



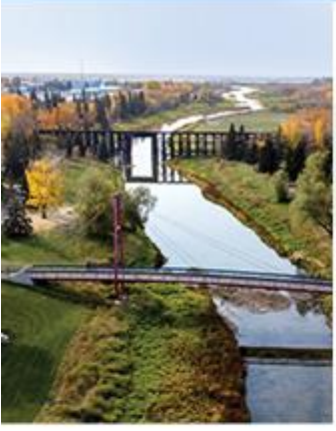
CITY OF ST. ALBERT

CORPORATE REPORT

QUARTER THREE

RELEASED
December 6, 2021

2021



About This Report

The Corporate Quarterly report is produced four times a year to communicate progress made on Council's Strategic Plan presented in the Corporate Business Plan and to present the City's financial position for the quarter.

There are two parts within this report:

1. Strategic Initiatives Reporting - includes progress update on projects that support Council's Strategic Priorities.
2. Financial Summary - provides a quarterly update on the City's financial position. Included in this section of the report are three charts each for municipal and utility capital projects, showing: budget vs. forecast, capital project progress and project schedule.

About the City of St. Albert Council Strategic Plan

In 2018, St. Albert City Council established the 2018-2021 Council Strategic Plan and reaffirmed the Plan in March 2021. The Strategic Plan represents the connections between Council member's varying perspectives and highlights the common goals in service to the community.

All strategic priorities, outlined in this report, were set by City Council. For each priority, the status represents where the priority stands at the end of quarter three (September 30, 2021).

**Note: A new Council Strategic Plan will be developed in early 2022, at which time priorities and related projects will be updated for future quarterly reports.*

About the City of St. Albert Corporate Business Plan

The City of St. Albert Corporate Business Plan includes key projects that will be undertaken to support and enable the City of St. Albert Council Strategic Plan. In addition, Administrative Priorities were identified by the Executive Leadership Team that would complement Strategic Priorities, respond to the evolving legislative and business environment, continuously improve service delivery or focus on the productivity of business functions and prudent utilization of financial resources.

Status		Definition
●	Not Yet Started	Work has not begun on this initiative.
▲	On Track	This initiative is on schedule and progress is being made towards milestones.
■	At Risk	This initiative is experiencing some challenges or delays, but progress is still being made.
▼	Off Track	Challenges are limiting or blocking progress of this initiative. Action must be taken to get the project back on track.
✓	Completed	Work has been completed on this initiative.

Council Strategic Priority #1:

Priority	Growth policy framework: Develop a robust policy framework to guide growth.

Activities	Expected Completion Date	Progress Update
1.1 Municipal Development Plan Revision	4/1/22	Various tasks including website updates and key indicators were completed. In addition, the Municipal Development Plan (MDP) was updated for the annexed lands and promoted in regional news. Next steps include more internal and external engagement for the plan.
1.2.a City of St. Albert Annexation of Sturgeon County Land	7/1/22	Sturgeon County and St. Albert reached an agreement on the draft Council Order report and boundaries. An official decision by the province is pending. In the meantime, work continues in preparation for the annexation of lands to be incorporated within City operations in 2022.
1.2.b City of St. Albert Annexation of City of Edmonton Land	12/30/22	As advised by Council in Q2, work on a more complex annexation agreement with Edmonton began. Financial Impact Analysis (FIA) documents were shared with the City of Edmonton and the development of an engagement plan with the landowner group was initiated.
1.5 Capture Emergent Growth Opportunities	12/31/21	Continued work on the development of a regular report for Council and Executive Leadership to report on key metrics and capture high value emerging economic development opportunities and their progress.
1.6 Investment Strategies - Region's Preferred Community	7/1/22	The Non-residential Real Estate Inventory & Analysis, a supporting document for the investment strategy has been completed. Employee vacancies paused work on an investment strategy focused on industrial and commercial investment and development opportunities, that is to be aligned to St. Albert economic strengths, unique attributes and target sectors. It is expected that work on the investment strategy will continue through Q4 with a full team complement.

Council Strategic Priority #2:

Priority	Economic Development: Enhance business/commercial growth.

Activities	Expected Completion Date	Progress Update
2.1 Area Structure Plan for Employment Lands & Badger Lands	12/30/22	An Invitation to Tender (ITT), with an Area Structure Plan (ASP) Terms of Reference (TOR) incorporated, was drafted. Once finalized, the ITT will be posted on the City website. This project has experienced some delays due to increased workloads on the Planning Branch in 2020 and 2021. The Planning Branch saw a 30% increase in all applications (Council amendments and subdivision activity) over 2020. 2020 was one of the busiest years on record, making 2021 record-breaking.
2.10 Focus on regional and sub-regional economic development	6/30/22	Phase 2 of the Collaborative Economic Development (CED) project advanced including the completion of the current state assessment and incentive feasibility analysis. Substantial progress was made on the best practices review and the governance model review. Meetings were also held with key project stakeholders including the Ministry of Jobs, Economy and Innovation, Municipal Affairs, Invest Alberta and Edmonton Global to build awareness and support for the project goals.
2.2 Green Tape 2.0	12/31/21	Emergent opportunities that support green tape initiatives were addressed. A draft report is being completed but is delayed until the update to the Municipal Engineering Standards is finished.
2.4 Commerce Retention and Resiliency	12/31/21	Recommendations made from the Recovery Task Force's Recovery Plan established a road map to implement a boarder economic sustainability platform. This project is now complete.
2.6 Strategies for Entrepreneurial Ventures	7/1/22	This project was paused due to staff vacancy but will continue now with a full team complement.
2.7 Support Third-party ASPs in Growth Areas	12/31/21	The developer hosted a public meeting in September regarding the North East Annexation ASP lands. Administration collaborated with developers on Riverside/Mission road construction, timing requirements for Jensen Lakes application and other emergent issues.

Activities	Expected Completion Date	Progress Update
2.8 Explore options for business incentive programs	12/31/21	Regional and international benchmarking and research of existing incentive programs was initiated.
2.9 Assess economic development opportunities and address redundancies and gaps.	4/1/22	An environmental scan is in progress with opportunities initially identified through budget and service level planning. This project was delayed due to employee vacancies but will continue in Q4 with a full team complement. This project was delayed due to employee vacancies but will continue now with a full team complement.

Council Strategic Priority #3:

Priority	Building a Transportation Network: Integrated transportation systems.

Activities	Expected Completion Date	Progress Update
3.01.b Ray Gibbon Drive Improvement Implementation	12/31/29	Phase 1 (south City limit to the north of LeClair Way) final landscaping and deficiency work remains with scheduled completion planned for Q4 2023. Phase 2: Engineering/Design completed. Approximately 30% of the 2-year planned construction has been completed. Bridge design work is completed and tender documents are being prepared for November 2021. Permits and applications have been submitted. Phase 3 and 4: Draft preliminary design completed and Administration is awaiting stakeholder review. Anthony Henday Drive at 184 Street Westbound Off-Ramp construction completed.
3.02.b Intelligent Transportation Systems Strategy Implementation	12/31/21	The implementation of priority actions from the Intelligent Transportation Systems (ITS) Implementation Strategy are in progress and involve the integration of adaptive signal controls, supply and installation of digital messaging signs, corridor communications (fiber), central monitoring and traffic management.
3.05.c Transit Local Service Implementation	12/31/21	The full slate of local and commuter, peak and off-peak transit networks started August 30, 2021 to support post-secondary schools resuming U-pass obligations for the 2021 fall semester and employers reopening workplaces with the easing of COVID-19 restrictions. After an extensive tender review process, a long-term service provider for On-Demand Transit has been selected. Transition of operations to the new service provider will commence in January of 2022 for a three year term.

Activities	Expected Completion Date	Progress Update
3.08 Active Transportation Plan	12/31/23	Current gaps of missing sidewalk and trail connections of the network that create barriers of connectivity are being addressed for priority sites identified within the Active Transportation Strategic Plan and Gaps Assessment. This is a multiyear project (2018 - 2023) that will deliver on engineering / design and construction of sidewalk or trails to eliminate these gaps.
3.10 Transportation Network Improvement Strategy Implementation	12/31/25	Ray Gibbon Drive Phase 2: Roadwork construction is approximately 30% complete with bridge construction anticipated for winter 2021/2022. Phases 3 & 4: Preliminary design remains in progress. North St. Albert Trail: Phase 1 (north of Boudreau Road to north of Coal Mine Road) construction remains in progress to deliver new north-southbound lanes and intersection improvements. Coal Mine Road construction has been completed and the road opened. This project remains slightly behind schedule which may cause the Villeneuve Road portion to be deferred to 2022. Phases 2 & 3 design work continues to progress. Fowler Way: Land acquisition discussions have been initiated. Villeneuve Road: Conceptual Design is complete and shared with developer stakeholders. Communication on cost-share took place with developer stakeholders, but not formally finalized. Neil Ross Road: Work continues with traffic modelling. Final report is on hold until the Interjurisdictional Transportation Network Improvement Strategy is complete and the modeling can inform updates required to Neil Ross Road. Joint Interjurisdictional Transportation Network Improvement Strategy continues to progress; the traffic modelling update was completed in Q2, the draft report has now been reviewed and is currently in the process of being finalized.

Activities	Expected Completion Date	Progress Update
3.11 Transportation Safety Plan Implementation	12/31/21	Traffic Bylaw speed changes are largely complete with only the portion of Poirier Avenue from Sir Winston Churchill Avenue to Campbell Road remaining (to be raised to 60 km/h). Erin Ridge and Erin Ridge North Traffic Calming work is completed, which finalizes the implementation of the community approved Traffic Calming Plan. Boudreau Road at Bellerose Drive intersection improvements are complete. Construction at Everitt Drive North at Ebony Way intersection is completed and opened on October 13, 2021. Pedestrian crossing (warning flasher) sites are largely completed, with the exception of a few sites awaiting materials.

Council Strategic Priority #4:

Priority	Infrastructure Investment: Identify and build needed capital assets.

Activities	Expected Completion Date	Progress Update
4.3 Intermunicipal Partnerships	12/31/21	On September 14, 2021, the Recreation Intermunicipal Collaboration Framework (ICF) between the City of St. Albert and Morniville was approved by both Councils. Sturgeon County and the City of St. Albert continue to work on a recreation agreement.
4.4 Inventory, Condition & Usability of Existing Facilities	6/30/22	Maturity Improvement Plans (MIPs) outline a specific course of action to raise the asset management practices for each asset profile. Work on developing MIPs for City Assets continues to progress. Some corrections were identified for MIPs already signed and potential consolidation of some MIPs are under review.
4.5 Asset Lifecycle Cost of Ownership	3/31/22	Feedback from City asset stewards was collected for a Total Cost of Ownership (TCO) template developed in Q2. The TCO is an analysis of all potential costs involved with an asset over its lifetime. The template was modified and redistributed based on recommendations. When complete the template will be used to enrich decision-making and operational efficiency by identifying avoidable costs, estimating return on investment, and improving economic predictability.
4.6.a Secure ownership of RR260 Lands	12/31/21	Work continues on a Land Transfer Agreement for the donation of the Community Amenities site. Setback distance discussions are in progress before a formal application is made to Alberta Environment and Parks (AEP). Subdivision application has been submitted by the land developer.
4.6.b Secure ownership of future Fire Hall #4 Lands	12/31/21	A land transfer agreement has been executed. Work continues on meeting all conditions identified in the land transfer agreement within the tight, specified timelines.

Activities	Expected Completion Date	Progress Update
4.7 Strategic Alliance/Merger Opportunities.	12/31/21	The City continued to focus on engaging stakeholders and residents, through the "Planning Forward - Setting the Context" engagement sessions, to identify ideas and opportunities for the City to diversify sources of revenue. The City also examined revenue generation and infrastructure models in other Canadian Municipalities.
4.8 Revenue Generating Infrastructure Opportunities	12/31/21	An updated Solar Farm Phase 2 Preliminary Services Technical Memorandum was presented to Council on August 30, 2021 and the following Council motions were carried: That a remediation study, a portion of 2022 project charter ENV-001 Contaminated Sites Remediation, be advanced for approval in 2021 and be funded in the amount of $35,000 from the Capital Reserve. That the funding source for the pre-construction work on the Solar Farm Project ENV-004 in the amount of $135,000 be amended from debt financing to Capital Reserve." That Administration undertake enhanced public engagement, inclusive of the broader community within St. Albert, in Phase 3 of the solar farm project and that $30K be funded from the Stabilization Reserve to complete this work.
4.9 Complete community amenities needs assessment and concept planning	10/31/22	Administration conducted a Council workshop in July to review and gather feedback on the needs assessment framework that will inform the recreation amenity prioritization tool. Administration began advancing work on the project in August/September 2021. A public engagement plan is scheduled to be implemented in Q1 2022. Work on land transfer agreements, the completion of site servicing and the confirmation of the landfill setbacks for the Cherot Lands continues to progress.

Council Strategic Priority #5:

Priority	Housing: Enhance housing options.

Activities	Expected Completion Date	Progress Update
5.5 Enhanced, Integrated, and Coordinated Social Services Network	12/31/21	Work began on social sector analysis to identify gaps, barriers and trends. This is the first step in exploring options for an enhanced, integrated and coordinated network of social services that will meet the basic needs of residents and address emerging trends and issues.

Council Strategic Priority #6:

Priority	Environmental Stewardship: Explore innovative environmental and conservation opportunities.

The following initiatives have been included in the Corporate Business Plan to help achieve this priority:

Activities	Expected Completion Date	Progress Update
6.2 Long Range Planning Strategy	12/31/21	The updated Strategic Framework Policy that now aligns long-range strategies with the Goals outlined in the Municipal Development Plan was presented and approved by Council on August 30, 2021. The project team continued assessing the impact of the new approach for the development of long-range strategies on the existing Master Plans. Development of the Green Environment Long-Range Strategy is on track with plans in place to provide opportunities for public input prior to continuing with development of the strategy.
6.3.a Continue development of a potential net zero pilot project.	12/31/21	This project remains on hold. Since the City rarely builds facilities, or constructs major retrofits to facilities, it is difficult to meet a timeline for piloting a net zero building. Discussions regarding Fire Hall #4 continue to progress.
6.4 Waste Minimization Strategies	12/31/22	The Curbside Waste Education Program ran from May to August 2021. Plastic bags were one of the most common unacceptable materials inside the Green Organics Cart. The most common unacceptable materials inside Blue Recycling Bags included plastic bags, take out containers, and to-go cups. A formal Curbside Waste Composition Study is planned for 2022. Due to COVID-19, public participation, education, and outreach related to the Single-Use Item Reduction Strategy (SUIRS) was delayed until 2022.

Activities	Expected Completion Date	Progress Update
6.5 Waste to Energy Pilot	12/31/22	The City has been unable to advance the waste to energy pilot project to construction due to the lack of funding partners and grant funding. Administration is discussing a viable alternative with the technology provider that has lower cost and less risk while delivering similar results.
6.6 Complete the energy corporation feasibility assessment	6/30/22	The Municipal Energy Corporation remains in the feasibility phase. Feasibility Reports were presented to Council on July 5, 2021 at which time a motion was carried for City Administration to prepare a detailed business plan and market impact analysis to be presented back to Council in Q1 of 2022.

Council Strategic Priority #7:

Priority	Community Recovery Post Covid-19

Activities	Expected Completion Date	Progress Update
✓ **7.1 Facilitate the Recovery Task Force to develop the City's recovery conceptual plan**	9/1/21	The COVID-19 Recovery Task Force Final report was presented to St. Albert City Council on August 30, 2021. The Report will be provided to the next Council for strategic planning considerations in 2022. This project is now complete.

These initiatives have been previously completed during this Council term:

Strategic Priorities	Activities	Completed Date
1. Growth Policy Framework: Develop a robust policy framework to guide growth	✓ 1.3 Development Competitiveness	6/16/21
2. Economic Development: Enhance business/commercial growth	✓ 2.3 Identify Niche Sectors	9/30/20
3. Building a Transportation Network: Integrated transportation systems	✓ 3.01 Ray Gibbon Drive Strategy	3/31/19
	✓ 3.02 Intelligent Transportation Systems (ITS) Strategy	9/30/18
	✓ 3.03 Arterial Roadway Improvements	3/31/19
	✓ 3.04 Regional Transit Commission	6/30/21
	✓ 3.05.a Transit Local Service Restructure	12/31/19
	✓ 3.05.b Campbell Road Park & Ride Facility	12/30/20
	✓ 3.06 Traffic Safety Initiatives	3/31/19
	✓ 3.07 Complete Streets Design Guidelines	12/31/18
4. Infrastructure Investment: Identify and build needed capital assets	✓ 4.1 Identify Opportunities for Facility Development	6/30/18
	✓ 4.2 Capital Project Prioritization Matrix	12/10/19
5. Housing: Enhance housing options	✓ 5.1 Diversity of Residential Built Forms (LUB)	6/22/21
	✓ 5.3 Housing Affordability & Accessibility Options	12/30/20
	✓ 5.4 Enhance Housing Options	9/30/20

Strategic Priorities	Activities	Completed Date
6. Environmental Stewardship: Explore innovative environmental and conservation opportunities	✓ 6.1 Explore Integrated Green Utilities	6/30/19
	✓ 6.3 Investigate Net Zero Residential Development	12/31/19

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Financial Summary

As the economy begins to reopen from the COVID-19 pandemic, the City of St. Albert continues to balance strategies to maintain a healthy financial position. COVID-19 continues to be a key consideration in the City's long-term strategic decision making, which includes balancing cost reductions and service levels. The City is forecasting a $903 thousand surplus. Steadily maintained reserve balances, and a well-balanced investment portfolio, all contribute to the City's financial stability.

Municipal

Operating:

- $119.9 million in revenue recognized, which is 71% of forecast.
- $112.9 million has been spent, which is 68% of forecast.

Capital:

- There is a total of 169 municipal capital projects for 2021.
- To date, $118.9 million has been spent out of a $263.6 million cumulative budget.

Utility

Operating:

- $32.2 million in revenue recognized, which is 76% of forecast.
- $26.1 million has been spent, which is 80% of forecast.

Capital:

- There is a total of 56 utility capital projects for 2021.
- To date, $26.3 million has been spent out of a $67.8 million cumulative budget.

Investments

The City has $248.3 million in cash and investments and earned $3.1 million in investment income to date.

Reserves

The balance is $162.4 million, with a forecasted year end uncommitted balance of $81.5 million.

Debt

The City's outstanding debt is $42.0 million. Forecasted outstanding debt for the end of 2021 is $93.0 million, which is significantly lower than the municipal ceiling.

COVID Spending

In 2021, Council committed $1.3 million from the stabilization reserve for COVID-19 related expenses. As of September 30, 2021, the city has spent $0.8 million with a forecasted total spending of $0.9 million by year end. Currently, this amount is being covered in the City's normal operating budget therefore a draw from the Stabilization Reserve may not be required.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2021
IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	$10	$10	$10	$0
Executive Leadership	990	1,512	1,512	0
General Government	2,952	3,969	4,365	396
Community & Recreation Services	3,834	8,947	6,886	(2,061)
Emergency Services	5,287	9,977	9,367	(610)
Public Works & Transit	7,011	11,448	10,527	(921)
Planning & Engineering	3,528	5,359	5,556	197
Corporate Financing	96,242	130,129	129,665	(465)
Total Revenue	$119,854	$171,352	$167,888	$(3,464)
Expenses				
Council	$498	$788	$783	$5
Executive Leadership	5,358	7,533	7,874	(341)
General Government	14,573	22,284	21,980	304
Community & Recreation Services	12,478	23,078	20,545	2,533
Emergency Services	24,244	40,082	39,372	710
Public Works & Transit	27,320	40,609	39,798	811
Planning & Engineering	7,795	12,598	12,561	37
Corporate Financing	20,639	24,380	24,071	309
Total Expenses	$112,905	$171,352	$166,984	$4,367
Excess of Revenue over Expenses				
Council	$(488)	$(778)	$(773)	$5
Executive Leadership	(4,369)	(6,021)	(6,362)	(341)
General Government	(11,621)	(18,315)	(17,615)	700
Community & Recreation Services	(8,644)	(14,131)	(13,660)	472
Emergency Services	(18,957)	(30,105)	(30,005)	100
Public Works & Transit	(20,309)	(29,160)	(29,271)	(110)
Planning & Engineering	(4,267)	(7,238)	(7,005)	233
Corporate Financing	75,603	105,749	105,594	(156)
Total Revenue Over Expenses	$6,949	$0	$903	$903

*Variance represents the difference between budget and forecast amounts.

**Note: Totals may not sum exactly due to rounding.

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council – $5 thousand lower than budget

Revenue – No anticipated variances

Expense - $5 thousand lower than budget

- No significant variances

Executive Leadership - $341 thousand higher than budget

Revenue – No anticipated variances

Expense - $341 thousand higher than budget

- $416 higher in Emergency Operations Centre costs.
- $68 lower in salary costs due to re-allocation of vacant pool funds and position vacancies.

General Government - $700 thousand lower than budget

Revenue – $396 thousand higher than budget

- $164 higher in penalties from late payments on taxes and web and tax certificates.
- $163 higher in miscellaneous revenues due to unbudgeted WCB and solar power rebate to be transferred to reserve.
- $69 higher in grants due to unbudgeted Municipal Energy grant.

Expense - $304 thousand lower than budget

- $286 lower in salaries due to position vacancies.
- $140 lower in learning and development due to lower external course offerings.
- $124 lower in advertising, program and operating supplies due to event cancellations and staff working from home due to COVID-19.
- $200 higher in health spending to higher utilization of the flexible benefits program.
- $163 higher in transfer to reserves due to unbudgeted WCB and solar power rebate to be transferred to reserve.

Community & Recreation Services - $472 thousand lower than budget

Revenue - $2,061 thousand lower than budget

- $1,884 lower in revenue due to intermittent recreation facility and service closures, service restrictions due to COVID-19 and community readiness to return once facilities and services resumed with modified service levels.
- $177 lower in revenue due to intermittent cultural facility and service closures, service restrictions due to COVID-19 and community readiness to return once facilities and services resumed with modified service levels.

Expense - $2,533 thousand lower than budget

- $1,773 lower in expenses due to intermittent recreation facility and service closures, service restrictions due to COVID-19 and community readiness to return once facilities and services resumed with modified service levels.
- $760 lower in expenses due to intermittent cultural facility and service closures, service restrictions due to COVID-19 and community readiness to return once facilities and services resumed with modified service levels.

Emergency Services - $100 thousand lower than budget

Revenue – $610 thousand lower than budget

- $640 lower in fines due to decrease in tickets issued.
- $45 lower in 911 fees due to prior year bill adjustment offset by an increase in dog license revenues.
- $75 higher in recovered costs due to surge billing to AHS for ambulance coverage.

Expense - $710 thousand lower than budget

- $356 lower in fire salaries due to vacancies offset by an increase in fire overtime.
- $254 lower in police CUPE wages due to vacancies offset by an increase in police casual wages.
- $100 lower in contracted services due to less tickets issued.

Public Operations - $110 thousand higher than budget

Revenue – $921 thousand lower than budget

- $673 lower in Transit revenue due to lower ridership, remote work requiring less commute and more post-secondary students online in fall term due to COVID-19.
- $317 lower in rental revenue due to early vacancy of tenant from city building.
- $40 higher in Transit advertising revenue as no change in advertising services.

Expense - $811 thousand lower than budget

- $502 lower in contracted services due to delay of regional Smart Fare/Smart Bus project, less spring cleanup due to lower road volume, decrease in bus repairs due to reduced Transit service, offset by increase in extra cleaning costs due to COVID-19.
- $250 lower in salaries due to vacant positions.
- $156 lower in parts and equipment expenses due to reduced Transit service.
- $86 higher in utility charges due to increased natural gas and electricity costs offset by lower water, wastewater and solid waste costs.

Planning & Engineering - $233 thousand lower than budget

Revenue - $197 thousand higher than budget

- $162 higher in land fees due to an increase in development, subdivision, and site servicing fees offset by decrease in compliance certificates.

Expense – $37 thousand lower than budget

- $116 lower in salaries due to vacant positions.
- $82 higher in electricity costs.

Corporate Financing - $156 thousand lower than budget

Revenue – $465 thousand lower than budget

- $680 lower in interest revenue due to declining interest rates.
- $145 higher in supplemental residential tax.

Expense – $309 thousand lower than budget

- $219 lower in rental and leased due to leases not renewed.
- $210 lower in interest expense due to declining interest rates.
- $40 lower in unbudgeted diesel hedging due to higher market rate than hedged rate.
- $171 higher in employee relations.

Municipal Capital Summary

Budget vs. Forecast Comparison

Table 1 illustrates that to date, $118.9 million has been spent out of a $263.6 million cumulative budget, with:

- 164 projects on budget
- 1 project above budget
- 4 projects below budget

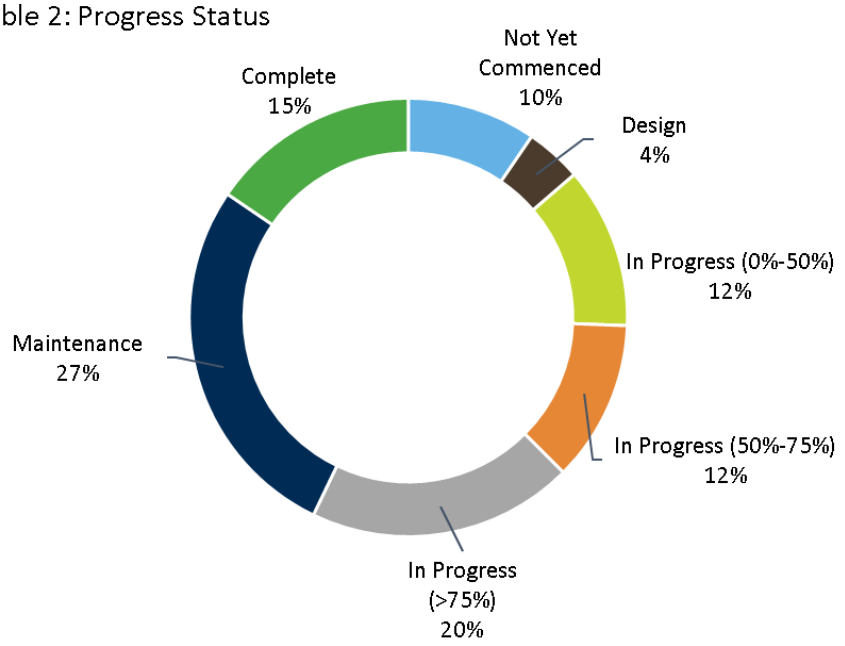
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance $	Variance %	No. of Projects
2021	21,618	69,573	69,573	-	0.0%	51
2020	38,758	90,792	90,735	57	0.1%	41
2019	22,730	50,279	50,410	(131)	-0.3%	38
Prior	35,788	52,937	48,406	4,532	8.6%	39
TOTAL	**$118,893**	**$263,582**	**$259,124**	**$4,458**	**1.7%**	169

Project Status

As shown in Table 2, 90% of the 169 projects are currently in progress or complete.

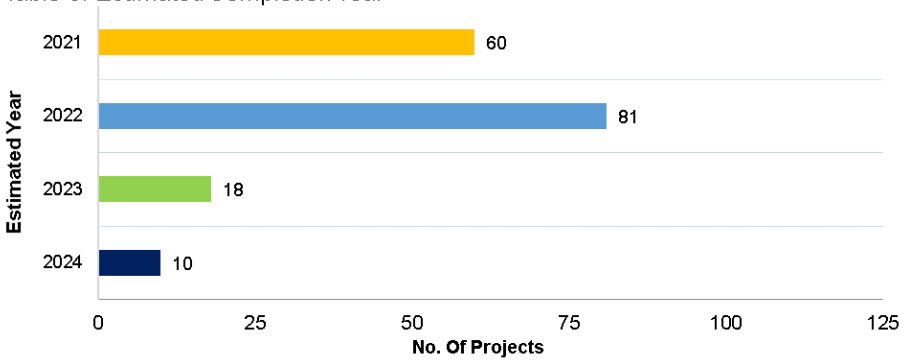
Table 2: Progress Status



Project Completion

As the majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 3 indicates that 60 projects are anticipated to be closed at the end of the year.

Table 3: Estimated Completion Year



CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY FUNCTION

FOR THE PERIOD ENDING SEPTEMBER 30, 2021

In Thousands of Dollars

	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	$1,201	$1,738	$1,722	$(16)
Water	10,259	13,062	12,982	(80)
Wastewater	10,913	14,436	14,408	(29)
Storm	4,013	5,390	5,353	(38)
Solid Waste Management	5,768	7,711	7,725	15
Total Revenue	$32,154	$42,337	$42,189	$(148)
Expenses				
Utility Finance	$1,201	$1,738	$1,722	$16
Water	8,681	9,905	9,897	8
Wastewater	9,157	11,771	11,713	58
Storm	1,296	1,848	1,818	31
Solid Waste Management	5,718	7,559	7,586	(27)
Total Expenses	$26,054	$32,821	$32,736	$86
Transfer to Reserve				
Water	$1,578	$3,156	$3,084	$(72)
Wastewater	1,755	2,665	2,694	29
Storm	2,717	3,542	3,535	$(7)
Solid Waste Management	50	152	140	$(12)
Total Transfer to Reserve	$6,100	$9,516	$9,454	$(62)

*Variance represents the difference between budget and forecast amounts.

**Note: Totals may not sum exactly due to rounding.

Utilities Operating Variance Analysis (In Thousands of Dollars)

Utility Finance - $0 net budget

No anticipated variances

Water - $72 thousand lower than budget

Revenue – $80 thousand lower than budget

- $80 thousand lower due to reduction in new development flushing and less water demand for hydrant rentals and sales.

Expense – $8 thousand lower than budget

- $8 thousand lower due to less travel and operational costs.

Wastewater - $29 thousand higher than budget

Revenue – $29 thousand lower than budget

- $29 thousand lower in sewer investigation charges due to suspending the service for COVID-19 precautions.

Expense – $58 thousand lower than budget

- $58 thousand lower due to suspension of in-home services and discontinuation of root pesticide pilot program.

Storm - $7 thousand lower than budget

No significant variances.

Solid Waste Management - $12 thousand lower than budget

Revenue – $15 thousand higher than budget

- $15 thousand higher due to increased uptake for garbage cart changes and repairs.

Expense – $27 thousand higher than budget

- $27 thousand higher in wages due to additional staffing required for recycling depots due to COVID-19 restrictions.

Utility Capital Summary

Budget vs. Forecast Comparison

Table 4 illustrates that to date, $26.3 million has been spent out of a $67.8 million cumulative budget, with all projects on budget.

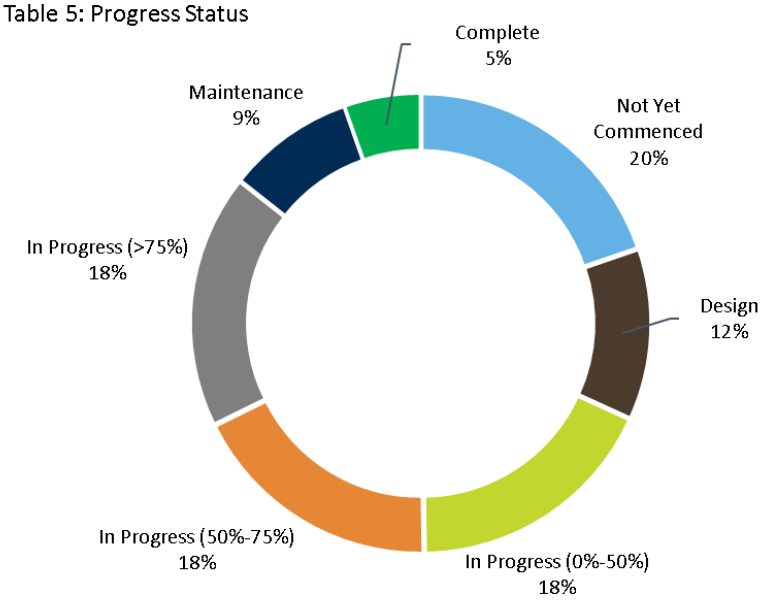
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance $	Variance %	No. of Projects
2021	291	19,627	19,627	-	0.0%	11
2020	3,358	10,893	10,893	-	0.0%	13
2019	2,829	8,889	8,889	-	0.0%	8
Prior	19,819	28,358	28,358	-	0.0%	24
TOTAL	**$26,297**	**$67,767**	**$67,767**	**-$**	**0.0%**	56

Project Status

As shown in Table 5, 80% of the 56 projects are currently in progress or complete.

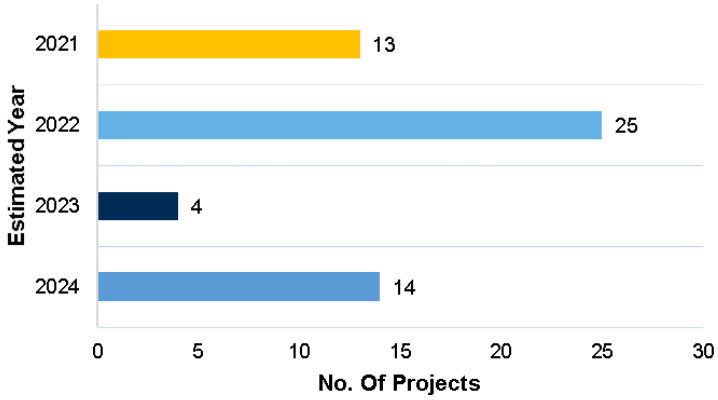
Table 5: Progress Status



Project Completion

As the majority of the City's projects are multi-year in nature, an estimated timeframe of when projects will be closed has been identified. Table 6 indicates that 13 projects are anticipated to be closed at the end of the year.

Table 6: Estimated Year of Closure



Investments

As of September 30, 2021, the City has $248.3 million in cash and investments and earned $3.1 million in investment income.

The main objectives of the City of St. Albert's Investment Policy, C-FS-02 are:

Capital Preservation

The City recognizes its fiduciary responsibility for stewardship of public funds. The portfolio is split between financial institutions to ensure the safety of principal and sufficient diversification, as illustrated in Table 7.

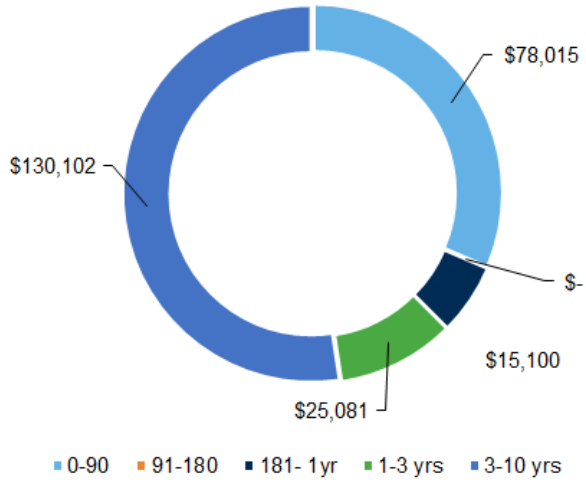
Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	75,632	30.46%
BMO	64,491	25.97%
Scotiabank	52,755	21.25%
CWB	45,189	18.20%
HSBC	10,030	4.04%
Servus	200	0.08%
Total	248,298	100.00%

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarter end ratio was 1.09:1.00 which is over the minimum requirement. As illustrated in Table 8, the portfolio is split between investment terms to ensure anticipated short and long-term requirements are met.

Table 8: Investments by Term (In Thousands of Dollars)



Rate of Return

The City's investment portfolio is managed to ensure that an optimum rate of return is realized. As illustrated in Table 9, the rate of return realized from the City's investments are above the Bank of Canada T-Bill and Bond rates.

Table 9: Rate of Return Comparison

Type		St. Albert	Bank of Canada
	Term	Average Portfolio Rate	T-Bill and Bond Rates
Cash and Short Term Investments	0-90	0.73%	0.12%
	91-180		
	181- 1yr	0.95%	0.29%
	1 - 3 yrs	1.20%	0.29% to 0.67%
Long Term Investments	3 - 10 yrs	2.32%	0.67% to 1.51%

Reserves

As per Policy C-FS-01, Financial Reserves, the City recognizes the need for setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects. As illustrated in Table 10, the uncommitted balance as of September 30, 2021, is $81.5 million of which:

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 19,573	$ 21,624	$ (11,665)	$ 9,959
Capital	83,018	72,812	(32,014)	40,798
Utilities	59,630	57,141	(26,528)	30,614
Outside Agencies	135	126	9	135
TOTAL	**$ 162,355**	**$ 151,702**	**$ (70,198)**	**$ 81,505**

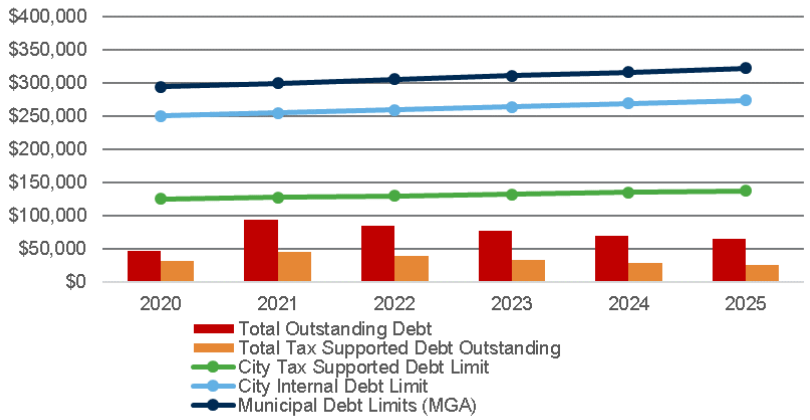
- 12% for property tax stabilization and contingency funding.
- 50% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 38% for utility rate stabilization and funding of utility infrastructure.

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

Debt

The City of St. Albert shall adhere to a debt limit prescribed by the Province and as detailed per the City's Debt Management Policy, C-FS-03.

Table 11 : Debt Limit VS Outstanding Debt (In Thousands of Dollars)



As illustrated in Table 11, the City has $42.0 million debt outstanding and $52.7 million forecasted additional debt by year end for a total of $94.7. This balance is considerably lower than the municipal and internal debt limits. The debt relates to four significant projects:

- Servus Place of $8.8 million expiring in 2025 and 2026.
- Ray Gibbon Drive of $19.1 million expiring in 2026, 2027, 2028 and 2040.
- North Interceptor Trunkline of $9.7 million expiring in 2022 and 2038.
- North St. Albert Trail of $4.4 million expiring in 2040.

The table includes the following debentures that are projected to be drawn by the end of 2021:

- Fire Hall #4 –$2.0 million.
- RR 260 and Lakeview Business District Servicing – $25.0 million.
- North St. Albert Trail – $10.0 million.
- Ray Gibbon Drive Twinning – $15.7 million.

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING SEPTEMBER 30, 2021

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project Status
Council						
415102	Railroad Safety Enhancement	1,088	1,165	1,165	-	In Progress > 75%
Total Council		$1,088	$1,165	$1,165	$-	
General Government						
413505	Performance Measurement System	49	50	50	-	In Progress > 75%
414505	Performance Measurement System	19	50	50	-	In Progress > 75%
415505	Central Records Shelving Upgrade	5	57	57	-	In Progress 0-50%
415506	Smart City Master Plan & Alliance	38	75	75	-	In Progress 50-75%
415508	Financial System Softw are	194	300	300	-	In Progress 50-75%
416504	Single Window Services	194	200	200	-	In Progress > 75%
416508	Financial System Softw are	197	713	713	-	In Progress 50-75%
417503	Recreation Mgmt Softw are	154	183	183	-	Complete
419426	Heat Recovery	15	66	15	51	In Design
419427	Smart Facility Monitoring	-	30	30	-	In Progress 0-50%
419503	Non-Emerg Radio System Replace	38	353	353	-	In Progress 0-50%
419504	Municipal Area Netw ork	342	550	550	-	In Design
419506	Asset Mgmt System Replace	-	200	200	-	Not Yet Commenced
420425	Solar Photovoltaics (PV) Program	448	500	500	-	Maintenance
420426	Watershed Resiliency & Restor Grant	16	158	158	-	In Progress 0-50%
420428	Solar Farm	76	335	335	-	In Progress 0-50%
420501	IT Lifecycle Replace Plan	669	718	718	-	In Progress > 75%
420503	Non-Emergency Radio System Replace	-	575	575	-	In Progress 0-50%
420506	Asset Mgmt System Replace	-	100	100	-	Not Yet Commenced
421418	Servus Place LED Lighting Retrofit	466	751	751	-	In Progress > 75%
421419	Energy Efficiency Replace Prgm	39	131	131	-	In Progress 0-50%
421425	Solar Photovoltaics (PV) Program	1,008	1,500	1,500	-	In Progress > 75%
421427	Smart Facility Monitoring	-	81	81	-	In Progress 0-50%
421433	Contaminated Sites Remediation	-	35	35	-	In Progress 0-50%
421501	IT Lifecycle Replace Plan	9	790	790	-	In Progress 0-50%
421502	IT Office Automation	29	50	50	-	In Progress 50-75%
421506	MEO E-Ticketing System	-	50	50	-	In Progress 0-50%
Total General Government		$4,002	$8,599	$8,548	$51	
Community & Recreation Services						
416103	Story Boards	4	15	15	-	Maintenance
416312	Park Planning and Standards Model	347	400	400	-	In Progress > 75%
416317	Founders Walk Phase 3 - Design	186	250	250	-	In Design
416318	Heritage Park Design (phase 3)	106	216	216	-	Maintenance
417310	Erin Ridge North Park Construction	483	505	505	-	In Progress > 75%
418308	Pickleball Court Development	337	401	401	-	Complete
418310	Grey Nuns White Spruce Park Construct	126	206	206	-	In Design

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (CONT'D)

		Project To Date	Project Budget	Forecast	Variance	Project Status
Community & Recreation Services						
419305	City Sportsfield Rehab Prgm	294	317	317	-	Maintenance
419307	City Playground Lifecycle Prgm	336	342	342	-	In Progress > 75%
419308	Fow ler Athletic Park Facilty Assess	159	159	159	-	Complete
419309	Lacombe Park Building & Walkw ay	1,467	1,755	1,755	-	Complete
419310	Park Signage Program	141	297	297	-	In Progress 50-75%
419311	Lacombe Dog Park Enhancements	44	79	79	-	In Progress > 75%
419312	Arena Ammonia Ice Plant	570	605	605	-	In Progress > 75%
419320	Visual Arts Studio Lifecycle	-	12	12	-	Not Yet Commenced
419340	Arden Theatre Lifecycle Plan	85	97	97	-	Maintenance
419341	Meadow view Land	3	-	-	-	In Progress 0-50%
419360	Community Capital Grant Prgm	334	340	340	-	In Progress > 75%
419428	Kingsmeade Park Develop	541	3,940	3,940	-	In Progress 50-75%
420301	Servus Lifecycle Replacement Prgm	258	456	456	-	In Progress 50-75%
420302	Aquatics Lifecycle Replace Plan	165	255	255	-	In Progress 50-75%
420305	City Sportsfield Rehab Prgm	280	317	317	-	Maintenance
420306	Woodlands Skatepark Redevelopment	1,595	1,670	1,670	-	Maintenance
420307	City Playground Lifecycle Prgrm	341	379	379	-	Maintenance
420309	Lacombe Park Construction	1,006	1,300	1,300	-	In Progress > 75%
420312	Neighborhood Park Development	160	250	250	-	In Progress 50-75%
420314	Riverlot 22	108	-	-	-	Complete
420320	Visual Arts Studio Lifecycle	-	15	15	-	Not Yet Commenced
420340	Arden Theatre Lifecycle Plan	85	111	111	-	In Progress > 75%
420360	Community Capital Grant Prgm	155	250	250	-	In Progress 50-75%
421301	Servus Lifecycle Replacement Prgm	1,372	1,777	1,777	-	In Progress > 75%
421302	Aquatics Lifecycle Replace Plan	-	90	90	-	In Progress 0-50%
421303	Fow ler Athletic Park Refurbishment	2,437	2,870	2,870	-	In Progress > 75%
421304	Larose Park Court Refurbishment	100	470	470	-	In Progress > 75%
421305	City Sportsfield Rehab Prgm	257	317	317	-	In Progress > 75%
421307	City Playground Lifecycle Prgm	-	160	160	-	In Progress > 75%
421308	Disc Golf Equipt	2	6	6	-	In Progress > 75%
421309	Disc Golf Feasibility Study	-	15	15	-	In Progress > 75%
421310	Lacombe Lake-Small Dog Area	2	45	45	-	In Progress 50-75%
421312	Neighborhood Park Development	55	2,040	2,040	-	In Progress > 75%
421313	RWP Meadow view - Construction	5	3,156	3,156	-	In Progress 0-50%
421314	Community Amenities Site Planning	-	500	500	-	In Progress 0-50%
421315	Oakmont Trail Phase 2	29	298	298	-	In Progress 0-50%
421320	Visual Arts Studio Lifecycle	-	39	39	-	Not Yet Commenced
421321	Pottery Studio Gas Kiln Upgrade	-	140	140	-	Not Yet Commenced
421340	Arden Theatre Lifecycle Plan	-	228	228	-	In Progress > 75%
421341	SAP Flag Poles	11	13	13	-	Complete
421360	Community Capital Grant Prgm	33	250	250	-	In Progress 0-50%
Total Community & Recreation Services		$14,019	$27,348	$27,348	$-	

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (CONT'D)

		Project To Date	Project Budget	Forecast	Variance	Project Status
Emergency Services						
415328	Land Acquisition Fire Hall #4	3	350	350	-	In Progress 0-50%
417316	Fire Dispatch ProQA System	26	33	33	-	In Progress > 75%
418331	Fire Station #1 – Reconstruct	951	1,052	1,052	-	In Progress > 75%
418333	Automated Station Alerting	-	291	291	-	In Progress 50-75%
419332	Emerg Response Veh	-	188	188	-	Not Yet Commenced
419334	Policing Bldg Accomm	72	100	100	-	In Progress > 75%
419335	CAD to CAD Softw are	38	42	42	-	Complete
420331	Fire Station #1 – Construction	8,731	14,100	14,100	-	In Progress 50-75%
420332	Fire Station #4	-	16,341	16,341	-	Not Yet Commenced
420333	Fire Station #4 Fire Engine	-	1,541	1,541	-	Not Yet Commenced
420334	Fire Aerial Apparatus	-	2,470	2,470	-	Not Yet Commenced
420335	Fire Tanker Vehicle	-	779	779	-	Not Yet Commenced
420336	Policing Bldg Accomm	-	278	278	-	Not Yet Commenced
421330	Emergency Equip Replace Plan	37	272	272	-	In Progress 0-50%
421331	Emergency Operation Center	477	973	973	-	In Progress 0-50%
421332	Key Lock Box System	-	48	48	-	In Progress > 75%
Total Emergency Services		$10,335	$38,856	$38,856	$-	
Public Operations						
412420	Campbell Road Park & Ride	21,023	30,000	25,600	4,400	Maintenance
414804	Transit Smart Fare & Smart Bus	2,527	3,992	3,992	-	In Progress 50-75%
417802	Transit Bus Lifecycle Replace	4,392	4,392	4,392	-	Complete
419801	PW Mobile Equip Replace Plan	2,953	2,771	2,953	(182)	Complete
419802	Jarome Iginla / Kinex Rehab	2,816	2,943	2,943	-	Maintenance
419803	SAP Bldg Replace Prgm	208	310	310	-	In Design
419804	Energy Efficiency Replace Prgm	41	131	131	-	In Progress 50-75%
420350	Transit Bus Lifecycle Replace	53	416	416	-	In Progress 0-50%
420801	PW Mobile Equip Replace Plan	1,445	2,535	2,535	-	In Progress 50-75%
420807	Municipal Facilities - Repairs & Renew al	2,189	4,770	4,770	-	In Design
420808	PW Asphalt Emulsion Storage Tank	17	85	28	57	In Progress 50-75%
421350	Transit Bus Lifecycle Replace	9	758	758	-	In Progress 0-50%
421801	PW Mobile Equip Replace Plan	167	1,847	1,847	-	In Progress 0-50%
421806	Shop &Yard Equip Replace	11	40	40	-	In Progress 0-50%
421807	Municipal Facilities - Repairs & Renew al	-	6,258	6,258	-	Not Yet Commenced
Total Public Operations		$37,849	$61,249	$56,973	$4,275	
Planning & Engineering						
416404	City Ow ned Parking Lot - Major Rehab	100	100	100	-	Complete
416412	Bridge Rehabilitation	150	172	172	-	In Progress > 75%
416418	Noise Attenuation Data Collection	54	200	200	-	In Progress 50-75%
417404	City Ow ned Parking Lot - Major Rehab	250	250	250	-	Complete
417411	Lane Reconstruct Prgm	463	1,350	1,350	-	In Progress > 75%
417415	Buildings Life Cycle Assessments	86	115	115	-	In Progress 50-75%

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (CONT'D)

		Project To Date	Project Budget	Forecast	Variance	Project Status
Planning & Engineering						
417421	SA Trail Traffic Signal Optimization	118	208	208	-	In Progress 50-75%
418404	City Owned Parking Lots Rehab	558	1,515	1,515	-	In Progress > 75%
418406	Trail Rehab Prgm	284	439	439	-	In Progress > 75%
418409	Transport Master Plan Implement	226	235	235	-	In Progress > 75%
418411	Lane Reconstruct Prgm	-	1,600	1,600	-	In Progress 0-50%
418413	Bridge Maintenance	-	65	65	-	In Progress > 75%
418415	Buildings Life Cycle Assessments	-	225	225	-	In Progress 0-50%
418425	Municipal Development Plan	811	1,094	1,094	-	In Progress > 75%
418426	Lakeview Bus District & Badger Lands A	110	110	110	-	Complete
418427	Capital Projects Maintenance	132	364	232	132	In Progress > 75%
419404	Paved Parking Lot Program	3	165	165	-	In Design
419408	Transportation Systems Mgmt	808	818	818	-	Complete
419411	Back Lanes Program	-	1,350	1,350	-	Not Yet Commenced
419412	Roadway Rehab Prgm	1,726	2,000	2,000	-	Maintenance
419413	Bridge Prgm	60	65	65	-	In Progress > 75%
419415	Buildings Life Cycle Assessments	-	235	235	-	In Progress 0-50%
419416	Traffic Calming Strategies	500	500	500	-	Maintenance
419418	Intersection Enhancements	2,131	2,150	2,150	-	Complete
419419	ITS Strategy Implementation	380	380	380	-	Complete
419421	N SA Trail Corridor Mgmt Implement	5,372	18,950	18,950	-	In Progress 0-50%
419422	Municipal Eng Stds Update	206	300	300	-	In Progress > 75%
419423	Fowler Way	240	6,660	6,660	-	In Progress 50-75%
419424	Ray Gibbon Improvements	773	780	780	-	Complete
419425	Accessibility Initiatives	37	300	300	-	In Progress 0-50%
420401	Arterial Rehab Prgm	1,160	1,543	1,543	-	Maintenance
420402	Collector Roadway Prgm	1,388	1,515	1,515	-	Maintenance
420403	Local Roadway Prgm	1,127	1,130	1,130	-	Maintenance
420405	Permanent Line Marking Rehab	249	250	250	-	Complete
420406	Multi-Use Trail Rehab Prgm	266	385	385	-	In Progress > 75%
420407	Sidewalk Program	716	747	747	-	Maintenance
420408	Transportation Systems Mgmt	715	721	721	-	Complete
420409	Active Transport Plan	540	600	600	-	In Progress > 75%
420412	Roadway Rehab Prgm	1,158	1,800	1,800	-	Maintenance
420413	Bridge Prgm	-	319	319	-	Not Yet Commenced
420414	Barrier Wall Study & Replace	3,062	3,768	3,768	-	In Progress > 75%
420416	Traffic Calming Strategies	43	50	50	-	Complete

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION (CONT'D)

		Project To Date	Project Budget	Forecast	Variance	Project Status
Planning & Engineering						
420417	Traffic Signal Maintenance	550	550	550	-	Complete
420424	Ray Gibbon Improvements	9,986	26,715	26,715	-	In Progress 50-75%
421401	Arterial Rehab Prgm	1,609	1,735	1,735	-	Maintenance
421402	Collector Roadway Prgm	781	957	957	-	Maintenance
421403	Local Roadway Prgm	1,246	1,313	1,313	-	Maintenance
421405	Permanent Line Marking Rehab	245	250	250	-	In Progress > 75%
421406	Multi-Use Trail Rehab Prgm	41	385	385	-	In Progress 50-75%
421407	Sidewalk Program	201	500	500	-	In Progress 50-75%
421408	Transportation Systems Mgmt	394	732	732	-	In Progress 50-75%
421409	Active Transport Plan	487	1,100	1,100	-	In Progress > 75%
421410	Intersection Enhancements	90	1,805	1,805	-	In Progress > 75%
421412	Roadway Rehab Prgm	181	2,100	2,100	-	In Progress > 75%
421413	Bridge Prgm	9	275	275	-	In Progress 0-50%
421416	Traffic Calming Strategies	240	513	513	-	In Progress > 75%
421417	Traffic Signal Maintenance	370	500	500	-	In Progress 50-75%
421420	RR260 - Community Amenities & Lakeview	9,057	30,000	30,000	-	In Progress 0-50%
421421	ITS Strategy Implementation	101	498	498	-	In Progress 0-50%
421428	Land Use Bylaw Update	-	466	466	-	Not Yet Commenced
421429	Lakeview/Badger Lands ASP	4	400	400	-	In Progress 0-50%
421430	Edmonton Annexation	9	50	50	-	In Progress 0-50%
Total Planning & Engineering		$51,600	$126,366	$126,234	$132	
	Total Entity #01 St. Albert	**$118,893**	**$263,582**	**$259,124**	**$4,458**	

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING SEPTEMBER 30, 2021

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project Status
Utilities						
414450	Lacombe Park Bank Repairs	706	750	750	-	Maintenance
416430	Water Network LOS	757	800	800	-	In Progress > 75%
416442	Rivercrest Lift Station Rehab	1,798	2,000	2,000	-	Maintenance
416453	Sediment and Erosion Control	3,334	3,363	3,363	-	Maintenance
416454	Heritage Lakes Storm System	970	970	970	-	Maintenance
416457	Beaudry Place Storm Drainage Upgrade	661	750	750	-	Maintenance
417430	Water Network LOS	873	1,633	1,633	-	In Progress 50-75%
417431	Sturgeon Heights Pumphouse Rebuild	276	524	524	-	In Progress 50-75%
417441	WASTWT Main Replacement	953	1,153	1,153	-	In Design
417442	WASTWT Lift Station Studies	373	550	550	-	Complete
417451	STORM Infrastructure Rehab	1,385	1,984	1,984	-	In Progress 50-75%
417452	STORM Mgmt Level of Service	1,961	2,019	2,019	-	In Progress 50-75%
417453	Sediment and Erosion Control	85	385	385	-	In Progress > 75%
417845	WASTWT Rehab Prgm	241	245	245	-	In Progress > 75%
418430	Water Network LOS	1,001	1,252	1,252	-	In Progress 0-50%
418440	WASTWT Collection System LOS	2,319	2,758	2,758	-	In Design
418450	NE Storm Outfall (Proj 5)	163	1,000	1,000	-	In Progress 0-50%
418452	STORM Mgmt LOS	456	1,377	1,377	-	In Progress 0-50%
418453	Sediment and Erosion Control	710	2,036	2,036	-	In Progress 0-50%
418836	Utility Master Plan	153	210	210	-	In Progress > 75%
418845	WASTWT Rehab Prgm	142	256	256	-	Complete
418847	Utility Master Plan	156	210	210	-	In Progress > 75%
418851	STORM Infrastructure Rehab	191	1,922	1,922	-	In Progress 50-75%
418852	Utility Master Plan	156	210	210	-	In Progress > 75%
419740	WASTWT Collection System LOS	39	440	440	-	In Design
419741	WASTWT Main Replacement	346	688	688	-	In Design
419745	WASTWT Rehab Prgm	151	261	261	-	In Progress 50-75%
419751	STORM Infrastructure Rehab	91	295	295	-	In Progress 0-50%
419752	STORM Mgmt LOS	139	3,740	3,740	-	In Progress 50-75%
419753	Sediment and Erosion Control	2,005	2,395	2,395	-	In Progress > 75%
419761	Recycle Yard Upgrades	1	70	70	-	In Progress 0-50%
419762	Waste To Energy	56	1,000	1,000	-	In Progress 0-50%
420427	N. Interceptor Trunk 2B (Proj 8)	48	50	50	-	In Progress > 75%
420730	Water Network LOS	-	1,240	1,240	-	In Design
420736	Water SCADA System Upgrades	146	170	170	-	In Progress 50-75%
420737	Pump Station and Reservoir Rehab Prgm	-	200	200	-	In Design
420740	WASTWT Collection System LOS	545	1,417	1,417	-	In Progress 50-75%
420741	WASTWT Main Replacement	1,250	1,250	1,250	-	Complete
420745	WASTWT Rehab Prgm	9	268	268	-	Not Yet Commenced
420747	WASTWT SCADA System Upgrades	668	950	950	-	In Progress > 75%
420751	STORM Infrastructure Rehab	682	1,560	1,560	-	Not Yet Commenced

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION (CONT'D)

		Project To Date	Project Budget	Forecast	Variance	Project Status
Utilities						
420752	STORM Mgmt LOS	-	1,915	1,915	-	Not Yet Commenced
420753	Sediment and Erosion Control	-	1,715	1,715	-	Not Yet Commenced
420754	Stormwater SCADA System Upgrades	10	130	130	-	In Progress 50-75%
420761	Recycle Yard Upgrades	-	28	28	-	Not Yet Commenced
421730	Water Network LOS	-	2,440	2,440	-	Not Yet Commenced
421735	Water System Infrastructure Rehab	30	530	530	-	In Progress 0-50%
421737	Pump Station and Reservoir Rehab Prgm	-	200	200	-	Not Yet Commenced
421740	WASTWT Collection System LOS	9	490	490	-	In Progress 0-50%
421741	WASTWT Main Replacement	-	688	688	-	Not Yet Commenced
421745	WASTWT Rehab Prgm	-	268	268	-	Not Yet Commenced
421746	WASTWT Household Service Replace	244	250	250	-	In Progress > 75%
421747	Vac Truck	-	500	500	-	In Progress 0-50%
421751	STORM Infrastructure Rehab	9	3,105	3,105	-	In Design
421752	STORM Mgmt LOS	-	9,540	9,540	-	Not Yet Commenced
421753	Sediment and Erosion Control	-	1,616	1,616	-	Not Yet Commenced
Total Utilities		$26,297	$67,767	$67,767	$-	
	Total Entity #02 Utilities	**$26,297**	**$67,767**	**$67,767**	**$-**	

*Project Number 4##XX - # denotes year of capital project approval

**Note: Totals may not sum exactly due to rounding.

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

APPENDIX 3 – STATEMENT OF RESERVES

FOR THE PERIOD ENDING SEPTEMBER 30, 2021

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	11,747	12,757	(6,245)	6,512
Operating Program	4,247	5,133	(4,707)	425
Risk Management Reserve	1,252	1,244	(192)	1,051
Traffic Safety	106	235	(185)	50
Children's Festival Reserve	43	43	13	56
RCMP Contract Expense Reserve	964	964	-	964
Safety Enhancement Reserve	411	536	(438)	98
Election and Census Reserve	802	712	90	802
Total Operating	**19,573**	**21,624**	**(11,665)**	**9,959**
Internal Financing Reserve	(3,737)	4,543	806	(3,737)
Major Recreational Lands & Facilities	4,597	4,164	(156)	4,008
Offsite Levy Recoveries	26,572	25,582	(10,433)	15,149
Lifecycle	29,155	21,293	164	21,457
Municipal Land and Facilities Reserve	815	805	(609)	196
Capital Funding	21,912	22,563	(20,323)	2,241
Growth Stabilization Reserve	3,521	2,865	(1,564)	1,302
Energy Efficiency Reserve	182	82	100	182
Total Capital	**83,018**	**72,812**	**(32,014)**	**40,798**
Total Utilities	**59,630**	**57,141**	**(26,528)**	**30,614**
Outside Agency Operating	85	76	9	85
Outside Agency Capital	50	50	-	50
Total Outside Agency	**135**	**126**	**9**	**135**
	162,355	**151,702**	**(70,198)**	**81,505**

**Note: Totals may not sum exactly due to rounding.

APPENDIX 4 GLOSSARY

TERM	DESCRIPTION
Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure.
City Debt Limit	City ceiling which prevents the debt limit from exceeding 85 per cent of the MGA's debt limit on non-tax debt and 50 per cent of the MGA's debt limit on tax supported debt.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Forecast	The projection of revenues and expenditures for current fiscal year.
Function	Part of the City's organizational structure.
Liquidity Ratio	Analyzes the ability to pay off liabilities. The City's minimum requirement is 1:1.
Municipal Government Act (MGA)	Provincial legislation that provides authority for municipal expenditure and revenue collection.
Operating Budget	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
Uncommitted Balance	The forecasted reserve dollar amount at year end which has not been committed to specific projects.

For More Information:

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