



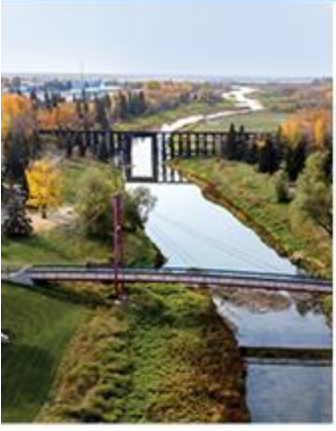
CITY OF ST. ALBERT

CORPORATE REPORT

QUARTER FOUR

RELEASED
February 14, 2022

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 during Council's term. For each priority, the status of planned initiatives represents where each priority stands at the end of quarter four (December 31, 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	The City met with the Chamber of Commerce to further discuss the impact of the Municipal Development Plan (MDP) on the business community. In addition, a virtual public open house was held to discuss the inclusion of annexation lands into the MDP. The updated MDP will be presented to Council on January 31, 2022.
1.2.a City of St. Albert Annexation of Sturgeon County Land	7/1/22	Following Provincial Government approval in December 2021, the City began working with Sturgeon County to implement and transition annexed lands. A virtual public open house was held and an *Annexation Handbook* was prepared to assist impacted residents for the transition (January 1, 2022).
1.2.b City of St. Albert Annexation of City of Edmonton Land	12/30/22	A discussion with the City of Edmonton regarding compensation and next steps took place. A meeting with landowners to discuss concerns is scheduled for January 2022.
1.5 Capture Emergent Growth Opportunities	12/31/22	Work began on drafting a bi-annual report for Council and Executive Leadership to highlight high value economic development opportunities and projects. Administration anticipates the presentation of the first bi-annual report to Council to be at the end of Q2 2022. In addition, the communication frequency with Council regarding high value emerging economic development opportunities increased.
1.6 Investment Strategies - Region's Preferred Community	7/1/22	Development of an Investment Strategy progressed by identifying opportunities to allocate time and resources. Work was completed to further advance servicing and Area Structure Plan (ASP) for the Lakeview Business District, a focal point of the investment Strategy.

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) was circulated on the City and Alberta Government Alberta Purchasing Connection (APC) websites in November 2021. Budget updates in December 2021 triggered a change to the contract value resulting in an ITT extension to January 2022.
2.10 Focus on regional and sub-regional economic development	6/30/22	Phase 2 of the Collaborative Economic Development (CED) project is complete; including consultation with stakeholders in the Economic Development space to validate work completed on the CED framework. A Phase Gate Report, a review and assessment of project progress, scope and risk was completed at the conclusion of Phase 2. Work began on Phase 3 deliverables which include: • Working with regional Economic Development Officers to refine the focus area criteria and identify a prioritized list of focus areas in the region. • Building out the incentive framework, for both financial and non-financial incentives. • Developing the governance and financial framework.
2.2 Green Tape 2.0	12/31/22	Work continued on addressing emergent opportunities that support the Green Tape initiative. The draft report is still awaiting updates to the Municipal Engineering Standards before it can be completed. Work is set to resume in Q1 2022.
2.6 Strategies for Entrepreneurial Ventures	7/1/22	The project is now moving forward with a full team compliment. However, the project continues to be delayed while new personnel are brought up to speed.
2.7 Support Third-party ASPs in Growth Areas	6/30/22	Developer submitted applications for St. Albert East Area Structure Plan (ASP) and Landrex Lands Neighbourhood Plan. City Administration met with the developer and their engineering consultant to discuss applications. Applications will be circulated in Q1 2022.

Activities	Expected Completion Date	Progress Update
2.8 Explore options for business incentive programs	6/30/22	Research of existing incentive programs continued with reports sourced from regional economic development agencies. Background information for regional and provincial incentives was completed. The incentive strategy and report still needs to be developed.
2.9 Assess economic development opportunities and address redundancies and gaps.	4/1/22	Work on the environmental scan continued to progress and the opportunity to incorporate additional perspectives is being explored. A report outlining opportunities, redundancies and gaps is in development.

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): Planned completion of remaining landscaping and deficiency work is scheduled for Q4 2023. Phase 2: Construction progressed and approximately 40% of the 2-year planned construction has been completed. Bridge work was tendered and awarded with an anticipated start in January 2022 and completion in June 2022. Phase 3 and 4: Stakeholder review of draft preliminary design continued.
3.02.b Intelligent Transportation Systems Strategy Implementation	6/30/22	The Adaptive Signal operations of the Boudreau Road corridor is in process of being transitioned to the same technology that was originally applied to the south portion of St Albert Trail; from the south City limit to McKenney Avenue. Technology is being extended on the north portion of St. Albert Trail; from Lennox Drive to Ernest Boulevard. The system is currently monitoring and recording intersection and corridor performance, to inform the setup of Adaptive technology for the north portion of St. Albert Trail and the Boudreau Road corridor. It is anticipated that these road segments will have Adaptive technology operating in February 2022. A digital message sign has been tendered and awarded with an anticipated installation of Q2 2022. The sign will be located on Ray Gibbon Drive, at the south city limit, upon entering the City.

Activities	Expected Completion Date	Progress Update
3.05.c Transit Local Service Implementation	6/30/22	Ridership of peak and off-peak networks, both local and commuter was significantly impacted by working and schooling form home. Although post-secondary schools resumed paying U-Pass obligations, in-person class levels only returned to about 65% of pre-pandemic levels and U-Pass payments reflected this. In addition, government imposed COVID restrictions and recommendations continued impacting the reopening of workplaces. The selection for a long-term service provider is in progress. Transition to this service partner will occur in 2022 and will operate over a three-year term. New route designs and schedules were implemented. Minor schedule adjustments based on ridership and customer feedback were implemented on October 31, 2021.
3.08 Active Transportation Plan	12/31/23	Design work progressed for the following sites. • Riel Drive, from the North end transit stop to Levasseur Road. • Sir Winston Churchill Avenue, from Woodlands Road to Poirier Avenue. • Herbert Road, from Cunningham Road to Amber Crescent. • Corriveau Avenue, from Campbell Road to Vennes Road. • Carnegie Drive, from Corriveau Avenue to Boudreau Road. • Balmoral Drive, at west end of cul-de-sac. Once design work concludes segments will be completed subject to approved funding and final construction cost estimates.

Activities	Expected Completion Date	Progress Update
3.10 Transportation Network Improvement Strategy Implementation	12/31/25	Ray Gibbon Drive Phase 2: Roadwork construction is approximately 40% complete. Water Act approvals were received and confirmed to advance the project. Bridge construction tender was completed and awarded at the end of December 2021 with anticipated bridge construction to begin in Q1 2022. Phases 3 and 4: Preliminary design continued to progress. North St. Albert Trail: Phase 1 (north of Boudreau Road to north of Coal Mine Rd) construction to deliver new north-southbound lanes and intersection improvements continued to progress. Work remaining on St Albert Trail and Villeneuve Road will continue in 2022. Phases 2 and 3 design work continued to progress, and stakeholder engagement was initiated. Anticipated tendering of Phase 2 to occur in February 2022. Fowler Way: Land acquisition occurred for 2 parcels, directly adjacent to St. Albert Trail. Villeneuve Road: Project was approved to advance to Phase 1 design and construction with the approval of the 2022 City Budget. Neil Ross Road: Preferred alignment has been finalized and work continues with traffic modelling. Final report remains on hold and continues to await the completion of Interjurisdictional Transportation Network Improvement Strategy so that the modeling can inform updates required to Neil Ross Road. Joint Interjurisdictional Transportation Network Improvement Strategy continued to progress; the traffic modelling update was complete in Q2 2021, a review of the draft report took place in Q3 2021 and is still in the process of being finalized.
3.11 Transportation Safety Plan Implementation	3/31/22	Remaining Traffic Bylaw speed changes were completed. Construction at Everitt Drive North at Ebony Way intersection were completed and opened October 13, 2021. Materials for pedestrian crossing (warning flasher) sites requiring completion were received in December 2021 with completion now scheduled for Spring 2022.

Council Strategic Priority #4:

Priority	Infrastructure Investment: Identify and build needed capital assets.

Activities	Expected Completion Date	Progress Update
4.3 Intermunicipal Partnerships	12/31/22	Initiative was paused to brief new Council and Committee members. Negotiations to continue in early 2022.
4.4 Inventory, Condition & Usability of Existing Facilities	6/30/22	Another Maturity Improvement Plan (MIP) outlining a specific course of action to raise asset management practices was signed, increasing the number completed to 15 of 25. Corrections were identified and potential consolidation of MIPs already signed are still under review.
4.5 Asset Lifecycle Cost of Ownership	3/31/22	A goal was set for each asset stewarding group to determine the high level Total Cost of Ownership (TCO) for each portfolio by February 2022.
4.6.a Secure ownership of RR260 Lands	3/31/22	Administration continued to work through the land transfer agreement process. Setback distance discussions continued to progress to determine the distance variance required before a formal application is made to Alberta Environment and Parks (AEP). A Subdivision application was submitted by the land developer, Rohit.
4.6.b Secure ownership of future Fire Hall #4 Lands	3/31/22	Subdivision of land was approved and the City is now waiting for the the Alberta Land Title Office to transfer the title. A full money transaction occurred and Gap Title Insurance, to bridge the time until the title is transferred, was applied.
4.7 Strategic Alliance/Merger Opportunities.	12/31/22	No progress to report.

Activities	Expected Completion Date	Progress Update
4.8 Revenue Generating Infrastructure Opportunities	12/31/23	Work continued to progress through Stage 3 (Design). Three options are being considered: 1. Commercial Solar Farm. 2. Municipal Own Use Generation. 3. Combination of both Commercial Solar Farm and Municipal Own Use Generation. In addition, the development of the enhanced public engagement and consultation plans to inform residents about the project and the multiple design options available was initiated. With these plans opportunities for residents to provide feedback will be available, as per Council direction. Administration will present to Council an update on the project, including consultation on design preference which can still be modified at later stages, in February 2022.
4.9 Complete community amenities needs assessment and concept planning	10/31/22	Work on land transfer agreements, the completion of site servicing and the confirmation of the landfill setbacks for the Cherot Lands continues to progress. A public engagement plan to gather feedback on current and future recreation needs and trends in St. Albert will be implemented in Q1 2022.

Council Strategic Priority #5:

Priority	Housing: Enhance housing options.

Activities	Expected Completion Date	Progress Update
5.5 Enhanced, Integrated, and Coordinated Social Services Network	6/30/22	The initial work on development of the project plan commenced. This project is currently on hold until recruitment for project lead is completed in Q1 2022.

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	6/30/22	The development of long-range strategies was prioritized based on a set criteria that included Council priorities, synergies, and dependencies between plans. The development of the Green Environment Strategy continued to progress despite delays due to resourcing and other corporate priorities.
6.3.a Continue development of a potential net zero pilot project.	3/31/22	This project remains on hold and will be reassessed in Q1 2022.
6.4 Waste Minimization Strategies	12/31/22	Although there was no activity to report this quarter, a formal curbside waste composition study is still planned for 2022. Covid-19 continues to delay public participation and education and outreach related to the Single Use Item Reduction Strategy (SUIRS). As previously mentioned, the team will determine the best timelines for engaging the public in 2022 and personnel will continue to closely monitor the Federal Government's plan and determine an appropriate time to launch the City's SUIRS in 2022 or beyond.
6.5 Waste to Energy Pilot	12/31/22	The lack of funding partners and grant funding continues to prevent the energy pilot project from moving forward to construction. The City met with several Edmonton Area Chief Administrative Officers (CAOs) to discuss support for the project. The City is now awaiting feedback. Options to continue to seek financial partners, move forward with the original project with additional City support, move forward with an alternative option or cancel the project will be explored in Q1 2022.
6.6 Complete the energy corporation feasibility assessment	6/30/22	The Municipal Energy Corporation is still in the feasibility assessment phase. This phase will continue until the City develops a detailed Business Plan and Market Analysis to be presented to Council in Q1 2022.

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
	✓ 2.4 Commerce Retention and Resiliency	9/30/21
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
	✓ 4.6 Infrastructure Investment	2/6/20
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

Strategic Priorities	Activities	Completed Date
	✓ 5.4 Enhance Housing Options	9/30/20
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
7. Community Recovery Post Covid-19	✓ 7.1 Facilitate the Recovery Task Force to develop the City's recovery conceptual plan	9/30/21

Table of Contents

Financial Summary 16

Municipal

Operating Summary by Function 17

Capital Summary 22

Utility

Operating Summary by Function 23

Capital Summary 25

Investments 26

Reserves 27

Debt 27

Appendices

Appendix 1: Municipal Capital Projects by Function 28

Appendix 2: Utility Capital Projects by Function 33

Appendix 3: Statement of Reserves 35

Appendix 4: Glossary 36

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 has a $3.9 million surplus due to staff vacancies, delays in projects and ongoing COVID restrictions. Steadily maintained reserve balances, and a well-balanced investment portfolio, all contribute to the City's financial stability.

Municipal

Operating:

- $164.2 million in revenue recognized, which is $7.2 million below budget.
- $160.2 million has been spent, which is $11.1 million below budget.

Capital:

- There is a total of 169 municipal capital projects for 2021.
- To date, $161.8 million has been spent out of a $263.6 million cumulative budget.

Utility

Operating:

- $42.3 million in revenue recognized, which is $21 thousand under budget.
- $33.5 million has been spent, which is $655 thousand over budget.

Capital:

- There is a total of 56 utility capital projects for 2021.
- To date, $29.6 million has been spent out of a $67.8 million cumulative budget.

Investments

The City has $225.6 million in cash and investments and earned $4.0 million in investment income to date.

Reserves

The balance is $157.2 million, with a forecasted year end uncommitted balance of $76.3 million.

Debt

The City's outstanding debt is $73.4 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 December 31, 2021, the city has spent $1.0 million in pandemic related costs. Currently, this amount is being covered in the City's normal operating budget therefore a draw from the Stabilization Reserve is not required.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY FUNCTION
FOR THE PERIOD ENDING DECEMBER 31, 2021
IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Variance
Revenue			
Council	$3	$10	(7)
Executive Leadership	1,157	1,512	(355)
General Government	3,535	3,969	(433)
Community & Recreation Services	6,095	8,947	(2,852)
Emergency Services	8,138	9,977	(1,840)
Public Works & Transit	10,825	11,448	(623)
Planning & Engineering	4,942	5,359	(417)
Corporate Financing	129,464	130,129	(665)
Total Revenue	$164,160	$171,352	$(7,192)
Expenses			
Council	$688	$788	$100
Executive Leadership	7,711	7,533	(178)
General Government	19,712	22,284	2,572
Community & Recreation Services	18,443	23,078	4,636
Emergency Services	38,162	40,082	1,921
Public Works & Transit	38,659	40,609	1,949
Planning & Engineering	11,458	12,598	1,140
Corporate Financing	25,389	24,380	(1,009)
Total Expenses	$160,221	$171,352	$11,131
Excess of Revenue over Expenses			
Council	$(685)	$(778)	$93
Executive Leadership	(6,554)	(6,021)	(533)
General Government	(16,176)	(18,315)	2,139
Community & Recreation Services	(12,347)	(14,131)	1,784
Emergency Services	(30,024)	(30,105)	81
Public Works & Transit	(27,834)	(29,160)	1,327
Planning & Engineering	(6,516)	(7,238)	722
Corporate Financing	104,075	105,749	(1,674)
Total Revenue Over Expenses	$3,939	$0	$3,939

*Variance represents the difference between budget and actual amounts.

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

Municipal Operating Variance Analysis (In Thousands of Dollars)

Council – $93 thousand lower than budget

Revenue – $7 thousand lower than budget

- No significant variances

Expense – $100 thousand lower than budget

- $73 lower in other travel and learning and development due to increase in virtual events.

Executive Leadership - $533 thousand higher than budget

Revenue – $355 thousand lower than budget

- $418 lower due to projects funded from reserve which will carry into next year with no tax impact (Service Level Review, IAC-Sturgeon County, Opportunities for Infrastructure Investment, Indigenous Relations, Solar Farm).
- $63 higher due to Provincial operating grant for Library operations.

Expense - $178 thousand higher than budget

- $536 higher in Emergency Operations Centre costs.
- $418 lower in contract and general services due to projects funded from reserve which will carry into next year with no tax impact (Service Level Review, IAC-Sturgeon County, Public Participation, Community Satisfaction).

General Government - $2,139 thousand lower than budget

Revenue – $433 thousand lower than budget

- $952 lower due to projects funded from reserve which will carry into next year with no tax impact (Safety Enhancement, Litigation Expenses, Inclusive Hiring, Purchasing Software).
- $243 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.
- $48 higher in recovered costs for running the school board election.

Expense - $2,572 thousand lower than budget

- $952 lower in contract and general services due to projects funded from reserve which will carry into next year with no tax impact (Safety Enhancement, Litigation Expenses, Inclusive Hiring, Purchasing Software).
- $675 lower in insurance claims expense due to lower obligations and less accrued.
- $261 lower in salaries due to position vacancies.
- $253 lower in advertising, program and operating supplies due to event cancellations and staff working from home due to COVID-19.

- $213 lower in claims adjudication expense due to program starting in Q3.
- $172 lower in learning and development due to lower external course offerings.
- $163 higher in transfer to reserves due to unbudgeted WCB and solar power rebate to be transferred to reserve.

Community & Recreation Services - $1,784 thousand lower than budget

Revenue - $2,852 thousand lower than budget

- $2,370 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.
- $481 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 - $4,636 thousand lower than budget

- $2,615 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.
- $2,020 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 - $81 thousand lower than budget

Revenue – $1,840 thousand lower than budget

- $1,135 lower due to projects funded from reserve which will carry into next year with no tax impact (RCMP contract adjustment).
- $636 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.
- $165 higher in recovered costs due to surge billing to AHS for ambulance coverage.

Expense - $1,921 thousand lower than budget

- $1,135 lower in purchases from other government due to projects funded from reserve which will carry into next year with no tax impact (RCMP contract adjustment).
- $468 lower in fire salaries due to vacancies offset by an increase in fire overtime.
- $204 lower in police CUPE wages due to vacancies offset by an increase in police casual wages.
- $177 lower in contracted services due to less tickets issued.

Public Operations - $1,327 thousand lower than budget

Revenue – $623 thousand lower than budget

- $475 lower in Transit revenue due to lower ridership, remote work requiring less commuting and more post-secondary students online in fall term due to COVID-19.
- $362 lower in rental revenue due to early vacancy of tenant from city building.
- $200 higher in unbudgeted grants for summer students

Expense - $1,949 thousand lower than budget

- $1,277 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.
- $255 lower in materials required for sports field and road maintenance.
- $162 lower in Transit Contract due to reduced service.
- $157 lower in salaries due to vacant positions.
- $136 lower in parts and equipment expenses due to reduced Transit service.
- $157 higher in utility charges due to increased natural gas and electricity costs offset by lower water, wastewater and solid waste costs.

Planning & Engineering - $722 thousand lower than budget

Revenue - $417 thousand lower than budget

- $818 lower due to projects funded from reserve which will carry into next year with no tax impact (P&E Growth Resources, Sturgeon County Annexation).
- $435 higher in land fees due to an increase in development, subdivision, and site servicing fees offset by decrease in compliance certificates.

Expense – $1,140 thousand lower than budget

- $818 lower due to projects funded from reserve which will carry into next year with no tax impact (P&E Growth Resources, Sturgeon County Annexation).
- $82 lower in salaries due to vacant positions.
- $128 lower in contracted services due to less than anticipated operational projects and less special event assistance.

Corporate Financing - $1,674 thousand lower than budget

Revenue – $665 thousand lower than budget

- $580 lower in interest revenue due to declining interest rates.
- $350 lower due to prior year carryforward projects funded from reserve which will carry into next year with no tax impact (2020 IAFF Contract Adjustment)
- $145 higher in supplemental residential tax higher housing completions.

Expense – $1,009 thousand higher than budget

- $879 higher in employee relations and year end vacation accrual.
- $713 higher due to contract settlements funds to be carryforward into 2022 offset by savings in the contingency.
- $350 lower in prior year carryforward projects which will carry into next year with no tax impact (2020 IAFF Contract Adjustment).
- $216 lower in interest expense due to declining interest rates.

Municipal Capital Summary

Budget vs. Forecast Comparison

Table 1 illustrates that to date, $161.8 million has been spent out of a $263.6 million cumulative budget.

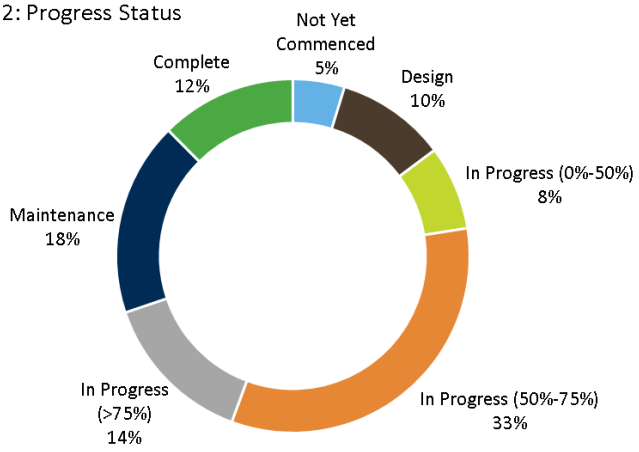
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	No. of Projects
2021	42,431	69,573	51
2020	48,309	90,792	41
2019	32,780	50,279	38
Prior	38,287	52,937	39
TOTAL	**$161,807**	**$263,582**	169

Project Status

As shown in Table 2, 95% of the 169 projects are currently in progress or complete.

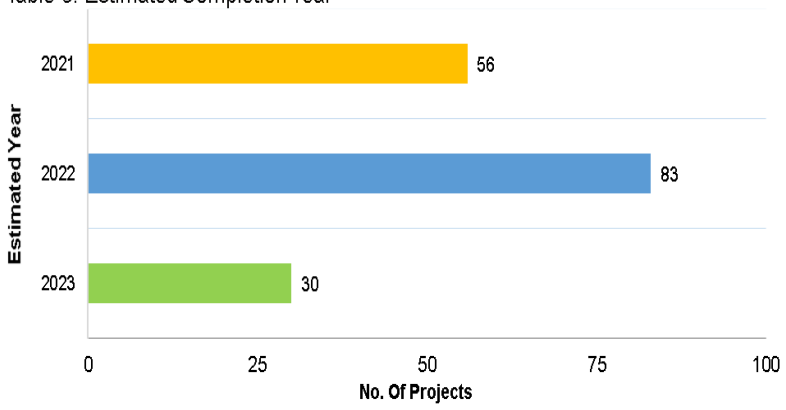
Table 2: Progress Status



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 56 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 DECEMBER 31, 2021

In Thousands of Dollars

	Actual YTD	Budget	Variance
Revenue			
Utility Finance	$1,664	$1,738	$(74)
Water	13,427	13,062	$366
Wastewater	14,162	14,436	$(274)
Storm	5,359	5,390	$(31)
Solid Waste Management	7,702	7,711	$(8)
Total Revenue	$42,316	$42,337	$(21)
Expenses			
Utility Finance	$1,664	$1,738	$74
Water	11,026	9,905	$(1,121)
Wastewater	11,599	11,771	$171
Storm	1,606	1,848	$242
Solid Waste Management	7,581	7,559	$(22)
Total Expenses	$33,476	$32,821	$(655)
Transfer to Reserve			
Water	$2,402	$3,156	$755
Wastewater	2,563	2,665	$102
Storm	3,754	3,542	$(211)
Solid Waste Management	121	152	$30
Total Transfer to Reserve	$8,840	$9,516	$676

*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 - $755 thousand lower than budget

Revenue – $366 thousand higher than budget

- $366 thousand higher due to a dry spring resulting in higher water consumption and more residential and commercial builds than expected.

Expense – $1,121 thousand higher than budget

- $1,121 thousand higher due to a dry spring resulting in more water purchased and higher electrical costs, increased hydrant replacements and water main breaks, and staff reassignments due to in home service suspension.

Wastewater - $102 thousand lower than budget

Revenue – $274 thousand lower than budget

- $274 thousand lower in sewer investigation and sewer treatment charges due to suspending the service for COVID-19 precautions.

Expense – $171 thousand lower than budget

- $171 thousand lower due to suspension of in-home services and discontinuation of root pesticide pilot program.

Storm - $211 thousand higher than budget

Revenue – $31 thousand lower than budget

- $31 thousand lower due to project delays, resulting in no required funding from Reserves.

Expense – $242 thousand lower than budget

- $242 thousand lower due to suspension of in-home services and project delays due to COVID-19.

Solid Waste Management - $30 thousand lower than budget

Revenue – $8 thousand lower than budget

- No significant variances

Expense – $22 thousand higher than budget

- $22 thousand higher in wages due to additional staffing required for recycling depots and the compost yard due to COVID-19 restrictions.

Utility Capital Summary

Budget vs. Forecast Comparison

Table 4 illustrates that to date, $29.6 million has been spent out of a $67.8 million cumulative budget.

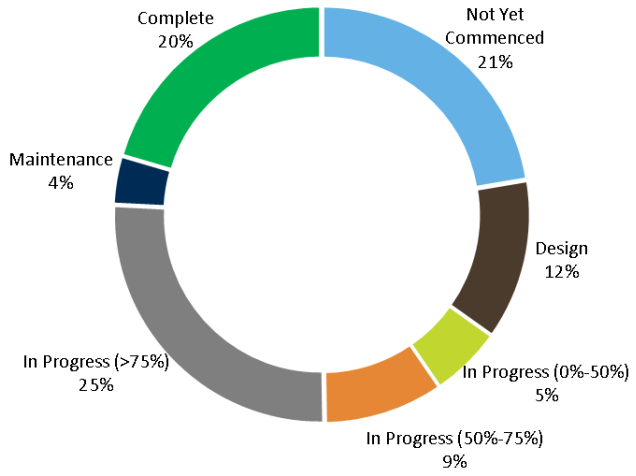
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	No. of Projects
2021	956	19,627	11
2020	3,108	10,893	13
2019	3,735	8,889	8
Prior	21,805	28,358	24
TOTAL	**$29,604**	**$67,767**	56

Project Status

As shown in Table 5, 79% of the 56 projects are currently in progress or complete.

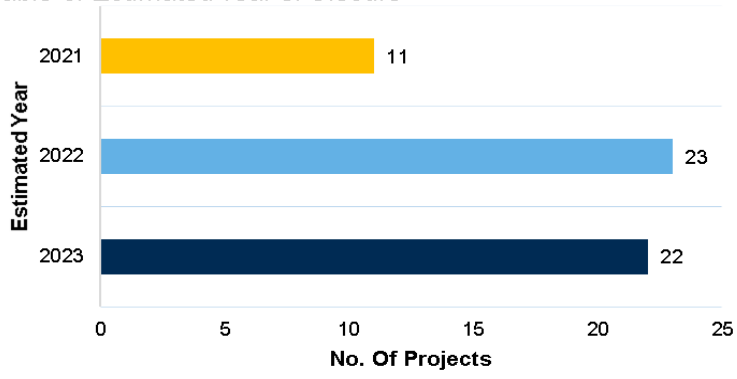
Table 5: Progress Status



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 11 projects are anticipated to be closed at the end of the year.

Table 6: Estimated Year of Closure



Investments

As of December 31, 2021, the City has $225.6 million in cash and investments and earned $4.0 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.

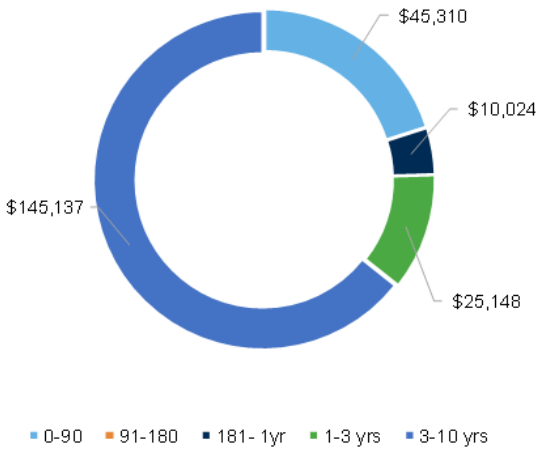
Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	90,595	40.15%
BMO	64,590	28.63%
CWB	35,188	15.60%
Scotiabank	30,037	13.31%
RBC Commercial	5,004	2.22%
Servus	205	0.09%
Total	225,619	100.00%

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The City has met the minimum requirement of 1.00:1.00 for the quarter end. 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%	0.16%
	91-180		
	181- 1yr	0.85%	0.38%
	1 - 3 yrs	1.17%	0.75% to 1.06%
Long Term Investments	3 - 10 yrs	2.33%	1.06% to 1.47%

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 December 31, 2021 is $76.2 million of which:

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 19,426	$ 21,624	$ (17,033)	$ 4,590
Capital	76,473	72,812	(31,670)	41,141
Utilities	61,151	57,141	(26,828)	30,313
Outside Agencies	135	126	9	135
TOTAL	**$ 157,184**	**$ 151,702**	**$ (75,523)**	**$ 76,179**

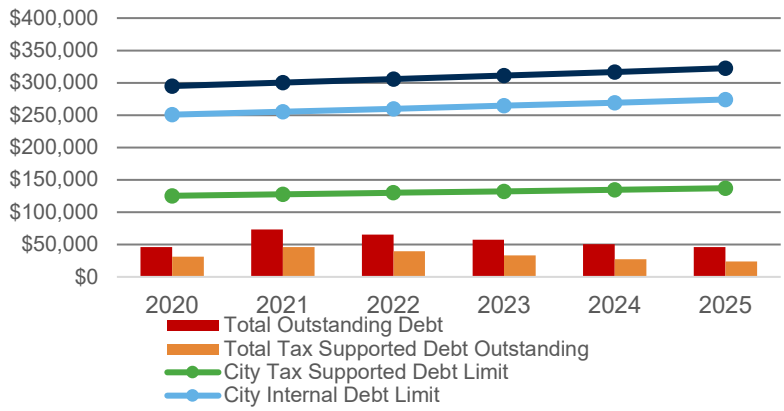
- 6% for property tax stabilization and contingency funding.
- 54% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 40% for utility rate stabilization and funding of utility infrastructure.

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 $73.4 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to six significant projects:

- Servus Place of $8.3 million expiring in 2025 and 2026.
- Ray Gibbon Drive of $24.4 million expiring in 2026, 2027, 2028, 2040 and 2041.
- North Interceptor Trunkline of $9.3 million expiring in 2022 and 2038.
- North St. Albert Trail of $11.8 million expiring in 2040 and 2041.
- RR 260 and Lakeview Business District Servicing – $17.0 million expiring 2041.
- Fire Hall #4 Land - $2.6 million expiring in 2024.

APPENDIX 1: MUNICIPAL CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2021

In Thousands of Dollars

		Project To Date	Project Budget	Progress Status
Council				
415102	Railroad Safety Enhancement	1,108	1,165	In Progress > 75%
Total Council		$1,108	$1,165	
General Government				
413505	Performance Measurement System	50	50	Complete
414505	Performance Measurement System	22	50	Complete
415505	Central Records Shelving Upgrade	5	57	In Design
415506	Smart City Master Plan & Alliance	38	75	In Progress 0-50%
415508	Financial System Software	194	300	In Progress 50-75%
416504	Single Window Services	200	200	Complete
416508	Financial System Software	244	713	In Progress 50-75%
417503	Recreation Mgmt Software	154	183	Complete
419426	Heat Recovery	15	66	In Design
419427	Smart Facility Monitoring	-	30	Not Yet Commenced
419503	Non-Emerg Radio System Replace	38	353	In Progress 0-50%
419504	Municipal Area Network	342	550	In Progress 50-75%
419506	Asset Mgmt System Replace	-	200	In Progress 0-50%
420425	Solar Photovoltaics (PV) Program	448	500	Maintenance
420426	Watershed Resiliency & Restor Grant	16	158	In Progress 0-50%
420428	Solar Farm	109	335	In Progress 50-75%
420501	IT Lifecycle Replace Plan	718	718	Complete
420503	Non-Emergency Radio System Replace	-	575	In Progress 0-50%
420506	Asset Mgmt System Replace	-	100	In Progress 0-50%
421418	Servus Place LED Lighting Retrofit	562	751	In Progress > 75%
421419	Energy Efficiency Replace Prgm	-	131	Not Yet Commenced
421425	Solar Photovoltaics (PV) Program	1,499	1,500	Maintenance
421427	Smart Facility Monitoring	-	81	Not Yet Commenced
421433	Contaminated Sites Remediation	-	35	Not Yet Commenced
421501	IT Lifecycle Replace Plan	180	790	In Progress 0-50%
421502	IT Office Automation	40	50	Complete
421506	MEO E-Ticketing System	-	50	In Progress > 75%
Total General Government		$4,874	$8,599	
			27	
Community & Recreation Services				
416103	Story Boards	8	15	Complete
416312	Park Planning and Standards Model	347	400	In Progress > 75%
416317	Founders Walk Phase 3 - Design	186	250	In Progress 50-75%
416318	Heritage Park Design (phase 3)	106	216	In Progress 50-75%
417310	Erin Ridge North Park Construction	483	505	Complete

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

		Project To Date	Project Budget	Progress Status
Community & Recreation Services				
418308	Pickleball Court Development	405	401	Complete
418310	Grey Nuns White Spruce Park Construct	172	206	In Design
419305	City Sportsfield Rehab Prgm	311	317	In Progress > 75%
419307	City Playground Lifecycle Prgm	342	342	Complete
419308	Fowler Athletic Park Facilty Assess	159	159	Complete
419309	Lacombe Park Building & Walkway	1,536	1,755	Complete
419310	Park Signage Program	141	297	In Progress 50-75%
419311	Lacombe Dog Park Enhancements	44	79	Complete
419312	Arena Ammonia Ice Plant	570	605	In Progress > 75%
419320	Visual Arts Studio Lifecycle	-	12	In Design
419340	Arden Theatre Lifecycle Plan	86	97	Complete
419341	Meadowview Land	4	-	In Progress 0-50%
419360	Community Capital Grant Prgm	334	340	Complete
419428	Kingsmeade Park Develop	2,655	3,940	In Progress > 75%
420301	Servus Lifecycle Replacement Prgm	266	456	In Progress 50-75%
420302	Aquatics Lifecycle Replace Plan	231	255	In Progress > 75%
420305	City Sportsfield Rehab Prgm	280	317	In Progress > 75%
420306	Woodlands Skatepark Redevelopment	1,596	1,670	Complete
420307	City Playground Lifecycle Prgrm	379	379	Complete
420309	Lacombe Park Construction	1,094	1,300	Maintenance
420312	Neighborhood Park Development	210	250	In Progress > 75%
420314	Riverlot 22	109	-	Complete
420320	Visual Arts Studio Lifecycle	-	15	In Design
420340	Arden Theatre Lifecycle Plan	90	111	Complete
420360	Community Capital Grant Prgm	155	250	In Progress 50-75%
421301	Servus Lifecycle Replacement Prgm	1,722	1,777	In Progress > 75%
421302	Aquatics Lifecycle Replace Plan	12	90	In Progress 0-50%
421303	Fowler Athletic Park Refurbishment	2,911	2,870	Complete
421304	Larose Park Court Refurbishment	386	470	Maintenance
421305	City Sportsfield Rehab Prgm	298	317	Maintenance
421307	City Playground Lifecycle Prgm	150	160	Maintenance
421308	Disc Golf Equipt	5	6	Complete
421309	Disc Golf Feasibility Study	6	15	Complete
421310	Lacombe Lake-Small Dog Area	43	45	Complete
421312	Neighborhood Park Development	1,308	2,040	In Progress > 75%
421313	RWP Meadowview - Construction	317	3,156	In Progress 0-50%
421314	Community Amenities Site Planning	-	500	In Progress 0-50%
421315	Oakmont Trail Phase 2	130	298	In Progress 0-50%
421320	Visual Arts Studio Lifecycle	-	39	In Design
421321	Pottery Studio Gas Kiln Upgrade	-	140	In Design
421340	Arden Theatre Lifecycle Plan	4	228	In Progress 0-50%
421341	SAP Flag Poles	11	13	Complete
421360	Community Capital Grant Prgm	48	250	In Progress 0-50%
Total Community & Recreation Services		$19,650	$27,348	

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

		Project To Date	Project Budget	Progress Status
Emergency Services				
415328	Land Acquisition Fire Hall #4	350	350	Complete
417316	Fire Dispatch ProQA System	26	33	In Progress > 75%
418331	Fire Station #1 – Reconstruct	971	1,052	In Progress > 75%
418333	Automated Station Alerting	18	291	In Progress 50-75%
419332	Emerg Response Veh	-	188	Not Yet Commenced
419334	Policing Bldg Accomm	72	100	In Progress > 75%
419335	CAD to CAD Software	38	42	Complete
420331	Fire Station #1 – Construction	12,180	14,100	In Progress > 75%
420332	Fire Station #4	2,130	16,341	In Design
420333	Fire Station #4 Fire Engine	-	1,541	In Design
420334	Fire Aerial Apparatus	-	2,470	In Design
420335	Fire Tanker Vehicle	-	779	In Design
420336	Policing Bldg Accomm	-	278	Not Yet Commenced
421330	Emergency Equip Replace Plan	81	272	In Progress 50-75%
421331	Emergency Operation Center	973	973	Complete
421332	Key Lock Box System	44	48	Complete
Total Emergency Services		$16,884	$38,856	
			16	
Public Operations				
412420	Campbell Road Park & Ride	21,084	30,000	Maintenance
414804	Transit Smart Fare & Smart Bus	2,901	3,992	In Progress 50-75%
417802	Transit Bus Lifecycle Replace	4,392	4,392	Complete
419801	PW Mobile Equip Replace Plan	2,953	2,771	Complete
419802	Jarome Iginla / Kinex Rehab	2,816	2,943	Maintenance
419803	SAP Bldg Replace Prgm	208	310	In Progress 50-75%
419804	Energy Efficiency Replace Prgm	80	131	In Progress > 75%
420350	Transit Bus Lifecycle Replace	98	416	In Progress 0-50%
420801	PW Mobile Equip Replace Plan	1,800	2,535	In Progress 50-75%
420807	Municipal Facilities - Repairs & Renewal	1,467	4,770	In Design
420808	PW Asphalt Emulsion Storage Tank	17	85	In Progress > 75%
421350	Transit Bus Lifecycle Replace	9	758	In Progress 0-50%
421801	PW Mobile Equip Replace Plan	333	1,847	In Progress 0-50%
421806	Shop &Yard Equip Replace	13	40	In Progress 0-50%
421807	Municipal Facilities - Repairs & Renewal	1,117	6,258	In Design
Total Public Operations		$39,288	$61,249	
			15	
Planning & Engineering				
416404	City Owned Parking Lot - Major Rehab	100	100	Complete
416412	Bridge Rehabilitation	172	172	Complete
416418	Noise Attenuation Data Collection	54	200	In Progress 50-75%
417404	City Owned Parking Lot - Major Rehab	250	250	Complete
417411	Lane Reconstruct Prgm	1,173	1,350	In Progress > 75%
417415	Buildings Life Cycle Program	115	115	Complete
417421	SA Trail Traffic Signal Optimization	119	208	In Progress 50-75%

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

		Project To Date	Project Budget	Progress Status
Planning & Engineering				
418404	City Owned Parking Lots Rehab	849	1,515	In Progress 50-75%
418406	Trail Rehab Prgm	439	439	Complete
418409	Transport Master Plan Implement	226	235	Complete
418411	Lane Reconstruct Prgm	-	1,600	Not Yet Commenced
418413	Bridge Maintenance	65	65	Complete
418415	Buildings Life Cycle Program	163	225	Complete
418425	Municipal Development Plan	826	1,094	In Progress > 75%
418426	Lakeview Bus District & Badger Lands ASP	110	110	Complete
418427	Capital Projects Maintenance	161	364	Complete
419404	Paved Parking Lot Program	3	165	In Design
419408	Transportation Systems Mgmt	808	818	Complete
419411	Back Lanes Program	-	1,350	Not Yet Commenced
419412	Roadway Rehab Prgm	1,997	2,000	Maintenance
419413	Bridge Prgm	65	65	Complete
419415	Buildings Life Cycle Program	83	235	In Progress 0-50%
419416	Traffic Calming Strategies	500	500	Complete
419418	Intersection Enhancements	2,150	2,150	Complete
419419	ITS Strategy Implementation	380	380	Complete
419421	N SA Trail Corridor Mgmt Implement	9,878	18,950	In Progress 50-75%
419422	Municipal Eng Stds Update	206	300	In Progress > 75%
419423	Fowler Way	3,150	6,660	In Design
419424	Ray Gibbon Improvements	780	780	Maintenance
419425	Accessibility Initiatives	37	300	In Progress 0-50%
420401	Arterial Rehab Prgm	1,527	1,543	In Progress > 75%
420402	Collector Roadway Prgm	1,515	1,515	Complete
420403	Local Roadway Prgm	1,130	1,130	Complete
420405	Permanent Line Marking Rehab	249	250	Complete
420406	Multi-Use Trail Rehab Prgm	385	385	Complete
420407	Sidewalk Program	747	747	Complete
420408	Transportation Systems Mgmt	715	721	Complete
420409	Active Transport Plan	600	600	Complete
420412	Roadway Rehab Prgm	1,355	1,800	In Progress > 75%
420413	Bridge Prgm	3	319	In Progress 0-50%
420414	Barrier Wall Study & Replace	3,076	3,768	In Progress > 75%
420416	Traffic Calming Strategies	43	50	Complete
420417	Traffic Signal Maintenance	550	550	Complete
420424	Ray Gibbon Improvements	13,022	26,715	In Progress 0-50%
421401	Arterial Rehab Prgm	1,736	1,735	Maintenance

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

		Project To Date	Project Budget	Progress Status
Planning & Engineering				
421402	Collector Roadway Prgm	850	957	In Progress > 75%
421403	Local Roadway Prgm	1,313	1,313	Maintenance
421405	Permanent Line Marking Rehab	250	250	Complete
421406	Multi-Use Trail Rehab Prgm	124	385	In Progress 50-75%
421407	Sidewalk Program	479	500	In Progress > 75%
421408	Transportation Systems Mgmt	672	732	In Progress > 75%
421409	Active Transport Plan	798	1,100	In Progress > 75%
421410	Intersection Enhancements	1,805	1,805	Complete
421412	Roadway Rehab Prgm	1,104	2,100	In Progress 50-75%
421413	Bridge Prgm	42	275	In Progress 0-50%
421416	Traffic Calming Strategies	512	513	Maintenance
421417	Traffic Signal Maintenance	423	500	In Progress > 75%
421420	RR260 - Community Amenities & Lakeview Bus	19,878	30,000	In Progress > 75%
421421	ITS Strategy Implementation	228	498	In Progress 50-75%
421428	Land Use Bylaw Update	-	466	In Design
421429	Lakeview/Badger Lands ASP	4	400	In Design
421430	Edmonton Annexation	9	50	In Progress 0-50%
Total Planning & Engineering		$80,003	$126,366	
	Total Entity #01 St. Albert	**$161,807**	**$263,582**	

APPENDIX 2: UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2021

In Thousands of Dollars

		Project To Date	Project Budget	Progress Status
Utilities				
414450	Lacombe Park Bank Repairs	706	750	Complete
416430	Water Network LOS	799	800	Complete
416442	Rivercrest Lift Station Rehab	1,818	2,000	In Progress > 75%
416453	Sediment and Erosion Control	3,363	3,363	Complete
416454	Heritage Lakes Storm System	970	970	Complete
416457	Beaudry Place Storm Drainage Upgrade	680	750	Maintenance
417430	Water Network LOS	1,556	1,633	In Progress 50-75%
417431	Sturgeon Heights Pumphouse Rebuild	486	524	In Progress > 75%
417441	WASTWT Main Replacement	957	1,153	In Progress 50-75%
417442	WASTWT Lift Station Studies	375	550	In Progress > 75%
417451	STORM Infrastructure Rehab	1,411	1,984	In Progress 50-75%
417452	STORM Mgmt Level of Service	2,000	2,019	Complete
417453	Sediment and Erosion Control	291	385	Maintenance
417845	WASTWT Rehab Prgm	245	245	Complete
418430	Water Network LOS	1,111	1,252	In Progress > 75%
418440	WASTWT Collection System LOS	2,319	2,758	In Progress > 75%
418450	NE Storm Outfall (Proj 5)	163	1,000	In Progress 0-50%
418452	STORM Mgmt LOS	631	1,377	In Design
418453	Sediment and Erosion Control	971	2,036	In Design
418836	Utility Master Plan	154	210	In Progress > 75%
418845	WASTWT Rehab Prgm	146	256	In Progress 50-75%
418847	Utility Master Plan	173	210	In Progress > 75%
418851	STORM Infrastructure Rehab	307	1,922	In Progress 50-75%
418852	Utility Master Plan	175	210	In Progress > 75%
419740	WASTWT Collection System LOS	39	440	In Design
419741	WASTWT Main Replacement	346	688	In Design
419745	WASTWT Rehab Prgm	261	261	Complete
419751	STORM Infrastructure Rehab	91	295	In Design
419752	STORM Mgmt LOS	918	3,740	In Design
419753	Sediment and Erosion Control	2,022	2,395	In Progress > 75%
419761	Recycle Yard Upgrades	1	70	In Progress 0-50%
419762	Waste To Energy	56	1,000	In Design
420427	N. Interceptor Trunk 2B (Proj 8)	48	50	Complete
420730	Water Network LOS	3	1,240	In Design
420736	Water SCADA System Upgrades	168	170	Complete
420737	Pump Station and Reservoir Rehab Prgm	-	200	Not Yet Commenced

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

		Project To Date	Project Budget	Progress Status
Utilities				
420740	WASTWT Collection System LOS	847	1,417	In Progress 0-50%
420741	WASTWT Main Replacement	1,250	1,250	Complete
420745	WASTWT Rehab Prgm	61	268	In Progress > 75%
420747	WASTWT SCADA System Upgrades	721	950	In Progress > 75%
420751	STORM Infrastructure Rehab	(0)	1,560	Not Yet Commenced
420752	STORM Mgmt LOS	-	1,915	Not Yet Commenced
420753	Sediment and Erosion Control	-	1,715	Not Yet Commenced
420754	Stormwater SCADA System Upgrades	10	130	In Progress > 75%
420761	Recycle Yard Upgrades	-	28	In Design
421730	Water Network LOS	-	2,440	Not Yet Commenced
421735	Water System Infrastructure Rehab	263	530	In Progress > 75%
421737	Pump Station and Reservoir Rehab Prgm	-	200	Not Yet Commenced
421740	WASTWT Collection System LOS	0	490	Not Yet Commenced
421741	WASTWT Main Replacement	-	688	Not Yet Commenced
421745	WASTWT Rehab Prgm	-	268	Not Yet Commenced
421746	WASTWT Household Service Replace	249	250	Complete
421747	Vac Truck	444	500	In Progress > 75%
421751	STORM Infrastructure Rehab	0	3,105	Not Yet Commenced
421752	STORM Mgmt LOS	-	9,540	Not Yet Commenced
421753	Sediment and Erosion Control	-	1,616	Not Yet Commenced
		$29,604	$67,767	
	Total Entity #02 Utilities	**$29,604**	**$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 DECEMBER 31, 2021

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	9,217	12,757	(11,783)	975
Carry Forward Operating Reserve	6,106	4,700	(4,700)	-
Operating Program	6,538	5,133	(4,707)	425
Risk Management Reserve	1,224	1,244	(186)	1,058
Traffic Safety	78	235	(215)	20
Children's Festival Reserve	61	43	18	61
RCMP Contract Expense Reserve	1,134	964	170	1,134
Safety Enhancement Reserve	355	536	(438)	98
Election and Census Reserve	819	712	107	819
Total Operating	**19,426**	**21,624**	**(17,033)**	**4,590**
Internal Financing Reserve	(3,737)	(4,543)	806	(3,737)
Major Recreational Lands & Facilities	4,646	4,164	(109)	4,054
Offsite Levy Recoveries	23,181	25,582	(10,498)	15,084
Lifecycle	28,959	21,293	228	21,521
Municipal Land and Facilities Reserve	1,365	805	(57)	748
Capital Funding	18,375	22,563	(20,487)	2,076
Growth Stabilization Reserve	3,590	2,865	(1,564)	1,302
Energy Efficiency Reserve	93	82	11	93
Total Capital	**76,473**	**72,812**	**(31,670)**	**41,141**
Total Utilities	**61,151**	**57,141**	**(26,828)**	**30,313**
Outside Agency Operating	85	76	9	85
Outside Agency Capital	50	50	-	50
Total Outside Agency	**135**	**126**	**9**	**135**
	157,184	**151,702**	**(75,523)**	**76,179**

**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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