



CITY OF ST. ALBERT

CORPORATE REPORT

QUARTER TWO

2023



About the Corporate Quarterly Report

The Corporate Quarterly report is produced four times a year to communicate progress made on City 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 City Council Strategic Priorities. For each strategic priority, the status of planned initiatives represents where each one stands as of June 30, 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 City 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 City of St. Albert 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 City 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 City Council would like to focus on to advance priorities during their term.

About the City of St. Albert Corporate Business Plan

The City of St. Albert Corporate Business Plan outlines specific initiatives planned to advance City 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 City Council Strategic Plan in January 2023, City 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	Est. Completion	Department
1.1 Lakeview Business District Servicing	This project is anticipated to begin in Q4 2023 following City Council approval of the St. Albert West Area Structure Plan (ASP).	12/30/25	Engineering Services
1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan	Stantec provided City Administration with a new draft of the St. Albert West Area Structure Plan (ASP) while continuing to work towards the completion of supporting technical studies. City Administration began an internal review of policies outlined in the new draft document. Once both the draft document and technical studies are completed, City Administration will conduct a formal-21-day circulation through the City *Cultivate the Conversation* website before going to City Council for first reading. City Administration continues to anticipate that the St. Albert West ASP bylaw will be ready for first reading in Q3 2023.	12/31/23	Planning & Development
1.3 Regional and Sub- Regional Economic Development	The Financial Methodology and Tool were completed, and training sessions were held for regional economic development staff. The CAO Steering Committee and regional Mayors Oversight Committee received an overview of the Financial Model. The contract with EBP-US, the consultant developing the Financial Tool, was extended to include the development of an Incentive Framework, to be completed by November 2023. The Site Selection Methodology and Tool's Request for Proposal (RFP) was issued, with work scheduled to start in Q3 2023 and expected completion in Q4 2024. Activities over the next quarter will include vendor selection, promoting the Financial Tool, and developing the Governance Framework and Partnership Agreements.	12/31/24	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	Est. 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): • Low Density Residential • Medium Density Residential • High Density Residential • Residential • Residential Lane • Residential Front Back • Downtown • Integrated Care Community • Midtown A status update presentation to the Standing Committee of the Whole (SCOW) is scheduled for July 11, 2023, and public engagement is scheduled to occur in Q4 2023. City Administration anticipates the LUB will be complete by the end of Q4 2023 and proceed to City Council for a decision in 2024.	12/31/23	Planning & Development
1.5 Integration of Annexed Lands into City Technical Plans and Studies	The Northwest Annexation Area Bridging Document was finalized in April 2023, completing a significant milestone in this initiative. This final report is available under the *Business & Development* section of the City website, where it will serve as a valuable resource for guiding future development in the annexation lands, and guide updates to transportation and utilities long-range plans. The remainder of this initiative has been paused, as per the updated Corporate Business Plan shared with City Council on March 21, 2023 (AR-23-146) and scheduled to start again in 2024 once other priority projects are completed.	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	Est. Completion	Department
2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization	City Administration continued to work with the consultant to conduct a traffic impact assessment for the downtown area. This assessment aims to shed light on the potential effects of implementing key initiatives (e.g., public parking, street realignment, and median improvements) within the Downtown Area Revitalization Plan (DARP) as the population and employment activity in the area grow in the future. Originally, a report and presentation on the traffic impact assessment, along with broader recommendations regarding the prioritization of capital projects and other downtown initiatives, were expected to be presented to the Standing Committee of the Whole (SCOW) in Q3 2023. However, the timeline has been adjusted, and the presentation is now scheduled for Q4 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	A contract for design services was awarded in conjunction with the Lions Park Rehabilitation project. The project timeline will continue to be aligned with the Lions Park Rehabilitation project for efficiency. Initial site surveys were completed. The first phase of the project, which includes technical studies and detailed design, is underway with completion expected in early 2024. City Council engagement will occur during the deliberation on concept options, tentatively scheduled for late Q4 2023 or Q1 2024.	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	Est. Completion	Department
2.3 Downtown Stakeholder Coordination	The Economic Development department has been closely collaborating with the St. Albert Downtown Business Association Steering Committee, who are seeking to establish a Business Improvement Area (BIA). In May 2023, a formal request was submitted to City Administration with the required signatures and proposed boundary. City Administration has notified all businesses within the boundary as per the Business Improvement Area regulation of the Municipal Government Act. On June 7, 2023, a letter was hand-delivered and emailed to downtown businesses within the proposed BIA boundary, initiating a 60-day petition period that ends on August 8, 2023. If no petition to oppose the BIA is received by that date, the next steps will involve presenting an establishing bylaw to City Council in September 2023, with the aim of having a downtown BIA operational by January 2024. The findings from the annual Business Retention and Expansion Triage Survey were received in late June 2023. These results will be used to identify opportunities for supporting the downtown and business community. A Business Leaders Forum, dedicated to the theme of “Downtown Vibrancy”, is anticipated to take place in October 2023.	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 Architect is currently finalizing design concepts and conducting site studies in preparation for a development permit pre- application review by internal city departments scheduled for July 2023. Homeland Housing is actively working on securing funding for the project, aiming to apply for Canada Mortgage and Housing Corporation (CMHC) Co-Investment funding and the Alberta Housing Partnership Grant Program, expected to be announced in the summer of 2023. To facilitate this, advocacy efforts have been made with Federal and Provincial governments, with key messages coordinated through Government Relations at Homeland Housing. Additionally, coordination with Economic Development continues to be ongoing to gauge interest in ground-floor commercial spaces. The next steps in the process involve completing preparation work for the Affordable Housing Partnership Program Request for Proposal (RFP), finalizing the Conveyancing Agreement, and completing the conceptual design and site studies required for the Development Permit application. City Council will be kept informed of progress at two key stages: 50% completion (after preliminary development permit review) and 80% design completion. Throughout the development process, Homeland Housing will engage in conversations with the Perron Street Business Owners Association and community residents to understand their preferences for various development elements. In addition, continuous engagement on construction mitigation strategies will take place.	12/31/24	Planning & Development
3.2 Feasibility Study for Youth Transitional Housing	City Spaces was awarded the contract bid for the Feasibility Study on Youth Transitional Housing. The next phase involves partnering with the agency to create an engagement strategy that will provide valuable insights for the study.	12/31/23	Community Services

Initiatives	Progress Update	Est. Completion	Department
3.3 Enhance Housing Options	This initiative consists of two phases. Phase 1 aims to conduct a thorough housing needs assessment, scheduled for completion in 2023. In Phase 2, scheduled for 2024 - 2025, a Housing Diversity Monitoring Program will be established. The Province is requesting that municipalities submit an updated Housing Needs Assessment, informing future provincial housing programs and grant processes. An updated Housing Needs Assessment is also required for federal housing funding processes. A Community Social Needs Assessment survey, which included housing-related questions, was completed in June 2023. The housing data from this survey will be incorporated into the overall housing needs assessment to ensure that the perspectives and opinions of residents regarding housing are considered. Subsequent steps include the collection of data from local, federal, and provincial sources, and the compilation of a comprehensive Housing Needs Assessment Report. Once completed, the results will be presented to City Council.	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	Public engagement on the conceptual phase of the project was completed from February 7 to March 5, 2023. A "What We Heard" report was completed and shared with the public and City Council in early June 2023. In addition, City Administration worked with the project consultant to develop a recommended concept plan option and design report. With the public participation phase now complete, the presentation of the recommended concept plan is scheduled for the Standing Committee of the Whole on July 11, 2023. During this session City Administration will gather feedback from City Council and make subsequent refinements through the Summer of 2023. City Administration anticipates presenting the final concept plan and design report for City Council approval in September 2023.	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	Est. Completion	Department
3.6 Indigenous Reconciliation - Synergistic Partnerships	This initiative has been temporarily paused to allow for the recruitment of an Indigenous Relations Coordinator. Work will progress through Q3, including completion of a Project Plan for a Reconciliation Action Plan, that would inform the future establishment of an advisory entity.	6/30/24	Government/ Indigenous Relations & Environment
3.7 Municipal Naming	Following the February 14, 2022, meeting of the Standing Committee of the Whole (SCOW), the legal services team proceeded to revise the policy according to the directives given by City Council. The revised policy was presented to SCOW on May 9, 2023, and later taken to City Council on June 22, 2023. After receiving approval, the implementation date was set for January 1, 2024, to allow for the completion of necessary administrative procedures and the development of associated forms.	1/1/24	Planning & Development

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

Initiatives	Progress Update	Est. Completion	Department
✓ 3.8 Grant Program Review	City Administration prepared and presented a comprehensive report to the Standing Committee of the Whole (SCOW) on June 13, 2023, outlining implications of potential alterations to the Outside Agency Grant funding. The report included various options for modifying the funding formula, including financial impacts of inflation and eligibility considerations. Following the review SCOW provided a recommended motion (CB-23-45) for City Administration to present the item at the July 4, 2023, City Council meeting.	9/30/23	Recreation & Parks
3.9 Community Social Needs Assessment	Engagement and communication plans were initiated, which included conducting two surveys: a public survey that ran from April 17, 2023, to May 31, 2023, and a “Stakeholder and Partner" survey that ran from April 15, 2023, to June 19, 2023. Additionally, various facilitated, pop-up, and outreach sessions were organized to gather input. On May 9, 2023, City Administration presented a project update (AR-23-246) to the Standing Committee of the Whole (SCOW). The presentation focused on providing valuable information about social issues and trends affecting residents, as well as recent changes in the Provincial Family and Community Support Services (FCSS) program, with a specific emphasis on the new Accountability Framework. Looking forward, City Administration plans to provide SCOW with another project update in September 2023. In addition, a comprehensive "What We Heard" (WWH) report will be published on the Social Needs Assessment project page of the City *Cultivate the Conversation* website. The WWH report will also be shared at a community stakeholder and partner engagement session scheduled for Fall 2023.	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	Est. Completion	Department
4.2 Climate Adaptation Plan (Risk and Vulnerability Assessment)	Several workshops were conducted by the Edmonton Metropolitan Region (EMR) Climate Risk and Vulnerability Assessment (CRVA) Technical Working Group: • On April 11, 2023, two workshops were held to assess the consequences of Regional Climate Risks and Vulnerabilities for urban and rural municipalities within the EMR. • At the end of April 2023, another workshop was held to review the regional risk assessment results from the previous workshops and validate risk ratings. • In mid-May 2023, a workshop was conducted to develop the vision and guiding principles for the Edmonton Regional Climate Adaptation Plan as part of the CRVA. • In June 2023, two sessions were held to identify adaptation actions for impact categories like Built Environment, Natural Environment, Community Wellbeing, and Economic Systems. • On June 21, 2023, the last workshop took place to prioritize the adaptation actions. The EMR Board is scheduled to meet again in August 2023. The final EMR CRVA is anticipated to be presented to the EMR Board for approval in December 2023.	12/31/23	Government/ Indigenous Relations & Environment

Initiatives	Progress Update	Est. Completion	Department
✓ 4.3 Energy Efficiency Community Based Programs	City Administration, in collaboration with Alberta Municipalities (CEIP) and Summerhill (HEEG) program staff, continued to evaluate prequalification applications and program enrollment. The Clean Energy Improvement Program currently maintains 50 active files, consisting of approved prequalification applications and ongoing projects, with no waitlisted projects. In addition, on June 5, 2023, the first Loan Portfolio Report was submitted to the Federation of Canadian Municipalities detailing the Community Efficiency Financing received for the program. The Home Energy Efficiency Grant (HEEG) has successfully attracted 246 enrollments, with 170 applications approved and 27 grant applications received. To date the program has issued 8 rebates totaling $3,255. Moving forward City Administration will continue to administer CEIP and HEEG programs and complete Federation of Canadian Municipalities (FCM) reporting requirements. However, as the focus has shifted towards continuous service delivery, the reporting on this initiative has concluded.	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	Est. Completion	Department
4.4 Green Environment Strategy	The initial drafts of both the Green Environment Strategy document and the Long-Range Strategy Pilot Report have been completed. City Administration is currently working on finalizing these documents.	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	Est. Completion	Department
5.4 Long-Term Debt Strategy	At the start of the quarter, some project activities were paused to accommodate a Debt Strategy presentation to City Council on May 16, 2023 (AR-23-275). After gaining valuable insights from the presentation, City Administration initiated the process of revising the project's workplan. Subsequently, work began on environmental scanning and policy mapping activities. Next steps include completing the updated workplan, conducting a comprehensive review and validation of the policy mapping, and gathering environmental scanning data from other municipalities.	3/29/24	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	Est. Completion	Department
5.5 Arden Theatre Operating Model Options Review	City Administration revisited the objective of this initiative and discussed next steps with the Sponsor, drawing from recent discussions related to partnership and outsourcing models. Work completed thus far is being reviewed to determine the next steps, taking into consideration that the original objective outlined in the Operational and Fiscal Review has been achieved.	12/31/23	Community Services
✓ 5.7 Implement Direction for 911 Dispatch Delivery Model Review	On June 20, 2023, City Council rescinded (CM-23-27) the previous motion (AR-22-263) made on July 4, 2022, that directed City Administration to proceed with contracting Secondary Public Safety Answering Point (PSAP) and Fire Dispatch to an external service provider. In doing so the City will retain Fire dispatch services in- house and maintain existing dispatcher staffing levels, while keeping all associated grant funding.	12/31/23	Emergency Services

Initiatives	Progress Update	Est. Completion	Department
5.8 Standardize Capital Project and Contract Management Procedures	City Administration made the decision to engage a Business Process Consultant for this initiative and developed a Request for Proposal (RFP) to be issued in Q3 2023.	12/31/25	Engineering Services
5.9 Mature Asset Management Program	Circulation of the project plan to the Asset Management Committee concluded and resulted in suggested revisions. These changes primarily focus on re-evaluating the decision-making governance model and establishing precise, objective deliverables. Moving forward, City Administration will work closely with the Asset Management Committee Chair to incorporate suggested revisions. Once revisions are completed and approved, project work can commence.	12/31/25	Engineering Services
5.16 Enhance Records and Information Management Practice	Circulation of the project plan to additional stakeholders has concluded. City Administration is now working on incorporating feedback into the project plan. A presentation to City Administration leaders on timelines and expected deliverables is anticipated for September 2023.	12/31/24	Legal & Legislative Services
5.17 Procurement Audit Implementation - Phase 1 & 2	City Administration has been actively engaged in documenting procurement processes and refining roles and responsibilities through collaborative efforts with internal stakeholders. In addition, they worked on the creation of a user manual for employees to effectively utilize the City's Procurement software, *RFx Drafter*. Currently, the project team is awaiting an external legal review of contracts before implementing contracts into the new software, *Bids and Tenders*. Simultaneously, they are conducting a communication review of internal content related to the project and the City's purchasing process. During the past quarter, the project schedule has been updated to enhance focus on ongoing tasks and to identify dependencies between Audit recommendations. With these updates in sequencing, Phase 2 is projected to be completed as scheduled in Q4 2024. Moving forward, the next crucial steps involve finalizing the Roles and Responsibilities documentation and initiating the implementation of the *RFx Drafter* procurement software.	12/31/24	Financial & Strategic Services

Initiatives	Progress Update	Est. Completion	Department
5.20 Internal Audit Committee - Practice and Process	Worked continued to progress on planned deliverables. The Corporate Risk Register was developed and presented to the Internal Audit Committee for information and input. The Internal Audit Committee Bylaw was reviewed and opportunities to clarify and streamline were identified. Initial discussions regarding workplan, tools and templates required to maintain the workplan took place, to help inform the final deliverables. The initiative encountered a brief setback caused by contract negotiations and the availability of City Administration and the Internal Audit Committee. However, the initiative has resumed its course and is back on track. Next steps include development of the multi-year workplan, finalization of tools and templates and bylaw update recommendations.	8/15/23	Office of the DCAO
5.22 Process Improvements for planning, development and/or engineering	Two significant opportunities have been identified: Capital Project Management and Planning and Development process improvement. In April 2023, the scope of work was examined with the Project Sponsor. Consequently, a Request for Proposal (RFP) aimed at hiring a Business Process Consultant was developed. The RFP is currently undergoing final review and is expected to be published in mid-July 2023.	7/1/25	Engineering Services Planning & Development

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	Workshops and meetings were held with City Administration Leaders to build the first corporate risk register. These workshops were facilitated by an MNP consultant, and the register was developed in conjunction with the Internal Audit Committee Process and Practice project (CBP 5.20). The project team also met to discuss risk management training requirements for the organization. Furthermore, the project plan is undergoing reorganization to strategically align the development of various deliverables, aiming to discover synergies and optimize efficiency.	1/31/25	Financial & Strategic Services

Initiatives Planned for Future Years

Strategic Priority	Initiatives	Start Date	Department
1. ECONOMIC PROSPERITY	1.8 Infill Strategy	1/1/24	Planning & Development
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	5.14 Modernize City's Budget - Multi-year Budgeting	1/1/25	Financial & Strategic Services
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
1. ECONOMIC PROSPERITY	✓ 1.6 Green Tape 2 .0	3/31/23	Engineering Services
1. ECONOMIC PROSPERITY	✓ 1.7 Investment Attraction Strategy	3/31/23	Economic Development
3. COMMUNITY WELL BEING	✓ 3.5 Ownership of Community Amenities Lands	12/31/22	Legal & Legislative Services
4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT	✓ 4.1 Waste Minimization Strategies	3/31/23	Public Operations
5. FINANCIAL SUSTAINABILITY	✓ 5.1 Intermunicipal Partnerships	3/31/23	Government/ Indigenous Relations & Environment
5. FINANCIAL SUSTAINABILITY	✓ 5.2 Revenue Generating Infrastructure Opportunities	9/30/22	Public Operations
5. FINANCIAL SUSTAINABILITY	✓ 5.3 Strategic Alliance/Merger Opportunities	3/31/23	Public Operations
5. FINANCIAL SUSTAINABILITY	✓ 5.6 911 Dispatch Delivery Model Review	9/30/22	Emergency Services
5. FINANCIAL SUSTAINABILITY	✓ 5.15 Shared Services for Public Participation	3/31/23	Communications & Public Affairs

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Financial Summary

The first six months of 2023 resulted in a forecasted surplus of $1.54 million. The primary drivers of the forecast surplus are the increase in interest revenue, operating grants, lower RCMP contract billing, and salary vacancies offset by increase in energy costs. With strong investments, reserve funding and low debt the City continues to maintain a strong financial position.

Municipal

Operating:

- $99 million in revenue recognized, which is 50% of forecast.
- $98 million has been spent, which is 50% of forecast.

Capital:

- There is a total of 155 municipal capital projects for 2023.
- To date, $158.5 million has been spent out of a $308 million cumulative budget.

Utility

Operating:

- $23 million in revenue recognized, which is 49% of forecast.
- $18 million has been spent, which is 53% of forecast.

Capital:

- There is a total of 55 utility capital projects for 2023.
- To date, $25.7 million has been spent out of a $109.5 million cumulative budget.

Investments

The City has $296 million in cash and investments and has earned $4.0 million in investment income to date.

Reserves

The balance is $188 million, with a forecasted year end uncommitted balance of $66 million.

Debt

The City's outstanding debt is $86.3 million, which is significantly lower than the municipal ceiling.

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY FUNCTION

FOR THE PERIOD ENDING JUNE 30, 2023

IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Council	$7	$23	$23	0
Executive Leadership	97	1,220	1,220	0
General Government	2,199	4,212	4,583	372
Community & Recreation Services	6,228	11,924	12,261	337
Emergency Services	4,047	11,124	11,285	161
Public Operations	7,290	14,441	13,150	(1,291)
Planning & Engineering	1,539	4,182	4,040	(142)
Corporate Financing	77,641	150,566	152,508	1,942
Total Revenue	$99,048	$197,690	$199,069	$1,379
Expenses				
Council	$392	$847	$850	$(3)
Executive Leadership	3,023	6,709	6,717	$(8)
General Government	12,436	26,826	26,801	$25
Community & Recreation Services	11,373	25,294	25,028	$265
Emergency Services	16,791	44,183	44,169	$14
Public Operations	23,428	46,466	44,934	$1,532
Planning & Engineering	5,461	11,904	12,043	$(139)
Corporate Financing	25,226	35,460	36,981	$(1,521)
Total Expenses	$98,129	$197,690	$197,523	$167
Excess of Revenue over Expenses				
Council	$(384)	$(824)	$(827)	$(3)
Executive Leadership	(2,926)	(5,489)	(5,497)	$(8)
General Government	(10,237)	(22,615)	(22,218)	$397
Community & Recreation Services	(5,145)	(13,370)	(12,767)	$602
Emergency Services	(12,743)	(33,060)	(32,885)	$175
Public Operations	(16,138)	(32,026)	(31,784)	$242
Planning & Engineering	(3,922)	(7,722)	(8,003)	$(281)
Corporate Financing	52,415	115,105	115,527	$421
Total Revenue Over Expenses	$919	$0	$1,546	$1,546

*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 – $3 thousand higher than budget

No significant variances

Executive Leadership - $8 thousand higher than budget

No significant variances

General Government - $397 thousand lower than budget

Revenue – $372 thousand higher than budget

- $212 higher due to receipt of unbudgeted Partnerships in Injury Reduction (PIR) WCB refund.
- $150 higher due to higher tax penalty trending.

Expense - $25 thousand lower than budget

- $173 lower in Insurance premiums due to one time adjustment for billing period change.
- $114 lower in salaries and wages due to vacancies.
- $212 higher in transfer to reserves due to unbudgeted PIR WCB.
- $36 higher in telephone and mobile due to higher trending than budget.
- $15 higher in contracted services for Ceridian contract due to VIP delay.

Community & Recreation Services - $602 thousand lower than budget

Revenue - $337 thousand higher than budget

- $250 higher in revenue due to Intermunicipal Recreation Contribution Agreement with Sturgeon County.
- $145 higher in rentals and commissions due to increased demand.
- $128 higher in admission fees and passes due to increased demand.
- $60 higher in aquatics lesson fees at Servus Place to support community need.
- $138 lower in revenue due to delayed Fountain Park opening.
- $75 lower in culture lesson fees to align with programing needs.
- $41 lower in culture donations due to lower trending.

Expense - $265 thousand lower than budget

- $322 lower in Community Services salaries and wages due to vacancies.
- $60 lower in Recreation wages due to delayed Fountain park opening.
- $124 higher in Recreation Subsidy Program due to increase in requests.

Emergency Services - $175 thousand lower than budget

Revenue – $161 thousand higher than budget

- $150 higher ambulance surge billing to meet peak demand.
- $94 higher in 911 fire grant due to keeping the second Public Safety Answering Point (PSAP) location.
- $100 lower in photo radar fines due to less tickets issued.

Expense - $14 thousand lower than budget

- $200 lower in RCMP due to less officers than budgeted.
- $30 lower in photo radar contract due to less tickets issued.
- $164 higher in fire and police salaries and wages due to overtime as a result of limited casual staff availability.
- $46 higher in rentals & leases for fire vehicles.
- $10 higher in bad debt expense due to uncollectible ambulance bills.

Public Operations - $242 thousand lower than budget

Revenue – $1,291 thousand lower than budget

- $1,452 lower in transfer from reserves due to Edmonton Metropolitan Transit Services Commission (EMTSC) dissolution.
- $237 higher in grants for unbudgeted Low Income Transit Pass grant.
- $80 lower in transfer from solid waste, as solid waste carts are now funded within Solid Waste operations.

Expense - $1,532 thousand lower than budget

- $1,452 lower in contracted services due to EMTSC dissolution.
- $198 lower in insurance premiums due to one time adjustment for billing period change.
- $80 lower in transfer to Mobile equipment lifecycle reserve as solid waste carts are now funded within Solid Waste operations.
- $182 higher in energy and natural gas costs due to current market trends.

Planning & Engineering - $281 thousand higher than budget

Revenue – $142 thousand lower than budget

- $142 lower in subdivision and other land fees due to increase in borrowing rates.

Expense – $139 thousand higher than budget

- $183 higher in energy costs due to higher delivery costs on street lights.
- $46 lower in salaries due to vacant positions offset by temporary staff coverage.

Corporate Financing - $421 thousand higher than budget

Revenue – $1,942 thousand higher than budget

- $2,000 higher in interest revenue due to higher interest rates.

Expense – $1,521 thousand higher than budget

- $1,300 higher in interest expense due to higher interest rates.
- $152 higher due to employment relations expense.

Municipal Capital Summary

Budget vs. Actual Comparison

Table 1 illustrates that to date, $158.5 million has been spent out of a $308 million cumulative budget, with:

- 153 projects on budget
- 1 project below budget

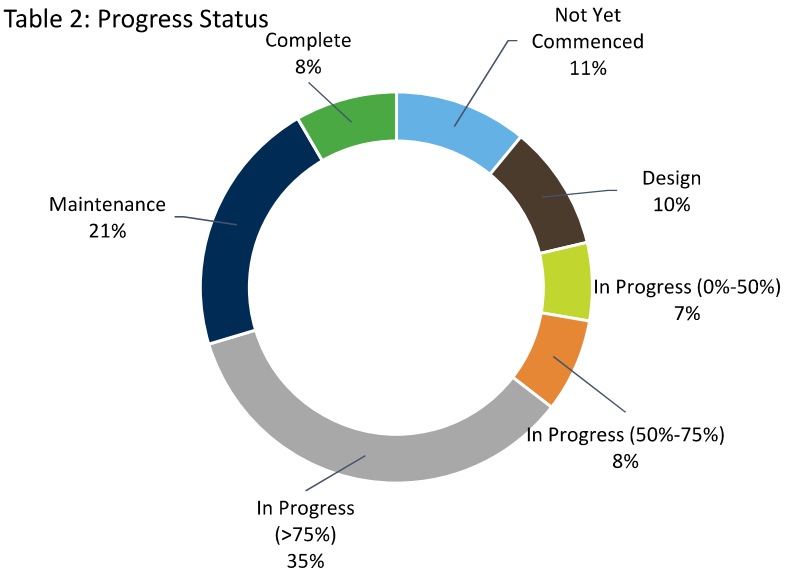
Table 1: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2023	2,842	72,415	72,415	42
2022	14,427	36,122	36,122	40
2021	34,378	47,280	47,254	26
Prior	106,860	152,368	152,368	47
TOTAL	**$158,506**	**$308,185**	**$308,159**	155

Project Status

As shown in Table 2, 89% of the 155 projects are currently in progress or complete.

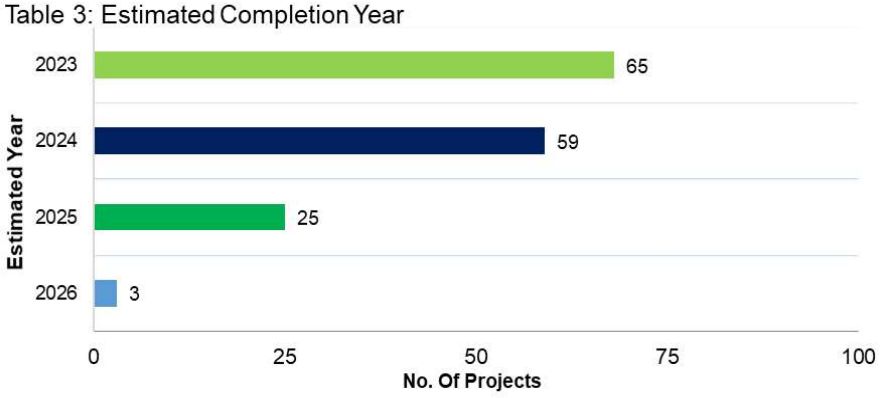
Table 2: Progress Status



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 65 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 JUNE 30, 2023

IN THOUSANDS OF DOLLARS

	Actual YTD	Budget	Forecast	Variance
Revenue				
Utility Finance	$472	$1,040	$1,040	0
Water	7,051	15,161	14,366	$(795)
Wastewater	7,454	16,029	15,029	$(1,000)
Storm	3,557	7,161	7,161	0
Solid Waste Management	4,070	8,222	8,222	0
Total Revenue	$22,603	$47,612	$45,817	$(1,795)
Expenses				
Utility Finance	$472	$1,040	$1,040	0
Water	6,253	11,053	10,415	638
Wastewater	6,790	13,522	13,214	308
Storm	1,047	1,917	1,919	(2)
Solid Waste Management	3,600	7,614	7,625	(11)
Total Expenses	$18,163	$35,147	$34,213	$934
Transfer to Reserve				
Water	$798	$4,108	$3,951	157
Wastewater	663	2,507	1,815	692
Storm	2,510	5,244	5,242	2
Solid Waste Management	470	608	597	11
Total Transfer to Reserve	$4,440	$12,466	$11,604	$(861)

*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 - $157 thousand lower than budget

Revenue – $795 thousand lower than budget

- $700 lower in sale of water charges due to customers consuming less water than budgeted.
- $100 lower in water connection fees due to fewer water connections performed than budgeted.

Expense – $638 thousand lower than budget

- $700 lower in water purchase charges due to the water purchase rate decreasing from budget.
- $80 higher for meter purchases and parts due to equipment end of life cycles.

Wastewater - $692 thousand lower than budget

Revenue – $1,000 thousand lower than budget

- $1,000 lower in wastewater service charges due to customers consuming less water than budgeted.

Expense – $308 thousand lower than budget

- $300 lower in wastewater treatment charges due to less water consumed, therefore, less wastewater treatment required.

Storm - $2 thousand lower than budget

No significant variances

Solid Waste Management – $11 thousand lower than budget

No significant variances

Utility Capital Summary

Budget vs. Actual Comparison

Table 4 illustrates that to date, $25.8 million has been spent out of a $109.5 million cumulative budget.

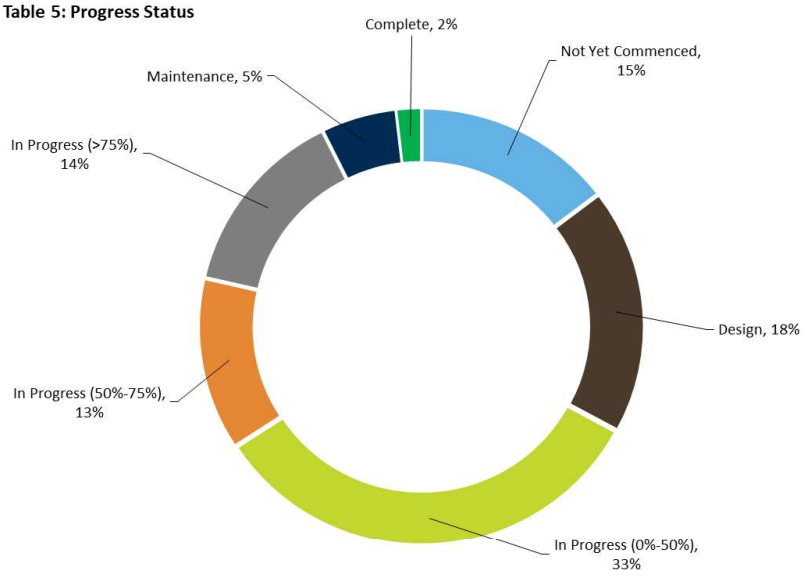
Table 4: Expenditure Summary (In Thousands of Dollars)

Year	Actuals To Date	Budget	Forecast	No. of Projects
2023	5,487	43,581	43,581	9
2022	1,921	18,655	18,655	11
2021	1,978	18,877	18,877	9
Prior	16,377	28,365	28,365	26
TOTAL	**$25,763**	**$109,478**	**$109,478**	55

Project Status

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

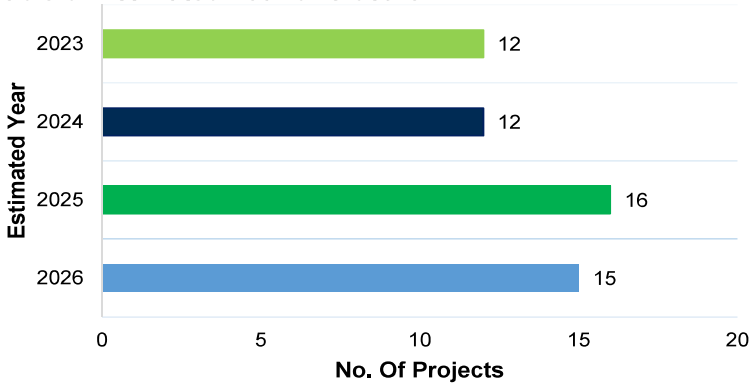
Table 5: Progress Status



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

Table 6: Estimated Year of Closure



Investments

As of June 30, 2023, the City has $296 million in cash and investments and earned $4.0 million in investment income.
The main objectives of the City of St. Albert's Investment Policy, C-FS-02 are:

Capital Preservation

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

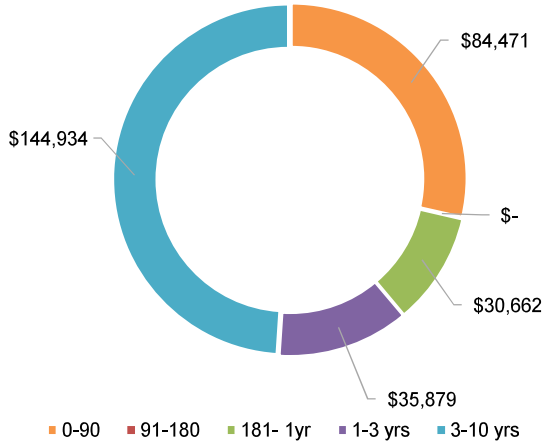
Table 7: Portfolio Allocation (In Thousands of Dollars)

Financial Institution	Portfolio Amount	Percentage
CIBC	90,561	30.59%
Scotiabank	84,271	28.48%
BMO	59,431	20.09%
RBC Commercial	25,604	8.65%
CWB	15,391	5.20%
ATB	10,286	3.48%
HSBC	10,203	3.45%
Servus	200	0.07%
Total	295,947	100.00%

Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarterly liquidity ratio was 1.16:1.00 which is over the minimum requirement. As illustrated in Table 8, the portfolio is split between investment terms to ensure anticipated short and long-term requirements are met.

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



Rate of Return

The City's investment portfolio is managed to ensure that an optimum rate of return is realized. The rate of return realized on some of the City's investments are below T-Bill and Bond rates in some categories due to timing of when these investments were purchased. Over time, these rates 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
	Term	Average Portfolio Rate	T-Bill and Bond Rates
Cash and Short Term Investments	0-90	5.29%	4.89%
	91-180		4.93%
	181- 1yr	3.05%	5.01%
	>1 - 3 yrs	6.03%	5.01% to 4.13%
Long Term Investments	>3 - 10 yrs	2.46%	4.13% to 3.22%

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 June 30, 2023 is $66 million of which:

- 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.

Table 10: Reserve Balances (In Thousands of Dollars)

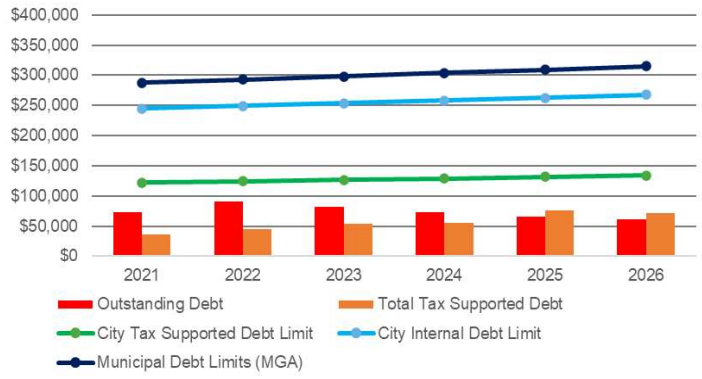
	YTD Balance	Opening Balance	Adjustments	Uncommited Balance
Operating	$ 21,156	$ 21,446	$ (8,858)	$ 12,588
Capital	98,923	84,899	(32,141)	52,759
Utilities	68,008	68,867	(68,179)	688
Outside Agencies	153	144	9	153
TOTAL	**$ 188,240**	**$ 175,356**	**$ (109,169)**	**$ 66,187**

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 $86.3 million debt outstanding which is considerably lower than the municipal and internal debt limits. The debt relates to six significant projects:

Table 11: Debt Limit VS Outstanding Debt (in thousands of dollars)



- Ray Gibbon Drive of $35.7 million expiring in 2026, 2027, 2028, 2040, and 2041.
- Range Road 260 of $19.4 million expiring in 2041
- North St. Albert Trail of $18.0 million expiring 2040 and 2041
- North Interceptor Trunkline of $8.1 million expiring in 2022 and 2038.
- Servus Place of $3.8 million expiring in 2024 and 2025.
- Fire Hall #4 of $1.3 million expiring in 2024.

APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING JUNE 30, 2023

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Progress Status
Council						
415102	Railroad Safety Enhancement	1,164	1,165	1,165	-	Complete
Total Council		$1,164	$1,165	$1,165	$-	
			1			
General Government						
415506	Smart City Master Plan & Alliance	38	75	75	-	In Progress 50-75%
419427	Smart Facility Monitoring	-	30	30	-	Not Yet Commenced
420425	Solar Photovoltaics (PV) Program	448	500	500	-	Maintenance
420426	Watershed Resiliency & Restor Grant	125	158	158	-	In Progress > 75%
421419	Energy Efficiency Replace Prgm	91	331	331	-	In Progress 0-50%
421427	Smart Facility Monitoring	-	81	81	-	Not Yet Commenced
421433	Contaminated Sites Remediation	26	35	35	-	Complete
423419	Energy Efficiency Replace Prgm	-	131	131	-	Not Yet Commenced
423433	Contaminated Sites Remediation	-	30	30	-	Not Yet Commenced
415508	Financial System Softw are	194	300	300	-	In Progress 50-75%
416508	Financial System Softw are	817	1,388	1,388	-	In Progress 50-75%
419504	Municipal Area Netw ork	550	550	550	-	Complete
420503	Non-Emergency Radio System Replace	688	1,075	1,075	-	In Progress 50-75%
421501	IT Lifecycle Replace Plan	773	790	790	-	In Progress > 75%
421506	MEO E-Ticketing System	24	50	24	26	Complete
422501	IT Lifecycle Replace Plan	285	750	750	-	In Progress 0-50%
422504	Municipal Area Netw ork Expansion	96	100	100	-	In Progress > 75%
422506	Enterprise Asset Management	131	1,401	1,401	-	In Progress 0-50%
422507	Next Gen 911 Implement & Syst Rep	41	1,194	1,194	-	In Progress 0-50%
423501	IT Lifecycle Replace Prgm	-	750	750	-	Not Yet Commenced
423502	IT Office Automation	12	50	50	-	In Progress 0-50%
423504	Municipal Area Netw ork Expansion	-	380	380	-	Not Yet Commenced
415505	Central Records Shelving Upgrade	5	57	57	-	In Progress 0-50%
Total General Government		$4,343	$10,206	$10,180	$26	
			23			
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%
419320	Visual Arts Studio Lifecycle	-	12	12	-	In Progress 0-50%
419341	Meadow view Land	786	-	-	-	Complete
420320	Visual Arts Studio Lifecycle	-	15	15	-	In Progress 0-50%
421320	Visual Arts Studio Lifecycle	-	39	39	-	In Progress 0-50%
421321	Pottery Studio Gas Kiln Upgrade	-	140	140	-	In Progress 0-50%
422320	Visual Arts Studio Lifecycle	-	28	28	-	In Progress 0-50%
422340	Arden Theatre Lifecycle Plan	196	221	221	-	Complete
423311	Youth Transitional Housing	-	132	132	-	In Progress 0-50%

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

		Project To Date	Project Budget	Forecast	Variance	Progress Status
419310	Park Signage Program	160	297	297	-	In Progress 50-75%
419428	Kingsmeade Park Develop	3,005	3,226	3,226	-	Maintenance
420309	Lacombe Park Construction	1,139	1,300	1,300	-	Maintenance
420312	Neighborhood Park Development	239	250	250	-	In Progress > 75%
420360	Community Capital Grant Prgm	194	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	1,510	2,040	2,040	-	In Progress > 75%
421313	RWP Meadow view - Construction	2,702	3,156	3,156	-	Maintenance
421314	Community Amenities Site Planning	479	500	500	-	In Progress > 75%
421315	Oakmont Trail Phase 2	207	298	298	-	In Progress 50-75%
421360	Community Capital Grant Prgm	89	250	250	-	In Progress 0-50%
422301	Servus Lifecycle Replacement Prgm	542	823	823	-	In Progress 0-50%
422302	Aquatics Lifecycle Replace Plan	416	417	417	-	Complete
422306	Kingsw ood Park Disc Golf Course	37	148	148	-	In Progress 0-50%
422308	Kingsw ood Park Boat Dock	152	182	182	-	In Progress > 75%
422312	Neighborhood Park Development	352	703	703	-	In Progress 50-75%
422313	RWP Meadow view - Construction	142	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	-	In Progress 0-50%
422360	Community Capital Grant Prgm	9	250	250	-	In Progress 0-50%
422361	ACA Rec Hub Funding	-	1,500	1,500	-	Not Yet Commenced
423301	Servus Lifecycle Replacement Prgm	205	970	970	-	In Progress 0-50%
423302	Aquatics Lifecycle Replacement Prgm	118	274	274	-	In Progress 50-75%
423307	City Playground Lifecycle Prgm	-	155	155	-	Not Yet Commenced
423308	Off Leash Area Enhancements	4	200	200	-	In Progress 0-50%
423316	Outdoor Rec & Parks Infrastruc Rehab	-	84	84	-	In Design
423317	Millennium Park Design Phase 2 & Construc	-	337	337	-	In Design
Total Community & Recreation Services		$15,143	$22,287	$22,287	$-	

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

		Project To Date	Project Budget	Forecast	Variance	Progress Status
Emergency Services						
419332	Emerg Response Veh	17	188	188	-	In Progress 0-50%
420331	Fire Station #1 – Construction	13,512	14,100	14,100	-	Maintenance
420332	Fire Station #4	2,129	16,341	16,341	-	In Design
420333	Fire Station #4 Fire Engine	-	1,541	1,541	-	In Progress 0-50%
420334	Fire Aerial Apparatus	-	2,470	2,470	-	In Progress 0-50%
420335	Fire Tanker Vehicle	-	779	779	-	In Progress 0-50%
422330	Emergency Equip Replace Plan	107	107	107	-	In Progress > 75%
422334	Policing Bldg Accomm	481	5,000	5,000	-	In Design
422337	Fire Station #1 - Decommissioning	173	853	853	-	In Design
423330	Emergency Equip Replace Plan	123	279	279	-	In Progress 0-50%
423338	Fire #2 Security Upgrade	-	45	45	-	In Progress 0-50%
Total Emergency Services		$16,542	$41,702	$41,702	$-	
			11			
Public Operations						
412420	Campbell Road Park & Ride	21,816	25,600	25,600	-	In Progress > 75%
414804	Transit Smart Fare & Smart Bus	3,252	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	362	416	416	-	In Progress > 75%
420801	PW Mobile Equip Replace Plan	2,339	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	-	In Design
422801	PW Mobile Equip Replace Plan	863	2,405	2,405	-	In Progress 0-50%
422806	Shop & Yard Equip Replace	40	40	40	-	Complete
422807	Municipal Facilities - Repairs & Renew al	4,775	4,775	4,775	-	Complete
423350	Transit Bus Lifecycle Replace	44	809	809	-	In Progress 0-50%
423801	PW Mobile Equip Replace Plan	281	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	673	10,480	10,480	-	In Progress 0-50%
423809	Kinex Arena Lifecycle	-	258	258	-	In Progress 0-50%
423810	Larry Olexiuk Field Artificial Turf Replaceme	4	1,038	1,038	-	In Progress 0-50%
423811	Grader	-	590	590	-	In Progress 0-50%
423812	Loader w ith blow er	-	500	500	-	In Progress 0-50%
423813	Sidew alk machine	-	175	175	-	Not Yet Commenced
423814	Truck plow w ith sander	-	365	365	-	Not Yet Commenced
Total Public Operations		$36,824	$61,241	$61,241	$-	

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

		Project To Date	Project Budget	Forecast	Variance	Progress Status
Planning & Engineering						
416418	Noise Attenuation Data Collection	98	200	200	-	In Progress 0-50%
417421	SA Trail Traffic Signal Optimization	179	208	208	-	In Progress > 75%
418404	City Owned Parking Lots Rehab	1,452	1,515	1,515	-	In Progress > 75%
418411	Lane Reconstruct Prgm	554	1,600	1,600	-	In Progress > 75%
418415	Buildings Life Cycle Program	220	225	225	-	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 Progress 0-50%
419421	N SA Trail Corridor Mgmt Implement	17,236	26,500	26,500	-	In Progress > 75%
419423	Fowler Way	3,331	6,660	6,660	-	In Design
420413	Bridge Prgm	319	319	319	-	Complete
420414	Barrier Wall Study & Replace	3,165	3,768	3,768	-	Maintenance
420424	Ray Gibbon Improvements	25,535	28,715	28,715	-	In Progress > 75%
421402	Collector Roadway Prgm	868	957	957	-	In Progress > 75%
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	275	275	275	-	Maintenance
421420	RR260 - Community Amenities & Lakeview	20,351	30,000	30,000	-	Maintenance
421426	Capital Projects Maintenance	83	200	200	-	In Progress 0-50%
422401	Arterial Rehab Prgm	21	1,680	1,680	-	In Design
422404	Paved Parking Lot Prgm	142	150	150	-	In Design
422405	Permanent Line Marking Rehab	170	200	200	-	In Progress > 75%
422406	Multi-Use Trail Rehab Prgm	152	273	273	-	In Progress 50-75%
422407	Sidewalk Program	514	600	600	-	In Progress > 75%
422408	Transportation Systems Mgmt	644	710	710	-	In Progress > 75%
422409	Active Transport Plan	149	150	150	-	Maintenance
422410	Intersection Improvements	92	500	500	-	In Progress 0-50%
422411	Back Lanes Prgm	13	1,215	1,215	-	In Design
422412	Roadway Rehab Prgm	22	2,457	2,457	-	In Design
422413	Bridge Prgm	16	359	359	-	In Design
422416	Traffic Calming Strategies	269	327	327	-	In Progress > 75%
422418	Villeneuve Rd Rebuild	3,266	4,097	4,097	-	In Progress > 75%
422430	Fleet Unit 4534 Replacement Upgrade	-	138	138	-	Not Yet Commenced
423401	Arterial Rehab Prgm	20	1,636	1,636	-	In Progress 0-50%
423402	Collector Roadway Prgm	16	1,235	1,235	-	In Progress 0-50%
423403	Local Roadway Prgm	20	1,680	1,680	-	In Progress 0-50%
423404	Paved Parking Lot Prgm	240	611	611	-	In Progress 0-50%

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

		Project To Date	Project Budget	Forecast	Variance	Progress Status
423405	Permanent Line Marking Rehab	13	210	210	-	In Progress 0-50%
423406	Multi-use Trail Rehab Prgm	-	275	275	-	Not Yet Commenced
423407	Sidewalk Prgm	0	600	600	-	In Progress 0-50%
423408	Transportation Systems Mgmt	55	614	614	-	In Progress 0-50%
423409	Active Transport Plan	-	500	500	-	In Progress 50-75%
423410	Intersection Improvements	-	100	100	-	In Design
423412	Roadway Rehab Prgm	32	2,477	2,477	-	In Progress 0-50%
423413	Bridge Prgm	-	2,015	2,015	-	In Progress 0-50%
423414	North St. Albert Trail Improvements (65% O	-	16,220	16,220	-	In Design
423415	Business Process Consultant	-	150	150	-	Not Yet Commenced
423417	Traffic Signal Maintenance	188	465	465	-	In Progress 0-50%
423418	Villeneuve Rd Rebuild - 35% OSL	755	17,057	17,057	-	In Progress 0-50%
423420	RR260-Road Construction	-	227	227	-	In Design
423423	Fowler Way - 50% OSL	-	4,400	4,400	-	Not Yet Commenced
418425	Municipal Development Plan	898	1,094	1,094	-	In Progress > 75%
419425	Accessibility Initiatives	51	300	300	-	In Progress 0-50%
421428	Land Use Bylaw Update	166	466	466	-	In Progress 0-50%
421429	Lakeview/Badger Lands ASP	281	400	400	-	In Progress 50-75%
421430	Edmonton Annexation	27	50	50	-	In Progress 50-75%
422427	DARP Project Prioritization	48	165	165	-	In Progress 0-50%
422428	Mature Neighbourhood Revitalization Strate	-	208	208	-	Not Yet Commenced
422429	Lakeview/Badger Lands ASP	-	200	200	-	In Progress 0-50%
Total Planning & Engineering		$84,489	$171,586	$171,586	$-	
		$158,506	**$308,185**	**$308,159**	**$26**	

APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

FOR THE PERIOD ENDING JUNE 30, 2023

In Thousands of Dollars

		Project To Date	Project Budget	Forecast	Variance	Progress Status
Utilities						
417430	Water Network LOS	1,598	1,633	1,633	-	In Progress > 75%
418430	Water Network LOS	1,226	1,252	1,252	-	In Progress > 75%
420730	Water Network LOS	687	1,240	1,240	-	In Progress > 75%
420737	Pump Station and Reservoir Rehab Prgm	200	200	200	-	Complete
421730	Water Network LOS	791	2,440	2,440	-	In Progress 50-75%
421735	Water System Infrastructure Rehab	445	530	530	-	In Progress 50-75%
421737	Pump Station and Reservoir Rehab Prgm	40	200	200	-	In Progress 0-50%
422730	Water Network LOS	65	4,488	4,488	-	In Progress 0-50%
422735	Water System Infrastructure Rehab	225	541	541	-	In Progress 50-75%
422737	Pump Station and Reservoir Rehab Prgm	874	1,850	1,850	-	In Progress 0-50%
423730	Water Network LOS	19	1,840	1,840	-	In Design
423735	Water System Infrastructure Rehab	-	563	563	-	Not Yet Commenced
423737	Pump Station and Reservoir Rehab Prgm	5,439	33,383	33,383	-	In Progress 0-50%
423738	North Reservoir and Pumphouse - 100%OS	-	1,890	1,890	-	Not Yet Commenced
417441	WASTWT Main Replacement	1,036	1,153	1,153	-	In Progress 0-50%
417442	WASTWT Lift Station Studies	537	550	550	-	In Progress > 75%
418845	WASTWT Rehab Prgm	188	256	256	-	In Progress 50-75%
419740	WASTWT Collection System LOS	133	440	440	-	In Progress 0-50%
419741	WASTWT Main Replacement	483	688	688	-	In Progress 50-75%
420740	WASTWT Collection System LOS	903	1,417	1,417	-	In Progress 50-75%
420745	WASTWT Rehab Prgm	250	268	268	-	In Progress > 75%
420747	WASTWT SCADA System Upgrades	773	950	950	-	In Progress 0-50%
421740	WASTWT Collection System LOS	408	490	490	-	In Progress > 75%
421741	WASTWT Main Replacement	288	688	688	-	In Progress 0-50%
421745	WASTWT Rehab Prgm	6	268	268	-	In Design
422740	WASTWT Collection System LOS	354	3,114	3,114	-	In Progress 0-50%
422741	WASTWT Main Replacement	-	702	702	-	In Progress 0-50%
422745	WASTWT Rehab Prgm	26	273	273	-	In Progress 0-50%
422746	WASTWT Household Service Replace	173	250	250	-	In Progress 50-75%
422747	NE Servicing Projects	198	2,000	2,000	-	In Design
423741	WASTWT Main Replacement	-	2,283	2,283	-	In Progress 0-50%
423745	WASTWT Rehab Prgm	-	279	279	-	Not Yet Commenced
423746	WASTWT Household Service Replace	30	255	255	-	In Progress 0-50%

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

		Project To Date	Project Budget	Forecast	Variance	Progress Status
416457	Beaudry Place Storm Drainage Upgrade	690	750	750	-	Maintenance
417453	Sediment and Erosion Control	340	385	385	-	Maintenance
418452	STORM Mgmt LOS	1,136	1,377	1,377	-	In Progress > 75%
418453	Sediment and Erosion Control	1,815	2,036	2,036	-	In Progress > 75%
418851	STORM Infrastructure Rehab	812	1,922	1,922	-	In Progress 0-50%
419751	STORM Infrastructure Rehab	293	295	295	-	Maintenance
419752	STORM Mgmt LOS	931	3,740	3,740	-	In Design
419753	Sediment and Erosion Control	2,200	2,395	2,395	-	In Design
420751	STORM Infrastructure Rehab	34	1,560	1,560	-	In Design
420752	STORM Mgmt LOS	74	1,915	1,915	-	In Design
420753	Sediment and Erosion Control	11	1,715	1,715	-	In Progress 0-50%
420754	Stormwater SCADA System Upgrades	12	130	130	-	In Progress 0-50%
421751	STORM Infrastructure Rehab	0	3,105	3,105	-	In Design
421752	STORM Mgmt LOS	-	9,540	9,540	-	Not Yet Commenced
421753	Sediment and Erosion Control	-	1,616	1,616	-	In Design
422751	STORM Infrastructure Rehab	7	2,075	2,075	-	Not Yet Commenced
422752	STORM Mgmt LOS	-	2,106	2,106	-	Not Yet Commenced
422753	Sediment and Erosion Control	-	1,256	1,256	-	Not Yet Commenced
423753	Sediment and Erosion Control	-	3,059	3,059	-	In Design
419761	Recycle Yard Upgrades	1	70	70	-	In Progress 0-50%
420761	Recycle Yard Upgrades	14	28	28	-	In Progress 0-50%
423761	Recycle Yard Upgrades	-	30	30	-	Not Yet Commenced
Total Utilities		$25,763	$109,478	$109,478	$-	
		$25,763	**$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 JUNE 30, 2023

In Thousands of Dollars

		YTD Balance	Opening Balance	Adjustments	Uncommitted Balance
O1	Stabilization Reserve	9,968	9,986	(1,617)	8,369
O3	Operating Program	7,112	7,678	(7,258)	421
O4	Risk Management Reserve	1,327	1,307	(124)	1,183
O5	Traffic Safety	93	88	34	122
O7	Children's Festival Reserve	61	61	-	61
O8	RCMP Contract Expense Reserve	1,134	1,134	-	1,134
O9	Safety Enhancement Reserve	489	312	15	327
O10	Election and Census Reserve	971	879	92	971
	Total Operating	**21,156**	**21,446**	**(8,858)**	**12,588**
C1	Internal Financing Reserve	(2,855)	-3,296	441	(2,855)
C2	Major Recreational Lands & Facilities	5,432	5,266	(562)	4,704
C3	Offsite Levy Recoveries	28,483	25,540	(9,404)	16,137
C4	Lifecycle	43,420	36,271	(6,336)	29,936
C5	Municipal Land and Facilities Reserve	4,707	5,139	(3,912)	1,226
C6	Capital Funding	16,856	13,143	(9,908)	3,235
C7	Growth Stabilization Reserve	2,787	2,742	(2,454)	288
C8	Energy Efficiency Reserve	93	93	(5)	88
	Total Capital	**98,923**	**84,899**	**(32,141)**	**52,759**
	Total Utilities	**68,008**	**68,867**	**(68,179)**	**688**
OA1	Outside Agency Operating	103	94	9	103
OA2	Outside Agency Capital	50	50	-	50
	Total Outside Agency	**153**	**144**	**9**	**153**
		188,240	**175,356**	**(109,169)**	**66,187**

**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