

Corporate Business Plan 2004 - 2006

December 29, 2003

*Corporate Business Plan - Budget Overview - Property Tax - Operating Budget - Utility Budget - Capital Budget - Staffing
Manager's Office - Planning and Engineering Services - Community and Protective Services - Corporate Services - Co
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*Corporate Business Plan
(2004 - 2006)**



*Revised based on approved
2004 program and budget

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EXECUTIVE SUMMARY:

The City of St. Albert is experiencing unprecedented change, challenge and opportunity, including economic, social, environmental, governmental, inflationary impacts as well as demands from citizens to maintain services and service levels in a time of fiscal pressure. As a result, City Council and City of St. Albert Administration have undertaken a disciplined Business Planning process to determine direction, define priorities, establish strategies and to set a course or road-map for the next three years that balances the needs and wants of the community against affordability. The Corporate Business Plan reflects the 2004 – 2006 Budget in terms of projected revenues and expenses as well as the anticipated property tax levy necessary to support the defined program.

The Corporate Business Plan focuses on the key ‘Outcome Goals’ or directional priorities defined by the St. Albert City Council, namely:

- Quality of Life,
- Fiscal Responsibility,
- Municipal Leadership and Governance,
- Safety,
- Environmental Protection,
- Long Term Planning, and
- Economic Development.

Administration developed a strategic agenda and identified various initiatives that achieve this Council direction, including targets for non-property tax revenue performance, cost management, ensuring compliance with Legislated requirements and obligations, asset management, ensuring safety for people, property, natural assets and preservation of the environment. Central to the business plan are investments in programs, infrastructure, facilities, equipment and staffing to ensure current services and service levels to existing citizens are maintained, and that capacity is augmented to deliver these same services and service levels to new residents and businesses. In addition, tactics were established to minimize the impact of major costs by planning over the long-term as well as measured introduction of new services and enhanced service levels that enhance the City’s attractiveness and competitiveness to residents and businesses respectively.

Finally, corporate performance measures have been proposed or are in development to ensure the City of St. Albert Administration “stays the course” in terms of implementing key initiatives and managing toward performance targets. These key measures representing community feedback, financial performance, operational performance targets from external agencies and other sources, will serve as a “dashboard” for senior administration as it drives the organization toward achieving Council’s Outcome Goals over the next 3 years, and over the longer term toward the Vision articulated for our community.

In order to achieve the Corporate Business Plan direction, Council has approved a **\$1.972M net** increase in municipal operating budget, equivalent to an additional tax levy of **4.98%** in 2004.

ST. ALBERT CORPORATE PLANNING FRAMEWORK – BUSINESS PLANNING:

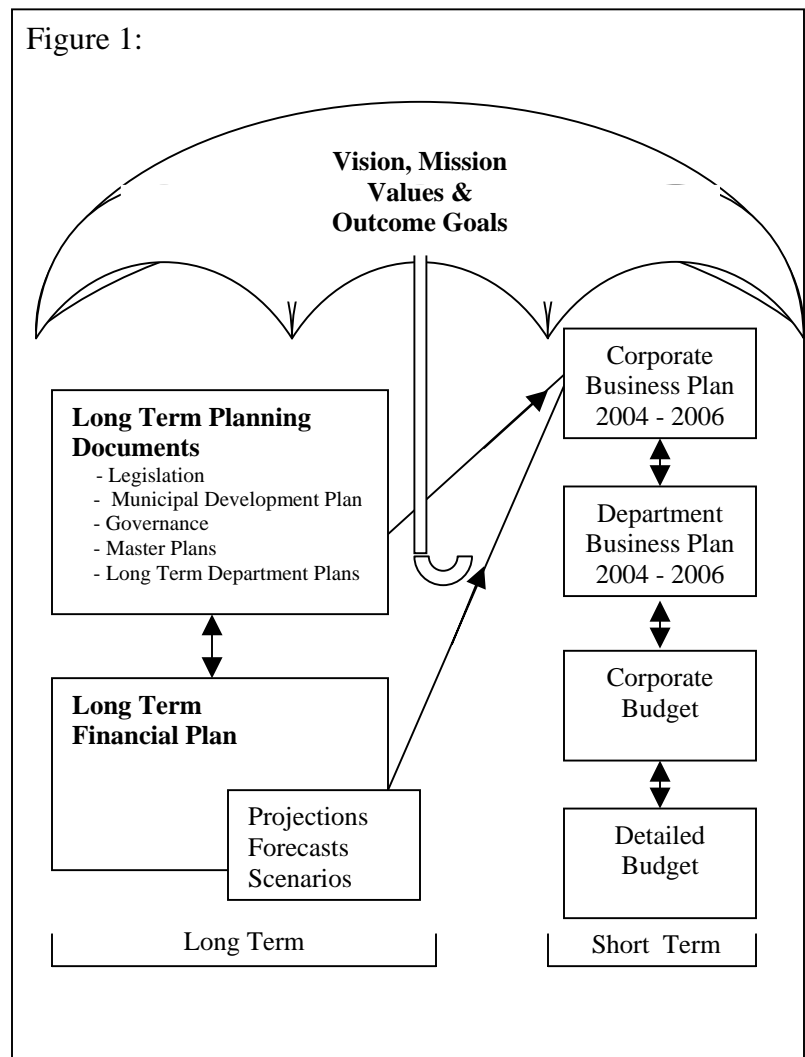
The St. Albert 2004 – 2006 Corporate Business Plan and Budget are the outputs of a comprehensive Corporate Planning Framework that involves:

- ❑ the Vision, Mission and Values defined by City Council in consultation with the community; and
- ❑ key directional priorities identified by Council.
- ❑ legislation including the Municipal Government Act, and other provincial legislation;
- ❑ high-level Governance and Policy documents;

These broad directional elements drive long term planning activities including:

- ❑ Master Plans for areas of importance to the community (e.g.: Leisure Services, Economic Development, Transportation, etc.) which impact many civic departments,
- ❑ Long Term Department Plans that define the operational structures and investments necessary to deliver services to the community and meet civic requirements (eg: Fire Services); and
- ❑ the Long Term Financial Outlook (Plan) - a tool that projects the financial and taxation impact of various investment and policy decision on the Corporation and the community.

Figure 1:

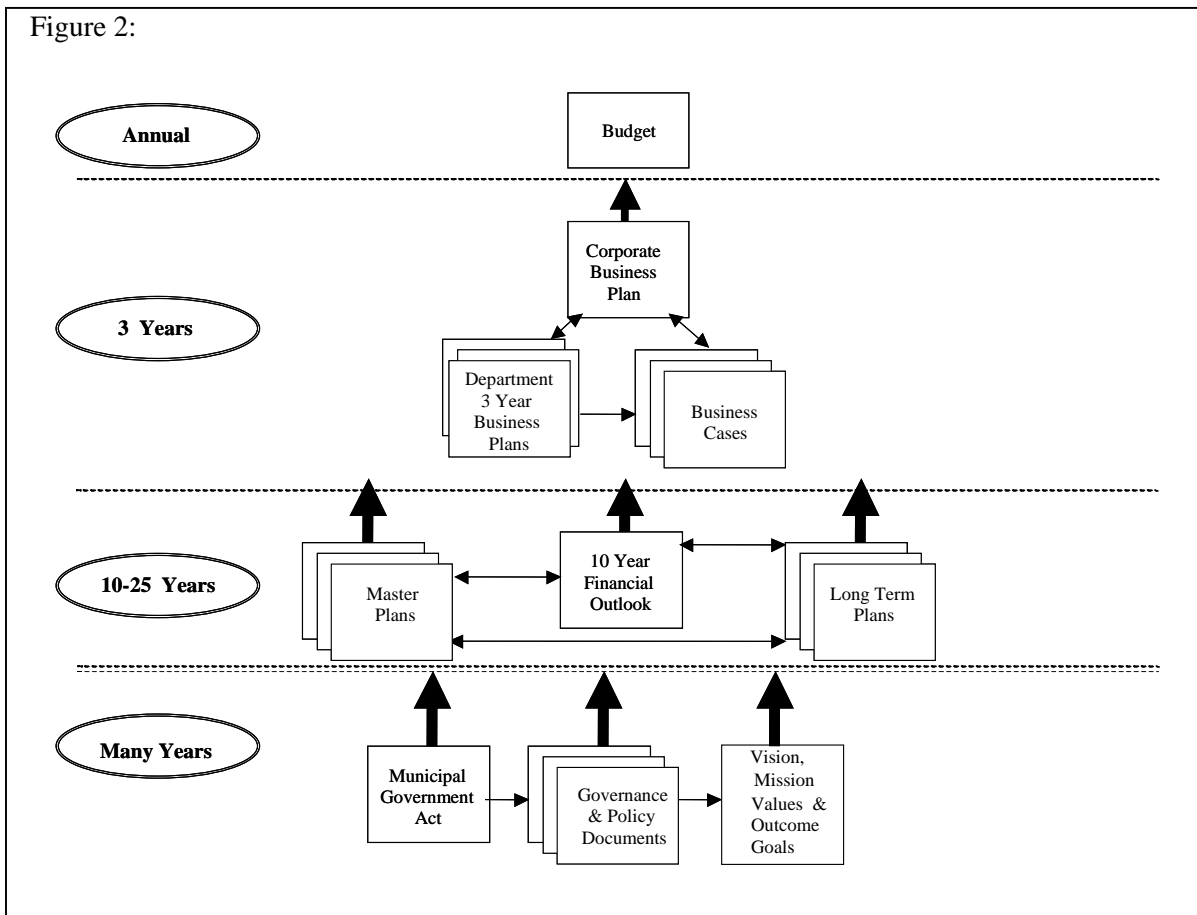


(See: Figure 1)

Business Planning is a process including Environmental Assessment, review of longer-term direction from higher-order plans and identification of 'Directional Priorities'. In the case of the City of St. Albert process, City Council provided 'Outcome Goals' to reflect key goals for the Corporation. Subsequently Corporate Strategies were developed and key imperatives, initiatives and investments were identified to achieve short-term outcomes and to ensure progress toward the long term Vision.

This Corporate Business Plan and Budget as well as the Department Plans that both support and flow from it are the outputs of this Business Planning process and represent the Corporation's plan for the next 3 years. The budget reflects projected revenues and expenses necessary to achieve the Corporate Business Plan.

(See Figure 2)



VISION, MISSION AND VALUES:

The City of St. Albert City Council has articulated a *Vision*, a *Mission* and core *Values* for the civic Corporation that represent high-level direction and guidance for all civic activities. This philosophical basis acts as an over-arching umbrella that supercedes all policies and practices and drives all organizational decisions and activities.

Vision

St. Albert is a community that thrives on the rich foundation of its past, welcomes the challenges of its future, and embraces an outstanding quality of life.

Mission Statement:

The City of St. Albert demonstrates leadership in a well-managed and progressive environment to deliver innovative, high quality municipal services that meet the needs of its Citizens.

Values

The City of St. Albert values include:

- ❑ *Positive attitudes*
- ❑ *Leadership*
- ❑ *Good stewardship*
- ❑ *Respect, trust, dignity, honesty, integrity and flexibility*
- ❑ *Safety*
- ❑ *Open communication and diverse opinions*
- ❑ *Competent, productive and satisfied employees*
- ❑ *A balanced work and family life*
- ❑ *Life long learning*
- ❑ *The generosity of volunteers*

Major Accomplishments - 2003:

City Manager's Office:

- ❑ The St. Albert City Manager continues to lead a cultural shift in the organization that includes adoption of business operating principles in a public service organization, an environment of accountability, commitment to high-quality work, continuous improvement while fostering a healthy and enjoyable work environment.
- ❑ The City Manager and Senior Leadership Team have taken measures to strengthen regional relationships with cities throughout the province and in particular in the Capital Region.
 - The tri-party agreement for the functional improvement of 170th Street to increase safety and traffic-flow is an example of St. Albert working with other jurisdictions to solve common problems.
 - Staff is establishing parameters for agreements regarding efficient shared services arrangements with counterparts from Morinville.
- ❑ Staffing of the General Manager Planning & Engineering, Director Public Works, and Corporate Planner roles has positioned the organization for the cultural shift articulated by the City Manager.
- ❑ Approval of the Corporate Planning Framework and introduction of a rigorous Business Planning process for identifying Corporate Strategies and operational priorities.
- ❑ The 2004–2006 Business Plan and Budget that will be tabled November 4, 2003 and is expected to be approved by Council before December 31, was developed in a collaborative effort by Council and Staff.
- ❑ Ongoing Financial Reform that includes development of a Long Term Financial Plan, reengineering of the Capital Project Management process, internal financing to reduce interest costs as well as improved accountability and reporting.

Planning and Engineering Services:

- ❑ Preliminary design for the West Regional Road was completed. Received approval from the Department of Fisheries and Oceans (DFO) to proceed to public consultation on Sturgeon River bridge crossing and anticipate approval of Environmental Assessment shortly.
- ❑ Negotiation of an efficient and cost effective solution to 170th street traffic congestion south of St. Albert city limits in cooperation with the City of Edmonton and the Province. Initiated construction of a peak-hour reversible lane to accommodate rush hour traffic. 170th Street is now paved and lanes marked for 2 lanes northbound and one lane southbound. This approach freed-up \$700,000 of capital for other transportation projects.
- ❑ Infrastructure review (Phase 1) involving identification of all civic infrastructure assets and assessment of the cost of maintaining infrastructure over the long term expected to be complete by December 31, 2003.
- ❑ Utility Services Engineer position will be staffed by December 31, 2003, a dedicated position ensuring St. Albert's utilities are maintained in an fully effective, business-like fashion.
- ❑ Three (3) Area Structure Plans approved enabling future development.
- ❑ Annexation Application filed with Municipal Government Board and Annexation Notice served on Sturgeon County in anticipation of a Municipal Government Hearing to mediate terms of land annexation. Approach taken due to inability to reach a mutual annexation arrangement with the County for land requirements for next 25 years.

Major Accomplishments - 2003 (Cont' d):

Planning and Engineering Services (Cont'd):

- ❑ Development and adoption of a Permanent Area Charge model for St. Albert to enable non property tax recovery of costs associated with civic growth expected by December 31, 2003.
- ❑ Land Use Bylaw re-written with approval anticipated from Municipal Planning Commission. Public hearing, Council review and approval anticipated in January 2004.
- ❑ Addressed public concerns regarding the condition and maintenance associated with the St. Albert Parks and River Corridor and enhanced service levels. Allocated resources to ensure ongoing maintenance of these natural and infrastructure assets.
- ❑ Developed scope for Environmental Management System. Undertook initial system development activity in anticipation of a Business Area Pilot in the first quarter of 2004.
- ❑ Delivery in November of 2 new small low-floor buses, replacing 2 existing buses scheduled for disposition in 2001, but retained to improve peak-hour capacity along key commuter routes into Edmonton.
- ❑ Implemented the Hansen cost and work management system in Public Works.
- ❑ Developed a temporary snow storage facility in the N.W. quadrant of St. Albert.
- ❑ Expect to complete draft Storm Water Management Master Plan by December 31, 2003.

Economic Development:

- ❑ Phase 2 of Campbell Business Park is complete and commercial lots are available for sale. Site servicing of 18 lots is complete making additional real estate available for business expansion and new business in-migration.
- ❑ Completion of initial draft of the Economic Development and Tourism Master Plan. Plan is available for stakeholder consultation and Council debate in the first quarter of 2004.
- ❑ Increased business licenses issued by 20% (420) in 2003 over previous year.
- ❑ \$785,000 of industrial land sales and \$19.2M in Commercial/Industrial assessment growth as of September 31, 2003.
- ❑ Surplus Sturgeon hospital land sold as part of the \$80M Citadel Village project. Received "Best economic development project for 2003" Alex Metcalfe Award from the Economic Development Association of Alberta.
- ❑ The Economic Development and Tourism department received the Marketing Canada Award at the Economic Developers Association of Canada 35th annual conference for its promotional campaign launching the new brand and logo "Business Is RIGHT In St. Albert".

Community and Protective Services:

- ❑ The St. Albert Drug Enforcement Unit consisting of 3 RCMP members initiated an aggressive enforcement program, contributing to a 20% reduction in drug related incidents (year to date (YTD) Sept 30, 2002 (221) vs. YTD Sept. 30, 2003 (176). Since its inception on March 17th, 2003 the Drug Section has executed 20 search warrants on residential properties within St. Albert and charged numerous persons with various offences under the Criminal Code and the Controlled Drugs and Substances Act. Seizures of cocaine, marihuana, methamphetamine, ecstasy, grow equipment, stolen vehicles, firearms, stolen identification, counterfeit currency and cash have been made.
- ❑ Motor vehicle collisions resulting in injury are down 28% to 135 (Jan, – Sept., 2003) from 188 for the same period in 2002.

Major Accomplishments - 2003 (Cont' d):

Community and Protective Services (Cont'd):

- ❑ Implementation of Alarm System Bylaw (2,642 Alarms registered as of October 15, 2003)
- ❑ The Fire Services Long Term Department Plan detailing operational and capital investments necessary to maintain a 9/90% response time (within 9 minutes 90% of the time) completed and accepted by Council, and drove the 2004–06 Fire Services Department Business Plan.
- ❑ In 2002 Fire Services conducted 3,422 total emergency responses, 2,121 of which were emergency medical responses in nature. Approximately \$850,000 of property lost to fire.
- ❑ Two ambulances received new chassis in 2003 and a replacement pumper truck has been ordered and will be in-service before the end of 2003.
- ❑ Implementation of a Home Visitation Program for at-risk families and of a community Head Start/Jump Start Programs for at-risk children and families through the acquisition Federal and Provincial Government Grants of \$196,900.
- ❑ Participation by 942 youths in prevention-based programs offered within the Junior and Senior High Schools and community venues. (Suicide Awareness; Anger Management; Personal Development; and Leadership training)
- ❑ Upon losing provincial funding for the Early Intervention program, St. Albert Family & Community Support Services and community members pursued and secured funding through Alberta Human Resources and Employment to continue the Youth Employment program.
- ❑ Partnership dialogue regarding Multipurpose Recreation Facility in anticipation of a Vote of Electorate (Plebiscite) in April/May 2004.
- ❑ A draft of the St. Albert's Smoking Bylaw will be tabled for Public Consultation and Council review in January 2004.
- ❑ Council approved a new Community Events Policy, tripling the funding available to eligible groups hosting community events.
- ❑ Cultural Services raised \$768,791 in grants/sponsorships (equal to 2.2% in property tax) to offset program and facility operating costs and attracted 34,981 volunteer support hours valued at almost \$400,000.
- ❑ Recreation programs continued to retain 85-90% registration capacity.
- ❑ Citizens surveyed are satisfied (89%) either highly (49%) or moderately (40%) with the availability of recreation and cultural facilities in the City of St. Albert. The vast majority (98%) indicates a positive rating with respect to their overall level of satisfaction with the services, facilities and programs provided.
- ❑ Red Willow Park Master Plan tabled for Public Consultation, Council review and approval in November 2003. Initiated feasibility and partnering tactical implementation.
- ❑ Initiated final negotiations to achieve sign-off of the renegotiated Joint Use Agreement dealing with “reciprocal ‘use” and “site allocation”.
- ❑ Development of the Arden Theatre refurbishment plan that will eventually see ongoing maintenance fully funded through ticket surcharges.

Corporate Services:

- ❑ Completion of initial Long Term Financial Outlook/Plan (2004 – 2010). The model allows City Council and Administration to gauge the financial impact of various policy and investment decisions and provides information regarding affordability and taxation impacts of various Corporate priorities in the short and long term.

Major Accomplishments - 2003 (Cont' d):

Corporate Services (Cont'd):

- ❑ Completed review and rebuilt the Utility Services Rate Model which is used to establish cost compensatory Water, Sewer, Storm and Waste rates on an annual basis.
 - The model has been improved to ensure that all assets are amortized, that all dividends back to the Municipality are removed and that fully funded reserves are established to pay for all new and replacement capital infrastructure during the next 100 years. This new Utility Model will ensure no future borrowing after 2005.
 - Completion and approval of policies regarding investment, management of reserves and debt.
- ❑ Development of cost effective and sustainable Replacement Plans for Office Systems and the City's Mobile Fleet. Replacement of equipment will be through reserves rather than new debt
- ❑ A Corporate Communications Strategy for the Corporation as well as Communications Plans for key Council Priority initiatives including West Regional Road, Annexation, Red Willow Park Master Plan and Multipurpose Recreation Facility.
- ❑ Developed Website strategy and initiated redesign of Corporate Website content and applications scheduled for completion in the spring of 2004.
- ❑ Development of a set of Budget Principles that provide current and future City Councils and Administration direction and consistency around the budget process.
 - Principles include guidance on use of one-time revenues, reserves, user fees, etc.
- ❑ Significant improvement in the City's Health and Safety program in the areas of awareness, training and reporting to the Senior Leadership Team, resulting in significant benefits in the areas of a Safer Workplace and anticipated savings in WCB premiums.
- ❑ Initiated reengineering of the Capital Financing process with a complete review of over 100 outstanding capital projects to bring closure to and develop a new structure with improved accountability and reporting. Expected results include reallocation of capital dollars to priority projects.
- ❑ The addition of a junior assessor in 2003 has improved the Assessor per parcel of land ratio closer to the industry standard of 1 per 3500 parcels. This has improved equity among properties and enhanced the property reassessment and re-inspected program resulting in approximately \$60,000 in additional municipal tax dollars per year.
- ❑ In 2003, the City's Information Technology Strategic Plan moved from benefiting internal department systems and business processes to benefiting citizens with e-Commerce applications, Business Licensing and Dog License renewal applications and on-line account transactions including municipal ticket payments and deposits for property searches. These are only a few early examples of various on-line services that will benefit citizens. Various other on-line services like recreational program registrations, property searches and tax certificates are anticipated during the 2004 – 2006 Business Plan period.

Environmental Assessment – Summary:

There are many factors that impact upon the City of St. Albert, and that drive the Corporation's Business Plan for the 2004-2006 period. These pressures, issues, opportunities and challenges affect the delicate balance that is required in order to efficiently and effectively deliver the services that residents demand at a cost that residents believe is reasonable and affordable. Following is a brief summary of factors facing the City of St. Albert. (*A more comprehensive Environmental Assessment is included at the end of the Business Plan*)

Economic Indicators

St. Albert's continues to grow at a strong but slightly slower pace than in 2002. The number of building permits issued during between January-July 2003 is 502, down from 672 during the same period in 2002. Notwithstanding, the value of residential construction, January-July 2003 was \$52.1 million, while the value of non-residential construction during the same period was \$18.2 million. Home based businesses in St. Albert jumped to 613 by September in 2003, up from 511 in 2001. Employment within St. Albert mirrors Alberta's performance with an unemployment rate among the lowest in the country. (Source: City of St. Albert Economic Development)

Funding Relationships with Other Orders of Government

Municipalities across the country have expressed concerns about the ability to generate sufficient revenues within the limited sources available to them. Municipalities are in dialogue with both Federal and Provincial levels of government regarding new funding to address civic infrastructure and operating challenges. In September 2003, the Alberta Urban Municipalities Association called upon the Province of Alberta to consider four new sources of revenue for municipalities, including a share of the Province's revenues from fuel tax, personal income tax, gaming revenues, and natural resource royalties. Whether a "new deal" for municipalities emerges is subject to broad speculation.

Following are some additional external and internal factors affecting the corporate business plan. This assessment has been arranged according to St. Albert City Council Outcome goals for convenience. (See Page 14).

Municipal Leadership and Governance

The City of St. Albert continues to provide quality services in a regional context while maintaining local autonomy.

In terms of governance, the Provincial Minister of Health and Wellness has indicated that his department intends to conduct a review of the delivery of ambulance (EMS) service, with a view to potentially incorporating EMS into the health portfolio. This would have a major impact on the City of St. Albert as it currently offers an integrated fire/EMS service. The Province is also undertaking a review of funding for police services. While the outcomes are not fully understood at this time, there may be some positive financial impacts as a result of these reviews.

The municipal and school board elections will be held in October 2004.

Safety

While the strong rating the City of St. Albert received in its Alberta Municipal Health and Safety peer safety audit is favourable, it is tempered by high numbers of employee safety incidents. The audit provided insight into areas of improvement for the City as it strives to reduce workplace incidents.

Growing and aging population and expanding geographic area are increasing demands on emergency personnel, including increased demands for fire and ambulance services as well as requirements for emergency preparedness and terrorism. Increases in residential break and enter, mischief, vandalism as well as motor vehicle and property theft suggest increased need for Policing over the three year life of the plan.

Environmental

Recent events in other parts of Canada and the United States are increasing expectations for the municipality to safeguard water and provide safe, effective storm and sanitary sewer systems. These services remain a priority for the municipality. In addition, the City of St. Albert is working to meet environmental protection requirements for Big Lake/Sturgeon Basin, and to comply with all Provincial and Federal legislation as it moves forward on the construction of the West Regional Road and other developments.

Fiscal Responsibility

Inflationary pressures, coupled with limited revenue sources face the City of St. Albert as do the revenue issues discussed previously. The City of St. Albert faces increased costs due to volatility in utilities (electricity, natural gas), increases in insurance premiums, employee pension and benefits, and fuel costs. This puts pressure on maintaining services and service levels to existing residents and businesses. On a positive note, assessment growth remains strong at 3.5 percent per year. (Source: City of St. Albert Assessment Services)

Funding for infrastructure remains an important issue, not only for the current infrastructure gap, but also for the funding of two significant capital projects in the near future: the West Regional Road and the Multipurpose Recreation Centre.

Long Term Planning

Continued population growth places further pressures on the municipality to provide services to all age groups. The City's population is expected to continue to grow at a rate of 2.2 percent per year. This growth requires a corresponding capacity to provide facilities and services to citizens. (Source: Population Projections, Applications Management Consulting Ltd., December 2002)

The City's Long Term Financial Plan is helping to understand fiscal impacts and provide projections and information to support decision-making.

The City of St. Albert, like most municipalities, will need to deal with an aging workforce and effective succession planning. This is most noticeable within Fire Services where approximately 70% of its workforce will retire within the next 8 years.

Economic Development

Lack of available serviced commercial and residential land remains an issue for the City of St. Albert. While Council has taken immediate action to bring-on 90 serviced industrial lots over 5 years, no other serviced commercial land is available. Development of the West Regional Road, the Multipurpose Recreation Centre, improved transportation and community access, parks and trail maintenance and the availability of cultural and recreation opportunities have the potential to support economic development.

St. Albert's high residential and low non-residential composition causes a high reliance on residential property taxes. As such, St. Albert has the highest annual residential tax revenues per capita (\$464) and lowest annual non-residential taxes per capita (\$83) of Alberta Cities. (Source: Province of Alberta, Municipal Affairs, Financial Information Return)

Quality of Life

While overall satisfaction with quality of life in St. Albert remains relatively constant (2003: 97%), the percent of respondents 'very satisfied' has dropped from 69% in 2001 to 61%. This may be an early indication of adverse pressures on service levels.

Services that are important to respondents, but received moderately-low satisfaction scores include: winter and summer road maintenance, sewer services, St. Albert Transit and family & youth support program. This may indicate the need for additional resources to improve the level of satisfaction among residents with these services and facilities. (Source: St. Albert Community Satisfaction Survey, Banister Research Inc.)

Council Outcome Goals:

As mentioned, in addition to providing high-level direction and guidance for civic activities, Council has identified desired Outcomes that clarify key ends or goals for the Corporation to help define and stimulate progress toward achieving the Vision.

These “directional goals” or “priorities” help define the benefits civic Administration is working towards, at whom the benefits are directed, and the ultimate value or cost.

Primary Outcome Goal: Quality of Life in the community is supported through municipal services.

Outcome Goals:

Fiscal Responsibility:

- Accountability;
- Consideration of options when committing to expenditures or debt load;
- Fiscally sustainable;
- Value for money.

Municipal Leadership and Governance

- Public consultation is valued;
- Open communication with residents;
- Governance that depends on legislation, policy, openness and accountability;
- Strong regional and intergovernmental relationships.

Safety for people, property and natural assets

Environmental Preservation and Protection

Long Term Planning that guides community growth and development

Economic Development is invited and supported.

CORPORATE STRATEGIES: *(in response to Council Outcome Goals)*

Outcome Goals formed the basis of direction from Council to Administration for the next 1 – 3 years. In turn, Administration translated the high-level Outcome Goals into Strategies to guide activities within the Corporation to achieve Council’s Outcomes and make progress toward the Vision.

These Corporate Strategies became the key drivers of recommended operational and capital investments in the Business Plan as well as became the criteria for assessing and determining timing and priority of investments. Based on an Environmental Assessment, these Corporate Strategies were ordered to reflect the circumstances facing the organization at the present time.

1) Pursue activities and initiatives that create a net favorable tax impact.

- i) Revenue Generation initiatives.***
- ii) Cost Reduction initiatives.***

2) Undertake activities to ensure full compliance with Legislated requirements and obligations.

3) Assure the ongoing safety and protection of citizens, civic employees and the environment

- i) Prevent and eliminate situations involving imminent danger.***
- ii) Mitigate risks and exposure to liabilities.***
- iii) Address safety proactively to minimize cost to the community.***

4) Maintain services to citizens, support front-line employees delivering services to citizens, and grow capacity to maintain Service Levels as our community and its population grows.

- i) Activities with no impact on Tax Base.***
- ii) Activities that impact on Tax Base.***

5) Manage Long Term costs by understanding and planning for major cost impacts.

6) Support new and enhanced Services and Service levels to citizens.

Business Plan by Outcome Goal and Corporate Strategy:

As mentioned previously, the Corporate Business Plan is the key element of our overall Corporate Planning Framework that guides the Corporation's resources and investments over the 3-year timeframe. It is a high-level change plan that reflects the specific corporate strategies, imperatives, initiatives and investments that Administration recommends in order to achieve Council's Outcome Goals and to make progress toward the Vision.

In addition to driving department level business planning activities, Corporate Strategies represented criteria for the prioritization of various initiatives from across the organization based on need and affordability. As such, the Business Plan has directly driven the budgeting process.

In short, the Business Plan is the roadmap that Administration suggests for the next 12 – 36 months. It also sets targets and establishes accountabilities for monitoring and achieving results.

| | |
|------------------------|---|
| Corporate Strategies: | How Administration will guide municipal operations in responding to Council Outcome Goals. |
| Corporate Imperatives: | City Council's Priority Projects. Essential or required projects and activities as identified by City Council. |
| Key Elements: | Major components or milestones of the Council Priority Project. |
| Initiatives: | Major undertakings, either directed by Council or identified by Administration, that are important components of the Business Plan. (e.g.: Address User Fees; Volume of Service; Cost Reduction; Capital Management). |
| Investments: | Incremental Operating or Capital expenditures identified in business cases that provide justification for additional spending and support the Corporate Strategies and Outcome Goals. |
| Incremental Impact: | This represents the new or additional impact of the initiative or imperative on taxes in the respective years. (\$XX) = Favourable. |
| Target (2004-2006): | Represents the outcome anticipated as a result of the initiative or investment. Can be a financial measure ((\$XX) = Favourable) or an operational performance measure. |

Outcome Goal: ***Fiscal Responsibility***

Corporate Strategy: ***1.0 Pursue activities and initiatives that create a net favorable tax impact.***
i) Revenue Generation initiatives.
ii) Cost Reduction initiatives.

Corporate Imperatives

| <i>No.</i> | <i>Corporate Imperative</i> | <i>Description</i> | <i>Key Elements</i> | <i>Targets (2004 - 2006)</i> |
|------------|-----------------------------|---|---|---|
| 1-A | Financial Reform | Complete development of the Long Term Financial Plan (LTFP) and various policies to drive accountability and effective financial management. The LTFP is a tool that enables a strong understanding of the financial impact of future program and infrastructure needs as well as supports sound decision-making. | Fiscal Principles, Policies for Debt, Investment, Cash Flow and Reserves, initial Department Long Term Plans, Utility Model, Replacement Plans, and Capital Management - Policy refinement and additional Department Long Term Plans | August 2004 (Plans and Model developed) -Ongoing enhancement through 2005-06 |
| 1-B | Infrastructure Review- | Complete a comprehensive inventory of all civic infrastructure assets, assess their state of repair, evaluate ongoing cost to maintain or replace civic infrastructure, categorize as deferred, sustaining or growth projects and schedule infrastructure program with minimum impact on ratepayer. | <u>Phase 1</u> : Inventory, preservation strategy, <u>Phase 2</u> : Evaluate costs, develop schedule and financial plan. | December 2003 (Phase 1 complete) October 2004 (Phase 2 complete) |

Key Initiatives

| <i>No.</i> | <i>Initiative</i> | <i>Description</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|---------------------------------------|--|---|--|---|
| 1.1 | User Fees | Adjust User Fees to better represent parity with other Capital Region municipalities and to improve cost recovery rate for services not universally delivered to the community. -Transit, Business Licenses, Culture, Recreation, Taxation (inquiry, certificates, late payment) Planning & Development (ASP's, appeals, permits, encroachment, grading and compliance certificates) * Includes Fines (Police/Bylaw) | 2004: \$580K* - Equivalent to a 1.53% tax reduction (i.e.: 'off-sets' an increase) | User Fees per capita: 2003: \$115 2004: \$131 2005: \$131 2006: \$131 | C & PS; P & E; C/S. (C/S support) |
| 1.2 | Volume of Service Delivery | Increase volume of pay-per-use services to fund municipal operations and lessen reliance on property taxes and tax increases. (Transit, Recreation, Business Licenses [Res], Engineering, Planning) * Includes Fines (Police/ Bylaws) | 2004: \$499K* - Equivalent to a 1.31% tax reduction (i.e.: 'off-sets' an increase) | User Fees per capita: 2003: \$115 2004: \$131 2005: \$131 2006: \$131 | C & PS; P & E; ED & T. (C/S support) |
| 1.3 | Cost Recoveries from Utility services | Achieve full Activity Based Costing (ABC) cost recovery for various Administrative and Engineering/Public Works Support services provided by civic operations to Utility Business Unit (Water, Sewer, Storm and waste) *Includes removal of Dividend Payment to Municipal Operations | 2004: \$534K* Ensures an amount equal to 1.41% of property tax is recovered from Utility operations | 2004: 100% of expenses related to Utility Operations funded by Utility rates. 2005: 100% 2006: 100% | P & E; C/S |

| No. | Initiative | Description | Incr. Impact | Target (2004-06) | Responsibility |
|-----|-----------------------|---|---|--|---|
| 1.4 | Fiscal Accountability | <p>Upon approval of the 2004 Budget, staff will allocate the budget quarterly to improve financial accountability and reporting. To establish a baseline, the 2004 base budget was adjusted for changing revenue/cost forecasts.</p> <p>-Revenue impacts include adjustments to Grants, Cost Recoveries (from developers, Government, etc.), Arena Advertising,</p> <p>-Expense impacts include adjustments to core operating supplies, equipment, contracts, grants, employee pension contributions, bad debt, reductions in contracted services, Arena Concession Operations and utility costs.</p> | <p>2004: Rev ↓ \$37.3K Exp ↑ \$131.3 Net: \$94K</p> <p>- Equal to a net 0.25% tax increase</p> | <p>Complete Quarterly Budget Allocation - March 2004</p> <p>Departments to forecast year end position on a quarterly basis for 2nd and 3rd qtrs.</p> | <p>CM; C & PS; P & E; C/S.</p> <p>(C/S support)</p> |
| 1.5 | Cost Reduction | <p>Reduce operating costs/absorb inflationary cost increases through continuous improvement and other operational/process efficiency.</p> <p>- Includes reductions in various contracted services, Fire Srvcs OT, Management Pensions, contracted electricity costs, slack RCMP positions, office supplies, certain non-safety staff allowances, bank service charges.</p> | <p>2004 Cost Reduction: \$401.4K</p> <p>- Equal to or 'offsets' a 1.45% tax increase</p> | <p>Expense Growth Indicator</p> <p>Under Construction</p> | <p>CM; C & PS; P & E; C/S.</p> |
| 1.6 | Capital Management | <p>Strengthen management of capital projects and associated cash flow/borrowing to better align with timing of major projects. (ie: 170th Street, Snow Storage Site, North Campbell Park, Villeneuve Rd., West Regional Road and Multi-Purpose Recreation Facility, etc).</p> | <p>2004: \$410K of debt servicing costs delayed to 2005.</p> | <p>-Investment Oppt'y: \$TBD ↑ -Internal Financing capacity \$TBD ↑ -Borrowing Costs \$TBD↓ or TBD%↓</p> | <p>C/S</p> <p>Capital Project Managers</p> |

2004 - 2006 Operating and Capital Investments

| <i>No.</i> | <i>Operating Investment</i> | <i>Description</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|-----------------------------|--|---|--|-----------------------|
| 1.7 | Criminal Records Check | <p>Expand service to non-residents and increase User Fee to rates comparable with other Capital Region Municipalities</p> <p>Estimated 2003 Volume: 4,000 requests</p> <p>Linkage: Safety</p> | <p><u>Incremental Revenue:</u></p> <p>04: (\$31.8K)</p> <p>05: (\$10.5K)</p> <p>06: (\$21K)</p> <p><i>- In addition to User Fees initiative 1.1</i></p> | <p>Volume of Records Check Requests:</p> <p>2004: 5,200</p> <p>2005: 6,820</p> <p>2006: 7,660</p> | C & PS (Police) |
| 1.8 | 911 Supervisor | <p>Establish 911 Supervisor to improve RCMP front office responsiveness and revenue performance related to foregone dog licensing and alarm permit fees. (No Tax Impact)</p> <p>- False alarms of 1,221 in '02 & 1071 in '03.</p> <p>- '03 Alarm Permit volumes at 3,338 (YE est)</p> <p>Linkage: Supports Safety and Quality of Life Outcomes by improving 911 responsiveness and Municipal Leadership and Governance by reducing liability.</p> | <p>Incremental Net Income:</p> <p>2004: (\$5K)</p> <p>2005: (\$0K)</p> <p>2006: (\$0K)</p> <p><i>- In addition to Volume of Service initiative 1.2</i></p> | <p>Volume of additional Alarm Permits:</p> <p>2004: 165</p> <p>2005: 165</p> <p>2006: 165</p> <p>Improved supervisory “span of control” (from 20:1 to 11:1)</p> | C & PS (Police) |
| 1.9 | Municipal Bank Deposits | <p>Engage external courier service for civic cash handling/transportation in favour of Bylaw staff that currently performs this function pursuing core bylaw enforcement activities.</p> <p>Linkage: Safety of Bylaw employees currently couriating deposits.</p> | <p>Incremental Savings:</p> <p>2004: (\$0.5K)</p> <p>2005: \$0K</p> <p>2006: \$0K</p> <p><i>-In addition to initiative 1.5</i></p> | <p>2004: Contributes to a projected increase in Bylaw revenues of 30%</p> | C & PS (Bylaw); C/S. |

| No. | Operating Investment | Description | Incr. Impact | Target (2004-06) | Responsibility |
|------|----------------------------|---|---|--|------------------|
| 1.10 | Performing Arts Programmer | Recruit and deploy additional part-time programming resources for the Children's Festival to meet growth and increased revenue opportunity related to sponsorships and grants. Cost to be recovered from Children's Festival income. (Net Favourable) Linkage: Quality of Life and Economic Development | Incremental Net Income: 2004: (\$5K) 2005: \$0K 2006: \$0K - In addition to Volume of Service initiative 1.2 | Additional Children's Festival Sponsorships of \$18.6K | C & PS (Culture) |

| No. | Capital Investment | Description | (Total Project Cost) | Incr. Impact | Target (2004-06) | Responsibility |
|------|-----------------------|---|----------------------|--|--|---------------------------------------|
| 1.11 | Arden Theatre Reserve | Establish and augment annually a capital reserve that provides required funds to meet planned maintenance and improvements associated with the Arden Theatre. (Historically funded using Pay-As-You-Go approach) (2004 – 2006 - \$198K) Linkage: Economic Development and Quality of Life | | Reduced Annual Operating Budget: 2004: \$0K* 2005: \$77K 2006: \$0K (* \$10K financed via Reserves) | Fully sustainable reserve for Arden Theatre maintenance and improvements Reserve fully funded by ticket surcharge by 2009 | C & PS (Culture) (C/S support) |

No unique Operational and Capital Initiatives and Investments scheduled for 2005 or 2006.

Outcome Goal: ***Municipal Leadership and Governance***

Corporate Strategy: ***2.0 Undertake activities to ensure full compliance with Legislated requirements and obligations.***

Corporate Imperatives

| <i>No.</i> | <i>Corporate Imperative</i> | <i>Description:</i> | <i>Key Elements:</i> | <i>Targets (2004 - 2006):</i> |
|------------|---|--|---|--|
| 2-A | Land Use Bylaw | Research, develop and recommend to the Municipal Planning Commission (MPC) Municipal Legislation that governs activities related to Land Use in St. Albert. | -MPC Recommends draft Bylaw: -Complete public consultation process - Council Approval | <i>December 2003</i> <i>February 2004</i> <i>April 2004</i> |
| 2-B | Annexation | Pursue annexation of lands within the Inter-municipal Development Plan using the prescribed Municipal Government Act process where a mutually agreed annexation with Sturgeon County cannot be achieved. * Target dates are estimated. Actual dates are at the pleasure of the Hon. Minister of Alberta Municipal Affairs | Timely & orderly land annexation -Negotiation and Mediation Complete -Negotiation Report -MGB Application -MGB Hearings - Cabinet Decision | <i>January 2004</i> <i>February 2004</i> <i>April 2004</i> <i>March 2005 *</i> <i>December 2005 *</i> |
| 2-C | Communications Plan (internal and external) | Execute effective Communications Plans for key corporate initiatives employing the Corporate Communications policy framework. (West Regional Road, Multipurpose Rec. Centre, Annexation, Red Willow Master Plan, Smoking Bylaw, Business Plan/Budget 2004-2006, Website Redesign) | Communications strategies, news release, press conferences, media relations, 'Citylights', etc. Redesign of Corporate Website | <i>Ongoing</i> <i>May 2004</i> |

| <i>No.</i> | <i>Corporate Imperative</i> | <i>Description</i> | <i>Key Elements</i> | <i>Targets (2004 - 2006)</i> |
|------------|--|---|--|--|
| 2-D | Corporate Business Plan (2005 – 2007) and Corporate Planning Framework | Assessment and identification of operational challenges and opportunities over 1-3 year period. Development of key strategies and initiatives to achieve Council Outcome Goals while balancing affordability and maintaining service levels to the community. | <ul style="list-style-type: none"> - Affirm Council Goals -Corp. Environmental Assessment -Share Corp. Strategies with Council: -Review LTFP impact -Dept. Bottom-up Process: -Table Bus Plan/Budget: | <p>January 2004 March 2004</p> <p>April 2004</p> <p>May 2004 June – August 2004</p> <p>November 2004</p> |
| 2-E | Smoking Bylaw | Research and develop Municipal Legislation that governs Smoking in St. Albert. | <ul style="list-style-type: none"> -Table draft Bylaw -Public consultation -Direction to Administration -First reading of Bylaw -Third reading -Education/awareness campaign complete -Bylaw effective date | <p>January 2004 January 2004</p> <p>January 2004 February 2004 February 2004 August 2004</p> <p>September 1, 2004</p> |
| 2-F | Policy Review (Corporate Governance, Bylaw & Policy Review) | Review and revise/update current policies, and develop new governance policies that reflect currently Corporate practices. | <ul style="list-style-type: none"> -Policy Status Review -Council Review -Execute Quick Wins -Orderly Renewal | <p>January 2004 February 2004 June 2004 July 2004 – March 2005</p> |

| <i>No.</i> | <i>Corporate Imperative</i> | <i>Description</i> | <i>Key Elements</i> | <i>Targets (2004 - 2006)</i> |
|------------|-----------------------------|---|---|--|
| 2-G | Regional Governance | Pursue inter-municipal partnership and cooperation with neighbouring municipalities and others within the Capital Region to achieve improved service delivery and cost reduction. | -Specialized Municipality Research -Morinville Shared Services Partnership | April 2004 January 2005 |

2004 - 2006 Operating and Capital Investments

| <i>No.</i> | <i>Operating Investment</i> | <i>Description</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|---|--|--|--|---|
| 2.1 | Employee 3 rd Party Arbitrations | Additional funding in support of employer share of potential union-initiated arbitrations, mediations, grievances and binding arbitration related to union/collective agreement dispute. | Net Cost: 2004: \$9K 2005: \$0.5K 2006: \$0.5K | No employer-initiated arbitration required | C/S (Human Resources) |
| 2.2 | Staffing Advertising | Additional allocation in support of recruitment due to staff turnover, extremely tight employment markets. | Net Cost: 2004: \$5K 2005: \$0K 2006: \$0K | Resource HR to execute 100 competitions | C/S (Human Resources) |
| 2.3 | Annexation | Fund Annexation Project from Stabilization Reserve to ensure timely & orderly land annexation. | Funded from surpluses in Stabilization Reserve: 2003: \$450K (No tax impact in 2004 – 2006) | Per Key Initiative 2-B above | P & E (Development) C/S (Legal Services) |

| <i>No.</i> | <i>Capital Investment</i> | <i>Description</i> | <i>(Total Project Cost)</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|----------------------------|---|-----------------------------|--|---|-------------------------|
| 2.4 | Pavement Management System | Annually, it is necessary to carry out an 'indices study' on one third of the streets in St. Albert's roadway network and update the inventory in the City's Pavement Management System. This is used to evaluate existing roadways in support of ongoing overlay programs, rehabilitation and reconstruction programs funded by Alberta Transportation Capital Programs (\$164K) | | 2004: \$14.8K* 2005: \$0K* 2006: \$0K* * \$40K/year Basic Grant | % of roadways inspected with reporting via Pavement Management system annually. 2004: 33.3% 2005: 33.3% 2006: 33.3% | P & E; (Engineering) |

| <i>No.</i> | <i>Operating Investment</i> | <i>Description</i> | | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|-----------------------------|--|--|--|-------------------------|-----------------------------|
| 2.5 | Electronic Voting System | A system that visually displays Council voting and records these votes in support of the Council Governance | | 2004: \$10K 2005: (\$10K) | System Implemented | Corp. Svcs (Legislative) |
| 2.6 | Public Input Timing Lights | A system that curtails the duration of individual public input from citizens and other respondents and provides warning lights regarding time remaining. | | 2004: \$2.7K 2005: (\$2.7K) | System Implemented | Corp. Svcs (Legislative) |

Outcome Goals: *Safety for people, property and natural assets*
Environmental Preservation and Protection

Corporate Strategy: **3.0** *Assure the ongoing safety and protection of citizens, civic employees and the Environment.*

- i) Prevent and eliminate situations involving imminent danger;*
- ii) Mitigate risks and exposure to liabilities;*
- iii) Address safety proactively to minimize cost and losses to the community.*

Corporate Imperatives

| <i>No.</i> | <i>Corporate Imperative</i> | <i>Description</i> | <i>Key Elements</i> | <i>Targets (2004 - 2006)</i> |
|------------|---|--|--|--|
| 3-A | Functional Improvements to 170 th Street | Complete construction of a peak-hour reverse flow center lane to accommodate rush hour traffic and reduce traffic collisions. 170 th Street paved, lanes marked and lane control for 2 lanes Northbound and one lane southbound. | -Phase 1: Design, Bids, Construct -Phase 2: Complete Road and initiate lane control | October 2003 July 2004 |
| 3-B | Environmental Management System | Develop an Environmental policy statement regarding Environmental Preservation and initiate development of a system to manage environmental aspects of St. Albert operations. <u>Incremental Impact of:</u> 2004: \$60K 2005: (\$50K) 2006: \$0K | -Policy Statement Approval -Initiate System Development -Pilot 1 st Business Area | July 2003 January 2004 March 2004 |

2004 - 2006 Operating and Capital Investments

| <i>No.</i> | <i>Operating Investment</i> | <i>Description</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|--------------------------------|---|---|---|---------------------------|
| 3.1 | Emergency Services Dispatchers | Additional funding to ensure that fully certified Emergency Dispatching staff substitute for regular dispatching staff when on leave, to maintain service level and minimize liability risks. (Estimated at 20 hours/month) | Cost \$14K Savings: \$4K <u>Net Impact:</u> 2004: \$10K 2005: \$0K 2006: \$0K | Certified staff on duty at all times. Overtime reduced by \$4K | C & PS (Fire Services) |

| <i>No.</i> | <i>Operating Investment</i> | <i>Description</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> | |
|------------|--|--|--|--|--|-----------------------|
| 3.2 | Internal Safety Coordinator | Establish dedicated employee/worksite safety specialist to build on 2003 safety audit accomplishments, improve City safety rating and reduce safety costs. Attribute 25% of this staffing cost to Utility Operations fund. Add 2 nd FTE in high focus safety area in '05. | Cost: 2004: \$40.9K 2005: \$63.7K 2006: \$12.1K | Achieve WCB "Injury Freq. Rate": 2004: 6 2005: 4 2006: <4 (Potential reduction of WCB Costs) | <u>2004: C/S - HR</u> <u>2005/06: C/S - HR, P&E and C&PS</u> (Public Works) (Aquatics) | |
| 3.3 | Staffing – 2 nd ALS Ambulance | Recruit/deploy 4 additional Emerg. Services employees to staff the 2 nd Ambulance on a 24/7 basis, reduce overtime utilization and maintain targeted service levels. | Cost: 2004: \$167K 2005: \$83.2K 2006: \$0K | - 9 /90% response -2 units staffed ²⁴ / ₇ -Reduce Overtime by \$10K in 2004. | C & PS (Fire Services) | |
| 3.4 | Mock Disaster Field Exercise/Simulation | Execute the full-scale mock disaster field exercise documented in the Municipal Emergency Plan (MEP). This exercise is conducted every 3 years to test the readiness and capability of the City's Emergency Response Organization. | Cost: 2004: \$0 2005: \$0 2006: \$10K | -Hold table-top exercises 2004/05 -Field exercise held in 2006 (3-yr interval). -Validate MEP. | C & PS (Fire Services) | |
| <i>No.</i> | <i>Capital Investment</i> | <i>Description</i> | <i>(Total Project Cost)</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
| 3.5 | Transportation Management | Targeted monitoring of traffic patterns in high volume intersections to assess and recommend deployment of crossing protection equipment along streets and in school zones, in response to numerous community requests. (\$411K) | 2004: \$37K* 2005: \$0K * 2006: \$0K * *\$100K Basic Capital Grant | Under Construction | P & E (Engineering Services) | |

| <i>No.</i> | <i>Capital Investment</i> | <i>Description</i> | <i>(Total Project Cost)</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|---|---|-----------------------------|---|---|--|
| 3.6 | Police and Emergency Services Equipment | Undertake planned replacement of aging or obsolete operating equipment including: 2004: -Planned replacement of 'Hurst' Jaws of Life reaching the end of its useful life. (\$32.1K) 2005: -Voice & data recording systems for recording 911 conversations for evidentiary applications. (RCMP & Fire) (\$75K) -Replace "EMS Life-Pac 12" heart defibrillator device battery pack only (\$4.3K) 2006: -Replace full EMS Life- Pac device (\$43K) -2-way radio system for Fire Services to maintain contact with base (\$187K) | | Cost: 2004: \$32.1K 2005: \$47.2K 2006: (\$36.5K) | Key Police and Emergency Services tools are functional and within manufacturer recommended lifespan (See also individual Business Cases) | C & PS (Fire Services) (Police Services) |
| 3.7 | Transit Forklift | Purchase powered forklift to replace existing manual forklift that is used to complete lifting and moving activities beyond its recommended specifications. (\$30K) | | 2004: \$30K 2005: (\$30K) 2006: \$0 | Contributes toward improved WCB Safety Rating. (See Corporate Measures) | P & E; (Transit) |
| 3.8 | Transit In-Ground Hoist Rehabilitation | Pursue remediation activities identified by the recent engineering assessment of existing in-ground hoists used to raise buses. Rehabilitation activities required to address structural fatigue of metal rails and weakening of concrete support. Risk of equipment failure and serious injury (\$60K) | | 2004: \$60K 2005: (\$60K) 2006: \$0 | Equipment compliant with all safety regulations and passes period inspections. | P & E; (Transit) |

Outcome Goal: *Quality of Life*

Corporate Strategy: *4.0 Maintain services to citizens, support front-line employees delivering services to citizens, and grow capacity to maintain Service Levels as our community and its population grows.*

- i) Activities with no impact on Tax Base.*
- ii) Activities that impact on Tax Base.*

Corporate Imperatives

| <i>No.</i> | <i>Key Initiative</i> | <i>Description</i> | <i>Key Elements</i> | <i>Targets (2004 – 2006)</i> |
|------------|----------------------------------|---|--|--|
| 4-A | Multipurpose Recreation Facility | Examine the feasibility, explore potential partnership and pursue development of a Multipurpose Recreation Facility, in line with continued growth of the City of St. Albert and the Leisure Services Master Plan. | <ul style="list-style-type: none"> -Draft Joint Venture Agreement -Outline Plan and Site Analysis -Preliminary Design Drawings -Information Sessions (open Houses) -Vote of Electorate (Plebiscite) | <p><i>December 2003</i></p> <p><i>December 2003</i></p> <p><i>January 2004</i></p> <p><i>February/March 2004</i></p> <p><i>April/May 2004</i></p> |
| 4-B | Parks & River Corridor | Enhance level of service and resources allocated to Sturgeon River Corridor system, including: daily site maintenance, repair and clean up. Weekly trail inspections; provision of firewood, weed control, maintaining shrub beds and tree pruning, within trail system, Red Willow Park furniture/vandalism repair, litter, sign replacement, and power-brooming trails. In addition emptying garbage cans and cleaning of the Sturgeon River bed as required. | <ul style="list-style-type: none"> -Maintain Park Facilities -Turf Maintenance -Trail Rehabilitation -River Clean-up -Weed Control -Tree Maintenance -Snow Clearing | <p><i>Ongoing 2004</i></p> <p><i>May – September 2004</i></p> <p><i>July/August 2004</i></p> <p><i>June- September 2004</i></p> <p><i>May – October 2004</i></p> <p><i>May – October 2004</i></p> <p><i>January - March 2004,</i></p> <p><i>Nov./Dec. 2004</i></p> |

| No. | Operating Investment | Description | Incr. Impact | Target (2004-06) | Responsibility |
|-----|------------------------------|--|--|--|---------------------|
| 4.2 | Program Investments | <p>Ensure resources available to maintain service levels for various programs, including:</p> <p>2004:</p> <ul style="list-style-type: none"> -Fire Prevention Supplies (\$15K) -Tree replacement; (+ 300 trees/yr). (\$100K) -Pruning & shrub program (\$178K) -Old Soccer/Baseball Field Rehab (\$105K) -Extra peak-hour bus trips into Edm. (\$67.2K) - Canada Day Celebrations Support (\$12K) <p>2005/06:</p> <ul style="list-style-type: none"> -Add Midday Service Hours-Transit (\$92.2K) -Add third Dial-a-Bus (\$51.2K) <p>2004/2005/2006:</p> <ul style="list-style-type: none"> -Roadway Crack Sealing Program (\$150K) | <p>Cost:</p> <p>2004: \$238K</p> <p>2005: \$162K</p> <p>2006: \$92.5K</p> | <p>Targets as defined in Departmental Business Plans and Specific Business Cases</p> <p>See also Corporate Performance Measures.</p> | Various Departments |
| 4.3 | Internal Program Investments | <p>Grow capacity to ensure internal processes resourced to maintain internal service levels.</p> <p>2004:</p> <ul style="list-style-type: none"> -HR staffing resources (0.5 FTE) (April '04) -Long Range Policy Forecaster (1 FTE) -Compensation System Support (0.3 FTE) -Fibre Optic Upgrade (\$140K) -Additional Senior Admin. position (\$80K) <p>2005:</p> <ul style="list-style-type: none"> -HR Audit (\$12K) -Compensation System Corrections (\$23K) -Fleet Assistant (0.1 FTE) (\$9.9K) <p>2004/05/06:</p> <ul style="list-style-type: none"> -Telephone DID Trunks (\$23.7K) -Emergent Repair/Maintenance (SAP) (\$75K) -Applications Upgrades - IT (\$125K) | <p>Cost:</p> <p>2004: \$346K</p> <p>2005: \$120K</p> <p>2006: (\$35K)</p> | <p>Targets as defined in Departmental Business Plans and Specific Business Cases</p> <p>See also Corporate Performance Measures.</p> | Various Departments |

| <i>No.</i> | <i>Capital Investment</i> | <i>Description</i> | <i>(Total Project Cost)</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|---|---|-----------------------------|--|---|---|
| 4.4 | Tree Replacement Equipment (Tree Spade) | Purchase Tree spade to accelerate pace at which dead or dying trees can be replaced. * Subject to a viable business case (\$190K) | | Cost: 2006: \$68K | Under Construction | P & E; (Public Works) |
| 4.5 | Infrastructure Rehabilitation & Preservation Projects | Undertake activities to preserve and where necessary to rehabilitate existing community infrastructure assets to maximize useful life, minimize reconstruction/replacement costs and limit adverse quality of life impact. 2004: -Bridge Rehabilitation – Boudreau (\$1.06M) -Perron Street (\$52.2K) -Sturgeon Road Rehabilitation (\$865K) -Riel Drive Lane Rehab. (Phase 5) (\$100K) -Grosvenor Pool/Grandin Clubhouse (\$472K) -Gainsborough (\$415K) -Grosvenor – Lev to Gainsborough (\$461.4K) -Tennis Court Overlay (\$100K) 2005: -Bridge Rehabilitation – Perron; (\$137K) -Akinsdale Arena (\$500K) 2006: -184 th Street Rehabilitation (\$50K) -Bridge Reconstruction – Highway (\$158K) 2004/05/06: -Asphalt Overlays – Arterials (\$825K) -Asphalt Overlays – Collector/Local (\$411K) -Red Willow Park Trail Overlays (\$265K) -Civic Facility Refurbishment (\$1.4M) | | Cost: 2004: \$126K 2005: \$366K 2006: \$247K | Targets as defined in Departmental Business Plans and Specific Capital Profiles See also Corporate Performance Measures. | P & E; (Engineering) (Public Works) |

| <i>No.</i> | <i>Capital Investment</i> | <i>Description</i> | <i>(Total Project Cost)</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|--|--|-----------------------------|--|---|---|
| 4.6 | Infrastructure Reconstruction Projects | Undertake reconstruction of existing infrastructure to better meet community needs and ensure ongoing access to facilities: <u>2005:</u> -Sturgeon Road (\$893K) -North Campbell Park (142 St U/G) (\$1.03M) -Grenfell (\$281.5K) -Lawrence Crescent Rebuild (\$380K) <u>2006:</u> -Linwood Crescent Rebuild (\$487K) -Villeneuve Road Upgrade (\$1.37M) <u>2004/05/06:</u> -Neighbourhood Sidewalk Replacement (\$467K) -Outdoor Rink Building Replacement (\$75K) | | Cost: 2004: \$62K 2005: \$84.3K 2006: \$111K | Targets as defined in Departmental Business Plans and Specific Capital Profiles See also Corporate Performance Measures. | P & E; (Engineering) (Public Works) |
| 4.7 | New Construction – Growth Projects | Construct new infrastructure required by the growing community to maintain service levels <u>2004:</u> -Engineer Campbell Rd-Poirier to Kingswood (\$35.7K) -Construct Snow Storage Site (\$430.5K) -Oakmont School Park/Playground (\$470K-Reserves) -Northridge and Kingswood Parks & Playgrounds (\$500K – Reserves) -Kingswood Park Building Sewer Extension (\$30.5K-Reserves) | | Cost: 2004: \$10K | Targets as defined in Departmental Business Plans and Specific Capital Profiles See also Corporate Performance Measures. | P & E; (Engineering) (Public Works) |

| No. | Capital Investment | Description | (Total Project Cost) | Incr. Impact | Target (2004-06) | Responsibility |
|------|---|---|----------------------|---|---|---|
| | New Construction – Growth Projects (Cont'd) | <u>2005:</u> -Fire Station #3 Phase 1 (\$500K) -Build Campbell Road – Poirier (\$759.5K) -Fountain Park Rec. Centre Parking Lot addition (\$150K) <u>2006:</u> -Fire Station #3 Phase 2 (\$2M) -McKenney Ave. to West Road (\$3.6M) -Additional Transit Park & Ride Ctr. (\$250K) -Expand Transit Garage (Phase 2) (\$524.3K) <u>2004/05/06:</u> -West Regional Road (\$31.2M) -Campbell Park North Servicing (\$6.1M) | | 2005: \$872K 2006: \$1.54M | Targets as defined in Departmental Business Plans and Specific Capital Profiles See also Corporate Performance Measures. | P & E; (Engineering) (Public Works) |
| 4.7a | New Construction – Growth (Pending) | <u>2004/05/06:</u> -Multipurpose Recreation Facility (\$30.6M) *Not included in 5.88% recommended budget | | 2004: \$0K* 2005: \$528K* 2006: \$434K* | Targets per Imperative 4-A | C & P S; (Recreation) |
| 4.8 | Equipment – Refurbishment | Preserve and where necessary rehabilitate existing equipment to maximize its useful life and minimize ongoing maintenance costs. <u>2004:</u> -Bus Corrosion Removal (2 buses) (\$90K) -Transit Tow Truck Rehab (\$16K) -Public Works Shop Equipment (\$39K) <u>2005:</u> -Bus Corrosion Removal (1 bus) (\$45) -Reupholster Bus Seats (3 buses) (\$30K) <u>2006:</u> -Reupholster Bus Seats (3 buses) (\$30K) | | 2004: \$145K 2005: (\$70K) 2006: (\$45K) | Targets as defined in Departmental Business Plans and Specific Capital Profiles See also Corporate Performance Measures. | P & E; (Public Works) (Transit) |

| <i>No.</i> | <i>Capital Investment</i> | <i>Description</i> | <i>(Total Project Cost)</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|---------------------------|--|-----------------------------|--|--|-----------------------|
| 4.9 | Equipment – Replacement | <p>Replace service delivery vehicles/equipment that are old, obsolete or prone to breakdown.</p> <p><u>2004:</u> -Fountain Park Rec.Ctr. Heating Coil (\$175K)</p> <p><u>2005:</u> -Fountain Park Rec.Ctr. Air Handling (\$75K) -Coin Sorting Device - Transit (\$4.5K) -2-way radio system in Busses (\$400K) -Telephone Voice Mail System Replacement (remote civic offices) (\$27.6K) -Transit Fleet Replacement (3) (\$1.3M)</p> <p><u>2006:</u> -Transit Fleet Replacement (3) (\$2.2M)</p> <p><u>2004/05/06:</u> -Public Works Equip. Replacement (\$2.2M)</p> | | <p>2004: \$208K</p> <p>2005: (\$203K)</p> <p>2006: \$144K</p> | <p>Targets as defined in Departmental Business Plans and Specific Capital Profiles</p> <p>See also Corporate Performance Measures.</p> | Various Departments |
| 4.10 | Equipment – New | <p>Purchase new equipment to meet community growth and to maintain delivery of service to new residents and businesses.</p> <p><u>2004:</u> -Addition of New Ambulance (\$235.4K) -Rolling Air Bridge for quick service turnaround of emergency vehicles (\$10K)</p> <p><u>2005:</u> -Fire Services Electronic Mapping (\$64.2K) -Handi-Bus Fleet (\$200K)</p> <p><u>2004/05/06:</u> -Transit Bus Fleet Growth (\$3.1M)</p> | | <p>2004: \$10K</p> <p>2005: \$317K</p> <p>2006: \$233K</p> | <p>Targets as defined in Departmental Business Plans and Specific Capital Profiles</p> <p>See also Corporate Performance Measures.</p> | Various Departments |

| No. | Capital Investment | Description | (Total Project Cost) | Incr. Impact | Target (2004-06) | Responsibility |
|------|--|---|----------------------|--|--|--|
| 4.11 | Internal Process | <p>Improve, upgrade and automate internal processes to maintain and expand service:</p> <p>2004: -Corporate Records Storage (Elec.) (\$13K)</p> <p>2004/05/06: -Office Systems Replacement Plan (\$397K) -Office Automation Program (\$160K) -Internet Connection upgrade to enable civic operations and web based service applications for citizens. (\$60K)</p> | | <p>2004: \$83K</p> <p>2005: \$17K</p> <p>2006: \$0K</p> | <p>Targets as defined in Departmental Business Plans and Specific Capital Profiles</p> <p>See also Corporate Performance Measures.</p> | <p>C/S;</p> <p>(Legislative)</p> <p>(Information Technology)</p> |
| 4.12 | Capital Studies | <p>Undertake studies in support of future capital projects regarding facilities:</p> <p>2004: -Red Willow Park (RWP) Canoe/Kayak Pond Feasibility Study (\$20K - Reserves)</p> <p>2005: -Space Needs Assessment (\$100K)</p> <p>2005/2006: -RWP Master Plan Feasibility and Implementation (\$4.4M - Reserves)</p> | | <p>2004: \$0K</p> <p>2005: \$50K</p> <p>2006: (\$50K)</p> <p>RWP projects funded through Recreation Reserves.</p> | <p>Targets as defined in Departmental Business Plans and Specific Capital Profiles</p> <p>See also Corporate Performance Measures.</p> | <p>Various Departments</p> |
| 4.13 | Contribution to Infrastructure Gap Reserve | <p>Contributions in 2004 - 2006 as preliminary funding address areas of St. Albert's \$600M of aging infrastructure identified as having deferred and sustaining funding requirements in excess of the currently allocated financing envelope. Increase contribution by \$175K via savings from contracted electricity utility.</p> | | <p>2004: \$825K</p> <p>2005: (\$125K)</p> <p>2006: \$350</p> | <p>Under Construction</p> | <p>P & E;</p> |

Outcome Goal:

Long Term Planning

Corporate Strategy:

5.0 Manage Long Term costs by understanding and planning for major cost impacts.

Corporate Imperatives

| <i>No.</i> | <i>Corporate Imperative</i> | <i>Description</i> | <i>Key Elements</i> | <i>Targets (2004 - 2006)</i> |
|------------|-----------------------------|---|---|---|
| 5-A | Red Willow Park Master Plan | Development and initial implementation of a conceptual master plan that defines the vision, objectives and key development activities for the west end of the Red Willow Park river valley system from the trestle bridge to the shore-lands of Big Lake within the corporate city limits of St. Albert. | <ul style="list-style-type: none"> -Master Plan Approval by Council -Initiate Implementation -Solicit partners/sponsors -Begin site planning and feasibility studies | <p><i>November 2003</i></p> <p><i>January 2004</i></p> <p><i>January 2004</i></p> <p><i>January 2004</i></p> |
| 5-B | Space Needs Master Plan | The City of St. Albert Administration and Library have out-grown the currently available operational space. This initiative consolidates various space studies and augments information to determine space required to accommodate the needs of the Corporation. with the view of developing short, medium and long term strategies | <ul style="list-style-type: none"> -Assemble past reports -Terms of Reference -Submit RFQ's -Select Consultant -Complete Review -Present to Council | <p><i>September 2004</i></p> <p><i>October 2004</i></p> <p><i>November 2004</i></p> <p><i>January 2005</i></p> <p><i>June 2005</i></p> <p><i>September 2005</i></p> |
| 5-C | Joint Use Agreement | Implementation of the renegotiated Joint Use Agreement dealing with "reciprocal use" and "site allocation". | <ul style="list-style-type: none"> -New agreement recommended to City Council | <p><i>December 2003</i></p> |

Corporate Imperatives (Cont'd)

| <i>No.</i> | <i>Corporate Imperative</i> | <i>Description</i> | <i>Key Elements</i> | <i>Targets (2004 - 2006)</i> |
|------------|--|---|---|--|
| 5-D | Economic Development Master Plan (Business Growth Plan) | This plan exists to provide long-term strategic direction and to guide <u>all</u> civic activities that impact the economic health of the community. The Economic Development Master Plan aligns with Council Vision, Mission, Values and Outcome Goals, the Municipal Development Plan (CityPlan) and drives development of corporate and departmental strategies associated with fostering an environment that attracts and supports business | -Collect Council and SAEDAC Feedback -Council Presentation and Debate -Complete Department Long Term Plan | <i>December 2003</i> <i>February 2004</i> <i>March 2004</i> |

2004 - 2006 Operating Investments

| <i>No.</i> | <i>Operating Investment</i> | <i>Description</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|--|---|---|---|------------------------------|
| 5.1 | Apprentice Mechanic | Engage an apprentice mechanic in 2005 to ensure a certified heavy-duty mechanic is available in 2009 with anticipated retirement of mechanic. Ensures required skills, competencies and knowledge transfer. | <i>2005: \$19.1K</i> <i>2006: \$22.2K</i> | Apprentice hired and pursuing development program | P & E; (Transit) |
| 5.2 | Contribution to Capital Asset Revolving Fund | Establish capital revolving fund so that contributions from sale of land today fund servicing of future land for sale to business clients. | <i>2004: \$87.5K</i> <i>2005: \$87.5K</i> <i>2006: \$87.5K</i> | Revolving fund has sufficient dollars to enable land development and servicing. | CM (Economic Development) |

Outcome Goal:

Economic Development

Corporate Strategy:

6.0 Support new and enhanced Services and Service Levels to citizens.

Corporate Imperatives

| <i>No.</i> | <i>Corporate Imperative</i> | <i>Description</i> | <i>Key Elements</i> | <i>Targets (2004 - 2006)</i> |
|------------|--|--|--|--|
| 6-A | Economic Development Campbell Business Park | <p>Development and servicing of a upscale business park for 'clean industry'. Eighteen (18) available Lots will be registered in 2003 for sale 2004.</p> <p>Primary focus is High-Tech sector.</p> | <p>-Sales -Phase 2 Servicing complete: -Registration of Titles and of Development: -Relocation of Compost Yard -Initiate Servicing of Phase3</p> | <p><i>Ongoing</i> <i>December 2003</i></p> <p><i>December 2003</i></p> <p><i>March 2004</i></p> <p><i>June 2004</i></p> |
| 6-B | West Road | <p>Build the West Regional Road (Bypass) connecting 137 Avenue (Edmonton) to Meadowview Drive and Villeneuve Road. This phase includes a bridge crossing of the Sturgeon River.</p> <p>*Approval of the Environmental Assessment (EA) by the Federal Department of Fisheries and Oceans (DFO) may take as little as 30 days or some indefinite period. **Dates are subject to timely approval of EA by DFO</p> | <p>-Submit Environmental Assessment (EA) -Await EA Approval -Detailed Design -Tender -Construction -Full Completion</p> | <p><i>October 2003</i></p> <p><i>December 2003*</i> <i>February 2004**</i> <i>March 2004**</i> <i>April 2004**</i> <i>October 2005**</i></p> |

2004 - 2006 Operating and Capital Investments

| <i>No.</i> | <i>Operating Investment</i> | <i>Description</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|---|--|--|--|-----------------------|
| 6.1 | New Services and Service Levels (<i>Linkage:</i> Quality of Life) | New Service offerings to citizens/community that improve St. Albert's attractiveness and foster residential and economic growth: <u>2004:</u> -Mosquito Larvicide Program (\$60K) <u>2005:</u> -Restore 30-minute Midday services discontinued in 2002. (\$57.1K) -Transit Centre Surveillance (\$24K) -Green-line Service (DATS) (\$32.5K) -Support to SAEDAC (St. Albert Economic Development Advisory Committee) (\$10K) <u>2006:</u> -Video Surveillance on Buses (\$18K) | 2004: \$60K 2005: \$2.2K 2006: (\$2.5K) | Targets as defined in Departmental Business Plans and Business Cases See also Corporate Performance Measures. | Various Departments |
| 6.2 | New Programs (<i>Linkage:</i> Safety) | New programs that improve St. Albert's attractiveness and competitiveness and foster business and economic growth: <u>2005:</u> -Emergency Site Management Course for all Emergency Operations Centre resources -Corporate Marketing Program allocation of dollars for promotional items and activities. | 2005: \$25K 2006: (\$15K) | Targets as defined in Departmental Business Plans and Business Cases See also Corporate Performance Measures. | Various Departments |
| 6.3 | Transit Garage Security | - Prevent break-ins and vandalism to fleet, facilities & equipment | 2005: \$20K 2006: (\$20K) | Security System Implemented per Business Plan/Case | P & E (Transit) |

| No. | Operating Investment | Description | Incr. Impact | Target (2004-06) | Responsibility |
|-----|---|--|--|--|---------------------|
| 6.4 | New Staff (<i>Linkage:</i> Safety and Economic Development) | Staffing in support of enhanced programs. 2005: -Fire Prevention Officer - Dedicated (1 FTE) 2006: -Communications Branch Supervisor - Fire Services (1 FTE) -Tourism Information Officer (1 FTE) | 2005: \$48.8K 2006: \$96.8K | Staff recruited, hired and deployed (See also individual Business Plans and Business Cases) | Various Departments |

| No. | Capital Investment | Description | (Total Project Cost) | Incr. Impact | Target (2004-06) | Responsibility |
|-----|--|--|----------------------|---|---|-------------------------------|
| 6.5 | Red Willow Park Nature Centre | Conduct a feasibility assessment/conceptual site plan of the current city owned land on the north shore of Big Lake in relation to a Nature Center being developed on this site. (\$157K) Linkage: Quality of Life | | 2004: \$0 (Funded through Reserves) | Study Complete (See Business Case target date) | C & P S (Recreation) |
| 6.6 | Council Chambers/East Boardroom Enhancements | Functional improvements to Council Chambers to enable transmission of Council Meetings via multiple media as well as simulcast to East Board Room. Other minor maintenance requirements. Linkage: Municipal Leadership/Governance | | 2004: \$15K 2005: (\$12K) 2006: \$0K | Facilities meet the needs of Council and the Community | C/S (Legislative Services) |
| 6.7 | Emergency Equipment | Advanced equipment in support of Fire and Emergency Services -Dispatch Mgt. System -Fire/EMS (\$100K) -Mobile Status-Heads Front-line Apparatus (\$26.8K) Linkage: Safety and 'Communications Branch Supervisor' in Initiative 6.4 | | 2006: \$26.8K | Supports the Emergency Response rate of 9 minutes/ 90% of the time as population and City geography expand. | C & P S (Fire Services) |

| <i>No.</i> | <i>Capital Investment</i> | <i>Description</i> | <i>(Total Project Cost)</i> | <i>Incr. Impact</i> | <i>Target (2004-06)</i> | <i>Responsibility</i> |
|------------|---|---|-----------------------------|--|--|----------------------------|
| 6.8 | Equipment in support of Operational Performance | New operational tools and equipment to improve operational performance in support of maintaining Service Levels. <u>2005:</u> -Air Conditioning Recharge Unit (\$10K) -Caller ID System (St. Albert Place) (\$20K) | | 2005: \$30K 2006: (\$30K) | See individual and Business Cases | P & E; (Public Works) |
| 6.9 | Cemetery Enhancements | Installation of Memorial Wall in the “ash-scattering” area for the sale and display of plaques naming interned individuals. | | 2005: \$8K 2006: (\$8K) | Memorial Wall installed and plaques available for sale | C/S (Legislative) |
| 6.10 | Parade Float | Design and build a Parade Float for use in parades in St. Albert as well as other adjacent municipalities in support of awareness and visibility of St. Albert as Alberta’s premier “Quality of Life” community. | | 2005: \$15K 2006: (\$10K) | Parade Float built and displayed in area parades | CMO (E D & T) |
| 6.11 | Affordable Housing Study | Allocate additional funding to conclude a study of Affordable Housing in St. Albert (* \$16K carried forward from 2003 and additional \$8K allocated on January 15, 2004) | | 2004: \$23K 2005: \$0 2006: \$0 | Study conducted | C & P S (FCSS, AHAC) |

CORPORATE PERFORMANCE MEASURES – ANNUAL :

| | 2003 Actual | 2004 Target | 2005 | 2006 |
|---|---------------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <i>Municipal Leadership & Governance:</i> | | | | |
| ❑ Overall satisfaction rating with City Council (Proposed Measure – Community Survey) | Under Construction | Under Construction | Under Construction | Under Construction |
| ❑ Satisfaction with Sufficiency of public input sought by Council (Proposed Measure – Community Survey) | Under Construction | Under Construction | Under Construction | Under Construction |
| <i>Safety:</i> | | | | |
| ❑ St. Albert is a safe place to live (% that agreed moderately or highly –Community Survey) | 95% 2002: 97% 2001: 98% | 95% | 96% | 97% |
| ❑ Emergency Services Response Time Index (9 / 90% means: Respond to the scene within 9 minutes 90% of the time) | 9 / 91.7% | 9 / 90% | 9 / 90% | 9 / 90% |
| ❑ WCB Rating (Number of injuries per 100 person years – i.e.: of 100 employees 4 would lose time due to injury) | 8 | 6 | 4 | < 4 |
| ❑ Number of injury traffic collisions (Jan – Sep) | '03 = 135 '02 = 188 | < 135 | < 2004 Actual | <2005 Actual |
| ❑ Average Traffic Speed over the limit (on violations) | 03=18 Km/h 02=18 Km/h 01=18Km/h | ≤ 18 Km/h | ≤ 18 Km/h | ≤ 18 Km/h |
| ❑ Percent of Traffic Speeding (January – July 2003) | 03=2.3% 02 = 3.0% 01 = 3.3% | 2.0% | < 2.0% | < 2.0% |
| ❑ Percent of Grade 6 classes in St. Albert receiving DARE presentation | 16 Schools in 17 weeks (Gr. 6) | 16 Schools in 10 weeks (Gr. 6) | 16 Schools in 10 weeks (Gr. 6) | 16 Schools in 10 weeks (Gr. 6) |
| ❑ Albert Municipal Health & Safety Assn. Audit | Pass –89.7% (external) | None (internal) | None (internal) | Pass >90% (external) |
| ❑ City of St. Albert as a safe place to work. (Proposed Measure - Employee Survey) | N/A | Under Construction | Under Construction | Under Construction |

| | 2003 Actual | 2004 Target | 2005 | 2006 |
|---|--|----------------------------|----------------------------|----------------------------|
| <i>Environmental Protection:</i> | | | | |
| □ Perception of City of St. Albert's commitment to preserving the environment (prop. measure-com'ty survey) | None | Under Construction | Under Construction | Under Construction |
| □ Number of environmental violations (Charges by Alberta Environment) | 0 | 0 | 0 | 0 |
| □ Average response time to environmental incidents | 9 min. / 92% of the time | 9/90% | 9/90% | 9/90% |
| <i>Fiscal Responsibility:</i> | | | | |
| □ Citizen satisfaction with Property Taxes (good to very good value – Community Survey) | 58% good/vg 31% fair 10% poor (*02=72%) | 65% | 68% | 70% |
| □ Citizen Satisfaction with User Fees. (good to very good value (Community survey) | N/A (Proposed Measure) | Under Construction | Under Construction | Under Construction |
| □ Revenue from User Fees (Per Capita) | 2003:\$115 2002: \$110 2001: \$102 | \$131 | \$131 | \$131 |
| □ Revenue per capita as a % of avg for Alberta Municipalities' (Source: Municipal Affairs Financial Information Returns) | \$1,027 TBD% | \$1,053 TBD% | \$1,094 TBD% | \$1,128 TBD% |
| □ Expenditure per capita as a % of avg for Alberta Municipalities (Source: Municipal Affairs Financial Information Returns) | \$937 TBD% | \$961 TBD% | \$994 TBD% | \$1,035 TBD% |
| □ Proportion of infrastructure requiring rehabilitation or /reconstruction in-year. | Under Construction | Under Construction | Under Construction | Under Construction |
| □ Investment Yield (Target is the 90-day Federal T Bill Rate) (2003 YTD T-Bill Rate is 2.89%) | Yield: 3.03% (YTD actual) | 90-day Federal T Bill Rate | 90-day Federal T Bill Rate | 90-day Federal T Bill Rate |
| □ Capital requirements financed through internal borrowing | Under Construction (est. \$230K) | Under Construction | Under Construction | Under Construction |
| □ Utility Debt Existing: New: | \$935.7K \$0 | \$471.8K \$3.29M | \$294.1K \$4.0M | \$104.6K \$0 |

| | 2003 Actual | 2004 Target | 2005 | 2006 |
|---|---|---|---|---|
| <i>Long Term Planning:</i> | | | | |
| □ Department Long Term Plans Completed | 1 - Fire | 5 -ED&T (07/'04) -Transit (08/'04) -FCSS (08/'04) -Utility (12/'04) | 12 Under Construction | 18 Under Construction |
| □ Complete Corporate Long Term Financial Plan (Per Financial Reform Imperative 1-A) | 2004- 2010 Outlook Completed (May 2003) | May 2004 and Ongoing (Update per Dept Long Term Plans) | Ongoing (Update per Dept Long Term Plans) | Ongoing (Update per Dept Long Term Plans) |
| <i>Economic Development:</i> | | | | |
| □ Value of Non-Residential Construction Growth | \$17.92M (2003 Assmt) | \$18.9M | \$11.4M (5 yr. Avg.) | \$11.4M (5 yr. Avg.) |
| □ Value of Residential Construction Growth | \$128.4M (2003 Assmt) | \$112.6M | \$71.7 (5 yr. Avg.) | \$71.7 (5 yr. Avg.) |
| □ Completion of Economic Development Master Plan | | April 2004 | | |
| □ Non-Res Building Permits issued as a percentage of Res Building Permits issued. | 26.6% | 15.9% | 15.9% | 15.9% |
| □ Assessment Growth | | | | |
| Total | 4.51% | 3.5% | 3.5% | 3.5% |
| Res | 4.5% | 3.22% | | |
| Non-Res | 4.63% | 4.41% | | |
| <i>Quality of Life</i> | | | | |
| □ Overall Satisfaction with Quality of Life in St. Albert (Source: St. Albert Community Survey) | | | | |
| Total: | 97% | 98% | 98% | 98% |
| High: | 61% | | | |
| Moderate: | 36% | | | |
| □ Overall level of satisfaction with services, facilities & programs. (Source: St. Albert Community Survey) | | | | |
| Total: | 98% | 98% | 98% | 98% |
| High: | 54% | | | |
| Moderate: | 44% | | | |
| □ Population Growth | 2.5% | 2.2% | 2.2% | 2.2% |

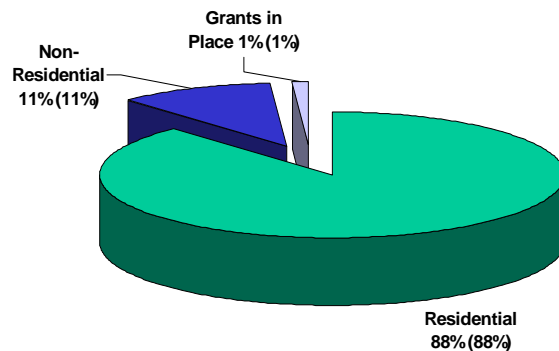
Financial Summary:

City of St. Albert 2004 – 2006 Financial Summary Municipal Operations

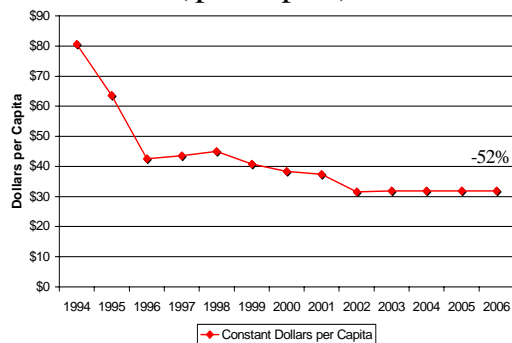
The City of St. Albert, as all urban municipalities, continues to face significant pressure in maintaining existing services within constrained fiscal resources. St. Albert prides itself on the vast array of services it provides at levels that, in most cases, exceed other municipalities within the Capital Region. St. Albert is unique among urban municipalities, in that it derives just over 11% of its property tax assessment from commercial and industrial properties. The average for cities in Alberta is approximately 28%. As a result of this assessment mix and demand for services, St. Albert's property tax continues to be among the highest in the Capital Region. This position is one that City Council is focused on changing. In an effort to improve this situation and increase non-residential property assessment, Council has approved funding to bring on 90 additional serviced commercial/light industrial lots over the upcoming 5 year period. Council has also been instrumental in placing pressure on the Provincial Government to provide cities such as St. Albert with additional revenue through options such as a percentage of the Provincial Gas Tax revenues or a reduction in the Education reliance on property tax to free-up room for municipalities to fund services.

Assessment for 2004

(no change over 2003)



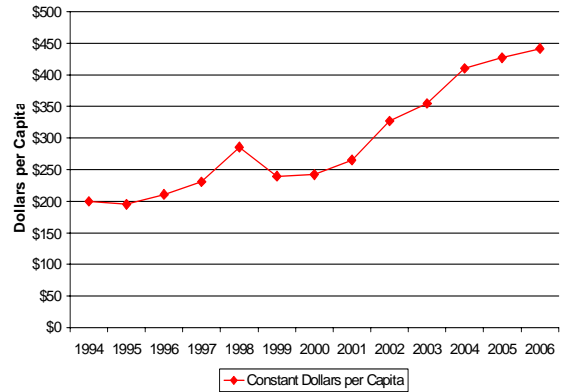
Trend in Operating Grants (per Capita)



Operating Grants: In addition to the limited commercial/industrial property assessment, decline in operating grants of 52% (constant \$'s) over the past number of years has placed additional pressure on the City's fiscal resources. This revenue source has declined from \$80 per capita to \$30 per capita, a loss in total dollars of over \$1.5 million per year. No offsetting revenue sources, other than the City's already high property tax or added pressure on user fees, have been presented as alternatives.

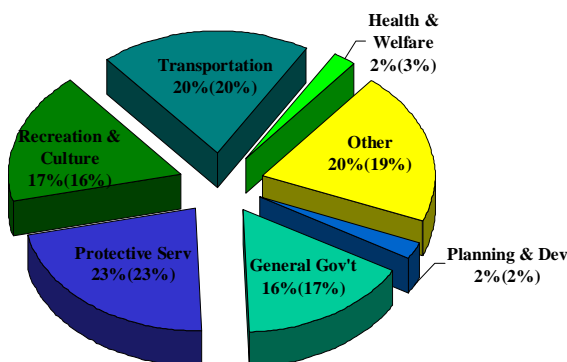
User Fees: In order to continue to maintain property tax increases at or near inflationary levels, additional revenues are needed to assist program and service pressures. As part of the Business Planning process, Council has adopted a user-pay model, which, as shown on the chart continues to see program users pick up a greater portion of the cost associated with various non-universally delivered programs and services. For example, developers will be picking up the full cost of utilities within the expansion or annexation area through increased offsite levies for utilities from \$1,910/lot in the existing boundaries to \$6,090/lot within the expansion area. These levies will pay for 100% of new reservoirs, new water mains and sewer trunks that benefit this area of growth. Existing property owners will not be expected to pay for these services. Users of public transit, arena's, lot grading and taxation certificates, building permits and certain recreational programs will see increases in user fees for such pay-per-use services to limit property tax increases.

Trend in Sales & User Fees
(includes Utilities)



Investment in Municipal Services: At the heart of Council's financial reform agenda is the development of a Long-Term Financial Plan, a tool used to understand and predict the financial impact of various policy and program investments. One particular 2003 highlight was the completion of the Fire Services Long-Term Department Plan. The 2004 – 2006 Business Plan will result in significant improvements in the area of Fire Services with four additional staff being added each year along with support vehicles and equipment to ensure emergency response can be maintained within the 9 minutes 90% of the time performance measure.

2004 Municipal Operating Expenditures by Function

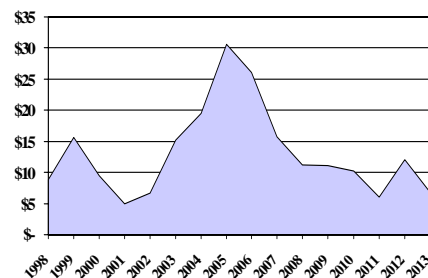


Additional major investments have been added in the areas of Transportation and Protective Services in keeping with Council's priorities and Outcome Goals for the community.

Investment In Capital: St. Albert is planning significant investment in Capital facilities and infrastructure over the three-year plan. Most notably, the construction of the West Regional Road (\$32 million) which will tie Villeneuve Road to the North to 137th avenue on the south. In addition, while plans for the Regional Multi-Purpose Recreation Centre (\$32 million) on a 40-acre site northwest of the new Wal-Mart site are ongoing, this cost is not captured within the recommended 5.88% budget, nor is it shown on the Capital Spending chart as these costs have been isolated to enable Council to address this community priority uniquely.

Other major capital investments include industrial land servicing costs for continuation of North Campbell Park that will see the required additional commercial and industrial sites brought on stream over the next three years at a cost of \$6.1 million. In addition, Fire Station #3 will begin development in 2005, with \$2.5 million being spent over the 2005 and 2006 period with completion in 2007. Numerous other capital projects related to equipment and road rehabilitation, reconstruction and functional improvement are also included in this plan.

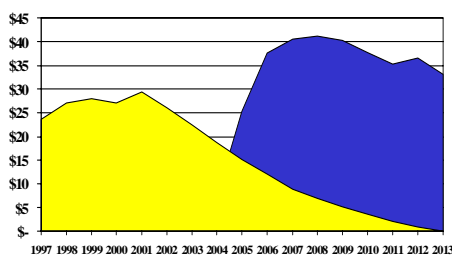
Municipal Capital Spending
(in Million \$'s)



Outstanding Debt: Following Council’s priorities for these significant capital investments is the need for effective financing. As part of its focus on fiscal reform, Council is overseeing the development of a new Debt Policy scheduled for completion in December 2003. This policy emphasizes pay-as-you-go options first, internal financing second and finally external debt financing. External borrowing terms are planned to be limited to a maximum of 15 years with the

exception of major capital projects that may require a longer term of up to 25 years. The Debt Policy, subject to Council approval, has been built on the basis of direction from the Finance and Audit Committee. The significant increase in outstanding debt, as shown on the chart is related mainly to the West Regional Road and is explained in the Business Plan. While the outstanding debt increases significantly, the City will remain within the borrowing guidelines as set out by the Province. On a positive note, borrowings will be for shorter terms than has been the practice of past years.

Outstanding Municipal Debt
(in Million \$'s)



**2004 – 2006 Financial Summary -- Municipal Operations
NET COST**

| | <i>2003 Budget</i> | <i>2004 Approved</i> | <i>2005 Plan</i> | <i>2006 Plan</i> |
|--|--------------------|----------------------|------------------|------------------|
| Council | 439,500 | 430,100 | 432,400 | 434,900 |
| City Manager's Office | | | | |
| -City Manager | 308,000 | 464,900 | 375,500 | 379,600 |
| -Economic Development | 358,100 | 415,500 | 356,300 | 364,000 |
| | 666,100 | 880,400 | 731,800 | 743,600 |
| Community & Protective Services | | | | |
| -Community Services | 401,000 | 427,800 | 435,700 | 437,900 |
| -Cultural Services | 1,258,000 | 1,226,700 | 1,304,400 | 1,303,200 |
| -Family & Community Support Services | 262,800 | 283,200 | 263,200 | 266,300 |
| -Fire Services | 5,336,000 | 5,585,700 | 5,427,700 | 5,438,300 |
| -Police Services | 3,598,500 | 3,302,400 | 3,703,800 | 3,712,200 |
| -Recreation Services | 1,509,600 | 1,811,400 | 1,740,900 | 1,762,300 |
| | 12,365,900 | 12,637,200 | 12,875,700 | 12,920,200 |
| Planning & Engineering Services | | | | |
| -Planning & Development | 400,400 | 374,800 | 444,600 | 450,100 |
| -Engineering Services | 2,339,500 | 2,489,900 | 2,493,500 | 2,508,500 |
| -Public Works | 6,585,200 | 7,084,900 | 6,933,400 | 7,016,700 |
| -Transit | 1,969,200 | 2,113,900 | 2,212,600 | 2,308,200 |
| | 11,294,300 | 12,063,500 | 12,084,100 | 12,283,500 |
| Corporate Services | | | | |
| -Assessment & Taxation Services | 229,700 | 226,400 | 233,600 | 240,900 |
| -Corporate Communications | 335,000 | 351,100 | 359,900 | 368,200 |
| -Financial Services | 1,894,200 | 1,895,200 | 1,918,600 | 1,947,200 |
| -Human Resources | 703,900 | 817,400 | 747,000 | 750,800 |
| -Information Technology | 1,230,400 | 1,410,600 | 1,343,500 | 1,351,200 |
| -Legal Services | 354,900 | 361,800 | 365,400 | 369,300 |
| -Legislative Services | 543,700 | 546,900 | 544,800 | 546,300 |
| | 5,291,800 | 5,609,400 | 5,512,800 | 5,573,900 |
| Common & Fiscal Services | | | | |
| | 7,584,700 | 9,864,600 | 10,737,000 | 13,109,600 |
| Business Cases (Net) | | | | |
| 2004 | - | - | 1,250,900 | 1,250,900 |
| 2005 | - | - | 1,292,500 | 1,292,500 |
| 2006 | - | - | - | 919,200 |
| | - | - | 2,543,400 | 3,462,600 |
| Less: Property Taxes | 37,642,300 | 41,485,200 | 44,917,200 | 48,528,300 |
| Surplus (Deficit) | - | - | - | - |
| TAX IMPACT: | 5.08% | 4.98% | 6.58% | 5.48% |

City of St. Albert 2004 –2006 Financial Summary

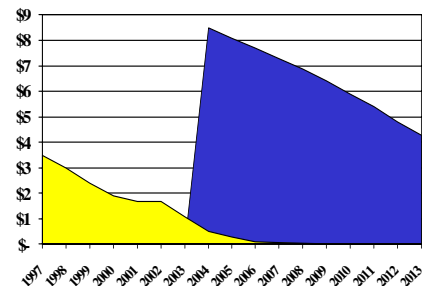
Utility Operations

One of the outcomes of City Council’s focus in the area of financial reform has been a complete review of the City’s Utility Rate-setting model. Numerous deliberative sessions in 2003 related to this Utility Rate-setting model have resulted in the following improvements:

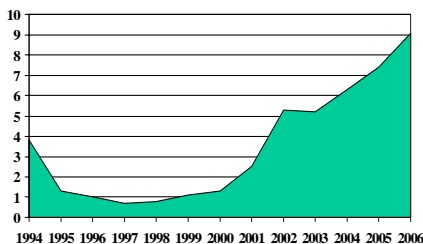
- Development of a Long-Term Financial Model for Utility Rate setting
- Elimination of a “Return on Investment” and in its place the establishment of annual contributions to reserve to fund replacement of existing and new infrastructure
- Elimination of the Dividend (or subsidy) back to the municipality
- Amortization of all assets funded by grants and developers
- Implementation of full Activity Based Costing in which the Utility Fund pays for all costs associated with its operations
- Greater opportunity for the municipality to borrow from the reserve fund to internally finance future capital projects

Outstanding Debt: The charts identify the expected impact of implementation of this new plan. Firstly, through full “Pay-As-You-Go” financing outstanding debt will be paid-off by 2009. With the exception of two final borrowings (\$7.3million) related to major sanitary sewer trunk upgrades planned for 2004 and 2005, no future borrowing is planned. The chart highlights the decrease in outstanding debt. This change in policy will not only significantly improve the City’s overall debt position into the future but will also provide greater opportunity for internal financing of municipal capital projects and savings in interest costs.

Outstanding Utility Debt
(in Million \$'s)



Utility Reserves
(in Million \$'s)

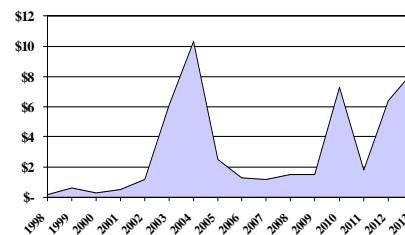


Utility Reserves: In addition, the annual contribution to reserves that achieves the full replacement of all existing infrastructure will address the funding of all existing and future Utility infrastructure requirements. Reserves will build in anticipated future capital requirements.

Utility Capital Spending: Finally, a Long-Term Capital Plan has been established that addresses new and replacement infrastructure related to both the existing city boundaries and the proposed annexation area. The chart highlights the major capital expenditures over the upcoming years, the first of which will be approximately \$8.5 million in existing sewer trunk refurbishment and the \$9 million for a new reservoir.

With the City’s Utilities operating as a separate fund, all costs associated with operations, replacement of existing infrastructure and the addition of new infrastructure will be funded either through utility rates, grants or developer contributions. As a result of the Finance and Audit Committee’s recommendation that no future infrastructure be debt financed, the proposed utility rates as outlined in the following table reflect an increase in 2004 and address this policy change. The proposed 2004 rates still result in the City’s Utility rates falling within the mid-range of Capital Region comparators.

Utility Capital Spending
(in Million \$'s)



The 2004 Budget column reflects the 2004 Budget while columns for 2005 and 2006 are projected utility rates. These rates will be reviewed on an annual basis and adjusted as necessary to maintain a self-sustaining utility fund.

| Monthly Utility Rates - Residential | 2003 Actual | 2004 Budget | 2005 Plan | 2006 Plan |
|--|----------------------------|----------------------------|----------------------------|------------------------------|
| Water Rates | | | | |
| - Flat Rate | \$5.00 | \$5.50 | \$6.00 | \$6.00 |
| - Water Rate | .746 cents/ m ³ | .790 cents/ m ³ | .795 cents/ m ³ | .800 cents/ m ³ t |
| Sewer Rates | | | | |
| - Flat Rate | \$5.00 | \$5.50 | \$6.00 | \$6.00 |
| - Sewer Rate | .643 cents/m ³ | .680 cents/ m ³ | .700 cents/ m ³ | .720 cents/m ³ |
| Storm Sewer Rates - Flat Rate | | | | |
| Residential – (single/side-by-side) | \$2.25 | \$ 4.50 | \$ 5.00 | \$ 5.75 |
| Residential – (stacked/Condo) | \$1.50 | \$ 3.00 | \$ 3.50 | \$ 4.00 |
| Non-Residential | \$2.25 | \$12.00 | \$14.00 | \$16.00 |
| Waste Rates | | | | |
| - Flat Fee | \$ 3.25 | \$ 3.35 | \$ 3.35 | \$ 3.35 |
| - ½ Bag (26 tags) | \$ n/a | \$ 1.45 | \$ 1.45 | \$ 1.45 |
| - 1 Bag (52 tags) | \$ 2.75 | \$ 2.95 | \$ 2.95 | \$ 2.95 |
| - 1Can/2Bag (104 tags) | \$ 5.50 | \$ 5.90 | \$ 5.90 | \$ 5.90 |
| - 2 Can/4Bag (208 tags) | \$11.00 | \$11.80 | \$11.80 | \$11.80 |
| - 3 Can/6Bag (312 tags) | \$16.50 | \$17.70 | \$17.70 | \$17.70 |
| Average Monthly Bill * | \$48.78 | \$54.15 | \$55.65 | \$56.90 |

* For all utilities based on average water use of 20 m³ and 1 Can/2 Bag option for waste.

| 2004 – 2006 Financial Summary -- Utility Operations | | | | |
|--|--------------------|--------------------|------------------|------------------|
| | 2003 Budget | 2004 Budget | 2005 Plan | 2006 Plan |
| Water | | | | |
| -Revenues | 5,516,900 | 6,401,700 | 6,677,000 | 6,867,000 |
| -Expenditures | 4,959,600 | 5,675,700 | 5,831,700 | 5,928,000 |
| Operating Surplus* | 557,300 | 726,000 | 845,300 | 939,000 |
| | | | | |
| Sanitary Sewer | | | | |
| -Revenues | 4,868,200 | 5,653,200 | 6,019,600 | 6,296,500 |
| -Expenditures | 4,485,400 | 5,453,000 | 5,982,800 | 6,161,700 |
| Operating Surplus* | 382,800 | 200,200 | 36,800 | 134,800 |
| | | | | |
| Storm Sewer | | | | |
| -Revenues | 613,700 | 1,169,800 | 1,269,800 | 1,455,900 |
| -Expenditures | 310,300 | 629,100 | 581,500 | 577,900 |
| Operating Surplus* | 303,400 | 540,700 | 688,300 | 878,000 |
| | | | | |
| Waste | | | | |
| -Revenues | 1,991,800 | 2,162,500 | 2,201,500 | 2,228,100 |
| -Expenditures | 1,980,800 | 2,162,500 | 2,190,800 | 2,144,700 |
| Operating Surplus* | 11,000 | - | 10,700 | 83,400 |
| | | | | |

*The Operating Surplus represents the transfer to the respective Utility Reserve to establish funding for ongoing replacement and addition of utility infrastructure.

Business Case Investments (Summary):

CORPORATE BUSINESS CASE SUMMARY

| Council/Committee of the Whole Changes | Tax Impact | | | | | Initiative |
|--|------------------|------------------|------------|------------------|------------|------------|
| | 2004 | 2005 | 2005 | 2006 | 2006 | Code |
| | Tax Impact | Gross change | Tax Impact | Gross change | Tax Impact | |
| User Fees | | | | | | |
| Increased Transit Fares | (26,700) | (26,700) | - | (26,700) | - | 1.1.1 |
| Non-Resident Business Licenses Increases | (23,200) | (23,200) | - | (23,200) | - | 1.1.2 |
| Increase in Compliance Fees (25%) | (12,500) | (12,500) | - | (12,500) | - | 1.1.3 |
| Increase In SDAB Fees | (6,400) | (6,400) | - | (6,400) | - | 1.1.4 |
| Increase Land Use Reclassification Fees | (21,600) | (21,600) | - | (21,600) | - | 1.1.5 |
| Increase in Area and New Area Structure Plan Fees | (19,000) | (19,000) | - | (19,000) | - | 1.1.6 |
| Increased Planning & Development Fees | (58,000) | (58,000) | - | (58,000) | - | 1.1.7 |
| Additional | (167,400) | (167,400) | - | (167,400) | - | |
| Cost Reduction | | | | | | |
| Reduce Fire Service Overtime | (10,000) | (10,000) | - | (10,000) | - | 1.5.1 |
| Reduce Electricity Costs | (175,000) | (175,000) | - | (175,000) | - | 1.5.2 |
| Reduce funding for Management Pension Plan | (16,400) | (16,400) | - | (16,400) | - | |
| Remove funding for vacant positions in RCMP contract | (200,000) | (200,000) | - | (200,000) | - | 1.5.3 |
| Additional | (401,400) | (401,400) | - | (401,400) | - | |
| Other | | | | | | |
| Increased assessment/reduction of tax requirement | (300,000) | (300,000) | - | (300,000) | - | |
| Total Council Changes | (868,800) | (868,800) | - | (868,800) | - | |
| Operating Business Cases and New Capital | | | | | | |
| Criminal Record Checks (part-time) | (31,800) | (42,300) | (10,500) | (63,300) | (21,000) | 1.7.1 |
| 911 Supervisor | (5,000) | (5,000) | - | (5,000) | - | 1.8.1 |
| Bank Deposits | (500) | (500) | - | (500) | - | 1.9.1 |
| Performing Arts Programmer | (5,000) | (5,000) | - | (5,000) | - | 1.10.1 |
| Arden Reserve Contribution | - | 77,000 | 77,000 | 77,000 | - | 1.11.1 |
| Employee 3rd Party Arbitration | 9,000 | 9,500 | 500 | 10,000 | 500 | 2.1.1 |
| Staffing Advertising | 5,000 | 5,000 | - | 5,000 | - | 2.2.1 |
| Pavement Management System | 14,800 | 14,800 | - | 14,800 | - | 2.4.1 |
| Electronic Voting System | 10,000 | - | (10,000) | - | - | 2.5 |
| Public Input Timing Lights | 2,700 | - | (2,700) | - | - | 2.6 |
| Environmental Management System | 60,000 | 10,000 | (50,000) | 10,000 | - | 3.b |
| Emergency Services Dispatchers | 10,000 | 10,000 | - | 10,000 | - | 3.1.1 |
| Safety Coordinator | 40,900 | 68,300 | 27,400 | 68,300 | - | 3.2.1 |
| Safety Coordinator | - | 36,300 | 36,300 | 48,400 | 12,100 | 3.2.1 |
| | 40,900 | 104,600 | 63,700 | 116,700 | 12,100 | |
| Staffing for 2nd ALS Ambulance | 166,800 | 250,000 | 83,200 | 250,000 | - | 3.3.1 |
| Mock Disaster Field Exercise | - | - | - | 10,000 | 10,000 | 3.4.1 |
| Transportation Mgmt. | 37,000 | 37,000 | - | 37,000 | - | 3.5.1 |
| Replacement of Hurst Rescue Tool | 32,100 | - | (32,100) | - | - | 3.6.1 |

CORPORATE BUSINESS CASE SUMMARY

| | Tax Impact | | | | | Initiative |
|--|----------------|----------------|---------------|----------------|------------|---------------|
| | 2004 | 2005 | 2005 | 2006 | 2006 | Code |
| Council/Committee of the Whole Changes | Tax Impact | Gross change | Tax Impact | Gross change | Tax Impact | |
| Fire Services Voice/Data Recorder (911) | - | 37,500 | 37,500 | | (37,500) | 3.6.2 |
| RCMP Voice/Data Recorder Replace (911) | - | 37,500 | 37,500 | | (37,500) | 3.6.3 |
| Replace Life-Pac 12 | - | - | - | 42,800 | 42,800 | 3.6.4 |
| Replacement of EMS Life-Pac | - | 4,300 | 4,300 | | (4,300) | 3.6.4 |
| | 32,100 | 79,300 | 47,200 | 42,800 | (36,500) | |
| Transit Powered Forklift | 30,000 | - | (30,000) | | - | 3.7.1 |
| Transit In Ground Hoist Rehabilitation | 60,000 | - | (60,000) | | - | 3.8.1 |
| Increased Contributions to Outside Agencies | 392,100 | 392,100 | - | 392,100 | - | 4-X |
| Infrastructure Application Specialist | 40,500 | 54,000 | 13,500 | 54,000 | - | 4.1.1 |
| Development Control Officer | 43,700 | 56,100 | 12,400 | 56,100 | - | 4.1.2 |
| 0.5 Transit Office Assistant (2004) | 17,600 | 19,100 | 1,500 | 19,100 | - | 4.1.3 |
| Community Development Resources | - | 47,900 | 47,900 | 66,500 | 18,600 | 4.1.4 |
| Engineering Assistant - Summer | - | 10,000 | 10,000 | 10,000 | - | 4.1.5 |
| Engineering Assistant II | - | 52,600 | 52,600 | 68,200 | 15,600 | 4.1.6 |
| RCMP GIS Position | - | 75,000 | 75,000 | 100,000 | 25,000 | 4.1.7 |
| Senior Legislative Officer | - | 48,200 | 48,200 | 61,100 | 12,900 | 4.1.8 |
| 0.9 to 1.0 FTE Fleet Assistant | - | 4,600 | 4,600 | 5,300 | 700 | 4.1.9 |
| Staffing for Station #3 | - | 125,000 | 125,000 | 250,000 | 125,000 | 4.1.10 |
| Staffing for Station #3 | - | - | - | 125,000 | 125,000 | 4.1.11 |
| 0.5 Transit Office Assistant (2006) | - | - | - | 21,000 | 21,000 | 4.1.12 |
| | 101,800 | 492,500 | 390,700 | 836,300 | 343,800 | |
| Taking Pride in our Community -Spruce Up St. Albert | 55,900 | 54,200 | (1,700) | 55,100 | 900 | 4.2.1 |
| Fire Prevention Op Supplies | 5,000 | 5,000 | - | 5,000 | - | 4.2.2 |
| Old Soccer & Baseball Rehabilitation | 21,000 | 42,000 | 21,000 | 42,000 | - | 4.2.3 |
| Shrub Maintenance/Tree Lifting | 59,200 | 59,200 | - | 59,200 | - | 4.2.4 |
| Extra Trips to Edmonton Peak Hours | 9,600 | 28,800 | 19,200 | 48,000 | 19,200 | 4.2.5 |
| Crack Sealing | 25,000 | 50,000 | 25,000 | 75,000 | 25,000 | 4.2.6 |
| Tree Replacement Program (Reduced by \$190,000 - Capital) | 50,000 | 100,000 | 50,000 | 100,000 | - | 4.2.7 |
| Additional Midday Service Hours | - | 22,400 | 22,400 | 69,800 | 47,400 | 4.2.8 |
| Third Dial A Bus | - | 25,600 | 25,600 | 25,600 | - | 4.2.9 |
| Canada Celebrations | 12,000 | 12,000 | - | 12,000 | - | 4.2.10 |
| | 237,700 | 399,200 | 161,500 | 491,700 | 92,500 | |
| Telephone - DID (Portion moved to Capital) | 7,900 | 7,900 | - | 7,900 | - | 4.3.1 |
| Operating Expenses for Corporate Planner | 6,300 | 6,300 | - | 6,300 | - | 4.3.2 |
| Bus Dev Specialist Resources | 4,600 | 4,800 | 200 | 4,900 | 100 | 4.3.3 |
| EA Absence Coverage | 7,100 | 7,100 | - | 7,100 | - | 4.3.4 |
| Compensation System Support | 12,500 | 12,500 | - | 12,500 | - | 4.3.5 |
| Resources for HR Staffing | 13,400 | 26,800 | 13,400 | 26,800 | - | 4.3.6 |
| Fibre Optics Upgrade (from Capital) | 53,700 | 43,200 | (10,500) | 43,200 | - | 4.3.7 |
| St. Albert Place - Emergent Repair & Maintenance | 25,000 | 25,000 | - | 25,000 | - | 4.3.8 |
| Applications Upgrade | 25,000 | 100,000 | 75,000 | 100,000 | - | 4.3.9 |
| Long Range Policy Forecasting Planner | 50,000 | 65,900 | 15,900 | 65,900 | - | 4.3.10 |
| Facility Energy Audits | 60,000 | - | (60,000) | - | - | 4.3.11 |
| Compensation System Corrections | - | 23,000 | 23,000 | - | (23,000) | 4.3.12 |
| HR Audit | - | 12,000 | 12,000 | - | (12,000) | 4.3.13 |
| Additional Senior Admin Position | 80,000 | 131,100 | 51,100 | 131,100 | - | 4.3.14 |
| | 345,500 | 334,500 | 120,100 | 299,600 | (34,900) | |
| Tree Replacement Program | | - | - | 68,000 | 68,000 | 4.4.1 |
| Asphalt Overlays - Arterials | 75,000 | 75,000 | - | 75,000 | - | 4.5.1 |
| Asphalt Overlays - Coll. & Locals | 37,000 | 37,000 | - | 37,000 | - | 4.5.2 |

CORPORATE BUSINESS CASE SUMMARY

| | Tax Impact | | | | | Initiative Code |
|---|------------|--------------|------------|--------------|------------|-----------------|
| | 2004 | 2005 | 2005 | 2006 | 2006 | |
| Council/Committee of the Whole Changes | Tax Impact | Gross change | Tax Impact | Gross change | Tax Impact | |
| Perron Street | 14,200 | | (14,200) | | - | 4.5.3 |
| Bridge Rehab - Boudreau | - | 102,600 | 102,600 | 102,600 | - | 4.5.4 |
| Gainsborough | - | 40,400 | 40,400 | 40,400 | - | 4.5.5 |
| Grosvenor Blvd.-Levaseur to Gainsborough | - | 44,900 | 44,900 | 44,900 | - | 4.5.6 |
| Riel Drive Lane Rehab. Phase 5 | - | 35,800 | 35,800 | 35,800 | - | 4.5.7 |
| Sturgeon Road - Preservation | - | 84,100 | 84,100 | 84,100 | - | 4.5.8 |
| Tennis Court Overlay | - | 35,800 | 35,800 | 35,800 | - | 4.5.9 |
| Bridge Rehab - Perron | - | 37,000 | 37,000 | | (37,000) | 4.5.10 |
| Akinsdale Arena | - | - | - | 178,900 | 178,900 | 4.5.11 |
| Grosvenor Pool/Grandin Clubhouse | - | - | - | 48,400 | 48,400 | 4.5.12 |
| Bridge Rehab - Hwy | - | - | - | 43,000 | 43,000 | 4.5.13 |
| 184 Street - Preservation | - | - | - | 14,000 | 14,000 | 4.5.14 |
| | 126,200 | 492,600 | 366,400 | 739,900 | 247,300 | |
| Neighborhood S/W Replacement | 37,000 | 44,800 | 7,800 | 44,800 | - | 4.6.1 |
| Outdoor Rink Building Replacement | 25,000 | 25,000 | - | 25,000 | - | 4.6.2 |
| Grenfell | - | 76,500 | 76,500 | | (76,500) | 4.6.3 |
| North Campbell Park-142Street Upgrade | - | - | - | 100,200 | 100,200 | 4.6.4 |
| Sturgeon Road | - | - | - | 86,900 | 86,900 | 4.6.5 |
| | 62,000 | 146,300 | 84,300 | 256,900 | 110,600 | |
| Campbell Park North Servicing Stage 3 | | 262,200 | 262,200 | 262,200 | - | 4.7.1 |
| Campbell Rd.-Poirier to Kingswood | 9,700 | | (9,700) | 72,900 | 72,900 | 4.7.2 |
| Construct Snow Storage Phase 1 | - | 89,400 | 89,400 | 89,400 | - | 4.7.3 |
| Construct Snow Storage Phase 2 | - | 143,100 | 143,100 | 143,100 | - | 4.7.3 |
| Multipurpose Recreation Centre | - | 528,800 | 528,800 | 528,800 | - | 4.7.4 |
| Multipurpose Recreation Centre | - | - | - | 433,700 | 433,700 | 4.7.4 |
| West Road | - | 120,700 | 120,700 | 120,700 | - | 4.7.5 |
| West Road | - | - | - | 928,900 | 928,900 | 4.7.5 |
| Fire Station #3 Phase 1 | - | - | - | 50,200 | 50,200 | 4.7.6 |
| FPRC Parking Lot Addition | - | - | - | 53,700 | 53,700 | 4.7.7 |
| | 9,700 | 882,000 | 872,300 | 2,421,400 | 1,539,400 | |
| Bus Maintenance-Corrosion Removal | 90,000 | 45,000 | (45,000) | | (45,000) | 4.8.1 |
| PW Equip Refurbishment | 39,000 | - | (39,000) | | - | 4.8.2 |
| Reupholster Bus Seats | - | 30,000 | 30,000 | 30,000 | - | 4.8.3 |
| Transit Tow Truck Rehabilitation | 16,000 | - | (16,000) | | - | 4.8.4 |
| | 145,000 | 75,000 | (70,000) | 30,000 | (45,000) | |
| Replace Coin Sorter | - | 4,500 | 4,500 | - | (4,500) | 4.9.1 |
| FPRC-Heating Coil Replacement System | 105,000 | - | (105,000) | | - | 4.9.2 |
| FPRC-Upgrade Bldg Air Handling System | 75,000 | - | (75,000) | | - | 4.9.3 |
| Telephone System Replace (off site) | 27,600 | - | (27,600) | | - | 4.9.4 |
| Replacement of Radio Systems in Buses | - | - | - | 148,200 | 148,200 | 4.9.5 |
| | 207,600 | 4,500 | (203,100) | 148,200 | 143,700 | |
| Addition of New Ambulance | - | 84,200 | 84,200 | 84,200 | - | 4.10.1 |
| Rolling Air Bridge | 10,000 | - | (10,000) | | - | 4.10.2 |
| Transit Bus Fleet Growth | - | 178,800 | 178,800 | 178,800 | - | 4.10.3 |
| Transit Bus Fleet Growth | - | - | - | 251,100 | 251,100 | 4.10.3 |
| Fire Services Electronic Mapping Capability | - | 64,200 | 64,200 | | (64,200) | 4.10.4 |
| Handi Bus Fleet Growth | - | - | - | 45,600 | 45,600 | 4.10.5 |
| | 10,000 | 327,200 | 317,200 | 559,700 | 232,500 | |
| Corporate Records Storage | 13,000 | - | (13,000) | | - | 4.11.1 |
| Internet Connection Upgrade | 20,000 | 20,000 | - | 20,000 | - | 4.11.2 |
| Office Automation Program | 50,000 | 80,000 | 30,000 | 80,000 | - | 4.11.3 |
| | 83,000 | 100,000 | 17,000 | 100,000 | - | |

CORPORATE BUSINESS CASE SUMMARY

| | Tax Impact | | | | | Initiative Code |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------|
| | 2004 | 2005 | 2005 | 2006 | 2006 | |
| Council/Committee of the Whole Changes | Tax Impact | Gross change | Tax Impact | Gross change | Tax Impact | |
| Space Needs Assessment | - | 50,000 | 50,000 | | (50,000) | 4.12.1 |
| Infrastructure Funding | 825,000 | 700,000 | (125,000) | 1,050,000 | 350,000 | 4.13.1 |
| Apprentice Mechanic | - | 19,100 | 19,100 | 41,300 | 22,200 | 5.1.1 |
| Contribution to Capital Asset Fund | 87,500 | 175,000 | 87,500 | 262,500 | 87,500 | 5.2.1 |
| Mosquito Larvicide Spraying Program | 60,000 | 62,200 | 2,200 | 59,700 | (2,500) | 6.1.1 |
| SAEDAC Support | - | 5,000 | 5,000 | 5,000 | - | 6.1.2 |
| Green Line - DATS | - | 12,500 | 12,500 | 20,000 | 7,500 | 6.1.3 |
| Restore 30 Minute Midday Summer Service | - | 28,000 | 28,000 | 29,100 | 1,100 | 6.1.4 |
| Transit Center Surveillance | - | 24,000 | 24,000 | - | (24,000) | 6.1.5 |
| Video Surveillance on Buses | - | - | - | 18,000 | 18,000 | 6.1.6 |
| | 60,000 | 131,700 | 71,700 | 131,800 | 100 | |
| Corporate Marketing | - | 10,000 | 10,000 | 10,000 | - | 6.2.1 |
| Emergency Site Management Course | - | 15,000 | 15,000 | - | (15,000) | 6.2.2 |
| | - | 25,000 | 25,000 | 10,000 | (15,000) | |
| Transit Garage Security | - | 20,000 | 20,000 | - | (20,000) | 6.3.1 |
| Fire Prevention Officer | - | 48,800 | 48,800 | 65,000 | 16,200 | 6.4.1 |
| Communications Branch Supervisor | - | - | - | 45,000 | 45,000 | 6.4.2 |
| Tourist Information Officer | - | - | - | 35,600 | 35,600 | 6.4.3 |
| | - | 48,800 | 48,800 | 145,600 | 96,800 | |
| Council Chambers/East Brdrm (From Capital) | 15,000 | 3,000 | (12,000) | 3,000 | - | 6.6.1 |
| FS Mobile Status Heads in Front Line Apparatus | | | | 26,800 | 26,800 | 6.7.1 |
| Caller ID System (SAP) | | 20,000 | 20,000 | | (20,000) | 6.8.1 |
| Air Cond Rech & Evac Unit | | 10,000 | 10,000 | | (10,000) | 6.8.2 |
| | - | 30,000 | 30,000 | - | (30,000) | |
| Cemetery Enhancements | - | 8,000 | 8,000 | | (8,000) | 6.9.1 |
| ED & T Parade Float | - | 15,000 | 15,000 | 5,000 | (10,000) | 6.10.1 |
| Allocation for Affordable Housing Study | 23,000 | 23,000 | - | 23,000 | - | 6.11 |
| | \$ 2,298,300 | \$ 4,963,400 | \$ 2,665,100 | \$ 8,076,800 | \$ 3,113,400 | |

Capital Projects (Summary):

CITY OF ST. ALBERT
2004 DRAFT BUDGET CAPITAL PROJECTS LISTING
TAX SUPPORTED

| Business | | | Year | | | |
|-----------|---|---|--------------------------------------|---------------------------|---|---|
| Plan Code | Business Plan Investment | Project Name | 2004 | 2005 | 2006 | Grand Total |
| 1.11 | Fiscal Responsibility - Arden Theatre Reserve | Arden Theatre Refurbishment Plan | 92,000 | 118,000 | 50,000 | 260,000 |
| 2.4 | Municipal Leadership & Governance | Pavement Management System | 54,800 | 54,800 | 54,800 | 164,400 |
| 3.5 | Safety for People, Property, & Natural Assets - Transportation Mgmt | Transportation Systems Mgmt. | 137,000 | 137,000 | 137,000 | 411,000 |
| 3.6 | Safety for People, Property, & Natural Assets - Police & EMS Equip. | Fire Services Voice/Data Recorder (911) RCMP Voice/Data Recorder Replace (911) Replace Life-Pac 12 Replacement of EMS Life-Pac Battery Replacement of JAWS of Life | | 37,500 37,500 4,280 | 42,800 | 37,500 37,500 42,800 4,280 32,100 |
| 3.7 | Safety for People, Property, & Natural Assets - Transit Forklift | Transit Powered Forklift | 30,000 | | | 30,000 |
| 3.8 | Safety for People, Property, & Natural Assets - Transit Hoist Rehab | Transit In Ground Hoist Rehabilitation | 60,000 | | | 60,000 |
| 4.1 | Quality of Life - Equipment - New | Addition of New Ambulance Fire Services Electronic Mapping Capability Handi Bus Fleet Growth Rolling Air Bridge Hoist Transit Bus Fleet Growth | 235,400 10,000 793,100 | 64,200 200,000 | 1,147,363 | 235,400 64,200 200,000 10,000 3,054,408 |
| 4.11 | Quality of Life - Internal Process | Corporate Records Storage Office Automation Program Office Systems Replacement Program | 13,000 50,000 19,500 | 80,000 | 80,000 238,200 | 50,000 210,000 397,300 |
| 4.12 | Quality of Life - Capital Studies | RWP Canoe/Kayak Pond Plan RWP Master Plan Implementation Space Needs Assessment | 20,000 - | 2,200,000 50,000 | 2,200,000 | 20,000 4,400,000 50,000 |
| 4.3 | Quality of Life - Internal Program Investments | Software Applications Upgrades | 25,000 | 100,000 | 100,000 | 225,000 |
| 4.4 | Quality of Life - Tree Replacement Equipment | Tree Replacement Program | | 190,000 | | 190,000 |
| 4.5 | Quality of Life - Infrastructure Rehabilitation & Preservation Projects | 184 Street - Rehabilitation Akinsdale Arena Arterial Roadway Asphalt Overlay Program Bridge Rehab - Boudreau Bridge Rehab - Hwy Bridge Rehab - Perron Civic Facility Refurbishment Gainsborough - Grosvenor to Gladstone (Preservation) Grosvenor Blvd.-Levaseur to Gainsborough Grosvenor Pool/Grandin Clubhouse Local/Collector Roadways Asphalt Overlay Program Perron Street-Bridge to Mission Ave plus Intersection Red Willow Trail Overlay Riel Drive Lane Rehab. Phase 5 Tennis Court Overlay | | | 50,000 500,000 275,000 1,055,300 137,000 470,000 415,000 461,400 212,800 137,000 52,200 85,000 100,000 100,000 | 50,000 500,000 825,000 1,055,300 158,000 137,000 1,410,000 415,000 461,400 473,000 411,000 52,200 265,000 100,000 100,000 |

**CITY OF ST. ALBERT
2004 DRAFT BUDGET CAPITAL PROJECTS LISTING
TAX SUPPORTED**

| | | | | | |
|-----|--|---|--|---|---|
| 4.6 | Quality of Life - Infrastructure Reconstruction Projects | Grenfell Lawrence Crescent Rebuild Linwood Crescent Rebuild Neighborhood Sidewalk Replacement North Campbell Park-142Street Upgrade (Vaness Rd) Outdoor Rink Building Replacement Sturgeon Road - Boudreau Rd to Burnham East Rehab Villeneuve Road Upgrading | 281,500 506,700 137,000 1,030,000 25,000 865,000 | 649,300 164,800 25,000 893,000 | 281,500 506,700 649,300 466,600 1,030,000 75,000 1,758,000 1,373,000 |
| 4.7 | Quality of Life - New Construction - Growth Projects | Campbell Park North Servicing Stage 3 Campbell Park North Servicing Stage 4 Campbell Park North Servicing Stage 5 Campbell Rd.-Poirier to Kingswood Construct Snow Storage Phase 2 Fire Station #3 Phase 1 Fire Station #3 Phase 2 FPRC Parking Lot Addition Kingswood Park Bldg Sewer Ext Kingswood Park/Playground McKenney Ave-Existing to West Road Northridge Park/Playground 1 Oakmont Playground Development Oakmont School/Park Site Development Transit Centre Park N Ride Transit Garage Phase 2 Exp West Regional Road | 2,264,500 35,700 400,000 30,500 70,000 400,000 8,370,000 | 759,500 500,000 150,000 350,000 150,000 250,000 524,300 | 2,795,350 2,648,560 669,780 795,200 400,000 500,000 2,000,000 150,000 30,500 350,000 3,612,000 150,000 70,000 400,000 250,000 524,300 8,506,900 |
| 4.8 | Quality of Life - Equipment - Refurbishment | Bus Maintenance-Corrosion Removal Public Works Equipment Replacement Reupholster Bus Seats Transit Tow Truck Rehabilitation | 90,000 39,000 30,000 16,000 | 45,000 30,000 | 135,000 39,000 60,000 16,000 |
| 4.9 | Quality of Life - Equipment - Replacement | FPRC Heating Coil Replacement Plan FPRC-Upgrade Bldg Air Handling System Public Works Equipment Replacement Replacement 2 way Radio System Replacement of Radio Systems in Buses Telephone System Replace (off site) Transit Fleet Replacement Transit Fleet Replacement | 175,000 75,000 762,000 27,600 1,273,080 | 748,000 569,000 187,250 400,000 2,178,141 | 175,000 75,000 2,039,000 187,250 400,000 27,600 2,178,141 1,273,080 |
| 6.1 | Economic Development - Parade Float | ED & T Parade Float | | 15,000 5,000 | 20,000 |
| 6.5 | Economic Development - RWP Nature Centre | RWP Nature Centre Plan | 156,500 | | 156,500 |
| 6.7 | Economic Development - Emergency Equipment | EMS Dispatch Mgt. System FS Mobile Status Heads in Front Line Apparatus | | 100,000 26,800 | 100,000 26,800 |
| 6.8 | Economic Development - Equipment Supporting Operations | Air Cond Rech & Evac Unit Caller ID System (SAP) | | 10,000 20,000 | 10,000 20,000 |
| 6.9 | Economic Development - Cemetery Enhancements | Cemetery Enhancements | | 8,000 | 8,000 |

**CITY OF ST. ALBERT
CAPITAL PROJECTS LISTING
UTILITY SUPPORTED**

| Sum of Total | | | Year | | | |
|------------------------------------|---------------------------------------|--|-------------------|------------------|------------------|-------------------|
| Dept | Number | Capital Project | 2004 | 2005 | 2006 | Grand Total |
| SANITARY SEWER | 404 | Sanitary Lift Stations Rehabilitation | | 300,000 | | 300,000 |
| | 406 | Sanitary Sewer Distribution Model | | | 50,000 | 50,000 |
| | | Sanitary Sewer SCADA System Upgrade | | | 156,000 | 156,000 |
| | 40360 | Sanitary Sewer Rehabilitation Pgm. | 198,000 | 156,000 | 250,000 | 604,000 |
| | 40361 | Sanitary Sewer Household Service Repl. | 153,000 | 250,000 | 201,000 | 604,000 |
| | 40362 | Sanitary Sewer Main Replacement | 250,000 | 201,000 | 50,000 | 501,000 |
| | 40365 | Sanitary Trunk Main Phase 1 - * | | | 200,000 | 200,000 |
| | | Sanitary Trunk Main Phase 1 - * | 4,000,000 | | | 4,000,000 |
| (blank) | Sanitary Lift Stations Rehabilitation | 320,000 | | | 320,000 | |
| SANITARY SEWER Total | | | 4,921,000 | 1,107,000 | 707,000 | 6,735,000 |
| STORM SEWER | 404 | Hydrocarbon / Grit Interceptor | | 300,000 | 550,000 | 850,000 |
| | 405 | Boudreau Bridge - Channel Rehabilitation | | 550,000 | | 550,000 |
| | 40370 | Stormwater Channel (Forest Lawn Ravine) | | 500,000 | | 500,000 |
| | (blank) | Hydrocarbon / Grit Interceptor | 275,000 | | | 275,000 |
| STORM SEWER Total | | | 275,000 | 1,350,000 | 550,000 | 2,175,000 |
| WASTE | (blank) | Compost Site Land Purchase | 300,000 | | | 300,000 |
| WASTE Total | | | 300,000 | | | 300,000 |
| WATER | 405 | Water System Model Update | | 50,000 | | 50,000 |
| | 40369 | Lacombe Park Reservoir | 4,500,000 | | | 4,500,000 |
| | (blank) | Sturgeon Reservoir Rehabilitation | 236,900 | | | 236,900 |
| Utility Equipment Purchase - Water | | 59,500 | | | 59,500 | |
| WATER Total | | | 4,796,400 | 50,000 | | 4,846,400 |
| Grand Total | | | 10,292,400 | 2,507,000 | 1,257,000 | 14,056,400 |

Detailed Environmental Assessment:

There are many factors that impact upon the City of St. Albert, and that drive the corporation's business plan for the period 2004-2006. These pressures, issues, opportunities and challenges affect the delicate balance that is required in order to provide effective, efficient services that residents demand at a cost that residents believe is reasonable and affordable.

Funding Relationships with Other Orders of Government

Municipalities across Alberta and Canada have expressed concerns about the ability to generate sufficient revenues in order to fund services to citizens. There is only one taxpayer who is increasingly intolerant of tax increases that provide little clear and obvious value. During the period from 1996 to 2001, federal taxes increased by 33% and provincial taxes increased by 26%¹. Federal and Provincial services and programs, however, have in general experienced service and support reductions. Municipal taxes increased only 5%² in St. Albert over the same period resulting in tremendous pressure on Service Levels as well as program and infrastructure investments.

(¹Union of Quebec Municipalities/Conference Board of Canada)

(²City of St. Albert Financial Services)

Several speakers at the recent Urban Sustainability Conference, held in Edmonton on September 9 and 10, 2003, expressed support for better funding opportunities for cities.

A presentation made by Don Drummond, Senior VP and Chief Economist for the TD Bank Financial Group, "urbanization is increasing the municipal load...80 percent of all Canadians live in urban areas."³ He further indicates, "infrastructure spending has been squeezed" over the period from 1982 to 2001, with the level of capital investment from all levels of government dropping dramatically. He reports that, although the federal government has established the 10-year infrastructure program for municipalities, the "average of \$300 million per year won't go far."

(³ Don Drummond, TD Bank Financial Group, presentation at Urban Sustainability Conference, Edmonton, September 9, 2003)

Anne Golden, Conference Board of Canada, suggests important ways to change the "fiscal deal for cities," that will

- "...realign resources and responsibilities between provinces and the cities to reduce the fiscal imbalance."
- "...relieve municipalities from taxes imposed by senior levels of government such as the federal GST..."
- "...allow large cities and city-regions to levy a portion of the gas tax..."⁴

(⁴ Dr. Anne Golden, Conference Board of Canada, presentation at Urban Sustainability Conference, September 10, 2003)

Similarly, at the September 2003 AUMA convention, delegates strongly supported four common resolutions that called for a new fiscal relationship between the Province and Municipalities. These are: fuel tax, personal income tax, gaming revenues, and natural resource royalties

The AUMA is working on an initiative to raise these issues with the Province of Alberta. The Roles, Responsibilities and Resources (3Rs) initiative was created to look at the “provincial and municipal relationship and to the clarify roles and responsibilities of each order of government in relation to the delivery and funding of programs and services.”

Municipal Leadership and Governance

Challenges

- The demand on social services will continue to grow at a rate greater than the population growth.
- Continuing to provide quality services in a regional context while maintaining local autonomy.
- Impacts of other levels of government and outside agencies on local decision-making.
- Continued downloading of services from other orders of government.
- Impending provincial decision of the delivery of ambulance services as a Ministry of Health responsibility.

Opportunities

- Regional relations within Alberta Capital Region.
- Potential for new funding relationships with the Province of Alberta. (AUMA Roles, Responsibilities and Resources).
- Impending provincial review of funding for Police Services.
- 2004 Municipal Election, and provision of services for School Board elections.
- The new leader of the Federal Liberal Party has indicated that he will implement a “new deal” between the Federal Government and Canadian municipalities.

Safety

Challenges

- Increased requirements for emergency preparedness (natural disasters, hazardous goods, terrorism).
- Increased requirements for emergency dispatchers and additional ambulance staff to maintain service levels for Fire and EMS services to provide comparable service to a growing community, and an aging population.
- Maintaining service levels in policing.
- Youth crimes and vandalism were the most common areas of concern among respondents in the Community Survey, followed by traffic safety issues such as congestion, poor traffic flow, pedestrian safety and speeding.
- The crimes and offences experiencing significant increases over the same period last year (3rd Quarter YTD 2002 to 3rd Quarter YTD 2003) include robberies, offensive weapons, break and enter (residence), theft under \$5,000, mischief/vandalism and parking violations.⁵

- The number of crimes and offences experiencing significant decreases over the same period last year (1st Quarter 2002 to 1st Quarter 2003) include break and enter (business), counterfeit currency and total drug offences. ⁵
(⁵ RCMP Quarterly Report)
- Employee safety incidents are on the increase. (January - June). ⁶

| Indicator | 2002 | 2003 |
|---|-------------|-------------|
| Number of vehicle collisions | Unknown | 25 |
| Number of lost time accidents | 14 | 19 |
| Number of days missed | 172 | 289 |
| Injury frequency rate (lower is better) | 5.70 | 8.26 |
| Injury severity rate (lower is better) | 81.5 | 125.7 |

(⁶ City of St. Albert Human Resources Services, Statistical Mid-Year Report)

- The City's WCB rating (a measure of lost time due to injury) is very high (unfavourable). A dedicated focus is required on injury prevention systems and controls to improve this performance rating.

Opportunities

- The City of St. Albert recently received a score of 89.7% on an the Alberta Municipal Health and Safety external peer safety audit. Auditors from the City of Spruce Grove rated the City of St. Albert highly in its hazard identification (97%), program administration (95%), organizational commitment (94%), incident investigation (93%), and emergency response planning (90%). Areas that require additional attention include: ongoing formal inspections (76%), orientation and training (85%) and hazard control (85%). Invest in safety practices present the opportunity to reduce costs associated with lost time and WCB premium. ⁷
(⁷ AMHSA Municipal Health and Safety Audit Tool, City of St. Albert, June 23-July 3, 2003)

Environmental

Challenges

- Requirement for construction of a permanent snow storage site.
- Drought conditions and 'pest infestation' have caused an increased need for tree/shrub maintenance.
- The potential for West Nile virus cases puts additional pressure on the municipality to implement a mosquito control program.
- Recent incidents in other parts of North America regarding the ability to provide continuous safe water supply, have created the need for an emergency water response plan for City water users.
- Safe sanitary collection systems to minimize health concerns and environmental damage

- Maintain a storm water management system that ensures protection of property and considers the water quality needs of the Sturgeon River.
- Environmental information, coordination, status reporting Ensure compliance with Federal and Provincial legislation.
- Environmental protection on major projects including vision for Big Lake/Sturgeon Basin management planning, and an integrated coordinated land conservation program.

Opportunities

- Province of Alberta Energy Efficiency Improvement loan program (ME first!).
- More proactive management by municipalities of environmental issues when pursuing major development and infrastructure projects (eg: West Regional Road).

Fiscal Responsibility

Challenges

- Increased costs and volatility in utilities (electricity, natural gas), insurance, employee pension and benefits and fuel costs.
- Continued reliance on property tax as the main source of revenue.
- Understanding status of key civic Infrastructure (operating and utilities), evaluating deficit and erosion over time and maintenance requirements for: roads, laneways, sidewalks, recreation, transit and operating fleet and facilities.
- Three significant capital projects to be funded, namely West Regional Road and Multipurpose Recreation Centre, and the civic infrastructure deficit.
- St. Albert has the lowest per capita operating revenues compared to other municipalities at \$980 per capita, compared to \$1,220 in Strathcona County and \$1,408 in Edmonton.⁸
(⁸ City of St. Albert Financial Services, from Municipal Financial Information Return, Average 1996-2001)
- Only 58% of respondents in the 2003 Community Survey believe they receive good or very good value for their tax dollars. In addition, 31% said the value for tax dollars was ‘fair.’ This is down from 72% who said good or very good value in 2002.⁹
(⁹ City of St. Albert 2003 Community Satisfaction Survey, Banister Research & Consulting Inc.)
- Consumer Price Index comparison, (1995 = 100).¹⁰

| | | |
|----------|------------|-------|
| Edmonton | July, 2003 | 128.5 |
| Calgary | July, 2003 | 129.8 |
| Canada | May, 2003 | 117.1 |

(¹⁰ Alberta Economic Development, Policy and Economic Analysis, 2003)

Opportunities

- Province of Alberta provided Infrastructure Canada-Alberta Partnership funding for four projects: Grosvenor Pool Restoration \$300,000, City of St. Albert Children's Bridge Refurbishment \$134,000, Fountain Park Boiler Replacement \$93,000, Red Willow Trail Overlay \$85,000.¹¹
(¹¹ Infrastructure Canada-Alberta Program, news release, August 27, 2003)
- Assessment growth, both in terms of numbers of properties and property values, forecast to grow at a rate of 3.5% per year.
- Potential for public acceptance of user fee increases as compared to tax increases. Currently, property tax remains the primary source of operating revenue for St. Albert (66%), while grants/fines/donations/other account for 23% and the sale of goods and services (including pay-per-use fees) account for just over 10%.¹²
(¹² – City of St. Albert Financial Services, 2003 Operating Budget)
- In the 2003 Community Survey, 53% of respondents said they would support a tax increase at the rate of inflation to maintain services. This compares to 61% who supported the concept of an inflationary tax increase in 2002.

Long Term Planning

Challenges

- Available land for growth in the community (residential and commercial)
- Population and demographic trends¹³
 - Population growth in St. Albert is outpacing the Edmonton region as a whole. Growth is expected to continue at a rate of 2.2% (down from 2.5% last year).
 - Growth in school-aged children is greatest among junior and senior high ages
 - Growth is projected to be the greatest in Deer Ridge, Grandin, Lacombe Park, Kingswood.
 - Out-migration occurs in those aged 14-19 years and 20-29 years. In-migration occurs in seniors, single parents with one child, and 'move up' families (aged 30-44 years with children).
(¹³ – Population Projections, Applications Management Consulting Ltd., December 2002)
- Aging populations require increased emergency, community support and health services.
- Population growth requires planned growth of civic facilities to maintain services, ensure adequate infrastructure and smooth tax impacts on citizens.
- The 'infrastructure gap' which is common to most Canadian municipalities will require a significant injection of cash to repair, maintain and build over the next five to ten years. A report commissioned by the Union of Quebec Municipalities estimates that generally, if all service levels are maintained for municipalities and all of the infrastructure that should be replaced is replaced without any additional funding sources, a home owner paying \$2000 in property taxes could have their bill more than double to \$4300 by 2010.¹⁴
(¹⁴ – Union of Quebec Municipalities, Conference Board of Canada)

- HR succession planning, aging workforce, increased staff turnover/advertising, third-party arbitration needs will result in increased associated costs. The Alberta Capital Region is experiencing a tight employment market due to the buoyant economy.¹⁵
(¹⁵ – City of St. Albert Human Resources Services)

| Indicator | 2002 (Jan-June) | 2003 (Jan-June) |
|---|------------------------|------------------------|
| Average age of management employees | 47 | 48.81 |
| Average age of non-management employees | (not available) | 41.61 |
| Average years of service | 12 | 11.1 |
| Number of recruitment competitions held | 59 | 65 |

Opportunities:

- Financial Reform – efficiency of financial policies and practices; setting the stage for future generations.
- Long Range Financial Plan - long term view of future financial costs, management of debt, timing of investments.
- Long-range planning and development policy.
- Pursuit of required land through annexation.

Economic Development

Challenges

- St. Albert has the highest per capita residential tax revenue (\$464) among cities in Alberta.¹⁶
(¹⁶ – City of St. Albert Financial Services, Municipal Financial Information Return, September 25, 2003)
- In comparison to other Albert cities, St. Albert has the highest per capita residential tax share of total revenues at 85%.¹⁷
(¹⁷ – City of St. Albert Financial Services, Interim Report on Business Planning, September 18, 2003)
- Lack of commercial land and a variety of services industrial land.
- Successful economic development is based on creating a critical mass of industry or industry sectors. St. Albert is of the size that this is an area still under development.
- St. Albert must continue to combat its image as a ‘bedroom’ community of Edmonton.
- St. Albert does not offer the number and type of employment opportunities required to meet the needs of its residents. As a result, about 60% of full-time workers are employed outside of St. Albert.¹⁸
(¹⁸ – City of St. Albert Economic Development)

- Selected economic indicators:

| <u>Indicator</u> | <u>Period/Reference</u> | <u>Data</u> |
|---|-----------------------------|---------------------------|
| Consumer Price Index (1995=100) ¹⁰ | July, 2003 (Edmonton) | 128.5 |
| Consumer spending, change 2002-03 ¹⁰ | Retail sales (Alberta) | +2.1% |
| Unemployment rate ¹⁰ | August, 2003 (Edmonton) | 5.1 |
| Number of building permits issued ¹⁸ | Jan-July, 2003 (St. Albert) | 502 (672 Jan-July '02) |
| Value of residential construction ¹⁸ | Jan-July, 2003 (St. Albert) | \$52.1 M |
| Value of non-residential construction ¹⁸ | Jan-July, 2003 (St. Albert) | \$18.2 M |
| Home based business ¹⁸ | 2002 (St. Albert) | 613 (511 in 2002) |

Opportunities

- 80% of business growth is expected to come from within the community.¹⁸
- St. Albert is experiencing a 7% growth in commercial jobs as compared to 4% growth in institutional jobs.¹⁸
- Employment in St. Albert has increased by 490 full time and 360 part time jobs since 2000.¹⁸
- Potential to improve the factors that enable or support economic development including: Transportation (eg: West Road, Transit), Recreation (eg: multipurpose recreation facility and Red Willow Park System) and Cultural programs, as these will be draws for business and residential growth. The West Regional Road will improve transportation access for business and residential traffic.
- Potential to link to the Province's new focus on attracting manufacturing to Alberta.
- St. Albert has the lowest annual per capita non-residential tax revenue (\$83). Proportion of total tax revenues from non-residential taxes is 15%, and an opportunity gap in non-residential mill rate when compared to other Capital Region communities.¹⁷
- Retail development typically follows residential development with minimal marketing efforts required, as long as serviced land is available.¹⁸ Thus, if residential development stays strong, so should commercial development.

Quality of Life

Challenges

- The 2003 Community Survey⁹ shows that the satisfaction rating for 'quality of life' is consistent with previous survey findings, although the 2003 rating is the lowest over the past

seven years, at 97% (agree or strongly agree). Previous surveys reported constant satisfaction in the 98-99% range. While this change is not statistically significant, what is of interest is that the percent of respondents rating quality of life as “highly satisfactory” is significantly lower in 2003 (61%) than in 2002 (66%) and 2001 (69%). This may be signaling some impacts resulting from pressures on service levels.

- The 2003 Community Survey⁹ also asked respondents to rate the importance of, and satisfaction with, a variety of services. When linking the importance rating and the satisfaction rating, the following pattern appears, which may provide insight into priorities for the City. (Scale, 1= not satisfied/important, 7=very satisfied/critically important)

| Service | High Satisfaction | High Importance |
|---------------------------|-------------------|-----------------|
| Fire | 6 | 6.7 |
| EMS | 6 | 6.7 |
| RCMP | 5.5 | 6.6 |
| Parks and Trails | 6.2 | 6 |
| Recycling/Composting | 5.6 | 6 |
| St. Albert Public Library | 5.9 | 5.9 |
| Fountain Park Rec. Centre | 6.1 | 5.8 |

| Service | Low Satisfaction | High Importance |
|-------------------------|------------------|-----------------|
| Winter Road Maintenance | 5.2 | 6.3 |
| Summer Road Maintenance | 4.8 | 6 |
| Sewer Services | 5.1 | 6 |
| St. Albert Transit | 4.8 | 5.7 |
| Family & Youth Support | 5.2* | 5.7 |

* Small number of respondents responded to this question making the rating somewhat less reliable.

| Service | High Satisfaction | Low Importance |
|----------------------------|-------------------|----------------|
| Arden Theatre | 6.1 | 5.6 |
| Recreation Programs | 5.7 | 5.6 |
| Woodlands Water Park | 6 | 5.4 |
| Heritage Sites | 5.5 | 5.1 |
| Cultural and Arts Programs | 5.9 | 5.4 |

| Service | Low Satisfaction | Low Importance |
|----------------------------|------------------|----------------|
| Bylaw Enforcement | 4.5 | 5.5 |
| Campbell/Kinex Arena | 5.3 | 5.5 |
| PAYT Garbage Collection | 4.5 | 5.2 |
| Outdoor Rinks | 5.1 | 5.2 |
| Grosvenor Outdoor Pool | 5.3 | 5.0 |
| Tourist Information Centre | 5.3 | 4.9 |

Opportunities

- Focus on the enhancement and maintenance of parks and Sturgeon River corridor including grass, trees, natural areas, trails, controlling litter and others.
- Overall, the 2003 Community Survey⁹ shows high levels of satisfaction with most services and is consistent with the results of previous surveys. Factors contributing to high quality of life include friendliness of residents, small town atmosphere, and the size of the city.
- Increased investment in city services to maintain services to citizens as well as grow capacity to maintain service levels as the community grows.

Glossary of Terms:

| | |
|------------------------------|---|
| Capital Investment | A new investment in an asset or an element of infrastructure with long-term redeeming value to the Corporation. |
| Corporate Imperatives: | City Council's Priority Projects. Essential or required projects and activities as identified by City Council. |
| CM or CMO | City Manager's Office (Division) |
| Corporate Planning Framework | The comprehensive assortment of documents ranging from the very long term strategic to the immediate term tactical plans, including everything from statutory and legislative elements, to policy and governance documents, Master Plans, Long Term Department Plans Long Term Financial Plans, as well as 3-year Business Plans for the Corporation and its departments. |
| C & P S | Community & Protective Services Division |
| C/S | Corporate Services Division |
| Environmental Assessment | A look at the internal and external environment to better understand the challenges, and opportunities facing the Organization |
| Key Elements: | Major components or milestones of the Council Priority Project |
| Incremental Impact: | The new or additional impact of the initiative or imperative on taxes in the respective years. (\$XX) - Favourable. / \$XX - Unfavourable |
| Initiative | Major undertakings, either directed by Council or identified by Administration, that are important components of the Business Plan. (e.g.: Address User Fees; Volume of Service; Cost Reduction; Capital Management). |
| Investments: | Incremental Operating or Capital expenditures identified in business cases that provide justification for additional spending and support the Corporate Strategies and Outcome Goals. |
| Mission Statement: | The Corporation's purpose that defines " WHAT is our business?". |
| Operational Investment | A new investment in staff, program or material that supports civic operations. |
| P & E; | Planning & Engineering Division |
| TBD | A number to be determined prior to final draft of the Business Plan |
| Target (2004-2006): | Represents the outcome anticipated as a result of the initiative or investment. Can be a financial measure ((\$XX) = Favourable) or an operational performance measure. |
| Under Construction | A number or measure that is not currently and will not be available in the 2004-2006 Final Business Plan, but one that Administration wishes to pursue ongoingly. |
| Values | The values our organization holds dear and will not compromise as the future unfolds. Describes " HOW we are going to do business.". |
| Vision: | Our preferred vision of the future that defines " WHY we are organized together.". |