



CITY OF ST. ALBERT

# CORPORATE REPORT
## QUARTER THREE

RELEASED
November 19, 2024

2024



# 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 initiatives that advance the Council's Strategic Plan. For each strategic priority, the status of planned initiatives represents where each stands as of September 30, 2024.

**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 versus. forecast, progress, and project schedules.

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

# About the City of St. Albert Council Strategic Plan

The City of St. Albert Council Strategic Plan outlines the areas Council will focus on during the 2022 - 2025 term and is used to provide direction to Administration. Development of the Strategic Plan was informed by the Community Vision and Pillars of Sustainability and Municipal Development Plan, as well as input received from the community through formal and informal opportunities. Council updated and reapproved the *2022-2025 City of St. Albert Council Strategic Plan* in April 2024.

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. This includes communicating and engaging in meaningful and transparent ways with the community.
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 to advance strategic 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 the Council's Strategic Plan. The Corporate Business Plan is used by Administration to prioritize and sequence initiatives over the four-year term and to prioritize new budget requests.

# COUNCIL STRATEGIC PRIORITY ONE: ECONOMIC PROSPERITY

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

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

| Initiatives | Progress Update | Est. Completion | Department |
|---|---|---|---|
| **1.1 Lakeview Business District Servicing** | A servicing design brief for the Lakeview Business District Neighbourhood Plan has been submitted to the City for review and is currently under internal circulation for feedback. Preliminary engineering and arterial roadway design efforts continue under Capital Project Charter ENGS-082. Key next steps include finalizing the servicing design plan for the neighbourhood and presenting the Capital Project Charter package for initial servicing plans to Council on October 15, 2024. If the Charter is approved, a Borrowing Bylaw will be presented to Council to secure funding, allowing the project tendering process to commence. | 12/30/25 | • Engineering Services |
| **1.2 St. Albert West Area Structure Plan (ASP) and Neighbourhood Plan** | The St. Albert West ASP was approved by Council in September 2024. Administration is now focused on developing Neighbourhood Plans (NPs) for the City-owned Badger Lands and Lakeview. This process involves completing technical studies, including Transportation Impact Assessments, Servicing Design Briefs, Fiscal Impact Assessments, and Noise Studies. The Natural Area Assessments, Environmental Site Assessments, and Geotechnical Investigations completed in 2021 will inform the final NPs. The project team is working on extending the consultant's contract to Q1 2025 to ensure the NPs' completion. | 3/30/25 | • Planning & Development |
| **1.3 Regional and Sub-Regional Economic Development** | The Collaborative Economic Development (CED) project achieved key milestones, including finalizing the Partnership Agreement template and developing a Memorandum of Understanding for CED implementation in 2025. The focus for Q4 2024 will be on project closeout activities and Alberta Community Partnership (ACP) grant reporting. Additionally, the CED Working Group will host an online information session in October for regional Mayors and Councillors to showcase the progress made on the CED project and outline plans for implementing the CED Framework in 2025. | 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 | The final and legal review for the Land Use Bylaw (LUB) update have been completed and mailouts for spot redistricting have been sent. The first reading of the Bylaw is scheduled for October 15, 2024. Efforts are ongoing to develop an interactive, user-friendly version of the LUB and to update the City's website with new brochures. A Public Hearing is scheduled for October 15, 2024, at 2 p.m. | 11/30/24 | • 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). |
|---|---|

Projects planned for advancing this strategy have been completed.

| 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. |
|---|---|

Projects planned for advancing this strategy have been completed/stopped.

| 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. |
|---|---|

Projects planned for advancing this strategy have been completed.

# 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 | Conveyancing and Buy Back agreements have been finalized from the City's perspective and are awaiting feedback from Homeland Housing's. On June 18, 2024, Council approved a $2.84 million contribution from the City's stabilization reserve towards the 22 St. Thomas Street project, increasing municipal support to 12% of the total project cost. This support aims to strengthen Homeland Housing's application for the Alberta Affordable Housing Partnership Program (AHPP) grant, which remains the primary barrier to project advancement.<br><br>Homeland Housing will re-apply for the AHPP grant this fall, and a staged development approach may be considered to align with the grant criteria and reduce the requested funding. A joint advocacy meeting with Minister Nixon, Mayor Heron, and Homeland Housing is scheduled for October 29th to support these efforts. Homeland Housing will proceed with the development permit application and member municipalities will be asked to sign a letter of support for the project. Information on the project was shared at a housing and homelessness event on September 18, 2024, and will be presented to St. Albert service clubs. | 12/31/24 | • Planning & Development |
| 3.2 Feasibility Study for Youth Transitional Housing | The final report on the Feasibility Study for Youth Transitional Housing was presented to Council on September 10, 2024. Council unanimously approved the recommendation to explore potential interest from operators or partners for providing Youth Transitional Housing, with a directive to report to the Standing Committee of the Whole no later than Q2 2025. | 8/31/24 | • Community Services |

| 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 Planning | The Community Amenities Planning project is progressing as scheduled, with ongoing site studies and the initiation of a functional study and partnership opportunity review. All components are on track for completion by Q1 2025. The project will include updates to costs based on the findings from the site studies. Upon completion, Council will be briefed on the impacts of the site studies as well as the results of the functional study and partnership opportunity review to determine the next steps. | 12/31/25 | • 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 | Project planning is progressing for a Reconciliation Action Plan/ Indigenous Framework, which will guide the future establishment of an advisory entity. A Working Group successfully organized activities for the National Day for Truth and Reconciliation on September 30, 2024, held at Mission Park. Administration also worked to enable the installation of the Every Child Matters Crosswalk in downtown St. Albert. Ongoing efforts include relationship building with First Nations and Métis communities to explore mutually beneficial opportunities. | 3/31/25 | • Government/ Indigenous Relations & Environment |

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

| Initiatives | Progress Update | Est. Completion | Department |
|---|---|---|---|
| 3.9 Community Social Needs Assessment | The final report for the Community Social Needs Assessment was presented to the Standing Committee of the Whole on September 10, 2024, as information. The resulting Community Social Roadmap is a working document that will guide Family and Community Support Services (FCSS) in collaborative efforts with community stakeholders over the next 5 to 10 years. | 9/30/24 | • Community Services |

| Initiatives | Progress Update | Est. Completion | Department |
|---|---|---|---|
| **3.10 Inclusion, Diversity, Equity and Accessibility Strategy** | The Colbourne Institute for Inclusive Leadership at NorQuest College has been selected as the consultant to develop the IDEA Strategy, Implementation Plan, Education Plan, and Communications Plan. Internal communications were initiated in September to inform all employees about the project.<br><br>From September to December 2024, the consultant will conduct internal and external assessments, including an all-employee survey, interviews with the Executive and Leadership Teams, engagement with community stakeholders, a review of Alberta municipalities' IDEA practices, and an accessibility audit of the City's public website. The next phase, from January to April 2025, will involve developing the IDEA strategy, purpose statement, Council Policy and/or Administrative Directive, and a multi-year action plan, including an education and communications plan for employees. Depending on preliminary outcomes, a proposed Council Policy may be brought forward for approval. | 6/30/25 | • Human Resources & Safety |

## 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. |
|---|---|

Projects planned for advancing this strategy have been completed.

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

Development of the Resiliant Infrastructure Long-Range Strategy is scheduled to start in 2025. Other planned projects for advancing this strategy have been completed.

# 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 | The project team has successfully engaged internal stakeholders to explore integration opportunities within the capital projects prioritization processes, specifically focusing on municipal and Off-Site Levy (OSL) projects.<br><br>Next steps include conducting an electronic scan of OSL policies of comparable municipalities, integrating long-term debt considerations into Council decisions, identifying points for budget process integration, and drafting a scope of work for the subsequent project. | 3/31/25 | • 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 |
|---|---|---|---|
| 5.9 Mature Asset Management Program | The Mature Asset Management (AM) Program is being revised to address new resource requirements and an expanded scope. Following the completion of the vendor evaluations and demonstrations for the Enterprise Maintenance Management - Asset Management (EMM-AM) software, which dominated the AM team's capacity during Q1-Q3 2024, the focus will shift back to updating the AM Governance Structure and related components in Q4 2024.<br><br>The project charter will be circulated for approval after incorporating required changes, followed by a review by AM Committee members. The finalized State of Infrastructure Report (SOIR) was completed in July, and 18% of the governance structure for tactical asset management plans has been developed. Ongoing meetings with asset stewards will continue through Q4 to refine roles and responsibilities. | 12/30/26 | • Engineering Services |

| Initiatives | Progress Update | Est. Completion | Department |
|---|---|---|---|
| **5.13 Extending Online Options for Building and Development Application Process** | Currently, the project for extending online options for the building and development application process has not commenced. The detailed requirements and procurement processes are still pending the selection of the Enterprise Maintenance Management - Asset Management (EMM-AM) software platform.<br><br>To ensure effective integration with the EMM-AM platform and address resource capacity constraints, the anticipated start date for this initiative has been pushed back to no earlier than Q2 2025. | 6/30/26 | • Planning & Development |
| **5.14 Modernize City's Budget - Multi-year Budgeting** | The Project Plan has been officially approved, incorporating the latest updates. A successful kickoff meeting was held on September 13, 2024, to initiate the project.<br><br>Key upcoming activities include data collection from internal and external sources as well as analysis of findings. | 12/31/26 | • Financial & Strategic Services |
| **5.16 Enhance Records and Information Management Practices** | The Digitization Directive has been sent for approval and is scheduled to be published on the internal website, alongside related procedural documents. This directive includes a list of equipment requirements to aid in developing the tender for a commercial scanner later this year. The offsite storage service contract has undergone legal review and is now being executed. Additionally, an IT Application Analyst has been recruited to assist the team in reviewing the City's Microsoft environment and providing recommendations to ensure alignment with the Records and Information Management directives. | 12/31/26 | • Legal/ Legislative/Record Services |

| Initiatives | Progress Update | Est. Completion | Department |
|---|---|---|---|
| **5.17 Procurement Audit Implementation - Phase 1 & 2** | The Internal purchasing website has been successfully launched, providing employees with information on procurement and updates related to improvements made based on audit recommendations and to facilitate the implementation of procurement recommendations.<br><br>Ongoing efforts are focused on developing formal internal training modules to support the implementation of the updated processes and forms starting in Quarter 4. The project team is finalizing internal directives, protocols, and business process documents to establish a standard contract management practice across the City. The transition of the Corporate Procurement Card Administration function has been completed. This shift and automation of previously manual processes has streamlined workflows, improved resource management, and enhanced time efficiency within Purchasing Services.<br><br>The team is also working on an operational risk register and a companion guidance document to proactively manage risks associated with procurement, contract management, and payment activities. While balancing operational and project demands presents challenges, a more detailed work planning approach has been adopted to improve clarity around task timelines, team capacity, and interdependencies. | 3/31/25 | • Financial & Strategic Services |
| ✓ **5.22 Process Improvements for planning, development and capital project management** | The consultants have delivered final reports, which have been accepted by the Planning and Development and Engineering (CPO) teams. These reports include assessments of the current state, desired future state, and a gap analysis that informed the provided recommendations.<br><br>Both teams are now reviewing the recommendations to determine the timing, sequencing, and resources required for implementation (people and budget). | 9/30/24 | • Engineering Services<br>• Planning & Development |

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

Projects planned for advancing this strategy have been completed.

## Initiatives Planned for Future Years

| Strategic Priority | Initiatives | Start Date | Department |
|---|---|---|---|
| 1. ECONOMIC PROSPERITY | **1.5 Integration of Annexed Lands into City Technical Plans and Studies** | 1/1/26 | • Planning & Development |
| 1. ECONOMIC PROSPERITY | **1.8 Infill Strategy** | 1/1/25 | • Planning & Development |
| 4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT | **4.5 Resilient Infrastructure Strategy** | 1/1/25 | • Engineering Services |
| 5. FINANCIAL SUSTAINABILITY | **5.8 Standardize Capital Project and Contract Management Procedures** | 1/1/25 | • Engineering Services |
| 5. FINANCIAL SUSTAINABILITY | **5.10 Enhancement of Online Access to City Services** | 9/1/26 | • Financial & Strategic Services |
| 5. FINANCIAL SUSTAINABILITY | **5.11 Customer Relationship Management Direction** | 1/1/26 | • Financial & Strategic Services |
| 5. FINANCIAL SUSTAINABILITY | **5.12 Customer Relationship Management Implementation** | 1/1/27 | • Financial & Strategic Services |
| 5. FINANCIAL SUSTAINABILITY | **5.19 Procurement Audit Implementation - Phase 3** | 1/1/25 | • Financial & Strategic Services |

# Initiatives Previously Completed/Stopped During This Council Term

| Strategic Priorities Grouping | 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 |
| 2. DOWNTOWN VIBRANCY | ✓ 2.1 Downtown Area Redevelopment Plan (DARP) Update and Prioritization | 1/17/24 | • Planning & Development |
| 2. DOWNTOWN VIBRANCY | 2.2 Millennium Park Development | 12/31/26 | • Recreation & Parks |
| 2. DOWNTOWN VIBRANCY | ✓ 2.3 Downtown Stakeholder Coordination | 12/31/23 | • Economic Development |
| 3. COMMUNITY WELL BEING | ✓ 3.3 Enhance Housing Options | 3/31/24 | • Planning & Development |
| 3. COMMUNITY WELL BEING | ✓ 3.5 Ownership of Community Amenities Lands | 12/31/22 | • Legal/Legislative/ Record Services |
| 3. COMMUNITY WELL BEING | ✓ 3.7 Municipal Naming | 12/31/23 | • Planning & Development |
| 3. COMMUNITY WELL BEING | ✓ 3.8 Grant Program Review | 6/30/23 | • Recreation & Parks |
| 4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT | ✓ 4.1 Waste Minimization Strategies | 3/31/23 | • Public Operations |
| 4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT | ✓ 4.2 Climate Adaptation Plan (Risk and Vulnerability Assessment) | 12/31/23 | • Government/ Indigenous Relations & Environment |
| 4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT | ✓ 4.3 Energy Efficiency Community Based Programs | 6/30/23 | • Government/ Indigenous Relations & Environment |
| 4. ADAPTING TO A CHANGING NATURAL ENVIRONMENT | ✓ 4.4 Green Environment Strategy | 12/31/23 | • Government/ Indigenous Relations & Environment |

| Strategic Priorities Grouping | Initiatives | Completed Date | Department |
|---|---|---|---|
| 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 | ✓ **5.5 Arden Theatre Operating Model Options Review (may be revisited in future years)** | 12/31/23 | • Community Services |
| 5. FINANCIAL SUSTAINABILITY | ✓ **5.6 911 Dispatch Delivery Model Review** | 9/30/22 | • Emergency Services |
| 5. FINANCIAL SUSTAINABILITY | ✓ **5.7 Implement Direction for 911 Dispatch Delivery Model Review** | 6/30/23 | • Emergency Services |
| 5. FINANCIAL SUSTAINABILITY | ✓ **5.15 Shared Services for Public Participation** | 3/31/23 | • Communications & Public Affairs |
| 5. FINANCIAL SUSTAINABILITY | ✓ **5.20 Internal Audit Committee - Practice and Process** | 10/31/23 | • Office of the DCAO |
| 5. FINANCIAL SUSTAINABILITY | ✓ **5.21 Advance Integrated Risk Management Framework and Practice** | 3/31/24 | • Financial & Strategic Services |

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# Financial Summary

The first nine months of 2024 resulted in a forecasted surplus of $8.8 million. This is primarily due to revenue increases in permits, investment interest, and the ambulance contract agreement, and expense savings in the RCMP contract, and salary vacancies.

### Municipal

Operating:

- $159.5 million in revenue recognized, which is 73% of forecast.
- $143.2 million has been spent, which is 68% of forecast.

Capital:

- There is a total of 158 municipal capital projects for 2024.
- To date, $195.3 million has been spent out of a $394.2 million cumulative budget.

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### Utility

Operating:

- $38.3 million in revenue recognized, which is 75% of forecast.
- $27.7 million has been spent, which is 75% of forecast.

Capital:

- There is a total of 55 utility capital projects for 2024.
- To date, $51.8 million has been spent out of a $121.3 million cumulative budget.

### Investments

The City has $296 million in cash and investments and has earned $8 million in investment income to date.

### Reserves

The balance is $188.4 million, with a forecasted year end uncommitted balance of $72 million.

### Debt

The City's outstanding debt is $84.6 million, which is significantly lower than the municipal ceiling.

# CITY OF ST. ALBERT

## MUNICIPAL OPERATING SUMMARY BY FUNCTION

## FOR THE PERIOD ENDING SEPTEMBER 30, 2024

### IN THOUSANDS OF DOLLARS

| | Actual YTD | Budget | Forecast | Variance |
|---|---|---|---|---|
| **Revenue** | | | | |
| **Council** | $25 | $32 | $32 | $0 |
| **Executive Leadership** | 16 | 315 | 315 | 0 |
| **General Government** | 3,390 | 5,399 | 5,736 | 338 |
| **Community & Recreation Services** | 10,654 | 13,926 | 14,308 | 382 |
| **Emergency Services** | 6,420 | 8,680 | 9,043 | 363 |
| **Public Operations** | 10,380 | 14,152 | 14,418 | 266 |
| **Planning & Engineering** | 5,186 | 4,172 | 5,701 | 1,530 |
| **Corporate Financing** | 123,443 | 165,343 | 168,833 | 3,490 |
| **Total Revenue** | $159,513 | $212,018 | $218,386 | $6,368 |
| **Expenses** | | | | |
| **Council** | $603 | $979 | $982 | $(3) |
| **Executive Leadership** | 1,097 | 2,004 | 1,848 | 156 |
| **General Government** | 19,608 | 29,773 | 29,230 | 543 |
| **Community & Recreation Services** | 22,074 | 32,179 | 31,252 | 927 |
| **Emergency Services** | 26,217 | 45,438 | 42,383 | 3,055 |
| **Public Operations** | 34,042 | 48,079 | 47,908 | 171 |
| **Planning & Engineering** | 8,613 | 12,757 | 12,833 | (76) |
| **Corporate Financing** | 30,962 | 40,810 | 43,157 | (2,347) |
| **Total Expenses** | $143,216 | $212,018 | $209,593 | $(2,425) |
| **Excess of Revenue over Expenses** | | | | |
| **Council** | $(578) | $(948) | $(950) | $(3) |
| **Executive Leadership** | (1,081) | (1,689) | (1,533) | 156 |
| **General Government** | (16,218) | (24,374) | (23,494) | 880 |
| **Community & Recreation Services** | (11,421) | (18,252) | (16,944) | 1,308 |
| **Emergency Services** | (19,797) | (36,759) | (33,341) | 3,418 |
| **Public Operations** | (23,662) | (33,927) | (33,490) | 437 |
| **Planning & Engineering** | (3,427) | (8,585) | (7,132) | 1,454 |
| **Corporate Financing** | 92,481 | 124,533 | 125,676 | 1,143 |
| **Total Revenue Over Expenses** | $16,297 | $0 | $8,793 | $8,793 |

*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 - $156 thousand lower than budget

**Expense - $156 thousand lower than budget**

- $134 lower in salaries due to staff vacancies.

## General Government - $880 thousand lower than budget

**Revenue – $338 thousand higher than budget**

- $232 higher in Partners in Injury Reduction (PIR) rebate. This is higher than the expected 5% for maintenance of COR due to an annual improvement in performance.
- $66 higher in tax penalties and tax certificates due to higher volume.
- $40 higher in business licenses due to higher volume.

**Expense - $543 thousand lower than budget**

- $262 lower in salaries due to staff vacancies.
- $191 lower in professional services due to less third-party adjudication costs and delay to plan program changes.
- $150 lower in learning and development due to employee capacity constraints and an inability to take planned learning.
- $31 lower in telephone and mobile charges due to new mobile contract.
- $232 higher in transfer to reserves for Partners in Injury Reduction (PIR) rebate.

## Community & Recreation Services - $1,308 thousand lower than budget

**Revenue - $382 thousand higher than budget**

- $215 higher in recreation admission and membership revenue due to higher usage.
- $134 higher in culture rental revenue and Arden refurbishment surcharge due to increased demand.
- $70 higher in recreation rental revenue due to increased demand.
- $70 lower in recreation aquatics program revenue due to Fountain Park Recreation Centre facility closure.

**Expense - $927 thousand lower than budget**

- $890 lower in salaries due to staff vacancies in Recreation and Parks and Community Services and the Fountain Park Recreation Centre facility closure.

- $65 lower in operating and program supplies not required for the Historic Conservation Program.
- $53 lower in telephone and mobile charges due to new mobile contract.
- $32 lower in utilities due to Fountain Park facility closure.
- $77 higher in the subsidy programming due to increased demand.
- $64 higher in transfer to reserves due to increased Arden refurbishment surcharges.

## Emergency Services - $3,418 thousand lower than budget

**Revenue – $363 thousand higher than budget**

- $580 higher in contract revenue due to new contract for ambulance service delivery.
- $250 lower due to reduction in issued and paid photo tickets.

**Expense - $3,055 thousand lower than budget**

- $2,521 lower in RCMP contract billing adjustments related to vacant positions.
- $521 lower in salaries due to vacant positions, offset by increased overtime.

## Public Operations - $437 thousand lower than budget

**Revenue – $266 thousand higher than budget**

- $237 higher in one-time Low-Income Transit operating grant.
- $43 higher in recovered costs for transit insurance recoveries offset by increased contracted services for repairs.
- $34 lower in volume of transit ticket fares.

**Expense – $171 thousand lower than budget**

- $131 lower in salaries due to staff vacancies.
- $44 lower in telephone and mobile charges due to new mobile contract.
- $40 lower in equipment and vehicle parts due to acquisition of new handi-buses requiring less repairs.
- $60 higher in contracted services to maintain equipment due to staff vacancies and increased transit insurance R&M costs.

## Planning & Engineering - $1,454 thousand lower than budget

**Revenue – $1,530 thousand higher than budget**

- $1,354 higher in building permits and inspections due to development growth/ new subdivisions.
- $156 higher in subdivision fees for recent developments.
- $100 higher in recovered costs for a third-party utility review.
- $75 higher in development permit fees also related to increased development in new subdivisions.

- $151 lower in development compliance certificates and fees with trend towards title insurance in lieu of compliance certificates.

**Expense – $76 thousand higher than budget**

- $247 higher energy costs due to higher electricity delivery costs primarily impacting street lighting.
- $167 lower in salaries due to staff vacancies.

## Corporate Financing - $1,143 thousand higher than budget

**Revenue – $3,490 thousand higher than budget**

- $3,000 higher in interest income due to higher Bank of Canada interest rates than forecasted.
- $487 higher in franchise fees resulting from the AUC's approval of the electricity delivery rate increase and growth.

**Expense – $2,347 thousand higher than budget**

- $2,200 higher in interest expense due to higher interest revenue earned.
- $76 higher in employee relations.

# Municipal Capital Summary

## Budget vs. Actual Comparison

Table 1: Expenditure Summary (In Thousands of Dollars)

| Year | Actuals To Date | Budget | Forecast | No. of Projects |
|---|---|---|---|---|
| **2024** | 3,504 | 107,476 | 90,844 | 51 |
| **2023** | 34,417 | 71,589 | 71,363 | 39 |
| **2022** | 18,925 | 32,438 | 32,440 | 28 |
| **Prior** | 138,461 | 182,683 | 182,634 | 40 |
| **TOTAL** | **$195,309** | **$394,185** | **$377,280** | 158 |

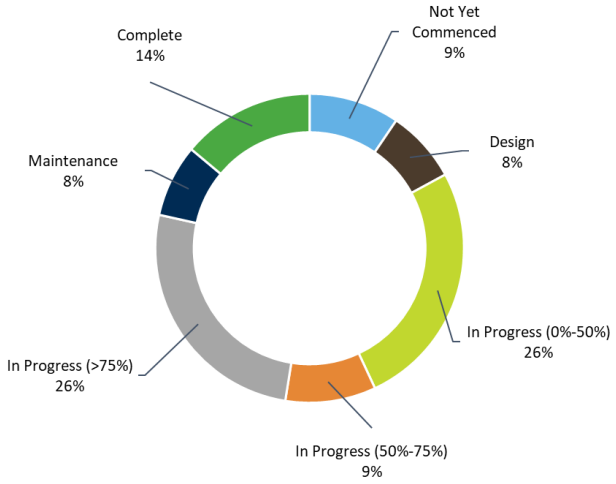
Table 1 illustrates that to date, $195.3 million has been spent out of a $394.2 million cumulative budget, with:

- 149 projects on budget.
- 9 projects below budget (this includes Millenium Park Construction project for which funding was not approved)

## Project Status

As shown in Table 2, 91% of the 158 projects are currently in progress or complete.

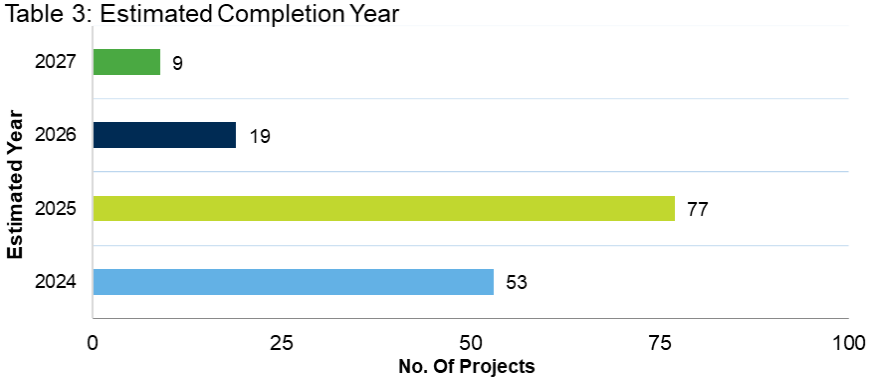
Table 2: Progress Status




## Project Completion

As the majority of the City's projects are multi-year in nature, an estimated time frame of when projects will be closed has been identified. Table 3 indicates that 53 projects will be closed at the end of the year.

Table 3: Estimated Completion Year




A detailed listing of the Municipal capital projects can be found in Appendix 1.

## UTILITY OPERATING SUMMARY BY FUNCTION
## FOR THE PERIOD ENDING SEPTEMBER 30, 2024
### IN THOUSANDS OF DOLLARS

| | Actual YTD | Budget | Forecast | Variance |
|---|---|---|---|---|
| **Revenue** | | | | |
| **Utility Finance** | $853 | $1,035 | $1,063 | $28 |
| **Water** | 12,322 | 15,906 | 16,509 | 603 |
| **Wastewater** | 13,650 | 18,578 | 18,212 | $(366) |
| **Storm** | 5,124 | 6,915 | 6,915 | 0 |
| **Solid Waste Management** | 6,325 | 8,385 | 8,397 | 12 |
| **Total Revenue** | $38,274 | $50,818 | $51,096 | $278 |
| **Expenses** | | | | |
| **Utility Finance** | $853 | $1,035 | $1,063 | $(28) |
| **Water** | 8,657 | 11,055 | 10,633 | 422 |
| **Wastewater** | 11,531 | 15,321 | 15,283 | 38 |
| **Storm** | 1,453 | 2,077 | 2,066 | 11 |
| **Solid Waste Management** | 5,222 | 7,746 | 7,666 | 80 |
| **Total Expenses** | $27,716 | $37,235 | $36,711 | $524 |
| **Transfer to Reserve** | | | | |
| **Water** | $3,665 | $4,851 | $5,876 | (1,025) |
| **Wastewater** | 2,119 | 3,257 | 2,930 | 328 |
| **Storm** | 3,671 | 4,837 | 4,849 | (11) |
| **Solid Waste Management** | 1,104 | 638 | 731 | (92) |
| **Total Transfer to Reserve** | $10,558 | $13,584 | $14,385 | $801 |

*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 - $1,205 thousand higher than budget

**Revenue – $603 thousand higher than budget**

- $600 higher in water connection fees due to development growth.

**Expense – $422 thousand lower than budget**

- $453 lower due to the water purchase rate from EPCOR being lower than budgeted.
- $100 higher than budget in one-time electricity charges incurred from the Henday Booster Station.

Wastewater - $328 thousand lower than budget

**Revenue – $366 thousand lower than budget**

- $400 lower in wastewater service charges due to system water losses not having been factored into projected wastewater volume and wastewater rates.

**Expense – $38 thousand lower than budget**

- No significant variances.

Storm - $11 higher than budget

- No significant variances.

Solid Waste Management – $92 thousand higher than budget

**Revenue – $12 thousand higher than budget**

- No significant variances

**Expense – $80 thousand lower than budget**

- $74 lower in salaries due to staff vacancies.

# Utility Capital Summary

## Budget vs. Actual Comparison

Table 4 illustrates that to date, $51.8 million has been spent out of a $121.3 million cumulative budget, with:

- 51 Projects on budget
- 4 Projects below budget

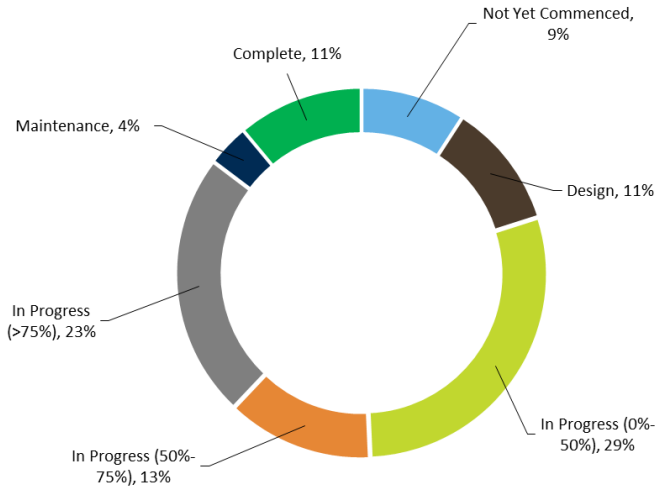
Table 4: Expenditure Summary (In Thousands of Dollars)

| Year | Actuals To Date | Budget | Forecast | No. of Projects |
|---|---|---|---|---|
| **2024** | 1,854 | 22,399 | 20,301 | 14 |
| **2023** | 27,564 | 43,326 | 43,326 | 8 |
| **2022** | 6,427 | 18,132 | 16,052 | 9 |
| **Prior** | 15,925 | 37,426 | 37,413 | 24 |
| **TOTAL** | **$51,770** | **$121,283** | **$117,092** | 55 |

## Project Status

As shown in Table 5, 91% of the 55 projects are currently in progress or complete.

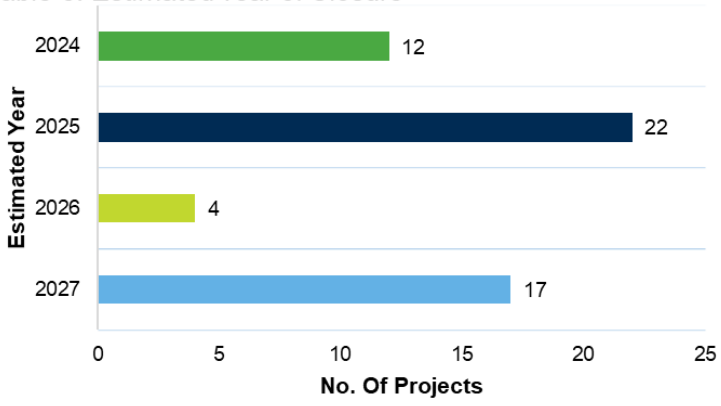
**Table 5: Progress Status**




## Project Completion

As the majority of the City's projects are multi-year in nature, an estimated time frame of when projects will be closed has been identified. Table 6 indicates that 12 projects will be closed at the end of the year.

Table 6: Estimated Year of Closure




A detailed listing of the Utility capital projects can be found in Appendix 2.

# Investments

As of September 30, 2024, the City has $296 million in cash and investments and earned $8 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.

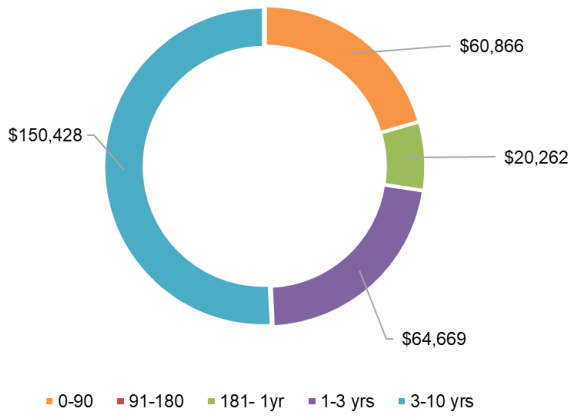
Table 7: Portfolio Allocation (In Thousands of Dollars)

| Financial Institution | Portfolio Amount | Percentage |
|---|---|---|
| CIBC | 91,038 | 30.73% |
| Scotiabank | 81,564 | 27.53% |
| BMO | 59,390 | 20.05% |
| CWB | 31,753 | 10.72% |
| RBC Commercial | 21,878 | 7.39% |
| NBC | 5,342 | 1.80% |
| HSBC | 5,060 | 1.71% |
| Servus | 200 | 0.07% |
| Total | 296,225 | 100.00% |

## Maintenance of Liquidity

The City maintains an investment portfolio that meets its cash flow requirements. The quarterly liquidity ratio was 1.13:1.00, which is above the minimum requirement. As illustrated in Table 8, the portfolio is split between investment terms to ensure anticipated short and long-term requirements are met.

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




## Rate of Return

The City's investment portfolio is managed to ensure that an optimum rate of return is realized. The rate of return realized on the City's Long-Term Investments are below the Bond rates, due to the timing of when these investments were purchased. Over time, these rates will be corrected as the investments mature and are reinvested at current 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 | 4.85% | 4.02% |
| | 91-180 | N/A | 3.73% |
| | 181- 1yr | 5.34% | 3.33% |
| | >1 - 3 yrs | 5.84% | 3.33% to 2.88% |
| Long Term Investments | >3 - 10 yrs | 2.63% | 2.88% to 3.01% |

# Reserves

As per Policy C-FS-01, Financial Reserves, the City recognizes the need to set aside funds for emergent financial needs and the replacement of existing equipment, facilities, and future projects. As illustrated in Table 10, the uncommitted balance as of September 30, 2024, is $72 million of which:

Table 14: Reserve Balances (In Thousands of Dollars) - Summary (2)

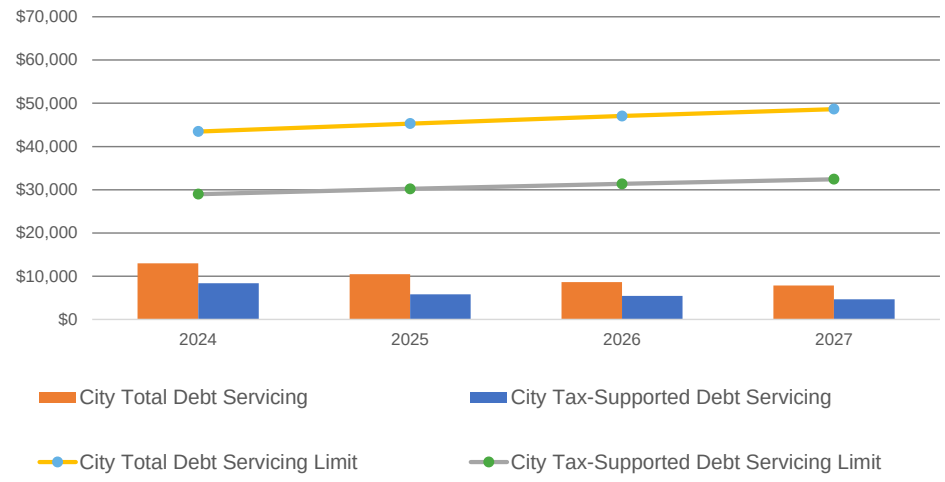
| | YTD Balance | Opening Balance | Adjustments | Uncommited Balance |
|---|---|---|---|---|
| **Operating** | $ 21,220 | $ 22,623 | $ (12,387) | $ 10,236 |
| **Capital** | 110,693 | 95,035 | (31,216) | 63,819 |
| **Utilities** | 56,334 | 59,748 | (61,983) | (2,236) |
| **Outside Agencies** | 162 | 153 | 9 | 162 |
| **TOTAL** | **$ 188,408** | **$ 177,558** | **$ (105,578)** | **$ 71,981** |

- 12% for property tax stabilization and contingency funding.
- 88% for replacement of existing municipal and utilities equipment, infrastructure, and future capital projects.

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

# Debt

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




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, which was updated in Q2 2024. The update establishes an internal limit of 18% of total debt servicing and 12% of tax-supported debt servicing. As illustrated in Table 11 the City's has $13.0 million in debt servicing payments which is considerably lower than the municipal and internal limits.

The City has $84.6 million debt outstanding which relates to seven significant projects:

- Ray Gibbon Drive of $32.6 million expiring in 2026, 2027, 2028, 2040, and 2041
- Range Road 260 of $17.5 million expiring in 2041
- North St. Albert Trail of $21.2 million expiring in 2033, 2040 and 2041
- North Interceptor Trunkline of $7.4 million expiring in 2038
- Servus Place of $0.7 million expiring in 2025
- Fire Hall #4 of $0.4 million expiring in 2024
- Villeneuve Road of $4.8 million expiring in 2033

# APPENDIX 1 - MUNICIPAL CAPITAL PROJECTS BY FUNCTION

## FOR THE PERIOD ENDING SEPTEMBER 30, 2024

IN THOUSANDS OF DOLLARS

| | | Project To Date | Project Budget | Forecast | Variance | Project Status |
|---|---|---|---|---|---|---|
| **General Government** | | | | | | |
| 415506 | Smart City Master Plan & Alliance | 38 | 75 | 38 | 49.6% | Complete |
| 423433 | Contaminated Sites Remediation | - | 30 | 30 | 0.0% | Not Yet Commenced |
| 424433 | Contaminated Sites Remediation | - | 30 | 30 | 0.0% | Not Yet Commenced |
| 421419 | Energy Efficiency Replace Prgm | 304 | 331 | 331 | 0.0% | In Progress > 75% |
| 423419 | Energy Efficiency Replace Prgm | - | 131 | 131 | 0.0% | Not Yet Commenced |
| 419427 | Smart Facility Monitoring | - | 30 | 30 | 0.0% | Not Yet Commenced |
| 421427 | Smart Facility Monitoring | - | 81 | 81 | 0.0% | Not Yet Commenced |
| 422506 | Enterprise Asset Management | 420 | 1,401 | 1,401 | 0.0% | In Progress 0-50% |
| 415508 | Financial System Software | 194 | 300 | 300 | 0.0% | In Progress > 75% |
| 416508 | Financial System Software | 1,194 | 1,388 | 1,388 | 0.0% | In Progress > 75% |
| 422501 | IT Lifecycle Replace Plan | 749 | 750 | 750 | 0.0% | Complete |
| 424501 | IT Lifecycle Replace Plan | - | 750 | 750 | 0.0% | Not Yet Commenced |
| 423501 | IT Lifecycle Replace Prgm | 518 | 750 | 750 | 0.0% | In Progress 50-75% |
| 423502 | IT Office Automation | 50 | 50 | 50 | 0.0% | Complete |
| 424502 | IT Office Automation | 13 | 50 | 50 | 0.0% | In Progress 0-50% |
| 424504 | Municipal Area Fiber Network Expansion | 250 | 390 | 390 | 0.0% | In Progress 50-75% |
| 423504 | Municipal Area Network Expansion | 380 | 380 | 380 | 0.0% | Complete |
| 422507 | Next Gen 911 Implement & Syst Rep | 157 | 1,194 | 1,194 | 0.0% | In Progress 0-50% |
| 420503 | Non-Emergency Radio System Replace | 724 | 1,075 | 1,075 | 0.0% | In Progress > 75% |
| 415505 | Commercial Scanner Acquisition | 5 | 57 | 57 | 0.0% | In Progress 0-50% |
| **Total General Government** | | $4,996 | $9,243 | $9,206 | 0.4% | |
| | | | 20 | | | |
| **Community & Recreation Services** | | | | | | |
| 424340 | Arden Theatre Lifecycle Plan | - | 33 | 33 | 0.0% | Not Yet Commenced |
| 424317 | Founders Walk Phase 3 | - | 108 | 108 | 0.0% | Not Yet Commenced |
| 416318 | Heritage Park Design (phase 3) | 176 | 216 | 216 | 0.0% | In Progress > 75% |
| 424320 | Visual Arts Studio Lifecycle | - | 50 | 50 | 0.0% | Not Yet Commenced |
| 423311 | Youth Transitional Housing | 96 | 132 | 96 | 27.5% | Complete |
| 422361 | ACA Rec Hub Funding | 500 | 1,500 | 1,500 | 0.0% | In Progress 0-50% |
| 424302 | Aquatics Lifecycle Replace Plan | 87 | 210 | 210 | 0.0% | In Progress 50-75% |
| 423302 | Aquatics Lifecycle Replacement Prgm | 269 | 274 | 274 | 0.0% | In Progress > 75% |
| 423307 | City Playground Lifecycle Prgm | 0 | 327 | 327 | 0.0% | In Progress > 75% |
| 421314 | Community Amenities Site Planning | 423 | 500 | 500 | 0.0% | In Progress > 75% |
| 422314 | Community Amenities Site Planning | 131 | 1,000 | 1,000 | 0.0% | In Progress 0-50% |
| 422360 | Community Capital Grant Prgm | 444 | 467 | 467 | 0.0% | In Progress > 75% |
| 424360 | Community Capital Grant Prgm | 60 | 250 | 250 | 0.0% | In Progress 0-50% |
| 424311 | Dog Friendly Park Development | - | 249 | 249 | 0.0% | In Design |
| 422308 | Kingswood Park Boat Dock | 155 | 182 | 182 | 0.0% | Maintenance |
| 422306 | Kingswood Park Disc Golf Course | 134 | 148 | 148 | 0.0% | Maintenance |
| 424308 | Lacombe Lake Dog Park Remediation | - | 190 | 190 | 0.0% | In Progress 0-50% |
| 424319 | Langholm Park Disc Golf | - | 94 | 94 | 0.0% | In Design |
| 424318 | Millennium Park Construction* | - | 16,632 | - | 100.0% | Not Yet Commenced |
| 423317 | Millennium Park Design Phase 2 & Construction | 153 | 337 | 153 | 54.6% | Complete |
| 422312 | Neighborhood Park Development | 643 | 703 | 703 | 0.0% | In Design |
| 424312 | Neighborhood Park Development | 4 | 258 | 258 | 0.0% | In Progress 0-50% |
| 421315 | Oakmont Trail Phase 2 | 298 | 298 | 298 | 0.0% | Complete |
| 424315 | Oakmont Trail Phase 2 | 39 | 2,599 | 2,599 | 0.0% | In Progress > 75% |
| 423308 | Off Leash Area Enhancements | 138 | 200 | 200 | 0.0% | In Progress > 75% |

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

| | | Project To Date | Project Budget | Forecast | Variance | Project Status |
|---|---|---|---|---|---|---|
| 422316 | Outdoor Rec & Parks Infrastruc Rehab | 148 | 165 | 165 | 0.0% | Complete |
| 423316 | Outdoor Rec & Parks Infrastruc Rehab | 82 | 84 | 83 | 1.8% | Complete |
| 419310 | Park Signage Program | 175 | 297 | 297 | 0.0% | In Progress 50-75% |
| 424307 | Parks and Outdoor Recreation Amenities | 13 | 200 | 200 | 0.0% | In Progress 0-50% |
| 421313 | RWP Meadowview - Construction | 2,855 | 3,156 | 3,156 | 0.0% | Maintenance |
| 422313 | RWP Meadowview - Construction | 288 | 368 | 368 | 0.0% | Maintenance |
| 422301 | Servus Lifecycle Replacement Prgm | 810 | 823 | 823 | 0.0% | In Progress > 75% |
| 423301 | Servus Lifecycle Replacement Prgm | 816 | 970 | 970 | 0.0% | In Progress > 75% |
| 424301 | Servus Lifecycle Replacement Prgm | 332 | 965 | 965 | 0.0% | In Progress 50-75% |
| **Total Community & Recreation Services** | | $9,269 | $33,982 | $17,129 | 49.6% | |
| **Emergency Services** | | | | | | |
| 419332 | Emerg Response Veh | 188 | 188 | 188 | 0.1% | Complete |
| 423330 | Emergency Equip Replace Plan | 238 | 279 | 279 | 0.0% | In Progress > 75% |
| 424330 | Emergency Equip Replace Plan | 19 | 178 | 178 | 0.0% | In Progress 0-50% |
| 423338 | Fire #2 Security Upgrade | 44 | 45 | 45 | 0.0% | Complete |
| 420334 | Fire Aerial Apparatus | 4 | 2,470 | 2,470 | 0.0% | In Progress 0-50% |
| 422337 | Fire Station #1 & NABI - Decommissioning | 522 | 507 | 507 | 0.0% | Maintenance |
| 420331 | Fire Station #1 – Construction | 13,949 | 14,100 | 14,100 | 0.0% | In Progress > 75% |
| 420332 | Fire Station #4 | 2,358 | 19,341 | 19,341 | 0.0% | In Design |
| 420333 | Fire Station #4 Fire Engine | 4 | 1,541 | 1,541 | 0.0% | In Progress 0-50% |
| 420335 | Fire Tanker Vehicle | 4 | 779 | 779 | 0.0% | In Progress 0-50% |
| 424335 | Municipal Enforcement Vehicle | - | 158 | 158 | 0.0% | In Progress 0-50% |
| 422334 | Policing Bldg Accomm | 1,472 | 5,000 | 5,000 | 0.0% | In Progress 0-50% |
| 424334 | Policing Services Building Feasibility Study | - | 150 | 150 | 0.0% | In Progress > 75% |
| **Total Emergency Services** | | $18,801 | $44,734 | $44,734 | 0.0% | |
| **Public Operations** | | | | | | |
| 412420 | Campbell Road Park & Ride | 22,710 | 25,600 | 25,600 | 0.0% | Complete |
| 423809 | Kinex Arena Lifecycle | 253 | 258 | 253 | 1.9% | Complete |
| 423810 | Larry Olexiuk Field Artificial Turf Replacement | 1,036 | 1,038 | 1,038 | 0.0% | Maintenance |
| 423812 | Loader with blower | 566 | 565 | 566 | -0.2% | Complete |
| 422807 | Municipal Facilities - Repairs & Renewal | 4,775 | 4,775 | 4,775 | 0.0% | Complete |
| 423807 | Municipal Facilities - Repairs & Renewal | 6,412 | 10,480 | 10,480 | 0.0% | In Progress 50-75% |
| 424807 | Municipal Facilities - Repairs & Renewal | - | 12,800 | 12,800 | 0.0% | Not Yet Commenced |
| 420801 | PW Mobile Equip Replace Plan | 2,530 | 2,535 | 2,530 | 0.2% | Complete |
| 421801 | PW Mobile Equip Replace Plan | 1,841 | 1,847 | 1,841 | 0.3% | Complete |
| 422801 | PW Mobile Equip Replace Plan | 1,206 | 2,405 | 2,405 | 0.0% | In Progress 50-75% |
| 423801 | PW Mobile Equip Replace Plan | 3,102 | 3,871 | 3,871 | 0.0% | In Progress > 75% |
| 424801 | PW Mobile Equip Replace Plan | 613 | 4,499 | 4,499 | 0.0% | In Progress 0-50% |
| 419803 | SAP Bldg Replace Prgm | 304 | 310 | 310 | 0.0% | Maintenance |
| 424806 | Shop &Yard Equip Replace | 34 | 40 | 40 | 0.0% | In Progress > 75% |
| 423813 | Sidewalk machine | 183 | 183 | 183 | 0.0% | Complete |
| 424808 | St. Albert Place - Exterior, Programmable LED Li | - | 125 | 125 | 0.0% | In Design |
| 421350 | Transit Bus Lifecycle Replace | 756 | 758 | 758 | 0.0% | Complete |
| 422350 | Transit Bus Lifecycle Replace | 191 | 265 | 265 | 0.0% | In Progress 50-75% |
| 423350 | Transit Bus Lifecycle Replace | 585 | 809 | 809 | 0.0% | In Progress 50-75% |
| 424350 | Transit Bus Lifecycle Replace | - | 280 | 280 | 0.0% | In Progress 0-50% |
| 424803 | Transit Garage (Liggett Place) Expansion | 87 | 635 | 635 | 0.0% | In Progress 0-50% |
| 424351 | Transit Growth Buses | - | 1,834 | 1,834 | 0.0% | In Progress 0-50% |
| 414804 | Transit Smart Fare & Smart Bus | 3,563 | 3,992 | 3,992 | 0.0% | In Progress > 75% |
| 423814 | Truck plow with sander | - | 400 | 400 | 0.0% | In Progress 0-50% |
| **Total Public Operations** | | $50,747 | $80,303 | $80,287 | 0.0% | |

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

| | | Project To Date | Project Budget | Forecast | Variance | Project Status |
|---|---|---|---|---|---|---|
| **Planning & Engineering** | | | | | | |
| 423409 | Active Transport Plan | 492 | 500 | 500 | 0.0% | Maintenance |
| 424409 | Active Transport Plan | 143 | 510 | 510 | 0.0% | Maintenance |
| 422401 | Arterial Rehab Prgm | 415 | 1,680 | 1,680 | 0.0% | In Progress > 75% |
| 423401 | Arterial Rehab Prgm | 59 | 1,636 | 1,636 | 0.0% | In Progress 0-50% |
| 424401 | Arterial Rehab Prgm | 195 | 1,636 | 1,636 | 0.0% | In Progress > 75% |
| 422411 | Back Lanes Prgm | 13 | 710 | 710 | 0.0% | In Design |
| 419411 | Back Lanes Program | 35 | 1,350 | 1,350 | 0.0% | In Progress 0-50% |
| 420414 | Barrier Wall Study & Replace | 3,165 | 3,768 | 3,768 | 0.0% | Maintenance |
| 422413 | Bridge Prgm | 200 | 359 | 359 | 0.0% | In Progress > 75% |
| 423413 | Bridge Prgm | 1,436 | 2,015 | 2,015 | 0.0% | In Progress > 75% |
| 424413 | Bridge Prgm | 7 | 628 | 628 | 0.0% | In Progress 0-50% |
| 419415 | Buildings Life Cycle Program | 217 | 235 | 235 | 0.0% | In Progress > 75% |
| 423415 | Business Process Consultant | 149 | 150 | 150 | 0.0% | In Progress > 75% |
| 423426 | Capital Projects Maintenance | 13 | 200 | 200 | 0.0% | In Progress 0-50% |
| 423402 | Collector Roadway Prgm | 708 | 1,235 | 1,235 | 0.0% | In Progress 50-75% |
| 424402 | Collector Roadway Prgm | 133 | 1,235 | 1,235 | 0.0% | In Progress 0-50% |
| 422430 | Fleet Unit 46-11 Replacement Upgrade | 139 | 138 | 139 | -0.9% | Complete |
| 419423 | Fowler Way | 3,765 | 6,660 | 6,660 | 0.0% | In Design |
| 423423 | Fowler Way - 50% OSL | - | 4,400 | 4,400 | 0.0% | Not Yet Commenced |
| 422410 | Intersection Improvements | 297 | 500 | 500 | 0.0% | In Progress 0-50% |
| 423410 | Intersection Improvements | 99 | 100 | 100 | 0.0% | In Progress > 75% |
| 418411 | Lane Reconstruct Prgm | 1,330 | 1,600 | 1,600 | 0.0% | In Progress > 75% |
| 423403 | Local Roadway Prgm | 1,649 | 1,680 | 1,680 | 0.0% | In Progress > 75% |
| 424403 | Local Roadway Prgm | 425 | 1,680 | 1,680 | 0.0% | In Progress > 75% |
| 424425 | Meadowview Lane & Rail Crossing | 58 | 340 | 340 | 0.0% | In Design |
| 424423 | Mobility Choices Strategy | 35 | 1,000 | 1,000 | 0.0% | In Design |
| 421406 | Multi-Use Trail Rehab Prgm | 380 | 385 | 385 | 0.0% | Maintenance |
| 422406 | Multi-Use Trail Rehab Prgm | 183 | 273 | 273 | 0.0% | In Progress > 75% |
| 424406 | Multi-Use Trail Rehab Prgm | - | 275 | 275 | 0.0% | In Progress > 75% |
| 423406 | Multi-use Trail Rehab Prgm | 45 | 275 | 275 | 0.0% | In Progress > 75% |
| 419421 | N SA Trail Corridor Mgmt Implement | 23,552 | 26,500 | 26,500 | 0.0% | Maintenance |
| 424416 | Neighborhood Traffic Calming | 57 | 363 | 363 | 0.0% | In Progress 0-50% |
| 416418 | Noise Attenuation Data Collection | 127 | 200 | 200 | 0.0% | In Progress > 75% |
| 423414 | North St. Albert Trail Improvements (65% OSL) | 6,892 | 16,220 | 16,220 | 0.0% | In Progress 50-75% |
| 423404 | Paved Parking Lot Prgm | 575 | 611 | 611 | 0.0% | In Progress > 75% |
| 424404 | Paved Parking Lot Prgm | 18 | 750 | 750 | 0.0% | In Design |
| 419404 | Paved Parking Lot Program | 64 | 165 | 165 | 0.0% | In Design |
| 424405 | Permanent Line Marking Rehab | 133 | 210 | 210 | 0.0% | In Progress 50-75% |
| 421420 | RR260 - Community Amenities & Lakeview Bus I | 21,321 | 29,773 | 29,773 | 0.0% | Complete |
| 423420 | RR260-Road Construction | 119 | 227 | 227 | 0.0% | In Progress > 75% |
| 424430 | Ray Gibbon Drive Ph 3 & 4 | - | 44,382 | 44,382 | 0.0% | In Design |
| 420424 | Ray Gibbon Improvements | 28,495 | 28,715 | 28,715 | 0.0% | Complete |
| 422412 | Roadway Rehab Prgm | 692 | 2,457 | 2,457 | 0.0% | In Progress 0-50% |
| 423412 | Roadway Rehab Prgm | 1,997 | 2,477 | 2,477 | 0.0% | In Progress > 75% |
| 424412 | Roadway Rehab Prgm | 28 | 2,457 | 2,457 | 0.0% | In Progress 0-50% |
| 417421 | SA Trail Traffic Signal Optimization | 187 | 208 | 208 | 0.0% | In Progress > 75% |
| 423407 | Sidewalk Prgm | 562 | 600 | 600 | 0.0% | In Progress > 75% |
| 424407 | Sidewalk Program | 167 | 1,000 | 1,000 | 0.0% | In Progress 50-75% |
| 424411 | St Anne Street Backlanes Improvements | - | 1,540 | 1,540 | 0.0% | Not Yet Commenced |
| 424417 | Traffic Signal Maintenance | 227 | 490 | 490 | 0.0% | In Progress 0-50% |
| 424422 | Transportation Network Improvements | 27 | 330 | 330 | 0.0% | In Progress 0-50% |
| 424424 | Transportation Network: Preliminary Eng. | 37 | 559 | 559 | 0.0% | In Progress 0-50% |
| 424421 | Transportation Secondary Infrastructure Manage | 62 | 141 | 141 | 0.0% | In Progress 0-50% |
| 423408 | Transportation Systems Mgmt | 362 | 614 | 614 | 0.0% | In Progress 50-75% |
| 424408 | Transportation Systems Mgmt | 201 | 688 | 688 | 0.0% | In Progress 0-50% |

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

| | | Project To Date | Project Budget | Forecast | Variance | Project Status |
|---|---|---|---|---|---|---|
| 422418 | Villeneuve Rd Rebuild | 4,027 | 4,097 | 4,097 | 0.0% | In Progress > 75% |
| 423418 | Villeneuve Rd Rebuild - 35% OSL | 4,341 | 17,057 | 17,057 | 0.0% | In Progress 0-50% |
| 419425 | Accessibility Initiatives | 51 | 300 | 300 | 0.0% | In Progress 0-50% |
| 422427 | DARP Project Prioritization | 60 | 165 | 165 | 0.0% | In Progress 0-50% |
| 424434 | Habitat for Humanity Funding | - | 100 | 100 | 0.0% | In Progress 0-50% |
| 424435 | Homeland Housing Supports | - | 2,845 | 2,845 | 0.0% | In Progress 0-50% |
| 424427 | Housing Options for Affordability & Accessibility | - | 113 | 113 | 0.0% | In Progress 0-50% |
| 422429 | Lakeview/Badger Lands ASP | 155 | 200 | 200 | 0.0% | In Progress > 75% |
| 421428 | Land Use Bylaw Update | 276 | 466 | 466 | 0.0% | In Progress 50-75% |
| 422428 | Mature Neighbourhood Revitalization Strategies | - | 208 | 208 | 0.0% | Not Yet Commenced |
| 418425 | Municipal Development Plan | 902 | 1,094 | 1,094 | 0.0% | In Progress > 75% |
| 424428 | Permitting Software Modernization | - | 450 | 450 | 0.0% | Not Yet Commenced |
| **Total Planning & Engineering** | | $111,496 | $225,923 | $225,924 | 0.0% | |
| | | **$195,309** | **$394,185** | **$377,280** | **4.3%** | |

* Millenium Park project funding was not approved.

# APPENDIX 2 - UTILITY CAPITAL PROJECTS BY FUNCTION

## FOR THE PERIOD ENDING SEPTEMBER 30, 2024

IN THOUSANDS OF DOLLARS

| | | Project To Date | Project Budget | Forecast | Variance | Project Status |
|---|---|---|---|---|---|---|
| **Utilities** | | | | | | |
| 423738 | North Reservoir and Pumphouse - 100%OSL | - | 1,890 | 1,890 | 0.0% | In Progress 0-50% |
| 421737 | Pump Station and Reservoir Rehab Prgm | 120 | 200 | 200 | 0.0% | In Progress 50-75% |
| 422737 | Pump Station and Reservoir Rehab Prgm | 918 | 1,850 | 1,850 | 0.0% | In Progress 50-75% |
| 423737 | Pump Station and Reservoir Rehab Prgm | 25,538 | 33,383 | 33,383 | 0.0% | In Progress > 75% |
| 424737 | Pump Station and Reservoir Rehab Prgm | - | 4,923 | 4,923 | 0.0% | Not Yet Commenced |
| 424739 | Utility Master Plan - WATER | - | 410 | 410 | 0.0% | In Progress 0-50% |
| 420730 | Water Network LOS | 1,240 | 1,240 | 1,240 | 0.0% | Complete |
| 421730 | Water Network LOS | 2,284 | 2,440 | 2,440 | 0.0% | In Progress > 75% |
| 422730 | Water Network LOS | 600 | 4,488 | 4,488 | 0.0% | In Progress 0-50% |
| 423730 | Water Network LOS | 709 | 1,840 | 1,840 | 0.0% | In Progress > 75% |
| 424730 | Water Network LOS | 1,065 | 2,142 | 2,142 | 0.0% | In Progress > 75% |
| 421735 | Water System Infrastructure Rehab | 530 | 530 | 530 | 0.0% | Complete |
| 422735 | Water System Infrastructure Rehab | 464 | 541 | 541 | 0.0% | In Progress > 75% |
| 423735 | Water System Infrastructure Rehab | 290 | 563 | 563 | 0.0% | In Progress 50-75% |
| 424735 | Water System Infrastructure Rehab | 342 | 591 | 591 | 0.0% | In Progress 50-75% |
| 422747 | NE Servicing Projects | 939 | 2,000 | 2,000 | 0.0% | In Design |
| 424749 | Utility Master Plan - WASTWT | - | 410 | 410 | 0.0% | In Progress 0-50% |
| 420740 | WASTWT Collection System LOS | 1,417 | 1,417 | 1,417 | 0.0% | Complete |
| 422740 | WASTWT Collection System LOS | 3,000 | 3,114 | 3,114 | 0.0% | Maintenance |
| 424740 | WASTWT Collection System LOS | 54 | 1,737 | 1,737 | 0.0% | In Design |
| 424746 | WASTWT Household Service Replace | 317 | 563 | 563 | 0.0% | In Progress > 75% |
| 417441 | WASTWT Main Replacement | 1,118 | 1,153 | 1,153 | 0.0% | In Progress > 75% |
| 419741 | WASTWT Main Replacement | 601 | 688 | 688 | 0.0% | In Progress > 75% |
| 421741 | WASTWT Main Replacement | 647 | 688 | 688 | 0.0% | In Progress 50-75% |
| 422741 | WASTWT Main Replacement | 343 | 702 | 702 | 0.0% | In Progress > 75% |
| 423741 | WASTWT Main Replacement | 726 | 2,283 | 2,283 | 0.0% | In Progress 50-75% |
| 424741 | WASTWT Main Replacement | 28 | 1,078 | 1,078 | 0.0% | In Progress 0-50% |
| 421745 | WASTWT Rehab Prgm | 90 | 268 | 268 | 0.0% | In Progress 0-50% |
| 423745 | WASTWT Rehab Prgm | 279 | 279 | 279 | 0.0% | Complete |
| 424745 | WASTWT Rehab Prgm | 45 | 290 | 290 | 0.0% | In Progress 0-50% |
| 420747 | WASTWT SCADA System Upgrades | 773 | 950 | 950 | 0.0% | In Progress > 75% |
| 416457 | Beaudry Place Storm Drainage Upgrade | 692 | 750 | 750 | 0.0% | Maintenance |
| 418851 | STORM Infrastructure Rehab | 1,209 | 1,922 | 1,922 | 0.0% | In Progress > 75% |
| 420751 | STORM Infrastructure Rehab | 716 | 1,560 | 1,560 | 0.0% | In Progress > 75% |
| 421751 | STORM Infrastructure Rehab | 38 | 3,105 | 3,105 | 0.0% | In Design |
| 422751 | STORM Infrastructure Rehab | 12 | 2,075 | 2,075 | 0.0% | In Design |
| 424751 | STORM Infrastructure Rehab | - | 2,064 | 2,064 | 0.0% | Not Yet Commenced |
| 418452 | STORM Mgmt LOS | 1,366 | 1,377 | 1,366 | 0.8% | Complete |
| 419752 | STORM Mgmt LOS | 1,094 | 3,740 | 3,740 | 0.0% | In Design |
| 420752 | STORM Mgmt LOS | 156 | 1,915 | 1,915 | 0.0% | In Progress 0-50% |
| 421752 | STORM Mgmt LOS | 40 | 9,540 | 9,540 | 0.0% | In Progress 0-50% |
| 422752 | STORM Mgmt LOS | 26 | 2,106 | 26 | 98.8% | Not Yet Commenced |
| 424752 | STORM Mgmt LOS | - | 2,098 | - | 100.0% | Not Yet Commenced |

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

| | | Project To Date | Project Budget | Forecast | Variance | Project Status |
|---|---|---|---|---|---|---|
| 417453 | Sediment and Erosion Control | 382 | 385 | 382 | 0.7% | Complete |
| 420753 | Sediment and Erosion Control | 1,154 | 1,715 | 1,715 | 0.0% | In Progress > 75% |
| 421753 | Sediment and Erosion Control | 200 | 1,616 | 1,616 | 0.0% | In Progress 0-50% |
| 422753 | Sediment and Erosion Control | 125 | 1,256 | 1,256 | 0.0% | In Progress 0-50% |
| 423753 | Sediment and Erosion Control | 23 | 3,059 | 3,059 | 0.0% | In Progress 0-50% |
| 424753 | Sediment and Erosion Control | - | 5,274 | 5,274 | 0.0% | Not Yet Commenced |
| 420754 | Stormwater SCADA System Upgrades | 12 | 130 | 130 | 0.0% | In Design |
| 424759 | Utility Master Plan - STORM | - | 410 | 410 | 0.0% | In Progress 0-50% |
| 419761 | Recycle Yard Upgrades | 31 | 70 | 70 | 0.0% | In Progress 0-50% |
| 420761 | Recycle Yard Upgrades | 14 | 28 | 28 | 0.0% | In Progress 50-75% |
| 423761 | Recycle Yard Upgrades | - | 30 | 30 | 0.0% | In Progress 0-50% |
| 424762 | Refuse Truck | 4 | 410 | 410 | 0.0% | In Progress 0-50% |
| **Total Utilities** | | $51,770 | $121,283 | $117,092 | 3.5% | |
| | | **$51,770** | **$121,283** | **$117,092** | **3.5%** | |

*Project Number 4##XX - # denotes year of capital project approval.

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

Information on specific capital projects please may be found by visiting the following site:
https://stalbert.ca/dev/construction

# APPENDIX 3 – STATEMENT OF RESERVES

## FOR THE PERIOD ENDING SEPTEMBER 30, 2024

IN THOUSANDS OF DOLLARS

| | | YTD Balance | Opening Balance | Adjustments | Uncommitted Balance |
|---|---|---|---|---|---|
| O1 | Stabilization Reserve | 9,448 | 10,362 | (4,495) | 5,866 |
| O3 | Operating Program | 7,314 | 8,082 | (7,660) | 421 |
| O4 | Risk Management Reserve | 1,388 | 1,351 | (100) | 1,251 |
| O5 | Traffic Safety | 103 | 98 | 8 | 105 |
| O7 | Children's Festival Reserve | 61 | 61 | - | 61 |
| O8 | RCMP Contract Expense Reserve | 1,197 | 1,197 | - | 1,197 |
| O9 | Safety Enhancement Reserve | 638 | 502 | (107) | 395 |
| O10 | Election and Census Reserve | 1,071 | 971 | (32) | 939 |
| | **Total Operating** | **21,220** | **22,623** | **(12,387)** | **10,236** |
| C1 | Internal Financing Reserve | (2,415) | -2,855 | 441 | (2,415) |
| C2 | Major Recreational Lands & Facilities | 5,657 | 5,402 | (764) | 4,638 |
| C3 | Offsite Levy Recoveries | 26,719 | 25,700 | (5,463) | 20,237 |
| C4 | Lifecycle | 54,948 | 43,195 | (13,386) | 29,809 |
| C5 | Municipal Land and Facilities Reserve | 7,436 | 7,216 | (3,042) | 4,174 |
| C6 | Capital Funding | 15,929 | 13,591 | (6,805) | 6,786 |
| C7 | Growth Stabilization Reserve | 2,374 | 2,694 | (2,146) | 548 |
| C8 | Energy Efficiency Reserve | 45 | 93 | (50) | 43 |
| | **Total Capital** | **110,693** | **95,035** | **(31,216)** | **63,819** |
| | **Total Utilities** | **56,334** | **59,748** | **(61,983)** | **(2,236)** |
| OA1 | Outside Agency Operating | 112 | 103 | 9 | 112 |
| OA2 | Outside Agency Capital | 50 | 50 | - | 50 |
| | **Total Outside Agency** | **162** | **153** | **9** | **162** |
| | | **188,408** | **177,558** | **(105,578)** | **71,981** |

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

# APPENDIX 4 GLOSSARY

| TERM | DESCRIPTION |
|---|---|
| Alberta Utilities Commission (AUC) | The Alberta Utilities Commission is an independent, quasi-judicial agency of the Province. The AUC regulates the utilities sector, natural gas, and electricity markets to protect the social, economic, and environmental interests of Alberta. |
| 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. |
| Partners in Injury Reduction (PIR) | PIR is a voluntary program that operates through the combined efforts of WCB, the Government of Alberta, certifying partners, safety associations, employers and labour groups. |
| Revenue | Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income. |
| Surplus | The excess of revenues over expenditures. |
| Utility | The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure. |
| Uncommitted Balance | The forecasted reserve dollar amount at year end which has not been committed to specific projects. |

## For More Information:

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