

A large sign with the text "Welcome to St. Albert" and a stylized leaf logo. The sign is set against a background of a building and a garden with red flowers. The text "Welcome to" is in a smaller font above "St. Albert".

Welcome to  
**St. Albert**

# CITY OF ST. ALBERT CORPORATE BUSINESS PLAN 2019-2021

Released March 4, 2019

## INTRODUCTION

Once the Council has identified its strategic direction and determined its Strategic Priorities, it is the role of the Administration to plan and implement activities which will ensure that the priorities are achieved. The Corporate Business Plan outlines the activities planned by Administration to meet Council's expectations.

In addition to advancing Council priorities, Administration delivers a complement of core services related to community safety, community social support and development, economic development, transit, environmental sustainability, transportation and infrastructure, culture and heritage programming, recreation and sports programming and many community events. These services are reflected in organizational priorities incorporated to ensure a comprehensive and co-ordinated Corporate Business Plan.

### MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER (CAO)

I am pleased to present the City of St. Albert's Corporate Business Plan to execute on the direction given by St. Albert City Council through its Strategic Priorities.

The Corporate Business Plan has been developed to clearly articulate the Administration Activities required to achieve the deliverables for the Strategic Priorities while also addressing Organizational Priorities that:

- are complementary to the Strategic Priorities,
- are responsive to evolving legislative and business environments,
- continuously improve core service delivery to residents and businesses, or
- focus on productivity of business functions and prudent utilization of financial resources.



The Corporate Business Plan is both exciting and challenging, balancing maintaining the high standards expected for delivery of existing services and programs with progressive and forward looking activities, based on Council's strategic direction, to position St. Albert for a successful and sustainable future.

The City of St. Albert Administration looks forward to engaging with partnering organizations, our residents and our business community in executing on this plan.

A handwritten signature in black ink, appearing to read 'Kevin Scoble'. The signature is fluid and cursive.

Kevin Scoble  
Chief Administrative Officer

# CORPORATE BUSINESS PLAN

Council provided advice to the Administration about specific activities that may be undertaken to support their strategic priorities. The Chief Administrative Officer (CAO), with support of the Leadership Team, have developed the Corporate Business Plan below to achieve the desired outcomes.

<b>COUNCIL STRATEGIC PRIORITY #1:</b> <b>Growth Policy Framework: Develop a robust policy framework to guide growth.</b>
Revise the Municipal Development Plan framework to provide direction to growth needs, annexation positioning, and our role in regional government.
<b>Planned Activities</b>
Complete Revision of the Municipal Development Plan (MDP).
City of St. Albert Annexation of Sturgeon County Land.
City of St. Albert Annexation of City of Edmonton Land.
Investigate and recommend alternative solutions to improve the competitiveness of development in St. Albert.
Develop a value proposition (inclusive of all the City offerings) to attract businesses, residents and other institutions to St. Albert.
<b>COUNCIL STRATEGIC PRIORITY #2:</b> <b>Economic Development: Enhance business/commercial growth.</b>
St. Albert will work towards an innovative, investment-positive environment that will support and encourage the development of new, existing, and emerging sectors.
<b>Planned Activities</b>
Undertake technical studies for an approved Area Structure Plan (ASP) for the Lakeview and Badger lands considering alternate servicing options and equitable return for the City of St. Albert.
Encourage and support completion and approval of third-party led ASPs in growth areas.
Develop and recommend Green Tape 2.0 initiatives to enable increased growth, investment, and commerce in St. Albert focusing on a strong collaborative model.
Adopt a broader economic sustainability platform to develop commerce retention and resiliency strategies.
Develop and implement strategies for non-traditional economic development activities.
Develop strategies to enable entrepreneurial ventures and groups.
Develop catalyst strategies for new business opportunities within the community.

<b>COUNCIL STRATEGIC PRIORITY #3: Building a Transportation Network: Integrated transportation systems.</b>
Increase the efficient and effective movement of people and goods in St. Albert through integrated modal planning and regional cooperation.
<b>Planned Activities</b>
Steward the construction schedule, mitigating the associated risks, for the four phases of twinning Ray Gibbon Drive, in its entirety to 2029, to an arterial standard.
Implement the approved Intelligent Transportation System (ITS) strategy.
Implement the prioritized inventory of approved arterial network improvements.
Continue to pursue an Integrated Regional Transit Commission through the transition phase.
Build the Campbell Road Transit Facility and Park & Ride.
Complete the Transit Local Service Restructure considering on-demand services and partnerships with service providers and ridership groups.
Implement the prioritized inventory of approved Transportation Safety Plan programs and projects.
Integrate active transportation into the planning process for the Transportation Master Plan.
<b>COUNCIL STRATEGIC PRIORITY #4: Infrastructure Investment: Identify and build needed capital assets.</b>
Update and implement the Capital Plan based on an assessment of community needs and financial capacity, including a review of all funding options and shared use opportunities.
<b>Planned Activities</b>
Identify feasible strategies for near term development horizons for community facilities inclusive of land, financing and partnership opportunities.
Identify an inventory of existing facilities including an assessment of condition and usability and identify gaps in land and facility supply and demand.
Adopt a total cost of ownership approach in assessing lifecycle of existing and new assets.
Support intermunicipal partnerships for shared infrastructure investment.



<p><b>COUNCIL STRATEGIC PRIORITY #5:</b>  <b>Housing: Enhance housing options.</b></p>
<p>Facilitate an increase in the variety of housing types in St. Albert to respond to market demands and accommodate the diverse needs of residents.</p>
<p><b>Planned Activities</b></p>
<p>Develop revitalization strategies for mature neighbourhoods</p>
<p>Work with regional partners to explore the creation of additional housing options to address issues of affordability and accessibility and review best practices for alternative financing.</p>
<p>Explore interim housing options to support vulnerable populations.</p>
<p><b>COUNCIL STRATEGIC PRIORITY #6:</b>  <b>Environmental Stewardship: Explore innovative environmental and conservation opportunities.</b></p>
<p>Seek innovative practices to protect waterways and green spaces and reduce our environmental footprint, to ensure the vitality of our natural resources for future generations.</p>
<p><b>Planned Activities</b></p>
<p>Enhance waste minimization strategies with emphasis on reduce and reuse activities.</p>
<p>Identify sustainable (environmental, economic, social) alternative servicing opportunities, considering net environmental effects, to reduce environmental receptors' impact, reduce servicing costs and generate revenue.</p>
<p>Identify strategies to enable net zero residential, commercial and industrial development and identify potential projects for implementation.</p>
<p>Investigate and integrate existing environmental master plans into the Municipal Development Plan (MDP) and related plans activities.</p>

## ADDITIONAL ADMINISTRATIVE PRIORITIES

In addition to the work planned in support of Council’s priorities, the Administration identified an additional set of priorities which reflect the activities it will undertake to maintain the strength and service delivery capacity of the organization.

The administrative priorities are listed below.

ADMINISTRATIVE PRIORITY AREA #1: <b>Regional Collaboration</b>
<b>Planned Activities</b>
Indigenous Reconciliation <ul style="list-style-type: none"> <li>• Explore synergistic partnership opportunities</li> <li>• Provide appropriate support to Council initiatives</li> </ul>
Edmonton Metropolitan Region Board <ul style="list-style-type: none"> <li>• Continued participation and contribution to servicing plan</li> </ul>
Develop Post-Election Government Interaction Strategies.
ADMINISTRATIVE PRIORITY AREA #2: <b>Organizational Culture</b>
<b>Planned Activities</b>
Human Capital <ul style="list-style-type: none"> <li>• Workforce planning</li> <li>• Organizational structure and design</li> <li>• Enhanced Internal Communication Strategies</li> <li>• Implementation of Organizational Culture Focus Groups</li> <li>• Develop Scope for Attraction and Retention Strategies</li> <li>• Develop Philosophy for Succession Planning and implement pilot program</li> </ul>
Legislative Requirements <ul style="list-style-type: none"> <li>• Labour Code and Employment standards</li> <li>• Human rights legislation</li> <li>• Ratification of Collective agreements up for renewal</li> </ul>

ADMINISTRATIVE PRIORITY AREA #3:

**Mandated Service Requirements**

**Planned Activities**

Cannabis Legislation – Phase 2

ADMINISTRATIVE PRIORITY AREA #4:

**Business Process Improvements/Financial Sustainability**

**Planned Activities**

Corporate Budget

- Incorporate Priority Based Business Planning and Budgeting
- Develop a long-term financial strategy

Internal Audits

- Enable internal audits of Procurement and Risk Management
- Develop a Corporate Risk Registry

Organizational productivity and capacity

- Conduct a gap assessment and map, streamline and automate key processes
- Establish a performance management program
- Purchase and implement a Human Resources Information System (HRIS).

Develop a Data Governance Strategy.

ADMINISTRATIVE PRIORITY AREA #5:

**Service Enhancement Opportunities**

**Planned Activities**

Adverse Weather Resiliency – Assess and benchmark existing internal policies and standards to best practices to assess corporate risks and impacts.

Review Snow and Ice Control Standards for enhancements to emergent and more frequent freeze/thaw cycles.

Council Committees - Provide recommendations on resourcing and bylaw requirements by category of Council Committee.

ADMINISTRATIVE PRIORITY AREA #6:

**Smart City**

**Planned Activities**

Revise and update Smart City strategies to enable sustainment of the organization and growth of all sectors in the community.

ADMINISTRATIVE PRIORITY AREA #7:

**Social Programming**

**Planned Activities**

Identify synergistic opportunities for the community not-for-profit sector to maintain or enhance services to clients.

Identify key socio-economic strategies beneficial to both the local business and social profit sectors.

Develop social and green procurement policies for Council’s consideration.

**COMPLETED INITIATIVES**

The following initiatives were identified as part of the 2018-2021 Corporate Business Plan and completed in 2018.

COUNCIL STRATEGIC PRIORITY #3:

**Building a Transportation Network: Integrated transportation systems.**

Increase the efficient and effective movement of people and goods in St. Albert through integrated modal planning and regional cooperation.

**Completed Activities**

Recommend short-, medium-, and long-term options to improve the service level of Ray Gibbon Drive.

Develop the Intelligent Transportation System (ITS) strategy and recommend phased implementation, inclusive of St. Albert Trail, according to our ability to implement quickly.

Evaluate the arterials networks in St. Albert and recommend improvements.

Develop the Transportation Safety Plan and recommend implementation of initiatives to minimize risk of injury or fatality on City roadways.

Recommend the Complete Streets Cross sections.



COUNCIL STRATEGIC PRIORITY #4:

**Infrastructure Investment: Identify and build needed capital assets.**

Identify opportunities for shared Recreation, Social and Culture activities and facilities.

Update and implement the Capital Plan based on an assessment of community needs and financial capacity, including a review of all funding options and shared use opportunities.

**Completed Activities**

Update Capital Plan on project prioritization, criteria, and weightings.

COUNCIL STRATEGIC PRIORITY #5:

**Housing: Enhance housing options.**

Facilitate an increase in the variety of housing types in St. Albert to respond to market demands and accommodate the diverse needs of residents.

**Completed Activities**

Modify Land Use Bylaw to encourage diversity in residential built forms.

ADMINISTRATIVE PRIORITY AREA #1:

**Regional Collaboration**

**Completed Activities**

Indigenous Reconciliation

- Establish a cross-functional team to promote and support a comprehensive consultation and engagement process.

ADMINISTRATIVE PRIORITY AREA #2:

**Organizational Culture**

**Completed Activities**

Legislative Requirements - OHS legislation.

ADMINISTRATIVE PRIORITY AREA #3:

**Mandated Service Requirements**

**Completed Activities**

Cannabis Legislation – Phase 1.

ADMINISTRATIVE PRIORITY AREA #4:

**Business Process Improvements**

**Completed Activities**

Corporate Budget - Service level inventory updates and additions.