

The City of St. Albert 2005 Year End Report



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In 2005, the City of St. Albert focused on accomplishing the goals set out in the 2005-2007 Business Plan. Initiatives during 2005 also include Council Priorities, which are identified in the last three pages and are reflected with icons throughout the report.

This reporting process has become a corporate priority in order to maintain transparency and accountability to the citizens of St. Albert. The year-end report is a continuation of the quarterly reports and aims to give an overview of the progress and accomplishments in 2005.

Of prime importance to both Council and Administration is the public consultation and input process. In the past year, the City has received a great deal of valuable input from citizens on issues such as the MPLC, the Land Use Bylaw, Ted Hole Park and the West Regional Road through public open houses, community group consultations and community surveys.

Since the implementation of a new business planning process in 2003, the City of St. Albert's policies and activities correspond to a number of outcome goals. City Council makes decisions and gauges performance based on the impact on these seven goals:

1. Service and Operational Excellence
2. Managed Urban Growth and Form
3. Safety and Security
4. Expand, Enhance and Diversify the St. Albert Economy
5. Effective Infrastructure Management
6. Fiscal Responsibility and Leadership Excellence
7. Sound Stewardship of the Environment

January 2006

SERVICE & OPERATIONAL EXCELLENCE

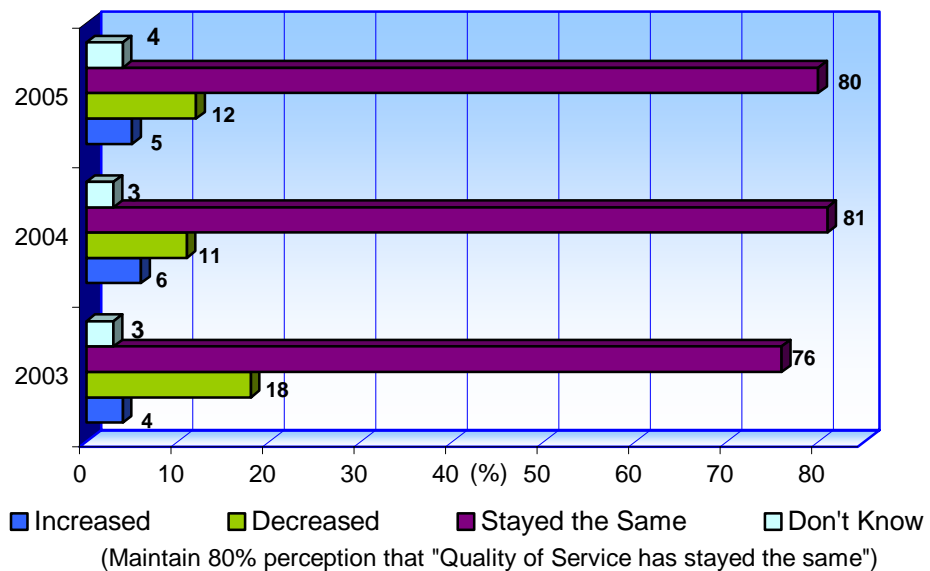
To consistently and reliably deliver services by valued and satisfied employees; to meet the needs of citizens and businesses through efficient, effective and customer-focused civic processes, programs, facilities and community amenities; to continuously improve and innovatively approach service delivery and manage the cost of service delivery.

Excellence in the City's services and operations is about ensuring access to efficient physical and social infrastructure, cultural and leisure opportunities, parks and open spaces, an efficient transportation system, and community events.

The City of St. Albert is proud to deliver a high standard of service and operational excellence to residents and businesses. The City has undertaken to improve quality while exploring innovative service delivery methods to improve efficiency and effectiveness.

This high standard of service delivery and operational excellence are what make St. Albert the community of choice in the Capital Region. St. Albert residents consistently rate their quality of life as exceptional. In 2005, the City of St. Albert has continued to find innovative ways to deliver its excellent services and maintain service quality.

Change in Quality of Service



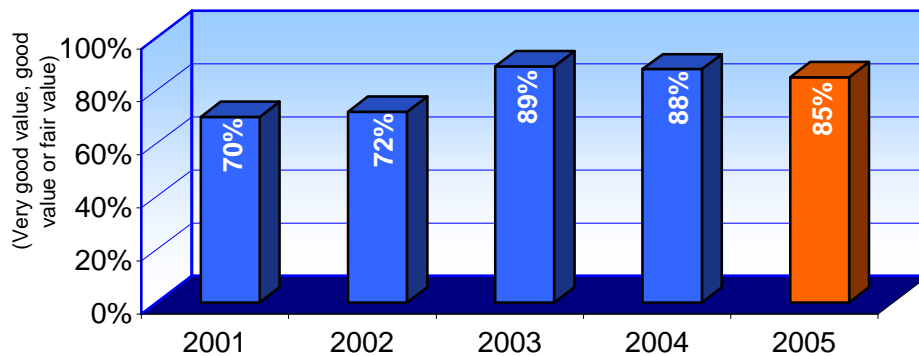
SERVICE & OPERATIONAL EXCELLENCE continued...



Providing excellent value for tax dollars

The Community Satisfaction Survey asked respondents' views on the value they get from their tax dollars. Almost 50% of residents surveyed say they receive very good or good value for their tax dollars and another 35% believe the services they receive are fair for the dollars paid. The City is striving to increase residents' satisfaction with the services they receive for their taxes.

Residents' Perceived Value for Tax Dollar



Source: City of St. Albert Community Satisfaction Survey



A business friendly city

The City of St. Albert is continuing to implement initiatives to cut red tape and clarify the processes for those doing business with the City.

In 2005, the City completed the **Business Friendly Review** and tabled the report with Council on October 3, 2005. The review was conducted to determine what works and what doesn't work for stakeholders who deal with the City on land sales and development activity.

More than 40 people representing a broad spectrum of the business, development and building community were consulted. This consultation resulted in a list of recommendations on what the City could do to improve its working relationships with the business community.

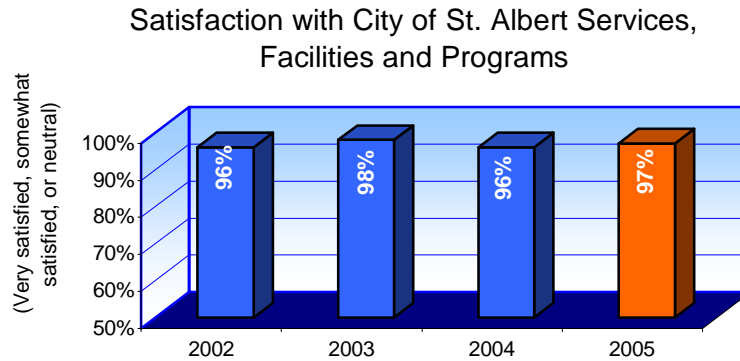
One initiative that came out of this consultation process was a significant change in the land sales policy. Council delegated limited authority for land sales to the City Manager to reduce red tape. Council has directed Administration to report progress related to the review's recommendations to the public on a quarterly basis in 2006.

Working with the community

Building strong relationships with community organizations and providing quality services that respond to community needs is very important to the City of St. Albert. This year, we have continued to support a number of community events, organizations and initiatives.

SERVICE & OPERATIONAL EXCELLENCE continued...

In a recent community satisfaction survey, City services, programs and facilities were rated very high in levels of citizen satisfaction overall as shown in the chart below.



Source: City of St. Albert Community Satisfaction Survey



Responding to Community Needs

The City of St. Albert installed a 32-niche columbarium in the City Cemetery for ash urns. Benches were also installed in the rockery and under the trees in the burial area. The columbarium was designed to achieve two purposes: one wall has 32 ash niches and the back wall can accommodate commemorative engravings.

Building a Strong Community

FCSS embarked on an awareness campaign to increase public knowledge of the services and courses available through FCSS. The *Power of Caring* awareness campaign produced several feature articles on the following programs:

- Real Power
- ASIST & Youth Suicide
- Roots of Empathy
- Youth Council
- Zero Tolerance of Violence Bullying Project

Stop Abuse in Families Society (SAIF), whose steering committee includes staff from FCSS, launched the *Family Violence and Bullying Project* with a \$75,000 grant from Alberta Children's Services. This project aims to highlight forms of violence in society and to mobilize the community to prevent violence.

SERVICE & OPERATIONAL EXCELLENCE continued...

Bringing our unique history to life

The Mayor's Chain of Office was unveiled on September 10th as part of Alberta's Centennial Celebrations. More than 200 people attended the event including former mayors and/or their family members from the past 100 years. The Chain of Office is a beautiful legacy that tells the story of St. Albert's history since 1861.

Maintaining excellence in our theatre

The Arden Theatre has a strong reputation for diversity, progressive programming and outstanding outreach activities. The 2004-2005 season was very successful for the Arden Theatre. For the fourth year, the Arden Theatre received funding from the Department of Canadian Heritage Arts Presenting Grant. For the 2005-2006 season, staff obtained a grant for \$85,000.

Arden Theatre Professional Series ticket sales exceeded \$250,000 and two new local high schools have started producing full theatre productions at the theatre.

Children's Theatre

To launch its 25th anniversary, St. Albert Children's Theatre presented a highly ambitious production of *Disney's Beauty and the Beast* with lavish costumes, sets, music and choreography. There were 16 performances and box-office sales were at 93% capacity. The Friends of St. Albert Children's Theatre hosted their first and very successful Gala Fundraiser following the November 25th performance.



The entire cast of Beauty and the Beast: developing community leaders through the arts.

SERVICE & OPERATIONAL EXCELLENCE continued...

International Children's Festival

The International Children's Festival is preparing to launch its 25th anniversary in 2006. In 2005, the Festival raised more than \$500,000, was supported by more than 600 volunteers and welcomed 57,000 participants.

Supporting tourism and our heritage

The City of St. Albert supported tourism and heritage through a grant to the Arts and Heritage Foundation to build a representation of the City's original train station. The station is located beside the historic St. Albert grain elevators.



The City along with the Arts and Heritage Foundation submitted the application for formal designation of the historic Alberta Wheat Pool Elevators No. 1 and 2 as Registered Provincial Historic Resources.

Encouraging and celebrating excellence in the workplace

The City of St. Albert is extremely proud of its workforce, which regularly goes "above and beyond the call of duty" to provide high-quality services to citizens.

In 2005, many City of St. Albert employees were recognized for excellence in their fields, including:

- **Government Finance Officers' Association of the United States and Canada - Canadian Award for Financial Reporting Achievement:** Financial Services won the Canadian Award for Financial Reporting Achievement for the fourth consecutive year.
- **Alberta Emerald Award for Environmental Excellence:** Roger Belley, Coordinator of Parks, was a finalist for the Alberta Emerald Award for Environmental Excellence.

Creating successful community events

The City of St. Albert partners with community organizations to create successful community events. In 2005, we participated in the following events:

- Rodeo Parade – May 28,
- Canada Day - July 1,
- Rock'n August - August 5,
- St. Albert Centennial Celebration - September 1
- Unveiling ceremonies of the sculptural gazebo and the Mayor's chain of office – September 10,
- Art in Public Places,
- Painter's Guild,
- Country Craft Fair,
- Recreation services have supported over 40 community events in 2005.

SERVICE & OPERATIONAL EXCELLENCE continued...

- **Provincial Equipment Roadeo:** The City of St. Albert entered a team in the 8th Annual Equipment Roadeo and for the third time since its inception, Team St. Albert placed first.
- **Dedicated Senior Municipal Team Award:** The Senior Leadership Team was awarded the first ever 'Dedicated Senior Municipal Team' award at the Alberta Urban Municipalities Association's Convention. Team St. Albert was chosen out of all of the participating municipalities in Alberta.
- **Marketing Canada Award:** Economic Development and Tourism won a Marketing Canada Award in the Special Events category for the Country Cuisine event.
- **Presenter of the Year:** the Arden Theatre was named 'Presenter of the Year' for the 2004/2005 season by the Canadian Arts Presenting Association. The prestigious national award recognizes excellence and achievement by a volunteer or professional organization.
- **Bronze Medal of the Société des Sauveteurs de la Vienne:** Mr. Dave Martin, Deputy Chief - Fire Prevention & Public Education, was awarded the Bronze Medal of the Société des Sauveteurs de la Vienne (France) for services to the broad field of life saving in his capacity as a volunteer with St. John, his work with the Fire Department, and other charitable and humanitarian groups.



The Senior Leadership Team (L-R) is Del Dyck, General Manager Corporate Services, Bill Holtby, City Manager, Bob Hawksworth, AUMA President, Gail Barrington-Moss, General Manager Community & Protective Services, and Guy Boston, General Manager Planning & Engineering

The current employment rate in Alberta is at a 30 year high. Because of this, the City of St. Albert is facing pressure recruiting and retaining qualified employees while keeping staff costs at manageable levels.

The City has already experienced recruitment challenges in Planning, Safety, and Security. However, the City continues to be seen as an employer of choice in the Capital Region resulting in less severe staffing problems than many of our neighbouring municipalities.

The City realized \$130,000 in volunteer hours to community programming



Celebrating Excellence in the Community

The City of St. Albert paid tribute to members of the Grey Cup Champion Edmonton Eskimos who live in St. Albert with a public rally and autograph session at St. Albert Place. Coach Danny Maciocia, Quarterback and Grey Cup Most Valuable Player, Ricky Ray along with other

SERVICE & OPERATIONAL EXCELLENCE continued...

members of the organization were formally recognized at City Council and received keys to the City.

Improving our recreational facilities and services

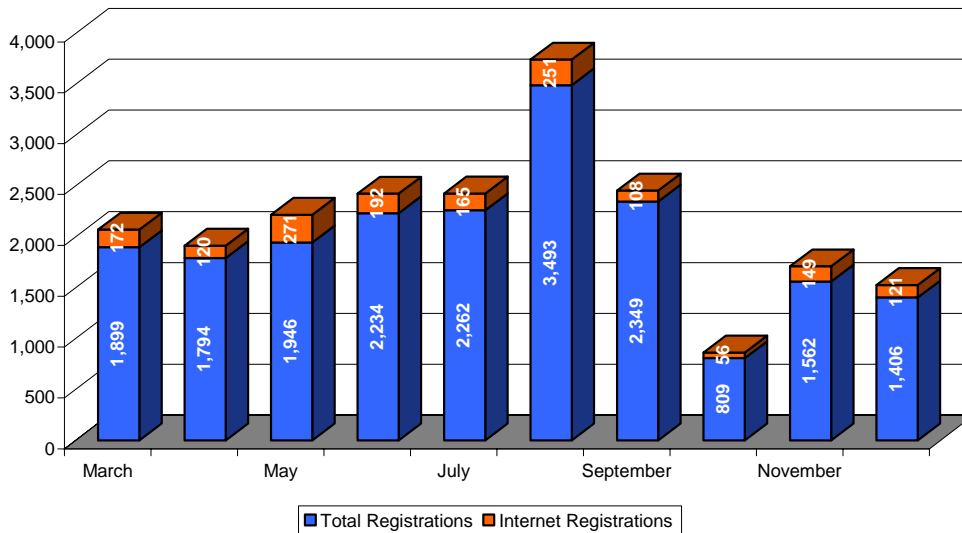
Grosvenor Pool/Grandin Clubhouse Project

All structural walls and foundations for the new clubhouse are complete. Interior work will be completed by the end of March 2006; with the exterior work completed in conjunction with the pool exterior work in April and May 2006. The project is still on budget and approximately 1 month behind schedule.



The program registration system, BOOKIT, began taking on-line registrations in March 2005. The table below indicates the quantity of registrations taken online compared to total registrations. Our goal in 2006 is to significantly increase the volume of registrations processed online.

2005 BOOKIT Registrations
On-Line vs. Total Registrations

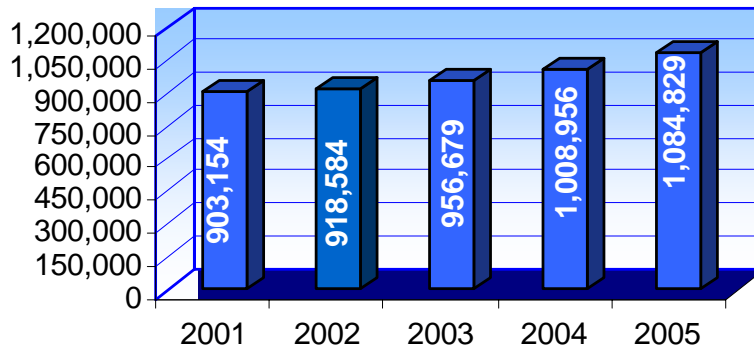


SERVICE & OPERATIONAL EXCELLENCE continued...

Providing excellent Transit services

St. Albert Transit's commuter service between St. Albert and Edmonton continues to attract a good number of riders, with more than 1,000,000 total rides provided on the entire system in 2005.

Transit Ridership



The Transit Long Term Departmental Plan is effectively complete with efforts focused on additional components requested by Council:

- Financing of replacement and fleet expansion buses was dealt with as part of the 10 year Capital plan.
- Transit Long Term Department Plan has been finalized and scheduled for presentation to Council for approval on February 13, 2006.
- Transit operating and capital requirements were incorporated into the 2006 – 2008 Business Plan and Budget and received Council approval.

Providing openness and accountability

The City completed reviews of the **Arts and Heritage Foundation** and the **St. Albert Senior Citizens' Club** to assess the current state of governance, management and financial practices in these organizations and to identify opportunities for improvement for both the City and the organizations. The reviews were shared with Council in late October 2005. The City will continue to work with these key organizations to implement recommendations.

In 2005, the City also initiated a review of the Stewardship Agreement between the City and the Arts and Heritage Foundation. Council will review the results of this initiative in 2006.

SERVICE & OPERATIONAL EXCELLENCE continued...

Providing excellent programs

According to the results of the 2005 Community Satisfaction Survey, 78% of residents are satisfied with the availability of recreational and cultural facilities and programs in St. Albert. Participation in the City's wide range of programs continues at high levels.

Annual Participation in City of St. Albert Programs (including Arden Theatre Events & Attendance)

	2001	2002	2003	2004	2005
Visual Arts Program Participants	1,117	1,003	1,128	1,021	1,382
Performing Arts Participants	N/A	670	775	804	845
St. Albert Children's Theatre Participants	526	339	292	303	207
Recreation Program Participants	4,355	4,248	4,005	3,612	3,102*
FPRC Attendance	340,440	365,280	357,909	346,302	339,083
Arden Theatre Attendance	55,430	72,369	79,849	84,575	78,252
TOTAL:	401,868	443,909	443,958	436,617	422,871

* Note: Trends in programming changed and Recreation now offers more ½ programs, which affects the number of participants.

MANAGED URBAN GROWTH & FORM

To flexibly and responsively accommodate the housing demand; to collaboratively and effectively develop land through the Municipal Development Plan; to provide liveable and walkable communities in a modern urban context; to maintain a small-town feel.

Through careful planning for the future, the City of St. Albert will be better able to meet community needs and manage long-term costs.

In a climate of fiscal pressure and population growth, it is important for the City of St. Albert to plan ahead so that in the future, we are not faced with preventable problems or catch-up costs because of a lack of forward planning.



Reviewing the Land Use Bylaw

With St. Albert's steady growth, the manner in which land is planned and used has a significant impact on economic development and quality of life. The Land Use Bylaw (LUB) is part of that planning process.

In 2005, after significant public consultation and diligent review, City Council amended and approved a new Land Use Bylaw. This new bylaw encourages greater density and a larger volume of smaller lots. It is expected to improve St. Albert's economic sustainability and contribute to more affordable living while preserving the attractiveness and quality of life enjoyed by St. Albertans.



Building the Multipurpose Leisure Centre

The Multipurpose Leisure Centre will open in September 2006. The new construction will adjoin the existing twin rinks in the Campbell Arena, creating the largest leisure facility of its kind in Western Canada, encompassing over 320,000 square feet. Campbell Arena was built in



1992 and scheduled for a minor modernization so that it will blend seamlessly with the new construction. The City was awarded a \$1.5 million CFEP grant, \$700,000 of which was approved to fund the modernization of Campbell.

MANAGED URBAN GROWTH & FORM continued...

Momentum continues to build on the Fundraising campaign, "Where Do You Fit In?" With the support of the Leadership Cabinet, 23 proposals are circulating asking for naming right sponsorship and donations. To date, \$2.9 million dollars has been raised. The Campaign Planning Committee will host a special event themed "Raising the Roof" on April 22, 2006 in celebration of the benefits the Multipurpose Leisure Centre will bring to the community.



Planning for the future

On June 20th, Council directed Administration to proceed with the purchase of 80 acres known as the **Badger Lands** from Sturgeon County. This land is for long-term municipal use including the development of a premier football facility, originally planned as part of the Multipurpose Leisure Centre. Recreation is currently working with St. Albert Football organizations to develop the football facility on this site. The design will be completed in 2006, construction completed in 2007, and the field ready for play in 2008.

Space planning

As the City of St. Albert grows so does the demand on civic facilities. The downtown is evolving; citizens are accessing City services, the library and the museum; and greater numbers of civic staff are delivering important services and programs. This holds tremendous promise for a vibrant downtown, but is testing the capacity of St. Albert Place. The City must proactively respond to these factors. In 2005, Council reviewed prior studies of civic facilities and undertook some visioning for the future use of St. Albert Place and various approaches to addressing this imminent community challenge.

In 2006, Council will oversee public consultation and communication of a proposed strategy. By year-end, we will be prepared to make decisions that will ensure that downtown and St. Albert Place are attractive, safe and functional for citizens, staff and visitors to the community in the long term.



Developing an Affordable Housing Strategy

St. Albert prides itself on being an inclusive community welcoming all newcomers to share in the quality of life that is our community trademark. The new Land Use Bylaw allowing for more smaller lots and greater density is an important step toward making St. Albert a more affordable and accessible community.

In 2005, Council reviewed the Affordable Housing Advisory Board (AHAB) findings and approved dedicated staffing to ensure this important work continues and results in an affordable housing project.

Planning Parks and Open Spaces

A corporate working group was established to complete the process of a **Parks and Open Spaces Management Plan**. This project follows up on recommendations from the 2002 study,



MANAGED URBAN GROWTH & FORM continued...

"A sustainable Future for St. Albert's Parks and Open Spaces". This project will be ongoing over the next three years and will address some important issues: a tree and natural assets bylaw, maintenance standards, landscape standards, integrated pest control, corporate master planning.

Ted Hole Park

To honour Ted Hole's contribution to our community, the City of St. Albert is designing the Ted Hole Park based on public input from our open house in September. The detail design and tendering will take place early 2006, with construction to be completed by the fall. The park received \$250,000 from the provincial Centennial Legacy Grant Program, \$250,000 from Qualico Developments and \$250,000 from the City.

Lois Hole Provincial Park

In April 2005, the Big Lake area had been designated the Lois Hole Provincial Park. Under the leadership of Alberta Community Development, a regional committee has been established to create a long-term plan for this park.



Constructing the West Regional Road

The West Regional Road will provide access for local businesses and residents to a bypass connecting to Highway 16 via Anthony Henday Drive and to Highway 2 south. This access will ease traffic congestion in St. Albert and increase the connection to a major thoroughfare.

The road from 137th Avenue to Meadowview Drive and the bridge crossing are virtually complete. By the end of 2006, this section of the West Road will open. In addition, it is anticipated that the West Road from Riel Drive and McKenney Avenue should also be accessible in 2006. Design of the road from Meadowview Drive to Villeneuve Road will be completed in 2006. Construction on to Villeneuve Road is planned for 2007.



In 2006, the focus will expand to include securing provincial funding for the West Road and achieving the status of a provincial roadway.

Project Costs

The first phase of the road will cost \$28.4 million, \$8.4 million higher than the original 2003 estimate. This increase can be attributed to the buoyant economy and the increased cost of labour and building materials. Discussions continue with the Government of Alberta on cost sharing or grants to cover a large percentage of the road costs, and to eventually designate the road as Highway 2.

MANAGED URBAN GROWTH & FORM continued...



Annexation

The Municipal Government Board (MGB) hearings dealing St. Albert's annexation application started on November 23, 2005. When the hearing adjourned on December 8, the Board set three days for the continuation of the hearings in January. There is no disagreement between the County and the City regarding the annexation except for the magnitude of the tax sharing. The fact that the hearing has been continued into January makes it even more likely that no decision will be issued prior to July 2006.



Planning better neighbourhoods

The City reviews and approves the Area Structure Plans (ASPs) created by developers in order to plan how neighbourhoods will be developed, including land use, placement of roads, utilities and parks.

Timberlea Area Structure Plan (ASP)

Genstar Development Company received Administration's and external referral agency's comments on the first draft of the Timberlea ASP in the first quarter. Genstar worked on the necessary revision to the preliminary draft and submitted the revised draft late in the second quarter of 2005. Public input and consideration of approval of the ASP occurred in the third quarter of 2005. Council passed the ASP on November 21, 2005.

Downtown Area Redevelopment Plan Amendment

The Downtown Area Redevelopment Plan (DARP) amendments for the Green Grove area were released to the public and brought before Council for review in October 2005. A public hearing was held and Council subsequently directed staff to remove the four Green Grove properties from the DARP altogether and redistrict 2 Green Grove Drive from Direct Control (DC) to Low Density Residential (R1). These amendments were brought back before Council on November 28, 2005, where they received all three required readings.

Grandin Mall Redevelopment

The final draft of the Technical Report for the proposed Downtown Area Redevelopment Plan (DARP) and Municipal Development Plan (MDP) amendments was submitted late in the third quarter of 2005. Staff developed a new district to implement the proposed plan, which is called Direct Control Mixed Use (DCMU). The package of the DARP Amendment, MDP Amendment and proposed districting was brought before Council on December 14, 2005. A public hearing was held on that date, and Council unanimously supported all three required readings on the bylaws, thereby allowing the project to proceed to the next stage of the development process.

SAFETY & SECURITY

To ensure the safety and security of people, including citizens, staff and visitors to the community; to ensure the safety and security of property, including City facilities, residential and business assets.

Keeping residents and visitors to the community safe is a top priority. One of the City's goals is to be *the* safest community in the Capital Region where people, property and natural assets are secure. The City is perceived by its residents as a safe place to live and Council places a priority on maintaining high safety standards. The City made progress on a number of safety initiatives in 2005.

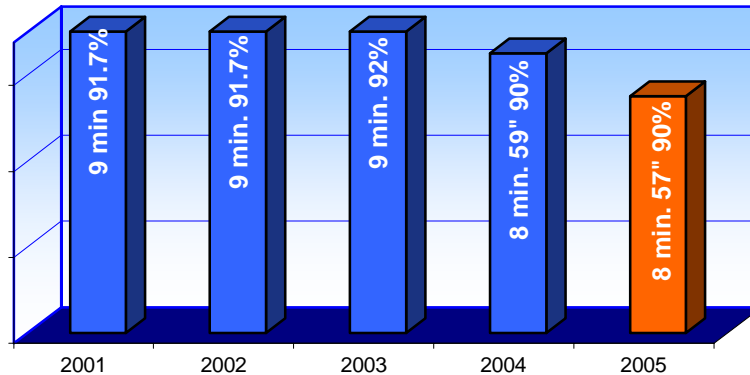


Ensuring quality emergency services

Fire Services continue to monitor our compliance to the response time service standard that Emergency Services respond to 90% of fire and emergency medical calls within nine minutes.

In 2005, our average combined Fire/Rescue and Emergency Medical Services (EMS) response time to emergencies was 8 minutes 57 seconds 90% of the time. An additional similar corporate measure is our response times to environmental spills. From our perspective, environmental spills are treated no differently than any other emergency; hence, our average response time to them is the same as noted above.

Emergency Services Average Response Time Index



Note: Lower is better.

In 2005, Fire Services obtained thermal imaging technology for fire fighting/rescue operations. This technology allows fire fighters to look into a dark, smoke-filled area and see if there are people trapped inside.

SAFETY & SECURITY continued . . .



Planning for a third fire station

The population and geographic growth of St. Albert means that we require a third fire station. A third fire station will ensure that we can maintain the nine-ninety target in 2008 and beyond. The design and development of Station #3 continues to be a primary focus. The project management group has chosen an architect who has been approved by senior City administration.



Planning ambulance services

There is still no conclusive decision regarding the status of governance and funding for ground ambulance services pursuant to the 2004 provincial government recommendation to have regional health authorities take over those responsibilities. The City received \$1 million in provincial funding to continue to operate ambulance services in 2005 and will do the same in 2006.

Being prepared for health emergencies

Staff is working with Capital Health to develop a regional pandemic influenza emergency plan. Both the federal and provincial governments have contingency plans for a pandemic. These plans include everything from vaccine production and distribution to keeping the public informed. If such an event occurs, the City of St. Albert is prepared to coordinate through Capital Health and government emergency operations centres.

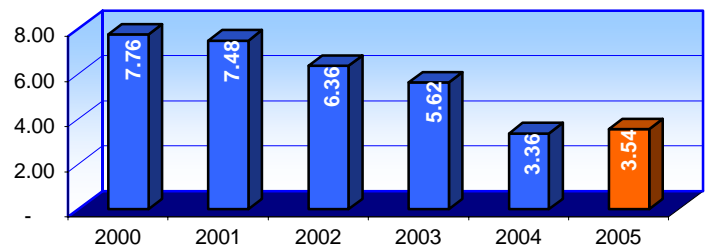
A Blood Borne Pathogen agreement was completed with Capital Health that is designed to address and treat any exposures to patients' blood and body fluids. Screening and immunization updates for Fire and Emergency department members have been completed and the program has been implemented. This employee safety program was funded through WCB rebates associated with improved safety performance.

Ensuring the safety of employees

The continued safety of City employees is vital to the delivery of quality, timely services to the community. In 2005, we maintained our Certificate of Recognition for City's Safety Program.

The City has implemented a new Health and Safety program to create a safer workplace. The City has improved from having among the highest number of workplace accidents in the region in 2000-2003 to better than

Injury Frequency Rate (per 100 employees per year)



SAFETY & SECURITY continued . . .

the provincial average in 2004-2005. In 2005, the City continued to reduce the frequency of accidents and maintain the severity of accidents at low levels.

Keeping our streets safe

During the festive season, a total of eleven impaired drivers were charged and seven 24-hour suspensions were issued by our Detachment.

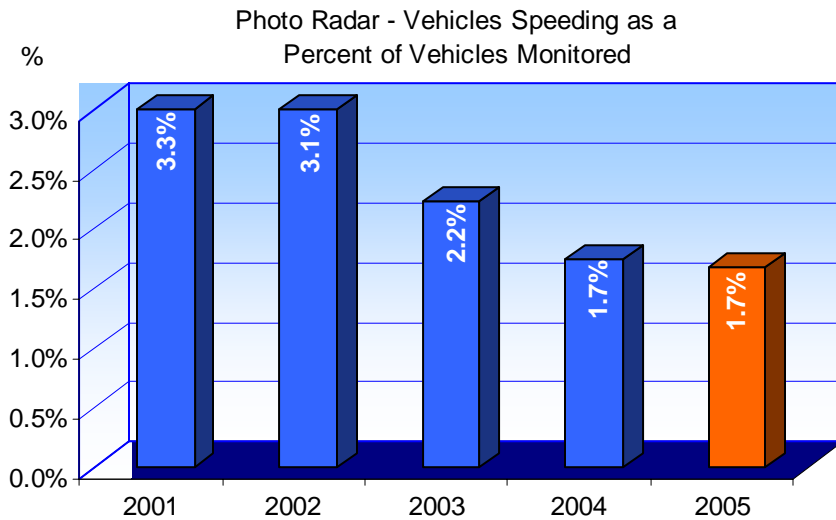
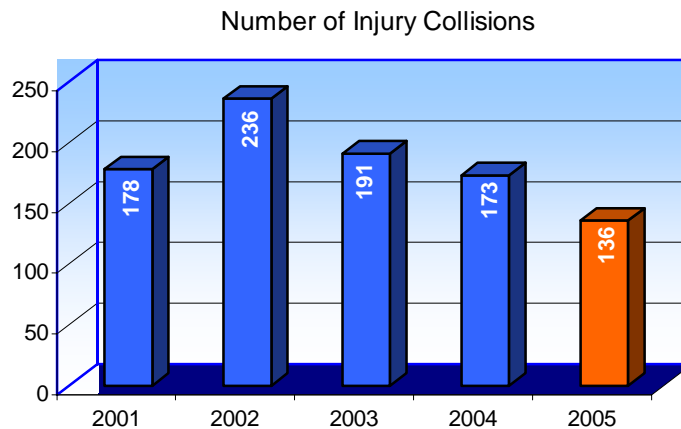
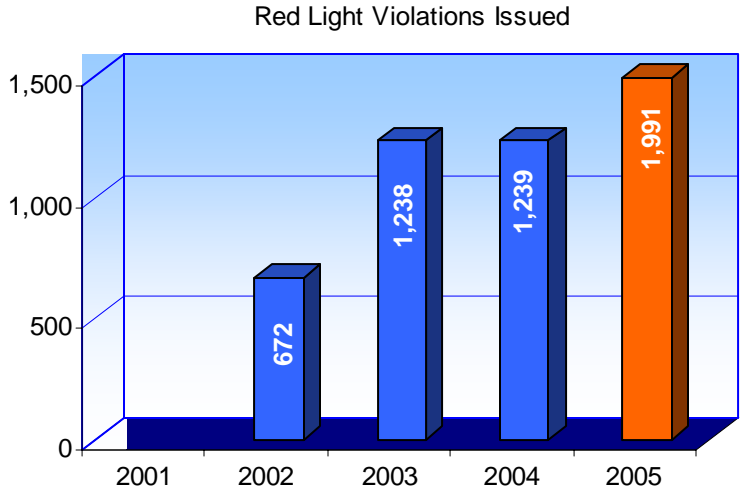


Photo Radar data shows that the number of vehicles monitored is increasing each year however, the percentage of violators remains the same.



In 2005, St. Albert experienced a 21% decrease in injury collisions from 173 in 2004 to 136 in 2005.

SAFETY & SECURITY continued . . .



Red light cameras are key to intersection safety where most major injury collisions occur. Red light camera violations increased significantly in 2005. This increase in violations can be attributed to the marked increase of vehicles on our roads.



Updating the Traffic Bylaw

It is important for the City to keep its Traffic Bylaw up to date and consistent with regulations in the Land Use Bylaw and provincial laws. Key areas of focus for the traffic bylaw include: pedestrian safety, speed, dangerous good routes and residential parking.

The non-statutory public hearing has been held. Once Council has completed its amendments, the bylaw will be put in final form and any additional consequential amendments will be drafted for Council consideration. A second public hearing will be held prior to the third reading. The Bylaw will be back before Council on February 6, 2006.

Drug Awareness and Education

St. Albert RCMP has initiated a number of innovative programs in local schools to conduct drug awareness and education programs. By the end of the 2005-2006 school year, all grade six students in St. Albert will have received the DARE Program. In addition, methamphetamine remains a top priority for the Drug Education and Prevention program. As such, a Drug Awareness Presentation was provided to the grade ten classes at St. Albert High School, concentrating on methamphetamine. In 2005, RCMP conducted 34 searches in St. Albert schools and conducted 14 presentations with Dodger the drug dog, who was acquired this year.

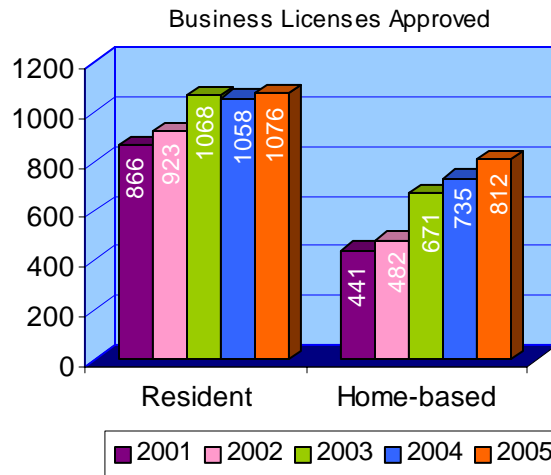
EXPAND, ENHANCE & DIVERSIFY THE ST. ALBERT ECONOMY

To ensure improved and effective use of land to improve business investment; to manage the decline in the proportion of non-residential tax assessment; to increase the proportion of taxes funded by commercial and industrial development. To maintain an appropriate portion of taxes funded by residential taxpayers and to implement the Economic Development Master Plan strategies.



Planning our economic development

Successful economic development requires the involvement of all civic departments and civic actions. New businesses considering St. Albert first examine the entire package of community offerings: demographics, competitive civic development and business friendly policies, a well-developed transportation network, attractive leisure opportunities, a well-educated workforce and a high standard of living.



Growth has been consistent for the past five years in all business licensing categories. There has also been an increase of 34.5% in the business licenses sold to operators from outside St. Albert but operating within our community since 2001.

This means that more products and services than ever before are available to the citizens of St. Albert, as well as more jobs being created and more money being retained within the community.

Over the summer, Economic Development initiated the **Trade Area Survey** to determine where people are coming from to shop in St. Albert. The results demonstrated the importance of St. Albert as a regional trading centre. The survey found that a significant number of shoppers were from outside St. Albert with shoppers travelling from communities such as Edmonton, Devon, Spruce Grove, Redwater, Gibbons, Athabasca, Westlock, and Barrhead.

EXPAND, ENHANCE & DIVERSIFY THE ST. ALBERT ECONOMY continued

Investing in the Community

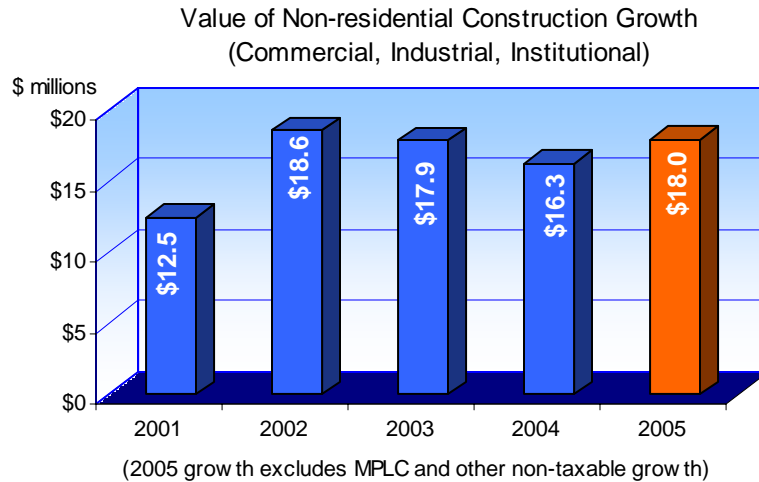
The City of St. Albert continues to support the **Northern Alberta Business Incubator** in their quest for a new facility. Leveraging funds from the City and other levels of government, NABI has been able to undertake preliminary design work for the new incubator facility planned for Campbell Business Park. NABI is predicting a summer 2006 construction start for a new 30,000 sq. ft facility catering to technology and knowledge-based start-up companies and is waiting for confirmation of funding from other levels of government.

The **Council Business Visitation program** was resumed in 2005. This popular program involves the Mayor and members of City Council visiting with local businesses along with representatives from ED&T. During these visits, the City learns more about our business community, seeks input on matters affecting business in St. Albert, and identifies issues or concerns.

St. Albert continues to be a growing community for residential and business construction. The amount of construction in the community is an indicator of growth and St. Albert's residential and non-residential construction continues to grow. Overall, construction in the community continues to be very strong and on track with prior years.

Non-residential construction growth

Non-residential building permit values for 2005 reached \$78.7 million as compared to \$29.4 million in 2004. \$78.7 million (74%) of the non-residential building permit values were from institutional projects.



EXPAND, ENHANCE & DIVERSIFY THE ST. ALBERT ECONOMY continued

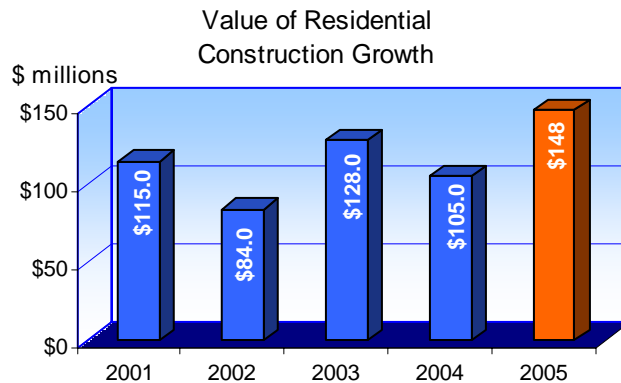
In 2005, \$58.3 million (74%) of the non-residential building permit values were from institutional projects including:

- MPLC (\$32 million)
- Youville Home (\$17.3 million)
- Lorne Akins School (\$3.4 million)
- Sturgeon Health facility (\$1.4 million)
- Grosvenor Pool, (\$1.2 million)
- Lacombe Park Reservoir (\$10 million)

Commercial and industrial building permit values reached \$18 million in 2005, an increase over the 2004 total of \$16.3 million. This increase demonstrates the trend of steady commercial and industrial growth in St. Albert. These new commercial/industrial buildings will generate new non-residential tax assessment and create additional employment opportunities in St. Albert.

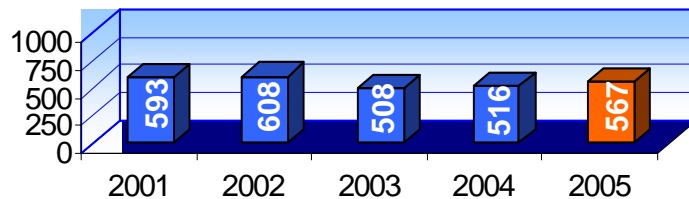
Residential construction growth

Residential construction growth in 2005 is at it's highest in recent history at \$115.9 million, which exceeds the annual target of \$100 million.



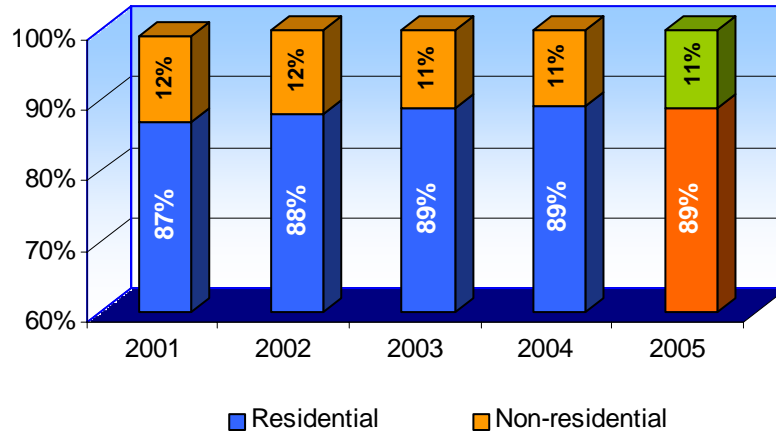
More homes means more tax payers to share the cost of important projects like the West Regional Road and the Multipurpose Leisure Centre.

Residential Housing Units Added
Includes Multiple Family Units and Seniors Housing



EXPAND, ENHANCE & DIVERSIFY THE ST. ALBERT ECONOMY continued

Proportion of Residential and Non-residential Assessment



In terms of sources of tax revenues, the relative proportion coming from business has remained stable, but low in comparison to other Alberta cities at 11% of assessed value from non-residential sources.



Promoting tourism

The rebranding of the St. Albert Information Centre is complete including the renamed “St. Albert Business and Visitor Centre” to reflect the nature of our facility and emphasize the development of business and tourism rather than the provider of tourism/travel information.

A volunteer committee has been formed under the direction of St. Albert Economic Development Advisory Committee (SAEDAC) to work on refining an approach for tourism in St. Albert. The committee will report to City Council through SAEDAC. Volunteers will assist Economic Development & Tourism staff to further refine the Community Tourism Strategy. Implementing a community strategy requires a inclusive long-term process.



Campbell Business Park

There has been heightened interest in light industrial land in late 2005. It is believed the construction of the MPLC and the planned development for Management Information Group will create additional interest in Campbell Business Park North.

By servicing industrial lots in 2004, the City was able to accommodate additional local business growth and expansion. Approved sales in Campbell Business Park North totalled 2.95 acres, keeping the 2005 sales on par with 2004 sales. Currently, only two serviced lots remain in Campbell.

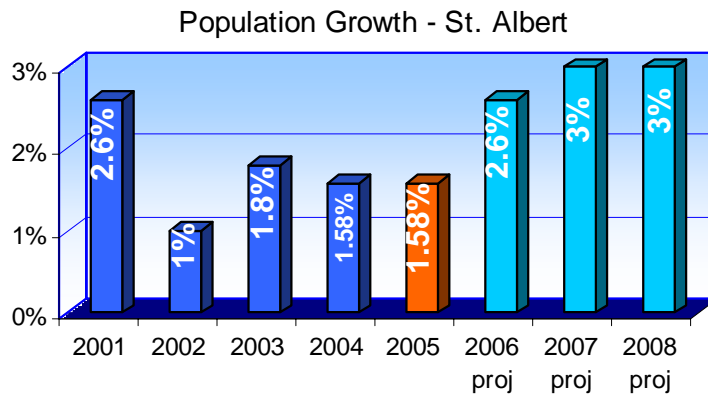
EXPAND, ENHANCE & DIVERSIFY THE ST. ALBERT ECONOMY continued

The City also reviewed options for developing additional industrial/business park lots in Campbell. Options being reviewed include maintaining the status quo, redesigning the business park, or attracting a private sector developer. Development of subsequent phases will be determined in the first quarter 2006.

Planning our Economic Development and Growth



St. Albert's population has grown 3.15% since the previous census in 2003, for an average growth of 1.57% per year over the past two years. This growth is just slightly less than the average growth of 2.3% per year over the past 15 years.



* The total population growth between 2003 and 2005 was 3.15%.
Source: City of St. Albert 2005 Census.

EFFECTIVE INFRASTRUCTURE MANAGEMENT

To ensure effective physical infrastructure by managing investments in existing and new St. Albert civic assets including utilities (water, waste water, storm water); roads and sidewalks; buildings; vehicles; bridges; parks and trails; and traffic signals.



Fiscally prudent infrastructure management

The City of St. Albert, like all municipalities in Canada, is facing a growing infrastructure challenge. It is vitally important that the City deal with this challenge effectively and not leave the problem to future generations.

In 2005, Council focused its attention on the age, condition, and risk associated with existing civic assets. Council and Administration came to understand the level of investment required to ensure safe and effective civic infrastructure and facilities by:

- Developing a comprehensive and sustainable 10-year Capital Plan,
- Endorsing infrastructure-funding principles and allocating federal and provincial grants to ensure that residents, businesses and visitors to our community enjoy top-rate transportation, recreation and utility facilities,
- Approving the 2006 capital program as a first important step down the journey of infrastructure management, and
- Launching a capital works program in excess of \$100 million in utility trunks, expansion of water reservoir capacity, multipurpose leisure facility, west regional road and other major infrastructure investments.

Management of infrastructure will be an ongoing responsibility of Administration and future Councils. The degree of understanding and refinement of the data collection, management and financing will continue to evolve. The current state of the infrastructure review is such that the City of St. Albert is very well positioned to manage this responsibility with the use of sound research and prudent financial planning.



Carrying out major construction projects

Work has begun on a number of major construction projects in 2005 worth about \$100 million, equal to almost 10% of our total infrastructure asset value.

Sanitary Trunk Sewer Expansion

Growth in the City necessitates the expansion of the sanitary trunk sewer capacity. Construction on the \$10 million project is scheduled for completion in early 2006.



EFFECTIVE INFRASTRUCTURE MANAGEMENT continued . . .

Water Reservoir Expansion

Expansion of the Lacombe Reservoir will increase the City's potable water reservoir capacity by 44% from 38 million litres of storage to 55 million litres of storage. Construction of this \$10 million facility is scheduled for completion by May 2006.



West Regional Road

For an update on the progress of this project, turn to page 14.



Aerial view of the West Regional Road crossing Sturgeon River



MPLC

For an update on the progress of this project, turn to page 12.

FISCAL RESPONSIBILITY & LEADERSHIP EXCELLENCE

To maintain accountability to the community and act cost effectively; to practise prudent financial stewardship; to continue long-term planning; to engage and involve the community; to maintain strong regional and intergovernmental relationships.



Improving business planning

The City is continuing its disciplined business planning process, which utilizes corporate strategies to help Council achieve the difficult balance between needs, wants and affordability. The strategies also guide the budget planning process and the prioritization of initiatives.

City Council's Priorities and Planning Committee meets three times annually to guide the Corporation. Departmental Strategies and Long Term Plans that are being developed, include:

- Community Tourism Strategy

Plans that were completed, or near completion in 2005 are:

- Policing and Bylaw Long Term Departmental Plan (Complete – Summer 2005)
- Transit Long Term Departmental Plan (as above)
- Heritage Sites Master Plan

The 2006-2008 Business Plan & Budget was tabled with Council on November 7th and recommended a 3.56% tax increase in 2006 while maintaining services to citizens.



Carefully managing our budgets and investments

In 2005, Council approved the lowest tax increase of cities capital region at 2.98%. Although revenue and expenditures per capita have increased from year to year as costs have increased, St. Albert enjoys the lowest expenses per capita.

St. Albert City Council formally adopted the new Vision, Mission and Values for the City on April 4, 2005.

Vision

St. Albert is the community of choice for citizens and businesses because of our exceptional programs and services, safety, amenities and the quality of life we receive in our responsive and business-friendly city – all with a small-town feel.

Residents and business owners choose St. Albert because of diverse community leisure and cultural opportunities; smart growth; sound stewardship of natural assets and physical infrastructure; and strong fiscal leadership.

Mission

The City of St. Albert provides leadership in a well-managed and progressive environment to deliver high quality, innovative municipal services that meet the expectations of citizens and businesses.

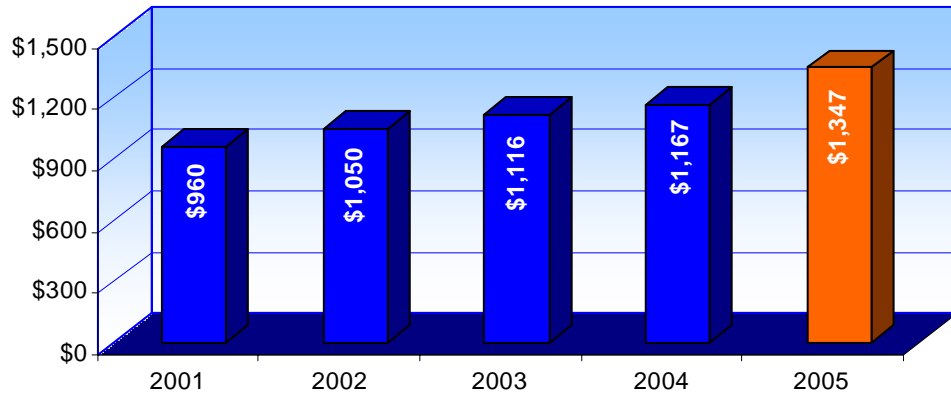
We are building the future while respecting the past.

The City of St. Albert values:

- Positive attitudes
- Leadership
- Good stewardship
- Respect, trust, dignity, honesty, integrity, flexibility in relationships
- Open two-way communications and diverse opinions
- Active participation of citizens
- Collaboration and co-operation
- Competent, productive and satisfied employees
- A safe and caring environment
- A balance of work and family life
- Safety and health
- Lifelong learning
- The generosity of volunteers

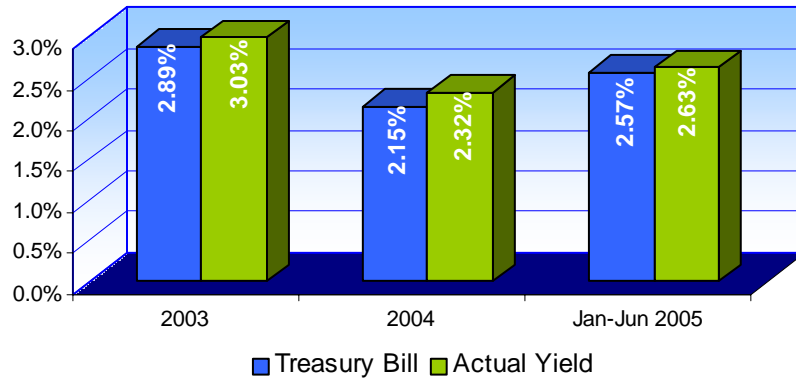
FISCAL RESPONSIBILITY & LEADERSHIP EXCELLENCE continued...

Expenditures Per Capita



The City invests reserves and unspent revenue in very secure, interest bearing investments until the funds are required. Due to the timing of some short-term reinvestments, the actual yield is slightly better than the Treasury bills for this year. This is expected to resolve by year-end.

Annual Investment Yield



The target for Investment Yield is >90-day Federal Treasury Bill Rate

Administration is researching recreation agreements in the capital region as well as other Alberta jurisdictions. This will help to develop a policy to review how non-users could contribute to programs and facilities.

SOUND STEWARDSHIP OF THE ENVIRONMENT

To manage natural assets responsibly; to minimize negative impacts of growth and development on natural assets.

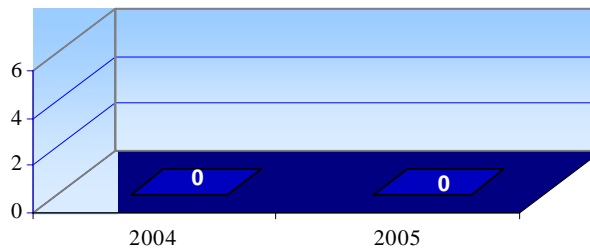
THE CITY OF St. Albert knows how highly its citizens value the environment. We are committed to ensuring St. Albert has a healthy and accessible environment for everyone.



Protecting the environment

There were no changes in the environmental performance measures from 2004. The number of environmental violations does not include ongoing investigations.

Environmental Violations



Keeping the city beautiful

Environmental Programs such as “Leave your Roots in St. Albert” have been successful this summer with approximately seven community groups working with municipal staff to assist in reforestation and naturalizing the City. In 2005, the City planted or replaced 813 trees while community initiatives resulted in 2400 trees being planted in the same time period encompassing some 3000 community volunteer hours.

The **Partners-in-Parks** and **Spruce Up St. Albert** programs have grown and are meeting their goals of keeping St. Albert clean, beautiful and environmentally aware. Partners-in-Parks volunteer hours have increased from 8,500 to 10,000 over last year. The number of sites has increased from 143 in 2004 to 162 in 2005. Spruce Up St. Albert volunteers have increased from 6,000 in 2004 to 8,500 in 2005.



Enhancing green spaces

The City is working with community partners to further enhance green spaces. Most recently, staff worked with the St. Albert Parkland Rotary Club to designate the area immediately east of the West Regional Road and behind the Rotary Club as Rotary Park.

SOUND STEWARDSHIP OF THE ENVIRONMENT continued...

Old Landfill

Monthly reporting to Environment Canada continues in response to the 'Inspector's Directive' received in November 2004. We also continue with the weekly inspections of potential seepage areas along the landfill berm.

The report from Golder & Associates on *Site Management Alternatives – Former Sewage Lagoons and Landfill Site* has been finalized and sent to the regulators for review. A meeting to discuss the recommendations of the report is scheduled in January. The report will be tabled with Council in the first quarter of 2006.

The City brought an application to quash the search warrants that Environment Canada investigators relied upon when seizing documents and computer records from St. Albert Place and the Jack Kraft Facility regarding the Fisheries Act Investigation. All paper documents seized have been returned and the City has been advised that the electronic records seized have been destroyed. Although the status of the investigation is uncertain, it is likely that the investigation has not been abandoned by Environment Canada.

Environmental Advisory Committee

In September, Council introduced a bylaw to establish and define the functions of the Environmental Advisory Committee. The main role of the Environmental Advisory Committee will be to advise Council on issues related to the environment within the framework of the City's Environmental Policies, Strategies and Initiatives.

The three citizens at large positions were filled in November and all other representative positions were filled by December. The first Environmental Advisory Committee meeting will be held in early 2006.

River Edge Enhancement Project (REEP)

The City has been working with many environmental groups and Provincial representatives on a Sturgeon River Enhancement Project called REEP (River Edge Enhancement Project). This is a group that are working on a series of pilot project and will eventually plan a long-term strategy for the Sturgeon River.



Implementing environmental management systems

In August, St. Albert Transit (StAT) achieved a major goal: getting ISO 14001 registered. This international standard for environmental excellence acknowledges that Transit's environmental management system complies with strict standards and provides StAT with a systematic approach to managing and improving environmental performance.



SOUND STEWARDSHIP OF THE ENVIRONMENT continued...



Recycling our waste

The City of St. Albert was selected as the test community for the Alberta Dairy Council Milk Container Recycling Program's residential waste composition audit. The audit included all recyclable items, not just milk containers. The results of this audit show that St. Albert residents are setting a high standard for recycling. The following are some of the highlights from the audit:

Waste Generation

St. Albert residents are recycling 80% of the waste that can be recycled. This is well above the Association's benchmark of all communities achieving at least 50%. Presently, the provincial average is at 48%.

Recovery of Milk Container

St. Albert residents are recycling 71% of all milk cartons and 77% of all milk jugs. Once again, the Association's benchmark for recycling milk containers is 50%.

Recycling Depot Bin Contamination

The audit also inspected the City's recycling depot and studied the amount of contamination in various recycling bins (i.e. disposal of recyclables into the wrong containers). St. Albert averaged only 6.7% contamination—one of the cleanest in the province.

Reducing our consumption

All the Christmas lights on trees in the downtown area were changed over to LED's. The conversion will see a cost saving to the City for bulb replacement, as well as an energy saving for the holiday season of about \$30/tree.

Water consumption for the City was at its lowest in the last number of years, which is a result of the wet summer and the conservation initiatives due to the Lacombe Park reservoir construction.

CITY COUNCIL PRIORITIES

Several months of careful planning by St. Albert City Council resulted in the development of the Council Outcome Goals and Priorities.

Council believes that visionary planning leads to the breakthroughs that deliver the high quality of life enjoyed by the citizens of St. Albert. Council identified a number of critical planning issues to focus on in 2005.

City Council will maintain strategic oversight of priority issues and make significant policy decisions in 2005 and the remainder of the current Council term. While these issues will remain areas of focus throughout the year, they are not the only projects being undertaken by the City of St. Albert. The icons representing each Council Priority identify Council's priority projects throughout this document.

St. Albert Council's Priorities are:



Minimize Tax Increases

As financial stewards for the community, City Council is committed to minimizing tax increases by maintaining sound financial management without jeopardizing programs and services. This includes maximizing revenue opportunities such as grants and containing costs. The City will also work to create a "new financial deal" with the Provincial and Federal Governments.

City Council is concerned about the increasing tax burden placed on St. Albert residents and is investigating ways to minimize future tax increases. The challenge is to balance limited resources with citizens' demands for high levels of service and the superior quality of life for which St. Albert is well known.



Construct the West Regional Road

The West Regional Road will improve our transportation infrastructure and traffic flow in and out of St. Albert. City Council will continue to monitor the construction of the West Regional Road and the planning for future phases. The first phase of road construction (from 137 Avenue to Meadowview Drive) is expected to be finished in 2006.



Complete Annexation

City Council concluded the annexation negotiations with Sturgeon County in the first quarter of 2005. Annexation Hearings were held before the Municipal Government Board, the next major step in the Annexation process.



Build and plan the start-up of the Multipurpose Leisure Centre

The Multipurpose Leisure Centre will be a landmark recreational and leisure facility providing superb opportunities for all St. Albert residents.

The Centre is a substantial capital project, and City Council will monitor the construction and plan the start-up of the centre to ensure residents receive a high quality facility and good value for their money.



Update the Land Use Bylaw

The way our land is planned and used has a big impact on the potential for economic development and quality of life in St. Albert. The review of the Land Use Bylaw was completed in July with the adoption of the new Land Use Bylaw.



Address the Infrastructure Deficit

The City of St. Albert, like all municipalities in Canada, is facing a growing infrastructure challenge. To meet this challenge, Council will continue to appeal to all levels of Government for funding.

In addition, Council will drive the City's initiatives to evaluate the status of our infrastructure and continue to develop a plan to address long-term infrastructure needs. This significant initiative will be integrated with the City's long-term financial plan.



Actively participate in the implementation of the Economic Development Master Plan

Appropriate and well-planned economic development has many positive impacts on a municipality. Council will improve the City's approach to economic development, making St. Albert more business friendly and reducing red tape.

City Council will actively participate in the implementation of the Economic Development Master Plan, which outlines the strategies and directions that will benefit St. Albert businesses and residents alike.



Exercise stewardship over our natural areas and green spaces

City Council wants to ensure that St. Albert's natural gems are properly maintained and to take appropriate steps to enhance the role of the river and the lake in St. Albert's future.



Update the Traffic Bylaw

It is important for the City to keep the Traffic Bylaw up to date and consistent with the regulations in the Land Use Bylaw. The updated Traffic Bylaw will enhance safety and address community concerns with issues such as signage, speed limits and parking in residential areas.



Implement the Affordable Housing Strategy

St. Albert prides itself on being an inclusive community welcoming all newcomers to share in the quality of life that is our community trademark. City Council will review the Affordable Housing Strategy and develop an implementation plan so St. Albert can continue to offer a range of housing alternatives.



Key Planning Activities

St. Albert arguably has the best quality of life in Alberta. Only visionary planning can lead to the breakthroughs that will help us keep it that way. To that end, City Council has identified several key planning activities in 2005 including:

- 2006-2008 Business Plan
- Heritage Sites Master Plan
- Policing and Municipal Enforcement Services Long Term Departmental Plan
- Transit Long Term Departmental Plan

For further information, contact the City of St. Albert:
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