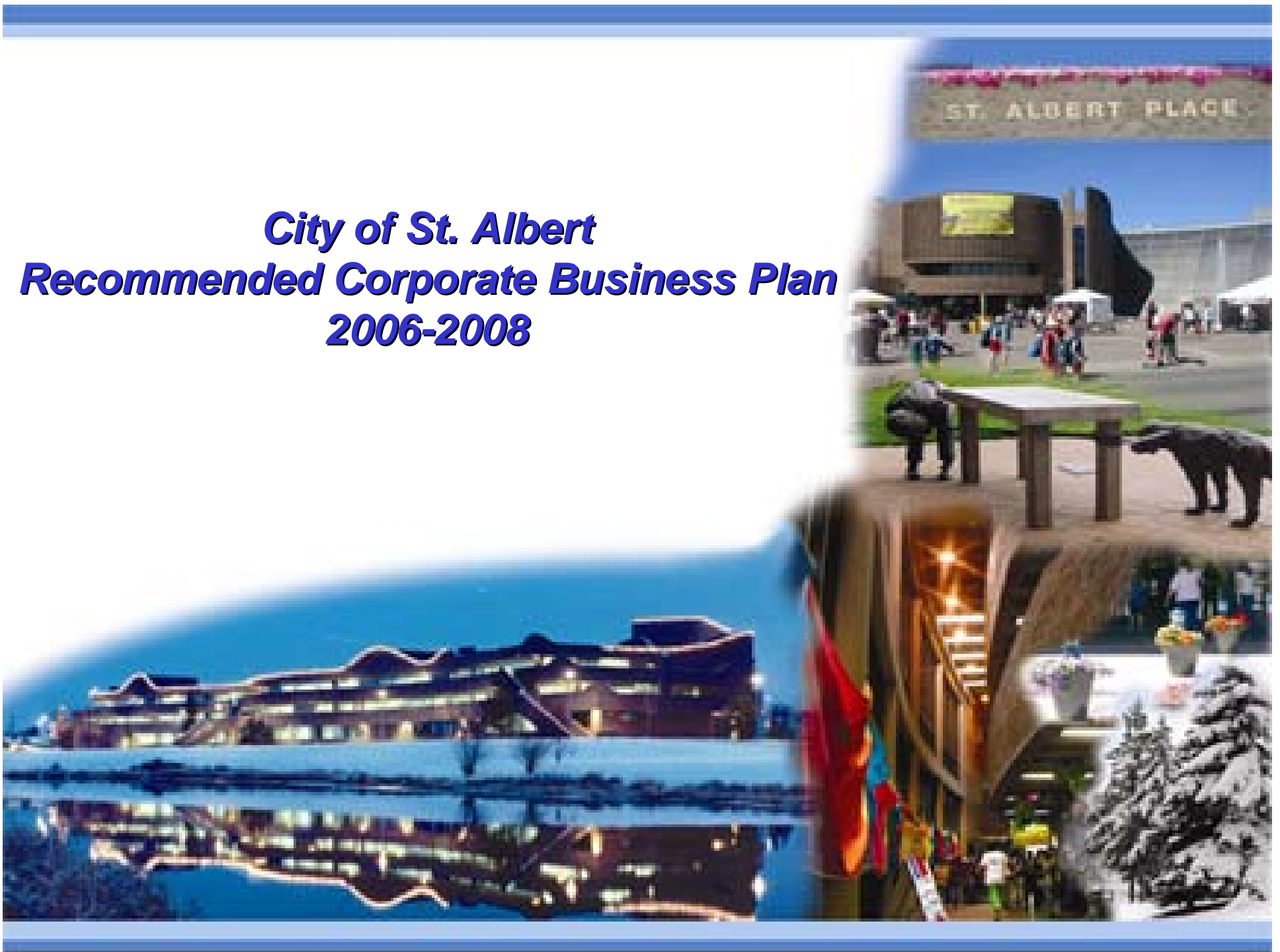


***City of St. Albert  
Recommended Corporate Business Plan  
2006-2008***



# *Presentation Overview*

- Business Plan Overview – City Manager
  - Major Accomplishments - 2005
  - Municipal Environment
  - Council Governance Direction
    - Vision, Mission, Values
    - Council Outcome Goals (5:30 – 6:30)
  - Business Planning
  - Corporate Strategies and Plan Highlights
  - Performance Measures
- Financial Summary & Budget Overview
  - GM Corporate Services (6:30 – 7:30)

*Major  
Accomplishments  
for  
2005*

# *City Manager's Office*

- Orientation of a new City Council
- Leadership in planning, management, reporting and communication for key City Council Priorities
  - West Regional Road
  - Multipurpose Leisure Centre
  - Annexation and resolution of outstanding regional conflict
  - Review and approval of Bylaws (Land Use, Traffic)
- Innovative business and operating practices
- Maintained strong, cohesive, committed leadership
- Continued rigorous Business and Budget Planning
- Continued progress along fiscal reform path

# *Economic Development*

- Evaluated alternative approaches to sale and marketing of Campbell Lands
- Approval of improved Land Sales Policy
- Updated Trade Area Survey data
- Shifted Tourism Focus from Tourism Information to Tourism development

# *Planning & Engineering*

- Completed annexation application and submitted to MGB
- Completed review and achieved approval of Land Use Bylaw
- Completed Phase II of the Infrastructure review including inputs into the 10-year Capital Plan
- Initiated Lacombe Park Reservoir project and construction of the Trunk Sewer
- Awarded contracts for West Regional Road river crossing Bridge and Phase 1 construction

# *Planning & Engineering*

## *(Cont'd)*

- Successful implementation of the Tree Replacement Program (500 trees in 2005)
- Substantial completion of CCTV inspection of over 60 km of water and waste water mains
- Accreditation of level 1, 2 and 3 operators with Alberta Environmental certification (key positions)
- Transit became ISO 14001 Registered
- Improved service to citizens by adding additional service on key routes by redistributing budgeted service hours.

# *Community & Protective Services*

- Expanded implementation of Smoking bylaw to bars, restaurants, bingos and casinos on July 1<sup>st</sup>
- Formed a new Vandalism Task Force to develop solutions to this issue in the community
- Set new benchmarks for satisfaction of citizens with Cultural facilities (90%) & programs (88%)
- Developed and received Council approval for Policing Long Term Department Plan
- Reduced Motor Vehicle accidents by 21%

## *Community & Protective Services (Cont'd)*

- Percent of traffic speeding declined (16%)
- Exceeded average emergency response time of 9/90% (8 min. 52 sec. / 90% of the time)
- Supported designation of the Big Lake area as Lois Hole Provincial Park
- Enabled on-line processing of Recreation program registrations
- Maintained Recreation program registrations within the range of 85 – 90%

# *Corporate Services*

- Continued progress in employee/workplace safety
  - 353 individuals trained in the area of workplace safety
  - Reduction in WBC costs (20%) and qualified for maximum rebate
  - Additional 24% decline in workplace injury frequency (2.57/100 staff)
- Successfully concluded collective bargaining with both unions
- Exceeded provincial target of 96% for assessments with a 97.7% assessment accuracy level.
- Achieved 56% subscription in pre-authorized tax payment plan
- Automated Council agendas and provided laptops to Council members

# *Corporate Services*

- Major enhancement to the 10-Year capital plan
  - Developed funding principles associated with debt and allocation of federal and provincial grants
  - Developed capital asset management accounting policy
- Introduced quarterly forecasting of year-end budget
- Ongoing legal and communications support for major projects including  
(West Road; MPLC; Annexation; Lacombe Park Reservoir; Infrastructure; Smoking, Land Use and Traffic Bylaws.)
- Conducted Civic Census (56,310 residents)
- Responsive to community with Cemetery offering

# *Council Priorities*

## *Status of Key Council Priorities:*

	<u><i>Status</i></u>
Minimize Tax Increases (2006 Budget)	on track
Construct West Regional Road (Phase 1 – 3)	on track
Build and Plan Sep. '06 Start-up of MPLC	on track
Complete Annexation (Pending MGB Hearing )	on track
Address Infrastructure Deficit	understood & budgeted
Implement Ec. Dev't Master Plan	in process
Leachate Management Program	on track
Land Use Bylaw (excl. signage)	Complete
Traffic Bylaw (excl. dangerous goods)	Complete
Affordable Housing Strategy (Board Plan)	pending Dec. '05

# *Council Priorities*

## *Status of Key Council Priorities:*

### Key Planning activities

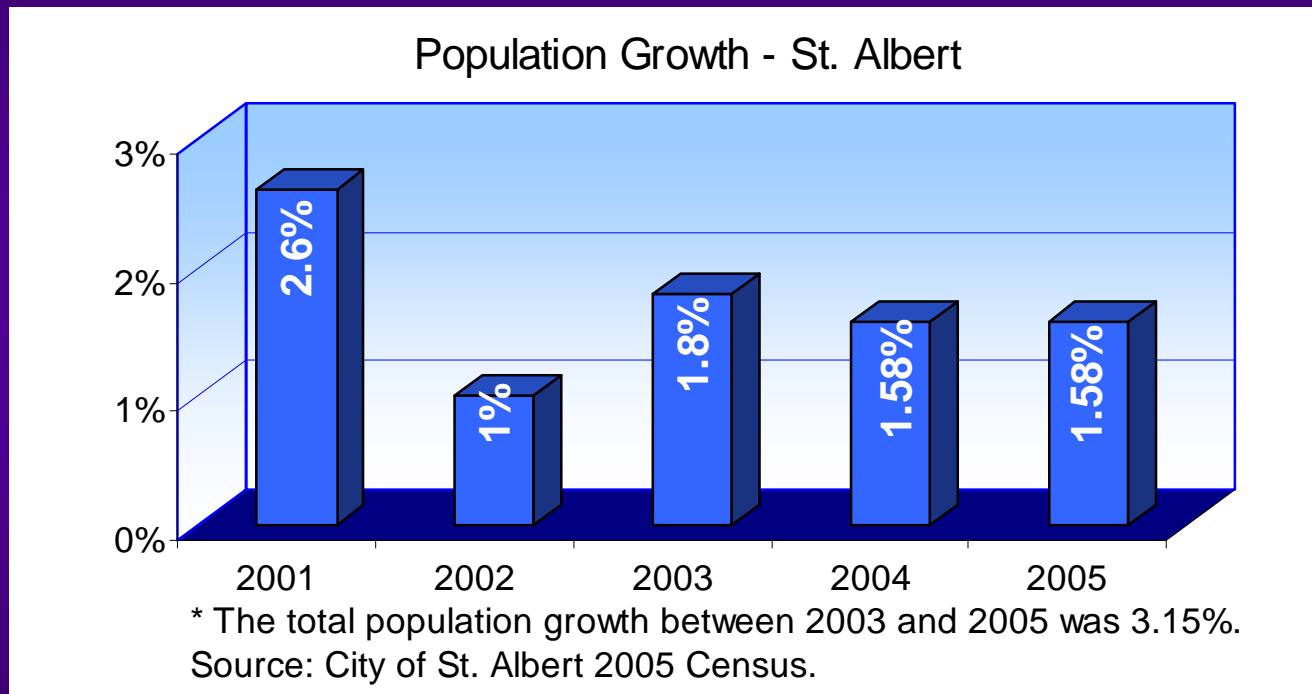
### Status

- |                                |                                       |
|--------------------------------|---------------------------------------|
| • 2006 – 2008 Business Plan    | Complete                              |
| • Heritage Sites Master Plan   | Approved                              |
| • Tourism Strategy/Master Plan | Undergoing Refinement                 |
| • Policing LTDP                | Approved                              |
| • Transit LTDP                 | Pending final presentation to Council |
| • Economic Development LTDP    | In process                            |

(LTDP - Long Term Department Plan)

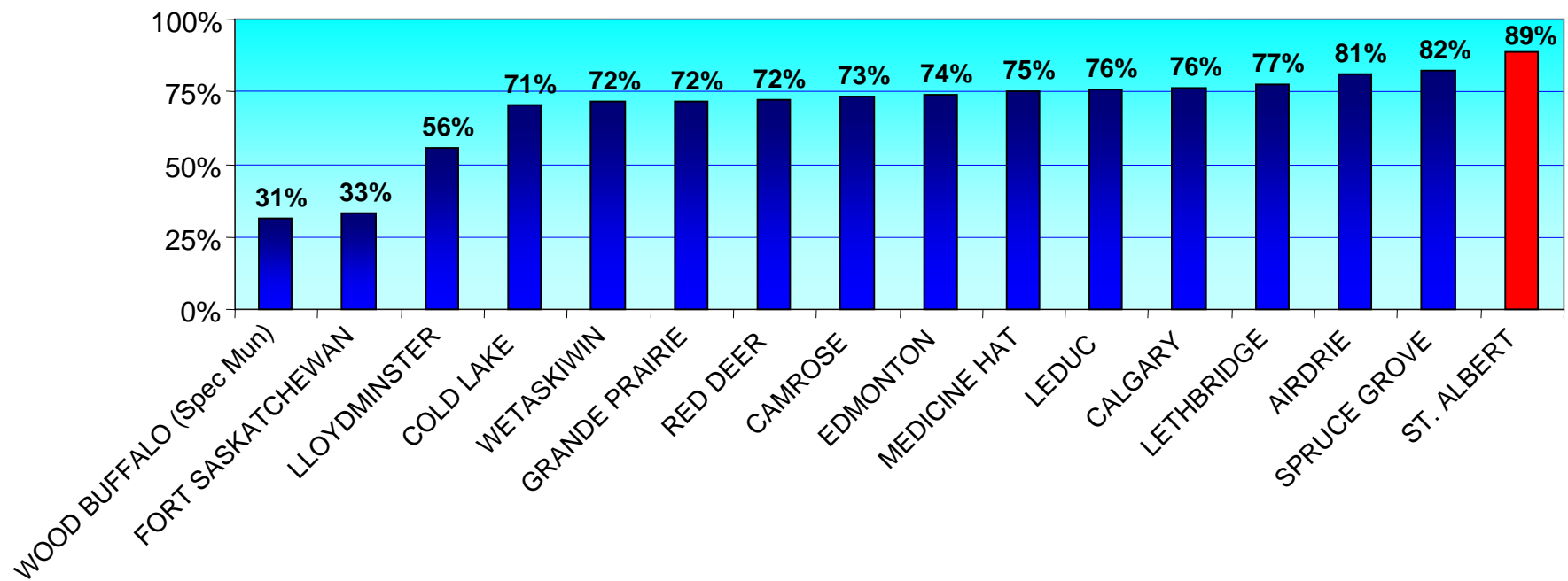
# *Environmental Scan*

# Population Growth



# *Reliance on Residential Taxation*

Ratio of Residential to Non-Residential Assessment



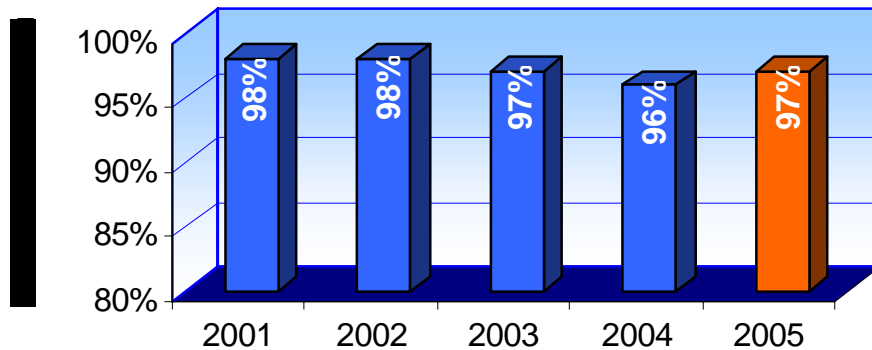
Alberta Cities

# *New Government Grants*

	2005	2006	2007	2008	2009	Total
Federal	\$1M	\$1M	\$1.4M	\$1.7M	\$3.4M	\$8.4M
Fed. Transit	\$0.8M					\$0.8M
Provincial	\$10.6M	\$10.6M	\$10.6M	\$10.6M	\$10.6M	\$53M
Total	\$12.4M	\$11.6M	\$12M	\$12.3M	\$14M	\$62.2M

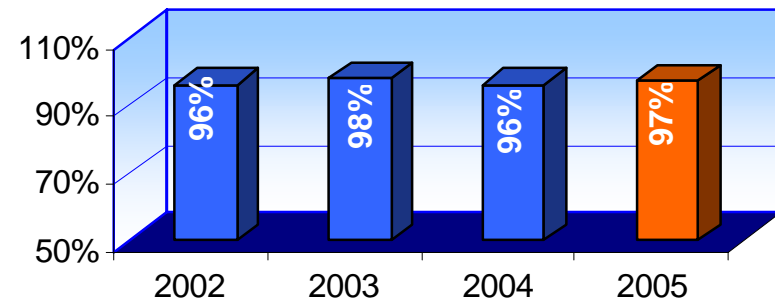
# Citizen Satisfaction

Residents' Perceived Quality of Life in St. Albert



Source: City of St. Albert Community Satisfaction Survey

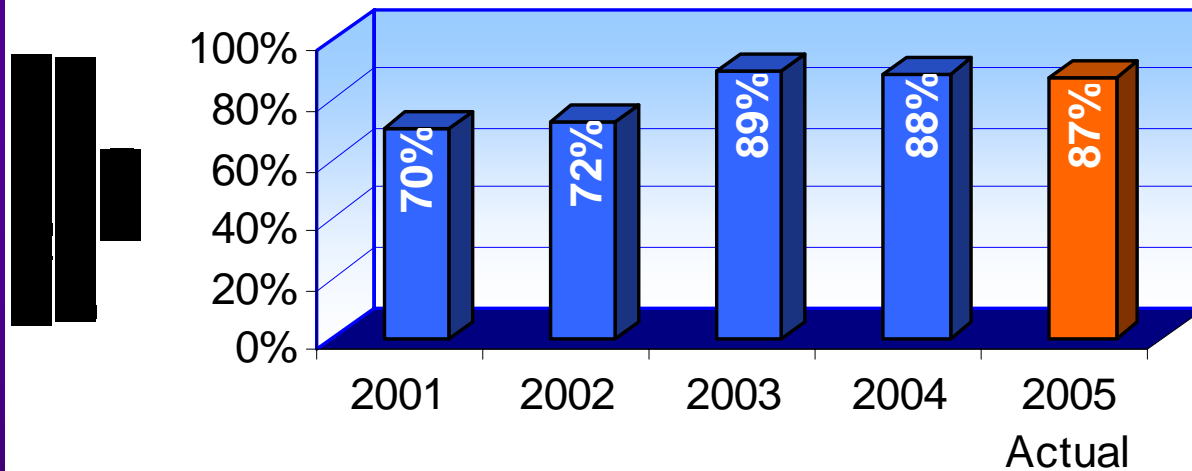
Satisfaction with City of St. Albert Services, Facilities and Programs



Source: City of St. Albert Community Satisfaction Survey

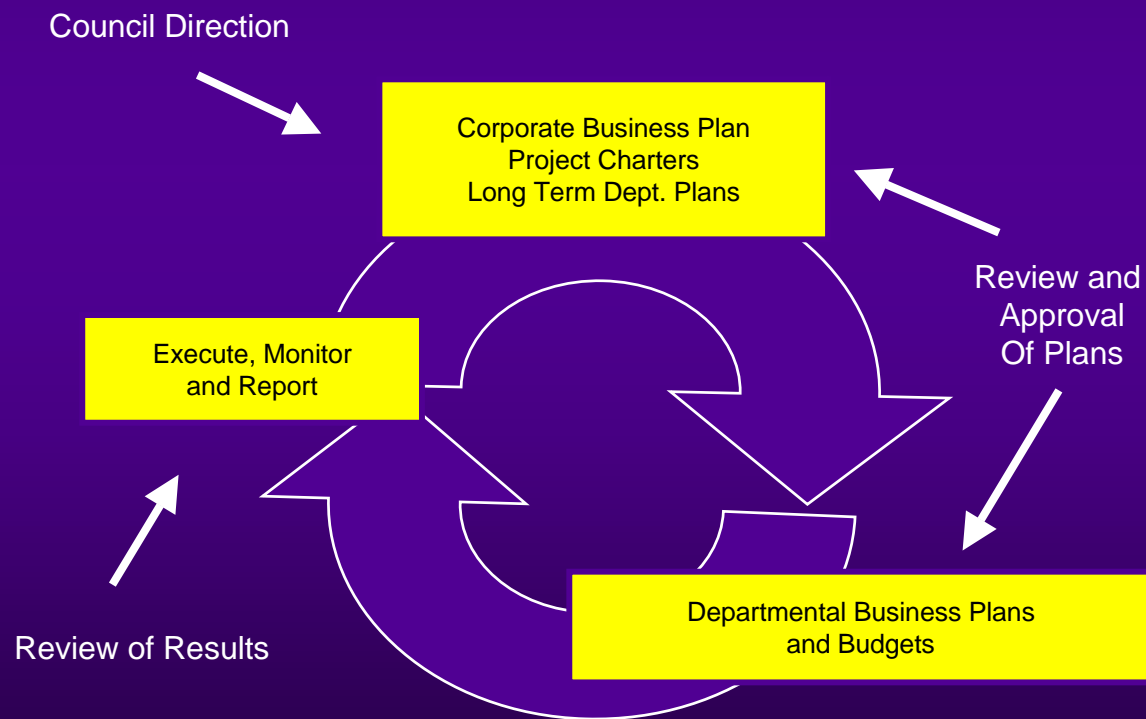
# *Citizen Satisfaction*

Residents' Perceived Value for Tax Dollar

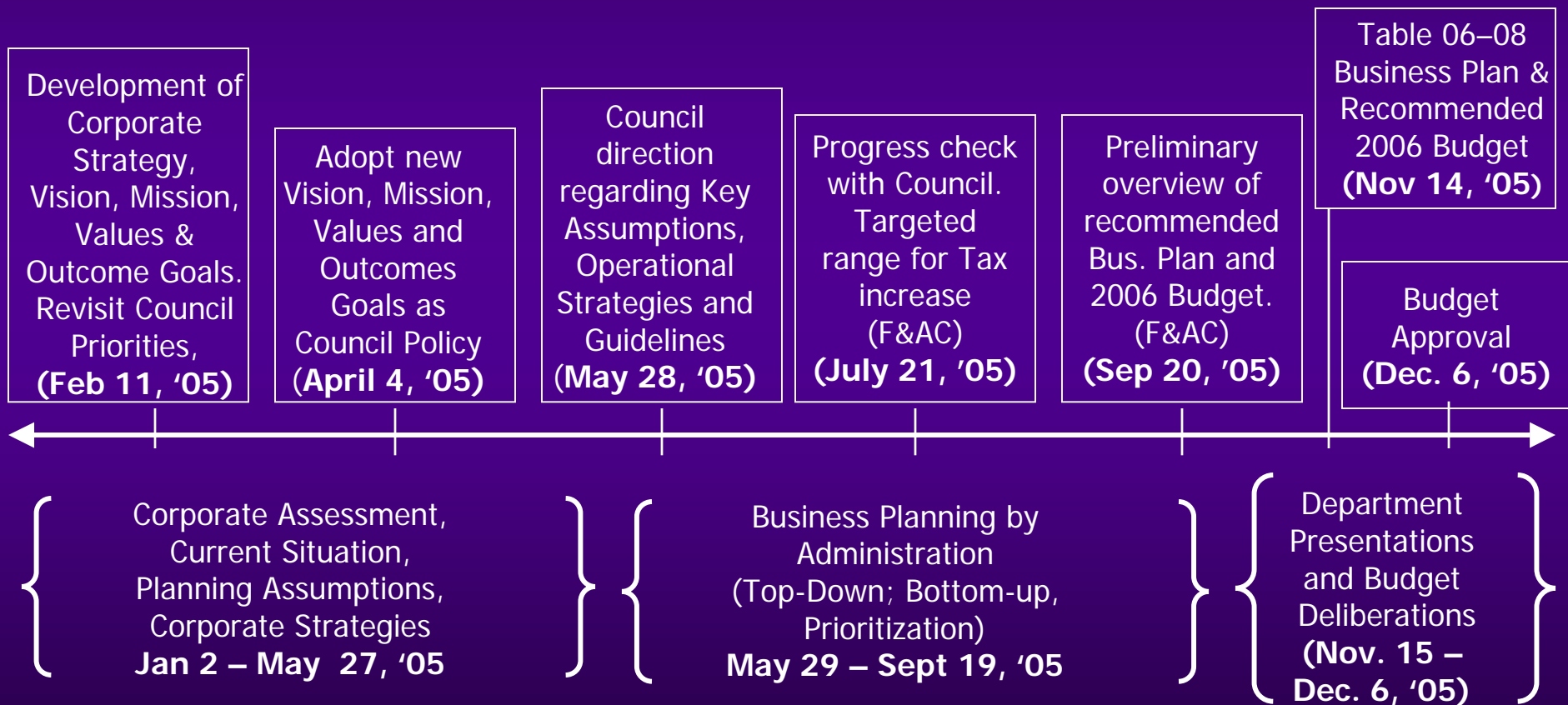


Source: City of St. Albert Community Satisfaction Survey

# *Business Planning – The Process*



# *Business Planning & Budget 2005 Council Engagement*



# *Business Planning*

Is a disciplined process to determine direction, define priorities, establish strategies and set a course for a defined period of time to achieve organizational goals.

# *Corporate Business Plan*

A comprehensive change plan that reflects the goals, specific corporate strategies, initiatives and investments necessary to achieve short-term goals and to make progress toward the Vision.

## *2006 – 2008 Corporate Business Plan*

- The Business Plan drives the 2006 Budget
- Addresses
  - Maintaining Services to Citizens
  - Ensuring effective civic operations
  - Timely reinvestment in infrastructure assets
  - Meeting Environmental obligations
  - Keeping pace with growth and service demand
  - Achieving affordability - Financial Outlook

Recommends a course for achieving the Vision,  
Mission, Values and Outcome Goals



*Vision, Mission, Values  
and Outcome Goals*

# *Vision*

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

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

# *Mission*

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

*“We are building the future while respecting the past”*

# Values

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

*Council  
Outcome  
Goals*

# *Outcome Goals*

*(drivers of the budget)*

***“GOALS for the organization for a specific period of time”***

**Safety and Security**

**Service and Operational Excellence**

**Fiscal Responsibility and Leadership Excellence**

**Effective Infrastructure Management**

**Sound Stewardship of the Environment**

**Managed Urban Growth and Form**

**Expand, Enhance and Diversify the St. Albert Economy**

## ***Business Planning: How it drove Budget?***

- Involved review of revenues and expenditures
- Outcome Goals drove prioritization of key initiatives
- Timing of investments driven by Importance, Urgency and finally affordability
  - Forced Choices -- spending needed to be deferred
  - Balanced program

## Outcome Goal:

*Safety and Security*

## Operational Strategy and Guidelines:

- ❖ *Maintain citizen safety performance results*
- ❖ *Continue current focus on improving employee safety*
- ❖ *Maintaining existing security of civic facilities and IT Networks*
- ❖ *Undertake continuous improvement that advances safety and security*

**Outcome Goal:** *Service and Operational Excellence*

**Operational Strategy and Guidelines:**

- ❖ *Maintain current levels of service and stem erosion*
- ❖ *Undertake continuous improvement in service quality*
- ❖ *Explore and implement innovative service delivery approaches for improved efficiency and effectiveness (service quality, time, cost)*

## **Outcome Goal:**

*Fiscal Responsibility and  
Leadership Excellence*

## **Operational Strategy and Guidelines:**

- ❖ *Foster an Entrepreneurial environment to increase revenues, reduce cost, maintain service and services levels*
- ❖ *Balance spending on supportive municipal services with key investments in value-add services that create Quality of Life*
- ❖ *Maintain rigor in Business Planning*
- ❖ *Build financial sustainability in programs*
- ❖ *Communicate efficiency/effectiveness successes to Council and the community*

**Outcome Goal:**            *Effective Infrastructure  
Management*

**Operational Strategy and Guidelines:**

- ❖ *Undertake continuous improvement and implement proven improvement initiatives*
- ❖ *Refine the long term Capital Plan (10-year)*
- ❖ *Balanced investment in supportive municipal services with key investments in value-add infrastructure that attracts residential, non-residential investment and create Quality of Life*
- ❖ *Phased implementation of Phase 2 of Infrastructure Study*

## Outcome Goal:

*Sound Stewardship  
of the Environment*

## Operational Strategy and Guidelines:

- ❖ *Take initial steps toward evaluating (or introducing) ISO 14001 environmental practices (potentially certification) city-wide*
- ❖ *Undertake knowledge sharing with other municipalities and implement proven initiatives (continuous improvement)*
- ❖ *Maximize the development of Parks, Municipal and Environmental reserves*
- ❖ *Engage the community and the region in environmental initiatives*

## Outcome Goal:

*Managed Urban  
Growth and Form*

## Operational Strategy and Guidelines:

- ❖ *Manage planning & development in a manner that preserves the “...small-town-feel”*
- ❖ *Anticipate, estimate, optimize and mitigate future cost implications of various developments*
- ❖ *Encourage the type of growth with the highest economic impact on diversifying the economic base*
- ❖ *A limited review of the Municipal Development Plan in 2006*

## **Outcome Goals:**

*Expand, Enhance and Diversify  
the St. Albert Economy*

## **Operational Strategy and Guidelines:**

- ❖ *Ensure appropriate development within City boundary*
- ❖ *Ensure policies, bylaws, services and quality of customer service are competitive and support economic development*
- ❖ *Building plans and implementing initiatives that support and respond to the Economic Development Master Plan*
- ❖ *A limited review of the Municipal Development Plan in 2006*

# *Utility Services*

**Outcome Goals:** *All*

## ***Guidelines:***

### ***❖ Self Sustaining***

- No subsidy from Municipality*
- No new debt*
- New and replacement infrastructure funded through Utility reserves*
- All assets straight-line amortized over their useful life*

### ***❖ No dividend returned to the Municipality***

- ❖ Activity Based costing applied to all services provided by the City*

# *Business Planning & Budget Challenge*

**Maintain current Services and Infrastructure  
to existing and new St. Albert citizens and  
businesses while minimizing the tax increase.**

**Result:**

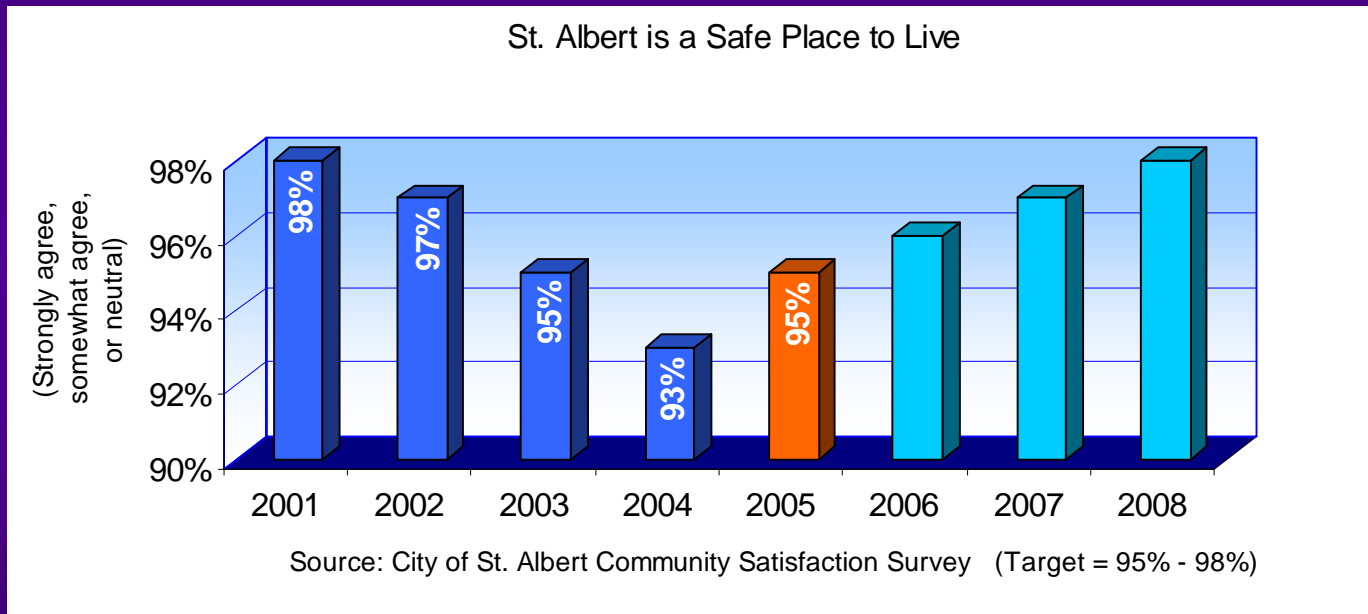
**3.95% gross increase  
- .48% MPLC Reduction**

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**3.47% net increase  
Recommended by Administration**

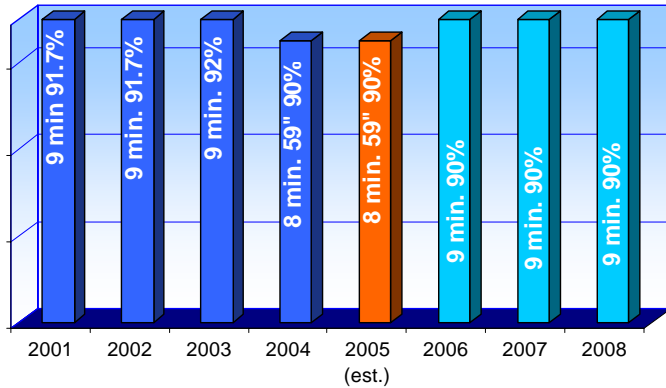
# *Corporate Performance Measures*

# Safety & Security:



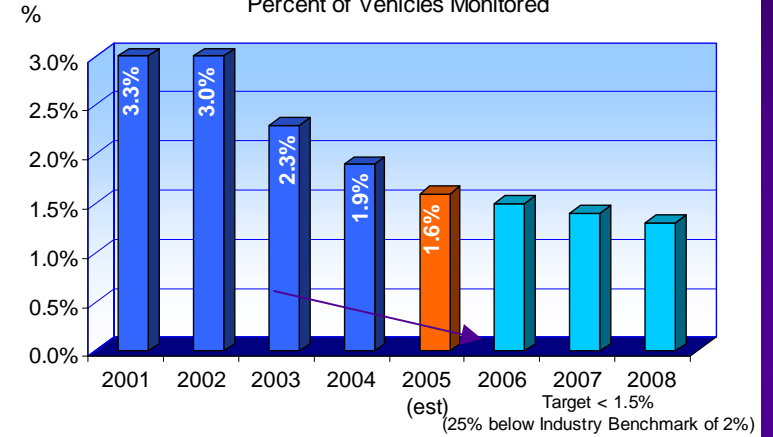
# Safety & Security:

Emergency Services Average Response Time Index

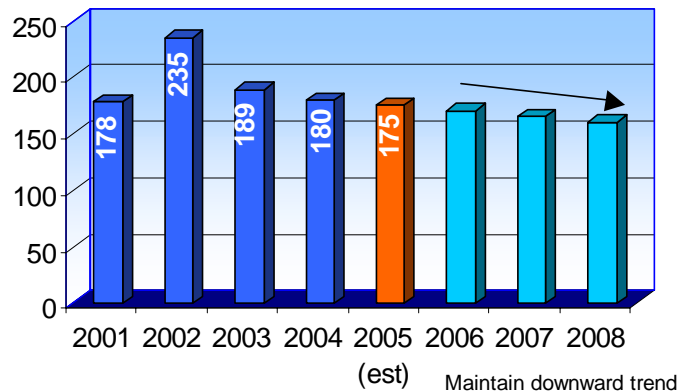


Note: Lower is better.

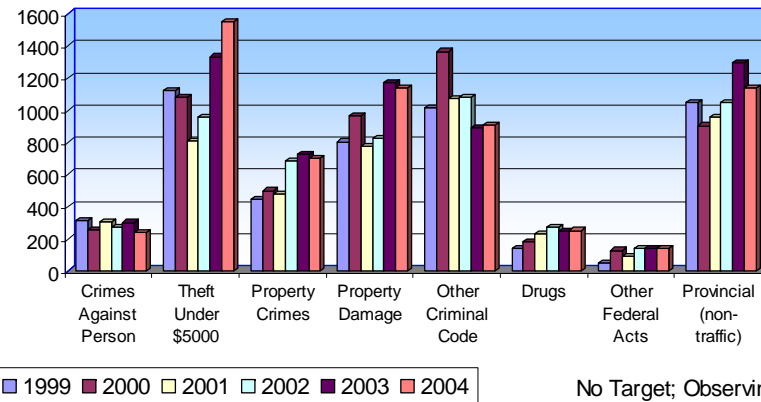
Photo Radar - Vehicles Speeding as a Percent of Vehicles Monitored



Number of Injury Collisions

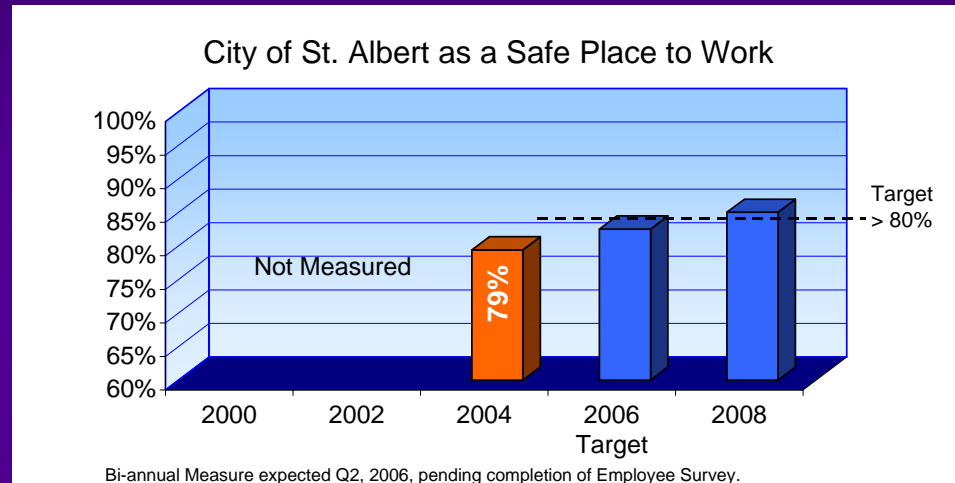
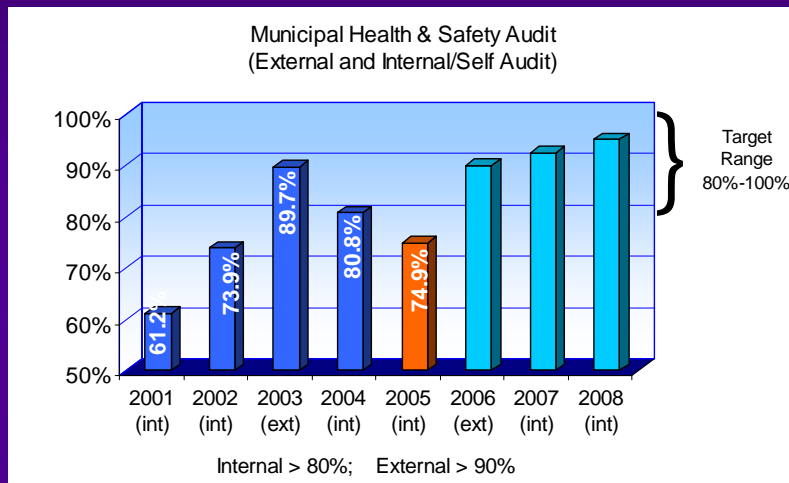


Criminal Code Offences by Type



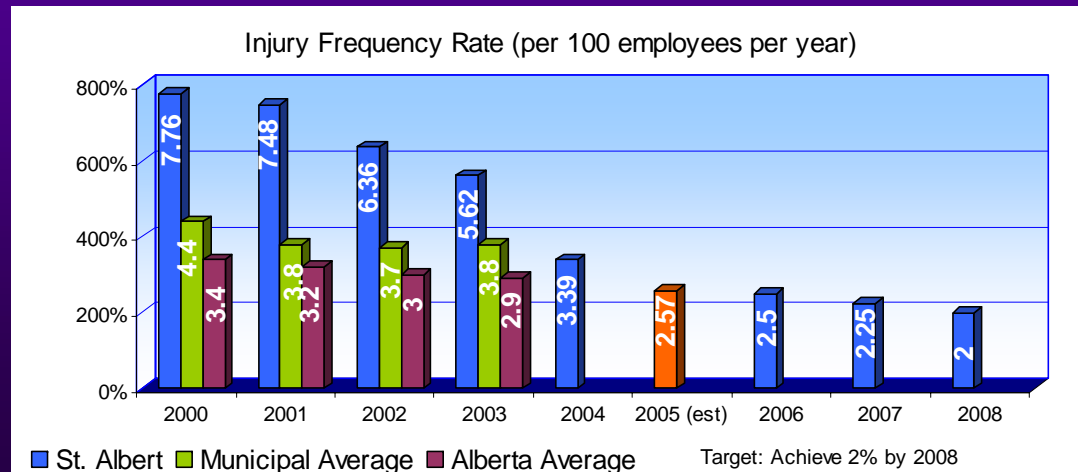
No Target; Observing Trend.

# Safety & Security:



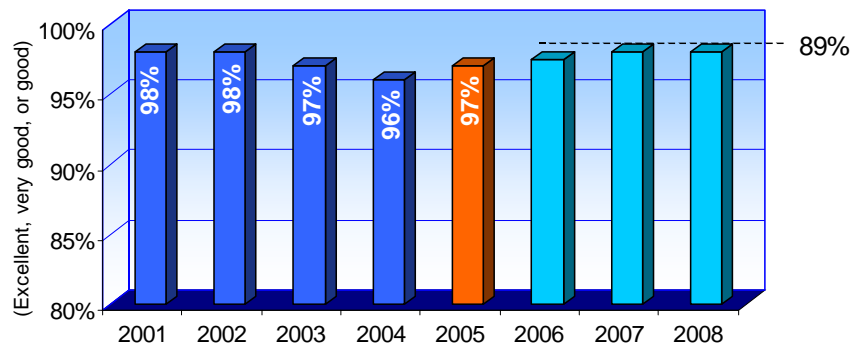
## Measures in Development:

- ✓ Number of reported Break and enter (RCMP)
- ✓ Criminal Code Offences per 1000 population
- ✓ RCMP Response time to Type 1 and Type 2 calls



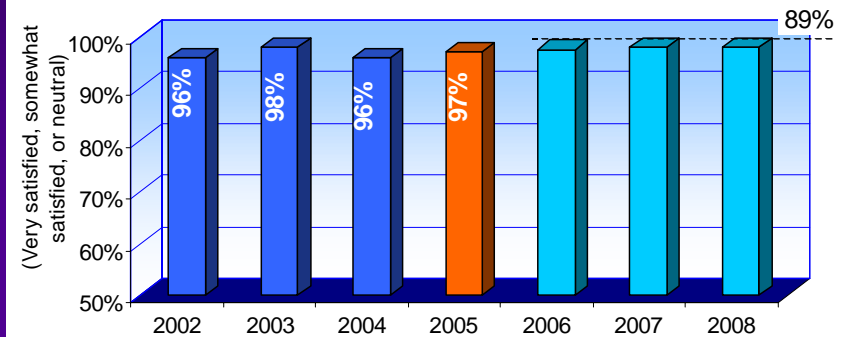
# Service and Operational Excellence:

Residents' Perceived Quality of Life in St. Albert



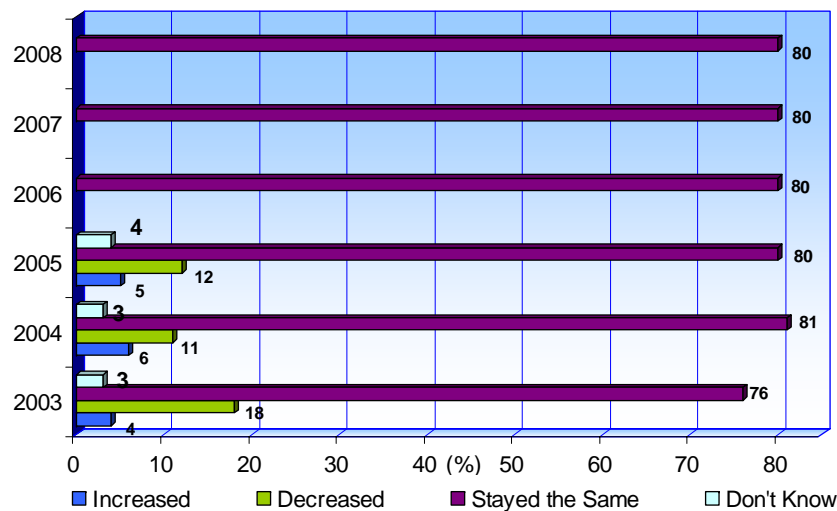
Source: City of St. Albert Community Satisfaction Survey  
(Acceptable range = 95 - 100%)

Satisfaction with City of St. Albert Services, Facilities and Programs



Source: City of St. Albert Community Satisfaction Survey  
(Acceptable range = 95 - 100%)

Change in Quality of Service

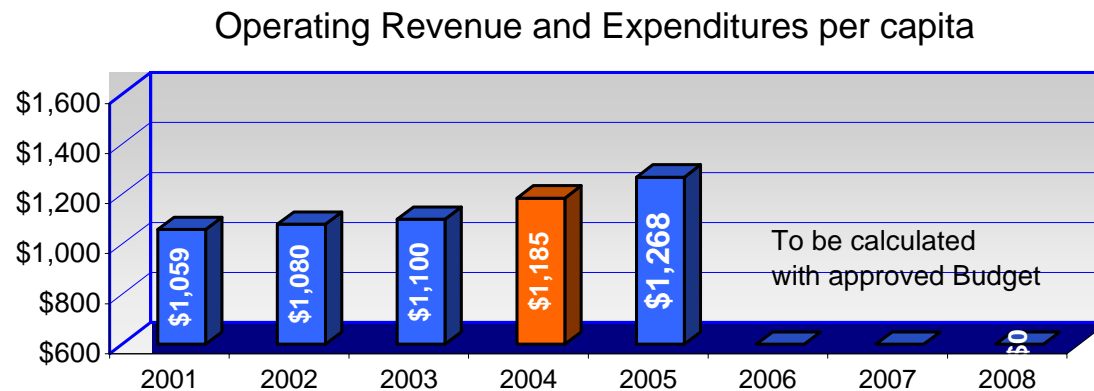
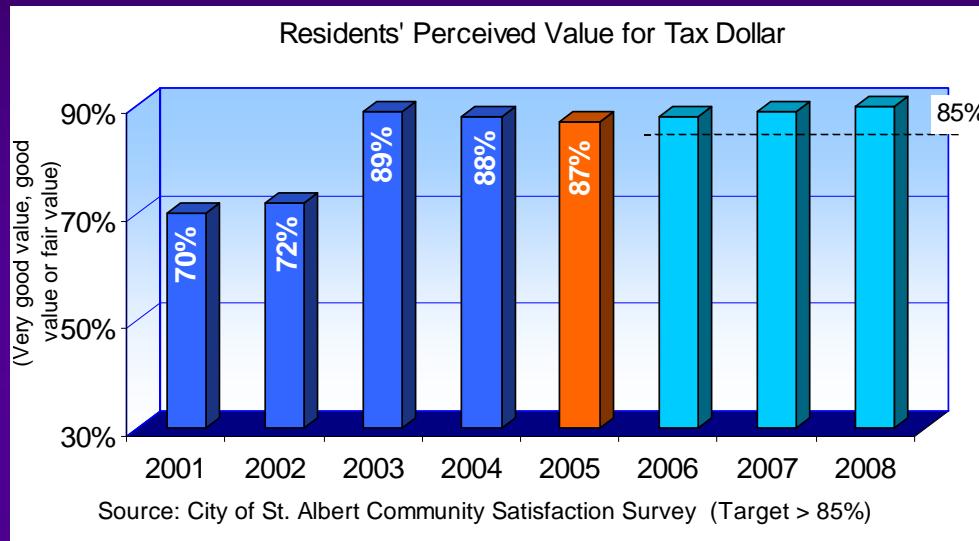


(Maintain 80% perception that "Quality of Service has stayed the same")

## Measures in Development:

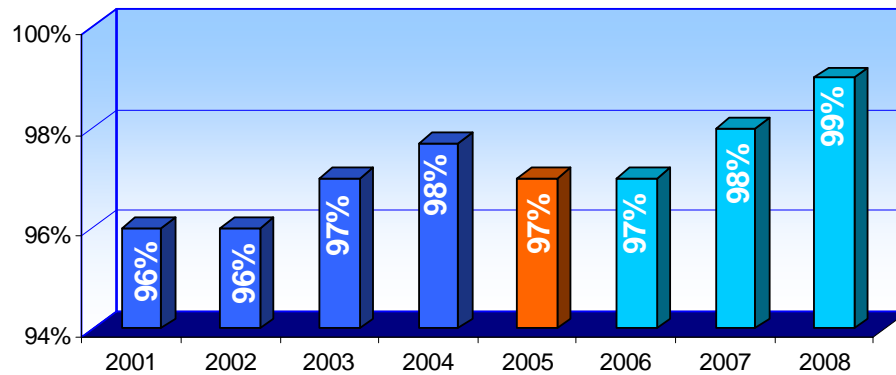
- ✓ Staff per 1000 population (trend)
- ✓ Expense per capita as compared to other similar Cities

# Fiscal Responsibility & Leadership Excellence:



# Fiscal Responsibility & Leadership Excellence:

Assessment to Market Value Ratio

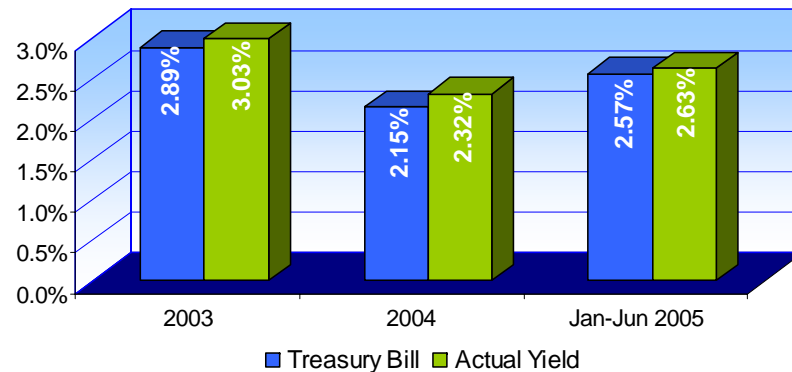


Current Provincial Target Range = 95% - 105%

## Measures in Development:

- ✓ Revenue Sources and Reliance on property tax
- ✓ Progress toward planned debt targets
- ✓ Citizen perception that St. Albert is planning for the future
- ✓ Number and direct cost of Risk Management Claims

Investment Yield

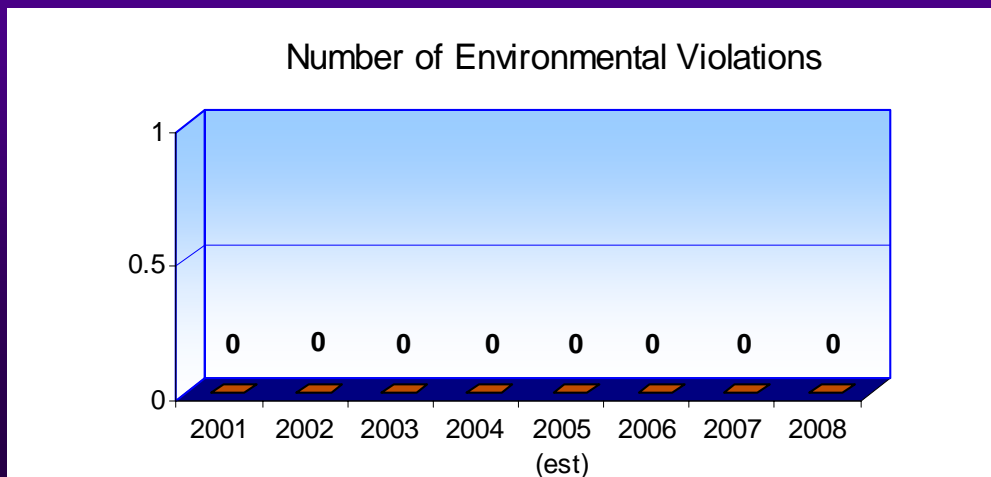
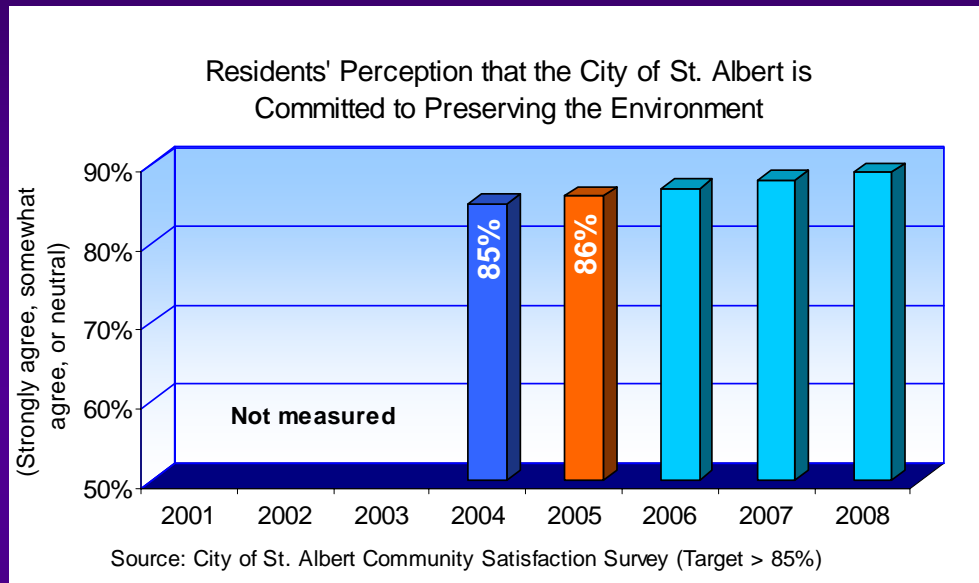


# *Effective Infrastructure Management*

## Measures in Development:

- ✓ Average Condition of St. Albert Infrastructure (All Asset Classes)
- ✓ Average Condition of St. Albert Infrastructure by Asset Class

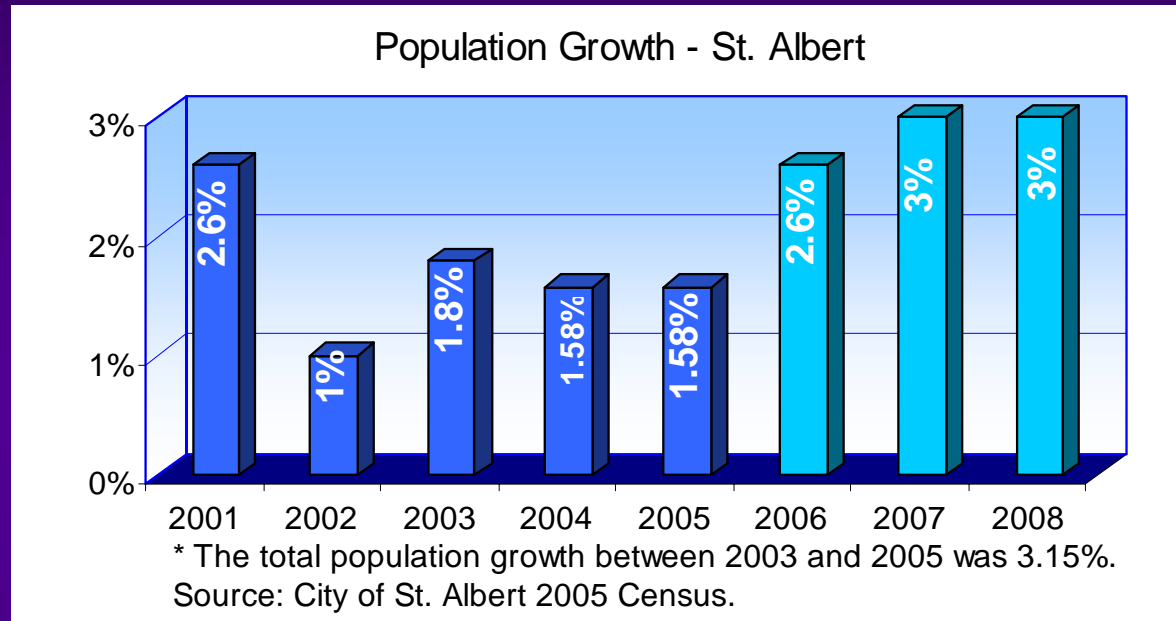
# Sound Stewardship of the Environment



## Measures in Development:

- ✓ Number of environmental best practices adopted/implemented
- ✓ Citizen Participation in environmental initiatives (Hours)
- ✓ Number of trees planted by City and by Citizens with the support of the City.

# *Managed Urban Growth & Form*

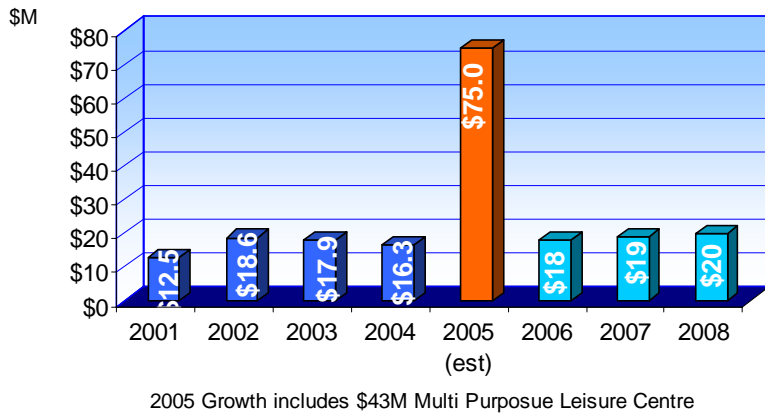


## Measures in Development:

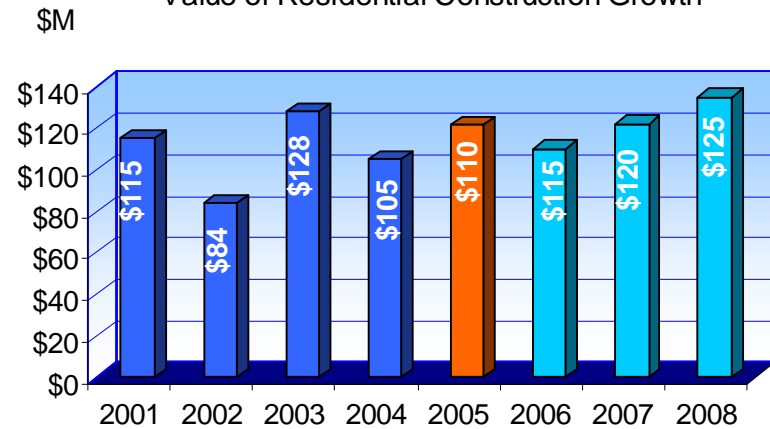
- ✓ Citizen perception of St. Albert as a livable and walk-able community
- ✓ Other performance measures to be determined
  - ✓ Dwellings per hectare (new vs. old subdivisions)
  - ✓ Affordable Housing Units added

# Expand Enhance and Diversify the St. Albert Economy

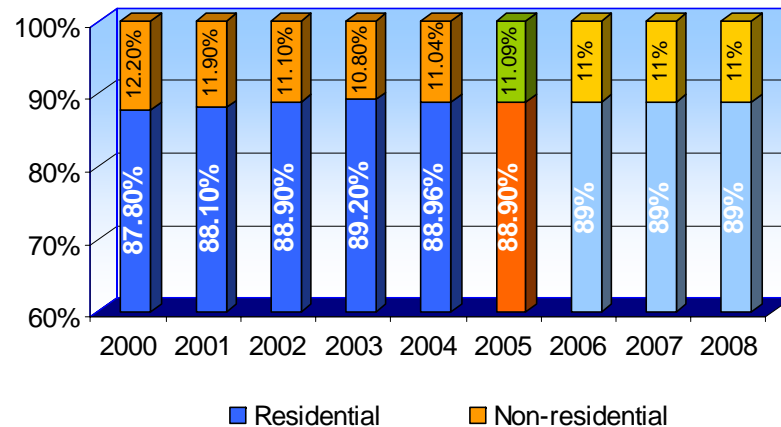
Value of Non-Residential Construction Growth



Value of Residential Construction Growth

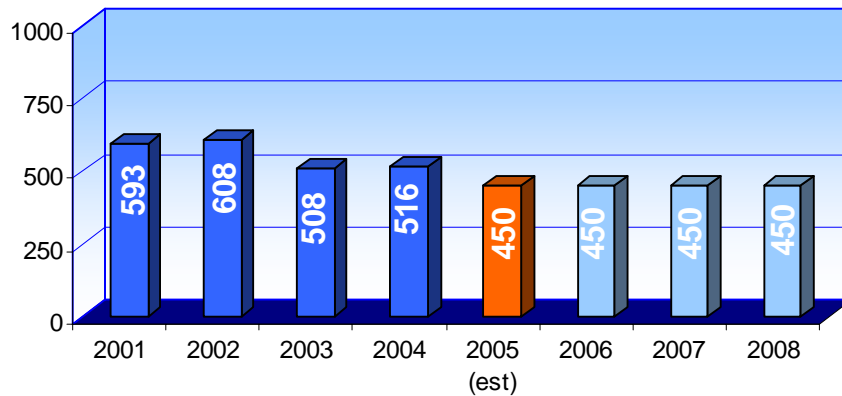


Proportion of Residential and Non-residential Assessment

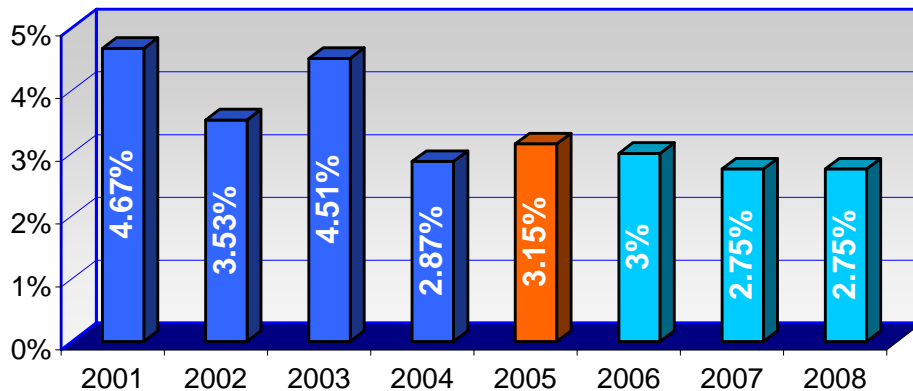


# *Expand Enhance and Diversify the St. Albert Economy*

Residential Housing Units Added  
Includes Multiple Family Units and Seniors Housing



Assessment Growth



## Measures in Development:

- ✓ Serviced Commercial Land (TBD)
- ✓ Perception of St. Albert as “easy to do business with”
- ✓ Return on dollars invested in Tourism (TBD)

# *Questions*