



CITY OF ST. ALBERT

CORPORATE REPORT

QUARTER FOUR

RELEASED
February 14.2023

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 strategy stands at the end of the current quarter (December 31, 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 initiatives planned to advance Council's Strategic Plan. 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 ONE: ECONOMIC PROSPERITY

Support an investment positive environment that encourages economic growth and the development of new and existing sectors.

Strategy	Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses. This strategy includes advancing the development of Lakeview Business District and completing the plans for the recently annexed lands.

Initiatives	Progress Update	Est. Completion	Department
1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan	This project is slightly delayed due to policy review requirements under a new planning framework, additional work required to support policy development, and to account for the 21-day Area Structure Plan circulation, consistent with the standard application process. However, Administration still anticipates completion by the end of 2023. Information from the Public Open House that took place in October 2022 can be found on the Cultivate the Covnersation website. (https://conversation.stalbert.ca/west-asp) A project update will be presented to the St. Albert Standing Committee of the Whole on February 14, 2023.	12/31/23	• Planning & Development
1.3 Regional and Sub-Regional Economic Development	Administration continued to work with EBP US who was contracted in July 2022, to develop the Canadian Economic Development (CED) Financial Methodology and Tool that will enable partner municipalities to evaluate the return on investment of potential joint investment opportunities within identified focus areas in the Edmonton Metropolitan Region. Completion of this deliverable is expected in quarter one of 2023. The Request for Proposal (RFP) for the Site Identification Methodology and Tool was released. A vendor will be announced and begin work in January 2023. The deliverable for this RFP will be a unique set of criteria that municipalities can use to evaluate the suitability of sites in the region for specific target sector investment. The CED Working Group is also preparing the Scope of Work for the Governance Model and Incentives Evaluation RFPs that will be released in quarter two of 2023.	12/31/23	• Government Relations

Strategy	Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes an update to the Land Use Bylaw and completion of the Infill Strategy.

Initiatives	Progress Update	Est. Completion	Department
1.4 Update of the Land Use Bylaw	Recent work includes the review and draft revisions to the following sections of the current Land Use Bylaw (LUB): • Parks • Natural Areas • Business Park • Commercial and Industrial Service • Industrial Districts • Signage Regulations A community pop-up event, to inform the public of the project, occurred at the St. Albert Farmer's Market on October 1, 2022. General comments were collected in addition to comments from the five topics that were displayed. Public engagement is planned for April 2023, at which time a draft Land Use Bylaw (LUB) will be presented to the community for review and comment.	12/31/23	• Planning & Development
1.5 Integration of Annexed Lands into City Technical Plans and Studies	City Administration reviewed the Servicing Bridging Document and submitted comments to ISL Engineering for review. Once the document is finalized a memorandum will go to Council and the document will be placed on the City Website.	12/31/25	• Planning & Development
1.6 Green Tape 2 .0	Capacity constraints, related to overall development workload, continued to impact the progress of this project. The team continued to update and improve Planning and Development processes identified in the Competitive Analysis report and related recommendations. Initiative implementation is in varying stages of completion. Some initiatives did not proceed based on the cost or lack of efficiencies to be gained. Next steps for this project will be to document changes and then compare changes to recommendations to produce a final report.	12/31/23	• Engineering Services
1.7 Investment Attraction Strategy	The draft version of the Investment Attraction Strategy document was completed and is awaiting final edits, revisions, graphic design, and signoff. Once completed, the document will guide the investment and attraction activities for Economic Development for the next 3-5 years, with periodic review and evaluation cycles built into the strategy. Administration plans to present the strategy as information to the St. Albert Standing Committee of the whole in April 2023.	2/28/23	• Economic Development
1.8 Infill Strategy	Completed the development of the project plan.	12/31/26	• Planning & Development

COUNCIL STRATEGIC PRIORITY TWO: DOWNTOWN VIBRANCY

Foster a downtown where people come to live, gather, celebrate, shop and do business.

Strategy	Support review and planning for the Downtown Area Redevelopment Plan (DARP).

Initiatives	Progress Update	Est. Completion	Department
2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization	Retained ISL Engineering as transportation consultant on project. Prepared for second and third Downtown Area Redevelopment Plan (DARP) amendment Council readings, to take place on January 10, 2023. Traffic impact assessment work is about to get underway. A report and presentation will be delivered to the St. Albert Standing Committee of the Whole in Spring 2023.	12/31/23	• Planning & Development

Strategy	Promote our heritage, arts and culture by providing a variety of community events and gathering places that build connections and bring people together downtown. This strategy includes advancing planning for the development of Millennium Park.

Initiatives	Progress Update	Est. Completion	Department
2.2 Planning for Millennium Park Development	Funding for Phase 1 of the project was approved in December 2022 and project planning commenced. Timing of the project is being aligned as closely as possible with the Lions Park Rehabilitation Project to gain efficiencies.	12/31/25	• Recreation and Parks

Strategy	Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown. This strategy includes supporting the creation of a Business Improvement Area.

Initiatives	Progress Update	Est. Completion	Department
2.3 Downtown Stakeholder Coordination	Administration worked with consultants to develop an engagement roadmap for downtown stakeholder coordination. Support for the establishment of the Business Improvement Area (BIA) was provided to downtown business. Administration commenced work to develop a draft Downtown Stakeholder Coordination strategy. To inform strategy development: • Administration engaged with downtown stakeholder champions that expressed interest in establishing a BIA for downtown. • In November 2022, Administration supported a downtown stakeholder Town Hall to discuss opportunities and challenges, and gauged interest in establishing a BIA.	12/31/23	• Economic Development

COUNCIL STRATEGIC PRIORITY THREE: 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.

Strategy	Support development of mixed housing choices including market, attainable, and transitional housing types. This strategy includes advancing development on 22 St. Thomas Street and youth transitional housing.

Initiatives	Progress Update	Est. Completion	Department
3.1 Advance Mixed Market Housing Development	The project plan for this initiative has been completed and approved. Work on a land transfer conveyancing agreement has began and internal advocacy with Federal and Provincial Governments initiated. Preliminary design and work plan will be further developed in 2023 in collaboration with Homeland Housing.	12/31/24	• Planning & Development
3.3 Enhance Housing Options	Project plan completed and pending Sponsor approval.	12/31/25	• Planning & Development

Strategy	Advance the planning for a community amenities site that is in alignment with the Recreation Facilities Needs Assessment.

Initiatives	Progress Update	Est. Completion	Department
3.4 Community Amenities Needs Assessment and Concept Planning	Draft concept scenarios for Council and public input were completed in December 2022. Public engagement is planned to occur in quarter one 2023. A recommended concept plan, that includes costing and updated with public and Council feedback, is anticipated to be shared with Council for a decision in quarter two 2023.	12/31/23	• Recreation and Parks
✓ 3.5 Ownership of Community Amenities Lands	Land Transfer Agreement with Rohit was completed and executed. An official announcement and ceremonial signing will take place in quarter one 2023.	12/31/22	• Legal and Legislative Services

Strategy	Continue to support and collaborate on Indigenous-led initiatives to better develop meaningful relationships, honour, truth, and action reconciliation.

Initiatives	Progress Update	Est. Completion	Department
3.6 Indigenous Reconciliation - Synergistic Partnerships	Met with consultants to determine availability and interest to obtain additional feedback from advisory group and community before bringing recommendations back to Council for consideration. Project was delayed due to consultant availability for additional work. Administration is researching alternative methods that will be presented to the St. Albert Standing Committee of the Whole before the end of quarter two 2023.	6/30/23	• Community Relations
3.7 Municipal Naming	A panel discussion took place at the Arden Theatre on November 1, 2022. The audience was led through the various reasons a name change occurs and how municipalities can effectively implement a modern naming policy. Workshops were held at four St. Albert Catholic and Public Schools to gather information on how the Next Generation perceives Community values and the impact place names would have over time. First draft of the Naming Policy was submitted to City Administration for review and feedback. A video presentation detailing the results of public engagement and the draft Naming Policy, was produced in lieu of public open house events. Public feedback on the draft policy was then collected through an online survey using the Cultivate the Conversation platform. Results of the survey will be shared with the public in 2023. (https://conversation.stalbert.ca/municipal-naming-public-engagement) Two focus group sessions were held. The first to discuss criteria for naming and name removal and the second to review the draft policy and obtain feedback. Indigenous communities and organizations were invited to participate in focus groups and the survey and provided feedback on various aspects of the draft policy. Final edits are being made to the draft policy based on feedback collected and will be presented to St. Albert Standing Committee of the Whole for review in February 2023.	3/31/23	• Community Relations

COUNCIL STRATEGIC PRIORITY FOUR: 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.

Strategy	Explore innovative practices that protect waterways and green spaces, and reduce our environmental footprint.

Initiatives	Progress Update	Est. Completion	Department
4.1 Waste Minimization Strategies	Continued development of final report, identifying strategies and tactics, to be presented to Council for consideration at the end of quarter one 2023.	3/31/23	• Public Operations
4.2 Climate Adaptation Plan (Risk and Vulnerability Assessment)	Continued to develop project plan. On December 12, 2022, the first Edmonton Metropolitan Region (EMR) Climate Risk and Vulnerability Assessment (CRVA) technical working group meeting was held. Member municipalities reviewed the EMR CRVA Work Plan and provided feedback, which will be incorporated into the project plan. A second technical working group meeting is scheduled for February 2023.	12/31/23	• Human Resources Safety and Environment
4.3 Energy Efficiency Community Based Programs	The Clean Energy Improvement Program (CEIP) launched on November 22, 2022 and by November 23, 2022 the financial threshold for year one was reached. The program administrator, Alberta Municipalities, received 50 unique prequalification applications totaling approximately $1.4 million in energy efficiency upgrades. The Home Energy Efficiency Grant (HEEG) launched on December 20, 2022. Following the holiday closure, the grant administrator, Summerhill, received 41 program enrollments. Public and media were notified of both program launch dates through Public Service Announcements. Focus is now on the Administration of CEIP and HEEG programs, which includes application review, program agreements and funding allocation.	12/31/25	• Human Resources Safety and Environment

Strategy	Develop long-range strategies that support adaptation to a changing environment and include environmental and climate risk considerations in all plans and policies.

Initiatives	Progress Update	Est. Completion	Department
4.4 Green Environment Strategy	Phase 4 progressed with the development of a draft version of the implementation plan that includes tactics to support the four strategies developed in Phase 3. Project team members reviewed the draft implementation plan with internal stakeholders. Final edits are being made before the final implementation plan is presented to the Project Advisory Committee for review in February 2023. A memorandum providing an update on the development of the Green Environment Strategy (GES) was delivered to Council in October 2022. The memorandum outlined the five phases of the Project, the completion of Phases 1 - 3, the details and outcomes intended for Phase 4 and 5, and the next steps following the completion of strategy developoment.	3/31/23	• Human Resources Safety and Environment

COUNCIL STRATEGIC PRIORITY FIVE: 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.

Strategy	Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure, and support alternative service delivery. This includes exploring plans for the Solar Farm and discovering partnership opportunities.

Initiatives	Progress Update	Est. Completion	Department
5.1 Intermunicipal Partnerships	City of Edmonton's Council budget decision in December 2022 to not fund their portion of regional transit costs impacted the future of the Edmonton Metropolitan Transit Services Commission (EMTSC). The EMTSC Board is scheduled to meet the first week of January 2023 to understand ramifications and plan accordingly. Should the Board decide to disestablish the EMTSC City Administration will continue to support the EMTSC through the dissolution process. A draft Project Charter for the Intermunicipal Planning Framework is being developed. The Charter will outline the process for potential future projects between St. Albert and Edmonton.	12/31/24	• Government Relations
5.3 Strategic Alliance/ Merger Opportunities	Administration continues to assess viability of potential opportunities. Public engagement will be planned in advance of any opportunity proceeding to a commitment stage.	12/31/23	• Public Operations
5.4 Long-Term Debt Strategy	Continued working on the development of a project plan.	12/31/23	• Financial Services and Information Technology

Strategy	Continue to ensure efficiency in City service delivery with focus on long-term financial sustainability. This strategy includes implementation of opportunities identified in the Operational and Fiscal Review as well as advancing the Internal Audit practice and processes and the implementation of audit recommendations.

Initiatives	Progress Update	Est. Completion	Department
5.5 Arden Theatre Operating Model Options Review	Project plan was updated to include Phase 2, which will be informed with the outcomes of Phase 1 conducted in 2022. The team discussed the plan for Phase 2 with the Project Sponsor to confirm the direction and scope. Phase 2 will start in quarter three 2023 to ensure that proper resources are available, including an external consultant to complete the review of Arden Theatre Operating Model.	12/31/23	• Community Services
5.7 Implement Direction for 911 Dispatch Delivery Model Review	Fire Dispatch and the backup Public Safety Answering Point (PSAP) service provider Expression of Interest (EOI) was completed, with five agencies expressing interest. A Request for Proposal (RFP) will be issued in January 2023.	12/31/23	• Emergency Services

Initiatives	Progress Update	Est. Completion	Department
5.8 Standardize Capital Project and Contract Management Procedures	Development of Project plan progressed to endorsement stage. Project and Advisory Teams were identified, and initial project discussion and introductions were held. Scope review and meetings took place to coordinate and align related corporate initiatives to ensure collaboration and efficiency. Existing documentation and deliverables were defined and sourced. Project plan will be finalized and start in January 2023.	12/31/25	• Engineering Services
5.9 Explore Centralized Asset Management	Project plan completed and pending Sponsor approval.	12/31/25	• Engineering Services
5.11 Customer Relationship Management Direction	Project stopped. Budget for 2023 was not approved and is subject to 2024 budget submission.	12/31/25	• Financial Services and Information Technology
5.13 Extending Online Options for Building and Development Application Process	Project stopped. Budget for 2023 was not approved and is subject to 2024 budget submission.	12/31/25	• Planning & Development
5.14 Modernize City's Budget - Multi-year Budgeting	Project plan completed and is pending Sponsor approval.	12/31/25	• Financial Services and Information Technology
5.16 Enhance Records and Information Management Practice	Project plan completed and pending Sponsor approval.	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 have been reviewed and documented and stakeholder engagement progressed. Next steps include completing stakeholder engagement and finalizing roles and responsibilities. Improved approach for corporate cards: This recommendation has been partially implemented with the issuance of a new procurement card directive. The approach is also dependent on other recommendations, such as Spend Analysis, which have not started yet. This item will also be reviewed and updated if needed once roles and responsibilities are finalized. E-procurement: Significant progress has been made in implementing an e-procurement software solution for the City. The Software consists of a roll-out of multiple components. Two of the components, RFx Drafter and Vendor Performance, will be fully implemented in 2023. Development of a contract management policy: Work on the development of a contract management policy continued. The project team engaged internal stakeholders who are involved with related corporate initiatives to ensure alignment and consistency. Policy development will continue in quarter one 2023, with finalization to occur by the end of quarter two 2023.	12/31/23	• Financial Services and Information Technology

Initiatives	Progress Update	Est. Completion	Department
5.20 Internal Audit Committee - Practice and Process	Scope of work was developed, reviewed and approved by the Internal Audit Committee. A Request for Proposals (RFP) was issued in December 2022. Committee members involved in the RFP evaluation will review proposals in January 2023 to select a consultant that will complete the work required to establish Internal Audit Practices and Processes and develop a multi-year Internal Audit Plan.	7/31/23	• Strategic Services and Communications

Strategy	Consider environmental, social and governance (ESG) opportunities and risks when making decisions.

Initiatives	Progress Update	Est. Completion	Department
5.21 Advance Integrated Risk Management Framework and Practice	Project plan was developed. Activites are planned to start in 2023 to align deliverables of this project with the Internal Audit project establishing Risk based Internal Audit practices and processes. Activities and timelines for the Integrated Risk Management Framework and Practice project will be aligned with the Internal Audit workplan to ensure the most efficient approach.	6/30/25	• Strategic Services and Communications

Initatives Planned for Future Years

Strategic Priority	Initiatives	Start Date	Department
1. ECONOMIC PROSPERITY	1.1 Lakeview Business District Servicing	1/1/23	• Engineering Services
3. COMMUNITY WELL BEING	3.2 Feasibility Study for Youth Transitional Housing	1/1/23	• Community Services
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	4.5 Resilient Infrastructure Strategy	1/1/24	• Engineering Services
5. FINANCIAL SUSTAINABILITY	5.10 Enhancement of Online Access to City Services	1/1/23	• Financial Services and Information Technology
5. FINANCIAL SUSTAINABILITY	5.12 Customer Relationship Management Implementation	1/1/24	• Financial Services and Information Technology
5. FINANCIAL SUSTAINABILITY	5.15 Shared Services for Public Participation	1/1/23	• Community Relations
5. FINANCIAL SUSTAINABILITY	5.18 Procurement Audit Implementation - Phase 2	1/1/23	• Financial Services and Information Technology
5. FINANCIAL SUSTAINABILITY	5.19 Procurement Audit Implementation - Phase 3	1/1/24	• Financial Services and Information Technology

Initiatives Completed During This Council Term

Strategic Priority	Initiatives	Completed Date	Department
5. FINANCIAL SUSTAINABILITY	✓ 5.2 Revenue Generating Infrastructure Opportunities	9/30/22	• Public Operations
5. FINANCIAL SUSTAINABILITY	✓ 5.6 911 Dispatch Delivery Model Review	9/30/22	• Emergency Services

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Financial Summary

The City's 2022 preliminary surplus is $2.3 million. This is primarily due to increased revenue from interest, franchise fees, development & permit fees, ambulance billing, 911 grants, and transit, offset by increases in energy costs, gas & diesel, RCMP contract, and snow removal. With strong investments, reserve funding and low debt the City continues to maintain a strong financial position.

Municipal

Operating:

- $179.9 million in revenue recognized, which is $5.2 million below budget.
- $177.6 million has been spent, which is $7.5 million below.

Capital:

- There is a total of 157 municipal capital projects for 2022.
- To date, $183.1 million has been spent out of a $273.5 million cumulative budget.

Utility

Operating:

- $43.7 million in revenue recognized, which is $1.4 million below budget.
- $32.6 million has been spent, which is $1.7 million below forecast.

Capital:

- There is a total of 55 utility capital projects for 2022.
- To date, $26.2 million has been spent out of a $75.3 million cumulative budget.

Investments

The City has $258 million in cash and investments and earned $5.3 million in investment income to date.

Reserves

The balance is $173 million, with a forecasted year end uncommitted balance of $87 million.

Debt

The City's outstanding debt is $91.3 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2022

IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Variance
Revenue			
Council	$25	$28	$(3)
Executive Leadership	1,251	2,672	(1,421)
General Government	3,185	3,913	(728)
Community & Recreation Services	10,779	12,437	(1,657)
Emergency Services	8,913	11,241	(2,328)
Public Operations	12,646	12,016	630
Planning & Engineering	3,948	4,210	(261)
Corporate Financing	139,188	138,597	591
Total Revenue	$179,936	$185,113	$(5,177)

Expenses			
Council	$778	$852	$73
Executive Leadership	7,533	8,529	996
General Government	21,877	23,941	2,064
Community & Recreation Services	22,424	25,733	3,308
Emergency Services	40,937	43,098	2,161
Public Operations	44,078	42,252	(1,826)
Planning & Engineering	10,784	11,554	769
Corporate Financing	29,236	29,156	(81)
Total Expenses	$177,649	$185,113	$7,464

Excess of Revenue over Expenses			
Council	$(754)	$(824)	$70
Executive Leadership	(6,282)	(5,857)	(425)
General Government	(18,692)	(20,028)	1,336
Community & Recreation Services	(11,645)	(13,296)	1,651
Emergency Services	(32,024)	(31,857)	(167)
Public Operations	(31,432)	(30,236)	(1,196)
Planning & Engineering	(6,836)	(7,344)	508
Corporate Financing	109,951	109,441	510
Total Revenue Over Expenses	$2,287	$0	$2,287

*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 - $70 thousand lower than budget

Revenue – $3 thousand lower than budget

- No significant variances.

Expense - $73 thousand lower than budget

- $56 lower in learning and development and travel expenses due to proximity of conferences, and continuation of virtual meetings following restrictions lifting.
- $11 lower in office & operating supplies.

Executive Leadership - $425 thousand higher than budget

Revenue – $1,421 thousand lower than budget

- $898 lower due to projects funded from reserve which will carry forward into next year with no tax impact (Internal Auditor Reviews, IAC-S, Opportunities- Infrastructure Inv, Indigenous Relations, Community Satisfaction, Library and Municipal Naming).
- $483 lower due to grant funded projects carrying into future years (Collaborative Economic Development and Land Use Infrastructure).
- $52 higher in MSI operating grant received.

Expense - $996 thousand lower than budget

- $1,381 lower in professional, contract and general expenses on projects carried forward into next year (Internal Auditor Reviews, Opportunities- Infrastructure Inv, Indigenous Relations, Community Satisfaction, Municipal Naming, Collaborative Economic Development, & Land Use Infrastructure).
- $327 higher in salaries and benefits due to temporary positions offset by vacancy savings in other departments.

General Government - $1,336 thousand lower than budget

Revenue – $728 thousand lower than budget

- $1,137 lower due to projects funded from reserve which will carry into next year with no tax impact (System Virtualization, Inclusive Hiring, Purchasing Software, Safety Budget, Litigation Expense).
- $282 higher in tax penalties and web certificates due to higher volume.
- $53 higher in unbudgeted Clean Energy Improvement Program grant.
- $50 higher in Business, Cannabis & Tobacco Licenses.

Expense - $2,064 thousand lower than budget

- $1,137 lower in contract and general services due to projects funded from reserve which will carry into next year with no tax impact (System Virtualization, Inclusive Hiring, Purchasing Software, Safety Budget, Litigation Expense).
- $358 lower in salaries due to vacancies offset partially by reallocation of staff from Community and Recreation Services.
- $280 lower in expenses due to delay of implementation of 3rd party adjudicator.
- $109 lower in advertising and promotion due to less recruitment fairs and city advertising.
- $74 lower in health spending expenses due to lower staff usage.
- $50 lower for training due to more digital offerings.
- $78 higher in payroll system implementation licensing costs.
- $53 higher in contract and general expenses for Clean Energy Improvement Program grant.

Community & Recreation Services - $1,651 thousand lower than budget

Revenue - $1,657 thousand lower than budget

- $773 lower revenue due to the closure of Fountain Park Pool for repairs and replacement work.
- $732 lower sales revenue due to Starbucks no longer being operated by the City.
- $271 lower due to projects funded from reserve which will carry into next year with no tax impact (Diversity & Inclusion Art Project, Crisis Intervention & Support and the Children's Warehouse).
- $97 lower in rentals at the Arden due to less rentals throughout the year.
- $301 higher in grants received for Arden and FCSS programming.

Expense - $3,308 thousand lower than budget

- $1,161 lower in salaries due to staff vacancies in and reallocation of staff to Strategic Services.
- $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.
- $271 lower in contracted services due to projects funded from reserve which will carry into next year with no tax impact (Diversity & Inclusion Art Project, Crisis Intervention & Support and the Children's Warehouse).

Emergency Services - $167 thousand higher than budget

Revenue – $2,328 thousand lower than budget

- $2,546 lower due to projects funded from reserve which will carry into next year with no tax impact (Contract Adjustment, Supply Purchases, Peer Fitness).
- $800 lower in fines due to lower trending in tickets issued.
- $530 higher increase in ambulance billing due to higher volume and request for surge capacity.
- $479 higher in grants received due to updated 911 cell phone fees and a new secondary public safety answering point (PSAP).

Expense - $2,161 thousand lower than budget

- $2,546 lower in contracted services due to projects funded from reserve which will carry into next year with no tax impact (Contract Adjustment, Supply Purchases, Peer Fitness).
- $470 higher for RCMP contract billing to year end.

Public Operations - $1,196 thousand higher than budget

Revenue – $630 thousand higher than budget

- $471 higher in transit ticket revenues due to ridership levels growing at a higher pace than anticipated during pandemic uncertainty.
- $69 higher in grants for unbudgeted Canada Summer Jobs grant.
- $35 higher in Cemetery fees.

Expense - $1,826 thousand higher than budget

- $871 higher in contracted services and salaries and benefits due to additional snow and ice maintenance for weather extremes.
- $524 higher in fuel costs related to rising fuel prices.
- $299 higher in energy and waste costs due to current market trends.
- $207 higher in rentals & leases for rental vehicles usage in summer programs due to delays in vehicles on order.
- $98 higher in street sanding materials due to weather extremes.
- $186 lower in construction materials.

Planning & Engineering - $508 thousand lower than budget

Revenue – $261 thousand lower than budget

- $586 lower in transfers from reserves relating to Sturgeon Annexation project which will carry into next year with no tax impact.
- $100 lower in Fortis street lighting construction recoveries.
- $348 higher in permit & development revenues due to higher than anticipated development.

Expense – $769 thousand lower than budget

- $586 lower in professional, contract, & general expenses for Sturgeon Annexation project which will carry into next year with no tax impact.
- $345 thousand lower in salaries due to vacant positions offset by temporary staff coverage.
- $162 higher in energy costs due to current market trends.

Corporate Financing - $510 thousand higher than budget

Revenue – $591 thousand higher than budget

- $1,081 higher in interest income due to higher short-term rates and investment base.
- $977 higher due to increased electric and natural gas franchise fees.
- $1,050 lower in lower due to projects funded from reserve which will carry into next year with no tax impact (Contract Adjustments).
- $422 lower in transfer from reserves due to lower than budgeted debt payments.

Expense – $81 thousand higher than budget

- $667 higher for employment relations.
- $572 higher due to higher interest rates on transfers to reserve and deferred revenue balances.
- $387 higher due to contract settlement funds to be carryforward into 2023 offset by savings in the contingency.
- $1,050 lower in contracted services due to projects funded from reserve which will carry into next year with no tax impact (Contract Adjustments).
- $422 lower in debenture payments funded from reserve due to lower than budgeted debt payments.

Municipal Capital Summary

Budget vs. Actual Comparison

Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	No. of Projects
2022	12,478	39,475	44
2021	49,557	63,790	42
2020	59,318	84,310	26
Prior	61,732	85,884	45
TOTAL	**$183,084**	**$273,460**	**157**

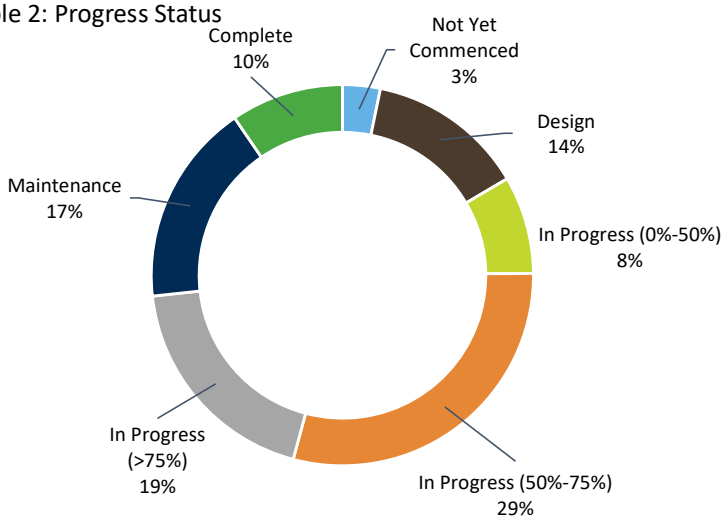
Table 1 illustrates that to date, $183.1 million has been spent out of a $273 million cumulative budget, with:

- 124 projects on budget
- 4 projects above budget
- 29 projects below budget

Project Status

As shown in Table 2, 97% of the 157 projects are currently in progress or complete.

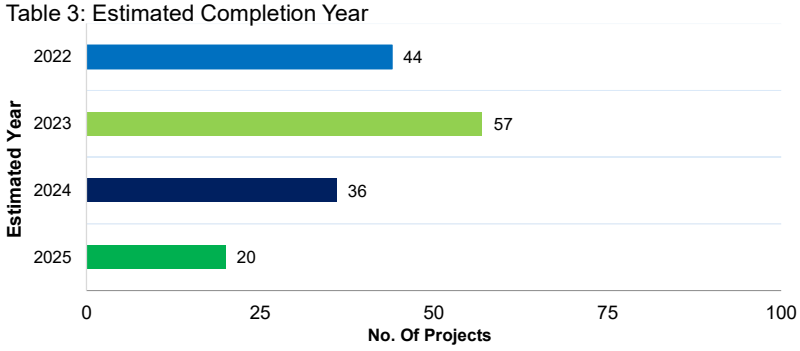
Table 2: Progress Status



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 44 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, 2022

IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Variance
Revenue			
Utility Finance	$1,645	$1,682	$(37)
Water	13,573	13,980	(407)
Wastewater	14,432	15,358	(926)
Storm	6,062	6,068	(6)
Solid Waste Management	7,966	7,963	4
Total Revenue	$43,679	$45,051	$(1,372)
Expenses			
Utility Finance	$1,645	$1,682	$37
Water	10,851	10,506	(345)
Wastewater	11,745	12,667	921
Storm	1,702	1,909	207
Solid Waste Management	6,639	7,469	830
Total Expenses	$32,582	$34,232	$1,650
Transfer to Reserve			
Water	$2,722	$3,474	$(752)
Wastewater	2,687	2,691	(4)
Storm	4,360	4,159	201
Solid Waste Management	1,328	494	834
Total Transfer to Reserve	$11,097	$10,819	$278

*Variance represents the difference between budget and actual 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 - $752 thousand lower than budget

Revenue – $407 thousand lower than budget

- $490 lower in sale of water charges due to lower water usage than expected.
- $7 higher due to an increase in private hydrant inspections.

Expense – $345 thousand higher than budget

- $467 higher in salaries and benefits due to reallocation of staff from Wastewater and Stormwater to Water.
- $30 higher in construction and maintenance materials.
- $11 higher for meter purchases and parts due to equipment end of life cycles.
- $173 lower in water purchase due to lower water usage than expected.

Wastewater - $4 thousand lower than budget

Revenue - $926 thousand lower than budget

- $942 lower in wastewater service charges due to lower water usage than expected.

Expense – $921 thousand lower than budget

- $360 lower in salaries and benefits due to reallocation of staff from Wastewater and Stormwater to Water.
- $205 lower in wastewater treatment charges due to lower water usage than expected.
- $63 lower in contracted services due to fewer sewer investigation credits issued.
- $55 lower in City-owned equipment charges.

Storm - $201 thousand higher than budget

Revenue – $6 thousand lower than budget

- No significant variances.

Expenses - $207 thousand lower than budget

- $93 lower in salaries and benefits, due to reallocation of staff from Wastewater and Stormwater to Water.
- $40 lower due to less professional services incurred for water quality monitoring samples performed.
- $38 lower in contracted services due to discontinuation of the storm rate model.
- $33 lower in construction materials and maintenance.

Solid Waste Management – $834 thousand higher than budget

Revenue – $4 thousand higher than budget

- No significant variances.

Expenses - $830 thousand lower than budget

- $636 lower in contracted services due to new recycling contract at lower rates.
- $37 lower in salaries and benefits due to vacancies and backfilling of positions.
- $36 lower in landfill & dryfill in part due to overall volume decrease post pandemic between solid waste and composting.
- $36 higher in construction materials due to damaged cart replacements.
- $23 lower in professional services for landfill enviro monitoring project carried forward into next year with no rate impact.
- $18 lower in natural gas costs due to current market trends.

Utility Capital Summary

Budget vs. Actual Comparison

Table 4 illustrates that to date, $26.2 million has been spent out of a $75.3 million cumulative budget, with:

- 48 projects on budget
- 7 projects below budget

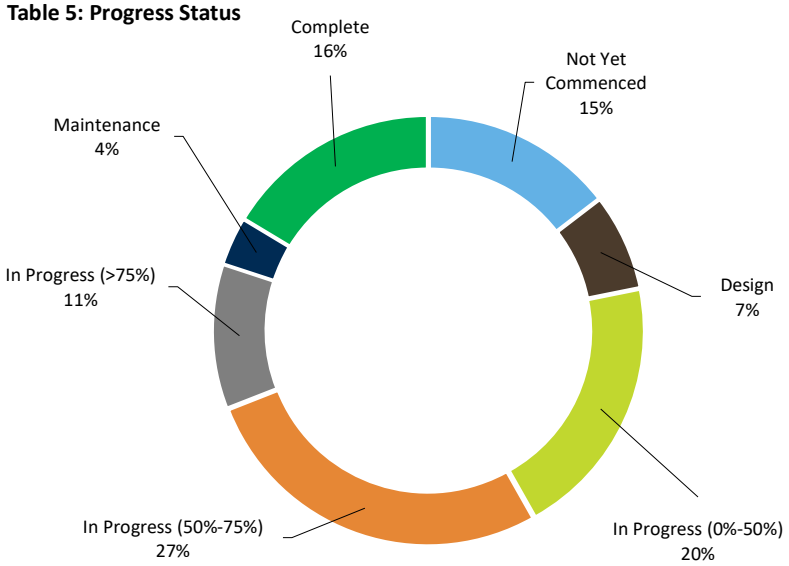
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	No. of Projects
2022	1,114	18,655	11
2021	1,915	19,377	10
2020	2,300	9,423	10
Prior	20,903	27,839	24
TOTAL	**$26,232**	**$75,294**	**55**

Project Status

As shown in Table 5, 85% of the 55 projects are currently in progress or complete.

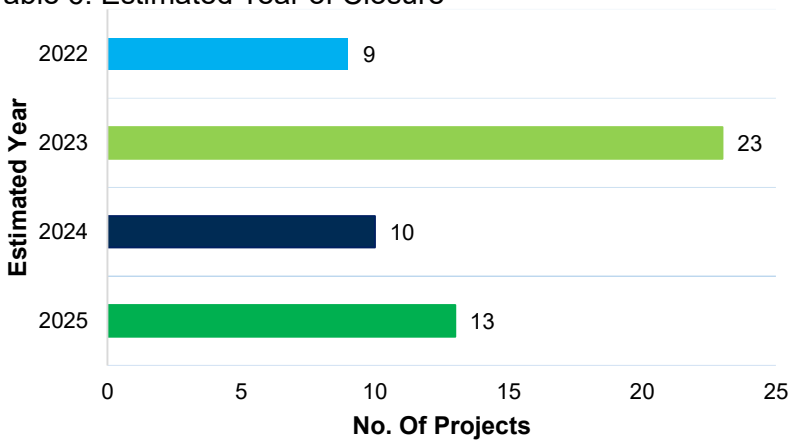
Table 5: Progress Status



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

Table 6: Estimated Year of Closure



Investments

As of December 31, 2022, the City has $258 million in cash and investments and earned $5.3 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.

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarterly liquidity ratio was 1.14:1.00 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.

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 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	90,654	35.13%
BMO	59,480	23.05%
Scotiabank	37,248	14.44%
RBC Commercial	25,067	9.71%
HSBC	20,148	7.81%
CWB	15,197	5.89%
ATB	10,022	3.88%
Servus	208	0.08%
Total	258,024	100.00%

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

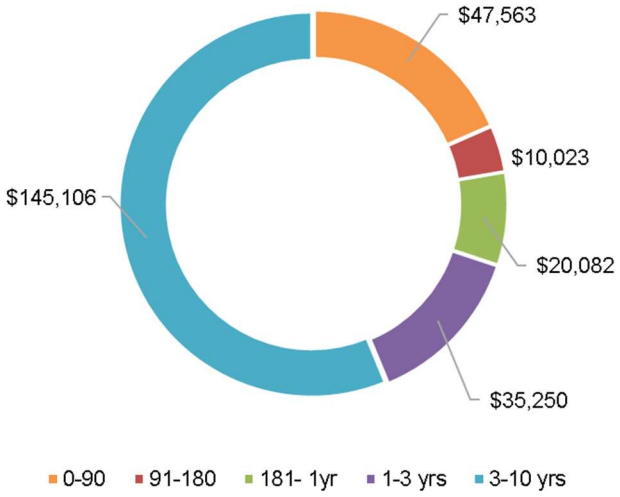


Table 9: Rate of Return Comparison

Type	Term	St. Albert Average Portfolio Rate	Bank of Canada T-Bill and Bond Rates
Cash and Short Term Investments	0-90	4.84%	4.25%
	91-180	5.51%	4.36%
	181- 1yr	5.62%	4.51%
	>1 - 3 yrs	3.71%	4.51% to 3.77
Long Term Investments	>3 - 10 yrs	2.38%	3.77% to 3.29%

Reserves

Table 10: Reserve Balances

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 21,446	$ 23,350	$ (9,547)	$ 13,803
Capital	82,837	76,041	(30,231)	45,809
Utilities	68,867	61,025	(33,580)	27,445
Outside Agencies	144	135	9	144
TOTAL	**$ 173,294**	**$ 160,551**	**$ (73,349)**	**$ 87,202**

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 December 31, 2022 is $87 million of which:

- 16% for property tax stabilization and contingency funding.
- 53% 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.

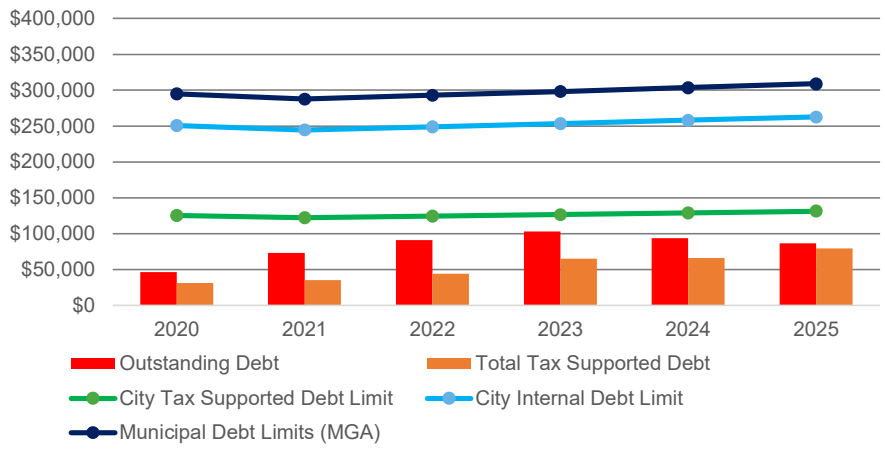
Debt

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 $91.3 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 $37.1 million expiring in 2026, 2027, 2028, 2040, and 2041.
- Range Road 260 of $20.4 million expiring in 2041
- North St. Albert Trail of $18.3 million expiring 2040 and 2041
- North Interceptor Trunkline of $8.3 million expiring in 2022 and 2038.
- Servus Place of $5.4 million expiring in 2024 and 2025.
- Fire Hall #4 of $1.8 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 DECEMBER 31, 2022

In Thousands of Dollars

		Project To Date	Project Budget	Project Status
Council				
415102	Railroad Safety Enhancement	1,146	1,165	In Progress > 75%
		$1,146	$1,165	
General Government				
415505	Central Records Shelving Upgrade	5	57	Not Yet Commenced
415506	Smart City Master Plan & Alliance	38	75	In Progress 50-75%
415508	Financial System Softw are	194	300	In Progress 50-75%
416508	Financial System Softw are	449	1,121	In Progress 50-75%
419427	Smart Facility Monitoring	-	30	In Progress 0-50%
419503	Non-Emerg Radio System Replace	353	353	Complete
419504	Municipal Area Netw ork	520	550	In Progress > 75%
420425	Solar Photovoltaics (PV) Program	448	500	Maintenance
420426	Watershed Resiliency & Restor Grant	125	158	Maintenance
420428	Solar Farm	244	335	Complete
420503	Non-Emergency Radio System Replace	637	1,075	In Progress 50-75%
421418	Servus Place LED Lighting Retrofit	751	751	Complete
421419	Energy Efficiency Replace Prgm	-	331	In Progress 0-50%
421425	Solar Photovoltaics (PV) Program	1,499	1,500	Complete
421427	Smart Facility Monitoring	9	81	In Progress 0-50%
421433	Contaminated Sites Remediation	25	35	In Progress > 75%
421501	IT Lifecycle Replace Plan	590	790	In Progress > 75%
421506	MEO E-Ticketing System	18	50	In Progress > 75%
422501	IT Lifecycle Replace Plan	62	750	In Progress 0-50%
422502	IT Office Automation	47	50	Complete
422504	Municipal Area Netw ork Expansion	-	100	In Progress 0-50%
422506	Enterprise Asset Management	0	1,401	In Progress 0-50%
422507	Next Gen 911 Implement & Syst Rep	28	1,194	In Progress 0-50%
		$6,042	$11,586	
Community & Recreation Services				
416312	Park Planning and Standards Model	370	400	Complete
416317	Founders Walk Phase 3 - Design	190	250	In Design
416318	Heritage Park Design (phase 3)	115	216	In Design
417310	Erin Ridge North Park Construction	505	505	Complete
418310	Grey Nuns White Spruce Park Construct	206	206	Complete
419305	City Sportsfield Rehab Prgm	317	317	Complete
419310	Park Signage Program	156	297	In Progress 50-75%
419311	Lacombe Dog Park Enhancements	44	79	Complete

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

		Project To Date	Project Budget	Project Status
419312	Arena Ammonia Ice Plant	603	605	Complete
419320	Visual Arts Studio Lifecycle	-	12	In Design
419341	Meadow view Land	12	-	
419428	Kingsmeade Park Develop	2,956	3,940	In Progress > 75%
420301	Servus Lifecycle Replacement Prgm	450	456	Complete
420302	Aquatics Lifecycle Replace Plan	253	255	Complete
420305	City Sportsfield Rehab Prgm	313	317	Complete
420309	Lacombe Park Construction	1,136	1,300	Maintenance
420312	Neighborhood Park Development	228	250	Maintenance
420320	Visual Arts Studio Lifecycle	-	15	In Design
420360	Community Capital Grant Prgm	155	250	In Progress 50-75%
421301	Servus Lifecycle Replacement Prgm	1,752	1,777	In Progress > 75%
421302	Aquatics Lifecycle Replace Plan	87	90	Complete
421303	Fow ler Athletic Park Refurbishment	2,920	2,924	Complete
421304	Larose Park Court Refurbishment	391	470	Complete
421305	City Sportsfield Rehab Prgm	308	317	Maintenance
421307	City Playground Lifecycle Prgm	160	160	Complete
421309	Disc Golf Feasibility Study	14	15	Complete
421312	Neighborhood Park Development	1,487	2,040	In Progress > 75%
421313	RWP Meadow view - Construction	2,636	3,156	Maintenance
421314	Community Amenities Site Planning	300	500	In Progress 50-75%
421315	Oakmont Trail Phase 2	161	298	In Progress 50-75%
421320	Visual Arts Studio Lifecycle	-	39	In Design
421321	Pottery Studio Gas Kiln Upgrade	-	140	In Design
421340	Arden Theatre Lifecycle Plan	178	228	Complete
421360	Community Capital Grant Prgm	89	250	In Progress 0-50%
422301	Servus Lifecycle Replacement Prgm	441	823	In Progress 50-75%
422302	Aquatics Lifecycle Replace Plan	407	417	In Progress > 75%
422306	Kingsw ood Park Disc Golf Course	24	100	In Progress 0-50%
422307	City Playground Lifecycle Prgm	402	379	Maintenance
422308	Kingsw ood Park Boat Dock	87	182	In Progress 0-50%
422312	Neighborhood Park Development	350	703	In Progress 0-50%
422313	RWP Meadow view - Construction	117	368	In Design
422314	Community Amenities Site Planning	-	1,000	Not Yet Commenced
422316	Outdoor Rec & Parks Infrastruc Rehab	70	165	Maintenance
422320	Visual Arts Studio Lifecycle	-	28	In Design
422340	Arden Theatre Lifecycle Plan	1	221	In Progress 0-50%
422360	Community Capital Grant Prgm	6	250	In Progress 0-50%
422361	ACA Rec Hub Funding	-	1,500	In Design
		$20,398	$28,205	

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

		Project To Date	Project Budget	Project Status
Emergency Services				
417316	Fire Dispatch ProQA System	26	33	Complete
418331	Fire Station #1 – Reconstruct	1,053	1,052	Complete
418333	Automated Station Alerting	329	301	Complete
419332	Emerg Response Veh	-	188	In Progress 0-50%
419334	Policing Bldg Accomm	100	100	Maintenance
420331	Fire Station #1 – Construction	13,471	14,100	In Design
420332	Fire Station #4	2,129	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	Complete
420336	Policing Bldg Accomm	278	278	Not Yet Commenced
421330	Emergency Equip Replace Plan	272	272	Maintenance
422330	Emergency Equip Replace Plan	40	107	Complete
422334	Policing Bldg Accomm	261	5,000	Complete
422337	Fire Station #1 - Decommissioning	120	853	In Design
		$18,079	$43,414	
Public Operations				
412420	Campbell Road Park & Ride	21,764	25,600	Complete
414804	Transit Smart Fare & Smart Bus	3,132	3,992	In Progress > 75%
419803	SAP Bldg Replace Prgm	304	310	Maintenance
419804	Energy Efficiency Replace Prgm	113	131	In Progress > 75%
420350	Transit Bus Lifecycle Replace	281	416	In Progress 50-75%
420801	PW Mobile Equip Replace Plan	2,338	2,535	In Progress > 75%
420807	Municipal Facilities - Repairs & Renew al	4,770	4,770	Complete
420808	PW Asphalt Emulsion Storage Tank	28	28	Complete
421350	Transit Bus Lifecycle Replace	9	758	In Progress 0-50%
421801	PW Mobile Equip Replace Plan	1,800	1,847	In Progress > 75%
421806	Shop &Yard Equip Replace	38	40	In Progress > 75%
421807	Municipal Facilities - Repairs & Renew al	6,258	6,258	Complete
422350	Transit Bus Lifecycle Replace	-	265	In Progress 0-50%
422801	PW Mobile Equip Replace Plan	666	2,405	In Progress 0-50%
422806	Shop & Yard Equip Replace	-	40	In Progress 0-50%
422807	Municipal Facilities - Repairs & Renew al	1,258	4,775	In Progress 0-50%
		$42,760	$54,170	

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

		Project To Date	Project Budget	Project Status
Planning & Engineering				
416418	Noise Attenuation Data Collection	92	200	In Progress 50-75%
417411	Lane Reconstruct Prgm	1,350	1,350	Complete
417421	SA Trail Traffic Signal Optimization	179	208	In Progress > 75%
418404	City Owned Parking Lots Rehab	1,411	1,515	In Progress > 75%
418411	Lane Reconstruct Prgm	349	1,600	In Progress 0-50%
418415	Buildings Life Cycle Program	207	225	In Progress > 75%
418425	Municipal Development Plan	898	1,094	In Progress > 75%
419404	Paved Parking Lot Program	3	165	In Design
419411	Back Lanes Program	-	1,350	In Design
419412	Roadway Rehab Prgm	1,997	2,000	Complete
419415	Buildings Life Cycle Program	113	235	In Design
419421	N SA Trail Corridor Mgmt Implement	16,596	26,500	In Progress 0-50%
419422	Municipal Eng Stds Update	206	300	Complete
419423	Fowler Way	3,293	6,660	In Design
419425	Accessibility Initiatives	37	300	In Progress 0-50%
420401	Arterial Rehab Prgm	1,542	1,543	Complete
420412	Roadway Rehab Prgm	1,795	1,800	Complete
420413	Bridge Prgm	202	319	In Progress 50-75%
420414	Barrier Wall Study & Replace	3,130	3,768	Maintenance
420424	Ray Gibbon Improvements	25,368	28,715	In Progress > 75%
421402	Collector Roadway Prgm	868	957	In Progress > 75%
421406	Multi-Use Trail Rehab Prgm	377	385	In Progress > 75%
421407	Sidewalk Program	500	500	Complete
421408	Transportation Systems Mgmt	732	732	Complete
421409	Active Transport Plan	1,100	1,100	Complete
421412	Roadway Rehab Prgm	1,951	2,100	Complete
421413	Bridge Prgm	191	275	In Progress 50-75%
421416	Traffic Calming Strategies	513	513	Complete
421417	Traffic Signal Maintenance	500	500	Complete
421420	RR260 - Community Amenities & Lakeview	20,117	30,000	Maintenance
421421	ITS Strategy Implementation	498	498	Complete
421426	Capital Projects Maintenance	79	200	In Progress 0-50%
421428	Land Use Bylaw Update	129	466	In Progress 0-50%
421429	Lakeview/Badger Lands ASP	222	400	In Progress 0-50%
421430	Edmonton Annexation	27	50	In Progress 50-75%

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

		Project To Date	Project Budget	Project Status
422401	Arterial Rehab Prgm	0	1,680	Not Yet Commenced
422402	Collector Roadway Prgm	957	957	Complete
422403	Local Roadway Prgm	1,511	1,515	Complete
422404	Paved Parking Lot Prgm	(0)	150	In Progress 0-50%
422405	Permanent Line Marking Rehab	170	200	In Progress > 75%
422406	Multi-Use Trail Rehab Prgm	141	273	In Progress 50-75%
422407	Sidewalk Program	503	600	In Progress > 75%
422408	Transportation Systems Mgmt	596	710	In Progress > 75%
422409	Active Transport Plan	122	150	In Progress > 75%
422410	Intersection Improvements	90	500	In Progress 0-50%
422411	Back Lanes Prgm	(0)	1,215	In Design
422412	Roadway Rehab Prgm	1	2,457	In Design
422413	Bridge Prgm	-	359	In Progress 0-50%
422416	Traffic Calming Strategies	263	327	In Progress > 75%
422417	Traffic Signal Maintenance	499	500	Complete
422418	Villeneuve Rd Rebuild	3,222	4,097	In Progress > 75%
422427	DARP Project Prioritization	16	165	In Progress 0-50%
422428	Mature Neighbourhood Revitalization Strate	-	208	In Design
422429	Lakeview /Badger Lands ASP	-	200	In Progress 0-50%
422430	Fleet Unit 4534 Replacement Upgrade	-	138	Not Yet Commenced
		$94,661	$134,921	
	Total	**$183,085**	**$273,460**	

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING DECEMBER 31, 2022

In Thousands of Dollars

		Project To Date	Project Budget	Project Status
Utilities				
416442	Rivercrest Lift Station Rehab	2,000	2,000	Complete
416457	Beaudry Place Storm Drainage Upgrade	684	750	Maintenance
417430	Water Network LOS	1,585	1,633	In Design
417431	Sturgeon Heights Pumphouse Rebuild	524	524	Complete
417441	WASTWT Main Replacement	1,036	1,153	In Progress 50-75%
417442	WASTWT Lift Station Studies	519	550	In Progress 50-75%
417451	STORM Infrastructure Rehab	1,894	1,984	Complete
417453	Sediment and Erosion Control	316	385	In Progress > 75%
418430	Water Network LOS	1,184	1,252	In Progress 50-75%
418440	WASTWT Collection System LOS	2,758	2,758	Complete
418450	NE Storm Outfall (Proj 5)	163	1,000	Complete
418452	STORM Mgmt LOS	1,116	1,377	In Progress > 75%
418453	Sediment and Erosion Control	1,723	2,036	In Progress > 75%
418836	Utility Master Plan	157	210	Complete
418845	WASTWT Rehab Prgm	188	256	In Progress > 75%
418847	Utility Master Plan	177	210	Complete
418851	STORM Infrastructure Rehab	795	1,922	In Progress 50-75%
418852	Utility Master Plan	186	210	Complete
419740	WASTWT Collection System LOS	133	440	In Progress 50-75%
419741	WASTWT Main Replacement	424	688	In Progress 50-75%
419751	STORM Infrastructure Rehab	289	295	Maintenance
419752	STORM Mgmt LOS	931	3,740	In Progress 0-50%
419753	Sediment and Erosion Control	2,120	2,395	In Progress 0-50%
419761	Recycle Yard Upgrades	1	70	In Progress 0-50%
420730	Water Network LOS	157	1,240	In Progress 0-50%
420737	Pump Station and Reservoir Rehab Prgm	133	200	In Progress 50-75%
420740	WASTWT Collection System LOS	903	1,417	In Progress 50-75%
420745	WASTWT Rehab Prgm	250	268	In Progress > 75%
420747	WASTWT SCADA System Upgrades	771	950	In Progress > 75%
420751	STORM Infrastructure Rehab	17	1,560	In Design
420752	STORM Mgmt LOS	49	1,915	In Design
420753	Sediment and Erosion Control	-	1,715	Not Yet Commenced
420754	Stormwater SCADA System Upgrades	10	130	In Progress 0-50%
420761	Recycle Yard Upgrades	10	28	In Progress 0-50%
421730	Water Network LOS	723	2,440	In Progress 50-75%
421735	Water System Infrastructure Rehab	312	530	In Progress 50-75%

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

		Project To Date	Project Budget	Project Status
421737	Pump Station and Reservoir Rehab Prgm	-	200	Not Yet Commenced
421740	WASTWT Collection System LOS	397	490	In Progress 50-75%
421741	WASTWT Main Replacement	27	688	In Progress 50-75%
421745	WASTWT Rehab Prgm	-	268	In Progress 0-50%
421747	Vac Truck	456	500	Complete
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
422730	Water Network LOS	35	4,488	In Progress 0-50%
422735	Water System Infrastructure Rehab	48	541	In Progress 0-50%
422737	Pump Station and Reservoir Rehab Prgm	792	1,850	In Progress 0-50%
422740	WASTWT Collection System LOS	-	3,114	In Progress 50-75%
422741	WASTWT Main Replacement	-	702	In Progress 50-75%
422745	WASTWT Rehab Prgm	-	273	In Progress 0-50%
422746	WASTWT Household Service Replace	143	250	In Progress 50-75%
422747	NE Servicing Projects	96	2,000	In Design
422751	STORM Infrastructure Rehab	-	2,075	Not Yet Commenced
422752	STORM Mgmt LOS	-	2,106	Not Yet Commenced
422753	Sediment and Erosion Control	-	1,256	Not Yet Commenced
		$26,232	$75,294	
	Total	**$26,232**	**$75,294**	

*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, 2022

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	9,946	13,142	(3,362)	9,779
Operating Program	7,718	6,538	(6,117)	421
Risk Management Reserve	1,307	1,224	(61)	1,163
Traffic Safety	88	78	10	88
Children's Festival Reserve	61	61	-	61
RCMP Contract Expense Reserve	1,134	1,134	-	1,134
Safety Enhancement Reserve	312	355	(77)	278
Election and Census Reserve	879	819	60	879
Total Operating	**21,446**	**23,350**	**(9,547)**	**13,803**
Internal Financing Reserve	(3,296)	(3,737)	441	(3,296)
Major Recreational Lands & Facilities	5,266	4,646	91	4,737
Offsite Levy Recoveries	25,540	22,901	(11,180)	11,721
Lifecycle	36,294	28,787	(421)	28,366
Municipal Land and Facilities Reserve	4,032	1,365	530	1,895
Capital Funding	12,166	18,394	(16,974)	1,420
Growth Stabilization Reserve	2,742	3,590	(2,712)	878
Energy Efficiency Reserve	93	93	(5)	88
Total Capital	**82,837**	**76,041**	**(30,231)**	**45,809**
Total Utilities	**68,867**	**61,025**	**(33,580)**	**27,445**
Outside Agency Operating	94	85	9	94
Outside Agency Capital	50	50	-	50
Total Outside Agency	**144**	**135**	**9**	**144**
	173,294	**160,551**	**(73,349)**	**87,202**

**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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