical conversations.

Administration has determined that an update, dialog and further direction is required on this matter. A status report to Council and discussion will be held with Council in Q2 to obtain input and direction. A proposed policy and program will be presented to Council in Q4.

- Service Levels Benchmarking – Project update, along with a sample inventory of external services and updated timelines was presented to Council on March 16, 2015. The project team continued to work with departments to finalize inventory of external services and proceed with the benchmarking aspect of the project for the following services: Police, Transit, Residential Waste Management, Roadway Maintenance, Turf Maintenance and Urban Forestry Management. The benchmarking surveys are due in Q2. It is expected that the final report will be presented to Council in Q3 2015.

- The Community Sustainability Committee including two members of Council and five members of the public, who have completed the final vision and pillars of sustainability which was based on over 15,000 comments from 6,000 residents. The Committee has provided direction to hire local writers to develop a more polished version of the vision and to instill it with inspirational and emotive wording. The final report will be presented to Council for approval on June 22, 2015.

Outcome: Cultivate Sustainable Infrastructure and Services

A growing community that has balanced development and management of civic facilities, transportation networks and related services.

Quarter One activities include:

- Council cancelled the Capital Partnership Program as of June 30, 2015, leaving two intake opportunities for organizations to apply to the program; March 31 and June 30, 2015.The March intake has closed and three organizations did submit preliminary business cases for consideration. The Capital Partnership Program Advisory Committee has been assembled and the orientation meeting has occurred to begin to prepare them for the task of reviewing and making recommendations to Council regarding the projects that were submitted.
- Open house on future of Villeneuve Road was held in February 2015 with record turnout. Administration is reviewing feedback. The second open house is planned for June/July with final recommendation expected to be shared with Council in September 2015. Data analysis and collection for the remainder of the Transportation Master Plan is ongoing. The final report is anticipated in December 2015.
- In 2014, 85 poplar trees removed throughout the City. The 2014 cutting program has been completed and 2015 planting program is scheduled to start in Q2 2015. This will bring an end to the original 2001 listing of poplar trees. Additional trees are being monitored as they mature. Removals and replacements will occur as required, consistent with all tree inventory.

- The City's Smart City Master Plan Steering Committee continued to progress in its work. In Q1, the Committee met with multiple internal and external stakeholders, finalized the schedule for the next round of public engagement, completed input sessions with staff, spoke at multiple events, and commenced detailed recommendation reviews. Next, the Committee will focus primarily on scheduled consultations and strategy development, with Master Plan reviews commencing in Q4 2015 and wrapping up with Council consideration in February 2016. The Alberta Smart City Alliance also remains active - its website was finalized (www.smartcityalliance.ca), a 'smart city game' was launched, and planning has commenced to host sessions at the 2015 AUMA Convention as well as host a major 2016 Alberta Smart Cities Symposium. Marketing for the Symposium will also connect to new member attraction efforts.
- A business case and capital charter to provide transit services to growth areas for 2015 was approved by Council with implementation planned for September 2015. Preliminary work was carried out in Q1 2015.

Outcome: Cultivate A Safe, Healthy and Inclusive Community

A community that provides opportunities for everyone to realize their potential in a thinking, caring and connected way.

Quarter One activities include:

- The 50+ Club Rehabilitation and Expansion is at approximately 50% design development with tender planned for May, a construction start date of July 2 and completion estimated to take 16 months. The planning is underway to find suitable accommodation to relocate the programs, services and staff during construction. Apartr of the project is a re-naming the facility.
- On January 12, 2015, the Social Development Policy was approved, and a three-year Youth Action Plan and Neighbourhood Connectivity Plan were presented to Council. On March 23, 2015, the 2014 Social Master Plan Annual Report was presented to Council. The 2015 Social Master Plan implementation and communication plan were updated and initiatives are underway. Draft Youth Policy will be presented to Council in Q2 2015.
- The Housing Diversity Technical Study and Action Plan were received by Council in March 2015.

Performance Indicators

The online StATRACKER Performance Dashboard (stalbert.ca/city-hall/statracker/) continues to provide residents with a collection of performance indicators as part of the City's overall 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 has been expanded in Quarter One to include 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 outcomes described within the City of St. Albert Strategic Plan. These indicators can be accessed under the "Strategic Plan" 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 One:

- Building Construction Value Per Quarter
- City Permanent Employee Retention Rate
- Criminal Code Incidents Per 1000 Capita Per Quarter
- Drop-in Program Participation per Quarter
- Landfill Diversion Rate
- New Business Licences per Quarter
- Registered Program Participation per Quarter
- Renovation Construction Value Per Quarter
- Rental and Programmed Hours at City Spaces
- Total Emergency Response Time
- Total Number of 911 Calls Received per Quarter
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita per Quarter

The following Strategic Plan indicators have been added to the online dashboard in Quarter One:

- St. Albert Annual Net Assessment Growth
- Annual Average Business Licenses in St. Albert (Excluding Home-Based)
- Visitors to Historic and Heritage Sites, and Museums in St. Albert Per Year
- Number of Program Participants in Recreation, Parks, and Fitness Programs in St. Albert
- Number of Community Organizations in St. Albert
- St. Albert Annual Landfill Diversion Rate
- St. Albert Annual Waste Tonnage
- City of St. Albert Employee Engagement Index
- St. Albert Transit Annual Passenger Ridership
- St. Albert Transit Annual Commuter Passenger Utilization Rate
- St. Albert Population Age Demographics (Municipal Census)
- St. Albert Annual Crime Severity Index

- Average Annual St. Albert Population Growth

For a more detailed progress update for Quarter One projects and progress, access the 2014 Quarterly Report, City of St. Albert Strategic Plan Projects Status Update Report.



2015

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

FIRST QUARTER

City of St. Albert Strategic Plan Projects Status Update Report
Quarter One 2015

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Employment Lands Plan Framework	Develop a high level conceptual framework plan for development of employment lands.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Three designs were developed and were presented to Council in January 2015. The three designs will be presented to the various audiences, as a benchmark, to begin to refine the concepts. All of the feedback will be presented back to Council in September 2015 with the proposed next steps.
Demand Studies	The demand studies for the hotel, entertainment and commercial property industry sectors to attract new businesses and support business growth in St. Albert.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.2. Attract new business in targeted commercial sectors and support appropriate growth throughout the community and the Highway 2 corridor.												All components of the Investment Toolkit have been completed. Implementation of all demand studies will remain ongoing throughout the lifecycle of the studies themselves. As the development landscape in St. Albert changes, it may be required to update the analysis, as required, on a study by study basis.
Business Incubation Strategy	Work with NABI to further develop the business incubation strategy.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												The Incubation Oversight committee met three times between November 2014 and February 2015. The oversight committee had been tasked with creating an incubation strategy for the City and for this purpose a committee was formed that included residents and representatives from various organizations. Administration is currently working on a report that will be presented to Council later in 2015.
Foreign Direct Investment	Foreign Direct Investment Initiative (former "Promote the Capital Region Export Alliance to expand Economic Development").	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												Approval has been received from the province to repurpose this grant. Originally the grant was intended to support the development of a Capital Region Export Development Alliance. The grant will now be used to support foreign direct investment initiatives.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Shop Local Concept	Help develop, support and promote the concept of Shop Local.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												No work took place on this project in Quarter One. Resources were assigned to other projects with higher priority.
Concerto Economic Development Initiative	Join the initiative to increase the economic contribution and prosperity of Francophone's within St. Albert and the region.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Administration prepared materials for Council representative Councillor Prefontaine's first Concerto meeting. Participation in this initiative will continue.
Servicing Requirements for Growth	Explore front-end funding options for the servicing of lands for commercial and industrial development.	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).												Draft intermuncipal servicing was presented to Intermunicipal Advisory Committee (IAC) meeting in February. Report will be finalized by June 2015 and IAC members will refer the report back to the respective Councils for approval. The Off-site Levy Framework Policy and City Front End Prioritization Policy were approved by Council in January 2015. The Inter-municipal Utility Infrastructure Excess Capacity Policy was referred to the IAC meeting in February for discussion and feedback by April 1, 2015. Administration is also working with various developers to identify possible funding options for off-site levy infrastructure.
Industrial Engineering Standards	Review and report on potential Industrial Engineering Standards that could be adopted in support of development of the employment lands.	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).												The project was deferred pending the results of the marketability and conceptual studies that are currently in progress.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Master Development Agreement Template Update	Revisions to agreement will align with changes made to Offsite Levy Bylaw 30/2013.	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).												Revised Development Agreement (DA) was brought to Council and public for comment in February 2015. Additional stakeholder engagement and feedback was received until March 27, 2015. Comments will be incorporated where possible into revised DA brought back to Council for final approval in May 2015.
Offsite Levy Policies	Policies will provide a consistent and transparent framework to encourage and support growth while ensuring infrastructure costs are allocated appropriately.	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).												Two Draft policies (C-P&E-08 and C-P&E-09) were approved by Council on February 2, 2015 and the third draft policy (C-P&E-10) was referred to the IAC for discussion in February. Feedback from Sturgeon County was requested by April 1, 2015. No feedback has been received to date.
St. Anne Street Realignment	Realign St. Anne Street to provide greater versatility (pedestrian, cyclists, transit and vehicles) and allow for a better relationship with the riverfront.	A. Cultivate Economic Prosperity	3. Foster business retention and expansion of local businesses	3.1. Retain and nurture expansion of existing local businesses and new local business startups.												Tender for Phase 1 is anticipated in April 2015. Ninety percent of design is completed and will be ready to tender for construction in early Q2 2015.
Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	A. Cultivate Economic Prosperity	3. Foster business retention and expansion of local businesses	3.1. Retain and nurture expansion of existing local businesses and new local business start-ups.												This was postponed to be presented to Council in Q2 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Downtown Pilot Projects (DARP)	Establish pilot projects to trial ideas for downtown improvements prior to permanently implementing them.	A. Cultivate Economic Prosperity	3. Foster business retention and expansion of local businesses	3.1. Retain and nurture expansion of existing local businesses and new local business start-ups.												Pilot Project #2 - Administration Continue to monitor angle parking on Perron street. Ongoing gathering of public feedback including at Open House.
Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	A. Cultivate Economic Prosperity	3. Foster business retention and expansion of local businesses	3.1. Retain and nurture expansion of existing local businesses and new local business start-ups.												Amendments to Land Use Bylaw have been drafted and initial reviews are underway.
Events at Servus Place	Explore the feasibility of increasing the number of events held at Servus Place.	A. Cultivate Economic Prosperity	4. Promote current and future tourist attractions and events.	4.3. Maximize economic spin-offs from community events and attractions to facilitate increased visitor spending in St. Albert and encourage residents to participate in local events and spend in the community.												Administration is currently analyzing the historical and potential future event opportunities and business practices at Servus Place. A report will be submitted to Council by Q4 2015.
Civic Space Needs	A detailed study of the current and forecasted civic staff needs, as the community continues to grow. Also tied to it is exploration of various build options to meet current and future needs.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The detailed study is underway, with the detailed study planned to be completed by the end of 2015. At this time Council will select a community advisory committee to aid in the review of the research and to evaluate options. The final recommendations are planned to be presented to Council by July 31, 2016.
New Facility Prioritization 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.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												This project has expanded to include all city infrastructure and is now part of the New Facility Prioritization Assessment Model. This model is designed to plan for all future capital needs of City services. The Model has been introduced to Council through two sessions in Q1 and the session in April is intended to finalize decision points and give staff direction to implement a Public Engagement Plan. The results and Administrative recommendations are planned to be provided back to Council in October 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Grain Elevator Park	Expansion of the Grain Elevator Park.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The final pieces of this project are included as part of the Phase Two Restoration - Cunningham and Hogan Houses; Brosseau Granary Project.
Phase Two Restoration - Cunningham and Hogan Houses; Brosseau Granary	The Phase 2 restoration of the historic Cummingham and Hogan houses at the Heritage Sites.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												After an environmental investigation was completed on the Cunningham and Hogan Houses it was confirmed that a Hazardous Waste Abatement clean up was required. A contract was awarded and the abatement has been substantially completed with some deficiencies requiring attention. This is expected to be completed by the end of April. Although a Consultant has been retained, for Phase 2 A, to prepare the construction drawings for the conservation and stabilization of the two houses, the actual construction component is being handled through the hiring of a Construction Manager. The Request for Proposals to retain a Construction Manager is set to close Thursday April 9, 2015 with appointment to follow shortly thereafter. Construction is anticipated to begin in early May and is expected to be completed by the end of November 2015. The City has also appointed a consultant for Phase 2 B, to undertake the preliminary design, detailed design, tender preparation and construction administration for the development of the Heritage Sites. Included in the design will be overall site grading, site servicing, trail construction, landscaping and fencing. Construction costs will be evaluated and the extent of construction will be phased to stay within approved budgets. Concept review, detailed design, tendering and construction is expected to all be completed by November 2015.
Juneau House	Restoration and structural repair of Juneau House	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												A consultant has been appointed for the project and is presently completing site and building condition assessments, reviewing other pertinent information and compiling this information to develop a conservation and restoration strategy. Included in the project is the replacement of existing basement and foundation, main floor joist reinforcement, window conservation/restoration, exterior wall conservation and restoration to match its appearance as it existed in the early 1950's, and roof structure reinforcement and roofing material replacement. Proposed work is tentatively planned for start in May with completion in November 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Cultural Walk/Wall of Fame	Establish a cultural walk/wall of fame to recognize individuals or groups who have made a significant contribution to St. Albert's cultural community.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Call for submissions was published, to design the Wall. Installation of the Wall and the unveiling of the initial inductees will coincide with Alberta Culture Days in September 2015.
Phase Two - Founders' Walk	Continue with Phase 2 of the Founder's Walk.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Update was recently provided to Council. Preliminary conceptual plans developed. Discussions continue with community group on feasibility of incorporating a "Healing Garden" into this project. Construction is scheduled for fall of 2015.
Chevigny House Restoration	Complete necessary repairs to stabilize the property.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Property has been stabilized. Any further work and relocation of this property will be done as part of future Heritage site planning projects.
Community Consultation- Potential Performing Arts Centre	Provide advice and consultation to the community regarding the development of a new performing arts centre.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Consultation and advice continued to be provided to the community group. The organization has continued with their own plans to meet the needs of their group. It is anticipated that they will submit a proposal for the Capital Partnership Program in 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
St. Albert Place Wayfinding and Signage	St. Albet Place Interior wayfinding and entrance augmentation to improve public wayfinding and communication displays.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Arden Theatre entrance augmentations including new windows and new matting with the Arden Logo to increase visibility are either installed or ordered. Content design of digital kiosk is underway and set for completion in Q2 of 2015.
Grosvenor Pool	Explore opportunities to increase the usage of Grosvenor Pool.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The second phase of analysis of the Grosvenor Outdoor Pool operating model and utilization is currently underway as per Council direction with a report to be complete by Q4 2015.
Low-fee and no-fee Recreation Activities	Ensure the availability of low-fee and no-fee recreational activities.	B. Cultivate a Historic, Creative and Active Community	4. Ensure that all residents are able to access a broad spectrum of recreational activities.	4.2. Communicate recreation efforts and engage with the community to share the benefits of recreation and identify opportunities for future recreational programming.												Report was provided to Council on April 7, 2015 with two action items resulting from the report.
Campbell Dog Friendly Park	A capital project has been approved to design and construct a second city wide dog friendly park within the Campbell dry storm pond to the east of Servus Place.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Construction is substantially complete with garbage can and small landscaping items to be completed in the Spring 2015. Communication of park opening to the community has commenced via website and Citylights.
Erin Ridge Trail	Design, public consultation and construction of the continuation of the multi use trail system within the Erin Ridge subdivision.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Construction is substantially complete. Minor landscaping, park furniture installation and trail marker installation will be complete in Spring 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
North Ridge Park	Construction of the soccer field, outdoor rink and parking lot in Natalia Park based on the 2010 North Ridge Park Master Plan.	B. Cultivate a Historic, Creative and Active Community	2. Partner with the Arts and Heritage Foundation to encourage the retention and preservation of unique physical heritage assets.	2.2. Identify, evaluate, manage and commemorate significant historical resources that illustrate the broad range of St. Albert's heritage values.												Further public consultation is planned Q2 2015. Awarding of Request for Proposal for park design and construction will occur in April 2015. Anticipated construction will begin in fall 2015 with completion expected in 2016.
Bike Skills Park	Work with the community to design and construct a Bike Skills Park.	B. Cultivate a Historic, Creative and Active Community	2. Partner with the Arts and Heritage Foundation to encourage the retention and preservation of unique physical heritage assets.	2.2. Identify, evaluate, manage and commemorate significant historical resources that illustrate the broad range of St. Albert's heritage values.												Environmental Assessment was presented to Council. Direction from Council was received to complete detailed design, floodplain analysis and hydrology study. Administration will provide Council with information on next steps including bylaw application by Q3 2015.
Lacombe Park West Master Plan	Development of a Plan that will address the undeveloped municipal reserve land in the Lacombe Park neighbourhood. The Plan will guide the development of parks, trails and recreation amenities.	B. Cultivate a Historic, Creative and Active Community	2. Partner with the Arts and Heritage Foundation to encourage the retention and preservation of unique physical heritage assets.	2.2. Identify, evaluate, manage and commemorate significant historical resources that illustrate the broad range of St. Albert's heritage values.												Park Master Plan to be finalized by the end of Q2 2015. The Park Master Plan provides public input into the concept plans and preliminary costing for phase 1 parks occurring in 2015 and phase 2 parking occurring in 2018-2020.
Lacombe Park West Construction	Construction of the park, trail and recreation amenities in Lafleur Park and Leveque Park based on the 2014 Lacombe Park(West) Master Plan.	B. Cultivate a Historic, Creative and Active Community	3. Nurture St. Albert's future cultural leaders, artists, volunteers and audiences.	3.1. Celebrate cultural assets through providing residents and visitors with easy access to cultural amenities, integrating cultural activities in unexpected places, highlighting significant cultural assets, and integrating culture into city-wide efforts.												Request for Proposal for playground, outdoor fitness equipment and park construction to occur in April 2015 with construction anticipated in Q2 and Q3 2015. Information will be going to the public before construction begins.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Lois Hole Provincial Park	Liaison with Alberta Tourism to ensure City departments are informed of any capital projects at Lois Hole park to ensure appropriate review and permits are obtained in addition to exploring possible partnership opportunities.	B. Cultivate a Historic, Creative and Active Community	4. Ensure that all residents are able to access a broad spectrum of recreational activities.	4.3. Explore public / private partnerships for the delivery of recreational services and support community groups in integrating recreation and sport tourism into their programming.												The Province has confirmed that 2015 funding has been secured for the left hand merge lane into the parking lot off Ray Gibbon Drive.
Dog Park	Development of a dog friendly park area within Lacombe Lake park.	B. Cultivate a Historic, Creative and Active Community	3. Nurture St. Albert's future cultural leaders, artists, volunteers and audiences.	3.1. Celebrate cultural assets through providing residents and visitors with easy access to cultural amenities, integrating cultural activities in unexpected places, highlighting significant cultural assets, and integrating culture into city-wide efforts.												Park enhancements are complete except for minor landscaping which will be addressed with the review of off leash areas in September 2015.
Arena Improvements	Enhancements to the Go Auto Arena including access door to lower level from the upper concourse, media bench and branding.	B. Cultivate a Historic, Creative and Active Community	3. Nurture St. Albert's future cultural leaders, artists, volunteers and audiences.	3.5. Ensure infrastructural strength through maintaining existing cultural assets, identifying capital improvements to build on the strengths of existing assets, and identifying facilities that respond to cultural participation trends and population growth.												Preliminary design work completed. Enhancements to be completed in Q2 and Q3 2015 to allow for minimum disruption of users.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Riel Park Phase 5 - Design and Construction	Completion of the Riel Park facility enhancements including trail development and landscaping and paving of the multi-use parking lot and bus turn around.	B. Cultivate a Historic, Creative and Active Community	3. Nurture St. Albert's future cultural leaders, artists, volunteers and audiences.	3.2. Increase and deepen cultural participation through nurturing the next generation of participants, improving access to opportunities for artists, and equipping cultural organizations and artists with the skills to sustain their craft.												Initial meetings have occurred with internal and external stakeholders. Request for Proposal to be awarded in April. Designs to be reviewed by internal stakeholders in Q2 and Q3 2015. Anticipated public open house to be held in Q2/Q3 2015.
Riel Park Amenities Building	Completion of the Riel Park facility enhancements including design and construction of the amenities building.	B. Cultivate a Historic, Creative and Active Community	3. Nurture St. Albert's future cultural leaders, artists, volunteers and audiences.	3.5. Ensure infrastructural strength through maintaining existing cultural assets, identifying capital improvements to build on the strengths of existing assets, and identifying facilities that respond to cultural participation trends and population growth.												Initial meetings have occurred with external stakeholders such as St. Albert Minor Football, Metro Football and Riel park stakeholders. Request for Proposal to be awarded in April. Designs to be reviewed by internal stakeholders in Q2 and Q3 2015. Anticipated public open house to occur in Q2/Q3 2015.
Baseball Diamonds Safety Fencing	To install safety fencing along the sides of 21 City owned baseball diamonds to protect the benches and spectator sidelines.	B. Cultivate a Historic, Creative and Active Community	4. Ensure that all residents are able to access a broad spectrum of recreational activities.	4.3. Explore public / private partnerships for the delivery of recreational services and support community groups in integrating recreation and sport tourism into their programming.												Assessment of ball diamonds to confirm safety fencing needs and construction was completed in Q1 2015. Installation of priority diamonds will occur in Q3 2015.
St. Albert/Sturgeon County Intermunicipal Affairs Committee (IAC) - Intermunicipal Project Work	Council has committed to working collaboratively with Sturgeon County, and to developing work plans to address key intermunicipal priorities.	C. Cultivate a Green Community	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Administrative work for regular Intermunicipal Affairs Committee (IAC) and Joint Opportunities Task Force (JOTF) meetings continues, as do associated projects.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
LED Street Light Pilot Project	Pilot light emitting diodes (LED) streetlights to improve energy efficiency within the community.	C. Cultivate a Green Community	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Administration received cost quotation from Fortis Alberta Inc. to retrofit existing sample pilot of streetlamps to LED type fixtures within a roadway in Northridge. This pilot location is not being pursued at this time as the return on investment exceeds 35 years, based on present day retail power rates and is unfavourable being beyond the life expectancy of the fixtures. Administration also acquired a quotation from Fortis for a' bulb only' retrofit to LED in the downtown area as an alternative LED pilot location however;, it has been realized that it will be more cost favourable in considering this retrofit in 2016 when the bulbs are due for replacement by Fortis. A memo to Council will be prepared for Q2 2015 addressing LED Street Lights.
Noise Attenuation Policy Development	Complete a review of the noise attenuation policy and standards for community rail and arterial roads.	C. Cultivate a Green Community	1. Protect and maintain the Sturgeon River watershed.	1.2. Develop a Watershed Management Plan that will guide future decisions with respect to the management of the watershed and address water quality issues, ecosystem health, and land use planning.												Completed. Council approved motion to update Engineering Design Principles to reflect noise attenuation requirements instead of a separate, stand-alone policy. Noise attenuation requirements have also been woven into the technical engineering standards.
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.	C. Cultivate a Green Community	1. Protect and maintain the Sturgeon River watershed.	1.3. Improve the water quality of the Sturgeon River through protection of floodplain and riparian wetland natural areas, improved storm water management techniques and community education.												No update from grant agency on City's application for funds to complete final crossing. Administration will also be coming back to Council in Q2 2015 to request approval to expend some funds to determine what, if any, fencing requirements are needed.
State of the Sturgeon River Watershed Report	Following recommendation from the report, 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.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												The Sturgeon River Watershed Alliance Steering Committee met in February to review and provide input on the 2015 work plan. The work plan will include information sessions for the Steering Committee on key watershed issues such as hydrology, water quality, natural areas inventories and wetlands policy. The Steering Committee also supported a Sturgeon River Watershed focused education forum to be organized by NSWA for September 2015. The Technical Advisory Committee meet monthly and decided to divide the work plan into four subcommittees focused on the four key areas of the State of the Watershed Report - Water Quantity, Water Quality, Ecosystem Health and Municipal Policy.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Environmental Monitoring and Remediation - Former Public Works Yard at 7 Riel Drive	Implement the former Public Works yard remediation program to remove salt contaminated soil and reduce environmental risk to the Sturgeon River.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.3. Promote sustainable and low impact development within the community.												Golder Associates will be preparing a report summarizing the remediation work completed in 2014 including pre and post soil sampling results for submission to the regulators by Q2 2015. Annual groundwater monitoring will continue indefinitely and is conducted in November of each year.
Water Conservation Bylaw	Develop a Water Conservation Bylaw that will require new residential or commercial development or major renovations to obtain a permit to install low-flow water fixtures in an attempt to meet City's target for reducing water consumption.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												Administration worked with the Environmental Advisory Committee to develop principles for the inclusion of low flow fixtures and outdoor water into a new draft of the Water Conservation Bylaw. Meetings were held with Legal, Municipal Enforcement and Building Inspections to review the enforcement details of the proposed Bylaw. Several concerns with the ability to effectively enforce the low fixture portion of the proposed Bylaw were noted by Municipal Enforcement and Building Inspections.
Air Quality Monitoring Station	Install the air quality monitoring station to provide long-term baseline information on the city's air quality.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.												Administration secured an agreement with Alberta Environment and Sustainable Resource Development for the placement of the air monitoring station at the approved Salisbury location. Environment worked with the Development branch to complete the development permit application and notification to residents within a 100 metre radius of the station which was sent out in February 2015. The development permit did not receive any concerns or appeals and installation of the air quality monitoring station is anticipated to be completed by Q4 2015.
Green Gas Local Action Plan	Complete the Greenhouse Gas Local Action Plan to assist in reducing energy consumption and greenhouse gas (GHG) emission for the City, its residents and businesses.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.												Work on the Greenhouse Gas Local Action Plan will focus on the recommendations related to energy measurement and benchmarking for major City facilities in 2015. A request for proposals for conducting an Energy and Water Conservation Audit of major City facilities was released in Q1. It is anticipated that this report will be completed by Q4 2015 and provide information to propose a Facility Energy and Water Conservation Retrofit Capital Charter for consideration in the 2017-2020 budget.
Green Energy Generation	Support green energy generation (e.g. solar and/or geo thermal).	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.												No update for Quarter One.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Sedimentation and Erosion Control Plan	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.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.2. Educate the community on the protection and management of trees, parks and natural areas through a variety of programs and events.												Construction at Outfall #7 Children's Bridge was completed in 2014 with final landscaping and finishing to be completed by Q2 2015 . Design for a grit interceptor at Outfall #4 Meadowview Lane is ongoing. Administration will be assessing success of the program to date and providing an updated capital charter for consideration in the 2016 - 2018 budget.
Ray Gibbon Drive Environmental Approval Monitoring	Annual monitoring of Riel Marsh, Riel Constructed Wetlands and Wildlife Movement Impacts as per RGD Approval requirements.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												Monitoring will continue until 2018 with a final report submitted to Department of Fisheries and Oceans.
Natural Control Options for Mosquitoes Program Evaluation	Research natural control options for mosquitoes.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												Contact with participants in the Bat House registration project reveals little obvious activity. Research indicates that multi-year monitoring will yield more tangible results as locations become detected by bats. Program evaluation will be completed again and reported on in Q4 2015.
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	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												Work on review of the Parks and Open Space Guidelines has begun with review and update of elements within the document are underway.
Grey Nuns White Spruce Park Management Plan	Management Plan is being created to ensure long term sustainability and direction for overall park management of the forest and park area, management of the people (users) and management of the education and awareness.	C. Cultivate a Green Community	6. Reduce the release of pollutants into the air, land and water	6.1. Manage air quality through participation with Alberta Capital Airshed, establishing an air quality monitoring station and establishing a baseline of air quality conditions that can be shared with the community.												Implementation Plan to be completed in Q2 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Organic Waste Collection at City Owned Facilities	Coordinate organic waste collection at City owned facilities.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.1. Reduce solid waste generation through participation in the Alberta Capital Region Integrated Waste Management Plan and implementation of the Solid Waste Management Plan Review.												Organic collection service to City facilities is now included in the new organic collection contract. Public Works will be working with the contractor (Ever Green) to introduce organic services to select City facilities in 2015
Organic Collection Expansion	Expand the organic collections program, offer to include St. Albert elementary schools and identify other viable opportunities for enrollment.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.1. Reduce solid waste generation through participation in the Alberta Capital Region Integrated Waste Management Plan and implementation of the Solid Waste Management Plan Review.												Select schools have begun organic collection and several other schools have expressed interest for 2015 implementation. Updates to program in Q2-Q4 2015.
Commercial Recycling Program	Support local businesses to develop commercial recycling programs.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.1. Reduce solid waste generation through participation in the Alberta Capital Region Integrated Waste Management Plan and implementation of the Solid Waste Management Plan Review.												No update for Q1 2015. City staff will provide assistance and alternatives to help businesses acquire and partake in recycling options for their business needs.
Government Relations Program - Development of a Provincial Advocacy Strategy	To identify priorities and ensure efforts are maximized in order to have an impact and to influence decisions with the Government of Alberta.	D. Cultivate Excellence in Government	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												A workplan document, supplemental to the Advocacy Strategy Plan was approved on January 12, 2015. Work has begun on each of the 22 advocacy initiatives through outreach with government officials and community members.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
CRB Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.	D. Cultivate Excellence in Government	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												The Manager, Government Relations has been attending all the Growth Plan Update Task Force meetings and providing ongoing summaries. The CAOs in the Capital Region provided feedback to the Task Force in Q1. Draft Vision and Principles were passed by the Task Force in Q1 and preferred Growth Plan Scenarios are being developed. There have been no administrative committee meetings.
Government Relations Program - Development of a Provincial Advocacy Strategy	To identify priorities and ensure efforts are maximized in order to have an impact and to influence decisions with the Government of Alberta.	D. Cultivate Excellence in Government	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												A workplan document that is supplemental to the Advocacy Strategy Plan approved by Council in August 2014, was presented to Council on January 12, 2015. The workplan identifies necessary activities and timelines around each of the advocacy priorities.
Continuous Improvement Project 2014 Public Communication, Consultation and Engagement	Review, assess and implement public engagement online tools for the City. Explore opportunities to more effectively utilize social media to engage and communicate with residents. Create more opportunities for more youth to provide input on the direction of the community.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.1. Utilize analytics in support of evidence-based decision making to enhance service delivery to residents.												Administration has been exploring improved means to engage youth, trying to better understand how to improve engagement and what youth are wanting to be engaged on. Research has been undertaken around finding a web based program to assist in facilitating more resident "polling" activities as well as some concepts for providing opportunities for topical conversations. Administration has determined that an update, dialog and further direction is required on this matter. A status report to Council will be presented on February 2, 2015.
Community Groups Service Delivery Capacity	Support the capacity for service delivery by community groups.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.3. Support open government to increase the transparency and accessibility of municipal information, promote economic opportunity and empower the community to become more involved in municipal government.												Report is being developed to present to Council on this topic. It is currently scheduled to be presented to Council in Q2 of 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Continuous Improvement Project 2014 Development Application Process Review	The purpose of this project is to review Planning & Development processes to make them easier for the public, developers and Council to understand, and to identify any opportunities for improving efficiencies.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.1. Utilize analytics in support of evidence-based decision making to enhance service delivery to residents.												Development Process Application Review final report was presented to Council on March 2, 2015. The final report was accepted as information with plans for Planning and Engineering to come back to Council in Q4 2015 with an action plan to address all recommendations made in the report.
Capital Project Management Policy Update	Update the policy to reflect changes to public sector accounting standards, best practices in project management processes and changes to the City's organizational structure.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.2. Support the development of key measurable goals for each City department and division to monitor the health of the organization and progress towards achieving the community's vision.												Project has commenced and draft updates will be brought forward to Council in Q3 2015.
St. Albert Trail Pedestrian Sidewalk Upgrades	Continue to construct sidewalks along the St. Albert Trail.	D. Cultivate Excellence in Government	2. Engage the community to incorporate resident input and improve decision making.	2.2. Develop strategies to utilize online public engagement tools, social media and emerging technologies to enhance existing public engagement processes.												Administration is finalizing tender document that will be issued in Q2 2015.
Contaminated Sites Assessment Financial Liability Policy Requirement	Assessment of all City owned contaminated sites to determine remediation plans in respect to the 2012 Audit recommendations.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												A consultant completed preliminary investigations on six potentially contaminated sites owned by the City as part of the Public Sector Accounting Boards new Environmental Liabilities Policy. High level estimates of remediation costs were determined but further investigation will be required on three of the properties to refine the cost estimates to be provided to Finance to meet the Environmental Liabilities requirement for 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Natural Areas Assessment Plan	Implement the Natural Areas Assessment Plan and develop natural areas policy.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												A request for proposal to complete a Natural Areas Assessment were released and awarded in Q1. Administration has met with the successful consultants and work has been initiated on the project with the majority of the field work to occur over the summer months. Work will be completed by Q4 2015.
Environmental Monitoring and Remediation - Riel Park redevelopment of former landfill	Remediation and monitoring requirements as per Environment Canada Inspector's Direction issued to the City in 2004 and updated in 2007, as well as Alberta Environment Code of Practice for Landfills. Capping and grading of former landfill at Riel park completed from 2007 - 2013. A Landfill Closure Plan and Final Report is required by March 31, 2015 as per Environment Canada Inspector's Direction. Annual monitoring will be required for a minimum of 25 years.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												Administration completed the final report that was submitted to the Alberta Environment and Sustainable Resources and Environment Canada on March 20 and accepted on April 2, 2015. Annual water quality monitoring will continue indefinitely until contaminates of concern meet the applicable environmental guidelines.
Utility E-Billing Implementation	To improve customer service, the purpose of this project is to implement e-billing to replace paper bills to mitigate loss in mails of billing and to improve operational efficiencies and costs.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												The implementation is now complete and the utility e-billing will continue. At the end of March 2015, 3.670 City accounts were on e-billing and My City. This is an increase from December 31, 2015, which is 17.7% of the 20% target for 2015.
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.												Pilot testing of BMO Web portal has been rolled out to three departments. Full rollout to all departments is expected to be completed by the end of 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
E-Metering	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.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												Purchasing is currently leading the Request For Proposals (RFP) process for the procurement of the meters and the RFP will be issued in Q2 2015.
Electronic Funds Transfer	Promoting and working with vendors/employees to make payments through EFTs, enhancing operational efficiency, timely bank reconciliation and tighter internal controls for vendor payments.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.												Implementation of the Electronic Funds Transfer has been completed. As of March 31, 88% of payments were done by EFT's and 12% by cheque. As well, 2,559 Vendors/Employees have been converted to EFT Payment since its inception in July 2010.
Fiscal Responsibility and Accountability	Explore options to increase fiscal responsibility and accountability within government.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.												Agresso upgrade project is underway with the planning phase in Q1 and Q2 2015. The execution and "go live" are expected in in Q3 2015.
Electricity and Natural Gas Contract	Negotiate and select a vendor to supply natural gas and electricity to maximize savings and stabilize costs.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												Electricity costs through Q1 total $928K which is about 12.2% under budget. Natural gas costs through Q1 total $227K which is about 9.5% over budget. Energy prices are notoriously difficult to predict due to the volatility of market prices and uncertainty in consumption patterns. The City has entered into pricing arrangements to help offset budget unpredictability but only energy costs are covered in these agreements. Delivery costs are a significant component of total energy costs, averaging 27% of total natural gas costs and 57% of total electricity costs. The City continues to refine forecasting models and investigate any other reasonable options in an effort to achieve more energy cost certainty. The City will have to tender energy contracts in 2015 to address current arrangements that expire at the end of this year.
Franchise Fee Agreement	Review and analyze changes to the Electricity and Natural Gas Franchise Agreement, explore alternate sources of revenue in order to minimize tax increase.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												Franchise fee rates are remaining at current levels for the remainder of 2014 and 2015 with electricity at 0% and natural gas at 18.8%. There are no plans currently in place to alter these rates. AUMA has negotiated a new electric franchise agreement template with utility providers. Plans are in place to update the City's current agreement with the new agreement template. The agreement has been circulated through the City and some changes have been recommended. Once all changes are finalized and other administrative hurdles are overcome the new agreement will be presented to Council in Q2 2015 in the form of an updated Electric Franchise Agreement bylaw.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Inclusive Hiring Policy	Develop an inclusive hiring policy for the City as per Council motion.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												An inclusive hiring strategy is being developed for presentation to Council in Q2 2015.
Review Salary Administration Policy and Process	Review and update policy to explore salary survey comparators and process.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.												Policy is being drafted. A revised policy will be presented to Council in Q2 2015.
Benefits Program Provider Review	Tender the employee benefits program for quotes from a variety of vendors to ensure that the City is receiving the best value for the investment for the benefit premiums paid.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.2. Establish a robust series of financial policies that support a long-term sustainable, financially responsible and affordable community for the residents of St. Albert.												The Business Case for consulting support to conduct a benefit review was unfunded. This work will be done as part of the Talent Management Strategy project and will be done as part of the total compensation review strategy that is scheduled for 2016. Administration will be presenting a business case to address benefits program review component of the Talent Management strategy.
Collective Bargaining with IAFF 2130	Report to Council and request a bargaining mandate.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.2. Establish a robust series of financial policies that support a long-term sustainable, financially responsible and affordable community for the residents of St. Albert.												Negotiations planned for April 2015 and will continue accordingly.
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.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.2. Establish a robust series of financial policies that support a long-term sustainable, financially responsible and affordable community for the residents of St. Albert.												Building a foundation and aligning operational services as well as the implementation of a new service philosophy structure in Human Resources. Q4 2015 completion plan.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Open Data Administrative Policy	Develop a policy for Open Data	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.3. Support open government to increase the transparency and accessibility of municipal information, promote economic opportunity and empower the community to become more involved in municipal government.											●	The policy is being drafted and research is underway for open data best practices in North America.
Broadband and connectivity in civic buildings	Improve broadband and connectivity at civic locations to enhance delivery of services to residents.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.											●	Work commenced to improve broadband and connectivity at civic locations.
Facility Safety and Security	Draft Administrative Policy and facilitate safety and security initiatives including enhanced facility access controls, staff training and internal/external communication measures.	D. Cultivate Excellence in Government	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.											●	An initial draft of Patron Code of Conduct was reviewed by Senior Leadership Team. St. Albert Place safety and security measure analysis/recommendations are expected in summer of 2015. Planning and Engineering entranceway renovations will potentially be proceeding in fall 2015, though plans are not yet complete.
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.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.											●	Contract was awarded and the project is on track to implement an Agenda Management Software System by the end of Q2 2015.
Census 2016	Conduct Municipal Census in April 2016	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.1. Utilize analytics in support of evidence-based decision making to enhance service delivery to residents.											●	Planning for Census 2016 commenced in Q1 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Corporate Policy and Bylaw Review	Develop a work plan to review and update as necessary 81 Council policies.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.2. Research government organizations that are recognized for their leadership in municipal government and identify best practices to enhance municipal operations.												A framework for governance and policy was presented to Senior Leadership Team. The will commence on updating the C-CC-01 and developing a bylaw and policy review schedule. Draft policy will be presented to Council in Q2 2015.
Election 2017	Prepare for and conduct 2017 Election	D. Cultivate Excellence in Government	2. Engage the community to incorporate resident input and improve decision making.	2.3. Improve access, remove barriers and provide opportunities for the community to get involved in the democratic process.												Administration prepared response to Information Request 131.2014 regarding making improvements to voter turnout which will be presented to Council in Q2 2015.
Population Forecast Model Update	Update model with 2014 census data and develop report.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.												The model was updated and forecast is being finalized. Final report is planned for April 2015.
City Parks Refurbishment Plan	The purpose of this project is to upgrade and replace parks infrastructure.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												The 2015 project that has been identified is parks signage. The Request for Proposal for signage has been sent out and will close on April 14, 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Woodlands Water Play Park Locker Room Rehabilitation	This project includes the replacement of locker room fixtures in order to rehabilitate the facility to its designed standard and ensure a safe, well maintained facility for the public.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Project is substantially complete. Minor seasonal deficiencies and branding will be completed in Q2 2015.
Continuous Improvement Project 2014 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.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services												Project update, along with a sample inventory of external services and updated timelines was presented to Council on March 16, 2015. The project team continued to work with departments to finalize inventory of external services and proceed with the benchmarking aspect of the project for the following services: Police, Transit, Residential Waste Management, Roadway Maintenance, Turf Maintenance and Urban Forestry Management. The benchmarking surveys are due on April 22nd at which time team will review responses received and follow up with municipalities as needed. It is expected that the final report will be presented to Council in Q3 2015.
City Performance Measurement Policy	Develop a City performance measurement policy to support the development of key measurable performance goals for each City department and division.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services												Research and interviews with leading municipal government organizations was completed to inform the development of a Corporate Performance Management model. The intent of this model is to provide a roadmap to enhance our existing strategic/operational planning, performance budgeting, management, evaluation, measurement and reporting process. These learnings will influence the development of a performance measurement policy to provide direction for the creation, alignment and reporting of performance measures across the organization. It is anticipated that a draft policy will be available mid-2015 and presented to Council in Q3 2015.
Community Sustainability Plan	Develop a Community Sustainability Plan and related policies to engage the public in better defining a long-term vision for the community.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services												The Community Sustainability Committee including two members of Council and five members of the public, who have completed the final vision and pillars of sustainability which was based on over 15,000 comments from 6,000 residents. The Committee has provided direction to hire several local writers to take the final vision and to instill it with inspirational and emotive wording. The final report will be presented to Council for approval on June 22, 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Open Payment Fare System Project (Smart Card)	Implement a regional Open Payment fare collection system in partnership with the City of Edmonton and (No Suggestions) County.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												A joint GreenTRIP funding application was developed by St. Albert, Edmonton and Strathcona and was submitted in November 2014. Project is dependent on GreenTRIP funding and awaits approval before proceeding. Alberta Transportation has informed Transit Administration, no announcements on approval of GreenTRIP applications will be made until after the Provincial elections.
Transit By-Law Update	As part of the Transit Long Term Department Plan, the bylaw is being updated to be consistent with the City Code of Conduct.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												Review commenced in Q1 and will be scheduled to come before Council in Q 2 2015.
Develop Policies Related to Handibus Eligibility and Advisory Committee Operations	Develop Council and Administration policies to define Handibus eligibility to be reviewed by the Handibus Advisory Committee.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.				`								Revised administrative policies are being drafted and will be submitted to the City Manger in Quarter 2 2015.
Capital Partnership Program	This shared funding program is designed to stimulate new capital projects to help prepare St. Albert for the anticipated community growth.	E. Cultivate Sustainable Infrastructure and Services	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and unserviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												The decision has been made by Council to cancel this program as of June 30, 2015. This means that there will be two intake opportunities for organizations to apply to the program; March 31 and June 30, 2015. The March intake has closed and three organizations did submit preliminary business cases for consideration. The Capital Partnership Program Advisory Committee has been assembled and the orientation meeting has occurred to begin to prepare them for the task of reviewing and making recommendations to Council regarding the projects that were submitted.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Advocacy plan for Ray Gibbon Drive	Develop an advocacy plan for the twinning of Ray Gibbon Drive.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Discussions have commenced with Alberta Transportation and MLA Khan. Ray Gibbon Drive remains #8 on the Capital Region Board Capital Plan.
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.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												This project has resumed with review and update of condition assessments of art work. A preliminary draft report will be completed in 2016.
St. Albert Trail Median and Boulevard Enhancement	Enhance the St. Albert Trail Median and Boulevards.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Third phase of this project will be designed and tendered in Q2 2015 with construction anticipated to commence in late Q2 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Transportation Master Plan	Update the Transportation Master Plan to identify a transportation policy framework for the City and establish priorities for the City's investment in transportation and infrastructure for the future.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Open house on future of Villeneuve Road was held in February 2015 with record turnout. Administration is reviewing feedback. The second open house is planned for June/July with final recommendation expected to be shared with Council in September 2015. Data analysis and collection for remainder of Transportation Master Plan is ongoing. Final report is anticipated in December 2015.
St. Albert Trail Corridor Safety review	Complete the St. Albert Trail and Boudreau Road corridor safety review to address prevailing safety issues.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Interim analysis of summer data was completed and presented to Council in February 2015. Administration completed collection of winter data and is working to compile results, with final presentation and recommendation to go to Council in June 2015.
Encroachment Policy	The policy will provide clear and consistent direction on encroachments and how they will be addressed especially in the environmentally sensitive areas.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Policy has been put on hold at this time awaiting Environmental Advisory Committee priorities for 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Naming Procedures	Develop Administrative procedures, establish Naming Committee and processes, update Council policy as required.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Naming policy amendments were approved by Council in March 2015.
Update Quality Management Plan	Update Safety Codes Quality Management Plan in accordance with provincial requirements.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												The plan was drafted with Building Inspections and Fire combined Quality Management Plan. The plan was forwarded to Safety Codes Council for review. Meeting to discuss the plan is anticipated in Q3 2015.
Land Use Bylaw Review and Update	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.2. Implement innovative civic, neighbourhood and housing design trends that foster increased efficiencies, capacity and incorporate cutting-edge technology solutions.												The work on this project has been delayed due to permit/application demands. Request For Proposals will be developed in Q3 2015.
Long-term School sites framework	Develop a city-wide framework for school site locations that could include number and size of sites, site configuration and associated recommendations and guidelines.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.2. Implement innovative civic, neighbourhood and housing design trends that foster increased efficiencies, capacity and incorporate cutting-edge technology solutions.												The plan was presented to Council in February 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Carrot Creek - LUB Update	Update Designated Flood Line in LUB to include the west side of Carrot Creek.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.2. Implement innovative civic, neighbourhood and housing design trends that foster increased efficiencies, capacity and incorporate cutting-edge technology solutions.												Update was approved by Council February 2015.
Electronic Signs Update	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												The report has been delayed to due permit/application demands. The report is anticipated to go to Council late Q2 2015.
Signage Review	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.												Administration is drafting Request For Proposals for consultant for public/stakeholder engagement.
Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												Postponed due to current planning priorities and limited staff resources.
Review School Site Allocation Agreement	Review and provide recommendations of changes to the School Site Allocation Agreement.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												Received by Council February 17, 2015

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Subdivision Signage Refurbishment	Repair and rehabilitation of the City's subdivision entry signs and features that will beautify subdivision entryways and integrate botanical City branding where possible.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												As of December 31, 2014 the project/program is 90% complete. The focus is now on Business Park Signs with designs/approvals completed. There have been delays due to weather conditions. Installation has been delayed until Spring 2015.
Poplar Tree Removal and Replacement Program	Remove and replace Hybrid Poplar trees. These trees have a short life cycle at which point they become a high safety risk to residents and property.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.												In 2014, 85 poplar trees removed throughout the City. The 2014 cutting program has been completed and 2015 planting program is scheduled to start in Q2 2015. This will bring an end to the original 2001 listing of poplar trees. Additional trees are being monitored as they mature. Removals and replacements will occur as required consistent with all tree inventory.
Snow & Ice Control Policy	A review and benchmarking of snow operations was approved by Council. Recommendations from the report will be presented to Council in Q2.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services.												Public engagement and research is occurring in Q1 2015.
Sportfield Refurbishment Program	The purpose of the project is to address the maintenance requirements of the City's sports fields.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												Administration has met with the school district and representatives from Lorne Akins and Paul Kane High School. The project will proceed with a minor rehabilitation to the sportfield which will proceed in June 2015.
Lifecycle Programs	Manage lifecycle programs for Aquatic Facilities, Servus Place and City Playgrounds to ensure city's major recreation facilities and playgrounds are safe and well maintained.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.												Work continues on Servus Place and Aquatics lifecycle programs as planned. All lifecycles are anticipated to end the year on budget.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
City Playground Lifecycle Program	The City Playground Lifecycle Program ensures that City Playgrounds are safe and well maintained.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												Three playgrounds have been identified for replacement in 2015: Henderson, Delage and Willoughby. Request for Proposal will be awarded in Q2 2015 with construction anticipated in Q4 2015.
Kingswood Neighbourhood Playground	The purpose of the project is to upgrade Kingswood Playground to serve a wider range of ages.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Final inspections to occur in Q2 2015.
Lion's Park Drainage	The purpose of this project is to address the existing drainage issues in Lion's Park and put infrastructure in place to ensure that the Park remains viable for both general public use as an events venue. Working in conjunction with DARP a long term plan for the Park will be completed.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												This project has been put on hold for 2015 and deferred until the completion of construction of St. Anne Realignment and 50+ Club project. This will minimize disruption to Lion's Park users. Interim solutions will be put in place to mitigate existing turf and drainage issues at Lions Park. The project will be reassessed in 2016.
Life Cycle Replacement Plan Policy	Establish a corporate policy for life cycle replacement of assets and ensure documentation is in place to guide Administration's plans and budgets.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												A draft lifecycle replacement plan administrative directive was developed as part of a larger Asset Management strategy for the Corporation, which was approved by Council on September 22, 2014. The Administrative policy is scheduled for finalization in Q2 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Website Reconciliation	Consolidate all City websites into single open source content management system and launch a new website of websites	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												All external websites have now been consolidated and improvements to the website continue. Initial statistics indicate an increase in unique users and page views with the highest hits for Recreation, Transit and Careers.
Smart City Master Plan Development and Alberta Smart City Alliance	Support the Smart City Master Plan and Alberta Smart City Alliance to foster increased efficiencies and capacity through serving as a living lab for innovative and cutting-edge municipal technology solutions.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.2. Attract new business in targeted commercial sectors and support appropriate growth throughout the community and the Highway 2 corridor.												The City's Smart City Master Plan Steering Committee continued to progress in its work. In Q1, the Committee met with multiple internal and external stakeholders, finalized the schedule for the next round of public engagement, completed input sessions with staff, spoke at multiple events, and commenced detailed recommendation reviews. Next, the Committee will focus primarily on scheduled consultations and strategy development, with Master Plan reviews commencing in Q4 2015 and wrapping up with Council consideration in February 2016. The Alberta Smart City Alliance also remains active - its website was finalized (www.smartcityalliance.ca), a 'smart city game' was launched, and planning has commenced to host sessions at the 2015 AUMA Convention as well as host a major 2016 Alberta Smart Cities Symposium. Marketing for the Symposium will also connect to new member attraction efforts.
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.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												Development and coordination with the City of Edmonton has been completed; however, implementation has been delayed due to LRT.
Transit Fleet Video Surveillance Systems	Installation of on-board video surveillance on transit buses to be used for security, training and risk management.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												Conversion of approximately 50% of the bus fleet was completed in August 2014. With the approval of the Capital Charter for audio/video surveillance implantation of cameras on the remainder of the Transit fleet started in Q1 2015 with completion scheduled for Q2 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
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.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.3. Pursue joint service delivery models with regional partners.												Administration is continuing coordination with the City of Edmonton and the Province of Alberta on a lease/sublease arrangement for the land at the chosen site.
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.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Geotechnical work has been carried out. Due to land options project cost updates were put on hold. Construction budget for the project was moved to the 2015 budget year. Interim Park and Ride options were examined and found to be too costly and have been abandoned. Proposed lease arrangements for the land have been presented to Alberta Infrastructure and Administration is awaiting a reply before proceeding.
Growth Areas For Transit Service	Support growth-area transit service to higher density residential areas.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												A business case and capital charter to provide services to growth areas for 2015 was approved by Council with implementation planned for September 2015. Preliminary work was carried out in Q1 2015.
CRB 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.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												An initial report on this project with Edmonton on forming a single operating entity has been completed and will be presented to Council in April 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Transit Route Restructure	Local route and service restructuring.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												A project charter for the local route restructure was approved in January 2015. On board surveys were conducted in Q1 2015. Telephone survey of non users of transit has been developed and will be done in April 2015.
Options for new facility and expansion of North Ridge Lodge	Advocate for expansion of North Ridge Lodge and identify options for another facility similar to Chateau Mission Court.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.6. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.												This project is 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 Q1 and so the initiatives contained in this action plan related to land will be incorporated into the land strategy actions.
50+ Club Building	Rehabilitate and expand the program space in the 50+ Club building	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.6. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.												The 50+ Club Rehabilitation and Expansion is at approximately 50% design development with tender planned for May, a construction start date of July 2 and completion estimated to take 16 months. The planning is underway to find suitable accommodation to relocate the programs, services and staff during construction. Also planned for during construction is a re-naming of the facility.
Physician Attraction	Continue to support a physician attraction program.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Administration has provided potential new practices one-on-one consultation in an effort to attract them to St. Albert. Several new practices have recently opened in St. Albert with many more planned for new developments on old Holes site and Camerons development. This initiative has completed as focus project and will now continue to be addressed through ongoing services provided to potential new practices.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Safe Journeys to School	Develop a Safe Journey to School program. The project will provide a comprehensive review of various activities, infrastructure, and measures that address an overall community approach to enhance student travel safety.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Final recommendations were brought to Council in February 2015. Administration will be bringing back a recommended Action/Implementation Plan to Council by the end of Q2 2015.
Social Master Plan: Community Plans and Social Policies	Determine the need for additional community plans and social policies.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.7. Create opportunities for youth to become actively engaged and provided with the supports needed to succeed and contribute to the community.												On January 12, 2015, the Social Development Policy was approved. On the same date, a three year Youth Action Plan and Neighbourhood Connectivity Plan were presented to Council. On March 23, 2015, the 2014 Social Master Plan Annual Report was presented to Council. The 2015 Social Master Plan implementation and Communication plan were updated and initiatives are underway. Draft Youth Policy will be presented to Council in Q2 2015.
Youth Hub	Ensure youth are actively engaged and supported.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.3. Support the development of a community strategy to assist all residents live free from bullying.												Process is underway to secure Youth Hub location/premises. Anticipate May 15, 2015 as possession date.
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.6. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.												Work is underway to create a coalition to support this initiative.
Community Wide Bullying Strategy	Support development of a community wide bullying strategy.	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												Research is underway to identify existing resources, including the bringing together of community agencies and partners to support the development of this community wide initiative.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												Through the Alberta Rural Development Network, research and development phase started in Q1. Phase 2 of this project will include community surveys as part of the research grant.
St. Albert and Sturgeon Hospice Association	Role: Liaison for City - Advocate, promote and support efforts.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Administration has a City liaison on this board. Efforts continue in the advocacy of Hospice Services.
City's Emergency Plans	Further develop and implement the City's emergency plans.	F. Cultivate a Safe, Healthy and Inclusive Community	3. Foster a sense of community and connectedness.	3.1. Develop a community-wide Poverty Reduction Strategy to define the barriers that exist in achieving financial sustainability within the community.												A few of the public information documents have been revised and work is underway to refresh the Emergency Response Plan. Emergency Operations Centre staff training plan is ready and will commence in October. Training for Elected Officials is being planned for early 2015. Public Information documents are 90% complete and the revised Emergency Response Plan is 80% complete. All documents will be ready for January 2015 roll-out. Over 50% of the EOC staff have completed the new Incident Command/EOC training. Emergency Response Plan is substantially complete and being reviewed. Elected Officials training was completed on March 4. One tabletop exercise has been completed and approximately 40 staff have been trained on the Incident Command System (ICS 100). The City's Hazard, Risk and Vulnerability Assessment has been revised.
Housing Priorities Report	Identify housing gaps and anticipated demand, and prioritize housing related initiatives.	F. Cultivate a Safe, Healthy and Inclusive Community	4. Support the development of a range of housing options.	4.1. Encourage the development of a diversity of housing options through advocacy and partnerships with relevant stakeholders, not-for-profits, for-profit and government entities.												The Housing Diversity Technical Study and Action Plan were received by Council in March 2015.
Entry Level Housing	Explore options to encourage the development of entry-level housing.	F. Cultivate a Safe, Healthy and Inclusive Community	4. Support the development of a range of housing options.	4.1. Encourage the development of a diversity of housing options through advocacy and partnerships with relevant stakeholders, not-for-profits, for-profit and government entities.												Projects that will address this goal: Housing Priorities Report Projects that will address this goal: Housing Priorities Report
Affordable Housing Funding	Advocate for affordable housing funding	F. Cultivate a Safe, Healthy and Inclusive Community	4. Support the development of a range of housing options.	4.1. Encourage the development of a diversity of housing options through advocacy and partnerships with relevant stakeholders, not-for-profits, for-profit and government entities.												Housing Diversity Technical Study and Action Plan was received by Council in March 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Multifamily infill in established neighbourhoods	Explore the potential for higher density in-fill development in older neighbourhoods.	F. Cultivate a Safe, Healthy and Inclusive Community	4. Support the development of a range of housing options.	4.1. Encourage the development of a diversity of housing options through advocacy and partnerships with relevant stakeholders, not-for-profits, for-profit and government entities.												Housing Diversity Technical Study and Action Plan were received by Council in March 2015.
Council Policy C-PS-02 Review and Update	As a result of the Policing Long term department Plan , review Council Policy C-PS-02 (Policing Services) and bring back recommended changes.	F. Cultivate a Safe, Healthy and Inclusive Community	4. Support the development of a range of housing options.	4.1. Encourage the development of a diversity of housing options through advocacy and partnerships with relevant stakeholders, not-for-profits, for-profit and government entities.												The policy is being drafted and will be presented to Council in Q2 2015.



2015

QUARTERLY REPORT
FINANCIAL SUMMARY

FIRST QUARTER

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FINANCIAL REPORT

Executive Summary

Budget Position

Municipal Operating Budget (Page 6)

Municipal Operating Revenue

- $12.9 million in operating revenue recognized as of March 31, 2015 which is 26 per cent of forecast. Forecasting $48.0 million of revenue, excluding municipal property taxes, to be collected by the end of the fiscal year, which is $245 thousand under budget.

Municipal Operating Expenditure

- $44.3 million spent as of March 31, 2015, which is 32 per cent of forecasted revenue. Forecasting 138.5 million to be expended by the end of the fiscal year, which is $383 thousand under budget

A breakdown of significant variances by Division is found on page 7.

The first three months of 2015 have resulted in a forecasted year-end surplus of $138 thousand. As the City is only in the first three months of the fiscal year, this is a preliminary estimate of the year's financial position. Once the $193 thousand dollar adjustment to the insurance premiums is calculated the forecasted surplus of $138 thousand would be restated as a forecast deficit of $55,000. Further adjustments to the budget will be made based on the recent motion to reduce the fuel budget by $120 thousand.

Municipal Capital Budget (Page 10)

There were 144 municipal capital projects that have been ongoing and scheduled for 2015. To date, $32.9 million has been spent out of a $112 million cumulative budget.

Some of the significant projects to note are:

- Campbell Road Park and Ride of $30 million continues to be delayed and will be postponed until governmental negotiations are confirmed
- Transit Growth Buses have no expenditures to date as the Green Trip application to secure funding was submitted last year and awaiting grant application approval.
- Ray Gibbon Drive Stage 3 is anticipated to be closed at the end of this year due to maintenance. Final reconciliation with grant authorities has not been completed and will not be submitted until the project is closed.
- St. Anne Realignment construction has begun and will continue to do so for 2015.

Utility Operating Budget (Page 16)

Utility Operating Revenue

- $9.2 million recognized as of March 31, 2015, which is 24 per cent of forecast. Forecasting $38.6 million of revenue to be collected by the end of the fiscal year, which is $14 thousand under budget.

Utility Operating Expenditure

- $6.0 million has been spent as of March 31, 2015, which is 24 per cent of forecast. Forecasting $24.8 million to be expended by the end of the fiscal year, which is $17 thousand under budget.

Utility revenue is under budget as a result of delays in the Morinville agreement relating to the pump house booster station, resulting in $24 thousand of decreased revenue. This is offset by a $10 thousand increase in recovered cost revenue relating to Hydro flushing charges received from new developments.

Utility expense is under budget as a result of a $10 thousand overall reduction in bad debts as the City no longer holds tenant accounts.

Utility Capital Budget (Page 18)

There were 39 utility capital projects scheduled for 2015. To date, $19.5 million has been spent out of a $52.8 million cumulative budget.

Some of the significant projects that are currently in progress include:

- Phase 3 North Interceptor tendering was closed and the design phase will commence in the second quarter of 2015.
- South Campbell Storm Water Management Facility has begun and is under construction.
- The Oakmont Swale Reconstruction is anticipated to start in the fourth quarter of 2015, with completion in 2016.

Financial Position

Reserves (Pages 22-23)

As per Policy C-FS-01, Financial Reserves, the City of St. Albert recognizes that setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects provides for property tax stabilization and contingency funding and reduces the need for debt financing. The City maintains 38 reserves for operating, capital and utility purposes. The policy also requires quarterly reporting of the reserve balances. The January 2015 opening balances were $83.9 million with $6.7 million in approved net allocations and an ending forecast of $77.2 million. On March 23, 2015, Council approved $14.28 million of offsite levy receipts collected to the end of 2014 be allocated to the capital reserves. This transfer, along with the PAYG transfer of $5.6 million has contributed to an increase in the March 31, 2015 balance. The March 2015 balance is higher than the year-end forecasted balance due to approved capital and operating projects not completed by first quarter.

Through compliance with the reserve policy, the City of St. Albert is in a solid position to ensure that any emergent financial needs and long-term replacement of equipment will be met, while maintaining a stable tax base.

Investments (Page 24)

The City continues to maintain a strong investment portfolio, with $132.6 million as of March 31, 2015. The City invests conservatively in highly liquid funds to ensure current and future obligations are met, while securing the highest rate of return.

As of March 31, 2015, the City had earned $841 thousand in investment income, which is 36% of the 2015 forecast. As per the City's Investment Policy C-FS-02, which targets the City's investment rate of return at Government of Canada T-Bill and Bond rates, the actual rate of return realized from investments is above the Bank of Canada T-Bill and Bond rates.

Debt (Pages 25)

The City's outstanding debt as of March 31, 2015 was $48.4 million. The City's debt and debt service limits are significantly lower than the ceilings stipulated in both the *Municipal Government Act* and Council Policy C-FS-03. The City has the second lowest debt and debt service and the lowest debt payments per capita, when compared to similar municipalities.

Conclusion

The first three months of 2015 have resulted in Administration providing municipal and utility services efficiently and effectively within the operating budget.

The City of St. Albert continues to maintain a strong financial position by ensuring operating and capital expenditures are closely monitored within the approved budget, maintaining a healthy reserve balance and low debt limits, and prudently investing the City's liquid assets.

Municipal Operations

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

Division Description	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Forecasted Variance $ (C-B)	Forecasted Variance % (C-B)/C
Revenues					
Council	$-	$55	$55	$-	0%
City Manager's Office	52	445	445	-	0%
Corporate Strategic Services	47	763	763	-	0%
Community & Protective Services	6,064	22,767	23,013	(246)	(1%)
Planning & Engineering Services	667	2,616	2,616	-	0%
Infrastructure Services	2,740	10,238	10,238	-	0%
Finance & Assessment Services	305	1,191	1,191	-	0%
Economic Development	323	898	898	-	0%
Common & Fiscal	2,712	9,062	9,061	1	0%
Total Revenue	$12,910	$48,035	$48,280	$(245)	(1%)
Expenses					
Council	$177	$678	$677	$(1)	0%
City Manager's Office	994	3,461	3,548	87	(2%)
Corporate Strategic Services	2,356	10,506	10,454	(52)	0%
Community & Protective Services	13,162	58,002	58,300	298	(1%)
Planning & Engineering Services	1,824	9,374	9,373	(1)	0%
Infrastructure Services	7,514	32,749	32,894	145	(0%)
Finance & Assessment Services	867	3,785	3,783	(2)	0%
Economic Development	345	1,588	1,588	-	0%
Capital Financing	7,698	14,406	14,406	-	0%
Common & Fiscal	9,330	3,957	3,866	(91)	2%
Total Expenses	$44,267	$138,506	$138,889	$383	(0%)
Excess of Revenue over Expenses					
Council	$(177)	$(623)	$(622)	$(1)	(0%)
City Manager's Office	(942)	(3,015)	(3,103)	87	3%
Corporate Strategic Services	(2,309)	(9,743)	(9,691)	(52)	(1%)
Community & Protective Services	(7,098)	(35,235)	(35,288)	52	0%
Planning & Engineering Services	(1,157)	(6,758)	(6,757)	(1)	(0%)
Infrastructure Services	(4,773)	(22,511)	(22,656)	145	1%
Finance & Assessment Services	(563)	(2,594)	(2,591)	(2)	(0%)
Economic Development	(22)	(691)	(691)	-	0%
Capital Financing	(7,698)	(14,406)	(14,406)	-	0%
Common & Fiscal	(6,618)	5,107	5,196	(90)	2%
Total Excess of Revenue over Expenses	$(31,357)	$(90,471)	$(90,609)	$138	0%

Municipal Operating Actual to Budget Variance

City Manager's Office - $87 thousand under budget

Expense –$87 thousand under budget

- $87 thousand under budget due to actual 2015 corporate insurance premiums being under initial budget. This reduction has been incorporated into the 2015 tax rate presented to Council on May 4, 2015.

Corporate Strategic Services - $52 thousand over budget

Expense – $52 thousand over budget

- $52 thousand over budget in IT color copy charges. In 2015, the corporate copy expenses were consolidated within the IT department. Color copy charges are being monitored within the corporation and a decrease in related expenses within other departments should become apparent by the second quarter.

Community & Protective Services - $52 thousand under budget

Revenue - $ 246 thousand under budget

- $122 thousand under budget as concession services not being offered in 2015.
- $103 thousand under budget due to Municipal Enforcement service vacancies resulting in less tickets.
- $60 thousand under budget due to lower anticipated memberships, offset slightly by an increase in lesson fees.
- $40 thousand over budget in Recreation due to new signed contracts for advertising, rentals and donations not originally in budget.

Expense–$298 thousand under budget

- $185 thousand under budget due to Municipal Enforcement Services vacancies, RCMP security delays and recruitment delays.
- $90 thousand under budget relating to transfer of Speed on Green tickets to reserve. Significantly less Speed on Green tickets issued in first quarter. The process is under review to determine if issue is related to technology, behavior changes or combination of both.
- $56 thousand under budget as concession services not being offered in 2015.

Infrastructure Services - $145 thousand under budget

Expense–$145 thousand under budget

- $87 thousand under budget due to a reduction in fuel costs as actual rates lower than budget.
- $58 thousand under budget due to actual 2015 corporate insurance premiums being under initial budget. This reduction has been incorporated into the 2015 tax rate presented to Council on May 4, 2015

Common & Fiscal Division - $90 thousand over budget

Expense - $90 thousand over budget

- $90 thousand over budget due to an increase in bad debts expense relating to the write off of a 2013 receivable over a construction project that went to arbitration and was settled in 2015

CITY OF ST. ALBERT

OPERATING SUMMARY REPORT BY MUNICIPAL SERVICES

FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

	Mar 2015 Actual YTD	2015 Net Budget	Actual as a % of Total
Municipal Services			
Engineering Services & Admin Support	950	5,936	3%
Planning & Development	208	821	1%
Public Works	3,364	14,752	11%
Fire Services	2,599	13,204	8%
Transit Services	1,409	7,904	4%
Police Services	2,114	8,866	7%
	10,644	**51,483**	34%
Economic Devlopment	**22**	**690**	0%
Community, Recreation & Culture Services			
Community Services Admin	211	760	1%
Recreation and Parks	142	3,613	0%
Culture Services	370	2,485	1%
Family & Community Support Services	185	988	1%
Outside Agencies	1,476	5,371	5%
	2,384	**13,217**	8%
Capital Financing & Common & Fiscal	**14,317**	**9,211**	46%
Administration & Support Services			
Information Technology Services	821	3,318	3%
Financial Services	572	2,488	2%
Human Resources	584	2,540	2%
Legal Services	574	1,974	2%
Corporate Strateic Services	134	718	0%
Corporate Planning	90	332	0%
Corporate Communication	223	1,090	1%
City Manager	368	1,129	1%
Environment & Sustainability	154	638	0%
Legislative Services	302	1,055	1%
Council	177	622	1%
Assessment & Taxation Services	(9)	104	0%
	3,990	**16,008**	13%
NET TOTAL	**$ 31,357**	**$ 90,609**	

CITY OF ST. ALBERT

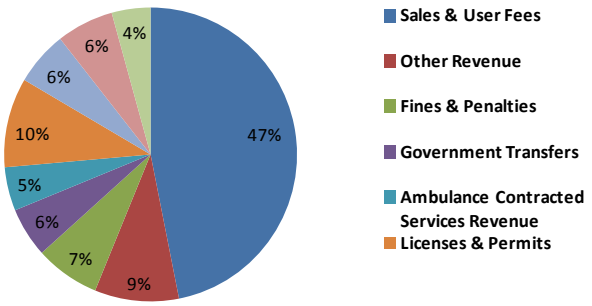
MUNICIPAL STATEMENT OF OPERATIONS BY FUNCTION

FOR THE PERIOD ENDING MARCH 31, 2015

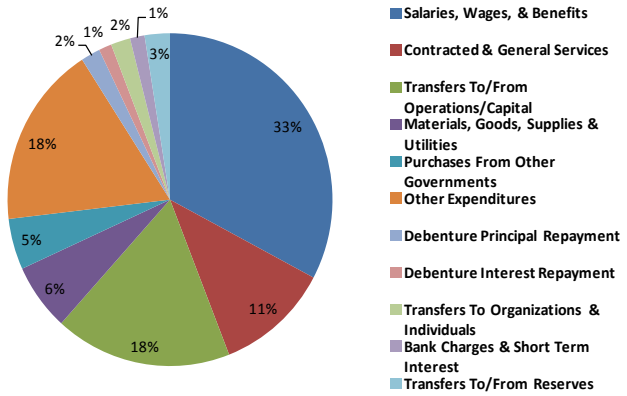
In Thousands of Dollars

	2015 Actual YTD (A)	2015 Forecast (B)	Approved Budget (C)	Forecasted Variance $ (C-B)	Forecasted Variance % (C-B)/C
Revenues					
Sales & User Fees	$5,737	22,729	$22,889	$(160)	(1%)
Other Revenue	1,255	6,021	6,003	18	0%
Fines & Penalties	965	3,859	3,962	(103)	(3%)
Government Transfers	739	3,246	3,246	-	0%
Ambulance Contracted Services Revenue	649	2,593	2,593	-	0%
Licenses & Permits	1,331	2,617	2,617	-	0%
Franchise Fees	804	1,984	1,984	-	0%
Interest Income	851	2,369	2,369	-	0%
Transfers To/From Reserves	579	2,617	2,617	-	0%
Total Revenue	$12,910	$48,035	$48,280	$(245)	(1%)
Expenses					
Salaries, Wages, & Benefits	14,491	63,343	63,529	$186	0%
Contracted & General Services	5,010	22,753	22,826	74	0%
Transfers To/From Operations/Capital	7,813	13,773	13,773	-	0%
Materials, Goods, Supplies & Utilities	2,884	13,403	13,526	123	1%
Purchases From Other Governments	2,186	8,746	8,745	(1)	(0%)
Other Expenditures	7,845	4,608	4,518	(90)	(2%)
Debenture Principal Repayment	852	3,755	3,755	-	0%
Debenture Interest Repayment	567	2,246	2,246	-	0%
Transfers To Organizations & Individuals	861	2,970	2,971	1	0%
Bank Charges & Short Term Interest	643	1,515	1,516	1	0%
Transfers To/From Reserves	1,115	1,394	1,484	90	6%
Total Expense	$44,267	$138,506	$138,889	$383	0%
Excess of Revenue over Expense	$(31,357)	$(90,471)	$(90,609)	$138	

Municipal Operating Revenue for the Period Ending March 2015



Municipal Operating Expense for the Period Ending March 2015



CITY OF ST. ALBERT

MUNICIPAL CAPITAL EXPENDITURE SUMMARY REPORT
FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2015	233	34,927	33,602	1,325	3.79%	76
2014	9,728	21,859	21,859	0	0.00%	40
2013 & PRIOR	22,909	55,290	55,290	0	0.00%	28
TOTAL MUNICIPAL PROJECTS	**32,870**	**112,076**	**110,751**	**1,325**	**1.18%**	**144**

Municipal Capital Project Financial Highlights

- There are a total of 144 municipal capital projects that have been ongoing and scheduled for 2015.
- Of these projects, 76 pertain to capital projects approved in 2015. There is a forecasted decrease of $1.3 million due to a reduction from the tender process for the Collector Reconstruct and Asphalt Overlay programs coming in lower than budgeted.
- From 2014, 40 projects remain open and is 44.5% expended to date. The budget and forecast of $21.8 million continues to remain on target for completion.
- The remaining 28 projects relate to projects from 2013 and earlier. The current projects' expenditures to date are $22.9 million, with a project budget and forecast of $55.3 million. The major project 412420 Campbell Road Park & Ride of $30 million remains on hold pending other governmental negotiations.

CITY OF ST. ALBERT

MUNICIPAL CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

		********** PROJECT TOTAL **********					
	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Entity #01 St. Albert							
Division #1000 Council							
415103	Story Boards	0	10	10	0	0.0%	
415102	Railroad Safety Enhancement	0	450	450	0	0.0%	
415101	NABI Building Fund*	0	25	25	0	0.0%	
414809	LRT Functional Alignment Study	0	250	250	0	0.0%	
412106	Entrance Landscaping Beautification	466	500	500	0	0.0%	
412103	White Spruce Forest	14	25	25	0	0.0%	
412102	Mountain Bike Skills Park	5	175	175	0	0.0%	
412101	Train Whistle Cessation (McKenney & Ray Gibbon Drive)	96	150	150	0	0.0%	
Total Division #1000 Council		581	1,585	1,585	0	0.0%	8
Division #2000 City Manager's Office							
415808	Civic Buildings Security	0	152	152	0	0.0%	
414808	Civic Buildings Security	0	250	250	0	0.0%	
414201	50+ Club Building Rehabilitation and Expansion	116	2,370	2,370	0	0.0%	
Total Division #2000 City Manager's Office		116	2,772	2,772	0	0.0%	3
Division #2300 Corporate Strategic Services							
415510	Metropolitan Area Network Design	0	250	250	0	0.0%	
415509	Council Chamber Technology	0	100	100	0	0.0%	
415508	Financial System Software	0	300	300	0	0.0%	
415507	Energy and Water Conservation Audit	0	150	150	0	0.0%	
415506	Smart City Master Plan	0	65	65	0	0.0%	
415505	Central Records Shelving Upgrade	0	57	57	0	0.0%	
415504	Council Chambers Upgrade	0	202	202	0	0.0%	
415503	Intelex Phase 2*	0	40	40	0	0.0%	
415502	Office Automation Program	1	50	50	0	0.0%	
415501	Office Systems Replacement Plan	0	693	693	0	0.0%	
414509	Agenda Management Software	29	110	110	0	0.0%	
414508	PW Former PW Yard Remediation Program	332	800	800	0	0.0%	
414507	Community Sustainability Plan	180	277	277	0	0.0%	
414506	Smart City Master Plan & Alliance	33	95	95	0	0.0%	
414505	Performance Measurement System	0	50	50	0	0.0%	
414504	Website Project	65	75	75	0	0.0%	
414503	HR Electronic Recruitment Software	35	43	43	0	0.0%	
414501	Office Systems Replacement Plan	79	623	623	0	0.0%	
414202	Financial System Software	5	200	200	0	0.0%	
413505	Performance Measurement System	0	50	50	0	0.0%	
413503	HR Electronic Recruitment Software	21	30	30	0	0.0%	
413501	Office Systems Replacement Plan	57	453	453	0	0.0%	
40940C-11	Corporate GIS Foundation Items	14	32	32	0	0.0%	
40548C	IT Strategic Plan	852	910	910	0	0.0%	
Total Division #2300 Corporate Strategic Services		1,703	5,655	5,655	0	0.0%	24

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

		********** PROJECT TOTAL **********					
	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #3000 Community & Protective Services							
415332	Arena Improvements	0	128	128	0	0.0%	
415331	Water Conservation	0	110	110	0	0.0%	
415330	FS Station 2	0	281	281	0	0.0%	
415329	Noise & Light Barrier- Fire Station #3	0	25	25	0	0.0%	
415328	Land Acquisition Fire Hall #4	0	350	350	0	0.0%	
415327	Alberta First Responders Radio Communication System	0	47	47	0	0.0%	
415326	Signal Pre-Emption	0	105	105	0	0.0%	
415325	FPO Vehicle	0	35	35	0	0.0%	
415324	Fire CAD Upgrade	0	16	16	0	0.0%	
415323	Municipal Enforcement Officer Safety Initiative	0	54	54	0	0.0%	
415322	Municipal Enforcement Efficiencies	0	46	46	0	0.0%	
415321	Arden LED Lighting Replacement	0	114	114	0	0.0%	
415320	Arden Cinema Screening Capability	0	43	58	(15)	-35.3%	
415319	Visual Arts Studio - Pottery Wheel Replacement	0	18	18	0	0.0%	
415318	Heritage Site Phase 2b	0	1,526	1,526	0	0.0%	
415317	Visual Arts Studio - Electric Kilns Replacement	0	24	24	0	0.0%	
415316	SAP Cultural Wayfinding Enhancement & Replacement- Ph 1	0	220	220	0	0.0%	
415315	Juneau House	0	605	605	0	0.0%	
415314	Safety Fencing Installation	0	96	96	0	0.0%	
415313	Lion's Park	0	500	500	0	0.0%	
415312	Lacombe Park Development*	0	990	990	0	0.0%	
415311	Riel Park Amenities Building	0	215	215	0	0.0%	
415310	Riel Park Phase 5 - Design and Park Development	0	275	275	0	0.0%	
415309	Northridge Park Development Phase 2*	0	500	500	0	0.0%	
415308	Community Capital Program	2	250	250	0	0.0%	
415307	City Playground Infrastructure Lifecycle Program	0	280	280	0	0.0%	
415306	City Parks Infrastructure Replacement Program	0	150	150	0	0.0%	
415305	City Sportfield Rehabilitation Program	0	285	285	0	0.0%	
415304	Arden Theatre Maintenance and Lifecycle Plan	0	118	128	(10)	-8.5%	
415303	Emergency Services Equipment Replacement Plan	1	161	161	0	0.0%	
415302	Aquatics Lifecycle Plan	45	194	194	0	0.0%	
415301	Servus Place Life Cycle Replacement Program	55	834	834	0	0.0%	
414413	Public Engagement Online Tools	0	50	50	0	0.0%	
414319	Cultural Walk/ Wall of Fame	0	20	20	0	0.0%	
414318	Heritage Sites Phase 2	301	1,526	1,526	0	0.0%	
414317	Founders Walk Phase 2	15	711	711	0	0.0%	
414316	SAP Way-finding & Signage Upgrade	15	25	25	0	0.0%	
414314	Fire Station #3- Exhaust System Replacement	4	212	212	0	0.0%	
414313	Campbell Dog-Friendly Park	139	160	160	0	0.0%	
414312	Lacombe Park Master Plan	67	173	173	0	0.0%	
414311	Woodlands Water Park - Locker Room	115	120	120	0	0.0%	
414310	Erin Ridge / Oakmont Trail Phase 2 Construction	916	1,050	1,050	0	0.0%	
414309	Chevigny House	48	100	100	0	0.0%	
414308	Community Capital Program	194	200	200	0	0.0%	
414306	City Parks Refurbishment Plan/Implementation	127	137	137	0	0.0%	
414305	Sportfield Refurbishment Program	5	220	220	0	0.0%	
414304	Arden Theatre Replacement Plan	20	28	28	0	0.0%	
413309	Chevigny House	85	100	100	0	0.0%	
413307	Kingsw ood Neighbourhood Playground	88	100	100	0	0.0%	
413306	City Parks Refurbishment Plan/Implementation	58	106	106	0	0.0%	
41131A	Mountain Bike Skills Park - Design	20	25	25	0	0.0%	
41022A-11	Dog Park	94	100	100	0	0.0%	
40982A	North Ridge Park Development Phase 1/Phase 2	573	750	750	0	0.0%	
40958A	Founders Walk (150th Anniversary)	1,265	1,269	1,269	0	0.0%	
Total Division #3000 Community & Protective Services		4,252	15,777	15,802	(25)	-0.2%	54

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

		********** PROJECT TOTAL **********					
	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #4000 Planning & Engineering Services							
415455	Grandin Pond Bridge & Trail Paving	0	50	50	0	0.0%	
415453	Mailbox Locations	0	25	25	0	0.0%	
415417	Safety Codes Officer Truck	0	29	29	0	0.0%	
415416	Traffic Collision Management Softw are	0	50	50	0	0.0%	
415415	Erin Ridge Traffic Mitigation	0	25	25	0	0.0%	
415414	St. Anne Realignment	6	4,180	4,180	0	0.0%	
415413	St. Albert Trail Revitalization	0	125	125	0	0.0%	
415412	St. Albert Trail Median & Blvd Enhancement	3	967	967	0	0.0%	
415411	Right of Way (ROW) Study	0	60	60	0	0.0%	
415410	Crack Sealing Program	0	80	80	0	0.0%	
415409	Road Repairs	7	275	275	0	0.0%	
415408	Transportation Systems Mgmt (Signals)	0	859	859	0	0.0%	
415407	Sidew alk Program	0	1,270	1,270	0	0.0%	
415406	Red Willow Trail Overlay Program	0	200	200	0	0.0%	
415405	Permanent Line Marking Rehabilitation	0	128	128	0	0.0%	
415404	Local Reconstruct Program	0	265	265	0	0.0%	
415403	Collector/Local Asphalt Overlay Program	0	3,500	3,050	450	12.9%	
415402	Collector Reconstruct Program	0	2,100	1,200	900	42.9%	
415401	Arterial Asphalt Overlay Program	49	1,800	1,800	0	0.0%	
414454	Giroux Road and Lacombe Drive Pedestrian Crossing Control	118	130	130	0	0.0%	
414414	St. Anne St. Realignment - St. Thomas to Tache St	250	800	800	0	0.0%	
414412	St. Albert Trail Median and Blvd Enhancement	685	924	924	0	0.0%	
414411	City Ow ned Parking Lot - Fire Station #2	134	150	150	0	0.0%	
414410	Transportation Master Plan	383	630	630	0	0.0%	
414408	Transportation Systems Mgmt (Signals)	616	800	800	0	0.0%	
414407	Sidew alk Program	629	900	900	0	0.0%	
414403	Collector/Local Asphalt Overlay Program	1,734	2,280	2,280	0	0.0%	
414402	Collector Reconstruct Program	113	315	315	0	0.0%	
414401	Arterial Asphalt Overlay Program	1,001	1,100	1,100	0	0.0%	
413412	Railroad Safety Enhancement (Meadow view)	0	250	250	0	0.0%	
413409	Veness Road Upgrade (142 St)	2,162	2,410	2,410	0	0.0%	
413408	Transportation Systems Mgmt (Signals)	734	746	746	0	0.0%	
413407	Sidew alk Program	478	500	500	0	0.0%	
413402	Collector Reconstruct Program	2,033	2,110	2,110	0	0.0%	
Total Division #4000 Planning & Engineering Services		11,135	30,033	28,683	1,350	4.5%	34

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

		********** PROJECT TOTAL **********					
		Project To Date	Project Budget	Project Forecast	$ Variance fav / (unfav)	% Variance	# of
	Project Description	A	B	C	(B-C)		Projects
Division #4500 Infrastructure Services							
415812	Black Knot Remediation	0	80	80	0	0.0%	
415811	Residential Area Sand Boxes	7	10	10	0	0.0%	
415810	SAP Building Envelope Replacement Plan	0	354	354	0	0.0%	
415809	Transit Waiting Shelters	0	61	61	0	0.0%	
415807	PW Subdivision Signage Lifecycle Refurbishments	0	50	50	0	0.0%	
415806	PW Shop & Yard Equipment Replacement	0	35	35	0	0.0%	
415805	PW Energy Efficiency Replacement Program	0	60	60	0	0.0%	
415804	On-Board Video	0	125	125	0	0.0%	
415803	Grow th Buses	0	3,200	3,200	0	0.0%	
415802	Transit Bus Lifecycle Replacement	0	2,500	2,500	0	0.0%	
415801	PW Mobile Equipment Replacement Plan	58	1,327	1,327	0	0.0%	
414807	PW Subdivision Signage & Amenities	38	46	46	0	0.0%	
414804	Transit Smart Fare System	0	2,652	2,652	0	0.0%	
414801	PW Mobile Equipment Replacement Plan	1,186	1,261	1,261	0	0.0%	
413809	LRT Functional Study	208	250	250	0	0.0%	
412420	Campbell Road Park & Ride	63	30,000	30,000	0	0.0%	
41184	Ray Gibbon Drive Stage 3A - Construction	12,708	12,908	12,908	0	0.0%	
41132B	City Building Rehabilitation	56	100	100	0	0.0%	
41119A	Bridge Rehabilitation	548	600	600	0	0.0%	
40970A	St. Albert Trail Urbanization Study	73	150	150	0	0.0%	
Total Division #4500 Infrastructure Services		14,945	55,769	55,769	0	0.0%	20
Division #6500 Common & Fiscal							
412108	Civic Space Capacity Initiative	137	490	490	0	0.0%	
Total Division #6500 Common & Fiscal		137	490	490	0	0.0%	1
Total Entity #01 St. Albert		**32,869**	**112,081**	**110,756**	**1,325**	**1.2%**	**144**
2015 Projects		**233**	**34,927**	**33,602**			
2014 Projects		**9,728**	**21,859**	**21,859**			
2013 & Prior Projects		**22,909**	**55,290**	**55,290**			

Utility Operations

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Forecasted Variance $ (C-B)	Forecasted Variance % (C-B)/C
Revenues					
Sales & User Fees	$9,176	$38,465	$38,455	$10	0%
Other Revenue	-	24	48	(24)	(50%)
Fines & Penalties	29	93	93	-	0%
Transfers To/From Reserves	-	-	-	-	0%
Total Revenue	$9,205	$38,582	$38,596	$(14)	(0%)
Expenses					
Salaries, Wages, & Benefits	949	4,594	4,594	$-	0%
Contracted & General Services	1,481	7,690	7,697	7	0%
Transfers To/From Operations/Capital	952	952	952	-	0%
Materials, Goods, Supplies & Utilities	134	1,040	1,040	-	0%
Purchases From Other Governments	2,321	9,730	9,730	-	0%
Other Expenditures	136	798	808	10	1%
Bank Charges & Short Term Interest		2	2	-	0%
Total Expense	$5,973	$24,806	$24,823	$17	0%
Excess of Revenue over Expense	$3,232	$13,776	$13,773	$3	0%
Transfer to Reserves	$3,232	$13,776	$13,773	$(3)	(0%)
Operating Surplus for the Period	-	-	-	-	

CITY OF ST. ALBERT

UTILITY STATEMENT OF OPERATIONS BY FUNCTION

FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

Division Description	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Forecasted Variance $ (C-B)	Forecasted Variance % (C-B)/C
Revenue					
Water	$3,263	$14,001	$14,015	$(14)	(0%)
Wastewater	2,688	11,895	11,894	1	0%
Storm	1,601	6,106	6,107	(1)	(0%)
Solid Waste Management	1,653	6,580	6,580	-	0%
Total Revenue	$9,205	$38,582	$38,596	$(14)	(0%)
Expenses					
Water	$1,966	$8,490	$8,501	$10	0%
Wastewater	1,979	9,089	9,091	3	0%
Storm	220	1,356	1,357	1	0%
Solid Waste Management	1,808	5,871	5,874	2	0%
Total Expenses	$5,973	$24,806	$24,823	$17	0%
Transfer to Reserve					
Water	$1,297	$5,511	$5,514	$(4)	(0%)
Wastewater	710	2,806	2,803	4	0%
Storm	1,381	4,750	4,750		0%
Solid Waste Management	(156)	709	706	2	0%
Total Transfer to Reserve	$3,232	$13,776	$13,773	$3	0%

CITY OF ST. ALBERT

UTILITY CAPITAL EXPENDITURE SUMMARY REPORT
FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2015	67	11,338	11,338	0	0.00%	14
2014	5,749	17,998	17,998	0	0.00%	12
2013 & PRIOR	13,639	23,459	23,199	260	1.11%	13
TOTAL UTILITY PROJECTS	**19,456**	**52,795**	**52,535**	**260**	**0.49%**	**39**

Utility Capital Project Financial Highlights

- There are 39 projects scheduled for Utilities in 2015.
- There are 14 projects approved for 2015 and only $67 thousand has been spent from an $11.4 million budget. Projects expenditures will occur as the tendering and Request for Proposal (RFP) process and preparation is completed.
- From 2014, 12 projects with a total of $5.7 million has been spent to date, with a budget and forecast of $17.9 million.
- For 2013 and prior years, there are 13 projects with current expenditures to date of $13.6 million. The forecasted variance reduction of $260 thousand relates to project 41151A Outfall #4 (previously known as Riel Park Development) due to shifting priorities. The design phase of this project will be completed with construction to occur in a subsequent year.

CITY OF ST. ALBERT

UTILITY CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

		PROJECT TOTAL					
	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Entity #02 Utilities							
Division #7000 Water							
415835	Water System Infrastructure Rehab	11	410	410	0	0.0%	
415831	SCADA Upgrades for Water Stations	0	50	50	0	0.0%	
415430	Water Network Level of Service	0	800	800	0	0.0%	
415230	Update Meter Reader Technology	0	1,000	1,000	0	0.0%	
414431	Oakmont Pump House Upgrades	5	500	500	0	0.0%	
414430	Water Network Level of Service	0	578	578	0	0.0%	
414203	Update Water Meter Technology	0	100	100	0	0.0%	
413419	Oakmont Pumphouse Upgrades	50	75	75	0	0.0%	
413418	Oakmont Water Supply Line	986	4,900	4,900	0	0.0%	
413417	East Water Supply Main (Phase 2)	4,999	5,500	5,500	0	0.0%	
413414	Water Network Level of Service	0	551	551	0	0.0%	
412703	Water Network Level of Service	186	525	525	0	0.0%	
Total Division #7000 Water		6,237	14,989	14,989	0	0.0%	12
Division #8000 Wastewater							
415846	Wastewater Household Service Replaceme	56	200	200	0	0.0%	
415845	Wastewater Rehabilitation Program	0	229	229	0	0.0%	
415842	Wastewater Combination Flusher/Hydrovac	0	320	320	0	0.0%	
415841	Wastewater SCADA Upgrades	0	50	50	0	0.0%	
415454	Phase 3 North Interceptor	0	2,137	2,137	0	0.0%	
415442	Rivercrest Lift Station Rehabilitation	0	300	300	0	0.0%	
415441	Wastewater Main Replacement	0	582	582	0	0.0%	
415440	Wastewater Collection System Level of Se	0	360	360	0	0.0%	
414845	Wastewater Rehabilitation Program	116	221	221	0	0.0%	
414442	Wastewater Lift Station Rehabilitation	2,757	3,570	3,570	0	0.0%	
414441	Wastewater Main Replacement	318	1,454	1,454	0	0.0%	
414440	Wastewater Collection System Redesign &	599	2,200	2,200	0	0.0%	
413813	Wastewater Main Replacement	57	528	528	0	0.0%	
Total Division #8000 Wastewater		3,903	12,151	12,151	0	0.0%	13

UTILITY CAPITAL EXPENDITURE SUMMARY REPORT (cont'd)

		********** PROJECT TOTAL **********					
	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #8600 Storm							
415452	Stormwater Management Level of Service I	0	3,300	3,300	0	0.0%	
415451	Stormwater Infrastructure Rehabilitation	0	1,600	1,600	0	0.0%	
414453	Oakmont Swale Reconstruction	288	2,500	2,500	0	0.0%	
414452	Sedimentation and Erosion Control Plan	1,482	2,000	2,000	0	0.0%	
414451	South Campbell Stormwater Management F	50	4,050	4,050	0	0.0%	
414450	Lacombe Park Bank Repairs	130	800	800	0	0.0%	
413427	Sedimentation and Erosion Control Plan	200	200	200	0	0.0%	
413426	South Campbell Storm Water Management F	67	950	950	0	0.0%	
413424	Storm Water Management Level of Service	547	1,680	1,680	0	0.0%	
413423	Storm Water Infrastructure Rehabilitation	225	1,050	1,050	0	0.0%	
412712	Stormwater Infrastructure Rehabilitation	815	1,000	1,000	0	0.0%	
41151A	Riel Wetland Stormwater Outlet Improvemer	119	500	240	260	52.0%	
Total Division #8600 Storm		3,923	19,630	19,370	260	1.3%	12
			12				
Division #9000 Solid Waste Management							
Cost Centre #9100 Solid Waste Management Collection & Disposal							
414865	Recycle Yard Upgrades	4	25	25	0	0.0%	
412715	Riel Park Redevelopment Phase 3 & 4	5,390	6,000	6,000	0	0.0%	
Total Division #9000 Solid Waste Management		5,394	6,025	6,025	0	0.0%	0
Total Entity #02 Utilities		**19,457**	**52,795**	**52,535**	**260**	**0.5%**	**39**
2015 Projects		**67**	**11,338**	**11,338**			
2014 Projects		**5,749**	**17,998**	**17,998**			
2013 & Prior Projects		**13,639**	**23,459**	**23,199**			

Financial Position

CITY OF ST. ALBERT

STATEMENT OF RESERVES

FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

	Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Forecasted Balance	March, 2015 Balance
	$	$	$	$
Operating				
Stabilization	**3,765**	**(1,274)**	**2,491**	**3,767**
Growth Stabilization	**652**	**990**	**1,641**	**1,641**
Operating Carry Forwards				
Operating Carry Forward Reserve	2,027	(1,721)	307	1,963
Outside Agencies	156	9	165	165
Community Significant Event Stimulus Fund	61	-	61	61
	2,244	**(1,712)**	**533**	**2,188**
Risk Management	**1,261**	**33**	**1,294**	**1,269**
Automated Traffic Enforcement Technology - Speed on Greer	**285**	**(195)**	**90**	**107**
LRT/BRT Reserve	**376**	**(340)**	**36**	**328**
Operating Program				
Children's Festival Fund	122	-	122	122
Young Artists Legacy Grant Program Fund	21	-	21	21
	143	**-**	**143**	**143**
RCMP Contract Expense Reserve	**869**	**-**	**869**	**869**
Safety Enhancement Reserve	**640**	**(142)**	**498**	**617**
Election Reserve	**232**	**47**	**279**	**279**
Total Operating	**10,467**	**(2,593)**	**7,874**	**11,209**
Capital				
Internal Financing	**1,020**	**373**	**1,393**	**1,393**
Major Recreational Lands & Facilities				
Major Rec. Facilities Fund - City Wide	3,071	(1,011)	2,060	3,090
Major Rec. Facilities Fund - Neighbourhood	1,130	(905)	225	1,137
Parkland	216	1	217	217
Dog License Fund	223	13	236	244
	4,640	**(1,902)**	**2,738**	**4,688**
Transportation				
General Transportation Fund	1,500	9	1,509	1,509
Public Transit Fund	3,815	(1,596)	2,219	4,059
	5,315	**(1,587)**	**3,728**	**5,568**
Equipment - Replacement				
Equipment Replacement Fund	2,330	(346)	1,984	2,832
Emergency Services Equipment Replacement Fund	216	(39)	177	246
Office Systems Replacement Fund	1,298	(1,203)	95	1,353
Facilities Refurbishment Fund	156	19	175	176
Arden Theatre Repair & Refurbishment Fund	136	49	185	145
Servus Place Replacement & Refurbishment Fund	1,011	(354)	657	1,094
Aquatics Facility Refurbishment Fund	478	(16)	462	479
Public Art Acquisition, Maintenance & Restoration Fund	342	(171)	171	276
Fire Buildings Lifecycle	101	81	182	121
City Playgrounds Lifecycle Fund	252	2	254	323
	6,320	**(1,978)**	**4,342**	**7,045**

STATEMENT OF RESERVES (cont'd)
FOR THE PERIOD ENDING MARCH 31, 2015

In Thousands of Dollars

	Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Forecasted Balance	March, 2015 Balance
	$	$	$	$
Municipal Land and Facilities Reserve	**(360)**	**(37)**	**(397)**	**(370)**
Capital Funding Reserve				
Capital Fund	31,817	4,362	36,179	51,594
Outside Agencies	268	55	323	298
	32,085	**4,417**	**36,502**	**51,892**
Library Collection Reserve Fund	**3**	**-**	**3**	**3**
Total Capital	**49,023**	**(714)**	**48,309**	**70,219**
Utilities				
Water Fund	6,651	1,182	7,833	7,982
Wastewater Fund	6,277	(348)	5,928	6,972
Storm Fund	16,401	(3,114)	13,288	17,886
Solid Waste Management Fund	(4,871)	(1,154)	(6,025)	(4,760)
Total Utilities	**24,458**	**(3,434)**	**21,024**	**28,080**
Total Reserves	**83,948**	**(6,741)**	**77,207**	**109,508**

The January 1, 2015 balance does not include $38 thousand Arts and Heritage Foundation Reserve, which is included in the consolidated 2014 Annual Financial Report

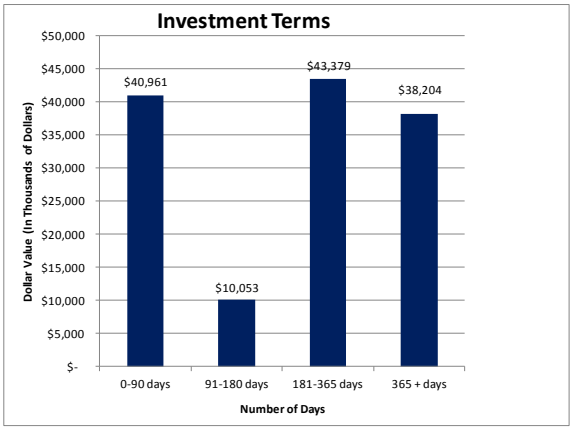
Investments

As of March 31, 2015 the City had $132.6 million in cash and investments.

The City of St. Albert's Investment Policy, C-FS-02, outlines the Investment Portfolio Policy. This policy is reviewed annually by Administration with any changes recommended to Council for approval.

Financial Institution	Portfolio Amount in thousands of dollars	Percentage
Toronto Dominion	25,452	19.19%
ATB Financial	25,240	19.04%
Servus Credit Union	10,203	7.70%
BMO Nesbitt Burns	19,995	15.08%
CIBC Wood Gundy	23,259	17.54%
Scotiabank	5,052	3.81%
RBC Dominion Securities	5,306	4.00%
Raymond James	18,089	13.64%
	$132,597	100%

- City Managed Cash and Short-Term Investments – the primary goal is liquidity and capital preservation by investing in short-term secure investments for a term of up to three years.
- Custodian Managed Investment Portfolio – the primary purpose is to maintain capital preservation, while maximizing investment returns by accessing investment funds managed by professional fund managers.
- The City's Investment Policy restricts Administration from investing more than 75 per cent of funds in any one financial institution.
- The chart on the right shows the current portfolio distribution of both short-term and long-term funds by financial institution.



The Investment Terms chart shows the current investment portfolio by term and interest rate range.

The City of St. Albert will maintain an investment portfolio that will be sufficiently liquid in order to meet its operating cash flow requirements that might reasonably be anticipated in the short and longer term. Under policy C-FS-02, any investments with terms of more than three years must be administered through a custodian and Administration is to manage investments with terms of fewer than three years.

Observations

The cash and investment portfolio as of March 31, 2015 had a total value of $132.6 million. Funds have been invested to ensure the best term and corresponding interest rates are achieved for the upcoming months. To maximize returns on short-term investments, City staff select the highest investment yield based on quotes from up to 10 banks and investment firms, including eligible credit unions and the Canadian chartered banks. Any surplus cash balances are placed in a daily interest savings account to maximize interest income.

Benchmarking Data

The chart on the right compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates as per the City's Investment Policy C-FS-02.

	St. Albert	Bank of Canada
Cash and Short Term Investments	Average Portfolio Rate	T-Bill Rate
0 - 90 Days	1.19%	0.54%
91 - 180 Days	1.81%	0.55%
181 - 365 Days	1.90%	0.56%
	St. Albert	Bank of Canada
Long Term Investments	Average Portfolio Rate	3 & 7 Yr Bond Rate
2 - 8 Years	2.93%	.48% - .99%

Overall, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

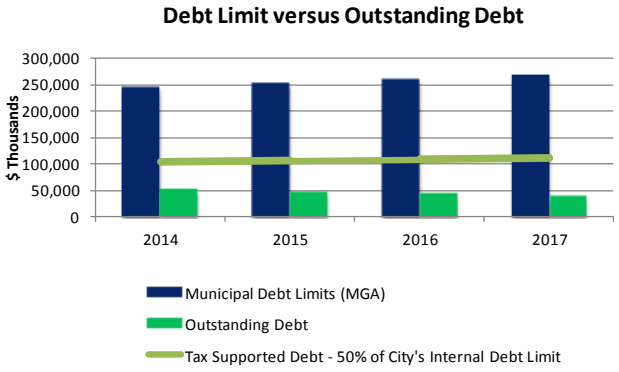
As of March 31, 2015, the City had earned $841 thousand in investment income, which is 36% of the year to date forecast.

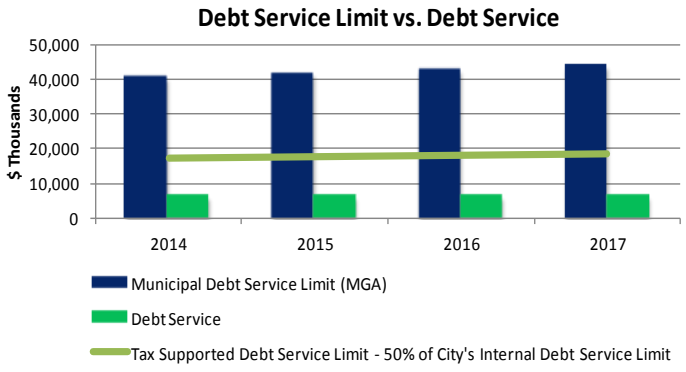
Summary of Debt

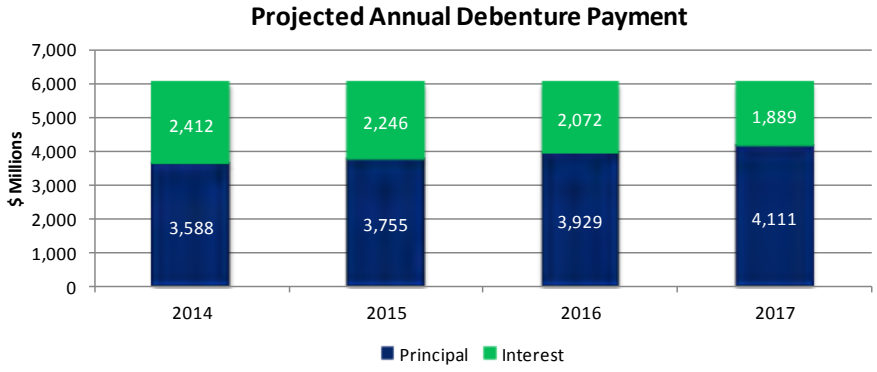
As of March 31, 2015, the City had $48.4 million debt outstanding.

The City of St. Albert's Debt Management Policy, C-FS-03, outlines the types of debt and financing the City may undertake. According to the policy, the City Manager or designate shall report quarterly to Council regarding the City's compliance with this policy.

Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval of the Minister of Municipal Affairs. In addition, C-FS-03 stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limit prescribed by Provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the City's internally determined debt limit and debt services limit. As at December 31, 2014, the City's debt limit was $242.0 million and its service on debt limit was $40.3 million. The City of St. Albert's debt and service limits have consistently been well under the allowable limits and are not forecasted to change in the near future.







GLOSSARY

Term	Description
Actual	Actual, as opposed to budgeted, revenues and expenditures for the fiscal year indicated.
City Managed Cash	Funds invested directly through the City.
Capital Preservation	A conservative investment strategy used to ensure funds that are invested are protected.
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
Custodian Managed Investment Portfolio	Funds invested through professional fund manager.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Debt Service Limit	MGA regulated limit on the annual debt payments (principal and interest); calculated at 0.25 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Divisions/Departments	Part of the City's organization 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.
Internal 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.
Investment Yield	The income return on investments.
Liquidity	The ability to convert an asset into cash in a short period of time.
Long-Term Debt	Debt with a maturity date of more than one year after the date of issuance.
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.
Per Capita	Indicates costs or revenues on a per person basis.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund. They may be either obligatory (created whenever a ruling requires revenues received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project for which it has authority to spend money).

GLOSSARY

Term	Description
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 utilities operations are self-funded through a separate revenue structure.
Variance	The variance column records the difference between the actual and budget amounts. Positive dollar variances indicate favorable budget impact and negative dollar variances indicate an unfavorable budget impact.
Year- End Uncommitted Balance	The reserve dollar amount at year end which has not been committed to specific projects.
YTD	Indicates Year to Date.

For More Information:

City of St. Albert

5 St. Anne Street

St. Albert, AB T8N 3Z9

Phone: 780-459-1500

www.stalbert.ca