

# CITY OF ST. ALBERT SERVICES AND SERVICE LEVELS INVENTORY

2025



# Introduction

The Services and Service Levels Inventory (Inventory) serves as a foundation for the Service Delivery and Optimization Component of the Strategic Framework (Council Policy C-CG-6), a Council-approved framework that sets direction on how business planning, budgeting, and delivery of services is to take place at the City. This Inventory helps better articulate services provided within the corporation to other departments or services that ensure the corporation is run effectively. The service information from the Inventory is used to cost out delivery of each service using the Priority Based Planning and Budgeting practice utilized at the City of St. Albert to inform decisions related to resource allocation.

This document is organized by major program areas, each consisting of sub-programs, related services, and sub-services. A program is a group of services that address one of the primary purposes of local government - a mandate to achieve outcomes by delivering services. The services are outputs that meet the needs of client or target groups, they provide value, contribute to the program and sub-program goals and comply with the purpose of a program. Each service and sub-service outline associated levels of service that clients can expect to receive from the City.

The Inventory outlines the current state and as such Administration will continue to review, evaluate, improve and enhance services and service levels, processes and delivery methods to ensure community needs continue to be met. The Services and Service Levels Inventory is reviewed annually and updated as necessary.

More information related to the use and maintenance of the Inventory is available in the Appendix.

## Overview of Methodology

The Inventory was developed using the Municipal Reference Model (MRM). The MRM is a model used by municipalities across Canada and the Government of Canada to describe the government’s business and to generate insights that help improve business. The MRM helps describe the business of government from the outside in; a client-centric view, in terms of programs and services, and how these contribute to achieving defined outcomes. Focusing on outcomes, and how those outcomes are achieved through programs and services delivered, provides insight to assess if the government is doing the right things and if it’s doing it effectively.

## Glossary of Terms

- **Program** is a group of services that address one of the primary purposes of local government. A mandate to achieve outcomes by delivering services.
- **Sub Program** further specializes the target group and need addressed by a parent program.
- **Service** is defined as a commitment to deliver outputs that contribute to program outcomes. Based on the definition of Outcome, this means that a Service delivers an Output that meets the needs of a client or a target group.
- **Sub-Service** further specializes a Service by audience or service output.
- **Service Level** is a statement that tells clients what level (usually in measurable terms) of service they are receiving. It is a service promise to a client.
- **Process** is the work required to achieve the service level.

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Services	Description	Sub-Services	Description	Level of Service
PROGRAMS				
A. Community Amenities				
SUB-PROGRAMS				
A.1 Access to Amenities				
A.1.1 Cemetery Management	St. Albert Cemetery internment sales and service.	A.1.1.a Cemetery Sales and Service	Provide assistance, advice and resources to visitors and clients. Maintain records. Facilitate the sale of cemetery plots, columbariums and memorial pillows. Manage on-site burial logistics.	Maintain records and services in full compliance with the National Cemetery of Canada Act and <a href="#">St. Albert Cemetery Bylaw 27/2008</a> .
A.1.2 Cultural Amenities	Provision of facilities or amenities for participation or engagement in cultural activities by members of the general public.	A.1.2.a Arden Theatre	State-of-the-art entertainment venue offering a variety of music, theatre, and dance to art lovers of all ages.	Services and fees are in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a> .
		A.1.2.b City Arts Space	Access to Studio and rehearsal spaces used for cultural and arts programming and to support local art and cultural groups.	Services and fees are in alignment with <a href="#">Council Policy C-FS-16: Municipal Fees and Charges</a> .
		A.1.2.c Heritage Building and Sites	Access to various building or sites of historic relevance to the City of St. Albert including interpretive features such as Founders' Walk. Some of these sites include: <ul style="list-style-type: none"><li>Banque d'Hochelaga</li><li>Alberta Grain Company Grain Elevator</li><li>Alberta Wheat Pool Grain Elevator</li><li>Cunningham and Hogan Farm Houses</li></ul>	Access and interpretive features are provisioned through internal supports or through partnership agreements.

Services	Description	Sub-Services	Description	Level of Service
		<b>A.1.2.d Public Art Collection</b>	The Public Art Collection includes a variety of mediums including pottery, painting, sculpture and fibre arts. These artworks are displayed at City owned buildings in highly accessible and visible public spaces as well as offices to build visual culture awareness, create engaging spaces and increase quality of life and place. This subservice oversees the display and acquisition of standalone and integrated artworks that through purchases, commissions, or loans. Public art is considered in the design objectives of all new municipal capital and building projects. This subservice includes interactive and interpretive experiences including virtual tours of the collection.	Provision of Public art is governed by <a href="#">Council Policy C-CS-25: Public Art</a> , <a href="#">Council Policy C-CS-03: Community Recognition Program</a> and <a href="#">Council Policy C-CS-15 Cultural Wall of Fame</a> , <b>Bylaw 9/20: The Arts Development Advisory Committee</b> .
		<b>A.1.2.e St. Albert Place Visual Arts Studios</b>	Access to quilting, multi-craft, pottery and painting studios located in St. Albert Place	Services and fees are in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a> .



Services	Description	Sub-Services	Description	Level of Service
<b>A.1.3 Management of Facility and Amenity Partnerships</b>	Provision of management services related to facility and/or amenity partnerships.	<b>A.1.3.a Facilities and Amenities Partnerships</b>	Develop and manage commercial and non-commercial space opportunities through agreements between the City and external organizations for City owned and operated amenities, and City owned partner operated amenities.	<p>All inquiries regarding existing partnership agreements with non-profit organizations and community groups are responded to within two business days.</p> <p>Partner agreements with non-profit organizations and community groups are developed within six months prior to the agreement's expiry date or as needs are identified.</p> <p>Community group's capital project inquiries related to capital applications, project statements, or business cases are responded to within four weeks of receipt.</p> <p>The signing of capital development/funding agreements with non-profit organizations and community groups is developed and facilitated prior to the execution phase of a project.</p> <p>Terms and conditions for partnerships are in alignment with <a href="#">Council Policy – C-CAO-16: City Owned Building Lease Rates</a> and/or Administrative Directive – A-CS-04: Non-Market Lease Rates/Operating Cost Allocation Determination</p>
		<b>A.1.3.b Reciprocal Use Agreement</b>	Agreement management between City of St. Albert and St. Albert school divisions for collaborative use of City recreation and cultural facilities and school facilities.	Reciprocal Agreements are in place between the City of St. Albert and the St. Albert school divisions and requirements are fulfilled within the parameters of the Reciprocal Use Agreement.
<b>A.1.4 Parks, Open Spaces and Recreation Sites</b>	Ensure the provision of recreation and park sites for community users in a safe and comfortable environment.	<b>A.1.4.a Park and Open Spaces</b>	A dedicated park or open space that may include a collection of recreation amenities and natural features that provides opportunities for scheduled and spontaneous use.	<p>Park sites are offered based on the Hours of Operations in the appendix and the <a href="#">Parks Bylaw 07/2022</a>.</p> <p>Park sites are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Terms and conditions are in alignment with the City of St. Albert Parks and Open Space Standards and Guidelines and the Active Transportation Plan, Municipal Engineering Standards, and <a href="#">Council Policy – C-IS-01: Snow and Ice Control</a>.</p>
		<b>A.1.4.b Recreation Sites</b>	A dedicated non-park recreation site that may include a collection of assets that provide structured and spontaneous use in recreation facilities.	<p>Recreation sites are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Recreation sites are offered based on the Hours of Operations in the appendix</p> <p>Terms and conditions of the service are in alignment with the Municipal Engineering Standards</p>

Services	Description	Sub-Services	Description	Level of Service
		<b>A.1.4.c Site Amenities</b>	Amenities that support the primary function(s) of recreation and park sites such as parking lots, outdoor lighting, bike racks, and benches. Dependent on location.	
<b>A.1.5 Recreation and Sport Amenities</b>	Ensure the provision of scheduled and spontaneous use of recreation amenities for community users in a safe and comfortable environment.	<b>A.1.5.a Aquatics Amenities</b>	Provision of public access aquatics amenities for scheduled and spontaneous recreation and sport activity.	<p>Aquatics amenities are offered based on the Hours of Operations in the appendix.</p> <p>Aquatics amenities are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Lifeguarding and pool standards are provided in alignment with the Lifesaving Society Alberta and Northwest Territories Policies and Procedures, the Lifesaving Society Alberta Northwest Territories Public Aquatic Facility Safety Standards, the Public Health Act, Public Swimming Pools Regulation, Occupational Health and Safety legislation and the Government of Alberta Pool Standards.</p> <p>Outdoor aquatics amenities operate seasonally as weather permits within the guidelines and recommendations of Environment Canada.</p> <p>All fees are in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a>.</p>
		<b>A.1.5.b Field and Fitness Amenities</b>	Provision of indoor and outdoor equipment for the purpose of physical exercise and track and field training activities.	<p>Field and Fitness amenities are offered based on the Hours of Operations in the appendix and the <a href="#">Parks Bylaw 07/2022</a>.</p> <p>Outdoor amenities are available seasonally as weather permits.</p> <p>Field and Fitness amenities are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>On site staffing and amenities varies based on the site.</p> <p>Fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a>.</p>

Services	Description	Sub-Services	Description	Level of Service
		<b>A.1.5.c Ice Surfaces</b>	Provision of maintained indoor and outdoor ice dedicated to use for recreation and sport activities.	<p>Ice surfaces are offered based on the Hours of Operations in the appendix and the <a href="#">Parks Bylaw 07/2022</a>.</p> <p>On site staffing and amenities varies based on the site.</p> <p>Ice surfaces are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Outdoor amenities are available seasonally as weather permits with a maximum booking of one hour per night, up to three nights per week at each outdoor rink.</p> <p>Fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a>.</p> <p>St. Albert Curling Club is operated based on partnership agreements.</p>
		<b>A.1.5.d Multipurpose Spaces</b>	An open space to be used for a variety of programming and spontaneous use including meeting rooms, and pavilions	<p>Multipurpose spaces are offered based on the Hours of Operations in the appendix and the <a href="#">Parks Bylaw 07/2022</a>.</p> <p>Multipurpose spaces are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>On site staffing and amenities varies based on the site.</p> <p>Fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a> or the Reciprocal Use Agreement.</p> <p>Terms and conditions in alignment with <a href="#">Council Policy – C-CAO-16: City Owned Building Lease Rates</a> and/or Administrative Directive – A-CS-04: Non-Market Lease Rates/Operating Cost Allocation Determination</p>
		<b>A.1.5.e Park Amenities</b>	Provision of spontaneous use amenities to enhance the overall experience in and use of park spaces such as boat docks, dog designated areas, and platforms.	<p>Park amenities are offered based on the <a href="#">Parks Bylaw 07/2022</a>.</p> <p>Park Amenities are offered for spontaneous use based on a balance of community and operational need</p> <p>Terms and conditions for designations of dog designated areas are in alignment with Administrative Directive A-CS-03: Off-Leash Area Designation and A-CS-07: Standards of City Dog-Friendly Parks, A-CA-17 Alcohol in Designated Park Spaces and the <a href="#">Animal Bylaw 11/2013</a>, City of St. Albert Parks and Open Space Standards and Guidelines, the Active Transportation Plan, and <a href="#">Council Policy – C-IS-01: Snow and Ice Control</a>.</p>

Services	Description	Sub-Services	Description	Level of Service
		<b>A.1.5.f Playgrounds</b>	Provide recreational play structures for public use.	<p>Playgrounds are offered based on the Hours of Operations in the appendix and the <a href="#">Parks Bylaw 07/2022</a>.</p> <p>Playgrounds are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Playgrounds are free access spontaneous spaces or are offered based on fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a>.</p> <p>Outdoor playgrounds and the Servus Place indoor playground are operated in alignment with the Canadian Standards Association playground standards.</p>
		<b>A.1.5.g Specialty Sport Amenities</b>	A purpose-built recreational environment dedicated to recreation and sports activities.	<p>Skate, Bike Skills and Disc Golf Amenities are offered for spontaneous use.</p> <p>Amenities are offered based on the Hours of Operation in the appendix and the <a href="#">Parks Bylaw 07/2022</a>.</p> <p>Outdoor amenities are available seasonally as weather permits.</p> <p>St. Albert BMX Park is operated based on partnership agreements.</p>
		<b>A.1.5.h Sport Fields</b>	Provision of maintained dry floor, artificial turf and natural turf fields dedicated to recreation and sport activities.	<p>Sport Fields are offered based on the Hours of Operations in the appendix, the <a href="#">Parks Bylaw 07/2022</a> and the Reciprocal Use Agreement.</p> <p>Outdoor artificial turf fields are available seasonally as weather permits.</p> <p>Sport Fields are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a>.</p> <p>Specific sports fields are operated through partnership agreements</p>
		<b>A.1.5.i Sports Courts</b>	Provision of open level areas equipped with appropriate lines and amenities, upon which a recreational game is played.	<p>Sports courts are offered based on the Hours of Operations in the appendix, the <a href="#">Parks Bylaw 07/2022</a> and the Reciprocal Use Agreement.</p> <p>Fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a>.</p> <p>Sport Courts are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Outdoor amenities are available seasonally as weather permits.</p>
SUB-PROGRAMS				
A.2 User Experience				

Services	Description	Sub-Services	Description	Level of Service
A.2.1 Client Services	Provision of assistance, advice, resources and transactional support to visitors and users of community and recreation amenities, facilities, and parks.	A.2.1.a Arden Theatre Box Office	Ticketing services for The Arden Theatre, City of St. Albert events and rental clients.	Provide access via phone, email, on-line or in-person to event information, transaction services, and ticket printing services. Box Office hours are posted on the City website.
		A.2.1.c Community Services Inquiries	Responding and directing inquiries received to the appropriate resource.	Provide access by phone, email, or in-person based on hours posted on the City Website. After hours and on the weekends, emergency contact information is provided through automated response. All messages are responded to within two business days.
		A.2.1.b Bookings and Sales	Provide transactional support to the community for purchases, bookings, reservations, program registrations, and access to recreation facilities, community facilities and parks in person and via telephone. Program registration is also available online.	Bookings and sales will be available in person, via telephone, and, if possible, online. Admission and sales are available during regular operating hours. (see Hours of Operation in the appendix).  Rates are governed through <a href="#">Council Policy C-FS-16: Municipal Fees and Charges</a> .
		A.2.1.d Facility Service Assistance	Provision of assistance, advice and resources to visitors and users at community and recreation facilities.	On site staffing and services vary based on the site.  Assistance is available within the City facilities during the regular operating hours (see Appendix for Hours of Operation).

Services	Description	Sub-Services	Description	Level of Service
A.2.2 Provision of Commercial and Retail Services	Provision of food, beverage, professional and retail services in City facilities, amenities and spaces to enhance the customer experience at City sites.	A.2.2.a Food and Beverage Services	Direct and third party provision of food and beverage services at select cultural and recreation facilities and amenities.	Directly operated - Annual review of services provided at Cultural facilities.  Third Party Operated - Operational guidelines are as per agreement, including hours of operation.  Food and beverage services located at park and recreation sites are third Party Operated.  Services provided at: <ul style="list-style-type: none"><li>• Jarome Iginla Arena</li><li>• Fountain Park Recreation Centre</li><li>• Servus Credit Union Place</li><li>• Grosvenor Outdoor Pool</li><li>• Larry Olexiuk Field</li><li>• Woodlands Water Play Park</li><li>• Kinex Arena</li><li>• St. Albert Place</li></ul> Terms and conditions in alignment with <a href="#">Council Policy – C-CAO-16: City Owned Building Lease Rates</a> .
		A.2.2.b Retail and Professional Services	Provision of retail and professional services at select City sites.	Service is provided through third party operation.  Operational guidelines as per agreements.  Hours of service provision as per agreements.  Terms and conditions in alignment with <a href="#">Council Policy – C-CAO-16: City Owned Building Lease Rates</a> .
PROGRAMS				
B. Community Development				
SUB-PROGRAMS				
B.1 Community Events				
B.1.1 City Delivered Events	The coordination and delivery of events to the community.	B.1.1.a Canada Day	A city-wide event for residents and visitors where city parks, facilities and/or historical sites are host to a variety of activities allowing for residents of all ages and interests to celebrate Canada’s birthday.	Annual event delivered to the community on July 1.  Event includes activities and fireworks.

Services	Description	Sub-Services	Description	Level of Service
		B.1.1.b Entertainment Events	Delivery of entertainment events to an audience at community locations. (e.g. Arden Theatre, Community Arts Space, Servus Place)	Events are hosted throughout the City annually to provide diverse, quality professional and emerging live entertainment for all ages, cultures and backgrounds.
		B.1.1.c Halloween Haunt	An annual family event for residents and visitors to participate in Halloween related activities and/or events.	Annual event delivered to the community in October.
		B.1.1.d Mayor's Celebration of the Arts	Arts and cultural achievements are recognized celebrating community artists and support for the arts.	Biennial event recognizing and celebrating community artists and support for the arts. As per Policy C-CC-22 Mayor's Celebration of the Arts Awards.
		B.1.1.e New Year's Eve Celebration	Provision of activities celebrating New Year's Eve.	Annual event delivered to the community on December 31. Event includes the provision of fireworks.
		B.1.1.f Northern Alberta International Children's Festival of the Arts	Multi-day arts and cultural festival and associated outreach and activities in St. Albert for schools and families.	Organize an annual multi-day arts and cultural festival and associated outreach and activities.
B.1.2 Community Events Support	Support to St. Albert event organizing groups in the coordination of identified corporate services for the benefit of the community.	B.1.2.a Event Administration and Liaison	Support to community event organizers for event administration/application and coordination of available civic supports.	Formal approval is granted to the event organizer through the application process.  Terms and conditions as outlined in <a href="#">Council Policy C-CS-26: Event Policy</a> .  Liaise and advise event organizers regarding available civic supports and requirements.  Provide event organizers with the opportunity to list events on various City communication mediums.
		B.1.2.b Event Supports	Provision of logistical supports and resources to community organized events.	Support and service is dependent on location and availability of City support, taking into consideration other competing priorities.
SUB-PROGRAMS				
B.10 Truth and Reconciliation				



Services	Description	Sub-Services	Description	Level of Service
B.10.1 Truth and Reconciliation Stewardship	Stewardship of the City's on-going reconciliation efforts towards Canada's Truth and Reconciliation Commission Calls to Action based on the foundational 14 recommendations that emerged from the Payhonin Report.	B.10.1.a Calls to Action Implementation	Management and oversight of Calls to Action efforts.	Emergent opportunities are addressed based on the scope and detail of the work required.  An annual report on the City's efforts is provided to the Truth and Reconciliation Commission.
		B.10.1.b Payhonin Reconciliation St. Albert Engagement Report Recommendations Implementation	Management and oversight of Payhonin Recommendations.	Emergent opportunities are addressed based on the scope and detail of the work required.  An annual report on engagement is provided to City Council.
SUB-PROGRAMS				
B.2 Community Organizations and Groups Support				
B.2.1 Community Organization Supports	Facilitation and support to non-profit organizations and community groups to provide advice, educate, communicate, inform and build capacity and support program delivery in the community.	B.2.1.a Financial Competency Development	Support to community groups to create and maintain healthy, self-sustaining community groups that effectively meet identified goals and objectives through the provision of financial competency development services.	Annually identify and communicate all known-relevant grant opportunities to supported non-profit organizations and community groups.  Annually assist community groups with all requests relating to grant application submissions, reconciliations and reporting.
		B.2.1.b Information and Referral	Facilitate the exchange of information by informing, connecting, and referring groups to appropriate resources in support of group development.	Provide non-profit organizations and community groups with an opportunity for subscribed communication.  Facilitate eligible community groups the opportunity to be linked on the City website each year.
		B.2.1.c Leadership Development	Support to community groups to create and maintain healthy, self-sustaining community groups that effectively meet identified goals and objectives through the provision of leadership development services.	Facilitate networking opportunities for non-profit organizations and community groups with similar service objectives to connect at least once each year.

Services	Description	Sub-Services	Description	Level of Service
		<b>B.2.1.d Organization and Board Development</b>	Support to community groups to create and maintain healthy, self-sustaining community groups that effectively meet identified goals and objectives through the provision of organization and board development services.	Respond to community group emergent issues within two business days.  Attend community group AGM's at least once every two years where applicable.  Respond to non-profit organization and community group emergent issues; response time and level of support is dependent on complexity.  Respond to requests for assistance with development; dependent on non-profit organization and community group needs.
SUB-PROGRAMS				
<b>B.3 Cultural Development</b>				
<b>B.3.1 Cultural Programming</b>	The provision of cultural programming for participants.	<b>B.3.1.a Arden Theatre Professional Series</b>	The provision of a collection of ticketed live stage performances presented by professional artists.	Live stage performance are delivered year round.
		<b>B.3.1.b Community Cultural Programming</b>	Access to cultural experiences, artistic development and performance opportunities for residents.  A range of diverse and relevant arts is provided to the community. Programming selection is based on demand and community needs. (e.g. Poet Laureate, emerging artist programs, youth artist development)	Activities hosted throughout the City annually to support, connect and cultivate artists and creative industries.
		<b>B.3.1.c Film Permitting</b>	Facilitation of film permits for filming in various City recreational and cultural spaces.	Response and level of support is dependent on the type of request, complexity of work and requested timelines.  Inventory is reviewed and updated annually or sooner if the need arises.

Services	Description	Sub-Services	Description	Level of Service
		<b>B.3.1.d Heritage Conservation Program</b>	Support for the preservation and maintenance of privately-owned, municipally-designated Heritage resources.  An incentive program is in place to assist property owners in preserving and maintaining privately-owned, municipally-designated Heritage resources.  .	Eligible rehabilitation work must conform to the Standards and Guidelines for the Conservation of Historic Places in Canada.
		<b>B.3.1.e Performing Arts</b>	Art forms such as music, dance and theatre arts.  Programs are offered for all age groups at all levels of ability.	St. Albert Children’s Theatre is provided for participants with annual public productions.  Fees are in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a> .
		<b>B.3.1.f Visual Arts Programming</b>	Art forms such as Pottery quilting painting paper making, print making, sculpting. Programs are available for all age groups at the levels of ability.	Delivered using internal supports in conjunction with partnership agreements or contracted services. Rates are determined through agreements.
SUB-PROGRAMS				
<b>B.4 Economic Development</b>				
<b>B.4.1 Business Retention and Expansion</b>	Activities that retain existing businesses in St. Albert and help them grow.	<b>B.4.1.d Business Support Programs</b>	Offer programs that support business growth, provide business revitalization within key business districts such as downtown, and recognize St. Albert business achievements. This includes encouraging and driving local business tourism efforts through the creation of shop local campaigns and providing a reliable source of information to visitors and residents.	Collect and analyze information from existing businesses to understand and identify priority needs based on common challenges at least annually.  Develop and implement priority programs that support local businesses.  Maintain and update content on City of St. Albert’s Explore St. Albert website.  Administer and update tourism marketing materials every 2 years.

Services	Description	Sub-Services	Description	Level of Service
		<b>B.4.1.e Entrepreneurship Support</b>	Foster a startup and entrepreneurial ecosystem in St. Albert that helps local, homegrown businesses grow and expand. Identifying and working to remove any barriers for expansion.	Create or host opportunities for networking and mentoring. Facilitate ad hoc meetings with entrepreneurs to understand entrepreneurs' needs. Connect entrepreneurs with the appropriate resources as needs become apparent. Celebrate entrepreneurial success stories throughout the year.
		<b>B.4.1.f One on One Business Support</b>	Provide direct contact to help businesses navigate challenges that come with starting a new business, relocating or expanding their business in St. Albert.  Develop, manage and maintain relationships with local businesses through formal and informal liaising opportunities.	Acknowledge request within two business days. Response time is dependent on the complexity of the request
		<b>B.4.1.a Business Education and Information Sharing</b>	Offer timely and valuable information and learning opportunities that strengthen and support the growth of local businesses.	Offer a minimum of 2 workshops or learning opportunities. Offer a monthly newsletter to the business community.
		<b>B.4.1.b Business Events</b>	Empower the business community by hosting and supporting business and industry events that build connections that inspire ideas through networking between local business leaders and support organizations. This includes the annual Business Breakfast and support provided to the St. Albert Farmers' Market.	Offer a minimum of 2 business events annually. Annually support the St. Albert Farmers' Market.
		<b>B.4.1.c Business Supports</b>	Provide access to and support navigating current City of St. Albert, government, and private business supports including grants, tax credits, and financing options.	Business needs are analyzed regularly and financial support programs or incentives are created as required, sometimes in collaboration with regional partners.

Services	Description	Sub-Services	Description	Level of Service
<b>B.4.2 Investment Attraction</b>	Activities that attract new industrial and commercial business to St. Albert.	<b>B.4.2.a Emergent Investment Opportunity Response</b>	Response to emergent, time sensitive investment opportunities. This requires shifting resources as required. This may come from Edmonton Global and other partners.	Time sensitive inquiries will be addressed as required including outside of regular business hours.  Respond to requests for information (RFIs) within required timelines.
		<b>B.4.2.b Investment and Business Attraction</b>	Actions taken to promote business and investment opportunities within St. Albert to domestic and international markets. This includes identifying opportunities, targeting prospects, providing site tours, developing marketing campaigns, attending industry specific events, and relationship development.	Attend a minimum of 4 industry specific events annually.  Annual Marketing campaigns.  Investor presentations, events and site tours as needed.
		<b>B.4.2.c Investment and Development Facilitation</b>	Assisting new businesses, developers, and investors in navigating the City's regulatory processes, including facilitation of meetings, problem solving, and interpretation of statutory documents and City guidelines.  Liaison between private sector developers and City administration to help expedite and simplify development within the city.	Host or facilitate meetings between internal City staff and prospective businesses/ developers as required.  Providing economic expertise related to internal city planning and development policies, land use and legislative standards as required.  Represent the City at regular industry association meetings such as UDI, CHBA, BILD.
		<b>B.4.2.d Investment and Development Readiness</b>	Reducing barriers to investment or development in St. Albert by identifying future business needs and taking actions to address any current gaps such as infrastructure, servicing capacity, land availability, etc.  Incorporate external developers/business feedback into City processes and internal working groups (i.e. LUB, offsite levies, ASPs).	Annually assess business needs and identify gaps.

Services	Description	Sub-Services	Description	Level of Service
B.4.3 Stakeholder Relations	Consultation, coordination, and collaboration with external business and economic development organizations	B.4.3.a Consultation with Business	Provide regular consultation and liaison services to improve the City’s understanding of local business interests and perspectives.  This includes consultation and meeting with businesses, groups, and surveys, forums, and polls.	Surveys, forums, or polls are conducted at a minimum once per year.
		B.4.3.c Regional Economic Development	Regular coordination, collaboration, and consultation with regional economic development organizations related to regional economic development initiatives. These organizations could include Edmonton Global, Villeneuve Landing Network, Collaborative Economic Development, and others.	Coordinating, collaborating, and consulting, where there is an organizational requirement or strategic alignment, as opportunities arise.
SUB-PROGRAMS				
B.5 Financial Grants and Supports				
B.5.1 Civic Granting	<div>Provision of funding to eligible applicants in the areas of special events, sport and culture development, environmental initiatives, operational funding and capital renovations and development.</div>	B.5.1.a Civic Grant Program	Manage programs for the purpose of providing funding in the form of grants to eligible applicants to assist in offsetting costs associated with programs, projects, activities and events which enhance the social fabric, environmental sustainability and quality of life for St. Albert residents.	Responsibilities and Terms and Conditions of civic granting are identified in Council Policy C-CC-23.

Services	Description	Sub-Services	Description	Level of Service
B.5.2 Individual and Family Supports	Financial support or subsidy programs for St. Albert residents.	B.5.2.a City of St. Albert Subsidy Program	The City of St. Albert Subsidy Program supports low-income individuals and families to participate in the city's recreation facilities and programs, and transit services.	<b>Recreation:</b> <ul style="list-style-type: none"><li>Memberships<ul style="list-style-type: none"><li>Free 6-month membership at either Servus Credit Union Place or Fountain Park Recreation Centre or 60 per cent off an annual membership at Servus Place.</li></ul></li><li>Registered Programs<ul style="list-style-type: none"><li>Up to \$150 per child for registered programs offered by the City. These include swimming &amp; skating lessons, visual arts programming and performing arts programming.</li></ul></li></ul> <b>Transit:</b> <ul style="list-style-type: none"><li>A free All Aboard Local Transit Pass or an All Aboard Commuter Transit Pass discounted by approximately 35 per cent of the cost of an Adult Commuter pass.</li></ul>
		B.5.2.b Crisis Fund	Financial support to vulnerable residents. Crisis funds are vetted through a committee of residents to determine eligibility.	Support is approved and administered as per the St. Albert Crisis Aversion Committee Terms of Reference.
SUB-PROGRAMS				
B.6 Funding Partnerships				
B.6.1 Cultural Partnerships	Provision of funding to provide cultural services.	B.6.1.a Arts and Heritage Foundation	The City's partnership agreement with the Arts and Heritage Foundation (AHF) includes: <ul style="list-style-type: none"><li>Operating, managing, and ensuring stewardship of the City's historical and cultural artifacts, historical resources and archives.</li><li>The provision of diverse and relevant arts and heritage registered and drop-in programs, including the animation of heritage sites and locations around the community.</li></ul>	Annual review and approval of operating funding is provided to Arts and Heritage Foundation of St. Albert (AHF).  Services are delivered by AHF as per guidelines outlined in the partnership agreement.



Services	Description	Sub-Services	Description	Level of Service
<b>B.6.2 Institutional Partnerships</b>	Provision of funding to provincially regulated organizations to provide services to the community.	<b>B.6.2.a St. Albert Public Library</b>	Ensuring adherence and implementation of lease, Memorandum of Understanding (MOU), Library Act, Library Bylaw.	Monthly meetings between the City Liaison and the Library CEO.
<b>B.6.3 Management of Partnerships for Delivery of Social Services</b>	Provision of funding to deliver preventive social services in the community.	<b>B.6.3.a Program Funding</b>	Provide a framework for the delivery of funding to eligible community non-profit organizations for the provision of preventive social programs.	Program funding is governed through <a href="#">Council Policy C-CS-14: FCSS Program Funding</a> .
SUB-PROGRAMS				
<b>B.7 Public Education</b>				
<b>B.7.1 Environmental Awareness</b>	Provision of public education campaigns to support conservation of environment.	<b>B.7.1.a Environmental Activities and Programs</b>	Annual activities and programs designed to encourage community involvement in environmental protection and conservation.  (e.g. Clean and Green River Fest, Arbour Day, Weed Warriors, Clean Air Day, , Earth Hour, Neighbourhood and School Yard Clean Ups, Partners in Parks, Community Naturalization)	Deliver or support annual activities and programs encouraging community involvement.
		<b>B.7.1.b Environmental Resources and Education</b>	Environmental resources, information, and learning opportunities shared with the public. (e.g. Water Conservation Campaign, HEAT Program, EV Day, Energy Efficiency Day, Solar Dashboard)	Provide resources upon request and deliver annual media campaigns to the public to encourage conservation of the environment.

Services	Description	Sub-Services	Description	Level of Service
<b>B.7.2 Indigenous Awareness</b>	Review and identify resources, awareness information, and learning opportunities to share with the community.	<b>B.7.2.b Indigenous Ceremonies and Annual Days of Recognition</b>	<p>Indigenous commemorative ceremonies and annual days of recognition. Includes collaboration with Indigenous partners, internal departments, Leadership and Council.</p> <p>Including but not limited to Red Dress Day, National Indigenous Peoples Day, Treaty 6 Recognition and Acknowledgement Day, National Day for Truth and Reconciliation, Métis Week, etc.</p>	Minimum 7 days public notice through City communication channels and social media campaigns.
<b>B.7.3 Waste and Diversion Education</b>	Provision of public education programs to support waste diversion.	<b>B.7.3.a Public &amp; School Education Programming</b>	<p>Provision of a waste collection education program to increase resident and student knowledge about curbside waste and waste diversion.</p> <p>The Waste and Diversion Team extends its education and outreach in-community through events and festivals like the Children's Festival, Canada Day, and the Clean and Green Riverfest.</p>	<p>Provide waste awareness education to the residents through in-person inspections of their green organics carts, blue recycling bags, and brown garbage carts, providing an understanding of contamination, diversion, and cart standards.</p> <p>The Waste and Our World Program is offered to Grade 4 students annually.</p>
SUB-PROGRAMS				
<b>B.8 Recreation Development</b>				
<b>B.8.1 Recreation Programming</b>	The provision of recreation programming for registered and drop-in participants at parks, open spaces and recreation facilities.	<b>B.8.1.a Aquatics Programming</b>	The direct provision of aquatics registered and drop-in programs.	<p>All programs are open for registration for St. Albert residents and Servus Place annual members for one week prior to open registration.</p> <p>Waiting lists will be taken for all programs.</p> <p>Programs offered in alignment with the Lifesaving Society Alberta and Northwest Territories Policies and Procedures, Red Cross Program Standards and/or Fitness Alberta</p> <p>Fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a>.</p>

Services	Description	Sub-Services	Description	Level of Service
		<b>B.8.1.b Fitness Programming</b>	The direct provision of fitness registered and drop-in programs.	All programs are open for registration for Servus Place annual members for one week prior to open registration.  Fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a> .  Programs are offered in alignment with Fitness Alberta, Canadian Fitness Professionals and CSEP Canadian Association of Exercise Physiologists.
		<b>B.8.1.c Recreation Programming</b>	The direct provision of recreation registered and drop-in programs.	All programs are open for registration for Servus Place annual members for one week prior to open registration.  Fees in alignment with <a href="#">Council Policy: C-FS-16: Municipal Fees and Charges</a> .  Programs offered in alignment with Canadian Sport for Life, Long Term Athlete Development Program and High Five.
SUB-PROGRAMS				
<b>B.9 Social Development</b>				
<b>B.9.1 Community Capacity Building</b>	The development of skills and competencies to enable all City residents to achieve their greatest potential and strengthen the community as a whole.	<b>B.9.1.a Education and Training</b>	Social programs that are preventive in nature that promote and enhance well-being among individuals, families, and communities.  (e.g. mental health and/or suicide intervention)	Annually host or partner presentations, facilitate workshops on social based topics relevant to the community to educate and support residents.
		<b>B.9.1.b Enhance Community Well-Being</b>	Coordination of community response to facilitate actions to build community capacity. (e.g. block parties, little free libraries, youth development, inter-agency collaboration. )  City Community Development personnel bring partners and residents together; collect information; facilitate action; and build community partnerships and relationships that strengthen community.	Services are delivered as per provincial Family and Community Support Services (FCSS) legislation and based on community need.

Services	Description	Sub-Services	Description	Level of Service
		<b>B.9.1.c Information and Resources</b>	Provision of public information and resources to inform residents of available social services and support.  Individual, group, and community initiatives and supports are provided to schools, local organizations and residents of all ages and circumstance to help build knowledge of and facilitate access to social services programs and resources. Includes referral services, awareness campaigns, subscriptions and inventories.	Services are delivered as per provincial Family & Community Support Services (FCSS) legislation and based on community need.
		<b>B.9.1.d Resiliency and Preparedness</b>	Adequately prepare the community to recover quickly in states of crisis. Includes collaboration with regional municipalities. Includes recruiting and training.	Mock emergencies are facilitated annually for the City Emergency Reception Centre, to ensure preparedness.
<b>B.9.2 Individual and Family Support Services</b>	Assist individuals and families with resources, support and individualized services.	<b>B.9.2.a Counselling, Consultation and Navigation Services</b>	Provision of confidential counselling, consultation and navigation to school-aged children, youth, young adults, adults and families.  Family & Community Support Services (FCSS) resources are available to assist school aged children with a family centered model and provide navigation support to residents.	Services are contracted and delivered through Community Services based on community need.
PROGRAMS				
<b>C. Environmental Stewardship</b>				
SUB-PROGRAMS				
<b>C.1 Environmental Maintenance</b>				

Services	Description	Sub-Services	Description	Level of Service
<b>C.1.1 Maintenance of Sport Fields, Parks and Natural Areas</b>	Grass cutting, fertilizing, aerating, sweeping, and litter collection of sports fields, parks and natural areas.	<b>C.1.1.a Cemetery Grounds Maintenance and Landscaping</b>	Maintain landscape within Cemetery boundaries.	Level 1A parks - weekly cutting up to 18 times per year, with weekly trimming for cemetery and civic buildings only.
		<b>C.1.1.b Maintenance of Parks</b>	Maintenance of green infrastructure within the City.	<p>Level 1A Parks (civic buildings, cemetery, river valley and Red Willow Trail)- weekly cutting up to 18 times per year, with weekly trimming for cemetery and civic buildings only.</p> <p>Level 2C Parks (all open green space excluding buffers, boulevards or natural areas)- cutting on a 10-day maximum cycle with monthly trimming.</p> <p>Fertilizing - June and Fall.</p> <p>Aerating - twice a year (June and Fall) Sweeping - Fall</p> <p>Special Events - as required High Profile Areas - usually on Fridays</p>
		<b>C.1.1.c Maintenance of Sport Fields</b>	Maintenance of green infrastructure and line painting at City sport field amenities.	<p>Level 1A Fields (full size football and soccer fields and Fowler Track): weekly cutting up to 18 times per year and weekly trimming.</p> <p>Level 2B Fields (minor baseball, mini fields and recreational open spaces): cutting and trimming on a 10 working days or two weeks cycle. and trimming every two weeks.</p> <p>Cutting - weekly. Cutting levels at 2 1/2" length.</p> <p>Fertilizing - Fall Aerating - Fall Sweeping - Fall Sod Replacement - Spring Line Painting – weekly</p>
<b>C.1.2 Urban Forest Maintenance</b>	Maintenance of urban tree canopy, including tree planting, maintenance and inspections.	<b>C.1.2.a Tree Care and Maintenance (single, ornamental trees)</b>	Routine maintenance to ensure the health of the urban forest.	<p>Structural pruning on all ornamental trees on a 5-year rotating cycle (young trees are pruned twice in 5-year cycle). All trees inspected at time of pruning, defects noted, re-inspection within cycle based on severity of defect.</p> <p>Pest control treatments are done immediately upon identification and chemicals may be used depending on type of treatment needed.</p>
		<b>C.1.2.b Tree Care and Maintenance in Natural Areas</b>	Routine maintenance to ensure the health of the urban forest.	<p>Native areas are assessed on a 5-year rotating cycle. Trees, where values-at-risk are present and potentially a target, are assessed for hazards (typically one tree length from target). Values-at-risk includes public and private fences, buildings, trail system etc. Hazard is removed which may be any portion of the tree including the entire tree. Clearance for trail system and open space is maintained with public safety being primary concern. Wildlife trees are considered if practical.</p>

Services	Description	Sub-Services	Description	Level of Service
		C.1.2.c Tree Inspections	Routine Inspections to ensure the health of the urban forest.	Hazardous Trees - visually to find rotten trees, leaning, broken limbs and when called.  Diseased trees are inspected annually through visual inspection.  Site lines - visual inspection semi-annually.  FAC Work - visually when called.  Insurance Claim - visually when called.
		C.1.2.d Tree Planting	Routine planting to ensure the health of the urban forest.	Use design standards for planting including planting practices and species acceptable. Generate planting list through visual inspections, customer service requests and tree inventory removal data. Purchase nursery stock, regionally if possible, for in-house plantings.  Removed public vegetation, including trees, is replaced within the same year of removal or the following year, depending on the time of year of removal. Locations may differ for replacement vegetation to allow for maintenance of inventory.
		C.1.2.e Shrub Bed Maintenance	Maintenance and care of public shrub beds.	All shrub beds will be visited a minimum of twice a year.
		C.1.2.f Annual Flower Program	Provision of flowers in in-ground planters and pots throughout the City in public spaces, such as intersections.	Flower planters are placed seasonally throughout the City at key intersections and City landmarks.  Planters and in-ground flower beds are maintained through contracted services.
C.1.3 Vegetation and Pest Control	Maintenance of healthy turf and urban forests	C.1.3.a Pest Control	Management of vertebrate pests impacting infrastructure. Includes, but not limited to beavers, gophers, insects, etc.	Remove or control pests as governed by legislation and outlined in the City's Integrated Pest Management Plan (IPM).
		C.1.3.b Weed Control	Management of noxious and invasive vegetation.	Remove or control noxious and restricted weeds as governed by legislation and outlined in City's Integrated Pest Management Plan (IPM).
SUB-PROGRAMS				
C.3 Environmental Protection				

Services	Description	Sub-Services	Description	Level of Service
C.3.1 Release Prevention, Reporting and Response	Direct release or spill response, support and reporting and maintenance of the spills and release database. The service includes corporate wide environmental risk and opportunities assessment and management in addition to on-scene spill response and mitigation of hazardous materials.	C.3.1.a Release Prevention	<p>Develop and maintain policies, procedures, training, and programs to implement a proactive approach for environmental release prevention.</p> <p>Train City employees who work with substances that have the potential to be released with the knowledge and resources to mitigate risk.</p> <p>Work with City contractors to promote the City's release response and reporting response requirements through the Environmental Construction Operations (ECO) Plan program and/or the Contractor Environmental Responsibility Package (CERP).</p>	<p>Deliver awareness campaign, resources and training to identified City work groups annually in the Spring (Q2).</p> <p>Receive signed acknowledgement form from City Contractors prior to project start.</p>
		C.3.1.b Release Reporting and Incident Database Management	Reporting all environmental releases to the provincial regulatory authorities. Maintaining the City's database for Environmental Releases.	<p>Report and document release immediately upon discovery through the City's Intelex incident application.</p> <p>Report all releases to Alberta Environment and Parks (as per section 110), as required by the Environmental Protection and Enhancement Act (2000). Comply with any additional reporting requirements (i.e., 7-day letter) that may be requested by the province.</p>
		C.3.1.c Release Response	Activities required to respond to an environmental release. Collaborate with Fire Services or Utilities depending on nature of release. Procure third-part contractor should release response require specialized materials or support.	Immediately respond to environmental releases upon notification or discovery and engage City supports or Contractor depending on nature of release.
SUB-PROGRAMS				
C.4 Waste Management				



Services	Description	Sub-Services	Description	Level of Service
<b>C.4.1 Solid Waste Collection</b>	Collection, processing and disposal of landfill, organic waste and recyclable material for residents, City facilities and community schools. Bylaw No. 17/2018 - Residential Solid Waste Management	<b>C.4.1.a Compost Depot</b>	A centralized site where residents can bring yard waste for proper disposal.	The Compost Depot is open to residents of St. Albert only, proof of residency may be required. Operated seasonally from April to November, with hours of operation posted on City website and City BeWastewise App.
		<b>C.4.1.b Garbage Collection</b>	Collection, processing and disposal of landfill material for residents, City facilities and community schools.  Residents are provided City owned waste carts, available in three sizes (240L, 120L and 80L) with corresponding monthly rates.	Automated collection of garbage every two weeks.
		<b>C.4.1.c Organic Collection</b>	Collection, processing and disposal of organic waste for residents, City facilities and community schools.  Organics collected via City owned organic carts, available in two sizes (240 L & 120 L) with no rate differentiation between sizes. Multi-family buildings pick-up available at some locations. Pick-up is available for schools that sign up.	Automated collection of organic material: <ul style="list-style-type: none"><li>• April to October - weekly</li><li>• November to March - every two weeks</li></ul>
		<b>C.4.1.d Recycling Collection</b>	Collection, processing and disposal of recyclable material for residents, City facilities and community schools.  This service utilizes a 'blue bag' system. Material is un-bagged and sorted by a contractor.	Weekly collection of co-mingled recycling. Multi-family buildings pick-up available at some locations (service level in development).
		<b>C.4.1.e Recycling Depot</b>	A centralized site where residents can bring recycling, hazardous waste and electronics for proper disposal. The depot accepts recyclables (paper, cardboard, aluminum, glass and Styrofoam.) as well as hazardous chemicals, paint, oil, tires, electronics, batteries and scrap metal.	The recycling depot is a staffed depot open 47 hours per week, 6 days/week. Hours of operation are posted at the facility, on the City website and on the City BeWasteWise App.

Services	Description	Sub-Services	Description	Level of Service
		<b>C.4.1.f Dog Waste Removal</b>	Removal of dog waste in ravines, dog-friendly parks and outdoor rinks.	Dog waste pick up occurs twice per year, typically spring and fall, at 20 off leash areas, 3 ravines and 1 forested park. The Fall collection also includes outdoor rinks sites that have been designated dog off-leash areas.
<b>C.4.2 Solid Waste Programming</b>	Targeted annual or season community events designed to encourage appropriate disposal of solid waste.	<b>C.4.2.a Compost Giveaway</b>	Compost distributed to residents for household use.	Organized two months in a year; spring and fall for residents to pick up compost for household use.
		<b>C.4.2.b Curbside Christmas Tree Collection</b>	Pick up of Christmas trees from residential areas.	First two weeks in January according to Zone A and B schedules.
		<b>C.4.2.c Curbside Large Item Pick Up</b>	Pick up of Large Items from residential areas.	For two weeks in June, according to Zone A and B schedules.
		<b>C.4.2.d Curbside Leaf Pick-up</b>	Pick up of bagged leaves from residential areas.	A minimum of two (2) spring and two (2) fall pick ups a year.
		<b>C.4.2.e Large Item Drop Off</b>	Residents drop off large household items for garbage disposal at designated location. Additional garbage tags are required.	Organized at minimum once per year.
		<b>C.4.2.f Reduction of Solid Waste Generation</b>	Targets are developed to reduce solid waste generation and increase recycling and composting for residents.	Progress is reported to the community on an annual basis.
<b>C.4.3 Waste Water Management</b>	Operation, maintenance and management of the infrastructure and facilities that collect wastewater from all properties within the City of St. Albert that are connected to the municipal wastewater system. This service includes Regional Wastewater Treatment, residential wastewater service and collection maintenance, and wastewater management facilities (Lift Stations).	<b>C.4.3.a Conveyance Regional Wastewater Treatment</b>	Utility conveyance of wastewater from the wastewater collection system via trunk sewers to the Alberta Capital Region Wastewater Commission systems for further conveyance and treatment.	Compliance with the standards prescribed within the <a href="#">Sanitary Sewer Bylaw 06/2018</a> and compliance with provincial and federal regulatory/legislative requirements.
		<b>C.4.3.b Residential Wastewater Service Maintenance</b>	In-home services consisting of inspection and cleaning of sanitary sewer services from residential properties to City utility sewer mains.	Compliance with the standards prescribed within the <a href="#">Sanitary Sewer Bylaw 06/2018</a> , and compliance with provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
		C.4.3.c Wastewater Collection Maintenance	Operation and maintenance of all City utility wastewater collection systems from all properties connected to the municipal wastewater collection system for conveyance to the interceptor trunk sewers.	Compliance with the standards prescribed within the <a href="#">Sanitary Sewer Bylaw 06/2018</a> , and compliance with provincial and federal regulatory/legislative requirements.
		C.4.3.d Wastewater Management Facilities (lift stations)	Operation and maintenance of City utility and identified developer/private owned lift stations.	Compliance with the standards prescribed within the <a href="#">Sanitary Sewer Bylaw 06/2018</a> , and compliance with provincial and federal regulatory/legislative requirements.
SUB-PROGRAMS				
C.5 Water Services				
C.5.1 Stormwater Drainage Service	Operation and maintenance of the storm water collection systems, management facilities and outfalls that support the flow of rainfall and snowmelt through the city to the Sturgeon River.	C.5.1.a Stormwater Collection Maintenance	Operation and maintenance of all City utility stormwater collection systems from all properties connected to the municipal stormwater collection system.	Compliance with the standards prescribed within the <a href="#">Storm Sewer Bylaw 6/2003</a> , and compliance with provincial and federal regulatory/legislative requirements.
		C.5.1.b Stormwater Lift Stations	Operation and maintenance of City utility and identified developer/private owned stormwater lift stations.	Compliance with the standards prescribed within the <a href="#">Storm Sewer Bylaw 6/2003</a> , and compliance with provincial and federal regulatory/legislative requirements.
		C.5.1.c Stormwater Management Facilities and Outfalls	Operation and maintenance of City utility and identified developer/private owned stormwater management facilities and outfalls.	Compliance with the standards prescribed within the <a href="#">Storm Sewer Bylaw 6/2003</a> , and compliance with provincial and federal regulatory/legislative requirements.
C.5.2 Water Supply and Distribution Management	Supply, operation and maintenance of the distribution of drinking water and other water systems within the City of St. Albert.	C.5.2.a Bulk Water Services	Operation and maintenance of City utility bulk water systems that convey water to truck haul customers.	Compliance with the standards prescribed within the <a href="#">Water Bylaw 5/2001</a> , and compliance with provincial and federal regulatory/legislative requirements.
		C.5.2.b Conveyance from Regional Treatment and Supply	City utility water supply (transmission) from EPCOR to City utility water reservoirs.	Compliance with the standards prescribed within the <a href="#">Water Bylaw 5/2001</a> , and compliance with provincial and federal regulatory/legislative requirements and in mutual agreement with the City and EPCOR.

Services	Description	Sub-Services	Description	Level of Service
		C.5.2.c Private Hydrant Inspection	Inspection and testing of privately owned fire hydrants.	Compliance with the standards prescribed within the <a href="#">Water Bylaw 5/2001</a> , and compliance with provincial and federal regulatory/legislative requirements.
		C.5.2.d Residential Water Services	Operation and maintenance of City utility water service valves and meters.	Compliance with the standards prescribed within the <a href="#">Water Bylaw 5/2001</a> , and compliance with provincial and federal regulatory/legislative requirements.
		C.5.2.e Water Distribution Maintenance	Operation and maintenance of City utility and identified water distribution networks.	Compliance with the standards prescribed within the <a href="#">Water Bylaw 5/2001</a> , and compliance with provincial and federal regulatory/legislative requirements.
		C.5.2.f Water Reservoirs and Pump Stations	Operation and maintenance of City utility reservoirs and pump stations that convey water to the City utility water distribution system.	Compliance with the standards prescribed within the <a href="#">WaterBylaw 5/2001</a> , and compliance with provincial and federal regulatory/legislative requirements.
		C.5.2.g Water Well Systems	Operation and maintenance of City underground well systems that convey water to supply Lacombe Lake and Heritage Lake systems.	Compliance with the standards prescribed within the <a href="#">Water Bylaw 5/2001</a> , and compliance with provincial and federal regulatory/legislative requirements.
PROGRAMS				
D. Land Use and Development				
SUB-PROGRAMS				
D.1 Application Reviews and Permitting				
D.1.1 Environmental Reviews of Development Applications	The service includes conducting environmental reviews, providing environmental stewardship for long-term development plans, and ensuring compliance to environmental legislation.	D.1.1.a Planning and Development Approvals Review	Environmental review and support for planning and development approvals.  Review all planning and development referrals for environmental protection and environmental legislation requirements.	Requests for review are completed according to timelines established and are based on complexity of the referral.

Services	Description	Sub-Services	Description	Level of Service
<b>D.1.2 Issuance of Land Use and Development Permits and Licenses</b>	Services related to the review and issuance of land use and development permits or licenses.	<b>D.1.2.a Business Licensing Bylaw Stewardship</b>	Implement and apply new policies/bylaw amendments to regulate and control commercial activity in St. Albert. Research and monitor new industry trends and business innovations. Recommend bylaw/policy updates to address new issues arising from new trends/innovations. Inform relevant stakeholders of new bylaw/policy updates.	Bylaw is reviewed annually.
		<b>D.1.2.b Business Licensing Issuance</b>	Assist business owners in obtaining the required municipal approvals for a Business Licence to legally operate.  This includes informing and assisting businesses in applying for required permits and licences, directing them to other resources/services when applicable, processing applications/renewals, and issuing Business and Vehicle for Hire licenses.	Respond to inquiries regarding municipal regulations for businesses within 1 business day.  When all licensing requirements are met, the license is issued within 1 business day.  New Vehicle For Hire licenses are issued within 5 days once all application requirements are met.  Payment is available online, through direct bank deposits, and in person.
		<b>D.1.2.c Development Permit Application Review</b>	The review and processing of development applications. Includes Land Use Bylaw enforcement and compliance certificate applications.	Respond to applicants within 20 days to verify the completeness of the application.  Applications processing time is 40 days following the formal acceptance of the application
		<b>D.1.2.d Development Signage Permit Assistance</b>	Review and evaluation of proposed development (non-traffic control related) signage.	Comments are provided and/or permit issued within 5 business days.
		<b>D.1.2.e Issuance of Site Servicing Permits</b>	Issuance of servicing permits required to connect new development into any City utilities.	Issue site servicing permit within 15 business days of submission.
		<b>D.1.2.f Supplemental Technical Reviews</b>	The service includes technical review of related infrastructure required to service lands and traffic related data with growth.	Report evaluation is done within 30-calendar days of receiving comments on the report.  Response times may vary due to the complexity of the request or the volume of requests.

Services	Description	Sub-Services	Description	Level of Service
		<b>D.1.2.g Technical Drawing Reviews</b>	The service includes reviewing drawings of related infrastructure required to service lands.	Drawing evaluation is done within 4-6 weeks. Response times may vary due to the complexity of the request or the volume of requests.
<b>D.1.3 Issuance of Permits</b>	Review and provision of approval for the use of City road right of way.	<b>D.1.3.a Large Load Permits and Transfer of Dangerous Goods Permits</b>	This sub-service issues permits for movements of large loads and dangerous goods as well as communicates alternative requirements for routing through or around the city.	Acknowledge requests within 24 hours.
		<b>D.1.3.b Noise Exemption Permits</b>	Review and evaluation of requests for exemptions to the City's Noise Bylaw.	Issue permit within 3 business days from receipt of request.
		<b>D.1.3.c On-Street Construction Permit</b>	Review, issuance of approval of On-Street Construction Permit Applications and associated traffic accommodation plans.	Process applications within 5 business days on completed packages.
<b>D.1.4 Planning and Development Related Customer Inquiries</b>	Respond to inquiries relating to planning and development	<b>D.1.4.a General Planning and Development Inquiries</b>	Responding to customers' general inquiries related to planning and development.	Respond within 2 business days unless more time is required to respond to inquiries. If more time is needed, estimated response time is provided to customer based on complexity of the inquiry.
SUB-PROGRAMS				
<b>D.2 Infrastructure Planning</b>				
<b>D.2.1 Off-Site Levy Program</b>	Support growth and development by administering City's off-site levy program for essential infrastructure needed.	<b>D.2.1.b Off-site Levy Program Administration</b>	Administration of off-site levy policy on all development and planning applications including calculation of levies, the requests to off-set approved projects and ensuring that any work approved is consistent with best practices and Council-approved policies.	Program construction request is completed within 3 weeks of the original request.  Consideration of off-setting requests is done within 6 weeks.  Fees are calculated within 3 weeks of the original request.

Services	Description	Sub-Services	Description	Level of Service
		<b>D.2.1.a Off-Site Levy Bylaw Update</b>	Calculation of new levies based on revised projects and cost, calculation of reimbursement amounts owing to front ending parties, any changes to off-site levy policy based on a recommendation from developers, off-site levy working group or others and reflect the changes in the annual update for Council's approval.	Updated annually in Quarter One.
SUB-PROGRAMS				
<b>D.3 Land Development</b>				
<b>D.3.1 Engineering Related Customer Inquiries</b>	Respond to residents' engineering needs, requests, complaints and inquiries.	<b>D.3.1.a Drainage Service</b>	Response to inquiries related to the surface drainage bylaw.	Respond to initial application/concern within 5 business days.  Recommendations for the site are provided 12 weeks after the initial site investigation. Resolution time (if required) is dependent on nature of the complaint and seasonal conditions.
		<b>D.3.1.c Public Land Encroachments</b>	Response to inquiries related to Public Land Encroachment Policy.	For non-emergent encroachments, response to initial inquiry to be completed within 5 business days. The resolution goal is within 12 weeks and is dependent on homeowners' actions and seasonal conditions.
		<b>D.3.1.b General Engineering Inquiries</b>	Response to inquiries related to other topics (ex bylaws, policies, City or project planning).	Initial response to inquiries within 2 business days.
<b>D.3.3 Recreation Facility and Park Development</b>	Using identified and demonstrated community need to plan and construct new and redeveloped recreation facilities and park sites	<b>D.3.3.a Parks Planning and Development</b>	The process of using identified and demonstrated community need to plan and construct new and redeveloped park sites and amenities that reflect a wide variety of recreation, school, community services and conservation priorities.	Park and trail sign standards are in alignment with Administrative Directive – A-CS-08 – Parks and Trails Sign Standards.  Park site naming is in alignment with Administrative Directive – A-P&E-03: Municipal Naming  Terms are as identified in the City of St. Albert Parks and Open Space Standards and Guidelines, the Active Transportation Plan, the Municipal Engineering Standards and the Municipal Development Plan.



Services	Description	Sub-Services	Description	Level of Service
		<b>D.3.3.b Recreation Facility Planning and Development</b>	The process of using identified and demonstrated community need to plan and construct new and redeveloped recreation facilities and amenities.	Terms are as identified in the Active Transportation Plan, the Municipal Engineering Standards and the Municipal Development Plan.  Recreation site naming is in alignment with Administrative Directive – A-P&E-03: Municipal Naming
SUB-PROGRAMS				
<b>D.4 Land Use Planning</b>				
<b>D.4.1 Current Planning Application Processing</b>	Processing and coordination of the approval of statutory plans and amendments, subdivision and condominiums applications.	<b>D.4.1.a Land Use Bylaw Amendments</b>	The review and processing of applications for changes to the Land Use Bylaw.	Processing time is 6 months from the pre-application to completion of the amendments.
		<b>D.4.1.b Statutory Plans Amendments</b>	The review and processing of applications for changes to Statutory Plans.	Acknowledge requests within 2 business days and provide information on the process and approximate timelines.  Review is coordinated internally and is typically completed within 4 weeks of receiving a complete draft plan with all supporting documents.  Processing time is 6 months from the day the completed application is received (statutory process).
		<b>D.4.1.c Subdivision and Condominium Review and Approval</b>	The review and processing of applications for division of land for ownership purposes.	Respond to the applicant with a letter within 3 business days with estimated timelines for completion.  A decision on a subdivision is made within 60 days.
<b>D.4.2 Long Range Land Use Planning</b>	Management of long range land use plans including the Municipal Development Plan (MDP), Statutory and Regulatory plans and future growth policies.	<b>D.4.2.a Development, Management and Implementation of Long Range Land Use Plans</b>	Planning for future municipal growth. This work includes long range planning, statutory and regulatory planning, creation and management of guidelines and procedures, infill planning, etc.	Plans and policies are reviewed at least every 5 years or as set out in the plan or policy.
PROGRAMS				
<b>E. Movement of Goods and People</b>				
SUB-PROGRAMS				
<b>E.1 Public Transit</b>				

Services	Description	Sub-Services	Description	Level of Service
E.1.1 Conventional Fixed Route Transit Services	Provision of convenient, affordable and effective public transit services within St. Albert and to major destination areas in Edmonton, including Downtown, the University of Alberta, NAIT/Royal Alexandra Hospital, and West Edmonton Mall.	E.1.1.a On-Demand Transit	Riders are able to book trips in advance through a transit app, through the City website or over the phone.	Services are maintained as per details published on City Website.
		E.1.1.b Park and Ride	Transportation to/from, and parking at, designated Park and Ride locations. (e.g. Naki Transit Centre & Park and Ride and St. Albert Centre Exchange).	Free parking for scheduled transit.  Free parking and transportation to/from special events through the year.
		E.1.1.c Scheduled Transit	A network of scheduled local routes within St. Albert and scheduled commuter routes into and out of Edmonton. Includes participation in U-Pass program and City pilot programs (e.g. free service for Youth and Seniors).	Detailed information is published on the City Website and through the Transit App.  Service, fare pricing and penalties are maintained as per <a href="#">Council Policy C-TS-01 Transit Services</a> and <a href="#">Transit Bylaw No. 23/2017</a> .
E.1.2 Handibus Services	Specialized, shared ride, "door-to-door" transit services for residents of St. Albert, age 16+ who are unable to utilize conventional transit due to a physical or cognitive disability.	E.1.2.a Commuter and Local Handibus Services	Direct door-to-door pick up and drop off service to all destinations within St. Albert and to select destinations in Edmonton.	Services are maintained as outlined on City website.
E.1.3 Public Transit Inquiries and Assistance	Providing information and resources related to transit including trip planning, sale of fare products, general inquiries, and lost and found.	E.1.3.a Sale of Fare Products and General Inquiries	Customer facing contact for all transit related inquiries. Sale of transit products such as passes and tickets. Service also includes lost and found.	Sales and service are provided Monday - Friday 8:00 a.m. to 5:00 p.m., in-person, by phone and e-mail at Liggett Place, and in-person at City Hall. Passes and tickets that do not require ID are sold at retail outlets. Lost and found items are kept for 30 days, then turned over to Police or local not-for-profit organization.
		E.1.3.b Trip Planning	Trip planning and transit orientation information. Customers also have access to online and app based tools.	Service is provided in person, via email, and over the phone, Monday to Friday 8:00 a.m. to 5:00 p.m. In-person and phone requests are responded to immediately. Email requests are responded to within 2 business days.
SUB-PROGRAMS				
E.2 Road Accessibility				

Services	Description	Sub-Services	Description	Level of Service
<b>E.2.1 Snow Removal</b>	Snow clearing and ice control of all City bus stops, parking lots and hard surface infrastructure, roads, trails and sidewalks.	<b>E.2.1.a Snow Clearing and Ice Control</b>	City snow and ice control for: <ul style="list-style-type: none"><li>• Main, arterial collector, commercial and rural roads</li><li>• Collector, commercial and industrial roads</li><li>• Roads within the downtown core of St. Albert</li><li>• Parking lots and hard surface infrastructure</li><li>• Sidewalks, trails and bus stops</li><li>• Residential roads</li></ul>	Services are maintained as per <a href="#">Council Policy C-IS-01 Snow and Ice Control</a> .
<b>E.2.2 Street Cleaning</b>	Annual spring cleaning and ongoing cleaning on all types of roadways.	<b>E.2.2.a Boulevard, Median and Roadway</b>	Routine sweeping of City road network to remove debris and road hazards.	All arterial and collector boulevards cleaned and swept in spring; as required thereafter. All highway, arterial and collector roadways cleaned and swept in spring and as required thereafter. Downtown streets swept every Friday as required throughout non-snow months.
SUB-PROGRAMS <b>E.3 Vehicle Networks</b>				
<b>E.3.1 Traffic Management</b>	Respond to reported concerns of operations and safety and perform inspections, replacement, traffic adjustments and maintenance of traffic signals and systems, traffic signs and markings to support safe and efficient movement of goods and people.	<b>E.3.1.a Traffic Signals, Signs and Road Markings</b>	Receive and respond to public concerns, malfunctions, damage, or perceived unsafe conditions.	Emergent safety issues - 1 hr response time. Non-emergent issues - 5 business day response time  Annual maintenance of assets; prioritized based on risk and condition levels and performed as industry standards and requirements
PROGRAMS <b>F. Public Safety</b>				
SUB-PROGRAMS <b>F.1 Emergency Management</b>				

Services	Description	Sub-Services	Description	Level of Service
F.1.1 Emergency Management	Provincial legislation and regulation requires the City of St Albert to maintain Emergency Management plans and programs. This service addresses preparation, approval, maintenance and coordination of local authority emergency plans and programs required by the province. Emergency Management plans and programs are intended to provide prompt coordination of the City's resources when the consequences of an emergency or disaster and subsequent recovery are outside the scope of normal operations.	F.1.1.d Incident Command Post	The Incident Command Post (ICP) coordinates effective response and recovery outside of normal operations. Provincial Emergency Management legislation identifies training requirements needed for staff to participate in the ICP.	The ICP will be active and staffed with qualified individuals within 1 hour of a required activation.
		F.1.1.a Emergency Management Planning	The City of St. Albert (the City) Community Emergency Management Plan (CEMP) provides a framework for how the City conducts its comprehensive Emergency Management program. Planning involves: Hazard, Risk and Vulnerability Assessment; Community Emergency Management Plan: Training and Exercise Plans; Emergency Social Services Plan; Emergency Preparedness Communication Plans; Crisis Communication Plan; Business Continuity Plans; Hazard Specific plans; and Community Recovery plans.	The municipal Emergency Management Plan is reviewed annually or after activations to ensure compliance with Emergency Management legislation and regulations.
		F.1.1.b Emergency Management Public Education and Preparedness	Education and awareness is provided to residents for both preparing for and recovering from a disaster.	Online resources and information sessions on Emergency Preparedness and recovery are provided for residents before and after disasters.

Services	Description	Sub-Services	Description	Level of Service
		<b>F.1.1.c Emergency Management Training and Exercises</b>	The Local Authority Emergency Management Regulation directs municipalities on what is required by municipalities to comply with the Emergency Management Act. This includes utilizing and training in the provincially mandated incident management system, training and exercise requirements.	The City annually conducts staff training in the mandated Emergency Management System. The City also conducts annual exercises to test plans ensuring compliance with Emergency Management Legislation and Regulations.
SUB-PROGRAMS <b>F.2 Enforcement and Licensing</b>				
<b>F.2.1 Building Codes Enforcement</b>	Service provided to stakeholders such as architects engineers, contractors, property owners and building occupants to review and ensure ongoing compliance with the Alberta Safety Codes Act in the following disciplines: Building, Electrical, Plumbing, HVAC, Gas, Fire.	<b>F.2.1.a Building and Safety Codes Permit Issuance</b>	Issuance of Building, Electrical, Plumbing, HVAC, Gas and Fire permits in accordance with the Alberta Safety Codes Act. This includes the review of drawings and documents before every building permit application is made to ensure compliance.	Processing time is 1-2 weeks when all information is submitted.  Time required for review will be based on the scope and detail of the work required.
	Provision of technical advice on Code questions from the public and on City bylaws.	<b>F.2.1.b Building Inspection Services</b>	Inspection of buildings to ensure compliance with the Alberta Safety Codes Act. Reinspections may be required based on outcomes.	Time required to fulfill the request will be based on the scope and detail of the work required.
		<b>F.2.1.c Technical Advice</b>	Provision of technical advice related to the Alberta Safety Codes Act in the following disciplines: Building, Electrical, Plumbing, HVAC, Gas and Fire.	Time required to fulfill the request will be based on the scope and detail of the work required.
<b>F.2.2 Business Licensing</b>	Processing of business license applications and provision of industry specific requirements and regulations for businesses looking to operate in St. Albert. Responding to complaints regarding business licensing regulations.	<b>F.2.2.a Compliance and Complaint Investigations</b>	Respond to, investigate, and follow up with complaints regarding business activity that does not comply with the Business License Bylaw. Enforcement of Business Licence Bylaw through fines/ penalties as a last resort.	Respond to all resident complaints related to business activities within 2 business days.  Investigation is initiated within 1 working week. Follow up is done once the investigation is completed. Timing is dependent on the complexity of the complaint.

Services	Description	Sub-Services	Description	Level of Service
F.2.3 Municipal Enforcement	Responding to public complaints and enforcing select municipal bylaws and provincial statutes. This includes, but is not limited to community standards enforcement, animal control, parking enforcement, as well as the Alberta Traffic Safety Act and portions of the Alberta Gaming and Liquor Act.	F.2.3.a Administration, Licensing, Permits and Parking Ticket Processing	Services provided to residents related to dog licensing, intrusion alarm permit/false alarm billing and parking ticket processing/inquiries. Administrative support provided to the MES unit related to statistic reporting and violation notice preparation.	Providing and maintaining the services in this category typically Monday through Friday 8:00 am to 5:00 pm.
		F.2.3.b Community Peace Officer – General Duty Services	Municipal Peace Officers provide the primary response to select Municipal Bylaw Complaints including but not limited to community standards, animal control, noise and parking. Also provided calls response and enforcement of select Provincial Statutes including but not limited to Traffic Safety Act, Trespass to Premises Act, Dangerous Dog, etc.	This service endeavours to meet the standard outlined in Council Policy C-PS-02, which includes 1 Peace Officer for every 5,000 residents.
		F.2.3.c Community Peace Officer - Traffic Enforcement Services	Municipal Peace Officers to supplement RCMP Traffic Unit and directed primarily towards providing pro-active traffic enforcement including but not limited to speeding, distracted driving, seatbelt, parking offences.	This service endeavours to meet the standard outlined in Council Policy C-PS-02, which includes 1 Peace Officer for every 5,000 residents.
SUB-PROGRAMS				
F.3 Fire, Rescue, and Emergency Medical Services				
F.3.1 Emergency Medical Services	Provision of response and medical care to ill and injured persons.	F.3.1.a Ambulance Services	Provision of emergency medical care to ill and injured persons; including assessment, treatment, and/or transport. Meets performance requirements stipulated in AHS-St. Albert Fire Services agreement.	Provide two ambulances at the Advanced Life Support (ALS) Level 100% of the time responding to all events dispatched by AHS Central Communications Center (CCC). Responding within 120 seconds 90% of the time and arriving on scene within 12 minutes 90% of the time.

Services	Description	Sub-Services	Description	Level of Service
F.3.2 Fire Dispatch	Answering 911 calls from the Public Safety Answering Point (PSAP). Categorizing calls for service, selecting and dispatching appropriate resources.	F.3.2.a After Hours Call Center for City Services	Provide monitoring for City of St. Albert employees working alone afterhours.	24/7 availability after regular business hours.
		F.3.2.b Fire Dispatching	Receive and evaluate calls for fire/rescue response from the Public Safety Answering Point.	Alarm processing is done within 64 seconds.
		F.3.2.c Medical First Response Dispatching	Receive calls for medical assistance from Alberta Health Services Central Communications Center.	Alarm processing is done within 64 seconds.
F.3.3 Fire Prevention	As an accredited municipality under the Safety Code Act, St Albert Fire Services assess risk and provides services oriented to minimizing fire and explosion risk and addressing injury prevention.	F.3.3.c Fire Investigation	Fires are investigated as required by the St Albert Quality Management Plan (QMP). All fires with damaged or destroyed property, an injury, or a fatality, are investigated for cause, origin, and circumstances. Investigations are conducted by certified Fire Investigators through the Safety Codes Council of Alberta.	Investigations are reported to the Province of Alberta within 72 hours.
		F.3.3.a Fire and Risk Education	St. Albert Fire Services will provide information to the public using a variety of channels (social media, media, face-to-face) on request.	Fire Prevention staff will respond to requests for information and education within 2 business days.

Services	Description	Sub-Services	Description	Level of Service
		<b>F.3.3.b Fire Inspection and Enforcement</b>	Occupancies are inspected for compliance with Fire Code requirements on a risk assigned basis for type of occupancy and frequency of inspections. As required by the St Albert Quality Management Plan, all occupancies are inspected based on their assigned frequency of inspections using certified and qualified personnel. Inspections may also be carried out on request or complaint on any property as permitted by the Safety Codes Act.	Inspections are conducted annually, biannually or upon request or complaint.
<b>F.3.4 Fire Response</b>	Response to all types of emergency events including fire, rescue, medical first response, service calls, dangerous goods releases, motor vehicle accidents and ice/water rescue.	<b>F.3.4.a Alarm Investigation</b>	Investigation is initiated immediately to determine cause of alarm and paperwork is issued to require a repair thereby assuring public reliance on the alarm system.	At the location within 9 minutes, 90% of the time. Service is available 24/7/365.
		<b>F.3.4.d Fire Suppression</b>	Provide response to reported fire, explosion, smoke or activated alarms in structures, vehicles, or wildland areas. Removing persons from the affected area to prevent loss of life or additional injury. Determining origin, suppressing fire to extinguishment, and limiting spread to adjacent property. Activities to prevent or mitigate loss of value to property from water or smoke. Firefighters and public safety are the number one priority. Containing fire to room of origin is a benchmark.	At the location within 9 minutes, 90% of the time. Service is available 24/7/365. Fire-caused investigation is initiated immediately. Property is generally released within 48 hours with more complex fires requiring more time. Shelters are set up, if required. All fires with a \$1 loss are investigated and reported provincially.



Services	Description	Sub-Services	Description	Level of Service
		<b>F.3.4.f Medical First Response</b>	Provide medical care to ill and injured persons within St. Albert until EMS arrival, and to augment EMS crews during treatment and transport for life threatening emergencies.	Provide advanced life support level care where staffing allows. At the location within 9 minutes, 90% of the time.
		<b>F.3.4.b Confined Space Rescue</b>	Response to persons entrapped in enclosed areas with limited access and egress, and potentially hazardous atmospheres. Utilizes specialized equipment to access, assess, treat, package, and remove patients safely.	Respond within 9 minutes 90% of the time. Perform basic techniques in uncomplicated confined spaces. Limited atmospheric monitoring.
		<b>F.3.4.c Dangerous Goods</b>	The sub-service includes on-scene environmental risk assessment and management in addition to dangerous goods incident response and recovery of hazardous materials. Response time is determined according to complexity and severity of the spill and/or release.	At the location within 9 minutes, 90% of the time. Service is available 24/7/365. Immediately deal with urgent needs and clean up of small and minor spills (antifreeze and oil).
		<b>F.3.4.e High Angle/Elevated Rescue</b>	Response to persons entrapped on buildings, towers, pylons, antennas, or cliffs. Utilizes specialized techniques to access, assess, treat, package, treat and remove patients safely.	Respond to scene within 9 mins of call for service 90% of the time. Perform at operations level to access simple terrain and perform basic extrication techniques.
		<b>F.3.4.g Urban Rescue</b>	Response to persons entrapped in structurally unstable buildings and collapsed or unstable excavations. Utilizes specialized techniques and equipment to access, assess, package, treat, and remove patients safely.	Respond at awareness level. Perform basic rescue techniques.

Services	Description	Sub-Services	Description	Level of Service
		<b>F.3.4.h Water/Ice Rescue</b>	Response to persons in distress who are located near, on or in a body of water. Utilizes specialized techniques and equipment to access, assess, package, treat, and remove patients safely.	Respond within 9 minutes 90% of the time. Respond at operations level. Perform rescues on open bodies of water that are still or slow moving and that are frozen or partially frozen.
SUB-PROGRAMS				
<b>F.4 Policing Services</b>				
<b>F.4.1 911 Call Answer and Policing Dispatch Service</b>	Answering and dispatching all emergency and non-emergency RCMP and Municipal Enforcement Calls for Service as well as all initial St Albert 911 calls.	<b>F.4.1.a 911 Call Answer</b>	St. Albert's Primary Public Safety Answer Point (PSAP) answering all initial St Albert 911 calls for service and transfer to the appropriate service provider or dispatching to the RCMP/MES.	Service available 24/7/365, compliant with Alberta 911 Standards pursuant to the Emergency 911 Act, All 911 calls answered within 15 seconds 95% of the time.
		<b>F.4.1.b General Inquiries Phone Line Response</b>	This service provides for the public phone call answering for all officers and staff within Policing Services for information and administrative purposes.	Service available 24/7/365
		<b>F.4.1.c Municipal Enforcement Call Answer and Dispatch</b>	Call answer and dispatching of all Municipal Enforcement related calls for service as well as officer status keeping and on road supports.	Service available 24/7/365
		<b>F.4.1.d RCMP Dispatch</b>	Call answer and dispatching of all RCMP related calls for service as well as officer status keeping and on road supports.	Service available 24/7/365, compliant with Municipal Police Service Agreement (MPSA).
<b>F.4.2 Photo Enforcement</b>	Photo Enforcement provides enforcement of speeding and red light offences through the use of automated enforcement technology (ATE).	<b>F.4.2.b Mobile Photo Enforcement</b>	Use of remote and mobile/vehicle cameras operated by Community Peace Officers for the enforcement of Speed Offences.	Contracted Service. Minimum of 3 mobile units monitoring traffic at various locations for a total of 12,064 hours per year. Compliant with Alberta Solicitor General ATE Guidelines.
		<b>F.4.2.a Intersection Safety Device Enforcement</b>	Use of fixed Intersection Safety Devices (ISD) for Red Light and Intersection Speed Offences	Contracted Service. 6 intersection safety devices mounted at 3 intersections monitoring traffic in both directions 24/7/365 days per year. Compliant with Alberta Solicitor General ATE Guidelines

Services	Description	Sub-Services	Description	Level of Service
F.4.3 RCMP Police Services	Contract with Public Safety Canada that designates the RCMP as the Municipal Police Service for St Albert.	F.4.3.a Policing Civilian Support Services	Municipal Employee Civilian Support Services provided to the RCMP pursuant to the Municipal Police Services Agreement (MPSA) between the City of St. Albert and Public Safety Canada. Support is provided in a variety of areas including records management, exhibit custodian, CPIC, file review, general administration and building accomodation supports. Compliant with the MPSA.	Providing essential and necessary operational and administrative support services as required and compliant with the Municipal Police Service Agreement (MPSA).
		F.4.3.b RCMP Front Counter and Reception Services	Front Counter/Reception services at the Main RCMP Detachment (Maloney Place) for Policing related services including but not limited to In person crime, disorder and offence reporting, Criminal Record Checks, collision reporting, fine/fee/permit payments, impounded dog claiming, etc.	Hours of operation are Monday 8:00 am to 9:00 pm; Tuesday - Friday 8:00 am to 6:30 pm; Saturday 8:00 am to 5:00 pm; Sunday / Statutory Holidays Closed, which is compliant with the Municipal Police Service Agreement (MPSA).

Services	Description	Sub-Services	Description	Level of Service
		<b>F.4.3.c RCMP Police Services</b>	As per the Municipal Police Service Agreement (MPSA), the RCMP provides services necessary to preserve the peace, protect life and property, prevent crime and offences against the laws of Canada and Alberta. This service includes apprehending criminals, offenders and others who may be lawfully taken into custody and executing all warrants. It may also include providing services necessary to prevent bylaw offences after giving due consideration to policing demands. The RCMP determines appropriate policing responses in accordance with the MPSA. Various RCMP units are included in this service including community policing and victim services, crime reduction, drug enforcement, general duty policing, traffic enforcement, and general investigation.	This service is provided 24/7/365 and endeavours to meet the standard outlined in <a href="#">Council Policy C-PS-02</a> , which includes 1 RCMP Officer for every 1,000 residents.
SUB-PROGRAMS <b>F.5 Transportation Safety</b>				
<b>F.5.2 Neighbourhood Traffic Calming</b>	This service completes traffic safety improvements within neighbourhoods, inclusive of school zones/playground zones.	<b>F.5.2.b Traffic Calming Requests</b>	To respond to public concerns about traffic safety issues in neighbourhoods through engineered traffic calming solutions or public engagement. Construction timeline is dependent upon public engagement.	Evaluation of public requests for traffic calming is conducted within the calendar year of the request.  Traffic calming engagement is conducted in the calendar year upon verification that engagement criteria are met.
PROGRAMS <b>G. Business and Financial Management</b>				
SUB-PROGRAMS <b>G.1 Asset Management</b>				

Services	Description	Sub-Services	Description	Level of Service
<b>G.1.5 Public Art Collection</b>	Facilitate procurement and maintenance of the City's Public Art Collection	<b>G.1.5.a Management of Public Art Collection</b>	Inspect, assess and maintain the City of St. Albert's public art collection.	Ensure professional presentation and minimize deterioration of the collection as per <a href="#">Council Policy C-CS-25:Public Art</a> .
<b>G.1.6 Recreation Asset Management and Maintenance</b>	Maintenance of the City's recreation assets including indoor and outdoor facilities and amenities.	<b>G.1.6.f Recreation Facility and Amenities Maintenance</b>	Maintenance and upgrade of recreation facilities and amenities to ensure safe, well-maintained, well-functioning facilities for residents' enjoyment.	Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.  Terms and conditions are as identified in <a href="#">Council Policy – C-P&amp;E-07: Asset Management</a> .
<b>G.1.7 Transit Fixed Asset Management and Maintenance</b>	Maintenance and upgrade of transit fixed assets to ensure safe, well-maintained, well-functioning assets for residents' enjoyment.	<b>G.1.7.a Maintenance and Upgrade of Transit Fixed Assets</b>	Includes transit benches, shelters and centres.	Preventative maintenance and repairs as required.
<b>G.1.8 Transportation Network Asset Management and Maintenance</b>	Management and stewardship of the City's asset management program. This includes the establishment of the corporate asset management framework, the strategic asset management plans and the operational processes required to maintain existing assets. Additionally, asset stewards work to maintain city assets to city standards.  All aspects of asset maintenance, risk, depreciation, and field observations are incorporated into asset management practices to ensure a consistent forecasting approach is maintained throughout the City of St. Albert.	<b>G.1.8.a Emergent Sidewalk Repair and Maintenance</b>	Emergent repairs to provide safe surfaces for pedestrian travel. Includes sidewalk replacement, mud jacking and crack sealing.	Repair as required by inspection and completion of condition assessment index. Repairs per customer concerns within industry standards.
		<b>G.1.8.b Maintenance of Bridge Structures</b>	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and “need”.	Major bridge structures are evaluated annually. Minor bridge structures are evaluated every two years. Remedial work is based on priority criteriums.
		<b>G.1.8.c Maintenance of City Parking Lots</b>	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up to date condition level assessments and “need”.	Evaluated every three years. Remedial work is based on priority criteriums.

Services	Description	Sub-Services	Description	Level of Service
		<b>G.1.8.e Maintenance of Roadway Surface Repair</b>	Patch potholes on all asphalt roadways and parking lots throughout the City	Gravel road maintenance: once per week.  Parking lot maintenance and repair: proactive response: once a year. Respond per customers' concerns.  Pothole inspection and repair: Proactive response: Priority 1: highways- to be completed annually. Priority 2: arterials- to be completed annually. Priority 3: collectors- to be completed annually. Priority 4: residential- to be completed on a 3 – year cycle.
		<b>G.1.8.f Maintenance of Roadways</b>	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up to date condition level assessments and “need”.	The network is evaluated on a three-year cycle. Remedial work is based on priority criteriums.
		<b>G.1.8.g Maintenance of Sidewalks and Trails</b>	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards.  Actual materials and processes are dependent on asset type, and most up to date condition level assessments and “need”.	The trail network and the sidewalk network are evaluated on a five-year cycle. Remedial work is based on priority criteriums.
		<b>G.1.8.h Maintenance of Signs, Signals and Road- markings</b>	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up to date condition level assessments and “need”.	Signals and road-markings are evaluated annually. Signs are evaluated on a three-year cycle. Additional inspection/action may be taken on a “response to concern” basis. Remedial work is based on priority criteriums.

Services	Description	Sub-Services	Description	Level of Service
		<b>G.1.8.i Maintenance of Street Lights</b>	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Not evaluated internally; however, City may respond to public requests for new streetlights or operating concerns and forward or collaborate with the utility contractor.	Response is provided within 5 business days.  Remedial work related to City-owned street lights is based on priority criteria.
		<b>G.1.8.d Maintenance of Curbs and Gutters</b>	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards.	Address issue sites of standing water remaining for a substantial period following a storm event. Remedial work is based on priority criteriums.
SUB-PROGRAMS				
<b>G.10 Strategic and Business Planning</b>				
<b>G.10.1 Corporate Alignment and Planning</b>	The City plans according to the <a href="#">City of St. Albert Strategic Framework policy (C-CG-06)</a> to align the City’s short, medium and long-term operational efforts to the Community Vision and Pillars of Sustainability and the City of St. Albert Council’s Strategic Plan	<b>G.10.1.a Community Vision and Pillars of Sustainability</b>	The Community Vision and Pillars of Sustainability showcases the way the community envisions the city in the long term. It guides the long-term sustainability of the community in <a href="#">Council Policy (C-CG-11)</a> .	Assessed every 10-years as per policy.

Services	Description	Sub-Services	Description	Level of Service
		<b>G.10.1.e Strategic Planning</b>	<p>City of St. Albert Council Strategic Plan is the primary directional plan that establishes Council's strategic priorities and expected outcomes. The Plan guides City administration's corporate, business and financial planning activities over the Council's term.</p> <p>The St. Albert Council Strategic Plan priorities will be informed by the <a href="#">Community Vision and Pillars of Sustainability (C-CG-11)</a>, <a href="#">Council's Vision, Mission, Values (C-CG-01)</a>, Municipal Development Plan, Long-Range Strategies, Council's knowledge of the community and community consultation through various public participation methods.</p>	<p>A newly elected Council develops the St. Albert Council Strategic Plan in the first quarter of the year following the municipal election.</p> <p>Outside of the municipal election year, Council meets in the first quarter of every year to formally review progress towards the achievement of priorities and expected outcomes, to discuss emergent items and re-prioritize priorities if required.</p>
<b>G.10.2 Corporate Performance</b>	The assessment of how well the City of St. Albert executes on its desired outcomes at strategic, corporate, program and department levels. This is done through the stewardship and implementation of a standardized framework for program and service reviews, business process improvement and performance measurement, as per <a href="#">Council Policy C-CAO-15 Program and Service Review</a> and <a href="#">C-CG-06 City of St. Albert Strategic Framework</a> .	<b>G.10.2.e Internal Audit Steering Committee Support</b>	Liaison between the Internal Audit Steering Committee and City Administration to facilitate planning and execution of audits and reviews and other related activities as per the Internal Audit Steering Committee Bylaw 24/2023. This service also coordinates and supports Committee meetings and related ongoing work.	<p>Create and implement a three-year rolling work plan to conduct audits and reviews.</p> <p>Hold at least 3 Committee meetings per year.</p> <p>Conduct 1 audit or review per year.</p>
<b>G.10.3 Economic Strategy, Planning and Policies</b>	The curation of economic data and consultation with the private sector to help inform the development of strategies, plans, and policies related to growing and strengthening St. Albert's local economy.	<b>G.10.3.a Economic and Market Data</b>	Curation and provision of local economic data for business decision-making.	Data is updated annually or as needed and shared regularly through the City website, in public presentations, and directly with businesses.



Services	Description	Sub-Services	Description	Level of Service
		G.10.3.b Economic Competitiveness	Identifying, monitoring, and promoting St. Albert's competitive economic advantages and benchmarking against key comparators.	Research, analysis and promotion of competitive economic advantages are conducted on an ongoing basis.  Benchmarking will be performed as requested or when needed for decision making.
		G.10.3.c Internal Economic Advice	Provision of the business community's perspective in City administration decision-making and policy development.	Advise City administration regarding the impacts of decisions on the business community through regular corporate initiative participation.
SUB-PROGRAMS				
G.3 Business Development				
G.3.1 Fund Development	Raising funds to support the delivery of cultural, recreational and business services to the community.	G.3.1.a Advertising Opportunities	Provide businesses with advertising opportunities through agreements for physical spaces.	Messaging is singular.  Inventory varies based on availability and market demand and promotes the purchaser’s brand, product or service.  Terms and conditions are as identified in Administrative Directive A-CS-14: Fund Development
		G.3.1.b Sponsorship Opportunities	Provide businesses with sponsorship opportunities through agreements for physical spaces, programs, services and events.	Partnerships will be ongoing continuation of funds or in-kind.  Inventory varies based on availability and market demand and provides opportunities for activation with specific use of branding/advertising.  Opportunities will leverage the commercial benefit of a program, service, performance, event or facility.  Sponsorship opportunities are available for various business events.  Terms and conditions are as identified in Administrative Directive - A-CS-14: Fund Development
SUB-PROGRAMS				
G.4 Communication and Marketing				

Services	Description	Sub-Services	Description	Level of Service
G.4.2 External Communications and Marketing	<p>Dissemination of information externally with the intent to inform and educate the public or to promote and encourage the public to take a certain action. This includes Crisis Communication when required.</p> <p>External communications will be conducted through the following:</p> <ul style="list-style-type: none"><li>• Website</li><li>• Social Media</li><li>• Publications</li><li>• Advertising and Promotion</li><li>• Video, Photography and Multimedia</li><li>• Customer Inquiries</li></ul>	G.4.2.a Marketing	Dissemination of marketing material with the intent to promote and encourage the public to purchase memberships; sign up for classes; buy tickets to shows; visit amenities; attend events; and promote the city as a place to invest, shop, live and visit.	Service levels are currently in development.
		G.4.2.b Media Relations	<p>All media relations activities are arranged including management of media relations, contacts and interviews; preparation of key messages; monitoring City related media coverage; preparation and distribution of news releases, public service announcements and media advisories and media training.</p> <p>Also includes acting as a media liaison of the Mayor, and upon request for Council.</p>	<p>Provide notice to media at least 24 hours prior to an event. For an emergent event, notice is immediate, upon scheduling an event.</p> <p>Media inquiries are acknowledged within two hours whenever possible and always within a business day from the time of contact. City responds to media inquiries and/or accommodates interview requests within requested or negotiated timelines.</p> <p>Speaking points and/or overarching key messages are prepared in consultation with subject matter experts and provided to designated spokespersons at a minimum of one day prior to the interview. For emergent media requests, the key messages are provided two hours in advance of the media interview. Confirmation of easily accessible factual information is completed within one hour wherever possible. The list of designated spokespersons is updated annually.</p> <p>Media training is provided once per year to newly designated spokespersons and subject matter experts; refresher training is provided to existing spokespersons and subject matter experts every five years or as needed.</p>

Services	Description	Sub-Services	Description	Level of Service
		G.4.2.c Public Information	Dissemination of information externally with the intent to inform and educate the public on various matters related to the City's and Council's business, programs, services, amenities and events.	<p>Customer Inquiries</p> <ul style="list-style-type: none"><li>• Phone, Contact Form and Social Media inquiries are monitored during regular business hours (see appendix for Hours of Operation).</li><li>• General phone inquiries are responded to immediately and specific inquiries are directed to appropriate departments for response.</li><li>• For Contact Form and Social Media inquiries, an automatic reply is sent to customers immediately, to notify them of response timelines.</li><li>• Inquiries are responded to within one business day. For more complex inquiries, the customer is notified of the time required to respond.</li><li>• After hours and on the weekends, emergency contact information is provided through an automated voice message.</li></ul> <p>Other service levels are currently in development.</p>
SUB-PROGRAMS				
G.7 Financial Operations and Management				
G.7.6 Utility Account Management	Management of utility accounts for water, wastewater, storm water and solid waste (organics and recycling).	G.7.6.a Account Set up and Closure	Management of set up and closure of utility accounts.	E-mail and phone inquiries may be received during the standard operating hours of Monday to Friday 8:00 am to 5:00 pm. Walk-in inquiries may be received Monday to Friday 10:00 am to 3:00 pm. Accounts are set up and closed within 5 business days. Service is provided in-person, by phone and online
		G.7.6.b Utility Customer Billing Issuance and Payment Collection	Management of billing and payment of utility accounts.	Bills are processed and issued monthly. Paper and electronic options are available. Bills are due 21 days following the bill issuance before late payment fee is applied. Payments are collected through pre-authorized withdrawals, online, by mail and in person at the Customer Service Front Counter. Customers are contacted by phone or written notice to advise of non-payment.
		G.7.6.c Utility Relief Grant	Financial assistance provided on utility bills annually through a grant application. This is done in partnership with the St. Albert Village Community and Food Bank.	A one-time annual grant credited directly to utility accounts or deposited directly to bank accounts of eligible residents. The amount depends on the household type and income thresholds are based on Core Needs Income Threshold (CNIT). Application processing takes 4 - 6 weeks.
SUB-PROGRAMS				
G.8 Municipal Assessment and Taxation				

Services	Description	Sub-Services	Description	Level of Service
G.8.1 Property Assessments	The delivery of accurate and equitable property assessments that are essential for the distribution of the annual tax levy.	G.8.1.a Annual Assessment Roll Development	Development of the annual assessment and taxation roll used internally for forecasting purposes and for the preparation of the annual tax levy process as per a legislative requirement. (MGA 285, 302-303).	Completed by February 28th of the year following the valuation year. Annual tax roll is completed by June 1st of the year in which the taxes are imposed.
		G.8.1.b Assessment Inquiries	Front line customer service for inquiries. 60 days after Combined Assessment and Tax Notices are mailed property owners have the opportunity to reveiw and appeal the assessed value. MGA 284 (4)	E-mail and phone inquiries may be received during the standard operating hours of Monday to Friday 8:00 am to 5:00 pm. All customer service inquiries responses are initiated within 2 business days.
		G.8.1.c Maintenance of the Assessment Roll	Re-inspection of existing property to help maintain accurate and up-to-date property data. This includes a Request for Information mail-out and updating building permit data.	Re-inspection of all residential improved properties is done within provincial audit standards. Permits are responded to on a quarterly basis, with all new construction permits reviewed prior to Dec 31st of the current year.
G.8.2 Tax Account Management	Administration of the annual and supplementary tax levy, pre-authorized payment system, school support declarations, property tax collection process and land title changes.	G.8.2.a Annual and Supplemental Tax Levy Administration	Collection of levies from property owners. Includes administration of Pre-Authorized Tax (PAT), property tax billing, collections, school support declarations, and land title changes.	Tax levy preparation meets annual deadlines as contained within the Municipal Government Act (MGA)-Part 10. Land title changes are processed semi-monthly. PAT accounts are administered semi- monthly, on as as-required basis.
		G.8.2.b Annual Property Tax Levy	Prepare tax rates for the review and approval by Council. Property tax bylaw is maintained as per the Municipal Government Act requirement (MGA 353-354). The municipal property tax rates are set by Council annually through the Property Tax Bylaw.	Property taxes adhere to Council Policy C-FS-05. Ensuring Revenue Neutrality and Tax Split movement between residential and non-residential assessments classes.
SUB-PROGRAMS				
G.9 Project and Change Management				

Services	Description	Sub-Services	Description	Level of Service
G.9.1 Capital Project Management	Planning, budgeting, and managing capital projects from the initial concept phase, through design, construction and project closeout. This includes "replace, maintain and rehabilitate" projects and new community infrastructure. Examples of infrastructure are sidewalks/trails, roads, bridges, parks, utilities, and facilities.	G.9.1.a Construction Information Desk	Provision of central contact point for residents’ inquiries on capital construction projects.	Acknowledge requests within 2 business days. Response within 5 business days.
		G.9.1.c Notification of Construction Projects	Provision of an overall map of construction locations and type on City website and provide separate webpages for construction status updates. The need for separate webpages is determined by project complexity and impact to the community.	Construction Location Maps are updated on an annual basis.
PROGRAMS				
H. Corporate Governance and Standards				
SUB-PROGRAMS				
H.1 Community, Business and Financial Reporting				
H.1.2 Corporate Reporting	Corporate reporting process to Council and the community to maintain transparency to the community through regular reporting of the City's achievements. It helps monitor and report on results against plans, including strategic plans, long-term plans, business plans and budgets.	H.1.2.a City's Annual Report	An Annual Business and Financial Report that includes progress towards the City's Strategic Plan and the City's Audited Financials, in accordance with the Government Finance Officer Association (GFOA) criteria and timelines.	Audited financial statements are provided annually by an external auditor.  The City's Annual Report is published in June of each year.
		H.1.2.b Corporate Budget Report	Corporate Proposed Budget is provided to Council and through website to residents annually. This provides information on the Strategic Plan of the Corporation and proposed budget for upcoming year. The report is used by Council when determining the approved tax increase. Corporate Approved Budget is available on the City's website to provide information on the approved budget and submitted to GFOA for budget award.	Proposed budget of next year provided in October-November to be deliberated and approved by Council by end of December. Approved budget document submitted to GFOA within 90 days of Council approval of budget.

Services	Description	Sub-Services	Description	Level of Service
		<b>H.1.2.c Corporate Quarterly Reports</b>	Corporate reports are provided to Council and Executive Leadership on a quarterly basis to meet needs for regular and formal communication. Reports include both strategic plan progress and financial reporting.  Financial Reports outline the City's financial performance for a quarter.	Reports are provided within 2 months of the quarter being completed.
		<b>H.1.2.d Long Range Strategy Reporting</b>	Progress reports to Council and the community on principles and objectives established within Long-Range Strategies.	Progress reports are provided annually, or as per the frequency established in each Strategy.
		<b>H.1.2.e StATracker Performance Dashboard</b>	A public dashboard of key performance indicators of City services and strategic performance.	The StATracker Performance Dashboard is updated quarterly and published on the City's website. Modification or amendments to indicators posted on the StATracker Performance Dashboard are updated as requested.
PROGRAMS				
I. Local and Regional Governance				
SUB-PROGRAMS				
I.3 Municipal Elections and Democratic Processes				
<b>I.3.1 Administrative Tribunals</b>	Provision of advice regarding legislative and procedural processes and processing of required information for Subdivision and Development Appeal Board (SDAB) and Assessment Review Boards (ARB).	<b>I.3.1.a Assessment Review Boards (Local, Composite, and Preliminary)</b>	Statutorily mandated administrative tribunals to hear appeals of tax and assessment matters.	Appeals are received, and hearings are scheduled within 30 days of receipt of the appeal. One Legislative Services Officer attends all ARB hearings to facilitate the orderly flow of the hearing and provide procedural advice. Notices and agendas are prepared and distributed to applicants the Wednesday prior to hearing. Residential appeals must be submitted 21 days (complainant), 7 days (assessor), and 3 days (complainant) prior to the hearing. Commercial appeals must be submitted 42 days (complainant), 14 days (assessor), and 7 days (complainant) prior to the hearing. All proceedings are recorded and notes of the hearing provided within 1 week of the hearing. Decisions are provided to the parties of the appeal within 30 days of the hearing or prior to the end of the taxation year; whichever is earlier.

Services	Description	Sub-Services	Description	Level of Service
		<b>I.3.1.b Subdivision and Development Appeal Board</b>	Statutorily mandated administrative tribunals to hear appeals of subdivision and development decisions of Planning and Development.	Appeals are received, and hearings are scheduled within 30 days of receipt of the appeal. One Legislative Services Officer attends all appeal hearings to facilitate the orderly flow of appeals and provide procedural advice. Applicants, appellants, City Departments and Board members receive notices and agendas at least 5 days prior to the hearing. All proceedings are recorded and notes of the meeting are provided within 1 week of the hearing. Decisions are provided to the parties of the appeal within 15 days of the hearing.
<b>I.3.2 Council Committees</b>	Provision of advice regarding legislative and procedural processes for Council committees. This includes support for Standing Committees and various Council Committees.	<b>I.3.2.a Advisory Committees</b>	Provision of support for the following Advisory Committees: Arts Development Advisory Committee, Community Services Advisory Committee, Emergency Management Advisory Committee, Environmental Advisory Board, Internal Audit Steering Committee, Policing Committee, Senior's Advisory Committee, Youth Advisory Committee. Committee support includes procedural advice, preparation and distribution of agendas and minutes, booking meeting rooms, recruitment of members, and other supports as required.	Recruitment of members is done annually or as vacancies occur Minutes of meetings are prepared and distributed with the next meeting's agenda Agendas are prepared and distributed in advance of each meeting Agendas and minutes are posted to website Collaboration with Municipal Enforcement Services/RCMP on Policing Committee member recruitment
		<b>I.3.2.b Council Members Appointments</b>	Nominating Committee reviews Council members input and makes recommendations to Council regarding Council members appointments.	The process is completed annually.
		<b>I.3.2.c Recruitment of Public Members</b>	Committee of the Whole reviews applicants to Advisory Committees and makes recommendations to Council.	Advertising for recruitment of public members is done annually or when vacancies occur. Postings are advertised for three weeks. Selected candidates are interviewed and, Letters are sent to successful and unsuccessful applicants to inform them of the decision within two weeks.



Services	Description	Sub-Services	Description	Level of Service
		<b>I.3.2.d Standing Council Committees</b>	This services provides procedural advice, prepares and distributes agendas and minutes, and books meeting rooms as required to support all Standing Council Committees.	Community Living Standing Committee and Community Growth and Infrastructure Standing Committee: <ul style="list-style-type: none"> <li>Agendas are prepared and distributed on the Wednesday before the meeting</li> <li>Minutes of meetings are prepared and distributed with the next meeting agenda</li> </ul> Agendas and Minutes are posted to website
<b>I.3.3 Council Meetings</b>	Management of Council Meetings including development of agendas, drafting minutes, and circulating agenda packages, and other services as required.	<b>I.3.3.a Council Meeting Streaming</b>	The online streaming of all public Council, Council Committee and Council Workshop meetings.	All public City Council, Council Committee and Council Workshop meetings will be streamed live and recorded for future online reference
		<b>I.3.3.c Council Meetings Management</b>	Management of Council Meetings including development of agendas, drafting minutes, and circulating agenda packages, and other services required.	One Legislative Officer and Chief Legislative Officer attend all Council meetings.  Council meeting agendas are confirmed at the Agenda Planning on average once a week and changes made to the Council Committee Agenda Planner and Legistar software system within 1 business day of the date of Agenda Planning. Agenda report review is completed within 3 business days upon receipt of notification. Council receives agenda packages 5 days prior to a meeting.  Agenda package is available to Council in two formats: iLegislate app and confidential website.  Action Lists from Council meetings are provided to the Executive Leadership and Leadership Teams by 10:00 a.m. on the day following a Council meeting.
<b>I.3.4 Municipal Elections</b>	Organization, coordination and delivery of municipal elections.	<b>I.3.4.b Election Voting Opportunities</b>	This sub-service carries out established election standards and processes. The general election is organized and conducted every four years as per legislation.	Voting is open between 8:00 a.m. to 8 p.m. Advance voting opportunities are available at senior accommodation facilities. Advance Vote Days are available for five days with two of those days having two locations available for voters. Administration endeavors to ensure the waiting time for voters at voting stations is a maximum of 30 minutes.
<b>I.3.5 Public Notices and Advertisements</b>	Notices are developed and advertised to inform the public of hearings, meetings and workshops.	<b>I.3.5.b Special Council Meeting Notices</b>	Special Council Meeting notices are advertised in accordance with the Municipal Government Act or Council Policy as applicable.	Advertised within 24 hours of the Special Council Meeting.



Services	Description	Sub-Services	Description	Level of Service
<b>I.3.6 Public Participation</b>	Planning, development of methods, coordination and guidance based on the City's Public Participation Policy, framework and guiding principles. Lead the corporate level public participation process related to gauging and increasing awareness of residents' perceptions and opinions of the community, Council priorities, City services and budget.	<b>I.3.6.a Public Participation Stewardship</b>	Stewardship of the City's Public Participation Practice to ensure City's Public Participation Policy meets the Municipal Government Act requirements and follows the practice established by the International Association for Public Participation.	Update <a href="#">Council Policy C-CAO-20: Public Participation</a> every four years or sooner if amendments are needed.  Monitoring of the Municipal Government Act and International Association for Public Participation requirements are conducted every two years.
		<b>I.3.6.b Budget Consultation</b>	Community engagement conducted to inform City budget decision-making.	Annually host stakeholder consultations to inform decision-making to create the approved budget.  Biennially host World Café discussions with residents to provide input to inform decision-making to create the approved budget.  Budget consultation shall be available to the community for a minimum of three weeks, through the Cultivate the Conversation platform.
		<b>I.3.6.c Community Satisfaction Survey</b>	Opportunity for residents to provide their opinion, perceptions and levels of satisfaction with services, quality of life and governance tax strategies.	Community Satisfaction survey is conducted every four years. Survey is offered online or by phone with a target of 400 residents.  Survey results are shared with Council and published on City's website within 14 days following presentation to Council.
		<b>I.3.6.d Cultivate the Conversation Platform</b>	An online platform to provide residents an opportunity to inform various City issues, projects, initiatives and plans from across the organization. A range of engagement activities is provided, such as discussion forums, idea-generation boards, interactive mapping, storyboards, polls and surveys.	Opportunities are available online 365 days a year, 24 hours a day, 7 days a week.  Content monitoring occurs 24/7 to address any challenges/issues that arise.

Services	Description	Sub-Services	Description	Level of Service
		<b>I.3.6.e Public Participation Opportunities</b>	<p>City offers opportunities for residents to provide input into community design, capital projects, customer client satisfaction and other items that have an effect on the community.</p> <p>Types of opportunities may include open houses, world cafes, surveys, forums, focus groups, pop-ups, public meetings, workshops, and resident juries, etc.</p>	<p>Public participation activities are developed to adhere to principles within <a href="#">Council Policy C-CAO-20 Public Participation</a>.</p> <p>The City provides at least one week notice prior to public participation activity taking place.</p> <p>Formal reports on public participation input are shared with public through the City's website within one month of the activity taking place.</p>

APPENDIX

Service & Service Level Inventory

City Facility Operating Hours

St. Albert Place (City Hall)	Servus Credit Union Place	Fountain Park Recreation Centre
Monday to Friday 8:00 a.m. to 5:00 p.m. and closed on holidays. Customer service desk hours: Monday to Friday 10:00 a.m. to 3:00 p.m.  Closed on holidays. Library hours: Monday to Thursday 9:00 a.m. to 9:00 p.m., Friday 9:00 a.m. to 6:00 p.m. Saturday 9:00 a.m. to 5:00 p.m., Sunday 1:00 p.m. to 5:00 p.m.	Monday to Friday: 5:30 a.m. to 9:30 p.m. Saturdays, Sundays and statutory holidays: 6:30 a.m. to 9:30 p.m.  Closed on Christmas Day and New Year's Day  Landrex Water Play Centre: open daily from 7 a.m. to 9 p.m	Monday to Friday: 5:30 a.m. to 10 p.m. Saturdays: 6 a.m. to 8 p.m. Sundays: 7 a.m. to 8 p.m. Statutory holidays: 11 a.m. to 7 p.m. Closed on Christmas Day and New Year's Day
Grosvenor Outdoor Pool	Woodlands Water Play Park	Maloney Place (RCMP Detachment)
Operates from the fourth Saturday in May to Labour Day Monday. Seasonal hours are posted to the website.	Gates open from the third Saturday in May to the Labour Day Monday. Seasonal Hours posted to the website	Monday to Friday 8:00 am to 6:30 pm, Saturday 8:00 am to 12:30 pm Closed on holidays
City Arts Space	Jack Kraft Facility	Beaudry Place, St. Albert Business Centre, Liggett Place, Synergy Centre
Operating hours are based on class and rehearsal schedules.	Monday to Friday 7:30 a.m. to 4:00 p.m. and closed on holidays	Monday to Friday 8:00 a.m. to 5:00 p.m. and closed on holidays.

## Process & Timing

Administration can propose changes to the Internal Service Level Inventory by presenting to Executive Leadership their recommendations for a change and related impacts. This can also take place any time during the year. If approved, the changes will be incorporated in the following year's update.

An updated Internal Service Level Inventory is brought to Executive Leadership for review and approval annually, usually in the first quarter. This timing allows Administration to incorporate any service and/or service level changes into the upcoming budget process.

Administration continues to review the Inventory for relevancy and consistency, and based on lessons learned, the Inventory may continue to evolve with its structure and level of detail.

## Related Council Policies Guiding the Use and Maintenance of this Document

### **C-CG-06 City of St. Albert Strategic Framework**

This policy sets the planning context for this document and its programs and services. It describes how this document is used and incorporated at a high level in the organization's corporate processes, like business planning, program and service reviews and budget.

The policy also defines how the Program and Service Inventory may be updated or changed.

### **C-CAO-15 Program and Service Review**

This policy further defines the relationship between the City of St. Albert's Program and Service Inventory and the City's Program and Service Review practice.

### **C-FS-05 Budget and Taxation Guiding Principles**

This policy plays two roles related to the Program and Service Inventory. Firstly, it defines the use of the document in the City's budgeting practice. Secondly, it provides a policy home for the Program and Service Inventory to live within a Council-approved policy. The Program and Service Inventory is appended to this policy as Appendix A.

## Integrations into Decision-making

- City Budgeting Process
- Priority Based Business Planning and Budgeting
- Program and Service Reviews
- Community Satisfaction Survey – Input from community