



CITY OF ST. ALBERT

CORPORATE REPORT

QUARTER ONE

RELEASED
May 16, 2023

2023



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 one stands as of March 31, 2023.

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 City 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 Strategic Plan was then reviewed and validated by Council in January 2023 at which time one additional strategy was added to the Community Well Being priority area.

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 City Administration to prioritize initiatives over the next four years and is used to prioritize budget and new budget requests. With the updates made to the Council Strategic Plan in January 2023, Council also received an updated Corporate Business Plan for information in March 2023.

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	Estimated Completion	Department
1.1 Lakeview Business District Servicing	The timing of the Lakeview Business District Servicing initiative has been delayed and will be re-evaluated once the St. Albert West Area Structure Plan (ASP) infrastructure servicing design reports are completed, and the ASP is approved by Council. City Administration anticipates the servicing design for the Lakeview Business district to begin in quarter four 2023.	12/31/25	Engineering Services
1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan	An update of the St. Albert West Area Structure Plan (ASP) project was provided to the Standing Committee of the Whole (SCOW) on February 14, 2023. Comments from SCOW were reviewed by City Administration and a Council memo was prepared as follow up to the discussion. City Administration continued to review the alignment of policies between the St. Albert West ASP and Land Use bylaws. City Administration also continued to work towards completing the Transportation Impact Assessment and Servicing Design brief for the ASP, as well as an additional review and analysis of natural features within St. Albert West. Once the ASP is ready, it will follow a formal 21-day circulation period for public comment through the Cultivate the Conversation website before going to Council for first reading. City Administration is anticipating that the St. Albert West ASP bylaw will be ready for first reading in quarter three 2023.	12/31/23	Planning & Development
1.3 Regional and Sub-Regional Economic Development	Regional Economic Development Officers were engaged to provide feedback on 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. The cloud-based tool will be available for beta testing by municipalities in April 2023. A final version of the financial model will be presented to regional Mayors at the June 2023 Oversight Committee meeting. The CED working group met with the consultant hired to complete the Site Identification Methodology and Tool to finalize the workplan and refine the scope, deliverables, and timelines. When completed the Site Identification Methodology and Tool will outline a unique set of criteria that municipalities can use to evaluate the suitability of sites in the region for specific target sector investment. Municipal partners were also engaged to provide geographic information system (GIS) data for the development of the model. Work on the Site Identification Methodology and Tool will continue to progress through quarter two 2023.	12/31/23	Government / Indigenous Relations & Environment

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	Estimated Completion	Department
1.4 Update of the Land Use Bylaw	City Administration reviewed and revised the following sections of the draft Land Use Bylaw (LUB): • Public Service and Institutional District, • Future Urban Development District, • Regional Commercial District, • Alternative Jurisdiction District, • Multiple Residential Districts. In addition, City Administration met to discuss residential districts and the alignment of the LUB with the St. Albert West Area Structure Plan. Public engagement to present the draft LUB for community review and comment is planned for quarter four 2023.	12/31/23	Planning & Development
1.5 Integration of Annexed Lands into City Technical Plans and Studies	City Administration met with ISL Engineering early March 2023 for a final review of the draft Servicing Bridging document and provided feedback for final incorporation. As per updated Corporate Business Plan shared with Council on March 21, 2023 (AR-23-146), this project has been paused and will start again in 2024 once other priority projects are completed.	12/31/25	Planning & Development
✓ 1.6 Green Tape 2 .0	Recommendations from the Competitive Analysis report have been completed and ongoing work will continue to ensure that Planning and Development processes are reviewed and improved on a regular basis.	12/31/23	Engineering Services
✓ 1.7 Investment Attraction Strategy	Development of the Investment Attraction Strategy was completed. A presentation to the Standing Committee of the Whole (SCOW) is scheduled for April 11, 2023. Following the Council presentation City Administration will publish the report in the Economic Development section of the City website.	4/30/23	Economic Development
1.8 Infill Strategy	This project was deferred to 2024 as per the updated Corporate Business Plan shared with Council on March 21, 2023. This will enable the team to focus on higher priority items in 2023 before continuing with this project. The associated project plan has been completed and approved based on the updated project schedule.	12/31/25	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	Estimated Completion	Department
2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization	On January 10, 2023, Council approved second and third readings to the Downtown Area Redevelopment Plan (DARP) Bylaw amendments. These readings addressed minor housekeeping amendments necessary to increase clarification, and to ensure alignment with the newer Municipal Development Plan (MDP) and the forthcoming Land Use Bylaw (LUB) update. City Administration is working on a traffic impact assessment for downtown, which will provide insight into the anticipated impacts of implementing key initiatives referenced within DARP, as Downtown population/employment activity increases into the future. A report and presentation to the Standing Committee of the Whole (SCOW) covering traffic impact assessment and broader recommendations pertaining to the prioritization of capital projects and other downtown initiatives is anticipated for Summer 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	Estimated Completion	Department
2.2 Planning for Millennium Park Development	Project planning is in progress and anticipated to be complete by end of April 2023. A request for proposal for design services is being drafted, subject to a Standing Committee of the Whole discussion on April 4, 2023. Progress has been delayed to enable further conversations with Council on the desired outcomes and design features of the park. Timing of the project is being aligned as closely as possible with the Lions Park Rehabilitation Project to gain efficiencies.	12/31/25	Recreation & 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	Estimated Completion	Department
2.3 Downtown Stakeholder Coordination	A Town Hall meeting was hosted in January 2023, where participating downtown stakeholders focused on collaborative and coordinated efforts towards a vibrant downtown. The City has been supporting the downtown businesses through their endeavor of establishing a Business Improvement Area (BIA) and formalizing a downtown business association steering committee. The downtown business association steering committee intends to comply with all legislative requirements to formally request a BIA be established in the downtown and is expected to submit the necessary documents in quarter two 2023 to initiate the formalization process. Once the formal BIA submission is received the City will be responsible for numerous activities, such as verification of signatures, mailout to all potential taxpayers in the proposed BIA boundary, preparing Council reports/presentations and bylaws, and communicating with all impacted departments. A Business Retention and Expansion Triage Survey is scheduled for quarter two 2023. The survey will provide reporting on support opportunities for businesses downtown and the business community at large.	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	Estimated Completion	Department
3.1 Advance Mixed Market Housing Development	City Administration continued Federal and Provincial advocacy efforts with key messages being coordinated with Homeland Housing. Homeland Housing completed soils and environmental testing in March 2023. The purpose of the investigation is to provide general soils and water table information and building foundation options for the proposed development site. Colliers Project Leaders were retained by Homeland Housing as the primary project management consultant, with Berry Architecture and Associates as the project Architect. Preliminary design concept development commenced and is being coordinated with City Administration in alignment with the Downtown Land Use District requirements. The project is being planned in two phases but could be developed congruently if anticipated grant and loan opportunities become available. Homeland Housing began preparations, with assistance from City Administration, for the Government of Alberta's Affordable Housing Partnership Program Request for Proposal (RFP) application anticipated for quarter two 2023. Homeland Housing will also be pursuing other grant funding opportunities as they become available. The conveyancing agreement between the City and Homeland Housing is under development with an anticipated completion in May 2023.	12/31/24	Planning & Development
3.2 Feasibility Study for Youth Transitional Housing	A Request for Proposal (RFP) was completed, and the contract will be awarded to the successful consultant in April 2023. The first step following the appointment of the contract will be to conduct a current state analysis. Work with stakeholders and youth to complete an updated assessment of the needs of vulnerably unhoused residents is anticipated for quarter two 2023, leaving the next two quarters for the remaining deliverables.	12/31/23	Community Services

Initiatives	Progress Update	Estimated Completion	Department
3.3 Enhance Housing Options	The project plan was approved with two phases. Phase one will complete a housing needs assessment and phase two will develop a Housing Diversity Monitoring Program. The Housing Needs Assessment statistical data will be gathered from local, federal, and provincial sources. Information generated from the Community Social Needs initiative will also inform the Housing Needs Assessment. As per the updated Corporate Business Plan shared with Council on March 21, 2023, this project was deferred to continue in 2024. This will enable team to focus on higher priority items to better align initiatives. City Administration will continue to work on the completion of the Housing Needs Assessment through 2023 to meet provincial requirements.	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	Estimated Completion	Department
3.4 Community Amenities Needs Assessment and Concept Planning	Public engagement on the conceptual phase of the project was completed between February 7 - March 5, 2023. Overall public engagement was strong, with nearly 2,000 online survey respondents, more than 650 met with in-person, and engagement with over 20 community organizations, regional partners, Indigenous partners, and school boards. A What We Heard report is now being drafted and a final report is anticipated in April 2023. In addition, a presentation on the recommended concept plan is anticipated to be before Council by end of quarter two 2023 for feedback, prior to completion.	12/31/23	Recreation & Parks

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

Initiatives	Progress Update	Estimated Completion	Department
3.6 Indigenous Reconciliation - Synergistic Partnerships	This initiative was paused due to employment changes within City Administration's Indigenous Relations portfolio. It is anticipated that work will continue in quarter two 2023 with the development of a project plan for a Reconciliation Action Plan that would inform the future establishment of an advisory entity to Council.	6/30/24	Government / Indigenous Relations & Environment
3.7 Municipal Naming	In January 2023, the project team provided City Administration with a copy of draft revisions to the municipal naming Council Policy (C-CC005), along with two supplemental reports; What We Heard Report and the Racism, Harassment, and Discrimination Report. An In-camera presentation to the Standing Committee of the Whole (SCOW) took place on February 14, 2022 (AR-22-639) to provide a project update, review draft policy revisions, and obtain feedback. At the conclusion of the discussion City Administration was provided with additional direction and instructed to bring the policy back to SCOW when completed. City Administration is currently anticipating a return to SCOW in May 2023.	6/30/23	Planning & Development

Strategy	Foster a cohesive community that supports physical and psychological well being of all residents.

Initiatives	Progress Update	Estimated Completion	Department
3.8 Grant Program Review	Methods for managing annual predictable adjustments to grant program funding and delegation of authorities were reviewed. City Administration anticipates a return to Council for formal endorsement and policy updates by the end of quarter two 2023.	9/30/23	Recreation & Parks
3.9 Community Social Needs Assessment	Project Plan was finalized and approved. A Project start-up meeting with the contracted service provider took place in January 2023 to launch project workplan activities. Implementation of an Engagement strategy and Communication plan is scheduled to occur in quarter two 2023 and will include a public survey, a stakeholder / partner survey, facilitated stakeholder sessions, community engagement activities, pop-up events and in-person opportunities for residents to provide feedback. A What We Heard report will be presented at a community stakeholder and partner engagement session planned for Fall 2023. In addition, City Administration is scheduled to present to the Standing Committee of the Whole (SCOW) on May 9, 2023, a project update for this initiative, information on social issues and trends facing residents, and recent Provincial FCSS program changes.	12/31/23	Community Services

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	Estimated Completion	Department
✓ 4.1 Waste Minimization Strategies	The development of a Waste Minimization Strategy report was completed and will be presented to the Standing Council of the Whole (SCOW) on May 9, 2023.	3/31/23	Public Operations
4.2 Climate Adaptation Plan (Risk and Vulnerability Assessment)	On March 13, 2023, the second Edmonton Metropolitan Region Board (EMRB) Climate Risk and Vulnerability Assessment (CRVA) technical working group meeting was held. Member municipalities reviewed a summary of proposed climate impact scenarios and provided feedback. The first EMRB CRVA workshop was held virtually on March 21, 2023, with Technical Working Group members and other stakeholders. Attendees received an overview of the EMRB CRVA project, climate projections for the Edmonton Metropolitan Region, climate impact assessment process, and climate impact scenarios. Utilizing an online interactive platform, attendees provided feedback on climate impact scenarios. Additional EMRB CRVA workshops are scheduled to take place through quarter two 2023.	12/31/23	Government / Indigenous Relations & Environment
4.3 Energy Efficiency Community Based Programs	City Administration and program administrators, Alberta Municipalities (CEIP) and Summerhill (HEEG), began reviews of prequalification applications and program enrollment. To date the Clean Energy Improvement Program has 39 active files (approved prequalification applications and projects in progress) and 19 projects on the waitlist. Alberta Municipalities will be removing 10 prequalification applications off the waitlist to review. The Home Energy Efficiency Grant (HEEG) has received 93 enrollments, approved 59 and provided 2 rebates. Moving forward City Administration will continue to administer CEIP and HEEG programs and complete the Federation of Canadian Municipalities Community Efficiency Financing program reporting requirements for CEIP.	12/31/25	Government / Indigenous Relations & 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	Estimated Completion	Department
4.4 Green Environment Strategy	The project team finished the development of an Implementation Plan (Phase 4) which included tactics to support the four strategies developed in Phase 3. Lead and support departments were assigned to each tactic, including expected financial impacts. The Implementation Plan was presented to the Project Advisory Committee for review in March 2023 and feedback will be collected through April 2023. Project team members were interviewed on their experience in the development of a long-range plan. Feedback from these interviews will provide the basis for Pilot Report (Phase 5) recommendations to be considered in the development of future long-range strategies. The Pilot Report is currently under development with an anticipated completion of quarter two 2023. Upon completion of the Pilot Report, this initiative will be closed, and activities will transition to Strategy Implementation which will include communication of the Green Environment Strategy to Council and the Public.	6/30/23	Government / Indigenous Relations & 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	Estimated Completion	Department
✓ 5.1 Intermunicipal Partnerships	The City of St. Albert and Sturgeon County completed a cost sharing agreement for recreation services. The Edmonton Metropolitan Transit Services Commission (EMTSC) continued wind-down activities, and the City was refunded its 2023 member requisition. City Administration will continue to progress work with the City of Edmonton on an Intermunicipal Planning Framework, and updates will be provided to Council accordingly.	12/31/24	Government / Indigenous Relations & Environment
✓ 5.3 Strategic Alliance/Merger Opportunities	The assessment of a potential opportunity was completed. Following a detailed review, City Administration decided not to proceed with the opportunity explored. As a result, this initiative is considered completed. City Administration will continue to explore potential opportunities as part of regular work.	12/31/23	Public Operations
5.4 Long-Term Debt Strategy	Project plan was developed and signed off on by the Sponsor. A workplan was also developed to capture activities required for the project. Project team has started to capture current state and future state ideas. Municipal environmental scan is being developed to inform project deliverables. Some project activities are being paused to accommodate a debt-related presentation to Council scheduled for May 2023, which will also inform the project.	12/31/23	Financial & Strategic Services

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	Estimated Completion	Department
5.5 Arden Theatre Operating Model Options Review	Project plan was updated following the prioritization of the Corporate Business Plan projects. The scope of work was drafted for the Request for Proposals to be issued in quarter three 2023. The project is scheduled to start in quarter three 2023 to ensure that resources are available. The next steps include finalizing the scope of work and issuing Request for Proposals in quarter three 2023.	12/31/23	Community Services

Initiatives	Progress Update	Estimated Completion	Department
5.7 Implement Direction for 911 Dispatch Delivery Model Review	A Request for Proposal (RFP) for the Fire Dispatch and the backup Public Safety Answering Point (PSAP) was posted and closed. The process has moved into the evaluation and interview stage, with proponent interviews to be held in April 2023.	12/31/23	Emergency Services
5.8 Standardize Capital Project and Contract Management Procedures	The project plan for this initiative was finalized. A survey was completed among Capital Project Office (CPO) members to assist in current state process mapping. The results were reviewed and used to align the development of urgent items. The first revisions of a new Project Management Plan document were completed and circulated for review and feedback. Upon revision and completion, this document will be used to shape the chronology of future project documentation updates. Initial discussions occurred on the engagement of a business process consultant utilizing the Council approved budget for this resource. Next steps include first and second level process mapping of initial Knowledge Area Groups (Project Management Institute), completion of the new Project Management Plan document, internal stakeholder discussions on early budgeting discussions for Indigenous and environmental opportunities, and CPO engagement criteria.	12/31/25	Engineering Services
5.9 Mature Asset Management Program	Project plan was approved by the Sponsor and circulated to Asset Management Committee members for review and comments. Once the project plan is finalized by the Asset Management Committee, work will commence.	12/31/25	Engineering Services
5.14 Modernize City's Budget - Multi-year Budgeting	This initiative has been deferred to 2025 as per the updated Corporate Business Plan shared with Council on March 31, 2023 (AR-23-145). The associated project plan has been completed and approved based on the updated project schedule.	12/31/25	Financial & Strategic Services
✓ **5.15 Shared Services for Public Participation**	This initiative was completed with the implementation of the Cultivate the Conversation platform and improvements to administrative processes. As Public Participation systems and processes are maintained, City Administration will remain focused on continuous improvements.	3/31/23	Communications & Public Affairs
5.16 Enhance Records and Information Management Practice	The Records and Information Management (RIM) Program directive was revised and approved. Upon initial review of the project plan by the Sponsor, additional stakeholder feedback was requested to be collected and incorporated prior to approval. Circulation of the project plan to stakeholders has been initiated. A presentation to City Administration will be scheduled once all feedback has been collected.	12/31/24	Legal & Legislative Services

Initiatives	Progress Update	Estimated Completion	Department
5.17 Procurement Audit Implementation Phase 1 & 2	This initiative has multiple components: Defining roles and responsibilities: Roles and responsibilities as they relate to procurement have been reviewed and documented and initial stakeholder engagement is finished. Next steps include evaluating stakeholder input and presenting proposed finalized roles and responsibilities to the project team ahead of a second round of stakeholder meetings and a presentation to Leadership Team. Improved approach for corporate cards: This recommendation has been partially implemented with the issuance of a new procurement card directive, but there are dependencies with other recommendations, such as Spend Analysis, which have not started yet. 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 and two of these components will be fully implemented in 2023: first, RFx Drafter is currently in the testing stage and is expected to be fully rolled out in quarter two 2023. The final component is Vendor Performance, which is expected to be implemented by end of quarter four 2023. Development of a contract management policy: Work is on-going with the development of a contract management policy. The project team has been engaging with internal stakeholders involved with related corporate initiatives to ensure alignment and consistency.	12/31/24	Financial & Strategic Services
5.20 Internal Audit Committee Practice and Process	The Committee selected a consultant to complete the work as per the Request for Proposals. The start of the project was delayed due to contract negotiations and the availability of Committee members to schedule the kick-off meeting. The Internal Audit Steering Committee meeting was scheduled for April 13, 2023, to kick-start the project officially. Workshops with City Administration leadership teams were scheduled, to start working on the Risk Register that will be used to inform the work plan.	6/30/23	Office of the DCAO
5.22 Process Improvements for planning, development and/or engineering	Initial meetings took place with Planning and Development and Engineering teams to identify the pressure points and opportunities for improvement that can be addressed with the budget that was approved. The scope of work for the two opportunities identified will be reviewed with the Project Sponsor in April 2023 before the best approach is confirmed to move forward with this work as per Council's motion.	12/31/24	Engineering Services Planning & Development

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

Initiatives	Progress Update	Estimated Completion	Department
5.21 Advance Integrated Risk Management Framework and Practice	Initial conversations were held to determine the needs for communications, change management and training plans. Work was started on the development of some foundational communication channels, such as an intranet page for employees to access risk management information and resources. In quarter two, the project team will focus on finalizing planning requirements, establishing foundational communication channels, and completing initial training deliverables. Additionally, work on the Corporate Risk Register will be started as part of the Corporate Business Plan Internal Audit Committee Practice and Process initiative. The Corporate Risk Register will be a key tool for the City's risk management practice and will be essential in process integration work. Integrating risk management practices into existing processes is scheduled to begin in quarter three 2023.	1/31/25	Financial & Strategic Services

Initiatives Planned for Future Years

Strategic Priority	Initiatives	Start Date	Department
3. COMMUNITY WELL BEING	3.10 Inclusion, Diversity, Equity and Accessibility Strategy	1/1/24	Human Resources & Safety
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	1/1/24	Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	5.11 Customer Relationship Management Direction	1/1/24	Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	5.12 Customer Relationship Management Implementation	1/1/24	Financial & Strategic Services
5. FINANCIAL SUSTAINABILITY	5.13 Extending Online Options for Building and Development Application Process	1/1/24	Planning & Development
5. FINANCIAL SUSTAINABILITY	5.19 Procurement Audit Implementation - Phase 3	1/1/25	Financial & Strategic Services

Initiatives Previously Completed During This Council Term

Strategic Priority	Initiatives	Completed Date	Department
3. COMMUNITY WELL BEING	✓ 3.5 Ownership of Community Amenities Lands	12/31/22	Legal & Legislative Services
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

Table of Contents

Financial Summary 18

Municipal

Operating Summary by Function 19

Capital Summary 22

Utility

Operating Summary by Function 23

Capital Summary 25

Investments 26

Reserves 27

Debt 27

Appendices

Appendix 1: Municipal Capital Projects by Function 28

Appendix 2: Utility Capital Projects by Function 33

Appendix 3: Statement of Reserves 35

Appendix 4: Glossary 36

Financial Summary

The first three months of 2023 resulted in a forecasted surplus of $524 thousand. The primary drivers of the forecast surplus are the increase in interest revenue, electrical franchise fee revenue, and MSI operating grant offset by increase in employee benefit costs. As these have been incorporated into the final 2023 Consolidated Municipal and Utility Budget, which was approved by Council on May 2, 2023, they will not be reflected in the second quarter Financial Report as variances.

Municipal

Operating:

- $21 million in revenue recognized, which is 29% of budget.
- $62 million has been spent, which is 32% of budget.

Capital:

- There is a total of 153 municipal capital projects for 2023.
- To date, $151.7 million has been spent out of a $286 million cumulative budget.

Utility

Operating:

- $11 million in revenue recognized, which is 23% of budget.
- $11 million has been spent, which is 32% of budget.

Capital:

- There is a total of 55 utility capital projects for 2023.
- To date, $19.5 million has been spent out of a $109.5 million cumulative budget.

Investments

The City has $250 million in cash and investments and has earned $1.9 million in investment income to date.

Reserves

The balance is $196 million, with a forecasted year end uncommitted balance of $65 million.

Debt

The City's outstanding debt is $89.8 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY FUNCTION

FOR THE PERIOD ENDING MARCH 31, 2023

IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	$6	$23	$23	-
Executive Leadership	20	1,220	1,220	-
General Government	1,540	4,340	4,212	(128)
Community & Recreation Services	3,196	11,907	12,018	111
Emergency Services	1,696	11,124	11,124	-
Public Operations	4,493	13,949	14,110	162
Planning & Engineering	595	4,182	4,182	-
Corporate Financing	9,481	24,654	26,154	1,500
Total Revenue	$21,026	$71,397	$73,041	$1,644
Expenses				
Council	$199	$847	$847	-
Executive Leadership	1,436	6,672	6,672	-
General Government	6,067	26,520	26,390	129
Community & Recreation Services	5,352	24,958	24,884	74
Emergency Services	6,090	44,133	43,958	174
Public Operations	13,151	46,402	46,445	(43)
Planning & Engineering	2,421	11,718	11,847	(129)
Corporate Financing	27,691	35,034	36,360	(1,326)
Total Expenses	$62,406	$196,283	$197,403	$(1,120)
Excess of Revenue over Expenses				
Council	$(193)	$(824)	$(824)	-
Executive Leadership	(1,416)	(5,452)	(5,452)	-
General Government	(4,527)	(22,180)	(22,179)	$2
Community & Recreation Services	(2,156)	(13,051)	(12,866)	$185
Emergency Services	(4,394)	(33,009)	(32,835)	$174
Public Operations	(8,658)	(32,453)	(32,335)	$119
Planning & Engineering	(1,826)	(7,536)	(7,665)	($129)
Corporate Financing	(18,210)	(10,381)	(10,207)	$174
Total Revenue Over Expenses	$(41,380)	$(124,886)	$(124,362)	$524

*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 – $0 net change

No anticipated variances

Executive Leadership - $0 net change

No anticipated variances

General Government - $2 thousand lower than budget

Revenue – $128 thousand lower than budget

- $128 lower due to postponement of 2023 Census funded from reserve. Included in the May 2nd Budget Adjustment Agenda Report.

Expense - $129 thousand lower than budget

- $128 lower in expenses due to postponement of 2023 Census. Included in the May 2nd Budget Adjustment Agenda Report.

Community & Recreation Services - $185 thousand lower than budget

Revenue - $111 thousand higher than budget

- $90 higher in lesson fee revenue from an increase in aquatics programming.
- $50 higher in Servus Place day admission fees.
- $29 lower in FCSS grant reallocated to new Social Needs Assessment project

Expense - $74 thousand lower than budget

- $182 lower in Community Services wages/benefits to offset Social Needs Assessment project.
- $29 lower in FCSS grant reallocated to new Social Needs Assessment project.
- $124 higher in recreation subsidies.

Emergency Services - $174 thousand lower than budget

Revenue – no anticipated variances

Expense - $174 thousand lower than budget

- $200 lower in RCMP contract billing to year end.
- $42 higher in Rentals & Leases for fire fighting equipment.

Public Operations - $119 thousand lower than budget

Revenue – $162 thousand higher than budget

- $237 higher in grants for unbudgeted Low Income Transit Pass grant.
- $80 lower in transfer from solid waste, as solid waste carts are funded within Solid Waste operations.

Expense - $43 thousand higher than budget

- $130 higher in energy and natural gas costs due to current market trends.
- $80 lower in transfer to Mobile equipment lifecycle reserve as solid waste carts are funded within Solid Waste operations.

Planning & Engineering - $129 thousand higher than budget

Revenue – no anticipated variances

Expense – $129 thousand higher than budget

- $169 higher in energy costs due to current market trends.
- $40 lower in salaries due to vacant positions offset by temporary staff coverage.

Corporate Financing - $174 thousand lower than budget

Revenue – $1,500 thousand higher than budget

- $900 higher in interest income due to higher short-term rates and investment base. Included in the May 2nd Budget Adjustment Agenda Report.
- $492 higher due to additional MSI operating grant from the Province. Included in the May 2nd Budget Adjustment Agenda Report.
- $170 higher for electric franchise fees offset by reduction in natural gas franchise fees. Included in the May 2nd Budget Adjustment Agenda Report.

Expense – $1,326 thousand higher than budget

- $789 higher due to higher group benefit costs and elevated multi-year WCB premiums. Included in the May 2nd Budget Adjustment Agenda Report.
- $500 higher due to increased interest expense. Included in the May 2nd Budget Adjustment Agenda Report.
- $37 higher due to employment relations expense.

Municipal Capital Summary

Budget vs. Actual Comparison

Table 1 illustrates that to date, $151.7 million has been spent out of a $286 million cumulative budget, with:

- 152 projects on budget
- 1 project below budget

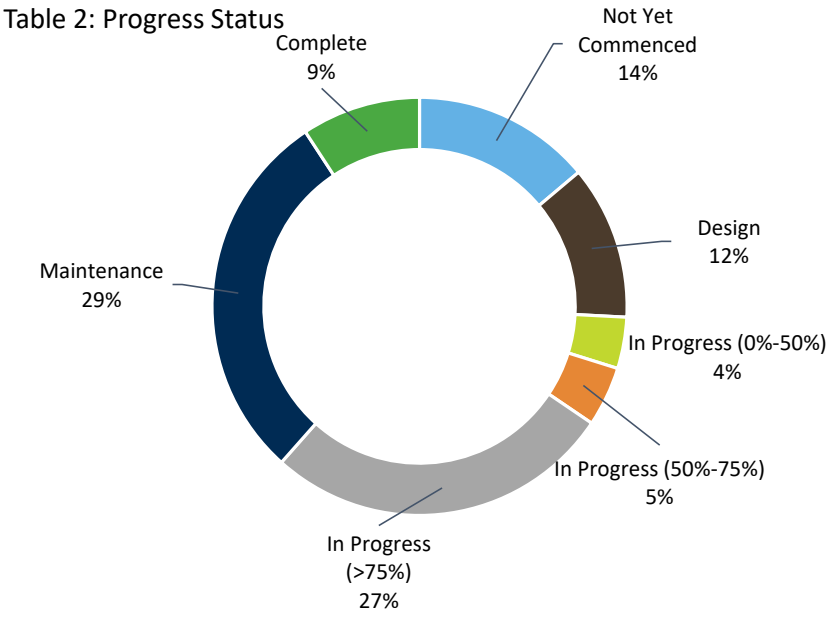
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2023	464	50,177	50,177	40
2022	11,406	36,074	36,074	40
2021	33,842	47,280	47,254	26
Prior	105,969	152,368	152,368	47
TOTAL	**$151,681**	**$285,900**	**$285,874**	153

Project Status

As shown in Table 2, 86% of the 153 projects are currently in progress or complete.

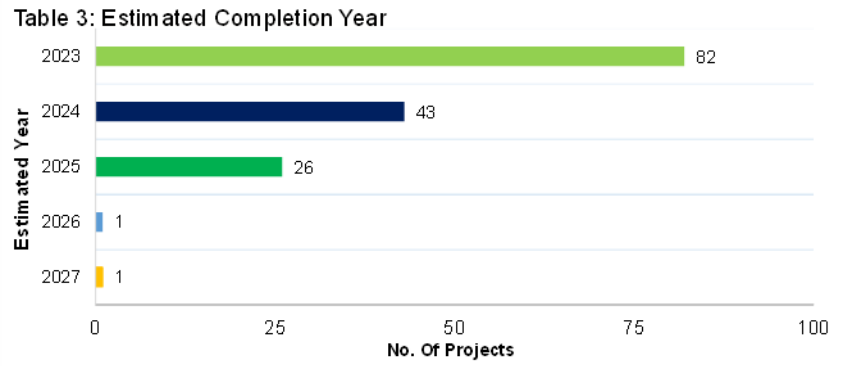
Table 2: Progress Status



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 82 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 MARCH 31, 2023

IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	$337	$1,040	$1,040	-
Water	3,240	15,161	15,166	$5
Wastewater	3,453	16,029	16,029	-
Storm	1,775	7,161	7,161	-
Solid Waste Management	2,028	8,222	8,222	-
Total Revenue	$10,833	$47,612	$47,617	$5
Expenses				
Utility Finance	$337	$1,040	$1,040	-
Water	3,730	11,053	11,177	$(124)
Wastewater	3,965	13,522	13,516	6
Storm	733	1,917	1,920	(3)
Solid Waste Management	2,373	7,614	7,619	(5)
Total Expenses	$11,138	$35,147	$35,272	$(125)
Transfer to Reserve				
Water	$490	$4,108	$3,989	$119
Wastewater	-513	2,507	2,513	(6)
Storm	1,042	5,244	5,241	3
Solid Waste Management	-345	608	603	5
Total Transfer to Reserve	$(306)	$12,466	$12,346	$(120)

*Variance represents the difference between budget and forecast amounts.

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

Utilities Operating Variance Analysis (In Thousands of Dollars)

Utility Finance - $0 net budget

No anticipated variances

Water - $119 thousand lower than budget

Revenue – No significant variances

Expense – $124 thousand higher than budget

- $80 higher for meter purchases and parts due to equipment end of life cycles
- $25 higher in electricity and natural gas due to current market trends
- $12 higher in City owned equipment charges.

Wastewater - $6 thousand higher than budget

No significant variances

Storm - $3 thousand lower than budget

No significant variances

Solid Waste Management – $5 thousand higher than budget

No significant variances

Utility Capital Summary

Budget vs. Actual Comparison

Table 4 illustrates that to date, $19.5 million has been spent out of a $109.5 million cumulative budget, with:

- 55 projects on budget

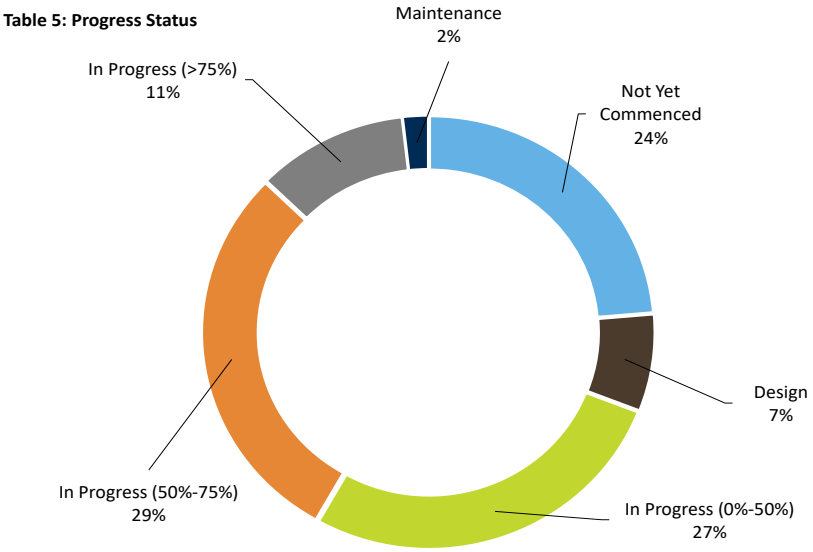
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2023	430	43,581	43,581	9
2022	1,870	18,655	18,655	11
2021	1,460	18,877	18,877	9
Prior	15,725	28,365	28,365	26
TOTAL	**$19,486**	**$109,478**	**$109,478**	55

Project Status

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

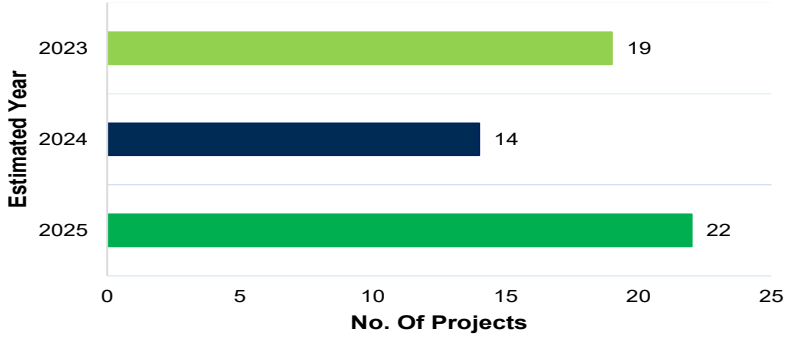
Table 5: Progress Status



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

Table 6: Estimated Year of Closure



Investments

As of March 31, 2023, the City has $250 million in cash and investments and earned $1.9 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.

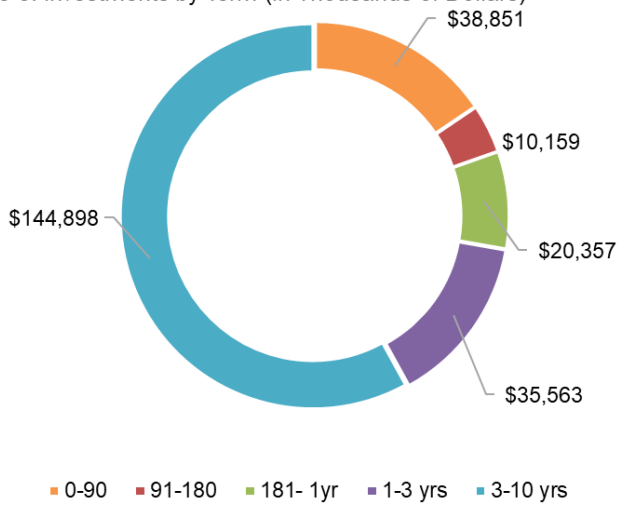
Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	90,518	36.23%
BMO	59,423	23.79%
Scotiabank	43,725	17.50%
RBC Commercial	20,311	8.13%
CWB	15,294	6.12%
HSBC	10,204	4.08%
ATB	10,153	4.06%
Servus	200	0.08%
Total	249,828	100.00%

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarterly liquidity ratio was 0.99:1.00 which is slightly below the minimum requirement. This is temporary due to a large outflow of cash in Q1 ($9.0 million school payments and $1.7 million debt payments). There is a large inflow of cash mid-year which will bring the ratio above 1.00:1.00 in Q2. 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 Bond rates due to significant rate fluctuations in the first quarter of 2023. 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	4.99%	4.30%
	91-180	5.51%	4.34%
	181- 1yr	5.62%	4.30%
	>1 - 3 yrs	3.71%	4.30% to 3.53%
Long Term Investments	>3 - 10 yrs	2.38%	3.53% to 2.93%

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 March 31, 2023 is $65 million of which:

Table 10: Reserve Balances

	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 21,074	$ 21,446	$ (9,257)	$ 12,189
Capital	105,775	84,899	(32,495)	52,405
Utilities	68,646	68,867	(68,700)	167
Outside Agencies	153	144	9	153
TOTAL	**$ 195,648**	**$ 175,356**	**$ (110,443)**	**$ 64,913**

- 19% for property tax stabilization and contingency funding.
- 81% for replacement of existing municipal equipment, infrastructure, and future capital projects.

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

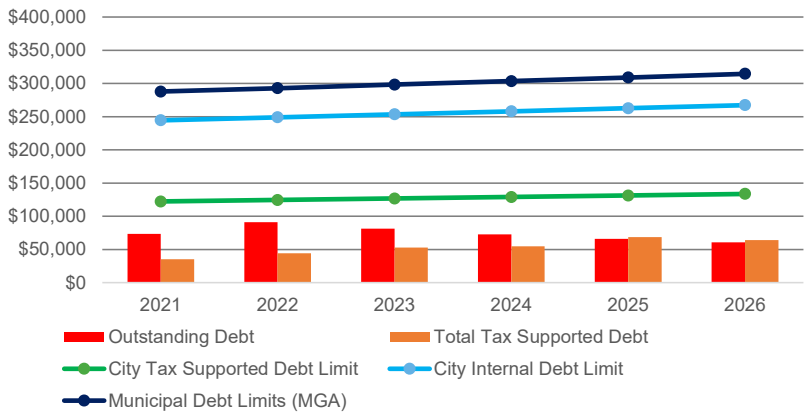
Debt

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 $89.8 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 $36.9 million expiring in 2026, 2027, 2028, 2040, and 2041.
- Range Road 260 of $20.3 million expiring in 2041
- North St. Albert Trail of $18.3 million expiring 2040 and 2041
- North Interceptor Trunkline of $8.1 million expiring in 2022 and 2038.
- Servus Place of $4.4 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 MARCH 31, 2023

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project Status
Council						
415102	Railroad Safety Enhancement	1,164	1,165	1,165	-	Complete
Total Council		$1,164	$1,165	$1,165	$-	
General Government						
415505	Central Records Shelving Upgrade	5	57	57	-	Not Yet Commenced
415506	Smart City Master Plan & Alliance	38	75	75	-	In Progress 50-75%
415508	Financial System Softw are	194	300	300	-	In Progress 50-75%
416508	Financial System Softw are	665	1,388	1,388	-	In Progress > 75%
419427	Smart Facility Monitoring	-	30	30	-	In Progress 0-50%
419504	Municipal Area Netw ork	550	550	550	-	In Progress > 75%
420425	Solar Photovoltaics (PV) Program	448	500	500	-	In Progress > 75%
420426	Watershed Resiliency & Restor Grant	125	158	158	-	In Progress > 75%
420503	Non-Emergency Radio System Replace	688	1,075	1,075	-	In Progress > 75%
421419	Energy Efficiency Replace Prgm	56	331	331	-	In Design
421427	Smart Facility Monitoring	9	81	81	-	In Progress 0-50%
421433	Contaminated Sites Remediation	26	35	35	-	In Progress > 75%
421501	IT Lifecycle Replace Plan	735	790	790	-	In Progress > 75%
421506	MEO E-Ticketing System	24	50	24	26	Complete
422501	IT Lifecycle Replace Plan	222	750	750	-	In Progress 0-50%
422504	Municipal Area Netw ork Expansion	48	100	100	-	In Progress > 75%
422506	Enterprise Asset Management	72	1,401	1,401	-	In Progress 0-50%
422507	Next Gen 911 Implement & Syst Rep	35	1,194	1,194	-	In Progress 0-50%
423419	Energy Efficiency Replace Prgm	-	131	131	-	In Progress 0-50%
423433	Contaminated Sites Remediation	-	30	30	-	In Progress 0-50%
423501	IT Lifecycle Replace Prgm	-	750	750	-	Not Yet Commenced
423502	IT Office Automation	5	50	50	-	In Progress 0-50%
423504	Municipal Area Netw ork Expansion	-	380	380	-	In Design
Total General Government		$3,943	$10,206	$10,180	$26	
Community & Recreation Services						
416317	Founders Walk Phase 3 - Design	190	250	250	-	In Progress > 75%
416318	Heritage Park Design (phase 3)	116	216	216	-	In Progress 50-75%
419310	Park Signage Program	159	297	297	-	In Progress 50-75%
419320	Visual Arts Studio Lifecycle	-	12	12	-	In Design
419341	Meadow view Land	12	-	-	-	In Progress > 75%
419428	Kingsmeade Park Develop	2,986	3,226	3,226	-	In Progress > 75%
420309	Lacombe Park Construction	1,139	1,300	1,300	-	Maintenance

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
420312	Neighborhood Park Development	230	250	250	-	In Progress > 75%
420320	Visual Arts Studio Lifecycle	-	15	15	-	In Design
420360	Community Capital Grant Prgm	155	250	250	-	In Progress > 75%
421301	Servus Lifecycle Replacement Prgm	1,777	1,777	1,777	-	Complete
421305	City Sportsfield Rehab Prgm	308	317	317	-	Complete
421312	Neighborhood Park Development	1,490	2,040	2,040	-	In Progress > 75%
421313	RWP Meadow view - Construction	2,653	3,156	3,156	-	In Progress > 75%
421314	Community Amenities Site Planning	447	500	500	-	In Progress > 75%
421315	Oakmont Trail Phase 2	164	298	298	-	In Progress > 75%
421320	Visual Arts Studio Lifecycle	-	39	39	-	In Design
421321	Pottery Studio Gas Kiln Upgrade	-	140	140	-	In Design
421360	Community Capital Grant Prgm	89	250	250	-	In Progress 50-75%
422301	Servus Lifecycle Replacement Prgm	533	823	823	-	In Progress > 75%
422302	Aquatics Lifecycle Replace Plan	416	417	417	-	In Progress > 75%
422306	Kingsw ood Park Disc Golf Course	31	100	100	-	In Progress 0-50%
422308	Kingsw ood Park Boat Dock	87	182	182	-	In Progress 50-75%
422312	Neighborhood Park Development	350	703	703	-	In Progress 50-75%
422313	RWP Meadow view - Construction	129	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	-	Complete
422320	Visual Arts Studio Lifecycle	-	28	28	-	In Design
422340	Arden Theatre Lifecycle Plan	196	221	221	-	In Progress > 75%
422360	Community Capital Grant Prgm	9	250	250	-	In Progress 50-75%
422361	ACA Rec Hub Funding	-	1,500	1,500	-	Not Yet Commenced
423301	Servus Lifecycle Replacement Prgm	93	970	970	-	In Progress 0-50%
423302	Aquatics Lifecycle Replacement Prgm	-	274	274	-	In Progress 0-50%
423307	City Playground Lifecycle Prgm	-	155	155	-	Not Yet Commenced
423311	Youth Transitional Housing	-	132	132	-	In Progress 0-50%
423316	Outdoor Rec & Parks Infrastruc Rehab	-	84	84	-	Not Yet Commenced
423317	Millennium Park Design Phase 2 & Construc	-	337	337	-	Not Yet Commenced
Total Community & Recreation Services		$13,829	$22,039	$22,039	$-	

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
Emergency Services						
419332	Emerg Response Veh	17	188	188	-	In Progress 0-50%
420331	Fire Station #1 – Construction	13,471	14,100	14,100	-	Maintenance
420332	Fire Station #4	2,129	16,341	16,341	-	In Progress 0-50%
420333	Fire Station #4 Fire Engine	-	1,541	1,541	-	In Progress 0-50%
420334	Fire Aerial Apparatus	-	2,470	2,470	-	Not Yet Commenced
420335	Fire Tanker Vehicle	-	779	779	-	Not Yet Commenced
422330	Emergency Equip Replace Plan	107	107	107	-	In Progress > 75%
422334	Policing Bldg Accomm	354	5,000	5,000	-	In Design
422337	Fire Station #1 - Decommissioning	167	853	853	-	Complete
423330	Emergency Equip Replace Plan	30	279	279	-	In Progress 0-50%
423338	Fire #2 Security Upgrade	-	45	45	-	Not Yet Commenced
Total Emergency Services		$16,275	$41,702	$41,702	$-	
Public Operations						
412420	Campbell Road Park & Ride	21,774	25,600	25,600	-	Maintenance
414804	Transit Smart Fare & Smart Bus	3,153	3,992	3,992	-	In Progress > 75%
419803	SAP Bldg Replace Prgm	304	310	310	-	In Progress > 75%
419804	Energy Efficiency Replace Prgm	118	131	131	-	In Progress > 75%
420350	Transit Bus Lifecycle Replace	339	416	416	-	In Progress > 75%
420801	PW Mobile Equip Replace Plan	2,338	2,535	2,535	-	In Progress > 75%
421350	Transit Bus Lifecycle Replace	76	758	758	-	In Progress 0-50%
421801	PW Mobile Equip Replace Plan	1,800	1,847	1,847	-	In Progress > 75%
421806	Shop &Yard Equip Replace	38	40	40	-	In Progress > 75%
422350	Transit Bus Lifecycle Replace	-	265	265	-	Not Yet Commenced
422801	PW Mobile Equip Replace Plan	738	2,405	2,405	-	In Progress 0-50%
422806	Shop & Yard Equip Replace	40	40	40	-	Complete
422807	Municipal Facilities - Repairs & Renew al	2,891	4,775	4,775	-	In Progress > 75%
423350	Transit Bus Lifecycle Replace	44	809	809	-	In Progress 0-50%
423801	PW Mobile Equip Replace Plan	94	3,871	3,871	-	In Progress 0-50%
423806	Shop & Yard Equip Replace	39	40	40	-	In Progress > 75%
423807	Municipal Facilities - Repairs & Renew al	82	4,775	4,775	-	In Progress 0-50%
423809	Kinex Arena Lifecycle	-	258	258	-	In Progress 0-50%
423810	Larry Olexiuk Field Artificial Turf Replaceme	3	925	925	-	In Design
423811	Grader	-	590	590	-	Not Yet Commenced
423812	Loader w ith blow er	-	500	500	-	Not Yet Commenced
423813	Sidew alk machine	-	175	175	-	Not Yet Commenced
423814	Truck plow w ith sander	-	365	365	-	Not Yet Commenced
Total Public Operations		$33,873	$55,423	$55,423	$-	

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	92	200	200	-	In Progress 50-75%
417421	SA Trail Traffic Signal Optimization	179	208	208	-	In Progress > 75%
418404	City Owned Parking Lots Rehab	1,411	1,515	1,515	-	In Progress > 75%
418411	Lane Reconstruct Prgm	549	1,600	1,600	-	In Progress > 75%
418415	Buildings Life Cycle Program	220	225	225	-	In Progress > 75%
418425	Municipal Development Plan	898	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
419415	Buildings Life Cycle Program	113	235	235	-	In Design
419421	N SA Trail Corridor Mgmt Implement	17,094	26,500	26,500	-	In Progress > 75%
419423	Fowler Way	3,314	6,660	6,660	-	In Design
419425	Accessibility Initiatives	51	300	300	-	In Progress 0-50%
420413	Bridge Prgm	319	319	319	-	In Progress 0-50%
420414	Barrier Wall Study & Replace	3,165	3,768	3,768	-	Maintenance
420424	Ray Gibbon Improvements	25,388	28,715	28,715	-	In Progress > 75%
421402	Collector Roadway Prgm	868	957	957	-	In Progress 0-50%
421406	Multi-Use Trail Rehab Prgm	380	385	385	-	In Progress > 75%
421412	Roadway Rehab Prgm	2,048	2,100	2,100	-	Maintenance
421413	Bridge Prgm	265	275	275	-	In Progress > 75%
421420	RR260 - Community Amenities & Lakeview	20,270	30,000	30,000	-	Maintenance
421426	Capital Projects Maintenance	79	200	200	-	In Progress 0-50%
421428	Land Use Bylaw Update	140	466	466	-	In Progress 50-75%
421429	Lakeview/Badger Lands ASP	263	400	400	-	In Progress 50-75%
421430	Edmonton Annexation	27	50	50	-	In Progress 50-75%
422401	Arterial Rehab Prgm	7	1,680	1,680	-	In Design
422404	Paved Parking Lot Prgm	7	150	150	-	In Design
422405	Permanent Line Marking Rehab	170	200	200	-	In Progress > 75%
422406	Multi-Use Trail Rehab Prgm	148	273	273	-	In Progress 50-75%
422407	Sidewalk Program	510	600	600	-	In Progress > 75%
422408	Transportation Systems Mgmt	627	710	710	-	In Progress > 75%
422409	Active Transport Plan	145	150	150	-	In Progress > 75%
422410	Intersection Improvements	92	500	500	-	In Progress 0-50%
422411	Back Lanes Prgm	(0)	1,215	1,215	-	Not Yet Commenced
422412	Roadway Rehab Prgm	12	2,457	2,457	-	In Design
422413	Bridge Prgm	-	359	359	-	In Progress 0-50%

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
422416	Traffic Calming Strategies	264	327	327	-	In Progress > 75%
422418	Villeneuve Rd Rebuild	3,253	4,097	4,097	-	In Progress > 75%
422427	DARP Project Prioritization	37	165	165	-	In Progress 0-50%
422428	Mature Neighbourhood Revitalization Strate	-	208	208	-	In Design
422429	Lakeview /Badger Lands ASP	-	200	200	-	In Progress 50-75%
422430	Fleet Unit 4534 Replacement Upgrade	-	138	138	-	Not Yet Commenced
423401	Arterial Rehab Prgm	8	1,636	1,636	-	In Progress 0-50%
423402	Collector Roadw ay Prgm	5	1,235	1,235	-	In Progress 0-50%
423403	Local Roadw ay Prgm	5	1,680	1,680	-	In Progress 0-50%
423404	Paved Parking Lot Prgm	-	611	611	-	In Progress 0-50%
423405	Permanent Line Marking Rehab	-	210	210	-	Not Yet Commenced
423406	Multi-use Trail Rehab Prgm	-	275	275	-	Not Yet Commenced
423407	Sidew alk Prgm	-	600	600	-	In Progress 0-50%
423408	Transportation Systems Mgmt	43	614	614	-	In Progress 0-50%
423409	Active Transport Plan	-	500	500	-	In Design
423410	Intersection Improvements	-	100	100	-	In Design
423412	Roadw ay Rehab Prgm	5	2,477	2,477	-	In Progress 0-50%
423413	Bridge Prgm	-	2,015	2,015	-	In Progress 0-50%
423415	Business Process Consultant	-	150	150	-	Not Yet Commenced
423417	Traffic Signal Maintenance	122	465	465	-	In Progress 0-50%
423418	Villeneuve Rd Rebuild - 35% OSL	-	17,057	17,057	-	In Progress 0-50%
423420	RR260-Road Construction	-	227	227	-	Not Yet Commenced
423423	Fow ler Way - 50% OSL	-	4,400	4,400	-	Not Yet Commenced
Total Planning & Engineering		$82,595	$155,366	$155,366	$-	
		$151,681	**$285,900**	**$285,874**	**$26**	

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING MARCH 31, 2023

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Project Status
Utilities						
416457	Beaudry Place Storm Drainage Upgrade	690	750	750	-	Maintenance
417430	Water Network LOS	1,587	1,633	1,633	-	In Progress > 75%
417441	WASTWT Main Replacement	1,036	1,153	1,153	-	In Progress 50-75%
417442	WASTWT Lift Station Studies	521	550	550	-	In Progress 50-75%
417453	Sediment and Erosion Control	316	385	385	-	In Progress > 75%
418430	Water Network LOS	1,218	1,252	1,252	-	In Progress 50-75%
418452	STORM Mgmt LOS	1,125	1,377	1,377	-	In Progress > 75%
418453	Sediment and Erosion Control	1,805	2,036	2,036	-	In Progress > 75%
418845	WASTWT Rehab Prgm	188	256	256	-	In Progress 50-75%
418851	STORM Infrastructure Rehab	796	1,922	1,922	-	In Progress 0-50%
419740	WASTWT Collection System LOS	133	440	440	-	In Progress 50-75%
419741	WASTWT Main Replacement	462	688	688	-	In Progress 50-75%
419751	STORM Infrastructure Rehab	293	295	295	-	In Progress > 75%
419752	STORM Mgmt LOS	931	3,740	3,740	-	In Design
419753	Sediment and Erosion Control	2,151	2,395	2,395	-	In Progress 0-50%
419761	Recycle Yard Upgrades	1	70	70	-	In Progress 0-50%
420730	Water Network LOS	169	1,240	1,240	-	In Progress 50-75%
420737	Pump Station and Reservoir Rehab Prgm	204	200	200	-	In Progress 50-75%
420740	WASTWT Collection System LOS	903	1,417	1,417	-	In Design
420745	WASTWT Rehab Prgm	250	268	268	-	In Progress > 75%
420747	WASTWT SCADA System Upgrades	773	950	950	-	In Progress 50-75%
420751	STORM Infrastructure Rehab	17	1,560	1,560	-	In Progress 0-50%
420752	STORM Mgmt LOS	49	1,915	1,915	-	In Progress 0-50%
420753	Sediment and Erosion Control	-	1,715	1,715	-	In Progress 0-50%
420754	Stormwater SCADA System Upgrades	12	130	130	-	In Progress 0-50%
420761	Recycle Yard Upgrades	10	28	28	-	In Progress 0-50%
421730	Water Network LOS	724	2,440	2,440	-	In Progress 50-75%
421735	Water System Infrastructure Rehab	348	530	530	-	In Progress 50-75%
421737	Pump Station and Reservoir Rehab Prgm	36	200	200	-	In Progress 50-75%
421740	WASTWT Collection System LOS	397	490	490	-	In Progress 50-75%
421741	WASTWT Main Replacement	27	688	688	-	In Progress 50-75%

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

		Project To Date	Project Budget	Forecast	Variance	Project Status
421745	WASTWT Rehab Prgm	-	268	268	-	Not Yet Commenced
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 Netw ork LOS	54	4,488	4,488	-	In Progress 0-50%
422735	Water System Infrastructure Rehab	48	541	541	-	In Progress 0-50%
422737	Pump Station and Reservoir Rehab Prgm	1,461	1,850	1,850	-	In Progress 0-50%
422740	WASTWT Collection System LOS	-	3,114	3,114	-	In Progress 0-50%
422741	WASTWT Main Replacement	-	702	702	-	In Progress 0-50%
422745	WASTWT Rehab Prgm	-	273	273	-	Not Yet Commenced
422746	WASTWT Household Service Replace	152	250	250	-	In Progress 50-75%
422747	NE Servicing Projects	170	2,000	2,000	-	In Design
422751	STORM Infrastructure Rehab	-	2,075	2,075	-	Not Yet Commenced
422752	STORM Mgmt LOS	-	2,106	2,106	-	In Design
422753	Sediment and Erosion Control	-	1,256	1,256	-	Not Yet Commenced
423730	Water Netw ork LOS	-	1,840	1,840	-	In Progress 0-50%
423735	Water System Infrastructure Rehab	-	563	563	-	Not Yet Commenced
423737	Pump Station and Reservoir Rehab Prgm	401	33,383	33,383	-	In Progress 0-50%
423738	North Reservoir and Pumphouse - 100%OS	-	1,890	1,890	-	Not Yet Commenced
423741	WASTWT Main Replacement	-	2,283	2,283	-	In Progress 50-75%
423745	WASTWT Rehab Prgm	-	279	279	-	Not Yet Commenced
423746	WASTWT Household Service Replace	30	255	255	-	In Progress 0-50%
423753	Sediment and Erosion Control	-	3,059	3,059	-	In Progress 0-50%
423761	Recycle Yard Upgrades	-	30	30	-	Not Yet Commenced
		$19,486	$109,478	$109,478	$-	
		$19,486	**$109,478**	**$109,478**	**$-**	

*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 MARCH 31, 2023

In Thousands of Dollars

	YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
Stabilization Reserve	9,971	9,986	(1,617)	8,369
Operating Program	7,276	7,678	(7,258)	420
Risk Management Reserve	1,317	1,307	(135)	1,173
Traffic Safety	89	88	34	122
Children's Festival Reserve	61	61	-	61
RCMP Contract Expense Reserve	1,134	1,134	-	1,134
Safety Enhancement Reserve	288	312	(244)	68
Election and Census Reserve	939	879	(37)	842
Total Operating	**21,074**	**21,446**	**(9,257)**	**12,189**
Internal Financing Reserve	(2,855)	-3,296	441	(2,855)
Major Recreational Lands & Facilities	5,392	5,266	(602)	4,664
Offsite Levy Recoveries	30,381	25,540	(9,599)	15,942
Lifecycle	46,612	36,271	(6,694)	29,577
Municipal Land and Facilities Reserve	5,438	5,139	(3,955)	1,184
Capital Funding	17,987	13,143	(9,398)	3,746
Growth Stabilization Reserve	2,727	2,742	(2,683)	59
Energy Efficiency Reserve	93	93	(5)	88
Total Capital	**105,775**	**84,899**	**(32,495)**	**52,405**
Total Utilities	**68,646**	**68,867**	**(68,700)**	**167**
Outside Agency Operating	103	94	9	103
Outside Agency Capital	50	50	-	50
Total Outside Agency	**153**	**144**	**9**	**153**
	195,648	**175,356**	**(110,443)**	**64,913**

**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:

City of St. Albert

5 St. Anne Street

St. Albert, AB T8N 3Z9

Phone: 780-459-1500

www.stalbert.ca