



CITY OF ST. ALBERT

CORPORATE REPORT

QUARTER THREE

RELEASED
December 6, 2022

2022



About the Corporate Quarterly Report

The Corporate Quarterly report is produced four times a year to communicate progress made on Council strategic priorities presented in the 2022-2025 Corporate Business Plan and to present the City's financial position for the quarter.

This report contains the following sections:

1. Strategic Initiatives Reporting

This section includes progress updates for City initiatives that support Council Strategic Priorities. For each strategic priority, the status of planned initiatives represents where each priority stands at the end of the current quarter (September 30, 2022).

2. Financial Summary

This section provides a quarterly update on the City's financial position. Included in this section of the report are Municipal operating and capital summaries; Utility operating and capital summaries; Investment, Reserve and Debt updates; Capital project budget vs. forecast, progress, and project schedules.

Status		Definition
●	Not Started	Work has not begun.
●	On Track	Progress is being made according to plan.
●	Delayed	Some challenges to either schedule, scope, resources, and/or budget are slowing progress.
●	Stopped	Significant challenges to either schedule, scope, resources, and/or budget are blocking progress.
✓	Complete	Work has been completed.
X	Cancelled	Work has been removed, refocused or redefined.

About the City of St. Albert Council Strategic Plan

The City of St. Albert Council Strategic Plan outlines the areas Council will focus on during the 2022 - 2025 term and is used to provide direction to Administration. Development of the Strategic Plan was informed by the Community Vision and Pillars of Sustainability and Municipal Development Plan, as well as input received from the community through formal and informal opportunities. City Council approved the 2022-2025 Council Strategic Plan in June 2022.

The Council Strategic Plan includes the following five strategic priorities:

1. **Economic Prosperity** - Support an investment positive environment that encourages economic growth and the development of new and existing sectors.
2. **Downtown Vibrancy** - Foster a downtown where people come to live, gather, celebrate, shop and do business.
3. **Community Well Being** - Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has the opportunity to fully participate and feel welcomed.
4. **Adapting to a Changing Natural Environment** - Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources and resilient infrastructure for future generations.
5. **Financial Sustainability** - Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the city to respond to changes to revenue sources

Each strategic priority outlines the key strategies that Council would like to focus on during their term to advance Council's priorities.

About the City of St. Albert Corporate Business Plan

The City of St. Albert Corporate Business Plan outlines specific activities planned to advance Council’s Strategic Plan and enhance Organizational Excellence. With the inclusion of Organizational Excellence priorities, Administration ensures a strong foundation that supports, enables and sustains delivery of services to the community while delivering on the initiatives that Council would like to focus on and advance during their term. The Corporate Business Plan is used by Administration to prioritize initiatives over the next four years and is used to prioritize budget and new budget requests.

Council Strategic Priority #1:

Priority	**ECONOMIC PROSPERITY:** Support an investment positive environment that encourages economic growth and the development of new and existing sectors.

Initiatives	Progress Update	Expected Completion	Department
1.1 Lakeview Business District Servicing	Scheduled to begin 2023.	12/31/25	• Engineering Services
1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan	The project is halfway through its scheduled completion. A meeting and site visit took place with the Indigenous community in July marking the completion of Phase One of the engagement process. The second phase of engagement will commence in October with a draft land use concept and policy highlights will be presented for feedback to City Council, internal stakeholders, indigenous communities, and the general public.	12/31/23	• Planning & Development
1.3 Regional and Sub-Regional Economic Development	EBP-US, a company that provides economic analysis and research, was contracted to develop a Financial Tool and Methodology. The Financial Tool and Methodology will provide financial feasibility analysis for partner municipalities to evaluate potential joint investment opportunities. Completed development of an Indigenous engagement strategy.	12/31/23	• Government Relations
1.4 Update of the Land Use Bylaw	Recent work has included the review and draft revisions to the following sections of the current Land Use Bylaw (LUB): Purpose, Procedures, General Regulations, LUB Enforcement and penalties, and Specific Uses and Activities.	12/31/23	• Planning & Development
1.5 Integration of Annexed Lands into City Technical Plans and Studies	Project plan under development.	12/31/25	• Planning & Development

Initiatives	Progress Update	Expected Completion	Department
1.6 Green Tape 2 .0	Work on addressing emergent opportunities that support green tape initiatives continued. With the recent completion of updates made to the Municipal Engineering standards, the development of a draft report has resumed. Staff capacity constraints continues to delay project activity.	6/30/24	• Engineering Services
1.7 Investment Attraction Strategy	The draft version of the Investment Attraction Strategy document is approximately 65% complete. Once completed, the document will guide the Investment & Attraction activities for Economic Development for the next 3-5 years, with periodic review and evaluation cycles built into the strategy.	12/31/22	• Economic Development

Council Strategic Priority #2:

Priority	**DOWNTOWN VIBRANCY:** Foster a downtown where people come to live, gather, celebrate, shop and do business.

Initiatives	Progress Update	Expected Completion	Department
2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization	Revised Project Plan under development.	12/31/23	• Planning & Development
2.2 Planning for Millennium Park Development	Next phases of project planning will commence upon approval of project funding through 2023 budget deliberations.	12/31/25	• Recreation and Parks
2.3 Downtown Stakeholder Coordination	A presentation to Council on Business Improvement Area (BIA) took place on July 11, 2022. On September 12, Council passed a motion to direct Administration to conduct a survey of downtown businesses to determine a level of interest in establishing a BIA for downtown St. Albert and to report back to Council on the results and recommendations. Consultants were engaged to request proposals for the best approach for downtown stakeholder coordination, BIA support, and strategy/action plan development.	12/31/23	• Economic Development

Council Strategic Priority #3:

Priority	**COMMUNITY WELL BEING:** Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has an opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.

Initiatives	Summary for Council (BY CORPORATE PLANNING)	Expected Completion	Department
3.1 Advance Mixed Market Housing Development	Council approved the land transfer to Homeland Housing on September 19, 2022. Development of a project plan for next steps has begun.	12/31/24	• Planning & Development
3.2 Feasibility Study for Youth Transitional Housing	Scheduled to begin 2023.	12/31/23	• Community Services
3.3 Enhance Housing Options	Project plan is under development.	12/31/25	• Planning & Development
3.4 Community Amenities Needs Assessment and Concept Planning	Community Amenities Needs assessment is complete. Work began on the conceptual planning, in collaboration with external consultants and a cross-departmental project team.	12/31/23	• Recreation and Parks
3.5 Ownership of Community Amenities Lands	Negotiations are nearing completion with the anticipation that an agreement will be completed and executed by the end of 2022.	12/31/22	• Legal and Legislative Services
3.6 Indigenous Reconciliation - Synergistic Partnerships	On June 13, CLSC directed administration to amend the proposed Indigenous Advisory Committee bylaw based on feedback from the Committee and Council members, and options are being explored based on feedback. Project delay is attributed to Indigenous community capacity, organizational capacity and balancing of priorities.	6/30/23	• Community Relations
3.7 Municipal Naming	The INFORM phase of public engagement commenced and is nearing completion. The Cultivate the Conversation website	12/31/22	• Community Relations

Initiatives	Summary for Council (BY CORPORATE PLANNING)	Expected Completion	Department
	was created and a series of six virtual information sessions were with residents. Physical sounding boards were also used in various community locations to gather input over a four week period. This phase of the engagement will conclude with a panel presentation at the Arden Theatre on November 1, 2022.		

Council Strategic Priority #4:

Priority	**ADAPTING TO A CHANGING NATURAL ENVIRONMENT:** Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.

Initiatives	Progress Update	Expected Completion	Department
4.1 Waste Minimization Strategies	Waste audit has been completed and final report is under development. Strategies will be presented for Council's consideration at the end of Q1 2023.	3/31/23	• Public Operations
4.2 Climate Adaptation Plan (Risk and Vulnerability Assessment)	Project plan is under development.	12/31/23	• Human Resources Safety and Environment
4.3 Energy Efficiency Community Based Programs	Clean Energy Improvement Program (CEIP) and Home Energy Efficiency Grant (HEEG) are on track to launch in November 2022 and December 2022.	12/31/25	• Human Resources Safety and Environment
4.4 Green Environment Strategy	Three of the five project phases for this Long Range Strategy have been completed, including community engagement and strategy development. Work began on Phase 4, the implementation plan, and full transition to strategy implementation and project closure is expected to be complete by quarter 1 2023.	3/31/23	• Human Resources Safety and Environment
4.5 Resilient Infrastructure Strategy	Scheduled to begin 2024.	12/31/24	• Engineering Services

Council Strategic Priority #5:

Priority	**FINANCIAL SUSTAINABILITY:** Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.

Initiatives	Summary for Council (BY CORPORATE PLANNING)	Expected Completion	Department
5.1 Intermunicipal Partnerships	City Administration continued to support Edmonton Metropolitan Transit Service Commission (EMTSC) initiative. EMTSC began finalizing their 2023 Opening Day Service Plan and Budget. The $200,000 Alberta Community Partnership Grant with Edmonton was received for the Intermunicipal Planning Framework (IPF).	12/31/24	• Government Relations
5.2 Revenue Generating Infrastructure Opportunities	Recommendation was presented to and approved by Council to terminate the Solar Farm/Badger Lands Project due to unfavorable economic analysis and incompatibility with urbanization of area.	12/31/22	• Public Operations
5.3 Strategic Alliance/Merger Opportunities	Initial assessment stage is nearing completion.	12/31/23	• Public Operations
5.4 Long-Term Debt Strategy	Project Plan is under development. Initial steps will include municipal benchmarking.	12/31/23	• Financial Services and Information Technology
5.5 Arden Theatre Operating Model Options Review	Since the Operational and Fiscal Review was completed, the review of the Arden Theatre Operations has taken place which resulted in a commutative 5-year net benefit to the City expected to exceed 1.1 million. In addition, the new ticketing system introduced in 2021 helped realize 35,000 savings annually. At the same time, a project plan was developed and a cross-functional team was initiated to explore the operating model options for the Arden Theatre.	6/30/23	• Community Services

Initiatives	Summary for Council (BY CORPORATE PLANNING)	Expected Completion	Department
	The team completed external research to help inform operating model options and recommendations. The team is working on obtaining additional information related to the operating model options and impacts before the report is finalized and presented to Council for information and further direction.		
✓ **5.6 911 Dispatch Delivery Model Review**	The final report was completed and presented to Council in May. The Council directed Administration to proceed with the consultant's recommendation to contract secondary Public Safety Answering Point (PSAP) and Fire Dispatch to an external service provider. The primary PSAP services and police dispatch will remain in the St. Albert Police communication centre. Administration will proceed with the development of an implementation plan and a request for a proposal to identify a service provider that can meet the City's requirements.	12/31/22	• Emergency Services
● **5.7 Implement Direction for 911 Dispatch Delivery Model Review**	The project was initiated and work commenced to develop a Request for Proposals to identify potential service providers that can meet the City's requirements.	12/31/23	• Emergency Services
● **5.8 Standardize Capital Project and Contract Management Procedures**	Project Plan is under development. Related activities completed include the collection and observation of existing processes among user groups and user forms were expedited (e.g., Capital Projects Office (CPO) Engagement online request form and Prompt Payment Voucher forms).	12/31/25	• Engineering Services
● **5.9 Implement Centralized Asset Management**	Work began on collecting governance information from other municipalities.	12/31/25	• Engineering Services

Initiatives	Summary for Council (BY CORPORATE PLANNING)	Expected Completion	Department
5.10 Enhancement of Online Access to City Services	Scheduled to begin in 2023.	12/31/25	• Financial Services and Information Technology
5.11 Customer Relationship Management Direction	Initial discussions with departments that will inform the scope for this project commenced and are 25% completed.	12/31/23	• Financial Services and Information Technology
5.12 Customer Relationship Management Implementation	Scheduled to begin 2024.	12/31/25	• Financial Services and Information Technology
5.13 Extending Online Options for Building and Development Application Process	Project is on hold pending 2023 budget approval.	12/31/25	• Planning & Development
5.14 Modernize City's Budget - Multi-year Budgeting	Project Plan under development.	12/31/25	• Financial Services and Information Technology
5.15 Shared Services for Public Participation	Scheduled to begin 2023.	12/31/23	• Community Relations
5.16 Enhance Records and Information Management Practice	Project plan is under development.	12/31/24	• Legal and Legislative Services
5.17 Procurement Audit Implementation - Phase 1	This initiative has four components: Defining roles and responsibilities: Roles and responsibilities as they relate to procurement have been reviewed and documented by the project team. Next steps will include engagement with key stakeholders and validation of roles and responsibilities. Improved approach for corporate cards: This recommendation has been partially	12/31/23	• Financial Services and Information Technology

Initiatives	Summary for Council (BY CORPORATE PLANNING)	Expected Completion	Department
	implemented with the issuance of a new procurement card directive. Because there are dependencies with other recommendations, such as Spend Analysis, which have not started yet, this recommendation will only be completed once work on those other recommendations commence. This item will also be reviewed and updated if needed pending the finalization of defined roles and responsibilities. E-procurement: Significant progress has been made in implementing an e-procurement software solution for the City. This software consists of a roll-out of multiple components: RFx drafter which is currently in the testing stage, and Bid Creation and Bid Evaluation modules, which are both modules of Bids and Tenders, which have been implemented. The third component, Vendor Performance, is expected to be implemented in 2023. Development of a contract management policy: Work is in progress to develop a contract management policy. Municipal scan was conducted and policy is being drafted.		
5.18 Procurement Audit Implementation - Phase 2	Scheduled to begin in 2023.	12/31/23	• Financial Services and Information Technology
5.19 Procurement Audit Implementation - Phase 3	Scheduled to begin 2024.	12/31/24	• Financial Services and Information Technology
5.20 Internal Audit Committee - Practice and Process	The Internal Audit Committee met in May and provided direction for Administration	12/31/25	• Strategic Services and

Initiatives	Summary for Council (BY CORPORATE PLANNING)	Expected Completion	Department
	to complete a municipal internal audit practice scan that will inform the future approach. In September, the report was shared with the Committee together with recommendations based on the municipal scan, internal audit practice review and the City's current related practice. The Committee passed the motion, which was approved by Council in October, to hire an external consultant to develop processes and practices using a risk-based approach. Administration will proceed with developing a scope of work for the Committee's input before a consultant is hired.		Communications
5.21 Advance Integrated Risk Management Framework and Practice	Project planning for this initiative commenced. An initial review of leading practices was completed to help inform the development of a project plan.	12/31/23	• Strategic Services and Communications

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Financial Summary

The first nine months of 2022 resulted in a forecasted surplus of $304 thousand. The surplus is primarily due to increased ambulance billing, 911 grants and savings from the Fountain Park closure. With strong investments, reserve funding and low debt the City continues to maintain a strong financial position.

Municipal

Operating:

- $135.2 million in revenue recognized, which is 73% of forecast.
- $125.7 million has been spent, which is 68% of forecast.

Capital:

- There is a total of 157 municipal capital projects for 2022.
- To date, $155.3 million has been spent out of a $273.2 million cumulative budget.

Utility

Operating:

- $33.3 million in revenue recognized, which is 75% of forecast.
- $25.4 million has been spent, which is 75% of forecast.

Capital:

- There is a total of 55 utility capital projects for 2022.
- To date, $22.4 million has been spent out of a $75.3 million cumulative budget.

Investments

The City has $263.8 million in cash and investments and earned $3.5 million in investment income to date.

Reserves

The balance is $179 million, with a forecasted year end uncommitted balance of $86 million.

Debt

The City's outstanding debt is $68.9 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY FUNCTION

FOR THE PERIOD ENDING SEPTEMBER 30, 2022

IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	$24	$28	$28	0
Executive Leadership	751	2,672	2,687	$15
General Government	2,740	3,889	4,231	342
Community & Recreation Services	8,181	12,408	11,310	(1,097)
Emergency Services	5,970	11,241	11,890	649
Public Works & Transit	9,280	12,016	12,050	34
Planning & Engineering	3,153	4,210	4,177	(32)
Corporate Financing	105,069	138,597	139,926	1,329
Total Revenue	$135,168	$185,060	$186,300	$1,239
Expenses				
Council	$547	$852	$854	$(2)
Executive Leadership	5,288	8,529	8,957	(428)
General Government	15,696	23,917	23,581	336
Community & Recreation Services	16,152	25,704	23,986	1,718
Emergency Services	22,947	43,098	42,934	164
Public Works & Transit	32,549	42,252	44,240	(1,988)
Planning & Engineering	7,652	11,554	11,647	(93)
Corporate Financing	24,885	29,156	29,798	(643)
Total Expenses	$125,717	$185,060	$185,996	$(935)
Excess of Revenue over Expenses				
Council	$(523)	$(824)	$(826)	$(2)
Executive Leadership	(4,537)	(5,857)	(6,269)	(413)
General Government	(12,956)	(20,028)	(19,350)	678
Community & Recreation Services	(7,971)	(13,296)	(12,675)	621
Emergency Services	(16,977)	(31,857)	(31,044)	813
Public Works & Transit	(23,270)	(30,236)	(32,190)	(1,954)
Planning & Engineering	(4,499)	(7,344)	(7,470)	(126)
Corporate Financing	80,184	109,441	110,128	686
Total Revenue Over Expenses	$9,451	$0	$304	$304

*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 - $2 thousand higher than budget

No significant variances

Executive Leadership - $413 thousand higher than budget

Revenue – $15 thousand higher than budget

- $52 higher in MSI operating grant received.
- $34 lower in reserve transfers due to savings in Community Satisfaction Survey.

Expense - $428 thousand higher than budget

- $437 higher in salaries and benefits due to temporary positions offset by vacancy savings in other departments.
- $34 lower in contracted services expenses related to Community Satisfaction Survey.

General Government - $678 thousand lower than budget

Revenue – $342 thousand higher than budget

- $288 higher in tax penalties and web certificates due to higher volume.
- $54 higher in Business, Cannabis & Tobacco Licenses.

Expense - $336 thousand lower than budget

- $190 lower in expenses due to delay of implementation of 3rd party adjudicator.
- $68 lower for training due to more digital offerings.
- $38 lower for travel, printing, office supplies due to hybrid work.
- $38 lower in salaries for vacancies and use of contract staff.
- $78 higher in payroll system implementation licensing costs.

Community & Recreation Services - $621 thousand lower than budget

Revenue - $1,097 thousand lower than budget

- $732 lower sales revenue due to Starbucks no longer being operated by the City.
- $690 lower revenue due to the closure of Fountain Park Pool for repairs and replacement work.
- $200 higher revenue due to higher than expected day admissions at Servus Place.
- $154 higher in grants received for Arden Programming and FCSS programming.

Expense - $1,718 thousand lower than budget

- $767 lower expenses due to the closure of Fountain Park Pool for repairs and replacement work.
- $692 lower expenses due to Starbucks no longer being operated by the City.

- $380 lower in salaries due to staff vacancies in Recreation & Parks.
- $123 lower in salaries due to marketing and communications centralization from Recreation & Parks.
- $42 higher in rental operating costs for the Cultural Warehouse.
- $35 higher in energy costs due to current market trends in Cultural facilities.
- $30 higher in bank charges due to the new Culture ticketing system.

Emergency Services - $813 thousand lower than budget

Revenue – $649 thousand higher than budget

- $470 higher in forecasted transfer from reserves to offset higher RCMP contract costs.
- $442 higher increase in ambulance billing due to higher volume and request for surge capacity.
- $300 higher in grants received due to updated 911 cell phone fees and a new secondary public safety answering point (PSAP).
- $70 higher in fire service cost recoveries from motor vehicle collisions.
- $780 lower in fines due to lower trending in tickets issued.

Expense - $164 thousand lower than budget

- $610 lower in salary and benefits due to vacancies, offset by overtime costs for coverage, including additional shift for ambulance surge.
- $100 lower in contracted services due to lower tickets issued.
- $470 higher for RCMP contract billing to year end.
- $28 higher for rental vehicles for training/fire prevention.
- $24 higher in energy costs due to current market trends.

Public Operations - $1,954 thousand higher than budget

Revenue – $34 thousand higher than budget

- $24 higher in ticket revenue and charter revenue due to ridership recovery in events and private bookings.

Expense - $1,988 thousand higher than budget

- $1,312 higher in contracted services due to additional snow and ice maintenance for weather extremes and projections for Q4 of 2022 season.
- $319 higher in fuel costs related to rising fuel prices.
- $208 higher in energy and waste costs due to current market trends
- $148 higher in rentals & leases for rental vehicles usage in summer programs due to delays in vehicles on order.
- $82 higher in construction materials and street sanding materials due to increased costs.
- $81 lower in salaries due to staff vacancies.

Planning & Engineering - $126 thousand higher than budget

Revenue – No significant variances

Expense – $93 thousand higher than budget

- $176 higher in energy costs due to current market trends
- $42 higher in contracted services for hiring of contractors for traffic control at special events and railway maintenance contracts.
- $127 lower in salaries due to vacant positions offset by temporary staff coverage

Corporate Financing - $686 thousand higher than budget

Revenue – $1,329 thousand higher than budget

- $800 higher in interest income due to higher short term rates and investment base.
- $519 higher due to increased electric and natural gas franchise fees.

Expense – $643 thousand higher than budget

- $389 higher for employment relations.
- $270 higher due to higher interest rates on transfers to reserve and deferred revenue balances.

Municipal Capital Summary

Budget vs. Forecast Comparison

Table 1 illustrates that to date, $155.3 million has been spent out of a $273 million cumulative budget, with:

- 156 projects on budget
- 0 projects above budget
- 1 project below budget

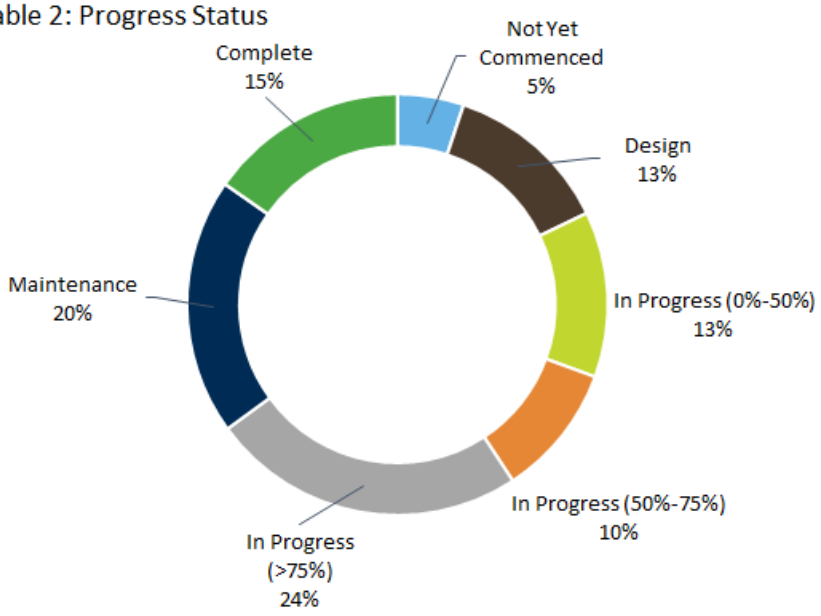
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance $	Variance %	No. of Projects
2022	4,645	39,371	39,371	-	0.0%	44
2021	44,370	63,590	63,590	-	0.0%	42
2020	52,776	84,310	84,310	-	0.0%	26
Prior	53,479	85,884	83,199	2,686	3.1%	45
TOTAL	$155,270	$273,156	$270,470	$2,686	1.0%	157

Project Status

As shown in Table 2, 94% of the 157 projects are currently in progress or complete.

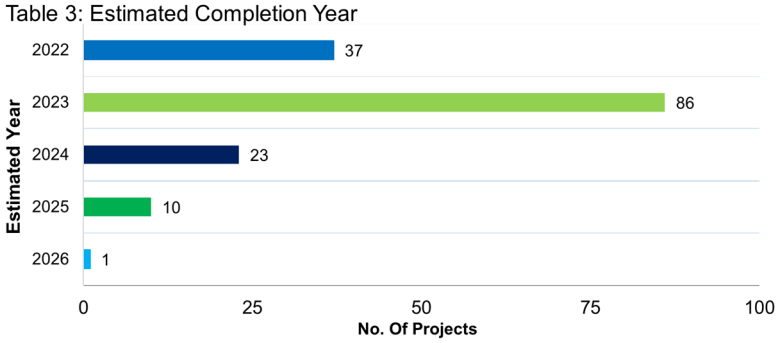
Table 2: Progress Status



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 37 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, 2022

IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	$1,171	$1,682	$1,670	$(12)
Water	10,554	13,980	14,062	82
Wastewater	11,048	15,358	14,862	(496)
Storm	4,537	6,068	6,066	(3)
Solid Waste Management	5,951	7,963	7,974	11
Total Revenue	$33,262	$45,051	$44,634	$(417)
Expenses				
Utility Finance	$1,171	$1,682	$1,670	$12
Water	8,513	10,506	10,401	105
Wastewater	9,145	12,667	12,423	244
Storm	1,360	1,909	1,882	27
Solid Waste Management	5,184	7,469	7,493	(24)
Total Expenses	$25,374	$34,232	$33,869	$364
Transfer to Reserve				
Water	$2,041	$3,474	$3,661	$(187)
Wastewater	1,904	2,691	2,439	252
Storm	3,177	4,159	4,184	(25)
Solid Waste Management	767	494	481	13
Total Transfer to Reserve	$7,888	$10,819	$10,765	$(54)

*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 significant variances

Water - $187 thousand higher than budget

Revenue – $82 thousand higher than budget

- $100 thousand higher due to an increase in water connection fees in new developments.
- $10 thousand lower due to a decrease in water flushing.

Expense – $105 thousand lower than budget

- $233 thousand lower due to lower water rates from EPCOR.
- $115 thousand higher for meter purchases and parts due to equipment end of life cycles.

Wastewater - $252 thousand lower than budget

Revenue - $496 thousand lower than budget

- $500 thousand lower in wastewater service charges due to the decrease in water usage.

Expense – $244 thousand lower than budget

- $160 thousand lower due to reduced wastewater treatment charges due to a decease in water usage.
- $30 thousand lower due to reduced contracted services required for repairs and maintenance.
- $17 thousand lower due to reduced construction and maintenance materials required.

Storm - $25 thousand higher than budget

Revenue – no significant variances

Expenses - $27 thousand lower than budget

- $27 thousand lower due to less professional services incurred for water quality monitoring samples performed.

Solid Waste Management – $13 thousand higher than budget

Revenue – $11 thousand higher than budget

- $11 thousand higher due to an increase in Refuse sticker fees.

Expenses - $24 thousand higher than budget

- $39 higher in Construction materials due to damaged cart replacements.
- $18 lower in natural gas costs due to current market trends.

Utility Capital Summary

Budget vs. Forecast Comparison

Table 4 illustrates that to date, $22.4 million has been spent out of a $75.3 million cumulative budget, with:

- 54 projects on budget
- 0 projects above budget
- 1 project below budget

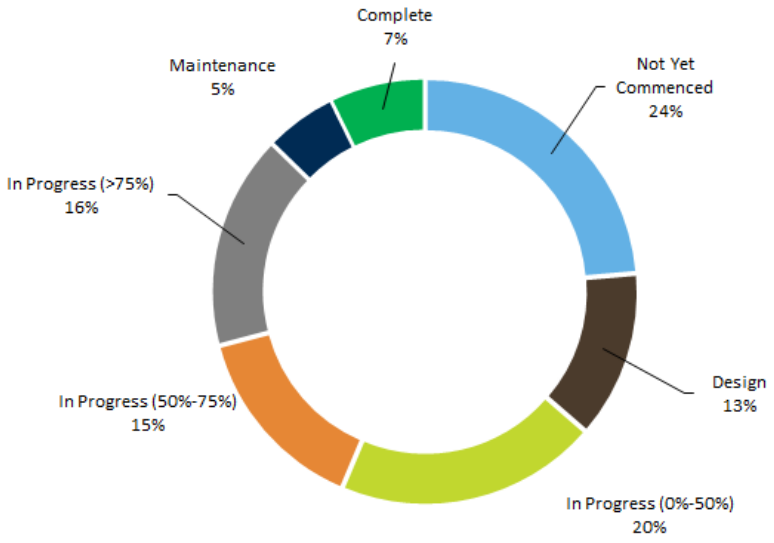
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	Variance $	Variance %	No. of Projects
2022	400	18,655	18,655	-	0.0%	11
2021	1,353	19,377	19,377	-	0.0%	10
2020	1,949	9,423	9,423	-	0.0%	10
Prior	18,691	27,839	27,002	837	3.0%	24
TOTAL	$22,393	$75,294	$74,457	$837	1.1%	55

Project Status

As shown in Table 5, 76% of the 55 projects are currently in progress or complete.

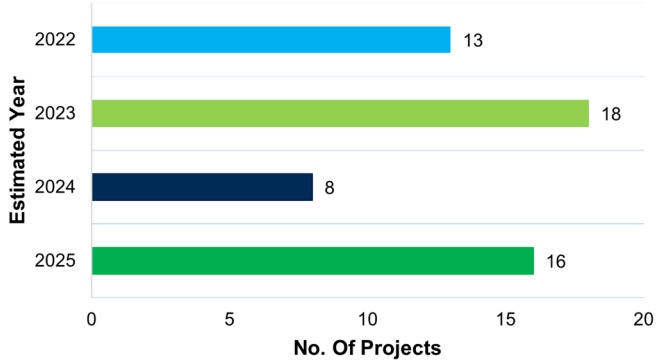
Table 5: Progress Status



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, 2022, the City has $263.8 million in cash and investments and earned $3.5 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.

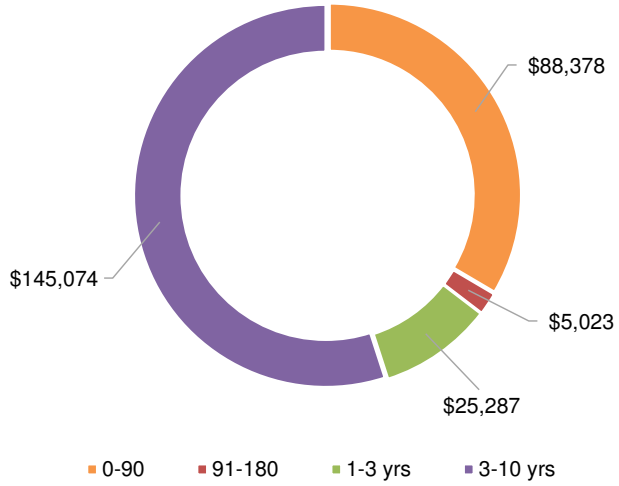
Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	90,660	34.37%
Scotiabank	68,175	25.85%
BMO	59,422	22.53%
CWB	20,280	7.69%
HSBC	15,023	5.70%
RBC Commercial	10,003	3.79%
Servus	200	0.08%
Total	263,763	100.00%

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarterly liquidity ratio was 1.12:1.00 which is above 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. The rate of return realized from the City's investments are below the T-Bill and Bond rates due to significant rate fluctuations seen in 2022. Over time these changes will be corrected as the investments mature and are reinvested at higher market rates.

Table 9: Rate of Return Comparison

Type		St. Albert	Bank of Canada
Cash and Short Term Investments	Term	Average Portfolio Rate	T-Bill and Bond Rates
	0-90	3.95%	3.55%
	91-180	3.82%	3.78%
	181- 1yr		3.98%
	>1 - 3 yrs	1.20%	3.68 to 3.98%
Long Term Investments	>3 - 10 yrs	2.35%	3.08% to 3.98%

Reserves

As per Policy C-FS-01, Financial Reserves, the City recognizes the need to set 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 30,2022 is $86 million of which:

Table 10: Reserve Balances (In Thousands of Dollars)

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 20,142	$ 23,350	$ (15,823)	$ 7,527
Capital	91,028	76,041	(24,864)	51,177
Utilities	67,697	61,025	(33,851)	27,175
Outside Agencies	144	135	9	144
TOTAL	**$ 179,011**	**$ 160,551**	**$ (74,529)**	**$ 86,022**

- 10% for property tax stabilization and contingency funding.
- 59% for replacement of existing municipal equipment, infrastructure and future capital projects.
- 31% for utility rate stabilization and funding of utility infrastructure.

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

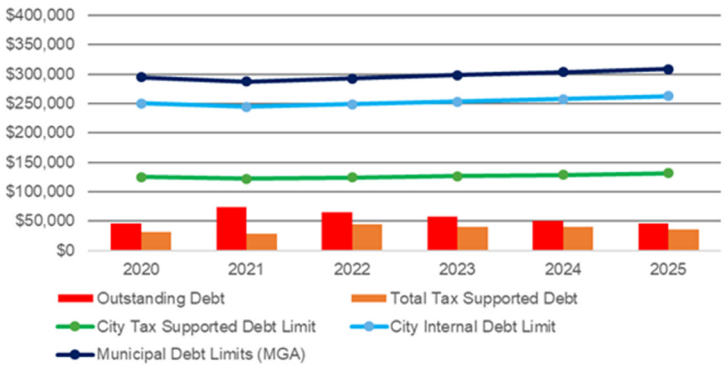
Debt

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.

As illustrated in Table 11, the City has $68.9 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to six significant projects:

- Ray Gibbon Drive of $23.1 million expiring in 2026, 2027, 2028, 2040, and 2041.
- Range Road 260 of $17.0 million expiring in 2041
- North St. Albert Trail of $11.7 million expiring 2040 and 2041
- North Interceptor Trunkline of $8.6 million expiring in 2022 and 2038.
- Servus Place of $5.9 million expiring in 2024 and 2025.
- Fire Hall #4 of $2.6 million expiring in 2024.

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



APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING SEPTEMBER 30, 2022

In Thousands of Dollars

		To Date	Budget	Forecast	Variance	Project Status
Council						
415102	Railroad Safety Enhancement	1,143	1,165	1,165	-	In Design
Total Council		$1,143	$1,165	$1,165	$-	
General Government						
415505	Central Records Shelving Upgrade	5	57	57	-	In Progress 0-50%
415506	Smart City Master Plan & Alliance	38	75	75	-	In Progress 0-50%
415508	Financial System Softw are	194	300	300	-	In Progress 50-75%
416508	Financial System Softw are	386	1,121	1,121	-	In Progress 50-75%
419427	Smart Facility Monitoring	-	30	30	-	In Progress 0-50%
419503	Non-Emerg Radio System Replace	353	353	353	-	Complete
419504	Municipal Area Netw ork	342	550	550	-	In Progress 50-75%
420425	Solar Photovoltaics (PV) Program	448	500	500	-	Maintenance
420426	Watershed Resiliency & Restor Grant	16	158	158	-	In Progress > 75%
420428	Solar Farm	143	335	335	-	Complete
420503	Non-Emergency Radio System Replace	637	1,075	1,075	-	In Progress 50-75%
421418	Servus Place LED Lighting Retrofit	745	751	751	-	Maintenance
421419	Energy Efficiency Replace Prgm	-	131	131	-	In Progress 0-50%
421425	Solar Photovoltaics (PV) Program	1,499	1,500	1,500	-	Maintenance
421427	Smart Facility Monitoring	9	81	81	-	In Progress 0-50%
421433	Contaminated Sites Remediation	21	35	35	-	In Progress 50-75%
421501	IT Lifecycle Replace Plan	470	790	790	-	In Progress 50-75%
421506	MEO E-Ticketing System	12	50	50	-	In Progress 50-75%
422501	IT Lifecycle Replace Plan	62	750	750	-	In Progress 0-50%
422502	IT Office Automation	42	50	50	-	In Progress > 75%
422504	Municipal Area Netw ork Expansion	-	100	100	-	In Design
422506	Enterprise Asset Management	-	1,401	1,401	-	In Progress 0-50%
422507	Next Gen 911 Implement & Syst Rep	25	1,194	1,194	-	In Design
Total General Government		$5,446	$11,386	$11,386	$-	
Community & Recreation Services						
416312	Park Planning and Standards Model	360	400	400	-	In Progress > 75%
416317	Founders Walk Phase 3 - Design	190	250	250	-	In Progress 50-75%
416318	Heritage Park Design (phase 3)	106	216	216	-	In Design
417310	Erin Ridge North Park Construction	505	505	505	-	Complete
418310	Grey Nuns White Spruce Park Construct	206	206	206	-	Complete
419305	City Sportsfield Rehab Prgm	317	317	317	-	Complete
419310	Park Signage Program	156	297	297	-	In Progress 50-75%
419311	Lacombe Dog Park Enhancements	44	79	79	-	Complete

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
419312	Arena Ammonia Ice Plant	603	605	605	-	Complete
419320	Visual Arts Studio Lifecycle	-	12	12	-	In Progress 0-50%
419341	Meadow view Land	4	-	-	-	In Progress 0-50%
419428	Kingsmeade Park Develop	2,836	3,940	3,226	714	Maintenance
420301	Servus Lifecycle Replacement Prgm	294	456	456	-	In Progress 50-75%
420302	Aquatics Lifecycle Replace Plan	250	255	255	-	In Progress > 75%
420305	City Sportsfield Rehab Prgm	313	317	317	-	Maintenance
420309	Lacombe Park Construction	1,102	1,300	1,300	-	Maintenance
420312	Neighborhood Park Development	225	250	250	-	Maintenance
420320	Visual Arts Studio Lifecycle	-	15	15	-	In Progress 0-50%
420360	Community Capital Grant Prgm	155	250	250	-	In Progress 50-75%
421301	Servus Lifecycle Replacement Prgm	1,751	1,777	1,777	-	In Progress > 75%
421302	Aquatics Lifecycle Replace Plan	12	90	90	-	In Progress 0-50%
421303	Fowler Athletic Park Refurbishment	2,920	2,924	2,924	-	Maintenance
421304	Larose Park Court Refurbishment	391	470	470	-	Maintenance
421305	City Sportsfield Rehab Prgm	308	317	317	-	Maintenance
421307	City Playground Lifecycle Prgm	150	160	160	-	Complete
421309	Disc Golf Feasibility Study	14	15	14	1	Complete
421312	Neighborhood Park Development	1,451	2,040	2,040	-	In Progress > 75%
421313	RWP Meadow view - Construction	1,801	3,156	3,156	-	In Progress > 75%
421314	Community Amenities Site Planning	234	500	500	-	In Progress 50-75%
421315	Oakmont Trail Phase 2	140	298	298	-	In Progress 50-75%
421320	Visual Arts Studio Lifecycle	-	39	39	-	In Progress 0-50%
421321	Pottery Studio Gas Kiln Upgrade	-	140	140	-	In Progress 0-50%
421340	Arden Theatre Lifecycle Plan	174	228	228	-	In Progress > 75%
421360	Community Capital Grant Prgm	89	250	250	-	In Progress 0-50%
422301	Servus Lifecycle Replacement Prgm	327	823	823	-	In Progress 0-50%
422302	Aquatics Lifecycle Replace Plan	64	417	417	-	In Progress 0-50%
422306	Kingswood Park Disc Golf Course	24	100	100	-	In Progress 0-50%
422307	City Playground Lifecycle Prgm	-	379	379	-	In Progress > 75%
422308	Kingswood Park Boat Dock	9	182	182	-	In Design
422312	Neighborhood Park Development	121	703	703	-	In Progress 0-50%
422313	RWP Meadow view - Construction	84	368	368	-	In Design
422314	Community Amenities Site Planning	-	1,000	1,000	-	Not Yet Commenced
422316	Outdoor Rec & Parks Infrastruc Rehab	70	165	165	-	Maintenance
422320	Visual Arts Studio Lifecycle	-	28	28	-	In Progress 0-50%
422340	Arden Theatre Lifecycle Plan	1	221	221	-	In Progress 0-50%
422360	Community Capital Grant Prgm	6	250	250	-	In Progress 0-50%
422361	ACA Rec Hub Funding	-	1,500	1,500	-	
Total Community & Recreation Services		$17,808	$28,205	$27,490	$715	

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
Emergency Services						
417316	Fire Dispatch ProQA System	26	33	33	-	In Progress > 75%
418331	Fire Station #1 – Reconstruct	1,053	1,052	1,052	-	Complete
418333	Automated Station Alerting	329	301	329	(28)	Complete
419332	Emerg Response Veh	-	188	188	-	In Design
419334	Policing Bldg Accomm	72	100	100	-	In Progress 0-50%
420331	Fire Station #1 – Construction	13,249	14,100	14,100	-	Maintenance
420332	Fire Station #4	2,130	16,341	16,341	-	In Design
420333	Fire Station #4 Fire Engine	-	1,541	1,541	-	In Design
420334	Fire Aerial Apparatus	-	2,470	2,470	-	In Design
420335	Fire Tanker Vehicle	-	779	779	-	In Design
420336	Policing Bldg Accomm	-	278	278	-	In Progress 0-50%
421330	Emergency Equip Replace Plan	135	272	272	-	In Progress 0-50%
422330	Emergency Equip Replace Plan	-	107	107	-	Not Yet Commenced
422334	Policing Bldg Accomm	11	5,000	5,000	-	In Progress 0-50%
422337	Fire Station #1 - Decommissioning	2	853	853	-	In Progress 0-50%
Total Emergency Services		$17,008	$43,414	$43,442	$28	
Public Operations						
412420	Campbell Road Park & Ride	21,309	25,600	23,600	2,000	Maintenance
414804	Transit Smart Fare & Smart Bus	2,960	3,992	3,992	-	In Progress 50-75%
419803	SAP Bldg Replace Prgm	304	310	310	-	In Progress > 75%
419804	Energy Efficiency Replace Prgm	80	131	131	-	In Progress 50-75%
420350	Transit Bus Lifecycle Replace	189	416	416	-	In Progress 0-50%
420801	PW Mobile Equip Replace Plan	2,171	2,535	2,535	-	In Progress > 75%
420807	Municipal Facilities - Repairs & Renew al	4,770	4,770	4,770	-	Maintenance
420808	PW Asphalt Emulsion Storage Tank	28	28	28	-	Complete
421350	Transit Bus Lifecycle Replace	9	758	758	-	In Progress 0-50%
421801	PW Mobile Equip Replace Plan	1,686	1,847	1,847	-	In Progress > 75%
421806	Shop &Yard Equip Replace	38	40	40	-	In Progress > 75%
421807	Municipal Facilities - Repairs & Renew al	3,023	6,258	6,258	-	In Progress > 75%
422350	Transit Bus Lifecycle Replace	-	265	265	-	Not Yet Commenced
422801	PW Mobile Equip Replace Plan	65	2,405	2,405	-	In Progress 0-50%
422806	Shop & Yard Equip Replace	-	40	40	-	Not Yet Commenced
422807	Municipal Facilities - Repairs & Renew al	-	4,775	4,775	-	Not Yet Commenced
Total Public Operations		$36,633	$54,170	$52,170	$2,000	

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
Planning & Engineering						
416418	Noise Attenuation Data Collection	90	200	200	-	In Progress > 75%
417411	Lane Reconstruct Prgm	1,187	1,350	1,350	-	In Progress > 75%
417421	SA Trail Traffic Signal Optimization	176	208	208	-	In Progress > 75%
418404	City Owned Parking Lots Rehab	931	1,515	1,515	-	In Progress 50-75%
418411	Lane Reconstruct Prgm	125	1,600	1,600	-	In Progress 0-50%
418415	Buildings Life Cycle Program	188	225	225	-	In Progress > 75%
418425	Municipal Development Plan	858	1,094	1,094	-	In Progress > 75%
419404	Paved Parking Lot Program	3	165	165	-	In Progress 0-50%
419411	Back Lanes Program	-	1,350	1,350	-	Not Yet Commenced
419412	Roadway Rehab Prgm	2,000	2,000	2,000	-	Complete
419415	Buildings Life Cycle Program	113	235	235	-	In Design
419421	N SA Trail Corridor Mgmt Implement	10,462	26,500	26,500	-	In Progress 50-75%
419422	Municipal Eng Stds Update	206	300	300	-	In Progress > 75%
419423	Fowler Way	3,181	6,660	6,660	-	In Design
419425	Accessibility Initiatives	37	300	300	-	In Progress 0-50%
420401	Arterial Rehab Prgm	1,542	1,543	1,543	-	Maintenance
420412	Roadway Rehab Prgm	1,435	1,800	1,800	-	Maintenance
420413	Bridge Prgm	202	319	319	-	In Progress > 75%
420414	Barrier Wall Study & Replace	3,149	3,768	3,768	-	In Progress > 75%
420424	Ray Gibbon Improvements	20,327	28,715	28,715	-	In Progress > 75%
421402	Collector Roadway Prgm	885	957	957	-	In Progress > 75%
421406	Multi-Use Trail Rehab Prgm	377	385	385	-	In Progress > 75%
421407	Sidewalk Program	479	500	500	-	In Progress > 75%
421408	Transportation Systems Mgmt	732	732	732	-	Complete
421409	Active Transport Plan	1,100	1,100	1,100	-	Complete
421412	Roadway Rehab Prgm	1,916	2,100	2,100	-	Maintenance
421413	Bridge Prgm	161	275	275	-	In Progress 50-75%
421416	Traffic Calming Strategies	513	513	513	-	Maintenance
421417	Traffic Signal Maintenance	500	500	500	-	Complete
421420	RR260 - Community Amenities & Lakeview	20,077	30,000	30,000	-	Maintenance

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
421421	ITS Strategy Implementation	337	498	498	-	In Progress 0-50%
421426	Capital Projects Maintenance	11	200	200	-	Maintenance
421428	Land Use Bylaw Update	82	466	466	-	In Progress 0-50%
421429	Lakeview/Badger Lands ASP	88	400	400	-	In Design
421430	Edmonton Annexation	27	50	50	-	In Progress 50-75%
422401	Arterial Rehab Prgm	47	1,680	1,680	-	In Progress 0-50%
422402	Collector Roadway Prgm	354	957	957	-	In Progress 50-75%
422403	Local Roadway Prgm	736	1,515	1,515	-	In Progress > 75%
422404	Paved Parking Lot Prgm	33	150	150	-	In Progress 50-75%
422405	Permanent Line Marking Rehab	123	200	200	-	In Progress 50-75%
422406	Multi-Use Trail Rehab Prgm	16	273	273	-	In Progress 0-50%
422407	Sidewalk Program	356	600	600	-	In Progress > 75%
422408	Transportation Systems Mgmt	376	710	710	-	In Progress 50-75%
422409	Active Transport Plan	88	150	150	-	In Progress > 75%
422410	Intersection Improvements	32	500	500	-	In Design
422411	Back Lanes Prgm	17	1,215	1,215	-	In Design
422412	Roadway Rehab Prgm	54	2,457	2,457	-	In Progress 0-50%
422413	Bridge Prgm	-	255	255	-	In Design
422416	Traffic Calming Strategies	95	327	327	-	In Progress > 75%
422417	Traffic Signal Maintenance	371	500	500	-	In Progress 50-75%
422418	Villeneuve Rd Rebuild	1,019	4,097	4,097	-	In Progress 0-50%
422427	DARP Project Prioritization	16	165	165	-	In Design
422428	Mature Neighbourhood Revitalization Strate	-	208	208	-	In Design
422429	Lakeview/Badger Lands ASP	-	200	200	-	In Design
422430	Fleet Unit 4534 Replacement Upgrade	-	138	138	-	Not Yet Commenced
Total Planning & Engineering		$77,232	$134,817	$134,817	$-	
	Total	**$155,270**	**$273,156**	**$270,470**	**$2,687**	

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING SEPTEMBER 30, 2022

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project Status
Utilities						
416442	Rivercrest Lift Station Rehab	2,000	2,000	2,000	-	Complete
416457	Beaudry Place Storm Drainage Upgrade	680	750	750	-	Maintenance
417430	Water Network LOS	1,584	1,633	1,633	-	In Progress > 75%
417431	Sturgeon Heights Pumphouse Rebuild	524	524	524	-	Complete
417441	WASTWT Main Replacement	982	1,153	1,153	-	In Progress > 75%
417442	WASTWT Lift Station Studies	507	550	550	-	In Progress 50-75%
417451	STORM Infrastructure Rehab	1,500	1,984	1,984	-	In Progress > 75%
417453	Sediment and Erosion Control	305	385	385	-	Maintenance
418430	Water Network LOS	1,175	1,252	1,252	-	In Progress > 75%
418440	WASTWT Collection System LOS	2,717	2,758	2,758	-	Maintenance
418450	NE Storm Outfall (Proj 5)	163	1,000	163	837	Complete
418452	STORM Mgmt LOS	722	1,377	1,377	-	In Progress 50-75%
418453	Sediment and Erosion Control	1,171	2,036	2,036	-	In Progress 50-75%
418836	Utility Master Plan	157	210	210	-	In Progress > 75%
418845	WASTWT Rehab Prgm	181	256	256	-	In Progress 50-75%
418847	Utility Master Plan	177	210	210	-	In Progress > 75%
418851	STORM Infrastructure Rehab	366	1,922	1,922	-	In Progress > 75%
418852	Utility Master Plan	186	210	210	-	In Progress > 75%
419740	WASTWT Collection System LOS	137	440	440	-	In Progress 0-50%
419741	WASTWT Main Replacement	410	688	688	-	In Design
419751	STORM Infrastructure Rehab	93	295	295	-	In Progress > 75%
419752	STORM Mgmt LOS	931	3,740	3,740	-	In Design
419753	Sediment and Erosion Control	2,022	2,395	2,395	-	In Design
419761	Recycle Yard Upgrades	1	70	70	-	In Progress 0-50%
420730	Water Network LOS	92	1,240	1,240	-	In Progress 50-75%
420737	Pump Station and Reservoir Rehab Prgm	37	200	200	-	In Progress 0-50%
420740	WASTWT Collection System LOS	898	1,417	1,417	-	In Progress 0-50%

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
420745	WASTWT Rehab Prgm	88	268	268	-	In Progress 0-50%
420747	WASTWT SCADA System Upgrades	768	950	950	-	In Progress 50-75%
420751	STORM Infrastructure Rehab	17	1,560	1,560	-	In Design
420752	STORM Mgmt LOS	39	1,915	1,915	-	In Design
420753	Sediment and Erosion Control	-	1,715	1,715	-	Not Yet Commenced
420754	Stormwater SCADA System Upgrades	10	130	130	-	In Progress 0-50%
420761	Recycle Yard Upgrades	-	28	28	-	Not Yet Commenced
421730	Water Network LOS	547	2,440	2,440	-	In Progress 50-75%
421735	Water System Infrastructure Rehab	316	530	530	-	In Progress 50-75%
421737	Pump Station and Reservoir Rehab Prgm	-	200	200	-	In Design
421740	WASTWT Collection System LOS	34	490	490	-	In Progress 0-50%
421741	WASTWT Main Replacement	-	688	688	-	In Progress 0-50%
421745	WASTWT Rehab Prgm	-	268	268	-	Not Yet Commenced
421747	Vac Truck	456	500	500	-	Complete
421751	STORM Infrastructure Rehab	0	3,105	3,105	-	Not Yet Commenced
421752	STORM Mgmt LOS	-	9,540	9,540	-	Not Yet Commenced
421753	Sediment and Erosion Control	-	1,616	1,616	-	Not Yet Commenced
422730	Water Network LOS	29	4,488	4,488	-	In Design
422735	Water System Infrastructure Rehab	15	541	541	-	Not Yet Commenced
422737	Pump Station and Reservoir Rehab Prgm	293	1,850	1,850	-	In Progress 0-50%
422740	WASTWT Collection System LOS	-	3,114	3,114	-	Not Yet Commenced
422741	WASTWT Main Replacement	-	702	702	-	Not Yet Commenced
422745	WASTWT Rehab Prgm	-	273	273	-	Not Yet Commenced
422746	WASTWT Household Service Replace	63	250	250	-	In Progress 0-50%
422747	NE Servicing Projects	-	2,000	2,000	-	In Progress 0-50%
422751	STORM Infrastructure Rehab	-	2,075	2,075	-	Not Yet Commenced
422752	STORM Mgmt LOS	-	2,106	2,106	-	Not Yet Commenced
422753	Sediment and Erosion Control	-	1,256	1,256	-	Not Yet Commenced
		$22,393	$75,294	$74,457	$837	
	Total	**$22,393**	**$75,294**	**$74,457**	**$837**	

*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, 2022

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	10,886	13,142	(8,741)	4,401
Operating Program	5,525	6,538	(6,119)	419
Risk Management Reserve	1,223	1,224	(149)	1,075
Traffic Safety	86	78	(12)	65
Children's Festival Reserve	61	61	-	61
RCMP Contract Expense Reserve	1,134	1,134	(470)	664
Safety Enhancement Reserve	349	355	(391)	(37)
Election and Census Reserve	879	819	60	879
Total Operating	**20,142**	**23,350**	**(15,823)**	**7,527**
Internal Financing Reserve	(3,296)	-3,737	441	(3,296)
Major Recreational Lands & Facilities	5,252	4,646	48	4,694
Offsite Levy Recoveries	27,055	22,901	(6,899)	16,002
Lifecycle	38,911	28,787	(773)	28,015
Municipal Land and Facilities Reserve	4,271	1,365	1,906	3,271
Capital Funding	15,520	18,394	(16,870)	1,524
Growth Stabilization Reserve	3,221	3,590	(2,712)	878
Energy Efficiency Reserve	93	93	(5)	88
Total Capital	**91,028**	**76,041**	**(24,864)**	**51,177**
Total Utilities	**67,697**	**61,025**	**(33,851)**	**27,175**
Outside Agency Operating	94	85	9	94
Outside Agency Capital	50	50	-	50
Total Outside Agency	**144**	**135**	**9**	**144**
	179,011	**160,551**	**(74,529)**	**86,022**

**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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