

2015

QUARTERLY REPORT EXECUTIVE SUMMARY

FOURTH QUARTER

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City of St. Albert Cultivate Life

2015 QUARTERLY REPORT

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The City of St. Albert 2015 Corporate Quarterly Report– Quarter Four is provided to meet Council's need for regular and formal communication from the City Manager. The report provides pertinent information on progress for the quarter ending December 31, 2015 related to City of St. Albert Strategic Plan approved by Council in February 2015 with Council Policy C-CG-02 City of St. Albert Strategic Plan.

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

StATRACKER - Performance Dashboard - City of St. Albert

Quarter Four Progress Update

The following section provides an overview of progress made in Quarter Four 2015 towards City of St. Albert Strategic Plan. For a more detailed progress update, please review the 2015 Quarterly Report – City of St. Albert Strategic Plan Project Status Update – Quarter Four.

Outcome: Cultivate Economic Prosperity

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

Quarter Four activities include:

- The Incubation Strategy was presented to Council on December 21, 2015. Council did not support the Incubation Strategy.
- Shop Local Concept - In consultation with the downtown advocacy panel, the Retail Symposium will be presented in one hour workshops. Administration will consider advice and revise their plan. Economic development has recruited the downtown advocacy panel as a resource to assist with the development of the retail component of the Youth Hub.
- Public engagement took place throughout three quarters of 2015 to seek stakeholder input into the proposed employment land concepts. The information was collected and presented to Council on September 21, 2015. Economic Development undertook an Industrial Land Update which examined potential uses and market demand for the Employment Lands. This report was provided to Council on December 2, 2016. Economic Development has begun implementing the plan to ensure this document reaches the development community.
- Servicing Requirements for Growth - Draft intermuncipal servicing report was presented to Intermunicipal Advisory Committee (IAC) meeting in February. The report was finalized in June 2015 and IAC members discussed and referred the report back to Administration and the IAC for the October 28, 2015 IAC Meeting. Administration is also working with various developers to identify possible funding options for off-site levy infrastructure which is expected to report back to Council in Q1 2016. Administration will provide recommendations for necessary policies or

amendments to policies that are required to facilitate the front-end funding of growth infrastructure as part of the 2016 Off-Site Levy Annual Report in Q1 2016.

- St. Anne Street Realignment - The work completed in Q4 included curb work around the parking areas in the vicinity of the Promenade, installation of street lighting underground conduit and the completion of the expansion of the parking lot for the Grandin Medical Clinic. Delays in project include installation of a separate sidewalk from Tache St. to St. Anne St; installation of the tree planting cells and storm water management system. Delays are result of contractor being unable to source backfill materials to provide proper drainage for trees along promenade. Next steps 2016: Complete the installation of above identified delay items and continue with Phase 2 which is construction of the roundabout of St. Anne Street and the tie in to the St. Anne Promenade.
- The City's Smart City Master Plan Steering Committee focused on drafting key recommendations for the Master Plan and reviewing them with key stakeholders. The content and design of the Master Plan is progressing in preparation for final Council consideration in April 2016. The Alberta Smart City Alliance participated in the November 2015 Creativity and Convergence Event as well as leading the 2015 Intelligence and Investment Initiative to the November Global Smart Cities Expo. The Alliance is also participating in the planning for the 2016 Alberta Smart Cities Symposium to be held in Banff in April 2016.

Outcome: Cultivate a Historic, Creative and Active Community

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

Quarter Four activities include:

- Phase Two Restoration - Cunningham and Hogan Houses/Brosseau Granary - Phase 2A: Exterior restoration on the Hogan and Cunningham Houses should be wrapped up by mid January and the contractor will be shutting the site down in the spring of 2016. Over the next few months final design and restoration requirements for the interior of these houses will be finalized and tendered so that the project can be completed by the end of summer 2016. As well, foundation and basement designs will be completed for the Chevigny House and Brosseau Granary relocations. Construction and relocation are required prior to a Phase 2B construction start.

  Phase 2B: Design drawings and tender documents are nearing completion with tender anticipated in late February or early March. Construction will likely begin in April 2016.
- Juneau House - This project is getting close to completion with patch repairs to the existing basement walls and waterproofing of both the existing and new basement structure and backfilling and reconstruction of the replacement kitchen addition complete. The veranda has been reconstructed, the roof replaced and all window and doors have been restored and installed. A new addition to the property is the concrete para-ramp, providing barrier free access to the building. Stucco has been removed from the exterior and new stucco will be applied in the spring. Drywall and painting have been completed in the kitchen addition and the millwork has been installed. Remaining interior work will continue throughout the winter. The exterior work including landscaping and walkways will be completed in spring of 2016.
- On November 23, 2015 Council approved that the preliminary business case for the St. Albert Performing Arts Centre project be advanced to the detailed business plan stage.

- Civic Space Needs - The detailed study of future Civic Staff full time employee needs is in progress, with a higher level analysis complete. The final recommendations are planned to be presented to Council by July 31, 2016. Administration also prepared and presented to Council an alternate approach to meeting the long-term civic space needs in 2015. This approach was approved and Administration has prepared an Expression of Interest (EOI) to explore solutions to meet civic space needs. It is anticipated the EOI will be presented to market in January or February 2016 and a report back to Council in Q2 2016 with the results of the EOI.
- The outcomes of the New Facility Prioritization Assessment Model and the community consultation process were presented to Council in October 2015 and it was received for information. In 2016 actions related to the New Facility Predictive Model include updates specifically related to include more detailed capital and operating cost estimation work and its incorporation into the 2017-2026 Capital Budget decisions. Work is also proceeding to incorporate this model into a Council Policy.
- On October 19, Council received the "Servus Place Events Analysis" Report for information. Based on the analysis, Administration will
    - Maintain signature annual events held at Servus Place while ensuring a balance of use between bookings, programs, and events which all use the same facility spaces
    - Continue to engage with the community sport partners to identify and coordinate future local, provincial, national events, with a plan to support bid submissions for nationally profiled events.
    - Continue to support non traditional events that fit the Major Event Hosting Guiding principles, with the priority to fill the identified slow volume periods at Servus Place.
    - Continue to partner with Culture on the provision of one entertainment event at Servus Place annually.
- The Grosvenor Outdoor Pool Analysis was presented to Council on December 14, 2015 and Council approved the following recommendations:
    - An adjustment to the level of service at Grosvenor Pool to accommodate offering early morning public swimming and lane swimming to better meet the needs of users, as expressed through the public engagement resulting in an increase of $22,100 to the 2017 Grosvenor Pool operating budget.
    - The allocation of $10,000 to the 2017 capital budget for the purchase and installation of a medium sized slide at Grosvenor Pool.

Outcome: Cultivate a Green Community

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

Quarter Four activities include:

- The Sturgeon River Watershed Alliance (SRWA) Technical Advisory Committee met monthly to continue work on research and projects including Water Quantity (hydrology), Water Quality and Regional Natural Areas studies. The next meeting of the Steering Committee (Council Representatives) is scheduled for January 25 and the Provincial Land use Framework and Capital Region Growth Plan will be key topics of discussion. Advisory Committee (TAC) workplan and was

notified that the SRWA had received $57,000 from the Environmental Damages Fund to complete the Water Quality Study.

- The Water Conservation Bylaw was approved by Council on November 23, 2015. Administration will develop a business case for an education and incentives program for consideration in the 2017-2019 budget, to support the implementation of Water Conservation Bylaw 22/2015 on January 1, 2018.
- The air quality monitoring station installation process started in November 2015. The site was prepared, the station moved to the site and power connected. The installation and calibration of the monitoring equipment could take several months. A permanent ornamental fence will be erected around the station and landscaping will be completed in spring 2016. An educational decal will also be wrapped around the station to inform residents of the stations' function. A celebration of the station will be held on Clean Air Day, June 1st, 2016.
- The Energy and Water Conservation Audit of Major City Facilities was completed and the final report will be completed in Q1 2016.
- The Natural Areas Assessment Report was completed including information of the status of existing protected and unprotected natural areas within the City and surrounding region, detailed natural areas information for developing areas of the City (including Carrot Creek), management guidelines for maintenance of existing natural areas and recommended policy updates for natural areas.

Outcome: Cultivate Excellence in Government

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

Quarter Four activities include:

- Work has begun on each of the 23 advocacy initiatives through outreach with government officials and community members. Council reviewed the document on August 21, 2015 and revised their priority list. An update will be provided to Council in Q1 2016. Further work is on hold pending replacement of vacancy.
- City representative has been attending all the Growth Plan Update Task Force meetings. Regular Administrative meetings have begun prior to the CRB Growth Plan Task Force Meetings. The Growth Plan Update is into Phase 3 of 5 - Policy Development. The Province has agreed to an extension of the project, as well as to fund the extension until September 2016.
- A business case was presented and approved for the 2016 budget in order to establish a total compensation strategy that reflects our corporate values, economic realities, our industry standards and our growth strategy. The approved Business Case will now allow Administration to initiate an analysis process in order to establish key considerations for designing and managing our compensation strategy, evaluating our market position, determining a variety of compensation options and assessment of compensation methodology.
- Council was presented with guiding principles for a full review of Council Policy C-P&E-02 Capital Project Management on September 28, 2015 and were asked to provide input to Administration on those principles by October 31, 2015. Administration was directed by Council (Council Motion C463-2015) to provide a revised Council Policy in Q1 2016 to be used within the 2017 Budget process.

- Administration continued the 2014-2015 Continuous Improvement Program and made progress on the following two remaining projects:
    - Public Engagement Project - The Phase 3 of this project commenced with a draft Public Engagement Policy presented to Council on October 26, 2015. Council approved the draft policy and the recommendation to establish a Council Committee to gather input on the policy from the Community. The Committee will be established early in 2016 and is scheduled to provide Council with its recommendations in September 2016.
    - Service Levels Benchmarking - Work continued on documenting internal services and associated service level standards. Also, work continues on planning a schedule for development of service standards for external services that were documented and presented to Council in 2015. Work on this project will continue with an update a draft Service Delivery Plan (document containing services and associated service levels) scheduled to be presented to Council on June 27, 2016.An inclusive hiring strategy was approved by Council in Q2 2015. Human Resources will proceed with the implementation strategy. A project charter for a facility access assessment is included in the 2016 budget presentation.

Outcome: Cultivate Sustainable Infrastructure and Services

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

Quarter Four activities include:

- North Interceptor Sanitary Trunk Line Phase 3 (Project 9) - Preliminary geotechnical investigation concluded in the summer of 2015, which provided necessary slope stability information to facilitate the optimization of alignment choices for the trunk line. In Q3 2015 focus was on the Preliminary Design associated with the project, this includes a risk workshop, and determination of optimal alignment to facilitate the construction of the project.

  It is anticipated that the detailed design will begin within Q1 of 2016. This will include the ascertaining of necessary permits and approvals and any easements from existing landowners. The detailed design will additionally yield the completion of detailed drawings and specifications providing the foundation to the construction contract of the project. The construction is anticipated to begin during Q4 2016, based on the current schedule. The timeline for construction completion will be finalized when further detailed information is available in terms of design optimizations, contract splitting and overall construction methodology.
- Fixed Network Automated Meter Infrastructure (AMI) Water Meter System - After review of the Request for Proposals submissions, only 3 proposals qualified as meeting all of the mandatory requirements. Upon further review, the proposed system costs from these vendors exceeded the budget for this project. Subsequently this tender has been cancelled.
- Offsite Levy Policies - Feedback from Sturgeon County was requested by May 1, 2015 on two policies approved by Council. Sturgeon County confirmed they had no further input to Off-Site Levy Policy C-P&E-10. Debt Sharing was deferred for exploration into Q1 2016 (note: updated date) and will require substantial consultation with developers and local development stakeholders to ensure that the white paper reflects the necessary requirements within a Debt Sharing system.

- Transportation Master Plan - The alignment and function of Villeneuve Road/Fowler Way has been finalized and approved. Public consultation and engagement in regards to the overall master plan has been completed and work is now focused on completing the traffic model and forecasting network operations. A draft report was completed in December, with a final presentation to Council scheduled for January 25, 2016.
- Land Use Bylaw Review and Update - Contract was issued and project was initiated. A developer focused public engagement was held in December 2015 and a public open house is planned for January 2016.
- Lion's Park Drainage - 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.
- Baseball Diamonds Safety Fencing - On November 19, Council approved the following actions for Administration:
    - In 2016, using the safety fencing standard, Administration complete work on the top 13 ranked ball diamonds within the budget dollars allotted. The tender for the project will be completed in Spring 2016 to allow the work to be completed after the baseball season in the following Fall/Winter.
    - Administration will complete a detailed analysis and costing for safety fencing on the remaining diamonds, and if need is determined, request additional funds through the 2017-2019 Capital Budget.
    - Administration to initiate discussion with the St. Albert Public School District and Greater St. Albert School District regarding permission and timing for installation of safety fencing for ball diamonds located on school property.
- Sport Field Refurbishment Program - Administration is currently evaluating and assessing the current City Sports Field Refurbishment Program which will impact the number of fields and method of refurbishment that the City utilizes. The new "refresh" program has been piloted for the Lorne Akins Field and will be evaluated in 2016 for durability and to ensure ongoing maintenance requirements are determined. Additional field refurbishments will be completed in 2016 to ensure tender specifications and costing are accurate for inclusion in the long term plan.
- CRB Transit Governance - An initial report on this project with Edmonton, on forming a single operating entity has been completed and was approved by Edmonton and St. Albert City Councils along with funding for a study. A report with a recommendation on integration is due to be presented to both Councils in Q2 2016. Committee has had regular ongoing meetings and will have an interim report ready by Q2 2016.
- Park and Ride Transit Centre Land Agreement - Administration is continuing coordination with the City of Edmonton and the Province of Alberta on purchase of the land. Administration met with the Province and City of Edmonton. Council provided direction to Administration to purchase the lands at market value. Discussion with the province to purchase the property was initiated and draft agreement is being worked on. Also discussion with City of Edmonton is taking place relative to ownership of the property.

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 Four activities include:

- Poverty Reduction Strategy - Research and analysis of Seven Cities affordable housing and homelessness strategies is in progress. A matrix has been developed for reference and comparison purposes.
- Mental Health Awareness Event - In response to community concerns regarding pressures people are facing regarding depression, job loss, financial worries and mental health, a "Your Life Matters" education and awareness campaign was launched. Postcards and posters were distributed to all junior and senior high schools, all city facilities, all community partners, social media accounts, internal staff, Community Vibes distribution list, Sturgeon Point Villas, Chamber membership and sports community groups.
- 50+ Club Building - Project is on schedule for re-opening in Fall 2016. Public Art Request for Proposal was issued with installation planned to coincide with re-opening of facility. The 50+ Club Executive has requested a name change for the building. Demolition of the interior and exterior is complete and interior framing has begun. Windows are being installed. Additions to building were constructed and closed off from elements.
- Whistle Cessation - Stantec Consulting has finalized the report and submitted to the City. Communication challenges with the Consultant are posing slight delays; however, the project is continuing to move forward. The City requires Stantec to continue discussions with CN Rail and gain their approval of the report before submitting to Transport Canada. In 2016, once the approval is received, Administration will work on public consultation and make an application to Council for a Bylaw approval.
- Safe Journey to School Program Implementation - Administration prepared and submitted a Project Charter, ENGS-063 Safe Journey to School Safety Implementation Strategies, for Council's consideration during the 2016 budget deliberations to fund the next steps. Additional funding has now been approved and Administration will proceed with planning for the implementation of the next steps.
- The Policing Services Council Policy C-PS_02 was approved by Council on November 23, 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 now also includes indicators related to the City of St. Albert Strategic Plan. The purpose of these strategic indicators is to measure change over time in terms of progress toward (or away from) the community outcomes described within the City of St. Albert Strategic Plan. These indicators can be accessed under the "Strategic" heading on the StATracker dashboard.

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

StATRACKER - Performance Dashboard - City of St. Albert

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

1. All Lots Registered at Land Titles Per Year
2. Annual Training Budget as a Percentage of Payroll Costs
3. Annual Workplace Injury Frequency Rate
4. Annual Workplace Injury Severity Rate
5. Arden Theatre Attendance Per Year
6. Building Construction Value Per Quarter
7. City Employee Fast Attrition Rate
8. City Permanent Employee Retention Rate
9. Corporate Expenditures Per Capita Per Year
10. Criminal Code Incidents Per 1000 Capita Per Quarter
11. Drop-in Program Participants Per Quarter
12. Financial Reserves as Percent of Total Revenue
13. Investment Rate of Return by City
14. Kilometers of Roads Spray-Patched Per Year
15. Landfill Diversion Rate
16. Library Materials Circulated Per Capita Per Year
17. New Business Licences Per Quarter
18. Property Tax Revenue as a Percent of Total Revenue
19. Recreation, Fitness, and Aquatics Participants
20. Registered Participants for Cultural Programs
21. Registered Program Participants Per Quarter

22. Renovation Construction Value Per Quarter
23. Rental and Programmed Hours at Cultural Spaces
24. Rental and Programmed Hours at Recreation Spaces
25. Residential Waste Per Capita Per Year
26. Revenue Recovery as a Percent of Total Transit Cost
27. St. Albert Annual Landfill Diversion Rate
28. St. Albert Taxable Assessment Growth
29. Total Debt to Provincial Limit Ratio
30. Total Emergency Response Time
31. Total Number of 911 Calls Received Per Quarter
32. Total Permits Issued Per Year
33. Total Potholes Repaired Per Year
34. Total Services Hours Per Year
35. Transit Commuter Ridership per Quarter
36. Vehicle Injury Accidents per 1000 Capita Per Quarter
37. Visitors to Historic, Cultural & Heritage Sites, Museums
38. Water Consumption Per Capita Per Day

For a more detailed progress update for Quarter Four projects and progress, access the 2015 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

FOURTH QUARTER

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

Project Name	Project Description	Status	Progress Update
Outcome: Cultivate Economic Prosperity			
Business Incubation Strategy	Work with NABI to further develop the business incubation strategy.		The Incubation Strategy was presented to Council on December 21, 2015. Council did not support the Incubation Strategy.
Foreign Direct Investment	Foreign Direct Investment Initiative (former "Promote the Capital Region Export Alliance to expand Economic Development").		Administration concluded the Smart City Mission on November 21, 2015. The mission took place from November 6 -20, 2015 and involved meetings in Europe with entrepreneurs, technology focused businesses, trade commissions, European Economic Development agencies, business incubators, etc. The trip concluded in Barcelona at the Smart City Global Expo which resulted in the City of St. Albert in partnership with the City of Edmonton and the Alberta Council of Technologies promoting St. Albert to European businesses. Also, Information Technology/Smart City staff were present at the Expo to learn about technologies which could potentially be embedded into the Smart City Master Plan, scheduled to come before Council in 2016.
Shop Local Concept	Help develop, support and promote the concept of Shop Local.		In consultation with the downtown advocacy panel, the Retail Symposium will be presented in one hour workshops. Administration will consider advice and revise their plan. Economic development has recruited the downtown advocacy panel as a resource to assist with the development of the retail component of the Youth Hub.
Employment Lands Plan Framework	Develop a high level conceptual framework plan for development of employment lands.		Public engagement took place throughout three quarters of 2015 to seek stakeholder input into the proposed concepts. The information was collected and presented to Council on September 21, 2015. Economic Development undertook an Industrial Land Update which examined potential uses and market demand for the Employment Lands. This report was provided to Council on December 2, 2015. Economic Development has begun implementing the plan to ensure this document reaches the development community.
Servicing Requirements for Growth	Explore front-end funding options for the servicing of lands for commercial and industrial development.		Draft intermuncipal servicing report was presented to Intermunicipal Advisory Committee (IAC) meeting in February. The report was finalized in June 2015 and IAC members discussed and referred the report back to Administration and the IAC for the October 28, 2015 IAC Meeting. Administration is also working with various developers to identify possible funding options for off-site levy infrastructure which is expected to report back to Council in Q1 2016. Administration will provide recommendations for necessary policies or amendments to policies that are required to facilitate the front-end funding of growth infrastructure as part of the 2016 Off-Site Levy Annual Report in Q1 2016.
Industrial Engineering Standards	Review and report on potential Industrial Engineering Standards that could be adopted in support of development of the employment lands.		On September 21, 2015 Council directed Administration (Council Motion C441-2015) to develop principles of an Area Structure Plan (ASP) and engineering design options by Q3 2016. These options will present the principles for the creation of industrial engineering standards to be created within the Employment Lands ASP. This work will commence in Q1 2016.
Master Development Agreement Template Update	Revisions to agreement will align with changes made to Offsite Levy Bylaw 30/2013.		Legal consultation was completed and a revised Development Agreement was brought back to Council for in November 2015. It was determined that a further, final consultation was to be had with the development industry and the final Development Agreement brought back to Council in February 2016..

Project Name	Project Description	Status	Progress Update
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.		The work completed in Q4 included curb work around the parking areas in the vicinity of the Promenade, installation of street lighting underground conduit and the completion of the expansion of the parking lot for the Grandin Medical Clinic. Delays in project include installation of a separate sidewalk from Tache St. to St. Anne St; installation of the tree planting cells and storm water management system. Delays are result of contractor being unable to source backfill materials to provide proper drainage for trees along promenade. Next steps 2016: Complete the installation of above identified delay items and continue with Phase 2 which is construction of the roundabout of St. Anne Street and the tie in to the St. Anne Promenade.
Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.		Limited staff capacity resulted in delay of this project. Broader re-development assessment work on Downtown Redevelopment Implementation Principles, including parking was initiated in Q3 2015. Downtown Redevelopment Implementation Principles are planned to be brought back to Council in Q1 2016 and a revised Downtown Parking Technical Study Action plan in late 2016 / early 2017.
Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.		Delayed due to workload and increased number of current Planning Applications. Revisions are planned to come to Council in Q4 2016.
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.		In Q4, the City's Smart City Master Plan Steering Committee focused on drafting key recommendations for the Master Plan and reviewing them with key stakeholders. The content and design of the Master Plan is progressing in preparation for final Council consideration in April 2016. The Alberta Smart City Alliance participated in the November 2015 Creativity and Convergence Event as well as leading the 2015 Intelligence and Investment Initiative to the November Global Smart Cities Expo. The Alliance is also participating in the planning for the 2016 Alberta Smart Cities Symposium to be held in Banff in April 2016.

Project Name	Project Description	Status	Progress Update
Outcome: Cultivate a Historic, Creative and Active Community			
Phase Two Restoration - Cunningham and Hogan Houses/Brosseau Granary	The Phase 2 restoration of the historic Cummingham and Hogan houses at the Heritage Sites.		Phase 2A: Exterior restoration on the Hogan and Cunningham Houses should be wrapped up by mid January and the contractor will be shutting the site down in the spring of 2016. Over the next few months final design and restoration requirements for the interior of these houses will be finalized and tendered so that the project can be completed by the end of summer 2016. As well, foundation and basement designs will be completed for the Chevigny House and Brosseau Granary relocations. Construction and relocation are required prior to a Phase 2B construction start. Phase 2B: Design drawings and tender documents are nearing completion with tender anticipated in late February or early March. Construction will likely begin in April 2016.
Juneau House	Restoration and structural repair of Juneau House		This project is getting close to completion with patch repairs to the existing basement walls and waterproofing of both the existing and new basement structure and backfilling and reconstruction of the replacement kitchen addition complete. The veranda has been reconstructed, the roof replaced and all window and doors have been restored and installed. A new addition to the property is the concrete para-ramp, providing barrier free access to the building. Stucco has been removed from the exterior and new stucco will be applied in the spring. Drywall and painting have been completed in the kitchen addition and the millwork has been installed. Remaining interior work will continue throughout the winter. The exterior work including landscaping and walkways will be completed in spring of 2016.
Phase Two - Founders' Walk	Continue with Phase 2 of the Founder's Walk.		Contractor was hired for the project and initial site clearing and excavation work started on the major interpretive feature near the Grain Elevators on Mission Avenue. The area has been fenced in and work will continue in spring of 2016. Trail is currently open to the public. Healing Garden concept design has been completed and community subcommittee has been established. Work will continue in 2016 with community consultation, development of final designs, remaining fund development and construction.
Community Consultation- Potential Performing Arts Centre	Provide advice and consultation to the community regarding the development of a new performing arts centre.		On November 23, 2015 Council approved that the preliminary business case for the St. Albert Performing Arts Centre project be advanced to the detailed business plan stage.
St. Albert Place Wayfinding and Signage	St. Albert Place Interior wayfinding and entrance augmentation to improve public wayfinding and communication displays.		Graphical design elements continue to delay project completion. Installation has been pushed back to Q1 of 2016.
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.		The detailed study of future Civic Staff full time employee needs is in progress, with a higher level analysis complete. The final recommendations are planned to be presented to Council by July 31, 2016. Administration also prepared and presented to Council an alternate approach to meeting the long-term civic space needs in 2015.
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.		The outcomes of this Model and the community consultation process was presented to Council in October 2015 and it was received for information. In 2016 actions related to the New Facility Predictive Model include updates specifically related to include more detailed capital and operating cost estimation work and its incorporation into the 2017-2026 Capital Budget decisions. Work is also proceeding to incorporate this model into a Council Policy.

Project Name	Project Description	Status	Progress Update
Events at Servus Place	Explore the feasibility of increasing the number of events held at Servus Place.		On October 19, Council received the "Servus Place Events Analysis" Report for information. Based on the analysis, Administration will: 1. Maintain signature annual events held at Servus Place while ensuring a balance of use between bookings, programs, and events which all use the same facility spaces 2. Continue to engage with the community sport partners to identify and coordinate future local, provincial, national events, with a plan to support bid submissions for nationally profiled events. 3. Continue to support non traditional events that fit the Major Event Hosting Guiding principles, with the priority to fill the identified slow volume periods at Servus Place. 4. Continue to partner with Culture on the provision of one entertainment event at Servus Place annually.
Grosvenor Pool	Explore opportunities to increase the usage of Grosvenor Pool.		The Grosvenor Outdoor Pool Analysis was presented to Council on December 14, 2015 and Council approved the following recommendations: 1. An adjustment to the level of service at Grosvenor Pool to accommodate offering early morning public swimming and lane swimming to better meet the needs of users, as expressed through the public engagement resulting in an increase of $22,100 to the 2017 Grosvenor Pool operating budget. 2. The allocation of $10,000 to the 2016 capital budget for the purchase and installation of a medium sized slide at Grosvenor Pool.
Erin Ridge Trail	Design, public consultation and construction of the continuation of the multi use trail system within the Erin Ridge subdivision.		Construction is complete and on warranty.
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.		Phase One construction on outdoor rink and parking lot is substantially complete with minor work to be completed in Q1 2016. Phase Two construction of soccer field and park amenities will begin in 2016.
Bike Skills Park	Work with the community to design and construct a Bike Skills Park.		Flood Plain Analysis has been received by Administration. Administration will provide Council with information on next steps including bylaw application in Q1 2016.
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.		Major work has been completed on Lafleur Park and Leveque Park based on Lacombe Park West Master Plan. Leveque Park is open to the public. Lafleur Park is closed to the public until playground deficiencies have been addressed.
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.		The Province completed the right hand turn bay and instillation of park signage. Park name has been added to Wayfinding signage on Ray Gibbon Drive.

Project Name	Project Description	Status	Progress Update
Outcome: Cultivate Green Community			
Contaminated Sites Assessment Financial Liability Policy Requirement	Assessment of all City owned contaminated sites to be conducted based on the 2012 Financial Auditor recommendation that the City document all its environmental liabilities for inclusion in the 2015 financial statements.		Environmental liability costs for the risk management of salt contamination at the City's Public Works Yard and Snow Storage Site (Badger Lands) were provided to Finance for inclusion in the 2015 Financial Statements.
Sturgeon River Watershed - Formation of Alliance	Following recommendation from the State of the Sturgeon River Report (2012), the purpose of this project is to work with the region and establish an inter-municipal taskforce/technical committee to harmonize inter-municipal plans, bylaws and policies related to watershed management issues.		The Sturgeon River Watershed Alliance (SRWA) Technical Advisory Committee met monthly to continue work on research and projects including Water Quantity (hydrology), Water Quality and Regional Natural Areas studies. The next meeting of the Steering Committee (Council Representatives) is scheduled for January 25 and the Provincial Land use Framework and Capital Region Growth Plan will be key topics of discussion.
Proposed 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.		The Water Conservation Bylaw was approved by Council on November 23, 2015. Administration will develop a business case for an education and incentives program for consideration in the 2017 budget, to support the implementation of Water Conservation Bylaw 22/2015 on January 1, 2018.
Air Quality Monitoring Station - Installation	Install the air quality monitoring station to provide long-term baseline information on the city's air quality.		The air quality monitoring station installation process bagin in November 2015. The site was prepared, the station moved to the site and power connected. The installation and calibration of the monitoring equipment could take several months. A permanent ornamental fence will be erected around the station and landscaping will be completed in spring 2016. An educational decal will also be wrapped around the station to inform residents of the station's function. A celebration of the station will be held on Clean Air Day, June 1, 2016.
Green Gas Local Action Plan - Energy and Water Conservation Audit of Major City Facilities	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.		The Energy and Water Conservation Audit of Major City Facilities was completed and the final report will be completed in Q1 2016.
Green Energy Generation - Investigation	Support green energy generation (e.g. solar and/or geo thermal).		As part of the Energy and Water Conservation Audit of major City facilities there was a review of potential green energy (i.e., solar, geothermal, etc.) opportunities for the recommended retrofits for existing City facilities. With the potential addition of a provincial Carbon Tax, the Environment Branch also provided a background report to Council on the potential cost/implications to the City.
Sedimentation and Erosion Control Project 2010 - 2021	Complete the Sedimentation and Erosion Control Plan to reduce the accumulation of sediments in the Sturgeon River. The 10-year Capital Plan identifies eight high priority outfall locations for retrofits to control sediment entering the Sturgeon River. Two outfalls have been completed since 2010. In 2015, the project will be reassessed and updates to timelines and budget will be recommended, if necessary.		No update for Quarter 3.

Project Name	Project Description	Status	Progress Update
Ray Gibbon Drive Environmental Approval Monitoring - Phase 3 Wetland	Annual monitoring of Riel Marsh, Riel Constructed Wetlands and Wildlife Movement Impacts as per RGD Approval requirements.		No update for Quarter 3.
Natural Areas Assessment Plan	Implement the Natural Areas Assessment Plan and develop natural areas policy.		The Natural Areas Assessment Report was completed including information of the status of existing protected and unprotected natural areas within the City and surrounding region, detailed natural areas information for developing areas of the City (including Carrot Creek), management guidelines for maintenance of existing natural areas and recommended policy updates for natural areas.
Organic Waste Collection at City Owned Facilities	Coordinate organic waste collection at City owned facilities.		No action in Q4 - several small facilities are scheduled for implementation in Q1. If implementation is successful, additional facilities will be reviewed for implementation.
Organic Collection Expansion	Expand the organic collections program, offer to include St. Albert elementary schools and identify other viable opportunities for enrolment.		As schools request service they will be added to the program. In total three schools were added in 2015.

Project Name	Project Description	Status	Progress Update
Outcome: Cultivate Excellence in Government			
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.		Administration from both municipalities are working on the agenda for the February 2016 IAC meeting.
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.		Work has begun on each of the 23 advocacy initiatives through outreach with government officials and community members. Council reviewed the document on August 21, 2015 and revised their priority list. An update will be provided to Council in Q1 2016. Further work is on hold pending replacement of vacancy.
CRB Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.		City representative has been attending all the Growth Plan Update Task Force meetings. Regular Administrative meetings have begun prior to the CRB Growth Plan Task Force Meetings. The Growth Plan Update is into Phase 3 of 5 - Policy Development. The Province has agreed to an extension of the project, as well as to fund the extension until September 2016.
Advocacy plan for Ray Gibbon Drive	Develop an advocacy plan for the twinning of Ray Gibbon Drive.		Staff continue to meet with Ministry of Transportation officials to discuss twinning of Ray Gibbon Drive.
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.		The financial system was completed in Q4 2015. A review will now be completed to determine if the workflow and purchase card modules will streamline some of the challenges. In conjunction with this, BMO will also be launching a new web portal system called "Spend Dynamics" in 2016 that will address some of the challenges and simplify the implementation process.
Electricity and Natural Gas Contract	Negotiate and select a vendor to supply natural gas and electricity to maximize savings and stabilize costs.		Electricity costs through November 2015 total $3.444 million which is about 9.8% under budget. Natural gas costs for 2015 total $594 thousand which is about 28% under budget. Part of this positive variance can be explained by the fact that consumption has decreased by almost 14% compared to 2014 due to a warmer than normal winter. Market prices have also been lower than anticipated. Although the City normally enters into fixed price contracts during the winter months, those contracts are usually only for a portion of predicted consumption (50% - 75%). The remaining consumption would be priced at market rates. If the market rate is lower than expected the City would benefit from this. The City has completed the tendering and award of a new electricity contract. The winning bidder was Enmax. The new agreement, which guarantees an electricity price of $0.051 per kWh, begins in January 2016 and ends on December 31, 2019. The City has also entered into an extended winter program for natural gas at a price of $2.88 per GJ. This program begins on October 1, 2015 and ends on April 30, 2016. The natural gas contract will be tendered in 2016.
Fiscal Responsibility and Accountability	Explore options to increase fiscal responsibility and accountability within government.		The financial sysstem has been upgraded and the application upgrade will be done once every year to stay current. During the upgrade and the testing a list of modules and add-ons necessary for implementation was identified. Administration completed the first demo and is expecting to complete the second and last demo in January or February 2016. Following the demos, implementation will start as per priorities identified.
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.		Franchise fee rates are remaining at current levels for the remainder of 2015 with electricity at 0% and natural gas at 18.8%. There are no plans currently in place to alter these rates. A new electric franchise agreement with Fortis Alberta was approved by Council in 2015, taking effect on January 1, 2016. The agreement has a 10 year term. There is no change in the current franchise fee rate of 0%.

Project Name	Project Description	Status	Progress Update
Compensation Review	Design, evaluate and establish a total compensation strategy. Incorporate compensation methodology and analysis, and a comprehensive benchmarking survey in order to build competitive pay structures and evaluation methodology.		A business case was presented and approved for the 2016 budget in order to establish a total compensation strategy that reflects our corporate values, economic realities, our industry standards and our growth strategy. The approved Business Case will now allow Administration to initiate an analysis process in order to establish key considerations for designing and managing our compensation strategy, evaluating our market position, determining a variety of compensation options and assessment of compensation methodology.
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.		The primary elements of building a foundation and aligning operational services as well as the implementation of a new service philosophy structure framework in Human Resources was completed in Q4 2015. We continue to align our service levels and structure with a plan to have full complement and structure finalized by Q1 2016.
Talent Management Strategy	Develop a Talent Management Strategic Plan		Development of the various phases of the talent management strategy are underway and a strategic plan was initiated. Implementation of a phased approach will continue throughout 2016 and 2017 and will be linked to the Compensation Review.
Collective Bargaining with all trade unions: IAFF 2130, CUPE 941 and CUPE 5141	Report to Council as required		Negotiations will be a primary initiative as well as a primary focus for Human Resources throughout 2016. For the first time Administration will be bargaining with all three unions concurrently.
Broadband and connectivity in civic buildings	Improve broadband and connectivity at civic locations to enhance delivery of services to residents.		The Municipal Area Network Phase 1 design was completed during Q4 2015, which included recommendations for business/ownership models, technology types (fibre optics, wireless, etc.), implementation steps and engineering guidelines for new developments. An Internet bandwidth survey was conducted from Q2 2015 with 462 responses from residents and businesses, showing service levels in all areas of the City. Information Technology Services is working with Engineering to jointly improve the networking of traffic signals along the St. Albert trail and Bellerose Drive using the new fibre optic cable within rehabilitated and new conduit. The St. Anne street re-alignment project will result in new fibre optic conduit, which will make future installation of fibre optic cable possible without disturbing completed earthwork in that area. A capital charter for the next phase of fibre optic work was approved within the 2016 budget and project charters are being prepared to continue this work during 2017.
Service Standards for Benches, Garbage Cans and Other Amenities.	Develop a service standards policy for benches, garbage cans and other amenities.		The inventory of recreation amenities including benches, garbage cans and other amenities has been completed through a partnership between Recreation and Parks and Public Works. Recreation and Parks is currently formatting and analyzing the data for development of a lifecycle.
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.		No update for Q4 2015. Administration will look at re-initiating this project after Census is completed and resources can be assigned to this project.
Census 2016	Conduct Municipal Census in April 2016		Policy for Conducting Census C-CAO-21 was appraved by Council in November 2015 .

Project Name	Project Description	Status	Progress Update
Corporate Policy and Bylaw Review	Develop a work plan to review and update as necessary to 81 Council policies.		The policy framework has been implemented and the schedule for updating policies has been established. The training of key staff started in Q4 2015 and will continue in 2016.
Election 2017	Prepare for and conduct 2017 Election		No update for Quarter 4.
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.		Council was presented with guiding principles for a full review of Council Policy C-P&E-02 Capital Project Management on September 28, 2015 and were asked to provide input to Administration on those principles by October 31, 2015. Administration was directed by Council (Council Motion C463-2015) to provide a revised Council Policy in Q1 2016 to be used within the 2017 Budget process.
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.		The Phase 3 of this project commenced with a draft Public Engagement Policy presented to Council on October 26, 2015. Council approved the draft policy and the recommendation to establish a Council Committee to gather input on the policy from the Community. The Committee will be established early in 2016 and is scheduled to provide Council with its recommendations in September 2016.
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.		Work continued on documenting internal services and associated service level standards. Also, work continues on planning a schedule for development of service standards for external services that were documented and presented to Council in 2015. Work on this project will continue with an update a draft Service Delivery Plan (document containing services and associated service levels) scheduled to be presented to Council on June 27, 2016.
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.		No update for Quarter Four.
Community Sustainability Framework	Develop a Community Sustainability Plan and related policies to engage the public in better defining a long-term vision for the community.		The new Community Vision and Pillars of Sustainability were incorporated into the City of St. Albert Strategic Plan and introduced to City staff as the foundation for the Strategic Framework and any other planning activities moving forward. The draft Community Vision and Pillars of Sustainability Council Policy will be presented to Council in March 2016.
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.		This work will be moved to 2016 as part of a multi-departmental bylaw review. The Service Standards Policy has taken precedence. No action in Q4 and work is scheduled to start in Q3 2016.

Project Name	Project Description	Status	Progress Update
Outcome: Cultivate Sustainable Infrastructure and Services			
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.		Work continues on reviewing and updating the condition assessments for the City's public art collection. A preliminary report will be completed in 2016.
North Interceptor Sanitary Trunk Line Phase 3 (Project 9)	The design and installation of a sanitary trunk line to convey the terminus of the existing Phase 1 North Interceptor at St. Vital and St. Albert Trail to the existing sub line at the ACRWC St. Albert Pump Station. This will facilitate growth within the downtown, Riel South, and west of Ray Gibbon Drive		Preliminary geotechnical investigation concluded in the summer of 2015, which provided necessary slope stability information to facilitate the optimization of alignment choices for the trunk line. In Q3 2015 focus was on the Preliminary Design associated with the project, this includes a risk workshop, and determination of optimal alignment to facilitate the construction of the project. It is anticipated that the detailed design will begin within Q1 of 2016. This will include the ascertaining of necessary permits and approvals and any easements from existing landowners. The detailed design will additionally yield the completion of detailed drawings and specifications providing the foundation to the construction contract of the project. The construction is anticipated to begin during Q4 2016, based on the current schedule. The timeline for construction completion will be finalized when further detailed information is available in terms of design optimizations, contract splitting and overall construction methodology.
Fixed Network Automated Meter Infrastructure (AMI) Water Meter System	Implement reading of water meters electronically to allow online access to water consumption data. It will also assist with detecting leakage in a timely basis and provide support to consumers in monitoring/reducing water consumption.		After review of the Request for Proposals submissions, only 3 proposals qualified as meeting all of the mandatory requirements. Upon further review, the proposed system costs from these vendors exceeded the budget for this project. Subsequently this tender has been cancelled.
Asset Management Framework	Establish a corporate policy for life cycle replacement of assets and ensure documentation is in place to guide Administration's plans and budgets.		A draft lifecycle replacement plan administrative directive was developed as part of a larger Asset Management strategy for the Corporation and it was approved by Council on September 22, 2014. The Administrative policy was reviewed by SLT and sent back for revisions. These revisions are anticipated to be completed in 2016, depending on staff availability.
Offsite Levy Policies	Policies will provide a consistent and transparent framework to encourage and support growth while ensuring infrastructure costs are allocated appropriately. Policies will provide direction on front ending, recoveries, debt sharing, and oversizing of infrastructure.		Feedback from Sturgeon County was requested by May 1, 2015 on two policies approved by Council. Sturgeon County confirmed they had no further input to Off-Site Levy Policy C-P&E-10. Debt Sharing was deferred for exploration into Q1 2016 (note: updated date) and will require substantial consultation with developers and local development stakeholders to ensure that the white paper reflects the necessary requirements within a Debt Sharing system.
Capital Partnership Program	This shared funding program is designed to stimulate new capital projects to help prepare St. Albert for the anticipated community growth.		The decision has been made by Council to cancel this program with the last intake date of June 30, 2015. The two projects that are being considered through this program is the Community Performing Arts Centre, which has advanced to the detailed business plan stage, and the Dynamyx New Building Project, for which a modified preliminary business plan was resubmitted to the Advisory Committee and will be considered in Q1 2016.
St. Albert Trail Pedestrian Sidewalk Upgrades	Continue to construct sidewalks along the St. Albert Trail.		All work planned for the 2015 construction season was completed.

Project Name	Project Description	Status	Progress Update
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.		The alignment and function of Villeneuve Road/Fowler Way has been finalized and approved. Public consultation and engagement in regards to the overall master plan has been completed and work is now focused on completing the traffic model and forecasting network operations. A draft report was completed in December, with a final presentation to Council scheduled for January 25, 2016.
Update Quality Management Plan	Update Safety Codes Quality Management Plan in accordance with provincial requirements.		The plan was drafted with Building Inspections and Fire combined Quality Management Plan. The plan was forwarded to Safety Codes Council for review. Due to workload for permits/inspections, completion is postponed until Q1 2016.
Land Use Bylaw Review and Update (Housing)	Review the Land Use Bylaw		Contract was issued and project was initiated. A developer focused public engagement was held in December 2015 and a public open house is planned for January 2016.
Electronic Signs Update	Review the Land Use Bylaw		Council direction was received on option to review digital displays.
Signage Review	Review the Land Use Bylaw		This project is delayed due to permit/application demands and is anticipated for Q3 2016.
Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.		Postponed due to current planning priorities and limited staff resources.
Riel Park Phase 5 - Design and Construction and Amenities Building	Completion of the Riel Park facility enhancements including trail development and landscaping and paving of the multi-use parking lot and bus turn around and completion of the Riel Park facility enhancements including design and construction of the amenities building.		Design is currently at 60% review phase, to be at 90% in January 2016 and completed for tendering in 2016.
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.		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.
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		Work on review of the Parks and Open Space Guidelines has begun with review and update of elements within the document 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.		Administration will continue to work with the Grey Nuns White Spruce Park Working Group and within the corporation on furthering of initiatives within the Management Plan, ensuring alignment with other corporate projects, initiatives and plans. Administration will continue to provide an annual update to Council on the progress of the Management Plan and the work occurring in the Grey Nuns White Spruce Park.

Project Name	Project Description	Status	Progress Update
Baseball Diamonds Safety Fencing	To install safety fencing along the sides of 21 City owned baseball diamonds to protect the benches and spectator sidelines.		On November 19, Council approved the following actions for Administration: 1. In 2016, using the safety fencing standard, Administration complete work on the top 13 ranked ball diamonds within the budget dollars allotted. The tender for the project will be completed in Spring 2016 to allow the work to be completed after the baseball season in the following Fall/Winter. 2. Administration will complete a detailed analysis and costing for safety fencing on the remaining diamonds, and if need is determined, request additional funds through the 2017-2019 Capital Budget. 3. Administration to initiate discussion with the St. Albert Public School District and Greater St. Albert School District regarding permission and timing for installation of safety fencing for ball diamonds located on school property.
City Parks Refurbishment Plan	The purpose of this project is to upgrade and replace parks infrastructure.		Signage designs and standards continue to be refined and reviewed by the City Manager.
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.		This project, including branding has been completed.
Sport Field Refurbishment Program	The purpose of the project is to address the maintenance requirements of the City's sports fields.		Administration is currently evaluating and assessing the current City Sports Field Refurbishment Program which will impact the number of fields and method of refurbishment that the City utilizes. The new “refresh” program has been piloted for the Lorne Akins Field and will be evaluated in 2016 for durability and to ensure ongoing maintenance requirements are determined. Additional field refurbishments will be completed in 2016 to ensure tender specifications and costing are accurate for inclusion in the long term plan.
City Playground Lifecycle Program	The City Playground Lifecycle Program ensures that City Playgrounds are safe and well maintained.		Public engagement occurred in November to gather public input on upcoming playground projects before proceeding with 2016 development.
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.		An initial report on this project with Edmonton, on forming a single operating entity has been completed and was approved by Edmonton and St. Albert City Councils along with funding for a study. A report with a recommendation on integration is due to be presented to both Councils in Q2 2016. Committee has had regular ongoing meetings and will have an interim report ready by Q2 2016.
Transit Route Restructure	Local route and service restructuring.		Update was presented to Council in October 2015. Membership for advisory committee was advertised and committee members have been selected. Consultation with a newly formed committee will begin in Q1, 2016.
Open Payment Fare System Project (Smart Card)	Implement a regional Open Payment fare collection system in partnership with the City of Edmonton and Strathcona County.		The Province announced funding approval for Smart Fare, which included Smart Bus. Administration started initial discussions with the regional partners, Edmonton and Strathcona. First phase is implementation of Smart Bus, which is scheduled for completion in Q4 of 2016. Phase two is the Smart Fare which is currently in development of Request For Proposals stage. The City of Edmonton has hired a contractor to manage the Request for Proposals process for the smart bus implementation. Current timeline from Edmonton for the completion of this project is by Q4 2016 but that is completion of planning only. Actual implementation of smart bus technology is not likely to start until Q1 2017.
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.		Administration is continuing coordination with the City of Edmonton and the Province of Alberta on purchase of the land. Administration met with the Province and City of Edmonton. Council provided direction to Administration to purchase the lands at market value. Discussion with the province to purchase the property was imitated and draft agreement is being worked on. Also discussion with City of Edmonton is taking place relative to ownership of the property.

Project Name	Project Description	Status	Progress Update
NAIT LRT Extension Route Redesign	Route restructuring to provide transfer connections with Edmonton's North LRT extension at NAIT which is consistent with the Transit Long-Term Department Plan.		Project is delayed due to late announcement of LRT start-up. Administration is still awaiting full service start for NAIT LRT before any major restructure of routes is done for this area. It is anticipated that this will develop further in Q2 2016.
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.		This project is delayed due to finalization of the purchase with the Province; however, discussions are taking place with the City of Edmonton related to construction of the Park and Ride once purchase is complete.
Growth Areas For Transit Service	Support growth-area transit service to higher density residential areas.		Schedule adherence monitoring was done to determine priorities for growth service additions. Improvement of transit service levels to new growth areas will coincide with the local route restructure plan that is currently in development. Consultation with a newly formed committee will begin in Q1 2016.
LRT Into St. Albert- Alignment Study	Following approval of Phase 1 of the St. Albert LRT Planning Study, Phase 2 of the study LRT Alignment within the corridor was started in Q4 2014.		The report was presented to Council in Q4 2015, where Council passed the motion to approve the report.
SCADA System Upgrades	Conduct a current state assessment, upgrade options analysis and Master Plan development for the Supervisory Control and Data Acquisition Systems (SCADA) that is the primary control and monitoring interface for Water and Sewer Facilities throughout the City.		The Request for Proposal for consulting services is to close January 14, 2016 and award is anticipated in Q1 2016 with completion in late Q2 2016. The consulting contract deliverables will include current state assessment, identifying options and costs analysis and preparing a Supervisory Control and Data Acquisition System (SCADA) Master Plan to upgrade the existing SCADA systems as identified for 2017/2018 in the WATER/WASWT-005 RMR Capital Charters and related specifications for inclusion in the Municipal Engineering Standards for applicable new Infrastructure.

Project Name	Project Description	Status	Progress Update
Outcome: Cultivate a Safe, Healthy and Inclusive Community			
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.		Planning and Engineering department entrance security enhancement has been largely completed. Public Works building entrance enhancements are expected to commence in January 2016 and be complete by the end of Q1 2016. Access control work is expected to begin in January with functionality work to take place before the end of June, 2016. Work has started on the acquisition of camera security for Council Chambers and for the 50+ Club. These are proactive systems that will be run as test projects with the former live-monitor by Fire Services and the latter by a Security Operations Centre (SOC) supported by the system provider. Emergency Communications development will continue for St. Albert Place once the access control software is fully functional.
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.		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 2015 and the initiatives contained in this action plan related to land will be incorporated into the land strategy actions. Administration will be discussing this further with Council in Q1 2016 to gather a better understanding of Council's desired outcome, financial commitment, etc.
Youth Hub	Ensure youth are actively engaged and supported.		No update for Quarter Four.
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.		Research and analysis of Seven Cities affordable housing and homelessness strategies is in progress. A matrix has been developed for reference and comparison purposes.
Community Wide Bullying Strategy	Support development of a community wide bullying strategy.		Awaiting decision for Diversity and Inclusion grant funding. An implementation plan has been developed for 2016 with soft launch of the strategy in January.
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy		Research and analysis of Seven City's affordable housing and homelessness strategies. A matrix has been developed for reference and comparison purposes. (as per poverty reduction strategy above)
St. Albert and Sturgeon Hospice Association	Role: Liaison for City - Advocate, promote and support efforts.		Awaiting opening of the Foyer Lacombe Hospice in January 2016.
Community Diversity and Inclusion Initiatives	Develop, promote and support community events that embrace diversity and culture.		The Welcoming Community Committee, local community helping agencies, municipal and provincial partners met to share information, open lines of communication and clarify roles for anticipated Syrian Refugee supports and services.

Project Name	Project Description	Status	Progress Update
Mental Health Awareness Event	Mental Health Strategy		In response to community concerns regarding pressures people are facing regarding depression, job loss, financial worries and mental health, a "Your Life Matters" education and awareness campaign was launched. Postcards and posters were distributed to all junior and senior high schools, all City's facilities, all community partners, social media accounts, internal staff, Community Vibes distribution list, Sturgeon Point Villas, Chamber membership and sports community groups.
City's Emergency Plans	Further develop and implement the City's emergency plans.		The 72 Hour Emergency Planning Guide is being adapted for a Quick Action Guide (70% complete). ICS 200 course was held on September 29 and 30. Emergency Management Bylaw has been reviewed by Legislative Services. Partnering agreement is in place with NorQuest College to create a Community Resilience training program and the first course will occur in St. Albert in December. Letter of Understanding was developed for alternate Reception Centre location (Alliance Church). Annual report was submitted to Disaster Services Committee on August 25, 2015. Bidders were created for each Emergency Operation Centre position. Emergency Response Plan - Section 1 Contact list was updated.
50+ Club Building	Rehabilitate and expand the program space in the 50+ Club building		Project is on schedule for re-opening in Fall 2016. Public Art Request For Proposal was issued with installation planned to coincide with re-opening of facility. The 50+ Club Executive has requested a name change for the building. Demolition of the interior and exterior is complete and interior framing has begun. Windows are being installed. Additions to building were constructed and closed off from elements.
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.		Stantec Consulting has finalized the report and submitted to the City. Communication challenges with the Consultant are posing slight delays; however, the project is continuing to move forward. The City requires Stantec to continue discussions with CN Rail and gain their approval of the report before submitting to Transport Canada. In 2016, once the approval is received, Administration will work on public consultation and make an application to Council for a Bylaw approval.
Safe Journey to School Program Implementation	Implement recommendations from the Safe Journey to School program.		Administration prepared and submitted a Project Charter, ENGS-063 Safe Journey to School Safety Implementation Strategies, for Council's consideration during the 2016 budget deliberations to fund the next steps. Additional funding has now been approved and Administration will proceed with planning for the implementation of the next steps.
Council Policy C-PS-02 Policing Services	As a result of the Policing Long term department Plan, review Council Policy C-PS-02 (Policing Services) and bring back recommended changes.		The policy was accepted and approved by Council on November 23, 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.		The policy has been completed and will be submitted to the City Manager for approval in Q1 2016.



2015

QUARTERLY REPORT
FINANCIAL SUMMARY

FOURTH QUARTER

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FINANCIAL REPORT

Quarter Summary

Budget Position

Municipal Operating Budget (Page 5)

Municipal Operating Revenue

- $143.0 million in operating revenue recognized as of December 31, 2015, which is $3.4 million higher than budget.

Municipal Operating Expenditure

- $137.8 million spent as of December 31, 2015, which is $1.8 million lower than budget.

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

The end of the 2015 year has resulted in a $5.2 million surplus. This positive variance has been mainly attributed to provincially legislated fine revenue increase and trending, less RCMP resources provided by the Federal Government and an increase in development and compliance certificate revenues.

Municipal Capital Budget (Page 12)

There are 148 municipal capital projects that have been ongoing and scheduled for 2015. To date, $56.3 million has been spent out of a $114.3 million cumulative budget. At the end of the year, 53 projects have been completed, while the remaining 95 are recommended to be carried forward.

Utility Operating Budget (Page 17)

Utility Operating Revenue

- $39.9 million recognized as of December 31, 2015, which is $1.1 million higher than budget.

Utility Operating Expenditure

- $25.2 million has been spent as of December 31, 2015, which is $137 thousand higher than budget.

A breakdown of significant variances by Division is found on page 20.

Utility Capital Budget (Page 22)

There are 40 utility capital projects scheduled for 2015. To date, $27.0 million has been spent out of a $53.0 million cumulative budget. At year end, 9 projects have been completed, while the remaining 31 projects have been recommended to be carried forward.

Financial Position

Reserves (Page 26)

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 48 funds within 19 reserves for operating, capital, outside agency and utility purposes. The opening balances for the year were $83.9 million, with a year end uncommitted balance of $75.9 million.

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 28)

The City continues to maintain a strong investment portfolio, with $161.1 million as of December 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 December 31, 2015, the City had earned $3 million in investment income, which is $669 thousand higher than the budget of $2.4 million. As per the City's investment policy P-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 rate.

Debt (Page 29)

The City's outstanding debt as of December 31, 2015 was $45.5 million and relates to two projects: $23.1 million for the construction of Servus Credit Union Place and $22.4 million for the first stages of Ray Gibbon Drive. 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.*

Conclusion

The fourth quarter has resulted in a $5.2 million surplus.

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 December 31, 2015

In Thousands of Dollars

Division Description	2015 Actual YTD (A)	2015 Budget (C)	Variance $ (C-A)	Variance % (C-A)/C
Revenue				
Council	$53	$55	$(2)	(4%)
City Manager's Office	167	548	(381)	(70%)
Corporate Strategic Services	967	928	39	4%
Community & Protective Services	26,081	23,307	2,774	12%
Planning & Engineering Services	3,593	2,713	880	32%
Infrastructure Services	10,224	10,370	(146)	(1%)
Finance & Assessment Services	1,037	1,180	(143)	(12%)
Economic Development	941	938	3	0%
Common & Fiscal	99,936	99,527	409	0%
				0%
Total Revenue	$142,999	$139,566	$3,433	2%
Expenses				
Council	$647	$682	$35	(5%)
City Manager's Office	2,934	3,428	494	(14%)
Corporate Strategic Services	10,183	10,698	515	(5%)
Community & Protective Services	57,866	58,556	690	(1%)
Planning & Engineering Services	8,855	9,616	761	(8%)
Infrastructure Services	32,248	32,808	560	(2%)
Finance & Assessment Services	3,652	3,771	119	(3%)
Economic Development	1,666	1,628	(38)	2%
Capital Financing	14,378	14,406	28	(0%)
Common & Fiscal	5,364	3,973	(1,391)	35%
Total Expenses	$137,793	$139,566	$1,773	(1%)
Excess of Revenue over Expenses				
Council	$(594)	$(627)	$33	(5%)
City Manager's Office	(2,767)	(2,880)	$113	(4%)
Corporate Strategic Services	(9,216)	(9,770)	$554	(6%)
Community & Protective Services	(31,785)	(35,250)	$3,465	(10%)
Planning & Engineering Services	(5,262)	(6,903)	$1,641	(24%)
Infrastructure Services	(22,024)	(22,439)	$415	(2%)
Finance & Assessment Services	(2,614)	(2,590)	$24	1%
Economic Development	(725)	(691)	$34	5%
Capital Financing	(14,378)	(14,406)	$28	(0%)
Common & Fiscal	94,572	95,554	$982	(1%)
Total Excess of Revenue over Expenses	$5,206	$-	$5,206	

Municipal Operating Budget to Actual Variance

Council – $33 thousand under budget

Expense – $35 thousand under budget

- $33 thousand under budget relating to unspent training and development funds and other travel and general expenses for various Councillors and Mayor

City Manager's Office - $113 thousand under budget

Revenue - $381 thousand under budget

- $416 thousand under budget related to projects funded from reserves which will be carry forward for completion of next year with no tax impact.
- $35 thousand over budget relating to miscellaneous revenue received from sold auction items

Expense –$494 thousand under budget

- $416 thousand under budget related to projects funded from reserves which will be carry forward for completion of next year with no tax impact.
- $156 thousand under budget in Insurance premiums and claims expense relating to a reduction in claims against the City.
- $25 thousand under budget relating to CMO staff vacancies
- $119 thousand over budget relating to RCMP Memorial costs

Corporate Strategic Services - $554 thousand under budget

Revenue - $39 thousand over budget

- $294 thousand over budget resulting from WCB/PIR rebate received.
- $254 thousand under budget related to projects funded from reserves which will be carry forward for completion of next year with no tax impact.

Expense – $515 thousand under budget.

- $365 thousand under budget as a result of salary and benefits due to vacancies/turnovers
- $254 thousand under budget related to projects funded from reserves which will be carry forward for completion of next year with no tax impact.
- $108 thousand under budget as a result of unused training and development dollars due to change in department plans and cancelled courses/conferences
- $63 thousand under budget in advertising and promotions due to changes to the needs of internal clients during the year.
- $294 thousand over budget as WCB/PIR rebate is transferred to the Safety Reserve

Community & Protective Services - $3,465 thousand under budget

Revenue - $2,774 thousand over budget

- $2,700 thousand over budget due to increased photo radar tickets issued, good weather throughout the fall and the increase in fine amounts from provincial budget.
- $209 thousand over budget relating to additional grant funding received in Policing (911, MPEG), and Culture (one-time Tourism Alberta) grants and additional MSI operating funds received.
- $150 thousand over budget in ambulance service revenue due to higher than anticipated calls.

- $199 thousand under budget due to lower than anticipated recreation memberships and day passes, offset by an increase in lesson fees.
- $121 thousand under budget due to concession services cessation offset by additional Arden concession sales.

Expense–$690 thousand under budget

- $839 thousand under budget relating to the RCMP contract as the full complement of officers had not been supplied due to numerous factors outside of the City's control.
- $303 thousand under budget due to lower electricity and natural gas expenses for recreation facilities.
- $294 thousand under budget due to concession services cessation and reduction in contracted services not completed due to vacancies
- $203 thousand under budget due to Municipal Enforcement Services vacancies.
- $137 thousand under budget in Uniforms and Equipment and Miscellaneous Services in Fire due to timing as some purchases were deferred to 2016 and will adjust 2016 budgeted expenditures accordingly.
- $81 thousand under budget relating to a transfer of Speed on Green tickets to reserve resulting from significantly less Speed on Green tickets issued.
- $780 thousand over budget in photo radar contract due to increased photo radar tickets issued
- $230 thousand over budget in casual wages in Recreation and Parks due to increase in lifeguard wage, training of new staff from turnover and increase usage from program demand
- $173 thousand over budget in IAFF salaries and benefits due to time in lieu payouts.

Planning & Engineering Services - $1,641 thousand under budget

Revenue - $880 thousand over budget

- $634 thousand over budget in lot grading certificates, permits and subdivision fees revenue is associated with greater than anticipated permits relating to industrial, commercial and multi-family development.
- $240 thousand over budget in electrical construction contribution refund from Fortis Alberta.

Expense– $761 thousand under budget

- $576 thousand under budget due in salary and benefits due to vacancies/turnovers
- $103 thousand under budget relating to a decrease in corporate utilities expenses due to reduced rate and trend.
- $82 thousand under budget in contracted services relating to crack sealing program due to expenditures moved to capital budget

Infrastructure Services - $415 thousand under budget

Revenue - $146 thousand under budget

- $140 thousand under budget in collection of garage recoveries due to lower utilization in vehicle usage mainly in Snow & Ice
- $65 thousand under budget in rental revenue from the Food Bank due to the revised lease agreement
- $35 thousand over budget in Transit revenue due to increased ridership

Expense–$560 thousand under budget

- $713 thousand under budget in fuel and diesel expenses relating to a lower than anticipated budgeted rate
- $163 thousand under budget relating to a decrease in corporate utilities expenses due to reduced rate and trend.
- $159 thousand over budget relating to increased equipment and vehicle parts due to unanticipated repairs
- $151 thousand over budget relating to PW CUPE and Casual Overtime for various programs due to vacancies and related equipment repairs

Finance and Assessment - $24 thousand over budget

Revenue - $143 thousand under budget

- $120 thousand under budget due to anticipated reduction in interest tax penalty revenue due to a reduction in outstanding tax payments owing.
- $21 thousand under budget related to projects funded from reserves which will be carry forward for completion of next year with no tax impact.

Expense - $119 thousand under budget

- $41 thousand over budget in professional accounting services to account accurately for the cost in annual audit fees
- $143 thousand under budget due to Salary and benefit adjustments relating to vacancies/turnovers
- $21 thousand under budget related projects funded from reserves which will be carry forward for completion of next year with no tax impact.

Economic Development - $34 thousand over budget

Revenue - $3 thousand over budget

- $60 thousand over budget from additional anticipated revenue and donations related to Dig In Festival to fund required expenses.
- $20 thousand over budget relating to the Capital Region Grant received.
- $5 thousand over budget relating to donations received for the Cultivating Front Yards Program
- $90 thousand under budget in business license fees due to an increase in businesses that are exempt.

Expense – $38 thousand over budget

- $43 thousand over budget due to anticipated expenses related to Dig In Festival offset by expected revenues received.
- $20 thousand over budget in expenses associated with the Capital Region Grant and project requirements.
- $31 thousand under budget as a result of salary and benefit adjustments due to vacancies/turnovers.

Common & Fiscal Division - $982 thousand over budget

Revenue - $409 thousand over budget

- $669 thousand over budget in interest income. This increase was due to timing of projects and not anticipated to be as high in 2016.
- $32 thousand over budget in Gas Franchise Fees
- $14 thousand over budget in Tax Rebates & Cancellations revenues
- $313 thousand under budget related to projects funded from reserves which will be carry forward for completion of next year with no tax impact.

Expense - $1391 thousand over budget

- $561 thousand over budget in severance payments
- $537 thousand over budget in interest expense allocated to reserves and deferred revenue.
- $302 thousand over budget in bad debts expense relating to a previous year bad debt write off.
- $232 thousand over budget in benefit expenses due to trending
- $39 thousand over budget in bank charges due to related credit card transaction fees
- $313 thousand under budget related to projects funded from reserves which will be carry forward for completion of next year with no tax impact.

CITY OF ST. ALBERT

OPERATING SUMMARY REPORT BY MUNICIPAL SERVICES

FOR THE PERIOD ENDING DECEMBER 31, 2015

In Thousands of Dollars

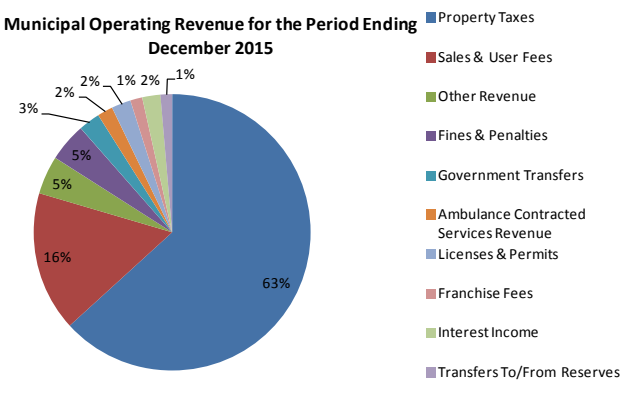
	Dec. 2015 Actual YTD	2015 Net Budget	Actual as a % of Total
Municipal Services			
Engineering Services & Admin Support	5,439	6,083	6%
Planning & Development	(176)	821	0%
Public Works	14,823	14,622	17%
Fire Services	13,157	13,194	15%
Transit Services	7,203	7,816	8%
Police Services	5,790	8,864	7%
	46,236	**51,400**	54%
Economic Devlopment	**725**	**690**	1%
Community, Recreation & Culture Services			
Community Services Admin	767	760	1%
Recreation and Parks	3,506	3,587	4%
Culture Services	2,476	2,485	3%
Family & Community Support Services	865	988	1%
Outside Agencies	5,220	5,371	6%
	12,834	**13,191**	15%
Capital Financing & Common & Fiscal	**10,271**	**9,317**	12%
Administration & Support Services			
Information Technology Services	3,274	3,387	4%
Financial Services	2,466	2,488	3%
Human Resources	2,387	2,619	3%
Legal Services	1,683	1,886	2%
Corporate Strateic Services	650	718	1%
Corporate Planning	328	332	0%
Corporate Communication	925	1,021	1%
City Manager	1,084	994	1%
Environment & Sustainability	575	637	1%
Legislative Services	1,077	1,055	1%
Council	594	627	1%
Assessment & Taxation Services	148	105	0%
	15,191	**15,869**	18%
NET TOTAL	**85,257**	**90,467**	

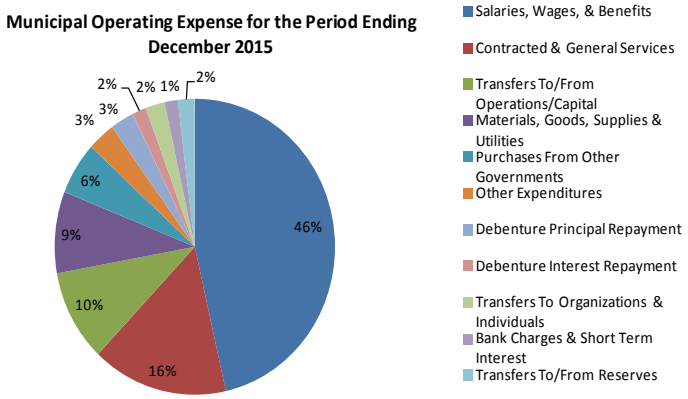
CITY OF ST. ALBERT

MUNICIPAL STATEMENT OF OPERATIONS BY FUNCTION
FOR THE PERIOD ENDING DECEMBER 31, 2015

In Thousands of Dollars

	2015 Actual YTD (A)	2015 Budget (C)	Variance $ (C-A)	Variance % (C-A)/C
Revenues				
Property Taxes	$90,405	$90,465	$60	0.1%
Sales & User Fees	23,359	22,889	(470)	-2.1%
Other Revenue	6,417	6,004	(413)	-6.9%
Fines & Penalties	6,438	3,962	(2,476)	-62.5%
Government Transfers	3,580	3,246	(334)	-10.3%
Ambulance Contracted Services Revenue	2,593	2,593	()	0.0%
Licenses & Permits	3,226	2,617	(609)	-23.3%
Franchise Fees	2,015	1,984	(31)	-1.6%
Interest Income	3,037	2,369	(668)	-28.2%
Transfers To/From Reserves	1,928	3,437	1,509	43.9%
Total Revenue	$142,999	$139,566	$(3,433)	-2.5%
Expenses				
Salaries, Wages, & Benefits	$63,888	$63,605	$(283)	-0.4%
Contracted & General Services	21,466	23,304	1,838	7.9%
Transfers To/From Operations/Capital	13,791	13,773	(18)	-0.1%
Materials, Goods, Supplies & Utilities	12,309	13,500	1,191	8.8%
Purchases From Other Governments	7,907	8,746	839	9.6%
Other Expenditures	4,380	4,457	77	1.7%
Debenture Principal Repayment	3,755	3,755		0.0%
Debenture Interest Repayment	2,217	2,246	29	1.3%
Transfers To Organizations & Individuals	2,996	3,011	15	0.5%
Bank Charges & Short Term Interest	2,104	1,516	(588)	-38.8%
Transfers To/From Reserves	2,980	1,653	(1,327)	-80.3%
Total Expense	$137,793	$139,566	$1,773	1.3%
Excess of Revenue over Expense	$5,206	-	$5,206	





CITY OF ST. ALBERT

MUNICIPAL CAPITAL EXPENDITURE SUMMARY
FOR THE PERIOD ENDING DECEMBER 31, 2015
In Thousands of Dollars

	MUNICIPAL CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2015	18,001	36,390	35,764	626	1.7%	80
2014	14,593	22,879	22,908	(29)	-0.1%	40
2013 & PRIOR	23,747	54,993	55,000	(7)	0.0%	28
TOTAL MUNICIPAL PROJECTS	**56,341**	**114,262**	**113,672**	**590**	**0.5%**	**148**

Municipal Capital Project Financial Highlights

- There are a total of 147 municipal capital projects that have been ongoing and scheduled for 2015. In Quarter 4, one new project was added relating to the Passenger Van Replacement, totaling 148 municipal capital projects.
- A total of 95 projects have yet to be completed and are being recommended to be carried forward for the following year.
- A total of 53 projects have been completed and are recommended to be closed at year end with a forecasted net surplus of $590 thousand.
- The forecasted net surplus is due to several projects with tender process coming in lower than budgeted, such as the Collector/Local Asphalt Overlay Program, savings in the bus purchases in the Transit Lifecycle Replacement Plan, and less amount required for the abatement of River Lot 8.
- The major project 412420 Campbell Road Park & Ride of $30 million continues to remain on-hold pending other governmental negotiations.

CITY OF ST. ALBERT

MUNICIPAL CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING DECEMBER 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							
415101	NABI Building Fund	25	25	25	0	0.0%	
415102	Railroad Safety Enhancement	8	480	480	0	0.0%	
415103	Story Boards	-	10	10	0	0.0%	
412101	Train Whistle Cessation (McKenney & Ray Gibbon Drive)	118	150	150	0	0.0%	
412102	Mountain Bike Skills Park	15	175	175	0	0.0%	
412103	White Spruce Forest	14	25	25	0	0.0%	
412106	Entrance Landscaping Beautification	498	500	500	0	0.0%	
Total Division #1000 Council		678	1,365	1,365	0	0.0%	7
Division #2000 City Manager's Office							
415808	Civic Buildings Security	9	152	152	-	0.0%	
414201	50+ Club Building Rehabilitation and Expansion	1,272	3,870	4,041	(171)	-4.4%	
414808	Civic Buildings Security	105	250	250	-	0.0%	
Total Division #2000 City Manager's Office		1,386	4,272	4,443	(171)	-4.0%	3
Division #2300 Corporate Strategic Services							
415506	Smart City Master Plan & Alliance	9	65	65	-	0.0%	
415507	Energy and Water Conservation Audit	120	150	150	-	0.0%	
415504	Council Chambers Upgrade	5	202	202	-	0.0%	
415505	Central Records Shelving Upgrade	-	57	57	-	0.0%	
415503	Intelex Phase 2	20	40	40	-	0.0%	
415501	Office Systems Replacement Plan	3	693	693	-	0.0%	
415502	Office Automation Program	30	50	50	-	0.0%	
415508	Financial System Softw are	-	300	300	-	0.0%	
415509	Council Chamber Technology	-	100	100	-	0.0%	
415510	Metropolitan Area Netw ork Design	243	250	250	-	0.0%	
414505	Performance Measurement System	-	50	50	-	0.0%	
414506	Smart City Master Plan & Alliance	95	95	95	-	0.0%	
414509	Agenda Management Softw are	57	110	110	-	0.0%	
414504	Website Project	66	75	75	-	0.0%	
414507	Community Sustainability Plan	230	277	277	-	0.0%	
414508	PW Former PW Yard Remediation Program	341	500	500	-	0.0%	
414503	HR Electronic Recruitment Softw are	42	43	43	-	0.0%	
414202	Financial System Softw are	36	200	200	-	0.0%	
414501	Office Systems Replacement Plan	636	623	450	173	27.7%	
413505	Performance Measurement System	-	50	50	-	0.0%	
413503	HR Electronic Recruitment Softw are	25	30	50	(20)	-67.8%	
413501	Office Systems Replacement Plan	403	453	453	-	0.0%	
40940C-11	Corporate GIS Foundation Items	14	32	32	-	0.0%	
40548C	IT Strategic Plan	855	855	855	-	0.0%	
Total Division #2300 Corporate Strategic Services		3,230	5,300	5,147	153	2.9%	24

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
		********** PROJECT TOTAL **********					
Division #3000 Community & Protective Services							
415314	Safety Fencing Installation	1	96	96	-	0.0%	
415334	Akinsdale/Kinex Arena Renovation	-	355	355	-	0.0%	
415302	Aquatics Lifecycle Plan	121	194	194	-	0.0%	
415301	Servus Place Life Cycle Replacement Program	511	834	834	-	0.0%	
415332	Arena Improvements	46	128	50	78	61.0%	
415305	City Sportfield Rehabilitation Program	2	285	285	-	0.0%	
415306	City Parks Infrastructure Replacement Program	60	150	150	-	0.0%	
415307	City Playground Infrastructure Lifecycle Program	0	280	280	-	0.0%	
415309	Northridge Park Development Phase 2	272	500	500	-	0.0%	
415310	Riel Park Phase 5 - Design	-	275	275	-	0.0%	
415311	Riel Park Amenities Building - Design	166	215	215	-	0.0%	
415312	Lacombe Park Development - Construction	558	990	990	-	0.0%	
415313	Lion's Park	17	500	500	-	0.0%	
415315	Juneau House	449	605	605	-	0.0%	
415316	SAP Cultural Wayfinding Enhancement & Replacement- Ph 1	-	220	220	-	0.0%	
415317	Visual Arts Studio - Electric Kilns Replacement	20	24	24	-	0.0%	
415318	Heritage Site Phase 2b	119	1,526	1,526	-	0.0%	
415319	Visual Arts Studio - Pottery Wheel Replacement	18	18	18	-	0.0%	
415304	Arden Theatre Maintenance and Lifecycle Plan	118	118	128	(10)	-8.5%	
415320	Arden Cinema Screening Capability	50	43	55	(13)	-29.4%	
415321	Arden LED Lighting Replacement	114	114	114	(1)	-0.5%	
415303	Emergency Services Equipment Replacement Plan	30	161	161	-	0.0%	
415324	Fire CAD Upgrade	2	16	16	-	0.0%	
415325	FPO Vehicle	-	35	35	-	0.0%	
415326	Signal Pre-Emption	95	105	105	-	0.0%	
415327	Alberta First Responders Radio Communication System	-	47	47	-	0.0%	
415328	Land Acquisition Fire Hall #4	-	350	350	-	0.0%	
415329	Noise & Light Barrier- Fire Station #3	25	25	25	-	0.0%	
415330	FS Station 2	37	536	536	-	0.0%	
415331	Water Conservation	115	110	115	(5)	-4.8%	
415333	Aerial Fire Truck Replacement	-	1,468	1,468	-	0.0%	
415322	Municipal Enforcement Efficiencies	23	46	46	-	0.0%	
415323	Municipal Enforcement Officer Safety Initiative	52	54	54	-	0.0%	
415308	Community Capital Program	71	250	252	(2)	-0.8%	
414305	Sportfield Refurbishment Program	102	220	220	-	0.0%	
414306	City Parks Refurbishment Plan/Implementation	130	137	137	-	0.0%	
414310	Erin Ridge / Oakmont Trail Phase 2 Construction	992	1,050	1,050	-	0.0%	
414311	Woodlands Water Park - Locker Room	118	120	120	-	0.0%	
414312	Lacombe Park Master Plan	121	173	173	-	0.0%	
414313	Campbell Dog-Friendly Park	144	160	160	-	0.0%	
414309	Chevigny House	100	100	100	-	0.0%	
414316	SAP Way-finding & Signage Upgrade	18	25	25	-	0.0%	
414317	Founders Walk Phase 2	187	711	761	(50)	-7.1%	
414318	Heritage Sites Phase 2	931	1,526	1,526	-	0.0%	
414319	Cultural Walk/ Wall of Fame	19	20	20	-	0.0%	
414304	Arden Theatre Maintenance and Lifecycle Plan	27	28	28	-	0.0%	
414314	Fire Station #3- Exhaust System Replacement	163	212	229	(17)	-8.1%	
414308	Community Capital Program	200	200	200	-	0.0%	
414413	Public Engagement Online Tools	-	50	50	-	0.0%	
413306	City Parks Refurbishment Plan/Implementation	67	106	106	-	0.0%	
413307	Kingsw ood Neighbourhood Playground	88	100	88	12	12.4%	
413309	Chevigny House	33	100	100	-	0.0%	
41131A	Mountain Bike Skills Park - Design	25	25	25	-	0.0%	
41022A-11	Dog Park	94	100	100	-	0.0%	
40958A	Founders Walk (150th Anniversary)	1,265	1,269	1,269	-	0.0%	
40982A	North Ridge Park Development Phase 1/Phase 2	750	750	750	-	0.0%	
Total Division #3000 Community & Protective Services		8,667	17,855	17,861	(6)	0.0%	56

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #4000 Planning & Engineering Services							
415453	Mailbox Locations	-	25	25	-	0.0%	
415401	Arterial Asphalt Overlay Program	1,315	1,800	1,800	-	0.0%	
415402	Collector Reconstruct Program	689	1,200	1,200	-	0.0%	
415403	Collector/Local Asphalt Overlay Program	2,923	3,500	3,050	450	12.9%	
415404	Local Reconstruct Program	60	265	265	-	0.0%	
415405	Permanent Line Marking Rehabilitation	168	128	128	-	0.0%	
415406	Red Willow Trail Overlay Program	105	200	200	-	0.0%	
415407	Sidewalk Program	735	1,270	1,270	-	0.0%	
415409	Road Rehabilitation	407	455	455	-	0.0%	
415410	Crack Sealing Program	67	80	80	-	0.0%	
415411	Right of Way (ROW) Study	-	60	60	-	0.0%	
415412	St. Albert Trail Median & Blvd Enhancement	847	967	967	-	0.0%	
415413	St. Albert Trail Revitalization	125	125	125	-	0.0%	
415415	Erin Ridge Traffic Mitigation	-	25	25	-	0.0%	
415416	Traffic Collision Management Software	49	50	50	-	0.0%	
415455	Grandin Pond Bridge & Trail Paving	41	50	50	-	0.0%	
415408	Transportation Systems Mgmt (Signals)	842	859	859	-	0.0%	
415414	St. Anne St. Realignment - St. Thomas to Tache St. - Construction	1,969	4,180	4,180	-	0.0%	
415417	Safety Codes Officer Truck	27	29	29	-	0.0%	
414401	Arterial Asphalt Overlay Program	1,006	1,100	1,100	-	0.0%	
414402	Collector Reconstruct Program	327	315	315	-	0.0%	
414403	Collector/Local Asphalt Overlay Program	1,737	2,100	2,100	-	0.0%	
414407	Sidewalk Program	752	900	900	-	0.0%	
414410	Transportation Master Plan	624	630	630	-	0.0%	
414411	City Owned Parking Lot - Fire Station #2	134	150	150	-	0.0%	
414412	St. Albert Trail Median and Blvd Enhancement	728	924	924	-	0.0%	
414408	Transportation Systems Mgmt (Signals)	795	800	800	-	0.0%	
414454	Giroux Road and Lacombe Drive Pedestrian Crossing Control	129	130	130	-	0.0%	
414414	St. Anne St. Realignment - St. Thomas to Tache St. - Design	801	800	800	-	0.0%	
413402	Collector Reconstruct Program	2,110	2,110	2,110	-	0.0%	
413407	Sidewalk Program	478	500	500	-	0.0%	
413409	Veness Road Upgrade (142 St)	2,168	2,168	2,168	-	0.0%	
413412	Railroad Safety Enhancement (Meadowview)	-	250	250	-	0.0%	
413408	Transportation Systems Mgmt (Signals)	746	746	746	-	0.0%	
Total Division #4000 Planning & Engineering Services		22,904	28,891	28,441	450	1.6%	34

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
		********** PROJECT TOTAL **********					
Division #4500 Infrastructure Services							
415812	Black Knot Remediation	74	80	80	-	0.0%	
415801	PW Mobile Equipment Replacement Plan	1,261	1,327	1,327	-	0.0%	
415813	Passenger Van Replacement	-	29	29	-	0.0%	
415806	PW Shop & Yard Equipment Replacement	33	35	35	-	0.0%	
415811	Residential Area Sand Boxes	7	10	10	-	0.0%	
415807	PW Subdivision Signage Lifecycle Refurbishments	47	47	47	-	0.0%	
415802	Transit Bus Lifecycle Replacement	2,455	2,500	2,407	93	3.7%	
415803	Grow th Buses	-	3,200	3,200	-	0.0%	
415804	On-Board Video	121	125	121	4	3.3%	
415809	Transit Waiting Shelters	-	61	61	-	0.0%	
415805	PW Energy Efficiency Replacement Program	41	60	60	-	0.0%	
415810	SAP Building Envelope Replacement Plan	8	354	354	-	0.0%	
414801	PW Mobile Equipment Replacement Plan	1,186	1,261	1,261	-	0.0%	
414807	PW Subdivision Signage & Amenities	45	46	46	-	0.0%	
414809	LRT Functional Alignment Study	198	250	213	37	14.8%	
414804	Transit Smart Fare System	-	2,652	2,652	-	0.0%	
413809	LRT Functional Alignment Study	249	250	249	1	0.3%	
412420	Campbell Road Park & Ride	63	30,000	30,000	-	0.0%	
41119A	Bridge Rehabilitation	603	656	656	-	0.0%	
41184	Ray Gibbon Drive Stage 3A - Construction	12,735	12,908	12,908	-	0.0%	
41132B	City Building Rehabilitation	84	100	100	-	0.0%	
40970A	St. Albert Trail Urbanization Study	94	94	94	-	0.0%	
Total Division #4500 Infrastructure Services		19,304	56,045	55,910	135	0.2%	22
Division #5500 Economic Development							
415601	River Lot 8 Abatement	20	50	19	31	61.6%	
Total Division #5500 Economic Development		20	50	19	31	61.6%	1
Division #6500 Common & Fiscal							
412108	Civic Space Capacity Initiative	152	490	490	0	0.0%	
Total Division #6500 Common & Fiscal		152	490	490	0	0.0%	1
	Total Entity #01 St. Albert	**56,341**	**114,262**	**113,672**	**590**	**0.5%**	**148**

Utility Operations

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION

FOR THE PERIOD ENDING DECEMBER 31, 2015

In Thousands of Dollars

Division Description	2015 Actual YTD (A)	2015 Budget (C)	Variance $ (C-A)	Variance % (C-A)/C
Revenue				
Water	$14,784	$14,215	$569	4%
Wastewater	12,114	11,894	220	2%
Storm	6,301	6,121	180	3%
Solid Waste Management	6,706	6,580	126	2%
Total Revenue	$39,905	$38,810	$1,095	(3%)
Expenses				
Water	$8,898	$8,701	$(197)	(2%)
Wastewater	9,228	9,091	(137)	(2%)
Storm	1,181	1,372	191	14%
Solid Waste Management	5,868	5,874	6	0%
Total Expenses	$25,175	$25,038	$(137)	(1%)
Transfer to Reserve				
Water	$5,886	$5,515	$371	7%
Wastewater	2,886	2,803	83	3%
Storm	5,120	4,750	370	8%
Solid Waste Management	837	707	130	18%
Total Transfer to Reserve	$14,729	$13,775	$954	7%

Utilities Operating Budget to Actual Variance

Water - $371 thousand over budget

Revenue - $569 thousand over budget

- $376 thousand over budget due to increase in water connection fee revenue related to large buildings and apartment development permits.
- $312 thousand over budget in water service charge revenue due to an increased usage of water due to drier than usual summer.
- $14 thousand over budget due to penalties for late payment.
- $168 thousand under budget related to projects that was funded from reserves which will be carry forward for completion of next year with no tax impact.

Expense –$197 thousand over budget

- $230 thousand over budget in water purchase supply costs due to drier than usual summer.
- $131 thousand over budget in various expenses relating to the St. Anne Water Main Break.
- $168 thousand under budget related projects that was funded from reserves which will be carry forward for completion of next year with no tax impact.

Wastewater - $83 thousand over budget

Revenue - $220 thousand over budget

- $216 thousand over in wastewater service charge revenue due to an increased usage of water due to drier than usual summer.
- $14 thousand over budget due to penalties for late payment.

Expense – $137 thousand over budget

- $329 thousand over budget due to increased usage caused by drier than usual summer.
- $166 thousand under budget in contracted services due to the watermain break on the Lacombe fill line, the major repair to the Oakmont Reservoir header pipe was not undertaken.
- $60 thousand under budget due to vacancies related to various CUPE staff members.

Storm - $370 thousand over budget

Revenue - $180 thousand over budget

- $144 thousand over budget in flat rate charges due to additional customers than originally anticipated
- $12 thousand over budget due to penalties for late payment revenues
- $15 thousand under budget related to projects that was funded from reserves funded from reserves which will be carry forward for completion of next year with no tax impact.

Expense – $191 thousand under budget

- $100 thousand under budget due to vacancies related to various CUPE staff and team lead members.
- $85 thousand under budget in professional engineering services relating to the ongoing Water Quality Monitoring project
- $15 thousand under budget related to project that was funded from reserves which will be carry forward for completion of next year with no tax impact.

Solid Waste Management - $130 thousand over budget

Revenue - $126 thousand over budget

- $91 thousand over budget in solid waste fees and flat rate charges due to additional customers than originally anticipated
- $12 thousand over budget in the sale of Refuse Stickers for large bin disposal events.
- $6 thousand over budget due to penalties for late payment revenues.

Expense – $6 thousand under budget

- $2 thousand under budget due to a decrease in bad debts as the City no longer accepts tenant accounts.

CITY OF ST. ALBERT

UTILITY STATEMENT OF OPERATIONS BY FUNCTION
FOR THE PERIOD ENDING DECEMBER 31, 2015

In Thousands of Dollars

	2015 Actual YTD (A)	2015 Budget (C)	Variance $ (C-A)	Variance % (C-A)/C
Revenues				
Sales & User Fees	$39,693	$38,455	$(1,238)	-3.2%
Other Revenue	40	48	8	16.9%
Fines & Penalties	140	92	(48)	-52.5%
Transfers To/From Reserves	32	215	183	85.3%
Total Revenue	$39,905	$38,810	$(1,095)	-2.8%
Expenses				
Salaries, Wages, & Benefits	$4,722	$4,594	$(128)	-2.8%
Contracted & General Services	7,575	7,712	137	1.8%
Transfers To/From Operations/Capital	15,680	14,726	(954)	-6.5%
Materials, Goods, Supplies & Utilities	739	1,040	301	29.0%
Purchases From Other Governments	10,288	9,730	(558)	-5.7%
Other Expenditures	795	806	11	1.4%
Transfers To Organizations & Individuals	5	200	195	97.5%
Bank Charges & Short Term Interest	2	2	()	-8.7%
Transfers To/From Reserves	96	-	(96)	0.0%
Total Expense	$39,902	$38,810	$(1,092)	-2.8%
Excess of Revenue over Expense	$3		$3	
Transfer To Reserves	3		3	
Excess of Revenue over Expense	-	-	-	

CITY OF ST. ALBERT

UTILITY CAPITAL EXPENDITURE SUMMARY
FOR THE PERIOD ENDING DECEMBER 31, 2015
In Thousands of Dollars

	UTILITY CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2015	1,328	11,558	11,558	0	0.0%	15
2014	10,029	17,998	16,869	1,129	6.3%	12
2013 & PRIOR	15,639	23,459	19,100	4,359	18.6%	13
TOTAL UTILITY PROJECTS	**26,996**	**53,015**	**47,527**	**5,488**	**10.4%**	**40**

Utility Capital Project Financial Highlights

- There were 40 projects scheduled for Utilities in 2015 with a budget of $53.0 million.

- At the end of quarter four, a $5.5 million net surplus is forecasted and 9 projects will be recommended to be closed at year end, with 31 being carried forward to 2016.

- The forecasted net surplus is made up of the completion of several projects:

  41151A Outfall #4 (previously known as Riel Park Development)
  - $260 thousand under budget (as reported in quarter one) due to shifting priorities and postponing the construction in a subsequent year.

  414401 Wastewater Collection System Redesign & Enhancement
  - $1,129 thousand under budget due to the Boudreau location completion coming in lower than anticipated.

  413418 Oakmont Water Supply Line
  - $3,914 thousand under budget due to the postponement of the completion of Phase 2 to 2019 or later. The positive variance is not considered a true surplus as the project will be moved to outlying years within the 10 year plan.

CITY OF ST. ALBERT

UTILITY CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING DECEMBER 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							
415230	Update Meter Reader Technology - Constru	-	1,000	1,000	-	0.0%	
415430	Water Network Level of Service	8	800	800	-	0.0%	
415431	Lacombe Reservoir Fill Line	80	200	200	-	0.0%	
415831	SCADA Upgrades for Water Stations	-	50	50	-	0.0%	
415835	Water System Infrastructure Rehab	209	410	410	-	0.0%	
414203	Update Meter Reader Technology - Design	69	100	100	-	0.0%	
414430	Water Network Level of Service	-	578	578	-	0.0%	
414431	Oakmont Pumphouse Upgrades	5	500	500	-	0.0%	
413414	Water Network Level of Service	-	551	551	-	0.0%	
413417	East Water Supply Main (Phase 2)	4,970	5,500	5,500	-	0.0%	
413418	Oakmont Water Supply Line	986	4,900	986	3,914	79.9%	
413419	Oakmont Pumphouse Upgrades	50	75	75	-	0.0%	
412703	Water Network Level of Service	226	525	525	-	0.0%	
Total Division #7000 Water		6,603	15,189	11,275	3,914	25.8%	13
Division #8000 Wastewater							
415442	Rivercrest Lift Station Rehabilitation	-	300	300	-	0.0%	
415841	Wastewater SCADA Upgrades	-	50	50	-	0.0%	
415842	Wastewater Combination Flusher/Hydrovac	-	320	320	-	0.0%	
415845	Wastewater Rehabilitation Program	45	229	229	-	0.0%	
415440	Wastewater Collection System Level of Ser	4	360	360	-	0.0%	
415441	Wastewater Main Replacement	110	582	582	-	0.0%	
415454	Phase 3 North Interceptor - Design	346	2,157	2,157	-	0.0%	
415846	Wastewater Household Service Replacema	180	200	200	-	0.0%	
414442	Wastewater Lift Station Rehabilitation	3,511	3,570	3,570	-	0.0%	
414845	Wastewater Rehabilitation Program	116	221	221	-	0.0%	
414440	Wastewater Collection System Redesign &	1,071	2,200	1,071	1,129	51.3%	
414441	Wastewater Main Replacement	1,454	1,454	1,454	-	0.0%	
413813	Wastewater Main Replacement	528	528	528	-	0.0%	
Total Division #8000 Wastewater		7,365	12,171	11,042	1,129	9.3%	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							
415451	Stormwater Infrastructure Rehabilitation	29	1,600	1,600	-	0.0%	
415452	Stormwater Management Level of Service I	316	3,300	3,300	-	0.0%	
414450	Lacombe Park Bank Repairs	540	800	800	-	0.0%	
414451	South Campbell Stormwater Management F	50	4,050	4,050	-	0.0%	
414452	Sedimentation and Erosion Control Plan	1,766	2,000	2,000	-	0.0%	
414453	Oakmont Swale Reconstruction	1,418	2,500	2,500	-	0.0%	
413423	Stormwater Infrastructure Rehabilitation	862	1,050	1,050	-	0.0%	
413424	Stormwater Management Level of Service I	1,295	1,680	1,680	-	0.0%	
413426	South Campbell Storm Water Management F	70	950	950	-	0.0%	
413427	Sedimentation and Erosion Control Plan	200	200	200	-	0.0%	
412712	Stormwater Infrastructure Rehabilitation	815	1,000	815	185	18.5%	
41151A	Outfall #4	241	500	240	260	52.0%	
Total Division #8600 Storm		7,602	19,630	19,185	445	2.3%	12
Division #9000 Solid Waste Management							
414865	Recycle Yard Upgrades	29	25	25	-	0.0%	
412715	Riel Park Redevelopment Phase 3 & 4	5,397	6,000	6,000	-	0.0%	
Total Division #9000 Solid Waste Management		5,426	6,025	6,025	-	0.0%	2
	Total Entity #02 Utilities	**26,996**	**53,015**	**47,527**	**5,488**	**10.4%**	**40**

Financial Position

CITY OF ST. ALBERT

STATEMENT OF RESERVES

FOR THE PERIOD ENDING DECEMBER 31, 2015

In Thousands of Dollars

		Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Uncommitted Balance	Dec 31, 2015 Balance
		$	$	$	$
Operating					
O1	**Stabilization**	**3,765**	**(2,532)**	**1,233**	**3,330**
O2	**Growth Stabilization**	**652**	**1,159**	**1,811**	**1,811**
O3	**Operating Programs**				
	Operating Carry Forward	1,871	(1,871)	-	2,413
	Preventative Social Services Fund	116	(6)	111	113
	Games Legacy	21	(17)	4	22
	Community Significant Event Stimulus Fund	61	(60)	1	1
	Young Artists Legacy Grant Program Fund	21	(1)	20	20
		2,090	**(1,955)**	**136**	**2,569**
O4	**Risk Management**	**1,261**	**25**	**1,286**	**1,286**
O5	**Automated Traffic Enforcement Technology - Speed on Green**	**285**	**(186)**	**99**	**126**
O6	**LRT/BRT Reserve**	**376**	**(340)**	**36**	**89**
O7	**Children's Festival Fund**	**122**	**18**	**140**	**140**
O8	**RCMP Contract Expense Reserve**	**869**	**11**	**881**	**881**
O9	**Safety Enhancement Program**	**640**	**22**	**662**	**731**
O10	**Election and Census Reserve**				
	Election	232	47	279	279
	Census	19	49	68	68
		251	**96**	**347**	**347**
Total Operating		**10,311**	**(3,682)**	**6,631**	**11,310**
Capital					
C1	**Internal Financing**	**1,020**	**392**	**1,412**	**1,412**
C2	**Major Recreational Lands & Facilities**				
	Major Recreational Facilities - City Wide Fund	3,071	(972)	2,100	2,517
	Major Recreational Facilities - Neighbourhood Fund	1,130	(890)	240	743
	Parkland	216	4	220	220
	Dog License Fund	223	15	238	300
		4,640	**(1,843)**	**2,798**	**3,780**
C3	**Offsite Levy Recoveries**				
	General Transportation Fund	1,500	30	1,530	1,530
	Offsite Levy Reimbursed Funds	12,390	9,360	21,749	25,039
		13,890	**9,390**	**23,279**	**26,569**

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

In Thousands of Dollars

		Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Uncommitted Balance	Dec 31, 2015 Balance
		$	$	$	$
C4	**Lifecycle**				
	Mobile Vehicle and Equipment	2,330	(239)	2,091	2,558
	Emergency Services Equipment	216	(36)	180	311
	Office Systems	1,298	(1,142)	156	899
	Arden Theatre	136	69	206	206
	Servus Credit Union	1,011	(300)	711	1,042
	Aquatics Facility	478	(10)	469	542
	Public Art	342	(241)	101	355
	Fire Buildings	101	83	183	183
	City Playgrounds	252	7	259	539
	Public Transit	3,815	(1,542)	2,273	2,319
	Infrastructure	2,900	325	3,225	3,225
		12,879	**(3,026)**	**9,854**	**12,179**
C5	**Municipal Land and Facilities**	**(360)**	**(127)**	**(487)**	**(443)**
C6	**Capital Fund**	**16,527**	**(7,430)**	**9,097**	**18,103**
Total Capital		**48,596**	**(2,644)**	**45,953**	**61,600**
Utilities					
UC1	**Utilities Fund**				
	Water	6,651	1,498	8,148	12,550
	Wastewater	6,277	328	6,605	7,853
	Solid Waste	(4,871)	(1,079)	(5,950)	(3,852)
	Storm Water	16,401	(2,481)	13,920	20,821
Total Utilities		**24,458**	**(1,734)**	**22,723**	**37,372**
Outside Agency					
OA1	**Outside Agency Operating**				
	Library - Young Peoples Writing	5	-	5	5
	Museum Artifacts	23	1	24	24
	Museum Historic Sites	73	8	81	81
	Museum Exhibition	5	-	5	5
	Library - Edmond and Anna Harder Endowment Fund	50	-	50	50
		156	**9**	**165**	**165**
OA2	**Outside Agency Capital**				
	Library Book Collection	3		3	3
	Library Facilities	156	10	166	166
	NABI Building Fund	50	25	75	75
	Library Computer Replacement	218	6	224	224
		427	**41**	**468**	**468**
Total Outside Agency		**583**	**50**	**633**	**633**
Total Reserves		**83,948**	**(8,010)**	**75,940**	**110,915**

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 December 31, 2015 the City had $161.1 million in cash and investments.

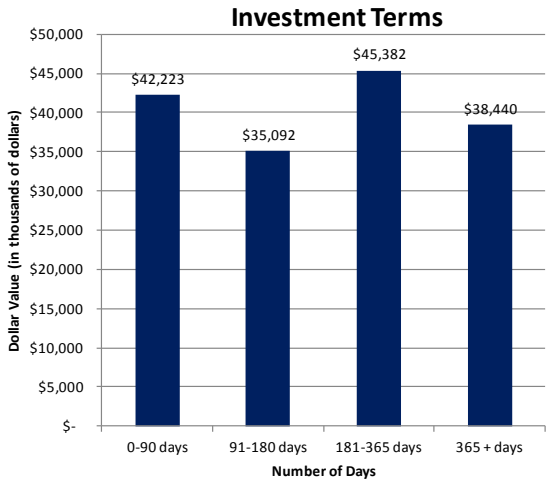
The City of St. Albert's Investment Policy, C-FS-02, outlines the Investment Portfolio Policy. This policy is reviewed annually by Administration with any changes recommended to Council for approval.

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.

Financial Institution	Portfolio Amount in thousands of dollars	Percentage
Toronto Dominion	21,654	14.81%
ATB Financial	5,018	14.34%
Servus Credit Union	15,240	5.84%
BMO Nesbitt Burns	20,045	11.45%
CIBC Wood Gundy	48,541	24.68%
RBC Dominion Securities	10,377	5.92%
Raymond James	15,075	8.62%
CWB	25,189	14.33%
	$161,138	100%

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

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 selects 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.

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.

	St. Albert	Bank of Canada
Cash and Short Term Investments	Average Portfolio Rate	T-Bill Rate
0 - 90 Days	1.13%	0.52%
91 - 180 Days	1.14%	0.51%
181 - 365 Days	1.79%	0.51%
	St. Albert	Bank of Canada
Long Term Investments	Average Portfolio Rate	3 & 7 Yr Bond Rate
2 - 9 Years	2.77%	.50% - 1.04%

Summary of Debt

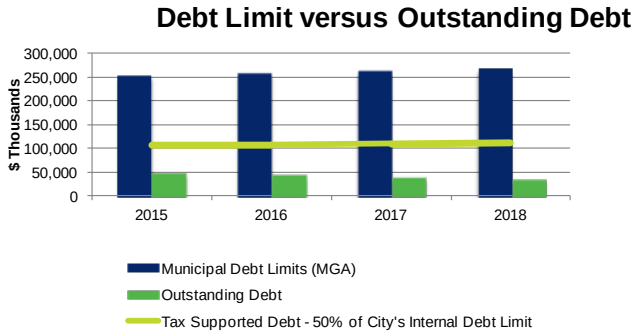
As of December 31, 2015, the City had $45.5 million debt outstanding, requiring annual servicing of $6.0 million. The debt relates to two significant projects that the City has invested in; Servus Credit Union Place and the first stages of Ray Gibbon Drive.

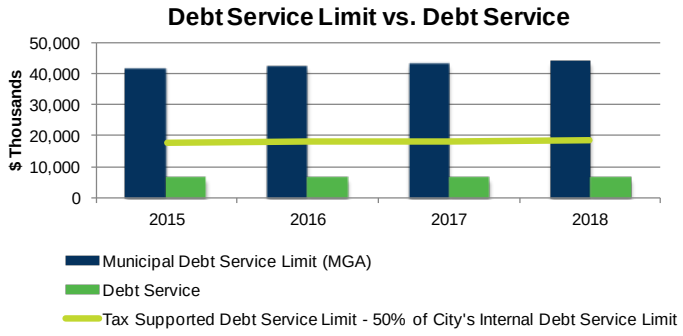
The debt outstanding on Servus Credit Union Place as at December 31, 2015 was $23.1 million. Three debentures were issued, and will be paid off between March 2024 and June 2025. Annual service costs of $3.3 million are taxed as a separate levy, and as such are not a component of the Capital Funding Formula.

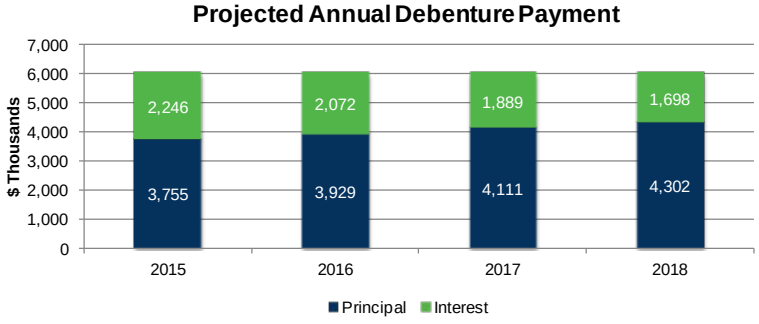
The debt outstanding on Ray Gibbon Drive as at December 31, 2015 is $22.4 million. Four debentures were issued and will be paid off between December 2019 and December 2026. Annual service costs of $2.7 million are funded as a component of the Capital Funding Formula.

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 of December 31, 2014, the City's debt limit was $242.0 million and its service on debt limit was $40.3 million. The 2015 debt limit will be determined by the first quarter of 2016. 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 organizational structure.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Fiscal Year	January 1st to December 31st.
Forecast	The projection of revenues and expenditures for current fiscal year.
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.

GLOSSARY

Term	Description
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).
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
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:

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