



# CITY COUNCIL AGENDA REPORT

**Subject: Council Priorities and Planning**

## **Recommendation(s):**

That Policy C-CG-02, Council's Outcome Goals, be amended by substituting the proposed Schedule A as it appears in Attachment 2 to the Agenda Report dated February 1, 2010.

## **Report Summary:**

City Council provides primary direction to Administration through a variety of forward-looking policies and governance. Council's strategy, comprised of Mission, Values, Vision, Outcome Goals and Priorities, is the predominant governance direction for the corporation.

City Council reviewed the priorities and requested Administration update them by moving all completed priorities to the section "Completed Priorities", revising specific priorities in the "Priorities In Progress" section, and inserting new initiatives.

## **Legislative History:**

Annually, as part of its strategic planning process, Council reviews its priorities.

## **Report:**

City Council reviewed its priorities during Council's annual strategic planning session on January 8 and 9, 2010. During this session Council directed Administration to update Schedule A to Council Policy C-CG-02 as follows:

- Identify the priorities that have been completed to date and move them to the "Completed Priorities" section of Schedule A.
- Include the following new initiatives:
  - Economic Development: Make a decision on servicing the North East corridor to aid future development along St. Albert Trail
  - Environmental Sustainability: Complete the land transfer, providing St. Albert jurisdiction over the White Spruce Forest
  - Culture, Arts and Heritage: In cooperation with the Arts and Heritage Foundation (AHF) develop a long term prioritized capital project development program for the enhancement of arts and heritage within the community
  - Infrastructure Planning: Update the Municipal Development Plan in 2011
  - Infrastructure Planning: Update the 10-year capital plan to reflect civic facility infrastructure needs over the next decade
  - Infrastructure Planning: Community Standards Bylaw
- Delete the following initiatives:

- Infrastructure Planning: Train Whistle Bylaw
- Revise the wording for specific priorities (see Attachment 3)

**Attachments:**

1. Schedule A to City Council Policy C-CG-02 (showing revisions)
2. Proposed Schedule A to City Council Policy C-CG-02, Council's Outcome Goals

|                                  |                      |
|----------------------------------|----------------------|
| Report Date                      | February 1, 2010     |
| Author                           | Jennifer Jennax      |
| Originating Department           | CSBM                 |
| Financial Review                 | Mike Dowler          |
| Legal Review                     | Charlotte St. Dennis |
| Chief Legislative Officer Review | Chris Belke          |
| General Manager Review           | Bob Treidler         |
| City Manager Review              | Bill Holtby          |

**Schedule A  
To Council Policy C-CG-02 Council's Outcome Goals  
Council Priorities 2009-2011**

**Completed Priorities**

The following Council Priorities were completed during Council's term.

| Main Priority   | Completed Aspect of Priority   | Year Completed        |
|---|--|-----------------------|
| <b>Economic Development/<br/>Non-Residential Tax Base</b> | <u>Increase non-residential development</u><br><ul style="list-style-type: none"> <li>• <u>Complete LeClair Way to Ray Gibbon Drive, providing a connection from the business park to this major roadway</u></li> </ul>  | <u>Completed 2009</u> |
|   | <ul style="list-style-type: none"> <li>• <u>Initiated Think Tanks with:</u> <ul style="list-style-type: none"> <li>○ <u>Residential development stakeholders</u></li> <li>○ <u>South Campbell Landowners</u></li> <li>○ <u>NE Landowners</u></li> </ul> </li> </ul>  | <u>Completed 2009</u> |
|   | <ul style="list-style-type: none"> <li>• <u>Develop a plan to enhance the business attraction and retention culture within the organization</u></li> </ul>   | <u>Completed 2009</u> |
|   | Completed the Utility and Transportation Master Plans to allow the city to accept area structure plan applications   | Completed 2008        |
|   | Completed and approved the Business & Tourism Development Long Term Department Plan.   | Completed 2008        |
|   | Develop a focused marketing strategy to support our economic development goals and increase the volume of businesses in St. Albert.<br><ul style="list-style-type: none"> <li>• Ensure City marketing initiatives include a strong focus on St. Albert's strengths as a location for commercial/light industrial as well as targeted residential development – educated work force, amenities, infrastructure, access to oil sands markets, creative industries, etc.</li> </ul> | Completed 2009        |
| <b><u>Community Safety</u></b>                            | <u>Implement Neighbourhood Development initiatives that strengthen community safety – Received Safe Communities Innovation Funding</u>   | <u>Completed 2009</u> |
|   | <u>Increase traffic safety by implementing Speed on Green</u>  | <u>Completed 2009</u> |
| <b>Social and Community Development</b>                   | Identified two locations for off leash dog parks   | Completed 2008        |



| Main Priority                       | Completed Aspect of Priority   | Year Completed                          |
|-------------------------------------|--|---|
|                                     | Completed Phase I of Riel Park Redevelopment   | Completed 200 <del>9</del> <sup>8</sup> |
|                                     | Reviewed results of the 40 Developmental Assets Model/Program for youth <ul style="list-style-type: none"> <li>Completed the survey</li> </ul>   | Completed 2008                          |
|                                     | <u>Complete the FCSS program review to effectively meet the social and community needs of St. Albertans</u>  | <u>Complete 2009</u>                    |
| <b>Financial Sustainability</b>     | Approved the Fiscal Policy Framework   | Completed 2008                          |
|                                     | Developed an infrastructure funding plan that incorporates Municipal Sustainability Initiative (MSI) funding to address the infrastructure deficit (includes money for contingency) <ul style="list-style-type: none"> <li>Updated the 10-year Capital Plan (2008 and 2009)</li> </ul> | Completed 2008<br><u>Amended 2009</u>   |
|                                     | Reviewed user fee policy for recreation and culture  | Completed 2008                          |
|                                     | <u>Acquire raw land in annexation area for municipal purposes</u> <ul style="list-style-type: none"> <li><u>Identify municipal land requirements for St. Albert</u></li> </ul>   | <u>Completed 2009</u>                   |
|                                     | <u>Monitor 2009 monthly financial results very closely to react to recessionary impacts.</u>   | <u>Completed 2009</u>                   |
| <b>Environmental Sustainability</b> | Made a short term decision on the relocation of the Alta Link power line   | Completed 2008                          |
|                                     | Environmental strategy <ul style="list-style-type: none"> <li>Approved the City's Environmental Master Plan, focused on attaining the City's environmental goals and improving overall environmental performance</li> </ul>  | Completed 2009                          |
|                                     | Recycling and Solid Waste <ul style="list-style-type: none"> <li>Approved changes to the Recycle and Solid Waste Program including blue bag curb-side recycling program</li> </ul>   | Completed 2009                          |
|                                     | <u>Approved Roseridge Landfill as location for solid waste disposal for 20 years</u>   | <u>Completed 2009</u>                   |
|                                     | <u>Ensure effective preservation and protection of natural areas</u> <ul style="list-style-type: none"> <li><u>Implement Parks and Open Spaces</u></li> </ul>  |   |



| Main Priority                            | Completed Aspect of Priority   | Year Completed   |
|--|--|--|
|  | <p><u>Management Plan to ensure efficient and effective City parks and open space management. Specific aspects of the plan include:</u></p> <ul style="list-style-type: none"> <li>o <u>Complete the tree inventory</u></li> </ul>   | <p><u>Completed 2009</u></p>   |
|  | <ul style="list-style-type: none"> <li>• <u>Continue to enhance Red Willow Park and the trail system</u> <ul style="list-style-type: none"> <li>o <u>Complete the Erin Ridge/Oakmont Trail development</u></li> </ul> </li> </ul>  | <p><u>Completed 2009</u></p>   |
| <b>Affordable Housing</b>                | Implemented plans for using the provincial affordable housing grant funds (2008 and 2009)  | Completed 2008   |
|  | <p>Identified and implemented opportunities that encourage and/or develop affordable housing</p> <ul style="list-style-type: none"> <li>• <u>Provided <del>funding to land</del> for Habitat to purchase a multi family site for a project. Construction to occur in <del>2009</del> <u>or 2010 if redistricting application is approved.</u></u></li> <li>• Approved secondary suite guidelines</li> <li>• Implemented a transitional housing plan</li> <li>• Provided funding for two duplex lots. <u>Construction to occur in 2009 Units are completed and owner occupied in 2009.</u></li> <li>• Provided start up funding to the Affordable Housing Society</li> <li>• Provided funding to Sturgeon Foundation to offset development fees for the <del>proposed</del> addition to North Ridge Lodge</li> <li>• Provided \$1.8 million in funding to Affordable Housing Society for a rental project (subject to successful funding from the province)</li> <li>• <u>Supported two private sector affordable housing projects (Citadel &amp; Rosedale)</u></li> <li>• <u>Implemented the basement suite program</u></li> </ul> | <p>Completed 2008</p> <p><u>Completed 2008</u><br/><u>Completed 2008</u><br/><u>Completed 2008</u></p> <p><u>Completed 2008</u><br/><u>Completed 2008</u></p> <p>Completed 2009</p> <p><u>Completed 2009</u><br/><u>Completed 2009</u></p> |
| <b>150<sup>th</sup> Year Celebration</b> | Established a community task force to develop a plan for the City's 150 <sup>th</sup> Celebration in 2011. <u>Implementation of the City's celebrations is delegated to the task force.</u>  | Completed 2008   |
|  | Applied for Cultural Capital of Canada   | Completed  |



| Main Priority                     | Completed Aspect of Priority  | Year Completed                       |
|-----------------------------------|---|--------------------------------------|
|                                   | Designation for 2010  | 2008                                 |
| <b>Downtown</b>                   | A vision and goals for the downtown were developed  | Completed 2009                       |
| <b>Culture, Arts and Heritage</b> | Include provisions within the 10 year capital plan to address heritage site needs   | Completed 2009                       |
|                                   | <u>Heritage Sites Master Plan:</u><br>• <u>Complete a functional site plan for the Heritage Site</u>  | <u>Completed 2009</u>                |
|                                   | Municipal Heritage Designation of municipally owned historic buildings  | Completed 2009                       |
|                                   | Establish an “Arts Day” Program, focused on celebrating St. Albert’s arts community   | Completed 2009                       |
|                                   | Promote the arts and heritage district to residents and visitors, recognizing St. Albert’s rich history and culture and capturing associated economic development opportunities<br>• Lois Hole bronze sculpture installed at St. Albert Place<br>• Won the right to host the Lt. Governor of Alberta Distinguished Artist Awards for 2011 | Completed 2009<br><br>Completed 2009 |
| <b>Infrastructure Planning</b>    | Completed the extension of Riel Drive to the new Le-Clair Way alignment   | Completed 2008                       |
|                                   | Approved short term use of the old RCMP Building (see Downtown Redevelopment)   | Completed <del>2008</del> 2009       |
|                                   | Public Works – <del>Reviewed service standards and policies through the long term department plan</del> Completed the <u>Public Works Long Term Department Plan and Service Levels</u>  | Completed <del>2008</del> 2009       |
|                                   | <u>Advocate for Light Rail Transit to St. Albert – St. Albert <del>funded the</del>contributed to Edmonton’s northwest LRT study</u>  | <u>Completed 2009</u>                |
|                                   | <u>Public Transit</u><br>• <u>Implement short-term system improvements – Global Positioning System (GPS)</u>  | <u>Completed 2009</u>                |
| <b>Servus Place</b>               | Completed the reviews and recast the 2008 budget  | Completed 2008                       |
|                                   | Prioritized and implemented strategies to   | Completed                            |



| <b>Main Priority</b> | <b>Completed Aspect of Priority</b>             | <b>Year Completed</b> |
|----------------------|---|-----------------------|
|                      | improve the facility's long term sustainability | 2008                  |



## Priorities In Progress

The following Priorities were established by Council and are in progress or expected to be complete by 2011.

### Economic Development/Non-Residential Tax Base

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| <p><b>Economic Development/Non-Residential Tax Base:</b> We have more businesses and local job opportunities for St. Albertans; we have more non-residential assessment (progress towards 80/20)</p>   |
| <p>Increase non-residential development</p>  |
| <ul style="list-style-type: none"> <li>• Expedite future study area decisions               <ul style="list-style-type: none"> <li>○ Make a decision <del>regarding on the</del> preferred location for <del>potential a</del> light industrial sites</li> </ul> </li> <li>• Mayor, Council and City Manager will aggressively pursue non residential development with focus on target industries such as: tourism (arts, entertainment and recreation; accommodation and food services); transportation, warehousing, distribution; professional, scientific and technical services; retail: construction trades. Some attention will be placed on attracting specialized manufacturing compatible with St. Albert.</li> <li>• <del>Complete LeClair Way to Ray Gibbon Drive, providing a connection from the business park to this major roadway</del></li> <li>• Continue Think Tank Forums comprised of City Council, Administration, business leaders, and land owners/developers to identify opportunities and priorities for economic development.</li> <li>• <del>Develop a plan to enhance the business attraction and retention culture within the organization</del></li> <li>• <del>Make a decision on servicing the North East corridor to aid future development along St. Albert Trail</del></li> </ul> |
| <p>Tourism</p> <ul style="list-style-type: none"> <li>• Develop a St. Albert hosting strategy, focused on attracting and hosting a wide variety of events in the city</li> </ul>   |
| <p>Branding the City</p> <ul style="list-style-type: none"> <li>• <del>Develop a clear and compelling brand for the City to attract visitors and as well as businesses and residents</del></li> <li>• <del>Support the Community Brand Leadership Team to implement plans for the new community brand</del></li> </ul>   |

### Community Safety

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| <p><b>Community Safety:</b> St. Albert is one of the top 5 safest cities in Canada</p>  |
| <p>Develop a plan that supports St. Albert's ongoing commitment to minimize substance abuse and violence in the community.</p>  |
| <p>Implement Neighbourhood Development initiatives that strengthen community safety</p>   |
| <p>Increase traffic safety through:</p> <ul style="list-style-type: none"> <li>• Effective allocation of policing resources</li> <li>• <del>Implement Speed on Green</del></li> </ul> |



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| <ul style="list-style-type: none"> <li>Assess and potentially reengineering high incident intersections</li> </ul> |
| Develop a series of performance indicators related to Community Safety   |

### Social and Community Development

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| <p><b>Social and Community Development:</b> Residents have a strong connection to the community and participate in the growth and evolution of the city</p>  |
| <p>Review results of the 40 Developmental Assets Model/Program for youth</p> <ul style="list-style-type: none"> <li>Develop strategies to address gaps identified as part of the review, as well as strategies that help meet the developmental needs of our youth</li> </ul>  |
| <p>Complete Phase II of Riel Park Redevelopment, focused on the BMX track, <del>and</del> Rodeo Grounds <u>and Rotary Park</u></p>   |
| <p><del>Assess</del> <u>Make a decision on implementation of the</u> Smart Growth Guidelines <del>to ensure St. Albert neighbourhoods are effectively planned and developed</del></p>  |
| <p>Complete infill guidelines for multi family to ensure infill developments are well integrated with existing neighbourhoods</p>  |
| <p>Complete a St. Albert plan for seniors</p> <ul style="list-style-type: none"> <li>Implement the plan to better meet the specific needs of St. Albert seniors</li> </ul>   |
| <p>Encourage the Strategy and Mobilization Committee (SAM) to continue supporting and advocating for the needs of seniors, youth and families</p> <ul style="list-style-type: none"> <li>As appropriate and as initiated by the community partners, strategic plans are developed and implemented that build stronger individuals and community</li> </ul> |
| <p>Implement the FCSS program review recommendations to effectively meet the social and community needs of St. Albertans</p>   |

### Financial Sustainability

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| <p><b>Financial Sustainability:</b> Strong financial policies and management ensures the city's sustainability</p>   |
| <p>Review Council's financial policies (borrowing, land strategy, offsite levies, etc.)</p> <ul style="list-style-type: none"> <li><u>Make a decision on offsite levies to fund the infrastructure necessary in further developing St. Albert</u></li> </ul> |
| <p>Acquire raw land in annexation area for municipal purposes</p>  |
| <p><del>Monitor 2009 monthly financial results very closely to react to recessionary impacts.</del></p>  |

### Environmental Sustainability

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| <p><b>Environmental Sustainability:</b> We are taking care of the environment for future generations</p>  |
| <p>Implement Environmental Master Plan Goals:</p> <ul style="list-style-type: none"> <li>Maintain air quality</li> <li>Reduce non-renewable energy consumption and greenhouse gas emissions</li> <li>Promote sustainable urban development</li> </ul> |



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| <p><b>Environmental Sustainability:</b> We are taking care of the environment for future generations</p> <ul style="list-style-type: none"> <li>• Preserve and manage trees, parks and natural areas</li> <li>• Reduce solid waste generation</li> <li>• Reduce contamination by improving hazardous waste management</li> <li>• Protect and maintain the Sturgeon River watershed</li> <li>• Reduce water consumption</li> </ul>  |
| <p>Implement a corporate wide program that reduces the environmental impacts of the City's day-to-day operations and adheres to the International Organization for Standardization (ISO) 14001 standards.</p>  |
| <p>Recycling and Solid Waste</p> <ul style="list-style-type: none"> <li>• Establish and implement a solid waste plan including future landfill disposal, curbside collection, <del>and full automation</del> <u>of collection and organics</u></li> <li>• Decide level of participation in potential new Capital Region Board waste reduction initiative</li> </ul>  |
| <p>Ensure effective preservation and protection of natural areas</p> <ul style="list-style-type: none"> <li>• Advocate for Lois Hole Provincial Park development (possible 150<sup>th</sup> Legacy Project) <ul style="list-style-type: none"> <li>○ Interpretive Research and Education Centre</li> <li>○ Outdoor park and interpretive development</li> <li>○ Boardwalk development in the wetlands</li> </ul> </li> </ul>   |
| <ul style="list-style-type: none"> <li>• Continue to enhance Red Willow Park and the trail system <ul style="list-style-type: none"> <li>○ <del>Complete the Erin Ridge/Oakmont Trail development</del></li> <li>○ Complete design of Phase II of Riel Park</li> <li>○ Complete construction on Phase II of Riel Park</li> <li>○ Establish a strong stewardship program for the White Spruce Forest area</li> <li>○ <u>Complete the land transfer, providing St. Albert jurisdiction over the White Spruce Forest</u></li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>• Implement Parks and Open Spaces Management Plan to ensure efficient and effective City parks and open space management. Specific aspects of the plan include: <ul style="list-style-type: none"> <li>○ <del>Complete the tree inventory</del></li> <li>○ Define the standards for naturalization</li> <li>○ Define Integrated Pest Management standards</li> </ul> </li> </ul>  |
| <p>New or significant updates to bylaws:</p> <ul style="list-style-type: none"> <li>• Trees</li> <li>• Parks</li> </ul>  |

### Affordable Housing

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| <p><b>Affordable Housing:</b> We encourage, nurture and lead change to bring more diverse accommodations and a wider range of affordable housing options to the city, ensuring people in all age groups and socio-economic categories have the ability to live in St. Albert</p> |
| <p>Update the Affordable Housing Strategy:</p> <ul style="list-style-type: none"> <li>• Continue to implement plans <u>and further advance affordable housing development projects</u></li> <li>• Approve a <u>2009 – 102010</u> grant disposition</li> </ul>                    |
| <ul style="list-style-type: none"> <li>• Complete the Area Structure Plan for Badger Lands</li> </ul>  |



### 150th Year Celebration

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| <b>150th Year Celebration:</b> St. Albertans celebrate our history, arts and culture                |
| Plan the year-long 150 <sup>th</sup> Celebration activities   |
| Advocate for special funding for legacy projects that would be opened <u>or in progress</u> in 2011 |

### Downtown

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| <b>Downtown:</b> St. Albert has a vibrant downtown   |
| <del>Review and refine</del> <u>Complete the update of</u> the Downtown Area Redevelopment Plan, <u>setting the stage for revitalizing St. Albert's downtown to reflect the vision and goals</u> including:  |
| <ul style="list-style-type: none"><li>• Consideration of existing lands, buildings and infrastructure</li><li>• Consideration of requirements of and integration with civic needs and aspirations (tourism brand, museum, gallery, Business Revitalization Zone, <del>RCMP building</del> <u>Hemingway Centre</u>)</li></ul> |
| Update the 10-year capital plan to reflect capital requirements for downtown   |
| New or significant updates to bylaws: <ul style="list-style-type: none"><li>• Downtown Area Redevelopment Plan (DARP)</li></ul>  |

### Culture, Arts and Heritage

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| <b>Culture, Arts and Heritage:</b> The community is recognized for its culture, arts and heritage  |
| Create a culture master plan, including the vision for cultural programs, services, support and space needs <u>and update the stewardship agreement.</u>   |
| Promote the arts and heritage district to residents and visitors, recognizing St. Albert's rich history and culture and capturing associated economic development opportunities  |
| Advocate with other levels of government to increase funding   |
| <u>In cooperation with the Arts and Heritage Foundation (AHF) develop a long term prioritized capital project development program for the enhancement of arts and heritage within the community</u>  |
| Heritage Sites Master Plan: <ul style="list-style-type: none"><li>• <del>Complete a functional site plan for the Heritage Site</del></li><li>• Complete work on the Heritage Sites <u>s</u> as recommended in the functional site plan</li><li>• Develop a Heritage Sites funding plan to ensure heritage facilities are properly maintained and preserved (cross reference infrastructure 10-year capital plan)</li></ul> |

### Infrastructure Planning

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| <b>Infrastructure Planning:</b> The city is growing; infrastructure is in place and we continue to plan for the future   |
| <u>Update the Municipal Development Plan in 2011</u>   |
| Update the Long-Term Infrastructure Strategy document that effectively addresses the current infrastructure deficit as well as anticipated future needs and growth related needs |



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| <p><b>Infrastructure Planning:</b> The city is growing; infrastructure is in place and we continue to plan for the future</p>   |
| <p><u>Update the 10-year capital plan to reflect civic facility infrastructure needs over the next decade</u></p>   |
| <p>Plan for and address funding issues relating to major roads:</p> <ul style="list-style-type: none"> <li>• Ray Gibbon Drive Stage 1, 2 and 3 funding <del>agreement</del> <u>reimbursement</u> with the province</li> <li>• Decide timing for construction of Ray Gibbon Drive Stage 3</li> <li>• <del>Build LeClair Way from South Riel to Ray Gibbon Drive</del></li> </ul>   |
| <p>Plan for and address funding relating to civic buildings:</p> <ul style="list-style-type: none"> <li>• <del>Select location for a library</del> <u>Make library decision</u></li> </ul>  |
| <p>Public Transit</p>   |
| <ul style="list-style-type: none"> <li>• Implement short-term system improvements: <del>(example: queue jumps, Global Positioning System (GPS), and bus rider/locator system)</del></li> <li>• Plan for long-term system improvements <del>(example: high occupancy vehicle lanes)</del></li> <li>• <del>Advocate for</del> <u>Continue to assist Edmonton in the routing of</u> -Light Rail Transit <del>to</del> <u>between</u> St. Albert <u>and Edmonton</u></li> <li>• Leverage regional opportunities through the Capital Region Board (CRB)</li> </ul> |
| <p><del>Complete and approve the Public Works Long Term Department Plan</del></p> <ul style="list-style-type: none"> <li>• <del>Implement the recommendations to ensure approved standards are in place and meet citizen's expectations</del></li> </ul>  |
| <p>New or significant updates to bylaws:</p> <ul style="list-style-type: none"> <li>• <del>Train Whistle</del> <u>Complete a Community Standards Bylaw in 2010</u></li> </ul>   |



**Schedule A**  
**To Council Policy C-CG-02 Council's Outcome Goals**  
**Council Priorities 2009-2011**

### Completed Priorities

The following Council Priorities were completed during Council's term.

| Main Priority   | Completed Aspect of Priority  | Year Completed  |
|---|---|---|
| <b>Economic Development/<br/>Non-Residential Tax Base</b> | Increase non-residential development <ul style="list-style-type: none"> <li>Complete LeClair Way to Ray Gibbon Drive, providing a connection from the business park to this major roadway</li> </ul>  | Completed<br>2009   |
|   | <ul style="list-style-type: none"> <li>Initiated Think Tanks with: <ul style="list-style-type: none"> <li>Residential development stakeholders</li> <li>South Campbell Landowners</li> <li>NE Landowners</li> </ul> </li> </ul>   | Completed<br>2009   |
|   | <ul style="list-style-type: none"> <li>Develop a plan to enhance the business attraction and retention culture within the organization</li> </ul>   | Completed<br>2009   |
|   | Completed the Utility and Transportation Master Plans to allow the city to accept area structure plan applications  | Completed<br>2008   |
|   | Completed and approved the Business & Tourism Development Long Term Department Plan.  | Completed<br>2008   |
|   | Develop a focused marketing strategy to support our economic development goals and increase the volume of businesses in St. Albert. <ul style="list-style-type: none"> <li>Ensure City marketing initiatives include a strong focus on St. Albert's strengths as a location for commercial/light industrial as well as targeted residential development – educated work force, amenities, infrastructure, access to oil sands markets, creative industries, etc.</li> </ul> | Completed<br>2009   |
|   | <b>Community Safety</b>   | Implement Neighbourhood Development initiatives that strengthen community safety – Received Safe Communities Innovation Funding |
| Increase traffic safety by implementing Speed on Green    |   | Completed<br>2009   |
| <b>Social and Community Development</b>                   | Identified two locations for off leash dog parks  | Completed<br>2008   |



| <b>Main Priority</b>                | <b>Completed Aspect of Priority</b>  | <b>Year Completed</b>          |
|-------------------------------------|--|--------------------------------|
|                                     | Completed Phase I of Riel Park Redevelopment   | Completed 2009                 |
|                                     | Reviewed results of the 40 Developmental Assets Model/Program for youth <ul style="list-style-type: none"> <li>Completed the survey</li> </ul>   | Completed 2008                 |
|                                     | Complete the FCSS program review to effectively meet the social and community needs of St. Albertans   | Complete 2009                  |
| <b>Financial Sustainability</b>     | Approved the Fiscal Policy Framework   | Completed 2008                 |
|                                     | Developed an infrastructure funding plan that incorporates Municipal Sustainability Initiative (MSI) funding to address the infrastructure deficit (includes money for contingency) <ul style="list-style-type: none"> <li>Updated the 10-year Capital Plan (2008 and 2009)</li> </ul> | Completed 2008<br>Amended 2009 |
|                                     | Reviewed user fee policy for recreation and culture  | Completed 2008                 |
|                                     | Acquire raw land in annexation area for municipal purposes <ul style="list-style-type: none"> <li>Identify municipal land requirements for St. Albert</li> </ul>   | Completed 2009                 |
|                                     | Monitor 2009 monthly financial results very closely to react to recessionary impacts.  | Completed 2009                 |
| <b>Environmental Sustainability</b> | Made a short term decision on the relocation of the Alta Link power line   | Completed 2008                 |
|                                     | Environmental strategy <ul style="list-style-type: none"> <li>Approved the City's Environmental Master Plan, focused on attaining the City's environmental goals and improving overall environmental performance</li> </ul>  | Completed 2009                 |
|                                     | Recycling and Solid Waste <ul style="list-style-type: none"> <li>Approved changes to the Recycle and Solid Waste Program including blue bag curbside recycling program</li> </ul>  | Completed 2009                 |
|                                     | <ul style="list-style-type: none"> <li>Approved Roseridge Landfill as location for solid waste disposal for 20 years</li> </ul>  | Completed 2009                 |
|                                     | Ensure effective preservation and protection of natural areas <ul style="list-style-type: none"> <li>Implement Parks and Open Spaces Management Plan to ensure efficient</li> </ul>  |                                |



| Main Priority                            | Completed Aspect of Priority   | Year Completed  |
|--|--|---|
|  | and effective City parks and open space management. Specific aspects of the plan include: <ul style="list-style-type: none"> <li>○ Complete the tree inventory</li> </ul>  | Completed 2009  |
|  | <ul style="list-style-type: none"> <li>• Continue to enhance Red Willow Park and the trail system <ul style="list-style-type: none"> <li>○ Complete the Erin Ridge/Oakmont Trail development</li> </ul> </li> </ul>  | Completed 2009  |
| <b>Affordable Housing</b>                | Implemented plans for using the provincial affordable housing grant funds (2008 and 2009)  | Completed 2008  |
|  | <p>Identified and implemented opportunities that encourage and/or develop affordable housing</p> <ul style="list-style-type: none"> <li>• Provided land for Habitat to purchase a multi family site for a project. Construction to occur in 2010 if redistricting application is approved.</li> <li>• Approved secondary suite guidelines</li> <li>• Implemented a transitional housing plan</li> <li>• Provided funding for two duplex lots. Units are completed and owner occupied in 2009.</li> <li>• Provided start up funding to the Affordable Housing Society</li> <li>• Provided funding to Sturgeon Foundation to offset development fees for the addition to North Ridge Lodge</li> <li>• Provided \$1.8 million in funding to Affordable Housing Society for a rental project (subject to successful funding from the province)</li> <li>• Supported two private sector affordable housing projects (Citadel &amp; Rosedale)</li> <li>• Implemented the basement suite program</li> </ul> | <p>Completed 2008</p> <p>Completed 2008</p> <p>Completed 2008</p> <p>Completed 2008</p> <p>Completed 2008</p> <p>Completed 2008</p> <p>Completed 2009</p> <p>Completed 2009</p> <p>Completed 2009</p> |
| <b>150<sup>th</sup> Year Celebration</b> | Established a community task force to develop a plan for the City's 150 <sup>th</sup> Celebration in 2011. Implementation of the City's celebrations is delegated to the task force.   | Completed 2008  |
|  | Applied for Cultural Capital of Canada Designation for 2010  | Completed 2008  |
| <b>Downtown</b>                          | A vision and goals for the downtown were developed   | Completed 2009  |



| <b>Main Priority</b>              | <b>Completed Aspect of Priority</b>  | <b>Year Completed</b>            |
|-----------------------------------|--|----------------------------------|
| <b>Culture, Arts and Heritage</b> | Include provisions within the 10 year capital plan to address heritage site needs  | Completed 2009                   |
|                                   | Heritage Sites Master Plan: <ul style="list-style-type: none"> <li>Complete a functional site plan for the Heritage Site</li> </ul>  | Completed 2009                   |
|                                   | Municipal Heritage Designation of municipally owned historic buildings   | Completed 2009                   |
|                                   | Establish an "Arts Day" Program, focused on celebrating St. Albert's arts community  | Completed 2009                   |
|                                   | Promote the arts and heritage district to residents and visitors, recognizing St. Albert's rich history and culture and capturing associated economic development opportunities <ul style="list-style-type: none"> <li>Lois Hole bronze sculpture installed at St. Albert Place</li> <li>Won the right to host the Lt. Governor of Alberta Distinguished Artist Awards for 2011</li> </ul> | Completed 2009<br>Completed 2009 |
| <b>Infrastructure Planning</b>    | Completed the extension of Riel Drive to the new LeClair Way alignment   | Completed 2008                   |
|                                   | Approved short term use of the old RCMP Building (see Downtown Redevelopment)  | Completed 2009                   |
|                                   | Public Works – Completed the Public Works Long Term Department Plan and Service Levels   | Completed 2009                   |
|                                   | Advocate for Light Rail Transit to St. Albert – St. Albert contributed to Edmonton's northwest LRT study   | Completed 2009                   |
|                                   | Public Transit <ul style="list-style-type: none"> <li>Implement short-term system improvements – Global Positioning System (GPS)</li> </ul>  | Completed 2009                   |
| <b>Servus Place</b>               | Completed the reviews and recast the 2008 budget   | Completed 2008                   |
|                                   | Prioritized and implemented strategies to improve the facility's long term sustainability  | Completed 2008                   |



## Priorities In Progress

The following Priorities were established by Council and are in progress or expected to be complete by 2011.

### Economic Development/Non-Residential Tax Base

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| <b>Economic Development/Non-Residential Tax Base:</b> We have more businesses and local job opportunities for St. Albertans; we have more non-residential assessment (progress towards 80/20)   |
| Increase non-residential development  |
| <ul style="list-style-type: none"> <li>• Expedite future study area decisions <ul style="list-style-type: none"> <li>○ Make a decision on the preferred location for a light industrial site</li> </ul> </li> </ul>   |
| <ul style="list-style-type: none"> <li>• Mayor, Council and City Manager will aggressively pursue non residential development with focus on target industries such as: tourism (arts, entertainment and recreation; accommodation and food services); transportation, warehousing, distribution; professional, scientific and technical services; retail: construction trades. Some attention will be placed on attracting specialized manufacturing compatible with St. Albert.</li> </ul> |
| <ul style="list-style-type: none"> <li>• Continue Think Tank Forums comprised of City Council, Administration, business leaders, and land owners/developers to identify opportunities and priorities for economic development.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Make a decision on servicing the North East corridor to aid future development along St. Albert Trail</li> </ul>   |
| Tourism   |
| <ul style="list-style-type: none"> <li>• Develop a St. Albert hosting strategy, focused on attracting and hosting a wide variety of events in the city</li> </ul>   |
| Branding the City   |
| <ul style="list-style-type: none"> <li>• Develop a clear and compelling brand for the City to attract visitors and businesses</li> <li>• Support the Community Brand Leadership Team to implement plans for the new community brand</li> </ul>  |

### Community Safety

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| <b>Community Safety:</b> St. Albert is one of the top 5 safest cities in Canada   |
| Develop a plan that supports St. Albert's ongoing commitment to minimize substance abuse and violence in the community.   |
| Implement Neighbourhood Development initiatives that strengthen community safety  |
| Increase traffic safety through: <ul style="list-style-type: none"> <li>• Effective allocation of policing resources</li> <li>• Assess and potentially reengineering high incident intersections</li> </ul> |
| Develop a series of performance indicators related to Community Safety  |



## Social and Community Development

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| <b>Social and Community Development:</b> Residents have a strong connection to the community and participate in the growth and evolution of the city  |
| Review results of the 40 Developmental Assets Model/Program for youth <ul style="list-style-type: none"> <li>Develop strategies to address gaps identified as part of the review, as well as strategies that help meet the developmental needs of our youth</li> </ul>  |
| Complete Phase II of Riel Park Redevelopment, focused on the BMX track, Rodeo Grounds and Rotary Park   |
| Make a decision on implementation of Smart Growth Guidelines  |
| Complete infill guidelines for multi family to ensure infill developments are well integrated with existing neighbourhoods  |
| Complete a St. Albert plan for seniors <ul style="list-style-type: none"> <li>Implement the plan to better meet the specific needs of St. Albert seniors</li> </ul>   |
| Encourage the Strategy and Mobilization Committee (SAM) to continue supporting and advocating for the needs of seniors, youth and families <ul style="list-style-type: none"> <li>As appropriate and as initiated by the community partners, strategic plans are developed and implemented that build stronger individuals and community</li> </ul> |
| Implement the FCSS program review recommendations to effectively meet the social and community needs of St. Albertans   |

## Financial Sustainability

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| <b>Financial Sustainability:</b> Strong financial policies and management ensures the city's sustainability  |
| Review Council's financial policies (borrowing, land strategy, offsite levies, etc.) <ul style="list-style-type: none"> <li>Make a decision on offsite levies to fund the infrastructure necessary in further developing St. Albert</li> </ul> |
| Acquire raw land in annexation area for municipal purposes   |

## Environmental Sustainability

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| <b>Environmental Sustainability:</b> We are taking care of the environment for future generations  |
| Implement Environmental Master Plan Goals: <ul style="list-style-type: none"> <li>Maintain air quality</li> <li>Reduce non-renewable energy consumption and greenhouse gas emissions</li> <li>Promote sustainable urban development</li> <li>Preserve and manage trees, parks and natural areas</li> <li>Reduce solid waste generation</li> <li>Reduce contamination by improving hazardous waste management</li> <li>Protect and maintain the Sturgeon River watershed</li> <li>Reduce water consumption</li> </ul> |



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| <b>Environmental Sustainability:</b> We are taking care of the environment for future generations   |
| Implement a corporate wide program that reduces the environmental impacts of the City's day-to-day operations and adheres to the International Organization for Standardization (ISO) 14001 standards.  |
| <p>Recycling and Solid Waste</p> <ul style="list-style-type: none"> <li>• Establish and implement a solid waste plan including future landfill disposal, curbside collection, full automation of collection and organics</li> <li>• Decide level of participation in potential new Capital Region Board waste reduction initiative</li> </ul>   |
| <p>Ensure effective preservation and protection of natural areas</p> <ul style="list-style-type: none"> <li>• Advocate for Lois Hole Provincial Park development (possible 150<sup>th</sup> Legacy Project) <ul style="list-style-type: none"> <li>○ Interpretive Research and Education Centre</li> <li>○ Outdoor park and interpretive development</li> <li>○ Boardwalk development in the wetlands</li> </ul> </li> </ul>                                  |
| <ul style="list-style-type: none"> <li>• Continue to enhance Red Willow Park and the trail system <ul style="list-style-type: none"> <li>○ Complete design of Phase II of Riel Park</li> <li>○ Complete construction on Phase II of Riel Park</li> <li>○ Establish a strong stewardship program for the White Spruce Forest area</li> <li>○ Complete the land transfer, providing St. Albert jurisdiction over the White Spruce Forest</li> </ul> </li> </ul> |
| <ul style="list-style-type: none"> <li>• Implement Parks and Open Spaces Management Plan to ensure efficient and effective City parks and open space management. Specific aspects of the plan include: <ul style="list-style-type: none"> <li>○ Define the standards for naturalization</li> <li>○ Define Integrated Pest Management standards</li> </ul> </li> </ul>   |
| <p>New or significant updates to bylaws:</p> <ul style="list-style-type: none"> <li>• Trees</li> <li>• Parks</li> </ul>   |

### Affordable Housing

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| <b>Affordable Housing:</b> We encourage, nurture and lead change to bring more diverse accommodations and a wider range of affordable housing options to the city, ensuring people in all age groups and socio-economic categories have the ability to live in St. Albert |
| Update the Affordable Housing Strategy: <ul style="list-style-type: none"> <li>• Continue to implement plans and further advance affordable housing development projects</li> <li>• Approve a 2010 grant disposition</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Complete the Area Structure Plan for Badger Lands</li> </ul>   |

### 150th Year Celebration

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| <b>150th Year Celebration:</b> St. Albertans celebrate our history, arts and culture         |
| Plan the year-long 150 <sup>th</sup> Celebration activities                                  |
| Advocate for special funding for legacy projects that would be opened or in progress in 2011 |



## Downtown

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| <b>Downtown:</b> St. Albert has a vibrant downtown   |
| Complete the update of the Downtown Area Redevelopment Plan, setting the stage for revitalizing St. Albert's downtown including: <ul style="list-style-type: none"> <li>• Consideration of existing lands, buildings and infrastructure</li> <li>• Consideration of requirements of and integration with civic needs and aspirations (tourism brand, museum, gallery, Business Revitalization Zone, Hemingway Centre)</li> </ul> |
| Update the 10-year capital plan to reflect capital requirements for downtown   |
| New or significant updates to bylaws: <ul style="list-style-type: none"> <li>• Downtown Area Redevelopment Plan (DARP)</li> </ul>  |

## Culture, Arts and Heritage

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| <b>Culture, Arts and Heritage:</b> The community is recognized for its culture, arts and heritage   |
| Create a culture master plan, including the vision for cultural programs, services, support and space needs and update the stewardship agreement.   |
| Promote the arts and heritage district to residents and visitors, recognizing St. Albert's rich history and culture and capturing associated economic development opportunities   |
| Advocate with other levels of government to increase funding  |
| In cooperation with the Arts and Heritage Foundation (AHF) develop a long term prioritized capital project development program for the enhancement of arts and heritage within the community  |
| Heritage Sites Master Plan:   |
| <ul style="list-style-type: none"> <li>• Complete work on the Heritage Sites as recommended in the functional site plan</li> <li>• Develop a Heritage Sites funding plan to ensure heritage facilities are properly maintained and preserved (cross reference infrastructure 10-year capital plan)</li> </ul> |

## Infrastructure Planning

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| <b>Infrastructure Planning:</b> The city is growing; infrastructure is in place and we continue to plan for the future   |
| Update the Municipal Development Plan in 2011  |
| Update the Long-Term Infrastructure Strategy document that effectively addresses the current infrastructure deficit as well as anticipated future needs and growth related needs   |
| Update the 10-year capital plan to reflect civic facility infrastructure needs over the next decade  |
| Plan for and address funding issues relating to major roads: <ul style="list-style-type: none"> <li>• Ray Gibbon Drive Stage 1, 2 and 3 funding reimbursement with the province</li> <li>• Decide timing for construction of Ray Gibbon Drive Stage 3</li> </ul> |
| Plan for and address funding relating to civic buildings:  |



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| <b>Infrastructure Planning:</b> The city is growing; infrastructure is in place and we continue to plan for the future                               |
| <ul style="list-style-type: none"> <li>• Make library decision</li> </ul>  |
| Public Transit   |
| <ul style="list-style-type: none"> <li>• Implement short-term system improvements: queue jumps and bus rider/locator system</li> </ul>               |
| <ul style="list-style-type: none"> <li>• Plan for long-term system improvements</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Continue to assist Edmonton in the routing of Light Rail Transit between St. Albert and Edmonton</li> </ul> |
| <ul style="list-style-type: none"> <li>• Leverage regional opportunities through the Capital Region Board (CRB)</li> </ul>                           |
| New or significant updates to bylaws:  |
| <ul style="list-style-type: none"> <li>• Complete a Community Standards Bylaw in 2010</li> </ul>   |

