

Schedule 1

To Council Policy C-FS-05 Budget and Taxation Guiding Principles

**CITY OF ST. ALBERT  
SERVICES AND SERVICE LEVELS INVENTORY**

**November 28, 2016**



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# INTRODUCTION

During the 2014 budget process, Council provided funding for the Service Level Benchmarking project. The goal of this project was to document the City's key services and associated service levels currently in place across the organization and to identify gaps where service levels have not been established.

The Services and Service Levels inventory serves as a foundation for the Service Delivery Component of the Strategic Framework, a Council approved framework that sets direction on how business planning and budgeting is to take place at the City. The Service and Service Levels Inventory will help better articulate services provided to residents, enhance decision making and more effectively link the City's business planning and budgeting to ensure residents', businesses' and other stakeholders' expectations of services delivered are met.

This document is organized according to the Community Vision and Pillars of Sustainability along with a number of major programs. A program is delivered through a collection of services, outputs that satisfy customers' needs, contribute to the program goals and comply with program strategy. As a result, services and associated service levels, statement that tells clients what level of service they can expect, have been organized under each of the program areas listed.

This approach aligns the delivery of programs and services to the Community Vision and demonstrate how results related to programs and services delivered contribute to progress towards achieving goals set by the community to achieve the Vision. It is important to note that one service may contribute to more than one Pillar; however, for this purposes, the service is listed under the Pillar where it contributes the most.

Administration will continue to review, evaluate and improve and enhance services and service levels to ensure community needs are met. As a result, the Services and Service Levels Inventory will be reviewed and updated as necessary based on changes made as a result of community input and Council direction.

# SERVICE LISTING

## Customer Service

This section lists customer services and a complement of services provided to residents, businesses and visitors in person by accessing one of the City's locations.

Front Counter Services				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
R.01.01	General Assessment and Taxation Inquiries	Provide front line customer service for assessment and taxation inquiries.	Not applicable	Customer service to the general public is available Monday to Friday 8:00 am to 5:00 pm, via walk-in, phone, or e-mail. All customer service inquiries responses are initiated within 48 hours of receipt of inquiry.
R.01.02	Tax Account Administration	Administration of the annual and supplementary tax levy, pre-authorized payment system, school support declarations, property tax collection process, and land title office title changes.	Not applicable	Tax levy preparation must annually meet deadlines as posed within the Municipal Government Act (MGA). Land title changes are processed semi-monthly.

Front Counter Services				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
R.01.03	Resident Billing and Payment Collection	Provide billings and collections for non-tax revenues and payments of goods and services for city services, fees and fines.	Not applicable	<p><u>Information</u> General financial request and inquiries made via e-mail, over the phone and in person at the Finance Front Counters. Monday to Friday from 8:00 am to 5:00 pm</p> <p><u>Invoicing</u> Invoice requisitions processed within 5 business days.</p> <p><u>Payment Collection</u> Payments collected online, over the phone and in person at the Finance Front Counters. Monday to Friday from 8:00 am to 5:00 pm</p>
R.01.05 - R.01.07	Management and Administration of Utility Accounts	Management of utility accounts for water, wastewater, storm water and solid waste (organics and recycling).	Account Management	<p><u>Account set up and closing</u> Account set up and closing made via e-mail, over the phone or in Finance Front Counters. Accounts are set up within 48 hours. Monday to Friday from 8:00 am to 5:00 pm</p> <p><u>Invoice Issuance</u> Invoices are issued bi-monthly.</p> <p><u>Payment Collection</u> Payments are collected online, over the phone and in person at Customer Service front counters. Monday to Friday from 8:00 am to 5:00 pm</p>
			Coordination of maintenance services for utilities	Request and inquiries on utility accounts made via e-mail, over the phone and in person at Customer Service front counters. Monday to Friday from 8:00 am to 5:00 pm
			Meter Reading	Meter Reading is done bi-monthly.

Front Counter Services				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
R.01.04	Cultural Programming Information and Registration	Team of front line staff resources provide the customer with information and support for Cultural programs and services.	Not applicable	Hours of operation: Monday to Friday 8:00 am – 5:00 pm
R.01.08	Arden Theatre Box Office	An accessible location for tickets to Arden Theatre Performances, International Children's Festival, Amplify Youth Festival, and other community events are sold to the public.	Not applicable	Hours of operation: Monday to Friday: 9:30 am – 5:00 pm Saturday: 9:30 am – 2:00 pm Sunday: Closed  Box Office also opens one hour prior to performances.
R.01.09 - R.01.13	Law Enforcement Services	Responds and processes residents' request, inquiries, complaints, reports and payments.	Collision and crime reporting assistance ----- Criminal record and police information request assistance ----- Fine and Fees Collection ----- Found dog intake and claiming ----- Parolee sign in	Policing front counter reception service is open 3,223 hours per year.  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/Stats closed  Maintain front counter hours 90% of the time (open 2,900 hours per year).
G.09.15	Responding to Planning and Development Related Customer Inquiries	Responding to customers' general inquiries related to planning, development and building.	Not Applicable	Respond within 48 hours unless more time is required to respond to inquiry. If more time is needed, estimated response time is provided to customer and is subject to complexity of their inquiry.

Front Counter Services				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
R.01.14 - R.01.20	Responding to Engineering Inquiries and Services	Respond to residents' engineering needs, requests, complaints and inquiries about developments, transportation and infrastructure inspections and repairs.	Providing infrastructure related information for development	Emergent safety issues with existing operations (signs / signals) = 1 hr response time. Non-emergent traffic issues = 5 business day response time Traffic count data = annually (information summarized by December 31 of the calendar year) Collision Report = Annually completed by July 1 of the following calendar year Annual maintenance of assets = annual and priority scheduled for safety / need
			Drainage service	
			Right of way needs responses	
			Road markings	
			Parking	
			Traffic signals	
			Signage	

Front Counter Services				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
R.01.21 - R.01.22	Food and Beverage Provision	Provision of food and beverage services at six City owned facilities.	Concession and Restaurant Services	<p><b>Commercial Leasing</b></p> <p>Monday to Friday 8:00 am - 7:00 pm Saturday and Sunday 9:30 am - 4:30 pm</p> <p>Outdoor Facilities hours of operation are weather dependent.</p> <ul style="list-style-type: none"> <li>Splash Deck Café (Woodlands Water Park)</li> <li>Splash Deck Café (Grosvenor Outdoor Pool)</li> <li>Skybox Express (Akinsdale / Kinex Arena)</li> <li>Skybox Café (Fountain Park Recreation Centre)</li> <li>Punky Potato Food Truck (Riel Field)</li> <li>Skybox Grill Concession &amp; Restaurant (Servus Place)</li> </ul> <p>Monday to Friday 8:00 am - 9:00 pm Saturday 9:00 am - 9:00 pm Sunday and Holidays 10:00 am - 6:00 pm</p> <ul style="list-style-type: none"> <li>Booster Juice (Servus Place)</li> </ul> <p><b>City Operated</b></p> <p>Monday to Sunday 6:30 am to 9:00 pm</p> <ul style="list-style-type: none"> <li>Starbucks (Servus Place)</li> </ul>
R.01.25	Client Services at recreational facilities	Provide exceptional assistance and advice through front desk operations at Grosvenor Outdoor Pool, Fountain Park Recreation Centre and Servus Place.	Membership sales	<p>Hours of Operation:</p> <p><u>GROSVENOR OUTDOOR POOL</u></p> <ul style="list-style-type: none"> <li>Saturday after the Victoria Day (May) long weekend to Monday of Labour Day (September) long weekend. Weather dependent.</li> <li>Monday to Friday 7:30 am - 9:00 pm</li> </ul>
			Admission sales	



Front Counter Services				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Facility bookings	<ul style="list-style-type: none"> <li>• Saturday and Sunday 10:00 pm - 9:00 pm</li> </ul>
			Miscellaneous sales	<p><u>FOUNTAIN PARK RECREATION CENTRE</u></p> <ul style="list-style-type: none"> <li>• Fountain Park operates 363 days per year. Closed Christmas Day and New Year's Day</li> <li>Monday to Friday 5:30 am - 10:00 pm</li> <li>• Saturday 6:00 am - 8:30 pm</li> <li>• Sunday 7:00 am - 8:30 pm</li> </ul>
			Program registrations	<p><u>SERVUS PLACE</u></p> <ul style="list-style-type: none"> <li>• Servus Place operates 363 days per year. Closed Christmas Day and New Year's Day</li> <li>• Monday to Friday 5:30 am – 10:30 pm</li> <li>• Saturday 6:30 am – 10:30 pm</li> <li>• Sunday 6:30 am – 9:30 pm</li> </ul>
			General reception	
R.01.26	St. Albert Place Interactive Kiosk	Computer interface that will provide the customer with information and support for St. Albert Place products and services.	Not applicable	<p>St. Albert Place hours of operation:</p> <ul style="list-style-type: none"> <li>• Monday through Friday 7:00 am to 11:00 pm</li> <li>• Saturday, Sunday and Stat Holidays: 7:00 am to 9:00 pm</li> <li>• Christmas Day &amp; New Year's Day: Building is closed</li> <li>• Community-Wide Special Events (e.g. Canada Day Fireworks, Rock 'n' August): During the event</li> </ul>

Permits and Licence Issuance				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
R.02.01- R.02.02	Business Licensing Services	Issue business license and work with customers to provide required information and resources so that they can operate in St. Albert	Licensing	Respond to all inquiries within one business day. When all licensing requirements are met, license is issued within one business day.
			Investigation & Monitoring	Investigate complaint and respond to complainant within one week.
R.02.03 - R.02.06	Municipal Bylaw Services	Enforcing and investigating bylaws that meet the needs of citizens and resolve issues.	License and Fees Collection	Policing front counter reception service is open 3,223 hours per year.  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/Stats closed  Maintain front counter hours 90% of the time (open 2,900 hours per year).
			Alarm Permit Response Fees	Online payment services available at <a href="https://stalbert.ca/city-services/e-services/">https://stalbert.ca/city-services/e-services/</a> or by visit to the following location:  <b>Municipal Enforcement Service</b> RCMP Detachment 96 Bellerose Drive 8:00 am - 6:30 pm Monday to Friday 8:00 am - 12:30 pm Saturdays Closed Sundays and Holidays

**Permits and Licence Issuance**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Dog Licensing Purchase and Renewals	<p>Online payment services available at <a href="https://stalbert.ca/city-services/e-services/">https://stalbert.ca/city-services/e-services/</a> or visit one of the following locations.</p> <p><b>Municipal Enforcement Service</b>                      RCMP Detachment                      96 Bellerose Drive                      8:00 am - 6:30 pm Monday to Friday                      8:00 am - 12:30 pm Saturdays                      Closed Sundays and Holidays</p> <p><b>St. Albert Place</b>                      5 St. Anne Street                      8 a.m. - 5 p.m. Monday to Friday                      Closed Weekends and Holidays</p>
			Parking Ticket Payments	<p>Online payment services available at <a href="https://stalbert.ca/city-services/e-services/">https://stalbert.ca/city-services/e-services/</a> or visit the following location:</p> <p><b>Municipal Enforcement Service</b>                      RCMP Detachment                      96 Bellerose Drive                      8:00 am - 6:30 pm Monday to Friday                      8:00 am - 12:30 pm Saturdays                      Closed Sundays and Holidays</p>

**Permits and Licence Issuance**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
R.02.07	Permit and Licence Issuance for Special Use Area	City owned land with a lease or license by a non-profit group that provides restricted public access to the specialized or community recreational opportunities.	Not applicable	Rodeo Grounds - Kinsmen Club of St. Albert. Community Gardens - St. Albert Garden Club Big Lake Environmental Support Society Log Cabin - Big Lake Environmental Support Society Botanic Park - St. Albert Botanic Park Association

## Social Pillar

We are a friendly and inclusive community of passionate equals, where everyone feels a sense of belonging. We believe that community starts with the person next door.

Community Involvement				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
S.01.02	Community Group Engagement and Development	Provide facilitation and support to community groups on an ongoing basis to educate, communicate, inform and build capacity in community program delivery.	Organizational Development	All active community groups are contacted at least once per year to ensure that their needs are being met. (Standards currently in development)
			Capital Project Support Event/Program Support	
			Communication, Advocacy and Referral	
S.01.03	Provision of Volunteer Opportunities	Promotion, support and acknowledgement of volunteerism in the community and within service delivery.	Not applicable	Provide opportunities for residents to be actively engaged in community. Actively seek volunteers to support and help with service delivery.
S.01.04 - S.01.06	Community Environmental Capacity Building	Provide capacity building opportunities in the community to support and ensure sustainable development	Environment Advisory Committee (EAC)	The Council Advisory Committee consists of 7 residents at large, 1 Councillor and outside subject matter experts as deemed appropriate by the Committee. The EAC is facilitated by the Environment Branch including Committee orientation, meeting schedule, agendas and minutes, presentations, annual report and priorities.

## Community Involvement

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Environment Initiative Grant	The Environmental Initiatives Fund (approximately \$31,700 based on multiplying the city's population, as determined by the most recent census, by \$0.50), is available once a year for community environmental projects.  Environmental Initiative Grants are promoted, coordinated and summarized by the Environment Branch for review and recommendation by the Environmental Advisory Committee and approval by Council.
			Environmental Projects	Environmental projects are developed to complement the goals and targets of the Environmental Master Plan. Projects are managed to be completed on time and on budget.
S.01.07 - S.01.10	Arts and Culture Related Information and Resources	Work to enable and build capacity with community arts and cultural organizations; and consult and assist community arts and cultural groups on capital and operating projects.	Board Development	Promote, develop and facilitate healthy community boards supporting cultural industries in the community.
			Cultural Cafes	Provide programmed opportunities for culturally minded individuals to meet, inspire and provide support and opportunities for each other and the larger community throughout the year.
			Development of Young Artists - Legacy Grant	Grants shall be awarded by Council in May of each year Maximum funding awarded will be as follows: • Individual applicants: \$500 • Group applicants: \$1000
			Referral to other organizations	Respond to community inquiries within 5 business days.

Community Involvement				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
S.01.11 - S.01.12	Public Consultation and Engagement	Lead a public consultation and engagement process that provides Administration with greater awareness of residents' perceptions and opinions on the community, Council priorities, City services and supporting budget.	Business Plan and Budget Public Consultation	A minimum of one public consultation is required for proposed business plans and budget.  Present annually proposed public engagement plan for Council's approval in Q1 of each year.  Share results with Council within 2 weeks of completing consultation and/or prior to budget deliberations.
			Community Satisfaction Survey	A statistically representative sample of the community is surveyed every two years.  Survey results are presented to Council in October, prior to budget deliberations. Survey results are shared with Departments after Council has received them.

Community Safety				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
S.02.01 - S.02.02	911 Services	Calls received from within the St. Albert jurisdiction are either transferred to the appropriate service provider (fire/ambulance) or if police-related, recorded and disseminated to RCMP and Municipal Enforcement employees.	Call Tracking and Dispatching	911 calls answered within 10 seconds 90% of the time.  24/7/365 911 call answer operation. Comply with Alberta Emergency 911 Act Standards (currently being developed by Province).
			RCMP and Municipal Enforcement Services Call Answer and Dispatch	Service provided 24/7/365.  Service open/available 100% of time.

Community Safety				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
S.02.03 - S.02.04	Ambulance Service	Provision of emergency response and health care to the ill and injured to ensure a balanced emergency coverage.	Not applicable	Respond to calls within 9 min within St Albert, 90% of the time.  Advanced Life Support (ALS) capable 24/7/365.
S.02.05 S.02.06	Fire and Medical First Response Dispatch	Responding to emergency and fire calls from 911 operators and dispatching the appropriate response units.  Provision of afterhours emergency centre for Public Works and emergency call-in functions.	Not applicable	Alarm Processing within 60 seconds, 90% of the time.  All staff are trained at the Emergency Fire Dispatch standard (International Academies of Emergency Dispatch). Operates 24/7/365.
S.02.07	Fire Emergency Management and Preparedness	Coordination with other levels of government, law enforcement, national defense, non-governmental organizations and partner organizations and agencies within the City of St. Albert to enhance the state of emergency preparedness of St. Albert and partners within the Capital Region.	Not applicable	That the City is prepared and will have an Emergency Operating Centre (EOC) opened within 30 minutes and fully staffed within 1-2 hours of a major incident. 100% of EOC staff are trained to the Incident Command System standard.
S.02.08	Fire and Life Safety Education	Design, implementation and evaluation of programs undertaken to instruct the public about fire and life safety, including home fire safety programs, home inspections, escape plans, smoke alarm and extinguisher placements.	Not applicable	Satisfy Public Education services requests as mandated.  95% of all service requests are accommodated within the requested timeframe.
S.02.09 - S.02.10	Fire Prevention and Investigation	Conduct technical fire inspections to ensure compliance with the Alberta Fire Code, as well as other relevant laws and regulations pertaining to the	Not applicable	Inspections and Investigations are completed by certified Safety Codes Officers (SCO) as outlined in the Quality Management Plan - Fire (QMP-Fire) and the Safety Codes Act (SCA).



## Community Safety

Ref #	Service Name	Service Definition	Service Component	Current Service Level
		prevention and control of fires. In addition, the fire prevention function deals with the safe storage, handling, and use of hazardous materials. This service also investigates fires to determine the origin, cause and circumstances of the fire in order to reduce the risk of injury or death.		<p>Inspection frequency is based upon the potential risk of the property use and function.</p> <p>100% compliance with Quality Management Program (Fire) and Safety Codes Council of Alberta.</p> <p>Resources: two dedicated fire prevention officers.</p>
S.02.11 - S.02.12	Fire Rescue Response	Respond to all types of emergencies including fire, rescue, service calls, dangerous goods releases, motor vehicle accidents and ice/water rescue.	Not applicable	<p>Respond to calls within 9 minutes 90% of the time. Fifteen staff available 24/7/365.</p> <hr/> <p>Staff 100% NFPA (National Fire Protection Association) certified.</p>
S.02.13 - S.02.14	Medical First Response	The Medical First Response (MFR) service is provided for the very serious medical emergencies or when there is a known delay in response for an ambulance.	Not applicable	<p>Advanced Life Support (ALS) Capable.</p> <hr/> <p>Respond to calls within 9 Minutes 90% of the time.</p>
S.02.15 - S.02.17	Law Enforcement Services	Responding to public complaints and enforcing select municipal bylaws and provincial statutes and legislation such as traffic enforcement, animal control, parking enforcement, the Alberta Traffic Safety Act and Alberta Gaming and Liquor Act.	<p>Photo Enforcement</p> <hr/> <p>Community Peace Officers traffic enforcement services</p>	<p>Three mobile photo enforcement units operating a combined 12,064 hours per year, as of 2015.</p> <p>Six intersection safety units monitoring traffic at three intersections, as of 2015.</p> <p>Violations processed and mailed within nine days of offence.</p> <hr/> <p>Enhanced pro-active traffic enforcement to supplement RCMP Traffic unit. 22% of total uniformed resources dedicated towards Traffic (2 out of 9 uniformed officers).</p> <p>Forms part of the 1 officer for every 5,000 residents.</p>

Community Safety				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Provincial statutes and bylaws enforcement	Provide 4,493 hours of service per year (no service on Statutory holidays): Monday- Friday 7:30 am - 9:30 pm Saturday- Sunday 7:30 am - 5:00 pm 67% of total resources dedicated towards General Duty response (6 out of 9 uniformed officers). Forms part of the 1 officer for every 5,000 residents.
S.02.18	Crime Prevention and Education	Delivery of the majority of Drug Awareness Resistance Education (DARE) training and school liaison activities within St. Albert schools. Respond to requests for RCMP participation at public events, crime prevention presentations, Neighbourhood Watch, and host other community activities.	Not applicable	100% of Grade 6 students in the community receive Drug Awareness Resistance Education (DARE) education. 10% of total resources dedicated towards Crime prevention (6 out of 66 officers). Forms part of the 1 RCMP officer for every 1,000 residents target.
S.02.19 - S.02.20	Crime Reduction Services	Deterrence and overall reduction of criminal activity through enforcement operations targeted to the needs of St. Albert.  Strategies to address community crime problems such as motor vehicle thefts, break and enter and all other property-related crime.	Not applicable	Appropriate resources dedicated towards targeted crime reduction operations. 8% of total resources dedicated towards Crime reduction (5 out of 66 officers). Forms part of the 1 RCMP officer for every 1,000 residents target.
S.02.21	Drug Activity and Trafficking Enforcement	Enforcement and intelligence gathering related to drug activity and trafficking, as well as target-focused investigations and drug endangered children protocol.	Not applicable	24/7/365 on-call response to serious drug investigations and adequate level of resources to take over serious drug files.  8% of total resources assigned to Drug investigations (5 out of 66 officers). Forms part of the 1 RCMP officer for every 1,000 residents target.

Community Safety				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
S.02.22	General Duty Policing	Primary response to all policing public safety matters: answering calls for service and investigating Federal and Provincial law violations.	Not applicable	Response to policing matters 24/7/365.  55% of total RCMP resources assigned to General Duty (36 out of 66 officers). Forms part of the 1 RCMP officer for every 1,000 residents target.
S.02.23	General Investigation Services	Investigation of more serious and complicated offences that are typically prolonged and labour-intensive. Coordination of intelligence gathering related to serious crime investigations.	Not applicable	24/7/365 on-call response to more serious investigations and adequate level of resources to take over serious crime files.  6% of total RCMP resources assigned to general investigation services (4 out of 66 officers).  Forms part of the 1 RCMP officer for every 1,000 residents target.
S.02.24	Traffic Enforcement Services	Day-to-day enforcement of the traffic legislations such as the Alberta Traffic Safety Act and Criminal Code impaired driving legislation. Investigation of serious injuries or fatal motor vehicle collisions.	Not applicable	Appropriate resources dedicated towards proactive traffic enforcement 7 days a week.  11% of resources dedicated towards traffic enforcement (out of 66 officers). Forms part of the 1 RCMP officer for every 1,000 residents target.

## Community Social Support and Development

Ref #	Service Name	Service Definition	Service Component	Current Service Level
S.03.01	Advocacy Liaison and Capacity Building	Proactive approaches to educating and creating awareness of social issues.	Not applicable	Appropriate resources are assigned to specific advocacy for social issues and opportunities.
S.03.02 - S.03.03	Neighbourhood Development	Promotion of resident engagement to address social issues, crime and create community connectedness.	Block Parties ----- Little Free Library ----- Neighbourhood Network	Provide opportunities and resources available for neighbours to connect.
S.03.05	Support Community Development Initiatives.	Support to local agencies and organizations with information, referrals and outreach services. Collectively work with community members to build on strengths and generate solutions to community concerns.	Not applicable	Hours of operation: Monday – Friday 8:00 am - 5:00 pm Acknowledge request within two business days. Service available through social media channels and newsletter. Determine timing for solution based on the request (immediate need, moderate, low) Services provided for youth, families, seniors and broader community with working groups and committees, created if needed, to address emerging issues/opportunities/requests.

**Community Social Support and Development**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
S.03.06 - S.03.07	Counselling Services	Provide free, confidential counselling to school-aged children and their families (individual, family and group).	Family-School liaison	Counselling services are provided at no cost to clients. Adhere to Alberta College Social Worker Ethics and Standards Hours of operation: Monday – Friday 8:00am - 5:00 pm and evenings available by appointment. 2 Full time Family School Liaison Workers (FSL) available to provide service (X FSL available per X families).
S.03.08 - S.03.10	Education and Awareness Building	Provide individual, group and broad community initiatives that increase awareness and education on multiple social issues.	Asset Development Mental Health Violence prevention Early years coalition Diversity and Inclusion	Acknowledge requests within 24 hours of receipt. Provide information and education sessions to school and community.

**Community Social Support and Development**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
S.03.11 - S.03.12	Mentorship and Leadership	Provide opportunities through one to one and groups for adults to role model and mentor assets to youth.	The Collective	<p>The Collective provides on-going youth entrepreneur support, community intake and Building Assets and Memories(BAM).</p> <p><u><i>Mentorship</i></u> Provide free mentoring opportunities and services to school aged children and youth.</p> <p><u><i>Building Assets and Memories (BAM)</i></u> Provide on-going opportunities for youth to connect with other youth, build relationships and leadership skills.</p> <p>Provide opportunity for youth to take leadership and develop programming that meets the needs of youth in the community.</p>
			Leaders in Training	
S.03.13 - S.03.15	Interpersonal Skill Development	Interpersonal skill development workshops and support for children and youth within the asset development framework, primarily school-based approach.	Asset Development	<p>Provide skills development workshops to schools and community as a whole.</p> <p>Response time is determined by the urgency of request and/or demand.</p> <p>Service is provided during day-time hours and evenings/weekend hours, depending on request/demand.</p>
			Mental Health	
			Violence prevention	
			Early Years Coalition	
			Diversity and Inclusion	

## Natural Environment Pillar

We protect, embrace and treasure our deeply-rooted connections with the natural environment through championing environmental action.

Environmental Sustainability Program				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
<b>Waste Management</b>				
N.01.01 - N.01.02	Recycling and Compost Depot	A centralized site where residents can bring yard waste, recycling, hazardous waste and electronics for proper disposal.	Compost Depot	The compost depot is an unstaffed site which accepts residential yard waste (such as leaves, branches, soil, sod and other landscaping material). It is open 8 months/year.
			Recycling Depot	The recycling depot is a staffed depot open 40 hours per week, 5 days/week. The depot accepts recyclables (such as paper, cardboard and aluminum) as well as hazardous chemicals, paint, oil, tires, electronics, batteries and scrap metal.
N.01.03 - N.01.05	Residential Waste Collection	Collection, processing and disposal of landfill, organic waste and recyclable material for residents.	Curbside organic collection	<p>Frequency</p> <p>Automated collection of organic material:</p> <ul style="list-style-type: none"> <li>• Summer (7 months): weekly.</li> <li>• Winter (5 months): every two weeks.</li> </ul> <p>Organics collected via City owned organic carts, available in two sizes (240 L &amp; 120 L) with no rate differentiation between sizes.</p>
			Curbside recycling collection	<p>This service utilizes a 'blue bag' system. Material is un-bagged and sorted by a contractor.</p> <p>Frequency - Weekly collection of comingled recycling.</p>
			Curbside waste collection	Frequency - Automated collection of landfill waste every two weeks.

				Variable rate options: Residents are provided City owned waste carts, available in three sizes (240L, 120L and 60L) with corresponding monthly rates.
<b>Urban Forestry and Turf Maintenance</b>				
N.01.06 - N.01.10	Maintenance of Sport Fields, Parks and Natural Areas	Grass cutting, fertilizing, aerating, sweeping, and litter collection of sport fields, parks and natural areas.	Cemetery grounds maintenance and landscaping	To be determined
			Buffers and boulevards moving and trimming	Level 2C (all open green space in buffers and boulevards)- cutting on a 10-day maximum cycle with monthly trimming.
			Natural Area mowing and grounds keeping	Selected weed spraying: annually. One pass of grass cutting along fence lines and trails in selected areas: on a 10-day cycle.
			Maintenance of parks	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.  Level 2C parks (all open green space excluding buffers, boulevards or natural areas)- cutting on a 10-day maximum cycle with monthly trimming.  Fertilizing - June and Fall. Aerating - twice a year (June and Fall) Sweeping - Fall Special Events - as required High Profile Areas - usually on Fridays



			Maintenance of sport fields	<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 on a 10-day maximum cycle and trimming every two weeks.</p> <p>Cutting - weekly. Cutting levels at 2 1/2" length.  Fertilizing - Fall  Aerating - Fall  Sweeping - Fall  Sod Replacement - Spring  Line Painting – weekly</p>
N.01.11 - N.01.14	Tree Planting and Maintenance	Maintenance of urban tree canopy, including tree planting, maintenance and inspections.	Tree Planting	<p>Use design standards for planting including planting practices and species acceptable.</p> <p>Generate planting list through visual inspections, customer service requests, and tree inventory removal data.</p> <p>Purchase nursery stock, regionally if possible, for in-house plantings. Contract services used for larger planting quantities.</p>

			<p>Tree care and maintenance (single, ornamental trees)</p>	<p>Structural pruning on all ornamental trees on a 5 year rotating cycle (young trees are pruned twice in 5-year cycle).</p> <p>All trees inspected at time of pruning, defects noted, re-inspection within cycle based on severity of defect.</p> <p>Prune approximately 2000 trees/year for sign/traffic visibility.</p> <p>Pest control treatments are done as required and chemical may be used if needed.</p> <p>Newly planted trees are watered at time of planting and every 2-4 weeks after, until end of growing season.</p> <p>Watering occurs for 2 growing seasons. Fertilizing occurs on an as needed basis using slow release fertilizers.</p>
			<p>Tree Care and Maintenance in Natural Areas</p>	<p>Native areas assessed on same 5 year rotating cycle.</p> <p>Trees, where values at risk are present and potentially a target, are assessed for hazards (typically one tree length from target).</p> <p>Values-at-risk include public and private fences, buildings, trail system etc.</p> <p>Hazard is removed which may be any portion of the tree including the entire tree.</p> <p>Clearance for trail system and open space is maintained with public safety being primary concern. Wildlife trees are considered if practical.</p>
			<p>Preventative Tree Maintenance</p>	<p>Lifting and structural pruning - spray, inject or prune as required based rotation.</p> <p>Pest control - spray or inject as required based on inspection.</p> <p>Plant healthcare - for new trees planting cycle is used, 5 times per year for first two years.</p> <p>Tree lifting on a 7-year cycle.</p> <p>Structural pruning only on newly planted trees, within last 10 years. Existing older trees on a reactive mode.</p>

			Tree Inspections	<p>Hazardous Trees - visually to find rotten trees, leaning, broken limbs and when called.</p> <p>Diseased trees are inspected annually through visual inspection.</p> <p>Site lines – visual inspection semi-annually</p> <p>FAC Work - visually when called</p> <p>Insurance Claim - visually when called</p>
N.01.15	Weed and Pest Control	Maintenance of healthy turf and urban forests	Herbicide/Insecticide Application	<p>As required by legislation for noxious and restricted weeds.</p> <p>Turf and urban forest health.</p>
<b>Water, Storm Water and Waste Water Management</b>				
N.01.16 - N.01.19	Waste Water Management	Operate, maintain and manage the infrastructure and facilities that collect wastewater from all properties within the City of St. Albert that are connected to the municipal wastewater system.	Regional Wastewater treatment	Ensure compliance with the standards prescribed within the Sanitary Sewer Bylaw for the collection of wastewater from all properties connected to the municipal wastewater collection system for transmission to the Alberta Capital Region Wastewater Treatment Plant.
			Residential Wastewater Service Maintenance	Consistently provide reliable waste water collection from all properties connected to the municipal wastewater system in compliance with legislative requirements.
			Wastewater collection maintenance	Detailed service levels as per Long Term Plan and Alberta Environment License to operate.
			Wastewater Management Facilities (Lift Stations)	

N.01.20 - N.01.23	Water Supply and Distribution Management	Supply, operate and maintain the distribution of drinking water to all properties within the City of St. Albert that are connected to the municipal water system and facilities.	Regional Water treatment and supply	Attain 24/7 uninterrupted supply of safe drinking water supply from EPCOR for distribution by the City to all properties connected to the municipal water system.
			Residential water services	Consistently provide uninterrupted supply of safe drinking water to all properties connected to the municipal water system in compliance with legislated requirements.  As per Alberta Environment License to Operate.
			Water distribution maintenance	
			Water management facilities	
N.01.24 - N.01.25	Drainage	Accept, manage, investigate and provide recommendations to ratepayers to manage identified drainage issues.	Accept initial application/concern	Response within five business days.
			Site investigation	Site investigation when contract staff available.
			Site recommendations	12 weeks after initial site investigation.
			Follow up	To be determined
N.01.28 - N.01.29	Storm Water Drainage Services	Operate and maintain the storm water collection systems, management facilities and outfalls that support the flow of rainfall and snowmelt through the city to the Sturgeon River.	Storm water collection maintenance	Minimize the amount of silt entering the city's storm collection system and sedimentation into the Sturgeon River by cleaning all arterial and collector roadway and 1/3 of all neighbourhood residential catch basins on an annual cycle.
			Storm water management facilities and outfalls	Manage the storm water run-off (rainfall and snow melt) throughout the City that flows to the Sturgeon River by conducting annual inspections, repairs, and rehabilitation and maintenance of the storm water drainage systems throughout the city. (As per Alberta Environment License to Operate.)

Transit Program				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
B.01.14	Charter Bus Services	Provide charter bus services within St. Albert and Edmonton.	City sponsored charters; Private charters within St. Albert; Special Event park and ride service.	Design and operate charter bus service outside Fall/Winter weekday peak periods at the request of clients.  100% recovery cost target.
B.01.15	Handi-bus Services	Specialized, shared ride, "to- the-door" transit services for residents of St. Albert who are unable to utilize conventional transit due to a physical or cognitive disability.	Local and commuter	<p><u>Hours of Service</u> Monday to Saturday 1:00 a.m. to 5:00 p.m. Sunday and Statutory Holidays – Do not operate</p> <p><u>Trip Coverage</u></p> <p>In St. Albert</p> <ul style="list-style-type: none"> <li>• Door-to-door service from any location within St. Albert</li> <li>• Trips can be booked up to three days in advance (including weekends)</li> <li>• Must book by noon of previous day if booking a trip for the following day.</li> </ul> <p>In Edmonton</p> <ul style="list-style-type: none"> <li>• Door-to-door service from any location within St. Albert to the following specified destinations in Edmonton.</li> </ul>

Transit Program				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
B.01.16 - B.01.21	Regular Fixed Route Services	Provide convenient, affordable and effective transit services to select major destinations in Edmonton.	Commuter transit	<p><b>Frequency:</b>  Downtown Edmonton Service:  Minimum 30-minute frequency during weekday peak periods.  Minimum 60-minute frequency during all other weekday periods and weekends.</p> <p>University of Alberta, NAIT, MacEwan Service:  Minimum 30-minute frequency during weekday peak periods.  Minimum 60-minute frequency during all other Weekday Periods during regular services hours.</p> <p>West Edmonton Mall  Minimum 30-minute frequency during weekday peak periods.  Minimum 60-minute frequency during all other Weekday Periods during regular services hours.</p> <hr/> <p><b>Vehicle loading:</b>  Maximum of 100% seated capacity for trips longer than 25 minutes.  Maximum of 115% seated capacity for trips less than 25 minutes.</p>

Transit Program				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
				<p>Hours of operation:            First bus to arrive at downtown Edmonton at 6:30 am on weekdays, with last bus departing downtown Edmonton at 12:15 am, and local service to support these commuter trips.</p> <p>First bus to arrive at University of Alberta at 6:45 am on weekdays, with last bus departing University of Alberta at 10:15 pm, and local service to support these commuter trips.</p> <p>First bus to arrive at downtown Edmonton at 7:45 am on Saturdays, with last bus departing downtown Edmonton 12:15 am, and local service to support these commuter trips.</p> <p>First bus to arrive at downtown Edmonton at 11.15 am on Sundays, with last bus departing downtown Edmonton 6:15 pm, and local service to support these commuter trips.</p> <p>West Edmonton Mall – Hours of operation have not been determined.</p> <hr/> <p>Ridership performance target (System wide: commuter and local)            Ridership criteria is minimum 10 rides/ service hour.</p> <hr/> <p>Schedule reliability (System wide: commuter and local)            At least 90% of the buses system-wide shall be "on time" if they are no more than 3 minutes late (all trips) and 1 minute early (on pick up trips only) of their designated schedules.</p> <hr/> <p>Cost recovery (System wide: commuter and local)            Total transit revenues should recover in the range of 40% to 60% of direct operating costs.</p>

Transit Program				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
B.01.22 - B.01.23	Regular Fixed Route Services	Provide convenient, affordable, and effective transit services within St. Albert.	Local transit	<p><b>Maximum trip time:</b> Local routes will not exceed 20 minutes to a Transit Station in peak periods and 30 minutes off-peak for 80% of riders.</p> <p><b>Frequency Local Service:</b> Minimum 30-minute frequency during Weekday Peak Periods. Minimum 60-minute frequency during all other Weekday Periods and Weekends.</p> <p><b>Vehicle loading:</b> Maximum of 150% seated capacity for local trips.</p> <p><b>Area coverage:</b> - 400 m to 90% of all residences. - 250 m to medium and high density residential developments and institutional land uses. - 150 m to major seniors' residences and activity centres. - 600 m to industrial land.</p>



## Community Events and Programs

Ref #	Service Name	Service Definition	Service Component	Current Service Level
N.02.01 - N.02.03	Community Environmental Programs and Events	Provide and support environmental programs and events to empower the community's environmental sustainability.	<p>Education and awareness Events (Arbour Day, Clean Air Day, Clean and Green Riverfest, etc.)</p> <p>Education and awareness Programs (Earth Hour, Water Conservation Campaigns, Carpool Month, Clean and Green Riverfest, etc.)</p> <p>Incentive Programs (Toilet Rebates, Rain Barrels, etc.)</p>	<p>Education and Awareness programs and events, as well as incentive programs are developed to complement the goals and targets of the Environmental Master Plan.</p> <p>Whenever possible these are done in collaboration with existing federal, provincial or regional initiatives.</p> <p>An annual Environmental Communications Plan is developed each year to address reoccurring and special programs and events.</p>

# Built Environment Pillar

We build our community towards the future to sustain balanced development, with a reverent eye to the past, honouring our unique settlement history and distinct identity.

Transportation and Infrastructure				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
<b>Roadway Repair and Maintenance</b>				
B.01.01 - B.01.04	Roadway Surface Repair	Patch potholes on all asphalt roadways and parking lots throughout the city.	Gravel roads maintenance	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.
			Pothole reporting	Respond according to risk.
B.01.05	Sidewalk Repair and Maintenance	Effect repairs to provide safe surfaces for pedestrian travel.	Replacement, mud jacking, crack sealing	Repair as required by inspection and completion of condition assessment index.  Repairs per customer concerns within industry standards.

## Transportation and Infrastructure

Ref #	Service Name	Service Definition	Service Component	Current Service Level
B.01.06	Street Cleaning	Annual spring cleaning and ongoing cleaning on all types of roadways.	Boulevard & median cleaning Roadway cleaning	All arterial and collector boulevards cleaned and swept in spring; as required thereafter.  All Hwy, arterial and collector roadways cleaned and swept in spring and as required thereafter. Downtown streets swept every Friday as required throughout non-snow months.
B.01.07 - B.01.12	Snow Removal	Snow clearing on all St. Albert's roads, trails and sidewalks.	Collector snow removal	Snow will be cleared within four days following a 20 to 30 cm snow accumulation (emphasis on hill sections and school zones).  All driveway entrances are cleaned.  Clear the roads intersecting with a collector up to the first driveway.  For monolithic sidewalks, snow is removed from sidewalk at same time as the roadway.
			Bus stop snow removal	Snow cleared within 72 hours after 5 cm of snowfall.
			Downtown snow removal	Snow to be plowed into centre windrows following 5 to 10 cm accumulations on parking lanes and removed within 48 hours beginning the second night after a snowfall.
			Plowing and sanding	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
			Residential snow removal	Snow cleared within 10 days following the build-up of a 6 to 9 cm snow pack, or if the snow pack is softening and severely compromising vehicle mobility, or if the snow pack reaches 75 per cent of the service level threshold (10 cm) by February 1.  Exceptions to this service level are piles in cul-de-sacs, which will be removed at a later date.

## Transportation and Infrastructure

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Sidewalks and trails	<p>Priority 1: River Valley trails- cleared within 8hrs after accumulation of 1 cm of snow.</p> <p>Priority 2: arterial and collector trails and sidewalks- cleared within 48 hrs after accumulation of 2-5 cm of snow.</p> <p>Priority 3: interior trails and connector sidewalks- cleared within 72 hrs after accumulation of 2-5 cm of snow.</p>
B.01.13	Traffic and Street Signs	Erection and maintenance of all regulatory and informational signage.	Maintenance and replacement	Mounting, cleaning and replacements of traffic and street signs as required.
B.01.24	Roadway Access and Safety	Approval of traffic accommodation plans and issuance of road closures.	Road closure issuance	<p>Special Events: Multi-stage process; final delivery of approved permit one week prior to event (following 4-week application time frame).</p> <p>Construction related = 5-day permit process</p>
B.01.25 - B.01.31	Traffic Control	Ensuring traffic road safety and efficiency of St. Albert's transportation network.	Signage Road markings Traffic signals Parking Traffic counts Traffic warrants (traffic control / pedestrian crossing installs or upgrades)	<p>Emergent safety issues with existing operations (signs / signals) = 1 hr response time.</p> <p>Non-emergent traffic issues = 5 business day response time</p> <p>Traffic count data = annually (information summarized by December 31 of the calendar year)</p> <p>Collision Report = Annually completed by July 1 of the following calendar year</p> <p>Annual maintenance of assets = annual and priority scheduled for safety / need</p>

## Transportation and Infrastructure

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Collision Reports / Analysis	
B.01.32 - B.01.34	Traffic Impact Assessment Review	Interpretation and evaluation of traffic related data with growth and development proposed for both infill development and new development areas.	Report Evaluation	30-day turnaround of comments from day of receiving report.
			Traffic count provision / review	31-day turnaround of comments from day of receiving report.
			Signal operations evaluation	32-day turnaround of comments from day of receiving report.
B.01.35	Neighbourhood Traffic Calming	Responding to and evaluating neighbourhood level traffic concerns with long term engineering solutions, inclusive of public engagement	Neighbourhood Traffic Calming Plans	Evaluation of public requests for traffic calming within calendar year of request; upon verification of meeting criteria, performance of traffic calming engagement in the calendar year.  Construction timeline dependent upon public engagement
B.01.36	Large Load Permitting	Review and evaluation for approval or denial of the movement of large loads through the City - applicable to non-standard conditional acceptance	Large load permit	24-hour review and communication
B.01.37	Development Marketing Signage	Review and evaluation of proposed development (non-traffic control related) signage.	Development signage permit	5 business day turnaround for comments or approval
B.01.38	Bylaw Maintenance and Updates	Performance of review and evaluation of the City of St. Albert Bylaws related to the Traffic Bylaw and Transportation System Bylaw	Bylaw updates	As required, to align with City policy and process updates and transportation network operational changes  Within one year of update to the City's Transportation Master Plan (TMP).
B.01.39	City Policy and Guideline Creation	Performance of creating or updating City Policy on transportation related processes, programs or services.	Policy documents / Guideline documents	Updated within one year of industry best practice amendments or as required.

## Transportation and Infrastructure

Ref #	Service Name	Service Definition	Service Component	Current Service Level
B.01.40 - B.01.45	Engineering Plans Drawing and Construction Review	Processing submitted plans and drawings and conducting field and construction inspections to ensure compliance with City's and other Legislated Engineering Standards and issue final acceptance.	Drawing review for compliance with Engineering Standards	There are typically three to six rounds of review (i.e. Submission, comments back, resubmit etc.).  Each drawing review is completed within four weeks of receiving a complete submission.
			Development agreements issuance	To be determined
			On-street construction permits (OSCP)	Pending strength of application and Traffic Accommodation Plan (TAPs): 5 days of approved submission of OSCP.
			Servicing permits	Issue permit within 15 days of submission.
			Issuance of Construction Completion Certificate (CCC)	Within a calendar year of construction. Pending weather conditions, no CCC inspections are completed after October 31 of the calendar year.
			Issuance of Final Acceptance Certificate (FAC)	Within a calendar year of construction. Pending weather conditions, no FAC inspections are completed after October 31 of the calendar year.
B.01.46	Municipal Engineering Standards Updates	Engagement with stakeholders, best practice evaluation and acknowledgment of new practices and standards to be incorporated into City of St. Albert (COSA) Municipal Engineering Standards	Updated Municipal Engineering Standards	Updated annually in Quarter One.
B.01.47	Community Design Principles	Engagement with stakeholders, to develop guiding principles providing the foundation for community and area development.	Update of the design principles	Annual update

## Transportation and Infrastructure

Ref #	Service Name	Service Definition	Service Component	Current Service Level
B.01.48 - B.01.52	Off-Site Levy Program	The consultation and direct engagement with the development and external stakeholders to update the City model. The work plan includes the direct engagement throughout the calendar year with development industry in the calculation of levies, the requests to off-set approved projects and ensure that any work approved is consistent with best practices.	Model update	Annual update in first Quarter
			Program construction request	Within 3 weeks of original request
			Consider and manage off-setting requests	Within six weeks of request, assuming stakeholder feedback
			Calculate fees	Within 3 weeks of original request
			Recommend recoveries	Annual recommendation in first quarter

## Culture Pillar

We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

Culture and Heritage				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.01 - C.01.02	Community Recognition	Recognition and celebration of artists in the Community.	Cultural Wall of Fame	The annual recipient(s) of the Lifetime Achievement Award at the Mayor's Celebration of the Arts will be that year's inductee(s) into the Cultural Wall of Fame.
			Volunteer Recognition	Annual event to recognize community members that contribute their time to maintain and improve our community.
			Mayor's Celebration of the Arts	Arts and cultural achievements are recognized annually, celebrating community artists and support for the arts. A maximum of three individuals or groups will be inducted each year at the Mayor's Celebration of the Arts event.
C.01.06 - C.01.10	Booking Opportunities of Cultural Facilities	Provision of booking opportunities of Cultural facilities to celebrate and foster the art and culture in the community.	Not applicable	<u>St. Albert Place Visual Arts Studios:</u> Have Studios available to guilds, schools and not for profit use during St. Albert Place hours of operation.
				<u>Arden Theatre:</u> Hours of operation: from 8:00 am - 11:00 pm 363 days a year.



**Culture and Heritage**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
				<p><u>Art Gallery of St. Albert</u>  Hours of operation:  Tuesday to Saturday 10:00 am – 5:00 pm  Thursday 10:00 am – 8:00 pm  Admission: Free</p> <hr/> <p><u>Heritage buildings (Juneau House &amp; Little White School):</u>  The Little White School is open during special events and by request. The hours of operation are available by calling 780-459-4404. Admission: Free  Juneau House is open for special events and cultural programming by the Michif Cultural Resources Institute and/or by appointment.</p> <hr/> <p><u>Heritage Park</u>  The St Albert Grain Elevator Park is open seasonally from Victoria Day to Labour Day.  Outside of operation hours and for group booking, hours of operation are Wednesday - Sunday 10:00 am – 5:00 pm  Admission: Free</p> <hr/> <p><u>Musée Héritage Museum:</u>  Hours of operation:  Tuesday to Saturday: 10:00 am – 5:00 pm  Thursday: 10:00 am – 8:00 pm  Admission: Free</p>

Culture and Heritage				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
				<p><u>Progress Hall (Arden):</u> Hours of operation: from 8:00 am - 11:00 pm 363 days a year.</p> <hr/> <p><u>St. Albert Place Lobby and Plaza:</u> Hours of operation: St. Albert Place shall be open and available for use by the public at the following times:</p> <ul style="list-style-type: none"> <li>• Monday through Friday 7:00 am to 11:00 pm</li> <li>• Saturday, Sunday and Stat Holidays 7:00 am to 9:00 pm</li> <li>• Christmas Day &amp; New Year's Day: Building is closed</li> <li>• Community-Wide Special Events (e.g. Canada Day Fireworks, Rock 'n' August): During the event</li> </ul>
C.01.11	Digital Media Programming	Selection and booking of film and digital media for viewing in Arden Theatre.	Film screening	Provide diverse and quality screenings of Canadian, Independent and International films.
C.01.12 - C.01.16	Heritage Programming	Operation, programming, identification and celebration of significant individuals, land-based heritage and archaeological resources.	<p>Founder's Walk</p> <hr/> <p>Heritage Sites</p> <hr/> <p>Little White School</p> <hr/> <p>Museum</p> <hr/> <p>School Outreach programs</p>	<p>The City of St. Alberta maintains a partnership agreement with Arts and Heritage Foundation of St. Albert to operate, manage and ensure proper stewardship of its historical and cultural artifacts, historical resources and archives.</p> <p>Permanent exhibits providing and overview of human and natural history of St. Albert and area are provided for the community.</p> <p>A series of temporary exhibits are provided annually from the St. Albert Community and the world.</p> <p>Community archives are maintained utilizing industry best practices. Community and school educational programming opportunities are offered to the community.</p>

## Culture and Heritage

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.17 - C.01.20	Performing Arts Programming	Provision of scheduled classes, camps, workshops and instruction in different forms of creative activity including drama, musical theatre and dance.	Performance programming	Series of a performing arts classes and workshop offered in each quarter (Fall, Winter, Spring, Summer), providing quality arts and arts education opportunities for residents of all ages, cultures and backgrounds.
			Performing Arts classes	
			Professional Development	
			St. Albert Children's Theatre	
C.01.21 - C.01.25	Visual Arts Programming	Provision of scheduled classes, installations, exhibitions, camps, workshops and instruction in different forms of visual arts including, but not limited to, photography, sculpture, printmaking, papermaking, ceramics, textiles, and painting.	Art Gallery	The City of St. Albert maintains a partnership agreement with Arts and Heritage Foundation of St. Albert to work with the City to provide visual arts service in St. Albert, deliver visual arts community programming and operate the Public Art Gallery.
			Interest based instructional programs	To be determined
			Professional Development *	*Professional development opportunities are offered to support artists in the community
			Public art	1% for public art included in eligible capital projects, funds are pooled annually into the Public Art Reserve.  Proposed Public Art projects are identified on an annual basis to be supported from the Public Art Reserve.  Public art is incorporated into the design of eligible capital projects and infrastructure throughout the City.
			School Outreach programs	To be determined

## Recreation and Sport

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.26	Facility Services Assistance	Provide assistance, advice and resources to Servus Place and Aquatics facility users.	Facility Tours	<p>Hours of Operation:</p> <p><b>GROSVENOR OUTDOOR POOL</b></p> <ul style="list-style-type: none"> <li>• Saturday after the Victoria Day (May) long weekend to Monday of Labour Day (September) long weekend.</li> <li>• Monday to Friday 7:30 am - 9:00 pm</li> <li>• Saturday and Sunday 11:00 pm - 9:00 pm</li> </ul> <p><b>FOUNTAIN PARK RECREATION CENTRE</b></p> <ul style="list-style-type: none"> <li>• Monday to Friday 5:30 am - 10:00 pm</li> <li>• Saturday 6:00 am - 8:30 pm</li> <li>• Sunday 7:00 am - 8:30 pm</li> </ul> <p><b>SERVUS PLACE</b></p> <ul style="list-style-type: none"> <li>• Servus Place operates 363 days per year.</li> <li>• Monday to Friday 5:30 am – 10:30 pm</li> <li>• Saturday 6:30 am – 10:30 pm</li> <li>• Sunday 6:30 am – 9:30 pm</li> </ul>
			Security	
			Day of Event Facilitation	
			Equipment Provision	
			Room Set Ups	
C.01.27	Support to Recreation Events –	Support St. Albert event organizing groups in the coordination of identified corporate services for the benefit of the community.	Not applicable	Service Levels currently in development.

## Recreation and Sport

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.28	City Wide Parks	Provision of park spaces designed to serve the residents who live within walking distance of the park.	Not applicable	Open for use between 5:00 am - 11:00 pm based on the Parks Bylaw. <ul style="list-style-type: none"> <li>• Lacombe Lake Park</li> <li>• Lion's Park</li> <li>• Kingswood Park</li> <li>• Woodlands Park</li> <li>• Grey Nuns White Spruce Park</li> <li>• Riel Recreation Park</li> </ul> Service Levels currently being compiled.
C.01.29	Red Willow Park Corridor	127.77sq/ha of parks and trails along the shore lands of the Sturgeon River and Big Lake within St. Albert boundaries.	Not applicable	Service Levels currently being compiled.
C.01.30	Community Park	Designed to meet the parks and recreation needs of the City beyond those provided at a neighbourhood level. Serves many neighbourhoods or geographic region.	Not applicable	Open for use between 5:00 am - 11:00 pm based on the Parks Bylaw. Service Levels currently being compiled.
C.01.31	Neighbourhood Park	Designed to serve the unstructured needs of the neighbourhood. Designed to serve residents who live within walking distance of the park.	Not applicable	Open for use between 5:00 am - 11:00 pm based on the Parks Bylaw. Service Levels currently being compiled.
C.01.32	Trail System	Provide pedestrian and cyclist connections throughout the City to community wide destinations. Offer linkages to open spaces within the park system.	Not applicable	95.79 kilometres of trails as of June 2016. Service Levels currently being compiled.

**Recreation and Sport**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
R.02.07	Special Use Parks Spaces	City owned land with a lease or license by a non-profit group that provides restricted public access to the specialized or community recreational opportunities.	Not applicable	Rodeo Grounds - Kinsmen Club of St. Albert. Community Gardens - St. Albert Garden Club Big Lake Environmental Support Society Log Cabin - Big Lake Environmental Support Society Botanic Park - St. Albert Botanic Park Association
C.01.33 - C.01.34	Dog Designated Areas	The provision of locations of use within St. Albert where dogs and dog owners can meet, exercise, mingle and socialize.	Off Leash Sites Dog Parks	Free access, spontaneous spaces.
C.01.35- C.01.37	Parks Programs	Management and provision of the parks programs in support of parks infrastructure for the City of St. Albert.	Naturalization Plantings Program Partners in Parks Program Commemorative Bench Program	Service Levels currently being compiled. Service Levels currently being compiled. 658 benches as of June 2016. One bench every 400m on the trail system.
C.01.38 - C.01.41	Aquatics Programs	The direct provision of Aquatics based programming at Fountain Park Recreation Centre and Grosvenor Outdoor Pool in accordance with Alberta Lifesaving Society Standards and Affiliate Agreement, Pool Standards Act and AFLCA Certification Standards.	Preschool Swimming Skills Program Learn to Swim Programs Water Fitness Programming Specialty Programming	Service Levels currently being compiled.
C.01.42 -	Recreation Programs	The direct provision of recreation programming for registered and drop-in participants at community	Preschool Recreation Programs	• Program provision at 24 community facilities, parks and open spaces (9 facilities, 15 parks spaces).

Recreation and Sport				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.47		facilities, parks and open spaces in accordance with Fundamental Movement Skills Guidelines, with Alberta Childcare Legislation, corporate Health & Safety Policies and the Long Term Athlete Development Model.	Child Programs Youth Programs Adult Programs Summer Programs Childminding Services	<ul style="list-style-type: none"> <li>Cruisin' Club house provides at 10 sites per week (2 per day)</li> </ul>
C.01.48 - C.01.51	Fitness Programs	The direct provision of fitness programming and services to registered and drop-in program participants at Servus Place in accordance with the CSEP National Standards.	Mind Body Programming Fitness Programming Personal Training Group/Team Training	Service Levels currently being compiled.
C.01.52	Recreation Programs Delivered Through Partnerships	In partnership with the community, the provision of sport and environmental programs to the community.		The following programs offered through partnership with community groups: <ul style="list-style-type: none"> <li>Canoe and Kayak</li> <li>Lacrosse</li> <li>Hockey</li> <li>Ringette</li> <li>Rugby</li> <li>Skating</li> <li>Track and Field</li> <li>Baseball</li> <li>Slow-pitch</li> <li>Tennis</li> <li>Pickleball</li> <li>BMX</li> <li>Curling</li> <li>Soccer</li> <li>Fastball</li> </ul>

## Recreation and Sport

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.53 - C.01.57	Aquatic Facilities	Provision of public access aquatics facilities for scheduled and spontaneous recreation and sport activity according to the Pool Standards Act, Aquatics Lifecycle and the Lifesaving Society standards.	Indoor Leisure Pools, Hot Tubs and Amenities	<p>The Landrex Water Play Centre operates 363 days per year.</p> <ul style="list-style-type: none"> <li>• 585,593 litres of aquatic opportunity at Landrex Water Play Centre</li> <li>• Monday – Friday 5:30 am - 10:30 pm</li> <li>• Saturday 6:30 am - 10:30 pm</li> <li>• Sunday 6:30 am - 9:30 pm</li> </ul> <p>Fountain Park operates 363 days per year.</p> <ul style="list-style-type: none"> <li>• Monday to Friday 5:30 am -10:00 pm</li> <li>• Saturday 6:00 am - 8:30 pm</li> <li>• Sunday 7:00 am - 8:30 pm</li> </ul>
			Outdoor Leisure Pool	<ul style="list-style-type: none"> <li>• Grosvenor Outdoor Pool is open approximately 110 days per year, weather dependent.</li> </ul>
			Outdoor Spray Park	<ul style="list-style-type: none"> <li>• Woodlands Water Play Park (WWPP) gates open every day from 9:45 am to 8:15 pm Water features are on from 10:00 am to 8:00 pm (Weather permitting).</li> <li>• Open approximately 110 days per year, weather dependent.</li> </ul>
			Indoor Competitive Pool	<p>Fountain Park operates 363 days per year.</p> <ul style="list-style-type: none"> <li>• Monday to Friday 5:30 am -10:00 pm</li> <li>• Saturday 6:00 am - 8:30 pm</li> <li>• Sunday 7:00 am - 8:30 pm</li> </ul>
			Saunas and Steam Rooms	<ul style="list-style-type: none"> <li>• Monday - Friday 5:30 am - 10:30 pm</li> <li>• Saturday 6:30 am - 10:30 pm</li> <li>• Sunday 6:30 am - 9:30 pm</li> </ul>



**Recreation and Sport**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.58	Ball Diamonds	Provision of twenty-five ball venues that include a field, three bases and home plate.	Not applicable	For booked and spontaneous use. Partnerships with St. Albert Minor Baseball Association & St. Albert Slow-pitch Association
C.01.59 - C.01.60	Fitness Equipment	Provision of indoor and outdoor fitness equipment for the purposed of physical exercise.	Indoor	Hours of operations at Servus Place: <ul style="list-style-type: none"> <li>• Monday to Friday 5:30 am – 10:30 pm</li> <li>• Saturday 6:30 am – 10:30 pm</li> <li>• Sunday 6:30 am – 9:30 pm</li> <li>• 100% timely completion of all safety audits</li> <li>• Equipment downtime kept to less than 14 business days.</li> </ul>
			Outdoor	Only available for spontaneous use.
C.01.61 - C.01.62	Gymnasiums	Provision of indoor gymnasium space to the community for the purpose of social, recreational and sport activities.	Community Gymnasiums	Reid Built Gymnasium: Court One designated primarily for spontaneous use. Court Two designated primarily for registered and drop-in programming. Court Three designated primarily for rentals.
			School Gymnasiums	Available for booked use.
C.01.63 - C.01.67	Ice Surfaces	Provision of maintained ice dedicated to use for recreation and sport activities.	Indoor Arenas	Available for booked use.
			Outdoor Rinks	For booked and spontaneous use.
			Social Ice Surface	Only available for spontaneous use.
			Leisure Ice	For booked and spontaneous use.
			Curling Rink	Operated by the St. Albert Curling Club.
C.01.68 -			Meeting Rooms	Available for booked use.

Recreation and Sport				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.71	Rental of Meeting Spaces	A space provided for events such as social gatherings, business conferences and meetings.	Clubhouses	Available for booked use.
			Picnic Shelters	For booked and spontaneous use.
			School Classroom and Lunchroom Space	Available for booked use.
C.01.72 - C.01.73	Playgrounds	Provide spontaneous recreational play structures for public use.	Indoor Playgrounds	Children under 8 need to have an under 8 wristband and must be accompanied by a responsible person aged 12 years or older.  Hours of Operation • Monday to Friday 2:30 pm - 4:30 pm • Saturday and Sunday - 9:00 am - 11:00 am
			Outdoor Playgrounds	Available for spontaneous use.
C.01.74 - C.01.76	Sport Fields	Provision of maintained dry floor, artificial turf and natural turf field space dedicated to use for recreation and sport activities.	Outdoor Natural Turf Fields	For booked and spontaneous use.  Specific fields operated in partnership with St. Albert Soccer Association or St. Albert Rugby Club.
			Outdoor Artificial Turf Fields	
			Indoor Artificial Turf Fields	

## Recreation and Sport

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.77 - C.01.81	Sport Courts	Provision of open level areas equipped with appropriate lines and amenities, upon which a recreational game is played.	Tennis courts (20)	<ul style="list-style-type: none"> <li>• Operated May to October from dawn to dusk.</li> <li>• Official opening of the facility is determined after 100% of the surface is clear of snow and ice.</li> <li>• Official closing of the facility is weather dependent, triggered by the first frost.</li> <li>• Spontaneous use facilities that have minimal bookings by the St. Albert Tennis Club and by schools through the Reciprocal Use Agreement.</li> <li>• Nets are provided</li> <li>• Weekly inspections by Public Works are done including assessment of: Nets, Fencing, Posts, Asphalt, Lines, Hazard assessment, Removal of debris</li> <li>• Schedule for booking is posted monthly.</li> <li>• Garbage collection is done year round.</li> <li>• No lighting is provided at these facilities.</li> </ul>
			Tarmac Areas	For spontaneous use.
			Racquetball and squash courts	Available for use 363 days per year. Monday to Friday 5:30 am - 10:00 pm Saturday 6:00 am - 8:30 pm Sunday 7:00 am - 8:30 pm
			Beach Volleyball courts	For spontaneous use.

## Recreation and Sport

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Pickleball courts	<ul style="list-style-type: none"> <li>• Operated May to October from dawn to dusk.</li> <li>• Official opening of the facility is determined after 100% of the surface is clear of snow and ice.</li> <li>• Official closing of the facility is weather dependent, triggered by the first frost.</li> <li>• Spontaneous use facilities or booked when for tournament or event.</li> <li>• Nets are provided at this facility.</li> <li>• Weekly inspections by Public Works are done including assessment of: Nets, Fencing, Posts, Asphalt, Lines, Hazard assessment, Removal of debris</li> <li>• Schedule for booking is posted monthly at the site.</li> <li>• Garbage collection is done year round.</li> <li>• No lighting is provided at these facilities.</li> </ul>

## Recreation and Sport

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.82 - C.01.83	Specialty Sport Parks	A purpose-built recreational environment dedicated to specialty recreation and sports activities such as skateboarding, BMX, scooter, wheelchair and inline skating.	Skateboard Park	<ul style="list-style-type: none"> <li>• Operated April to November from dawn to 10:30 pm.</li> <li>• Official opening of the facility is determined after 100% of the surface is clear of snow and ice.</li> <li>• Official closing of the facility is weather dependent, triggered by the first accumulation of snow.</li> <li>• Spontaneous use facilities, host to one special event.</li> <li>• Weekly inspections by Public Works including assessment of Surface concrete, Fencing, Offensive graffiti, Hazard assessment.</li> <li>• Schedule for booking is posted monthly at the site.</li> <li>• Garbage collection is done year round.</li> <li>• Photocell Lighting is provided at these facilities from dusk to 10:30 pm from April to November.</li> <li>• Light posts are padded.</li> <li>• During operating hours of Woodlands Water Play Park, the Water Play Park Attendants are available as First Aid responders.</li> </ul>
			BMX Park	Operated by St. Albert BMX

**Recreation and Sport**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.01.84 C.01.85	Track Facility	Provision of running/walking track and amenities required for field training activities.	Track	<p><u>Servus Place</u></p> <p>The track &amp; training corners are open to those 16 years of age and older. Youth who are 8 - 11 years of age are permitted on the track but with parent or guardian. Youth 12 – 15 years of age are permitted alone on the track and training corners if they have completed of our Smart Start for Teens orientation program. Children under 8 are not permitted to use the track or equipment (babies in strollers are permitted as long as they remain inside the stroller seats).</p> <p>The track can be spontaneous or programmed space. It is not a rental space.</p> <p><u>Fowler Track</u></p> <p>For booked and spontaneous use.</p>
			Athletic Park	For booked and spontaneous use.

**Community Events**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
C.02.01 - C.02.06	Community Event Hosting	The coordination and delivery of arts, cultural and recreation and parks events utilizing a combination of City and volunteer resources.	Amplify Youth Festival	Provide arts and cultural workshop, project, performance and entertainment opportunities for students grade seven to age 21.
			Children's Festival	Provide diverse art, culture and educational opportunities for youth and families.
			Live Entertainment Events	Provide diverse, quality professional and emerging live entertainment for all ages, cultures and backgrounds.
			Canada Day	The Canada Day event is delivered to the community on time, on scope and on budget.
			Servus Place Halloween Haunt	(Standards currently in development)
			New Year's Eve Fireworks	Service Levels currently being compiled.
			Parks Events	Provide Arbor Day, Clean and Green Riverfest and a Fall Litter pickup.

## Economic Pillar

We prosper and excel through a strong and diverse economy that is supported by forward-thinking commerce, outstanding local businesses and a dynamic downtown core.

Community Growth and Economic Development				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
E.01.01	Market Value Assessments	Conduct and provide market value assessments to property owners for all real property located within the City of St. Albert.	Not applicable	Assessment preparation must annually meet and pass annual Provincial Audit standards as conducted by Alberta Municipal Affairs. Quantitative and qualitative statistical testing is performed within the Audit function.  Preparation of market value assessments is completed annually (by end of May) as per legislated requirements within the Municipal Government Act (MGA).
E.01.02 - E.01.03	Investor/Developer Relations	Provide comprehensive one on one consultation services to investors and support on-going investment opportunities to bring in new business to St. Albert	Business Attraction Concierge/Liaison Services	Acknowledge request within one business day. Response time is dependent on complexity of the request.
			One-on-One Business Attraction Consultations	Acknowledge request within one business day. Response time is dependent on complexity of the request.
E.01.04	Entrepreneurship Development	Work with entrepreneurs to develop skills and experience through targeted programs	Youth Entrepreneurship	To be determined
E.01.05	Financial Support to Small Business	Develop and implement programs to assist local businesses to maintain and grow their operations.	Commercial Cost Share Program	Respond to all inquiries within two business days.
E.01.06 - E.01.07	Local Business Relations	Provide comprehensive one on one-consultation services to local business and support on-going opportunities to help certain existing businesses.	Economic Development Advisory Board	Meet at least 10 times per year. Agenda and meeting materials are sent a week prior to meeting.
			One-on-One Local Business Consultations	Acknowledge request within one business day. Response time is dependent on complexity of the request.



## Community Growth and Economic Development

Ref #	Service Name	Service Definition	Service Component	Current Service Level
E.01.08 - E.01.11	Community Marketing	Provide marketing services for the City to increase the profile and awareness of St. Albert and its brand amongst businesses, residents and visitors.	Cultivating Front Yards	Offer one annual recognition program.
			E-newsletters	Focus newsletter published monthly. Downtown newsletter published quarterly.
			New Resident Packages	Maintain current information documents annually. Respond to requests for resident information within 5-7 business days.
			Property Listing Web Directory	Update directory when information is received, within two business days. Regular updates are completed bi-weekly.
E.01.12 - E.01.15	Information Services	Provide information to key stakeholders in all functional areas; Tourism, Business Retention and Expansion, and Business Attraction	Annual Business Breakfast	Host annual event to provide up to date local economic information.
			Custom Analytics	To be determined
			Investor Toolkit	Respond to all inquiries within one business day.
			Visitor Information	Visitor information is provided at various locations throughout the City. Maintain visitor website, social media and visitor guide.
E.01.16 - E.01.21	Tourism Capacity Building	Provide resources and development opportunities to key stakeholder groups to help build their capacity  Work with local attractions and business to grow and develop their capacity	Realtor Tour	Offered guided tours of new developments to realtors twice annually
			Webinars & Seminars	Offer two tourism related training sessions annually. Offer two business development related sessions annually.
			Botanical Loop	Offer Botanical Loop for 12 weeks between June and September.
			Community Event Stimulus Fund/Festival Funding	Policy C-ED-06 that will provide service level standards is under development. C-ED-05 Community Festival Funding Policy contains criteria that dictates service levels.

**Community Growth and Economic Development**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Experiential Tourism	To be determined
			Signature Event(s)	Host one signature event annually that aligns with the City brand

# Governance and Corporate Management

We are committed to ensuring the City of St. Albert is responsive, accountable government that delivers value to the community.

Leadership and Support Services				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.01.01 - G.01.03	Organizational Leadership	Provide overall leadership and direction to the organization and implement organizational structure, policies, procedures and standards.	Organizational oversight and direction	The City Manager has the authority to establish the structure of the Administration including creating, eliminating, merging or dividing departments provided that any such reorganization does not result in a decreased level of services to the community.
			Lead and Support of organizational efficiency initiatives	With respect to the treatment of paid and volunteer staff, the City Manager shall ensure that organizational conditions support a rewarding, enriching and learning work environment for employees, and that conditions are as safe, fair and dignified as possible as outlined in Policy C-CAO-01 City Manager Delegations.
G.01.04	Leadership of External initiatives	Participate and lead various initiatives at the local, regional and provincial level such as the Regional IAC, CRB, Mid-Size Mayors, Metro Mayors Alliance, Metro Transit Projects.	Not applicable	The City Manager will ensure that the St. Albert interests are fully represented in regional and provincial initiatives.
G.01.05	Informing and Advising Council	The City Manager advises and informs Council about the operation and the financial condition of the City. In addition, the City Manager advises Council on policies and procedures and maintains and enhances productive relationships with Provincial and Federal Governments.	Not applicable	The City Manager shall be responsible for advising and communicating with Council with respect to the operations of the City, the financial state of the City, Council policies and procedures and administrative policies and procedures. The City Manager shall prepare and submit to Council such reports as required by Council.  Agenda Reports will be provided to Council in advance of the Council meeting and posted to the City website for public information.

## Leadership and Support Services

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.01.06 - G.01.07	Administrative Support		Mayor & Councillors	<p>Respond to community invitations within 5 business days.</p> <p>Acknowledge receipt of correspondence within 2 business days.</p> <p>Prepare required correspondence letter/memo within 5 business days of receiving information from external sources or based on complexity of the request.</p> <p>Council Information packages are provided to Council on Thursdays of each week.</p> <p>Acknowledge Council requests within 2 business days and provide estimated completion date based on complexity of their request.</p>
			City Manager	<p>Track and report weekly on status of Agenda Reports due to City Manager 14 days prior to Council meeting date.</p> <p>Track and prepare Senior Leadership Team (SLT) weekly agendas and material package for distribution a week prior to SLT meeting.</p> <p>Coordinate SLT direction from departments and post meeting notes within two days of SLT meeting.</p> <p>Coordinate and/or prepare correspondence on behalf of the City Manager, within 2 business days of receipt of external request for information.</p> <p>Prepare requested documents within two business days or based on complexity of the request.</p>
G.01.08 - G.01.10	Project Coordination and Management	Research and organize information and activities for the purpose of project coordination and management. Includes expense claim and monthly progress report to Council.	<p>Mayor</p> <p>Councillors</p> <p>City Manager</p>	<p>Acknowledge request within 2 business days and establish timelines based on the request.</p> <p>Timelines are established and followed to deliver project on time.</p>
G.01.11 -			Expense claims	Publish councillor expense claims quarterly on Website.

## Leadership and Support Services

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.01.14	Coordination of Council and City Manager Related Information to Residents	Coordinate the release of council related information to residents.	Monthly Reporting on Priorities and Projects	Monthly report to be provided to Council the 1st Wednesday of every month.
			Development activities	Publish development activities form quarterly on website.
			Attendance records of council and committee meetings	Publish attendance records of Council members and committee meetings quarterly on website.
G.01.15 - G.01.16	Event Support and Coordination	Organize and coordinate events for Council and the City Manager as required.	External: Council related Internal: Mayor (eg. State of the City)	Timelines are established and followed to deliver event on time.
			Internal: City Manager	Timelines are established and followed to deliver event on time.
G.01.17 - G.01.19	Internal Communication	Coordinate the flow of information internally.	Everybody E-mail	Everybody - high profile corporate items
			Employee Forum	Two employee forums will be organized and delivered annually. Necessary elements are finalized a week prior to employee forum (invitation, agenda, speakers, web streaming, transportation, catering, etc.)
			The Vine	Coordinate, manage and contribute to The Vine in accordance with the handbook. Monitor content and follow up within one business day with authors as required.
G.01.20	Response to Resident Inquiries related to City Manager and Council	Respond to resident inquiries.	Not applicable	Provide a response within 2 business days if by e-mail and 10 business days by letter.

## Leadership and Support Services

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.01.21 - G.01.22	Advocacy Services	Reaching out to local, regional, provincial and federal stakeholders to represent and advance the City's best interest.	Development of Council Advocacy Priorities	Meet the commitments established in the Council advocacy plan.
			Report on Advocacy Plan	Meet the commitments established in the Council advocacy plan.
G.01.23	Public Relations	Promoting the City by fostering and building positive relationships at local, regional, provincial and federal level; reaching out to key players who can assist in achieving Council priorities and acting as the Capital Region liaison for the City.	Not applicable	The level of the Public Relations efforts will have a positive impact on the reputation of the City.
G.01.24	Intergovernmental Affairs	Liaise with stakeholders at different levels of governments and external advisors to provide timely response to government related matters and achieve advocacy priorities as required.	Not applicable	Requests for input from external organizations (Alberta Urban Municipalities Association, Federation of Canadian Municipalities, Capital Region Board) will be completed by the due date.
G.01.25	Inter-municipal Support	Facilitate intergovernmental collaboration with Sturgeon County, other government staff on municipal issues affairs and attend all Capital Region Board meetings.	Not applicable	Inter-municipal Affairs Committee (IAC) meeting agenda, report and priorities meet the expectations of both Councils.

G.01.26 - G.01.31	Legislative Support	Provide technical advice and expertise regarding compliance with governing legislation and coordinate the development of agendas, reports and materials and minutes/records for council and committee meetings and provide the resources required for the conducting of efficient and effective meetings of City Council, Council Committees, Administration, Quasi-Judicial Bodies, Task Forces and other officially constituted bodies.	City Council	Adhere to established legislation governing the functions of council committees and procedures, conduct of council and council committees and the flow of information for and amongst City Council, Council Committees, Administration, Quasi-Judicial Bodies, Task Forces and members of the public.
			Council Committees	
			Task Forces	
			Quasi-Judicial Bodies	
			Members of the public	
Administration				
G.01.32 - G.01.33	Maintenance and Preservation of City's Records	Overall management of the creation, maintenance, retrieval, retention and disposition of records and documents of the City of St. Albert and fulfill the city's obligations of the Freedom of Information and Protection of Privacy (FOIP) Act.	Not applicable	Records shall be maintained and managed in accordance with Administrative Policy A-LS-03 Records and Information Management Program and the Municipal Government Act.
G.01.34 - G.01.35	Maintenance of Governance Documents	Provide for consistency, accuracy and continuity of the governance documents of the City of St. Albert in the form of establishing standards for the development, maintenance, review and updating of the City's bylaws and policies; and providing a framework and classification system for the bylaws and policies of City Council and the Chief Administrative Officer.	Stewardship of governance framework	Service Levels to be established.
			Policy and bylaw development advisory and support	
G.01.36 - G.01.39	FOIP Act (Freedom of Information and Protection of Privacy)	Provide for and advise all aspects of the administration of the FOIP Act.	Management and disclosure of records	Records are managed according to Freedom of Information and Protection of Privacy (FOIP) act.
			Advice	Service Levels to be established.
			Reviews	Service Levels to be established.
			Training	Service Levels to be established.

G.01.40	Corporate Mail	Distribution and collection of mail between City facilities.	Not Applicable	2/day some departments,1/day others
G.01.41	Duplicating Services	Administer the delivery of centralized duplicating services.	Not Applicable	Respond within 24 hours, deliver as per scheduled.

Business Planning and Special Initiatives				
Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.02.01 - G.02.04	Corporate Business Planning	Steward of the Corporate Business Plan and work with all Departments to ensure that they have the knowledge and tools they require to align their business planning processes to the strategic planning framework and assist and support where necessary.	Annual Business Plan and Budget Launch	Organize and facilitate an annual Business Plan and Budget kick-off meeting.  Agenda is established and provided to stakeholders at least a week prior to Business Plan and Budget Launch.
			City Manager Budget Presentation	The presentation is finalized on time for the City Manager presentation to Council date as scheduled through the Business Planning and Budget calendar.
			Coordinate Divisional Action Plans and Budget Presentations	Finalize annual Divisional Action Plan with General Managers at least one week prior to presentation to City Manager and updated plans are completed in accordance with business plan and budget deadlines.
			Training and support to Departments	Requests are acknowledged within one business days.  Corporate Planning customizes their approach depending upon the request. Timelines for responding to requests are determined based on the complexity of the request. Support could include workshop facilitation and/or expert advice.



## Business Planning and Special Initiatives

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.02.05 - G.02.07	Corporate Performance Measurement and Data Analytics	Lead the corporate performance measurement and analytics.	Corporate performance metrics	Performance metrics are established to measure objectives from the City of St. Albert Corporate Business Plan.  Corporate Indicators are organized in the four critical components of an organization: customers/stakeholders, process, employees/organizational capacity and finances/stewardship.
			Program / Service performance metrics	A selection of program and service performance metrics are update quarterly and published as part of the StATracker.
			Strategic performance metrics	Setting Strategic performance metrics are approved by Council and established to measure results from the community's point of view and track Council's progress on achieving each of the Pillars of Sustainability identified within the Community Vision.
G.02.08 - G.02.10	Corporate Reporting	Lead the corporate reporting processes to maintain transparency to the community through regular reporting of the City's achievements.	City's Annual Report	Develop the non-financial section of the City's Annual Report for publishing in June of each year in accordance with Government Finance Officer Association (GFOA) timelines.
			Corporate quarterly reports	Corporate reports are provided to Council on a quarterly basis to meet Council's need for regular and formal communication from the City Manager.
			StATracker Performance Dashboard	The StATracker Performance Dashboard is updated quarterly and published on the City's website.
G.02.11 - G.02.15	Corporate Strategic Planning and Advisory	Support alignment of the organization towards the Community Vision and Pillars of Sustainability through the stewardship of the City's strategic framework and facilitation and coordination of the City of St. Albert Strategic Plan.	Council Strategic Planning Retreat	Facilitate Council retreat annually at a minimum.  Agenda for the Council retreat is developed in consultation with Council.  All material is provided to Council at least one week prior to scheduled session.  The results of the Council retreat will be shared with the community annually.

## Business Planning and Special Initiatives

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Development and Maintenance of the City of St. Albert Strategic Plan	<p>Establish and maintain the City of St. Albert Strategic Plan, through an annual review with Council, and ensure the plan aligns with the Community Vision and Pillars of Sustainability.</p> <p>Facilitate discussion with Council on annual basis to validate the plan and identify priorities for the upcoming fiscal year.</p> <p>Review and update the strategies within the City of St. Albert Strategic Plan as new strategic documents are created.</p>
			Environmental Scanning	Environmental Scan using the PESTEL model (Political, Economic, Social, Technology, Environment and Legislative) is prepared annually in advance of the Council Strategic Planning Retreat.
			Guidance on the development of Long Term Plans	<p>Respond to initial request within 24 hours.</p> <p>Further work completed based on established scope and timelines.</p>
			Stewardship of strategic framework	<p>Establish Strategic Framework policy that outlines corporate alignment and consistency across the strategic framework.</p> <p>Policy is reviewed at a minimum every four years from the date of its last version.</p>

## Financial Planning and Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.03.01	Assessment and Taxation Advisory to Internal Departments	Provide information and expert advice related to tax and assessment policies, property valuation and real estate matters to internal departments.	Not applicable	Response times are dependent on the internal departmental request item. Small Requests: completed on the same day.  Larger requests (data reports, analysis): can typically be completed in 2-5 working days.
G.03.02	Preparation of Annual Assessment Roll and Annual Tax Roll	Each municipality must prepare an assessment roll and a tax roll annually. The assessment roll and tax roll are then used internally for forecasting purposes, and for the preparation of the annual tax levy process.	Not applicable	The preparation of the annual assessment roll must be complete by Feb 28th of the year following the valuation year.  The preparation of the annual tax roll must be completed prior to the end of the year in which the taxes are imposed.
G.03.03 - G.03.04	Preparation of Annual Property Tax Rate Bylaw	Provide guidance and assistance in the preparation of the annual property tax bylaw. Prepare tax rates for the review and approval by Council.	Not applicable	Maintain a property tax bylaw as per the MGA requirement (MGA 353-354).  The municipal property tax rates will be set by Council annually through the Property Tax Bylaw and will adhere to Policy C-FS-05 Budget and Taxation Guiding Principles.
G.03.05	Debt Management	To strategically manage borrowing capacity for future capital assets, maintain maximum flexibility of current operating funds, and limit the impact that debt charges will have on future tax and utility rates.	Long term debt	Adhere to established Policy C-FS-03 Debt Management.
G.03.06	Financial and Business Analysis	Provide business support to internal departments for the purpose of analysis, planning and forecasting. Provide financial expertise to the corporation on various issues.	Not applicable	Not available
G.03.07	Financial Control	Development of financial protocols and procedures and monitoring and ensuring compliance of the latter to ensure fiscal responsibility.	Not applicable	Adhere to all finance related City Manager Directives and Council Policies which includes requirements for monthly/quarterly/annual reconciliations, audits, and reviews.

## Financial Planning and Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.03.08 - G.03.09	Financial Planning	Stewardship and Development of annual operating and capital budgets.	Capital budgets	Adhere to Policy C-FS-05 Budget and Taxation Guiding and Principles and Policy C-FS-01 Financial Reserve. The annual approval of the operating budgets shall be complete by December 31 of each year.
			Operating budgets	The approved operating budgets shall serve as the financial plan for the City and as the policy document of City Council for implementing Council's goals and objectives and will adhere to Policy C-FS-05 Budget and Taxation Guiding Principles. The annual approval of the operating budgets shall be complete by December 31 of each year.
G.03.10	Financial Reporting	Preparation of monthly and quarterly internal financial reports for internal & external stakeholders for the purposes of monitoring results against plans. Preparation of Annual Financial Statement and other financial schedules as required by legislation.	Not applicable	Adhere to regulations set out in the Municipal Government Act (MGA) and the Public Service Accounting Board.  Annual financial statements submitted to Municipal Affairs by May 1
G.03.11 - G.03.14	Provision of Financial Information	Provide relevant and timely financial information for the purposes of keeping residents informed on the financial status of the City.	Financial Reports	Financial reports with comparison to the budget are provided on a quarterly basis.
			Financial Statements	Financial statements are provided annually, in accordance with Generally Accepted Accounting Principles (GAAP), Municipal Government Act (MGA) and Public Sector Accounting Board (PSAB) Standards.
			Multi-year operating and capital budgets	Municipal and utility operating budgets shall be prepared for a three (3) year period and approved for a one (1) year period. The City will strive to maintain an appropriate base (Capital Funding Formula) in the operating budget to support the 10-year capital plan.  The approved operating budget shall serve as the financial plan for the City and as the policy document of City Council for implementing Council's goals and objectives.

## Financial Planning and Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Multi-year operating and capital budgets	All strategic and operational efforts that result from the Community Vision and Values, Council's Strategic Directions, Community Long-Term Plans and Corporate Action Plans shall be aligned to the City's budget cycle. Administration shall prepare a budget report that provides a summary of key strategic priorities, major projects and supporting budget requirements to residents during the annual budget process.
G.03.15 - G.03.16	Grant Coordination and Management	Facilitate and Coordinate the administration and management of Capital and Operating grant applications and reporting to maximize opportunities for the city.	Grant Committee	Corporate Team meets quarterly to identify grants. Corporate Team annually establishes goals for the year.
			Administration	Adhere to established City Manager Directive A-CM-02 Grant Management.
G.03.17 - G.03.18	Investment Management	Management of cash and investments to ensure sufficient cash flow to cover operating and capital costs and to earn interest for the city while preserving principle investment.	Long term investments	Investments shall be made with judgment and care, under circumstances then prevailing, as per Policy C-FS-02 Investment. Investments are reconciled monthly and 1 year and 10-year cash flows analysis are updated monthly.
			Short term investments	
G.03.19 - G.03.20	Revenue Collection and Payment Services	Provision of accounting payable services, billings and collections for employee reimbursements and vendor payments and coordination of cash collection.	Accounts Payable	Adhere to all accounts payable related policies and City Manager Directives. All vendor invoices to be paid by due date All employee reimbursements paid within 2 weeks (by EFT – Electronic Funds Transfer)
			Accounts Receivable	Cash & receivables collections recorded within 2 business days Invoice requisitions processed within 5 business days

**Legal, Risk Management, Insurance and Purchasing Services**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.04.01	Legal Advice	General legal advice is provided to clients in all departments, including City Council, pursuant to the legal rights and interests of the City. Advice on all aspects of municipal business operations and program areas is provided in the context of the applicable statutory and regulatory framework, including applicable policies.	Not applicable	Acknowledge request(s) for service within 24 hours.
G.04.02 - G.04.04	Legal Drafting	All manner of legal drafting may be required, always within the context of the statutory and regulatory framework applicable to the City's operations.	Agreements	Acknowledge request(s) for service within 24 hours.
			Bylaws	
			Policies	
G.04.05	Legal Interpretation	Legislation (including Bylaws), policies and contract terms are reviewed and analysed using the principles of legal interpretation.	Provide clients with clarity on the City's legislated and contractual rights and obligations.	Acknowledge request(s) for service within 24 hours.
G.04.06	Administration of the Corporate Procurement Card Program	Administer card allocation, amendment and training portions of the corporate procurement card program.	Not Applicable	Compliance with Purchasing Policy A-PUR-01.
G.04.07	Client Support for Purchasing of Agresso Logistics Software	Provide training and troubleshooting services for the Agresso Logistics (Purchasing) module.	Not Applicable	Respond within 24 hours

**Legal, Risk Management, Insurance and Purchasing Services**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.04.08	Management of Corporate Cell Phones	Administer the corporate wireless air time program and ensure Vendor and Staff compliance.	Not Applicable	Monitor monthly, amend within 24 hrs if necessary
G.04.09	Procurement Advice and Execution	Provide general advice and training to all departments regarding best practice procurement methods to ensure compliance with policy and trade agreements, hands on assistance with the development of tender documents, tender processes and contract awards.	Not Applicable	Adhere to Purchasing Policy and New West Trade Agreement
G.04.10	Procurement Management	Managing the procurement of corporate goods and services, assisting with competitive procurement processes and administering purchasing standards and delegated purchasing authority; such that the risks associated with the complex and increasingly regulated area of government procurement in the City's decentralized environment may be minimized.	Acquisition and administration of the corporate stationery and computer supplies program (printing services)	Subscribe to sustainable procurement standards as established in Administrative Policy A-PUR-01 Purchasing.
G.04.11 - G.04.12	Claims Administration	Processing claims made by third parties against the City to assess the City's liability and to properly compensate individuals that have suffered losses due to the City's activities and administer City's internal self-insurance program.	External component/ third party claims Internal party Claims	Adhere to established Administrative Policy A-RM-01 Claims Management.
G.04.13 - G.04.16	Internal Security	Development and coordination of implementation of safety and security initiatives.	Access Control Emergency Communication Human Security	Adhere to the established Council Policy C-IS-05 Facility Safety and Security to ensure that facilities and property owned by the City are constructed, maintained and managed in a manner that focuses on the safety and security of staff and visitors.

**Legal, Risk Management, Insurance and Purchasing Services**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Staff Training	
G.04.17	Management of Insurance Procurement	Negotiation, purchasing, and placement of all commercial and/or non-traditional property and casualty insurance coverage.	City's Self Insurance program	Adhere to established A-RM-03 Insurance Management City Manager Directive
G.04.18 - G.04.19	Risk Management	Assist in the identification and management of risks that arise from corporate operations and ensure that appropriate insurance policies are in place to cover civic operations and related activities.	Loss prevention	Adhere to established Administrative Policy A-RM-02 Patron Code of Conduct
			Risk Transfer	Not available



## Communications, Advertising & Sponsorship

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.05.01	Advertising and Promotion	Profile City initiatives, programs and services.	Citylights, display ad, social media	Citylights published once per week in the Gazette.
G.05.02	Emergency Communications	Manage the overall communications efforts during city-wide emergencies (OR provide support when the City is called upon to support regional or provincial incidents).	Emergency Operations Centre	Have at least two staff members trained at the ICS 300 standard and available to fill the Public Information Officer role in the City's Emergency Operations Centre when requested to do so.
G.05.03	Flag Protocol	Manage and implement the City's flag policy for the raising and lowering of flags, and for the location of flag poles at municipal facilities.	Request form	Adhere to established standards on flag display as outlined in Policy C-CAO-19 Flag Display.
G.05.04 - G.05.06	Media Relations	Management of media relations, contacts and interviews; monitoring City related media coverage; preparation and distribution of news releases and media advisories	Media training	Training for staff is provided on an annual basis to designated spokespersons and designated subject matter experts.  Spokespersons and subject matter experts are identified by Directors annually.
			Media advisories and news releases	Media contact shall be acknowledged within two hours whenever possible and at all times within a business day from the time of contact.  City shall respond to media inquiries and/or accommodate interview requests within requested or negotiated timelines.
			Media events	Provide notice to media at least 24 hours prior to an event. For urgent issues, notice will be immediate, upon scheduling an event.

## Communications, Advertising & Sponsorship

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.05.07	Strategic Communications and Advice	Provide coordination and advice and services related to development and implementation of communications plans and strategies; messaging; corporate advertising and promotions (Citylights); editing of written pieces developed by other departments; guidance on marketing plans and activities; and development of a wide variety of written communications.	Not applicable	Each department is assigned a specific communications advisor who acts as a business partner for the department.  Project start times, processes and response timelines will be established according to the complexity of the request or according to the defined Service Level Agreement with the department (once it has been developed and signed off).
G.05.08 - G.05.09	Website and Online Communications	Manage and provide advice and services related to website content, and design and management of the City's overall online presence.	Management of corporate social media accounts (Facebook, Twitter, Instagram, YouTube)	To be determined
			Website content management	To be developed (visual style guide, content guide, review schedule).
G.05.10	Branding and Visual Identity Management	Develop and monitor use of the corporate visual identity guidelines to ensure all communications pieces reflect the City brand. Maintain visual identity guidelines and city emblems and symbols standards. Offer periodic training sessions on branding to City staff.	Not applicable	All City materials will reflect City's Visual Identity Guidelines. The Community Brand shall be reviewed within five year intervals to ensure its ongoing relevance and alignment with key strategic documents.
G.05.11 - G.05.12	Design and Creative Services	Provide advice and services related to graphic design and multimedia services as required for City initiatives, programs and services.	Graphic design	Project start times, processes and response timelines will be established according to the complexity of the request or according to the defined Service Level Agreement with the department (once it has been developed and signed off).

## Communications, Advertising & Sponsorship

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Visual records and resources (video, photography) and digital media	To be determined
G.05.13	Sponsorship Opportunities	Provide sponsorship opportunities through physical spaces, programs and events for Recreation and Parks in accordance with C-FS-09 and the St. Albert Visual Identity Guidelines.	Not applicable	<ul style="list-style-type: none"> <li>• Sponsorship in 15 physical spaces, 6 programs and 3 events at Servus Place.</li> <li>• Sponsorship at community facilities and events.</li> <li>• Sponsorship at Aquatics facilities.</li> </ul>
G.05.14	Advertising Opportunities	Provision of physical advertising spaces in the community to businesses on behalf of the Recreation and Parks department in accordance with the City of St. Albert Visual Identity Guidelines.	Not applicable	Approximately 240 advertising opportunities are provided to the community. (Standards currently in development)
S.01.01	Public Communication	The dissemination of information internally and externally with the intent to inform, educate and engage by sharing information on various cultural and recreational programs and services offered.	Not applicable	Public communication provided through social media and website. (Standards currently in development)

## Innovation and Technology

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.06.01 - G.06.07	Application Management of Multi-User Corporate Software	Provision and support of multi-user corporate software suites. Includes provision and support of databases (including Microsoft SQL and Oracle), backup, restore, and roll-back services to databases. Applications including: Finance (Agresso) Recreation (Class) Asset Management (IPS) E-services (Tempest)	Desktop application projects	New project - log and acknowledge - 1 week New project - document and agree requirements - 1 month New project - draft project plan - 6 months
			Desktop software requests	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
			Desktop software support	Incident - log and acknowledge within 1 day Incident - resolve or work around non-critical within 1 week
			Software license management	New project - log and acknowledge - 1 week New project - document and agree requirements - 1 month New project - draft project plan - 6 months
			Enterprise application projects	New project - log and acknowledge - 1 week New project - document and agree requirements - 1 month New project - draft project plan - 6 months
			Enterprise application requests	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
			Enterprise application support	Incident - log and acknowledge within 1 day Incident - resolve or work around non-critical within 1 week

## Innovation and Technology

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.06.08	Online (Web) Services	Provide and support online services for internal and external clients.	Not applicable	Restore services within: Mission Critical - 1 hour (Fire, 911, Emergency Operations Centre, phones, networks to critical infrastructure) Core - 4 hours (public website, point of sale, e-mail, file system, payroll) Essential - 1 day (corporate apps not already listed) Important - 5 days (internal websites, printers, others not already listed)
G.06.09 G.06.10 - G.06.13	Software Transition Planning and Support	Plan and implement new, upgraded and transitions between systems. Minimize disruption to business.	Change Evaluation ----- Change management ----- Knowledge Management ----- Release and deployment management ----- Service validation and testing	Changes and upgrades to production software will be carefully managed by IT Services in cooperation with departments in order to minimize disruption to City business processes and users.  IT Services follows the ITIL Service Transition process to ensure that: * Changes are managed efficiently and effectively * Risk are managed relating to new, changed, or retired services * Service releases are successfully deployed into production environments * Performance expectations are correct for new or changed services * Service changes create the expected business value * Good quality knowledge and information is provided about services and service assets (hardware, software, and data).
G.06.14	Acquire and Manage IT Goods and Services for All Departments	Manage underpinning contracts and agreements, maintain purchasing records, requirements definition, supplier performance management and evaluation	Not applicable	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
G.06.15 - G.06.17	Develop and Maintain the City's Overall IT Strategy	Develop and implement corporate technology strategies, conduct technology continuity planning, and plan the technology architecture used to deliver the City's IT services.	Financial Management for IT Services ----- Service Level Management with partner departments.	IT Services will maintain a three-year Departmental Long Term Plan and Smart City Master Plan, which articulates to all stakeholders the City's technology goals, strategy, milestones, and outcomes.

**Innovation and Technology**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Service Portfolio Management	
G.06.18	Enable and Improve Business Processes Within Partner Departments	Maintain positive relationships with partner departments and external clients. Identify needs and ensure that IT Services is able to meet them with an appropriate service catalogue.	Not applicable	New project - log and acknowledge - 1 week New project - document and agree requirements - 1 month New project - draft project plan - 6 months
G.06.19 - G.06.22	Data Acquisition and Interpretation	Contract for the acquisition of external GIS data and administer data sharing agreements. Interpret and overlay data on maps to enable partner departments to make data-driven decisions.	Air photo - Pictometry	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
			Analysis and visualization of data	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
			LiDAR - terrain and built environment	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
			Map features from other jurisdictions and industry, reciprocal data sharing agreements	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks

## Innovation and Technology

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.06.23	Large Format Printing	Printing of maps, photos, and other digital images on large format plotter using a variety of media.	Not applicable	Request - Print request of standard map - 2 weeks
G.06.24	Mapping Services	Creation and maintenance of maps and features, online and printed and providing mapping support and analysis to City events and initiatives.	Not applicable	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
G.06.25	Mobile GIS Apps and Web Applications	Create and maintain mobile and web interfaces to permit querying and updating of GIS data.	Not applicable	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
G.06.26	Stewardship of City GIS Data	Creation and maintenance of GIS data, analysis and interpretation	Support to open data initiative	IT Services will maintain, safeguard, and make available data assets for internal use and external sharing as open data sets. Data sets will be well described, accurate, and will be refreshed at intervals appropriate to the data type.
G.06.27 - G.06.32	Information Security Management	Information security management to protect the confidentiality, integrity and availability of the City's information assets.	Compliance with Payment Card Industry standards	The acceptance, processing and storing of payment cardholder data complies with the Payment Card Industry Data Security Standards (PCI DSS) and the Freedom of Information and Protection of Privacy (FOIP) Act.
			End user security education	New staff shall receive a briefing on user responsibilities and the acceptable use agreement prior to being issued access credentials.
			Risk management	New staff must sign an Acceptable Use Agreement prior to being issued access credentials.
			Security controls (preventive systems and software)	The Information security management process is a formalized system with established policy and objectives Meet ITIL V3 Service Design Volume and the ISO 27000 series of standards

**Innovation and Technology**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Security directives	IT security measures are aligned with the City's business process security needs Meet ITIL 2011 V3 Service Design Volume and the ISO 27000 series of standards
			Service Continuity Management	Restore services within: Mission Critical - 1 hour (Fire, 911, Emergency Operations Centre, phones, networks to critical infrastructure) Core - 4 hours (public website, point of sale, e-mail, file system, payroll) Essential - 1 day (corporate apps not already listed) Important - 5 days (internal websites, printers, others not already listed)
G.06.33 - G.06.40	IT Service Desk	Provide end user technology support services through a centralized service desk to manage incidents and service requests, supply computer and technical assistance, and support to clients and stakeholders.	Access Management	Request - Log and acknowledge within 1 week Request - Deliver standard requests within 1 month Request - Approve or deny non-standard requests within 2 weeks
			Desktop, print, scan, e-mail, user account, and mobile device support	Incident - log and acknowledge within 1 day Incident - resolve or work around non-critical within 1 week
			Direct support and liaison with all users including Council	Incident - log and acknowledge within 1 day Incident - resolve or work around non-critical within 1 week
			Incident Management	Incident - log and acknowledge within 1 day Incident - resolve or work around non-critical within 1 week



## Innovation and Technology

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Lifecycle management of desktop and mobile devices	<p>All IT assets are tracked and managed within the asset database with condition assessed annually.</p> <p>Software and data assets are stored within secure definitive media libraries. Assignment and use of software is tracked to ensure that license terms and conditions are respected.</p> <p>Hardware assets to have unique identifiers and asset tags. Definitive spares are clearly labelled and securely stored.</p>
			Problem Management	<p>Incident - log and acknowledge within 1 day</p> <p>Incident - resolve or work around non-critical within 1 week</p>
			Request fulfillment	<p>Request - Log and acknowledge within 1 week</p> <p>Request - Deliver standard requests within 1 month</p> <p>Request - Approve or deny non-standard requests within 2 weeks</p>
			Service Catalogue management	Amend IT Service Catalogue as required - reviewed monthly
G.06.41 - G.06.48	IT Technical Management (Infrastructure)	Provide implementation and support to end-user and supporting IT systems, including mission critical systems. Partner with other City departments and industry to ensure that supporting infrastructure meets the requirements of departments, residents, utility clients, business and other stakeholders.	Availability Management	<p>Restore services within:</p> <p>Mission Critical - 1 hour (Fire, 911, Emergency Operations Centre, phones, networks to critical infrastructure)</p> <p>Core - 4 hours (public website, point of sale, e-mail, file system, payroll)</p> <p>Essential - 1 day (corporate apps not already listed)</p> <p>Important - 5 days (internal websites, printers, others not already listed)</p>

## Innovation and Technology

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Capacity Management	Capacity of IT infrastructures meets the agreed capacity and performance-related requirements in a cost-effective and timely manner, including future capacity and performance needs.
			Event Management (monitor operating parameters of IT infrastructure, react when limits are exceeded or trending)	Restore services within: Mission Critical - 1 hour (Fire, 911, Emergency Operations Centre, phones, networks to critical infrastructure) Core - 4 hours (public website, point of sale, e-mail, file system, payroll) Essential - 1 day (corporate apps not already listed) Important - 5 days (internal websites, printers, others not already listed)
			IT Operations Management	Non-critical maintenance per the weekly scheduled maintenance window from 22:30 Wednesday to 06:00 Thursday.
			Network services: cable plant and wireless	Restore services within: Mission Critical - 1 hour (Fire, 911, Emergency Operations Centre, phones, networks to critical infrastructure)
			Support and monitor data centre supporting infrastructure (redundant power, cooling, network, alarms, etc.)	Core - 4 hours (public website, point of sale, e-mail, file system, payroll) Essential - 1 day (corporate apps not already listed) Important - 5 days (internal websites, printers, others not already listed)
			Support mission critical systems (for 911, Fire, and others)	
			Telephone services, VoIP, PBX, analog	Incident - log and acknowledge within 1 day Incident - resolve or work around non-critical within 1 week

## Human Resources

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.07.01 - G.07.02	Employee Recruitment and Selection	Position posting, advertising and collection of resumes, interviewing and awarding position.	Not applicable	<p>1. All vacant positions shall be filled through a competitive process administered by Human Resources. In certain situations, in relation to term position recruitment activities, some tasks normally carried out by Human Resources may be assigned to the applicable department.</p> <p>2. The competition process shall be conducted in a manner that provides fair and equal opportunity. Union Positions will be recruited according to the collective agreements.</p>
				<p>Programs and procedures shall be implemented to ensure Persons with Disabilities have access to employment opportunities. Employment opportunities will be provided in an Accessible Format upon request. Reasonable efforts shall be made to the point of Undue Hardship, to identify and remove barriers to employment, career development and promotion of Persons with Disabilities.</p>
G.07.03 - G.07.07	Compensation	Processing all payroll activities and the City's comprehensive benefits program for City staff.	Benefits Package	Health Benefits and Pension are offered to permanent employees working greater than 18 hours per week.
			Employee status changes	The City of St. Albert's payroll processing will adhere to Policy C-HR-01 Compensation Philosophy. Salaries are reviewed bi-annually to ensure compensation at 60% of market against 14 comparators and adjusted for cost of living on alternate years.
			New employee processing	Compliance with Canada Revenue Agency, Employment Legislation and Employment Agreements
			Payment of salaries	Audit compliant by third party

## Human Resources

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Termination of employment processing	Notice of termination is in accordance with Employment Standards. Record of employments prepared within Canada Revenue Agency guidelines.
G.07.08 - G.07.12	Disability Management	Disability management promotes regular attendance. Our accommodation planning works within the employee's medical restrictions with the goal of a healthy and safety return to work.	Employee Attendance Management Employee Long Term Leave Management Employee Short Term Leave Management Employee Sick Leave Management Employee Workplace Injury/Illness Leave Management (WCB)	Return to work planning is facilitated through all phases of employee temporary disability, providing guidance and advisory services to department supervisors and managers.
G.07.13 - G.07.14	Employee Health and Wellness	Wellness initiatives help promote healthy lifestyles in a proactive manner. Our wellness strategy is a program based on providing options to improve the health of our employees.	Employee and Family Assistance Program Health and Fitness	Employee and Family Assistance Program is available to all permanent employees. Full-time employees are eligible for \$150 for health and fitness annually, based on established criteria.
G.07.15	Employee Recognition	Develop and manage programs to recognize employee contributions and service to organization	Recognition	Develop and maintain policy for employee recognition including: <ul style="list-style-type: none"> <li>- recognition of cash and/or certificate for long service awards at 5 year milestones</li> <li>- peer recognition of an award and certificate for excellence in 5 categories</li> </ul>

## Human Resources

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.07.16 - G.07.18	Employee Recruitment and Selection	Managing hiring and promotion activities within the City of St. Albert to provide a fair approach to employee recruitment and selection through the provision of equal employment opportunity for all applicants.	New employee Orientation	Each employee receives a safety orientation within 1 week, departmental orientation within 2 weeks, and a corporate orientation within one month following start day.
			Recruitment	Adherence to Administrative Policy A-HRS-05.01 Recruitment and Selection which includes posting all positions for a minimum of 5 working days.
			Selection	Programs and procedures shall be implemented to ensure Persons with Disabilities have access to employment opportunities, as outlined in Policy C-HR-03 Inclusive Hiring.
G.07.19 - G.07.20	Employee Training/Learning Development	Managing and making accessible the City's training and development program to provide employees with the opportunity to obtain additional training and education to enhance, develop, or maintain the skills and abilities needed to meet the requirement of their position.	Corporate Training	Each employee prepares an annual training and development plan in January.  All employee training and development requests are to adhere to Administrative Policy A-HRS-06.01.
			Employee Driven Training	
G.07.21 - G.07.22	Employee/Labour Relations Negotiations	Consultation and negotiation with all trade unions	Labour Management	Compliance with collective agreements.
			Negotiations	Compliance with Alberta Labour Code.
G.07.23	Human Resources Records Management	Manage the day to day job data information and transactions on all employees through the life of their employment and manage the enterprise HR system that provides data for workforce management and decision making.	Analytics and reporting	Adherence to legislation and policies regarding retention of personal and administrative records.

## Human Resources

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.07.24 - G.07.27	Occupational Health and Safety	Provide direction and management of the City's safety programs and develop and implement safety initiatives ensuring legal and contractual compliance and supporting the optimal health for all employees	Hazard assessments	The City Manager and General Managers shall participate in formal work site inspections at least once per year.
			Incidents tracking and investigation	Directors and Managers shall participate in formal work site inspections at least once per year.
			Safety Audit	Work sites in Public Works, Transit and Aquatics shall be inspected at least once per month. Work sites in all other areas must be inspected at least twice per year.
			Worksite inspections	All incidents must be reported immediately. All WCB incidents must be reported with 72 hours. Adherence to Occupational Health and Safety Code Annual safety audits (external on 3rd year) with a passing grade of 80% to maintain Certificate of Recognition and reduced premiums.
G.07.28 - G.07.31	Human Resources Advisory and Consultation Services	Providing reliable advice, support and workable solutions for all HR/IR requirements.	Competency Profiling	Service Levels to be established.
			Organizational Analysis and Design	Service Levels to be established.
			Performance Management	Non Union & CUPE (Canadian Union of Public Employees) Individual performance plans developed by January Annual (Jan-Dec) evaluation completed by following January.  IAFF (International Association of Fire Fighters) Annual evaluation completed on fire anniversary date.
			Succession Planning	Service Levels to be established.

## Human Resources

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.07.32	Human Resources Analytics (HRIS)	Providing corporate HR metrics (Scorecard)	Not applicable	Key Human Resources analytics are provided to Senior Leadership Team on quarterly basis. Monthly statistics are provided to Senior Leadership Team. Public indicators are published on StATracker webpage quarterly and annually.
G.07.33 - G.07.35	Human Resources Organizational Leadership and Culture	Providing guidance and support to bridge the concepts of value creation and change management. Ensuring workforce capacity and planning initiatives are established.	FTE upskilling	Service Levels to be established.
			Organizational Structure	Service Levels to be established.
			Workforce Planning	Service Levels to be established.
G.07.36	Human Resources Position Evaluation and Classification	Providing advice on appropriate classification decision, maintaining position description records, administrating the classification appeal system and managing a position control system.	Position Classification	The job classification system shall adhere to Administrative Policy HRS 7.10 Classification Standard.

## Environmental Protection and Liability Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.08.01	Environmental Monitoring and Measuring	Manage the monitoring and measurement activities associated with ensuring the maintenance of good environmental quality of the water, air and land.	Reporting and analytics	Environmental performance monitoring, measuring and reporting processes are established and refined and the results are shared with the community, other municipalities, orders of government, and interested organizations annually or as per request.
G.08.02	Planning and Development Approvals Review	As part of the departmental circulation of planning approvals, conduct environmental reviews and provide recommendations to encourage proponents to meet environmental sustainability expectations during the development process.	Planning and Development Reviews	Review all planning and development referrals for environmental protection. Requests for review are completed according to the timelines established by Planning and Development and are based on complexity of the referral.
G.08.03 - G.08.06	Provision of Expertise for Environmental Protection and Stewardship	As advisors to the organization, provide subject matter expertise on environmental protection and stewardship to assist the corporation in reducing its environmental impacts.	Management of Environmental Projects	Project Plan is prepared along with related timelines and budget. Projects are managed according to established project plan including scope, timelines and budget. For Capital Projects, more detailed Project Plan will be developed in accordance with Council approved Capital Project Management Policy.
			Policy Development	To be established.
			Liaison with regulatory and external agency	Liaise with key regulatory agencies is done at least once per year. Liaise with external agencies is done as per established Terms of Reference for each group.
			Short and Long Term Strategic Planning	Maintain 3-Year Action Plan for Environmental Protection and Stewardship. Long-Term Community Plan is updated every 5 years.



## Environmental Protection and Liability Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.08.07 - G.08.11	Stewardship of the Environmental Master Plan	Through various policy and operating mechanisms work in collaboration with other departments to provide guidance and/or direct project management to advance the goals of the environmental master plan.	Air quality management	In partnership with Alberta Environment and Alberta Capital Air shed, air quality information and air quality health index is provided to the community in real time through City website.
			Greenhouse gas emissions and energy management	Targets are developed to reduce greenhouse gas emission for the corporation and the community.  Data is collected, summarized and reported for corporate and community greenhouse gas emission annually.
			Improvement of the Sturgeon River water quality	Data is collected and index created to help monitor the health of Carrot Creek and Sturgeon River.  Progress is reported to the community on an annual basis.
			Reduction of solid waste generation	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.
			Reduction of water consumption	Targets are developed to reduce community water consumption.  Progress is reported to community on an annual basis.
G.08.12	Acquiring Environmental Approvals and Permits	Apply for environmentally related permits and approvals and/or provide technical input into the process to obtain permits and approvals on behalf of internal departments	Not applicable	Compliance with all relevant environmental legislation and regulations.  Develop and uphold best management practices as set out in policy C-EUS-01 Environmental Sustainability.  Review of legal and other requirements is conducted annually for ISO14001 registered departments.

## Environmental Protection and Liability Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.08.13 - G.08.14	Environmental Referrals and Auditing	Conduct environmental reviews, internal environmental auditing and coordinate external compliance and conformance audits.	Contractors' environmental responsibilities documents and compliance auditing	Require all contractors to sign documents indicating they are aware of the City's Environmental Sustainability Policy and that they will adhere to all environmental regulatory requirements during their work.  Provide support to City departments on the Contractors Environmental Responsibility Documents and compliance auditing recommendations.
			Eco-plan review and on-site inspections	Require all contractors on major projects to submit Eco-Plans which identify potential environmental impacts and mitigation strategies for their project.  Support is provided to City departments to review Eco-Plans.
G.08.15 - G.08.16	Environmental Risk Management	Provide environmental risk management for City owned contaminated sites.	Environmental assessment and risk management of contaminated sites	The Infrastructure Services (Public Works and Transit) Environmental Management System is established and maintained to reduce environmental risks and continually improve environmental performance.  Maintain and manage the inventory and financial environmental liabilities of all City owned contaminated sites. Report financial liabilities annually.  Maintain environmental risk management plans for all City owned contaminated sites and report to regulatory agencies as required.
			Proactive monitoring for potential contamination	The Infrastructure Services (Public Works and Transit) Environmental Management System is established and maintained to reduce environmental risks and continually improve environmental performance.

## Environmental Protection and Liability Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.08.17 - G.08.20	Provision of Expertise for Environmental Risks and Compliance	As advisors to the organization, provide subject matter expertise on regulations and best management practices to assist in managing environmental risk and maintaining regulatory compliance.	Management of environmental projects	Project Plan is prepared along with related timelines and budget. Projects are managed according to established project plan including scope, timelines and budget. For Capital Projects, more detailed Project Plan will be developed in accordance with Council approved Capital Project Management Policy.
			Policy Development	Not available
			Regulatory and External Agency Relations	Liaison with key regulatory agencies is done at least once per year. Liaison with external agencies is done as per established Terms of Reference for each group.
			Short and long term strategic planning	Maintain 3-Year Action Plan for Environmental Risks and Compliance. Long-Term Community Plan is updated every 5 years.
G.08.21 - G.08.22	Spill Response Support and Reporting	Provide direct release, spill response, support and reporting and maintain the spills and releases database.	Spill Reporting and Incident Database Management	All releases and spills are reported and documented immediately upon discovery.  Report any release of substances that could cause an adverse effect on the environment to Alberta Environment and Parks (section 110), as required by the Environmental Protection and Enhancement Act (2000). Based on complexity and/or severity of the spill/release, reporting time may be between immediate to seven days.

**Environmental Protection and Liability Management**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Spill Response	<p>All releases and spills are reported and documented immediately upon discovery.</p> <p>Upon request of other City departments, appropriate approach is determined based on complexity and severity of the spill and/or release. The response approach may include the City team or third party contractor involvement.</p> <p>Response time is determined according to complexity and severity of the spill and/or release.</p>
G.08.23 - G.08.25	Stewardship of Environmental Management System(s)	Develop, implement and maintain Environmental Management Systems.	Administration and management of corporate wide environmental management system	Environmental Management Systems are implemented and used to ensure conformance to compliance obligations, identify environmental risks and opportunities and enhance environmental performance.
			Administration of ISO14001 (International Standard Organization) system for Infrastructure Services	<p>The Infrastructure Services (Public Works and Transit) Environmental Management System is established and maintained to reduce environmental risks and continually improve environmental performance.</p> <p>The Infrastructure Services Environmental Management System is ISO14001 registered due to high potential, in their day-to-day activities, for environmental impacts.</p>
			Corporate wide environmental risk and opportunities assessment and management	Environmental Management Systems are implemented and used to ensure conformance to compliance obligations, identify environmental risks and opportunities and enhance environmental performance.

## Land Planning and Asset Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.09.01	Planning for New Community and City Owned Buildings	Planning for new community and city-owned buildings to support the City in the preparation for the projected population growth.	New Facility Predictive Model	The plan for new community and City owned buildings is updated and presented to Council every three years.  Minor refinements of the Forecasting Model are done annually with major updates completed every three years.
G.09.02 - G.09.04	Strategic Land Planning	Develop, manage and implement the corporate land strategy. search for land for new capital projects, high school sites, and affordable housing locations	Land Locating and Acquisition  Corporate Land Strategy Plan Development  Land Planning Policy Development	Council approved work plan based on 10-Year Capital Plan.  Reports prepared and presented to Council annually.  Quarterly updates for the strategic land work plan presented to Council.
G.09.05 - G.09.06	Approval of Statutory Plans and Amendments	Processing and coordinating the approval of Statutory plans and amendments.	Inter-municipal Development Plan/ Municipal Development Plan  Area Structure Plans/ Area Redevelopment Plan	Acknowledge request within 48 hours and provide information on the process and approximate timelines.  Review is coordinated internally and is typically completed within 4 weeks of receiving a draft plan.  Processing time: 4-6 months from the day completed application is received (statutory process).
G.09.07	Subdivision Review and Approval	Processing and coordinating the review and approval of subdivision applications.	Not applicable	Respond to application with a letter within 3 business days with estimated timelines for completion.  A decision on a subdivision is made within 60 days.

## Land Planning and Asset Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.09.08	Condominiums Approval	Processing and coordinating the approval of condominium applications.	Not applicable	Respond to application with a letter within 3 business days with estimated timelines for completion. A decision on a subdivision is made within 60 days.
G.09.09	Land Use Bylaw Amendments	Processing and coordinating Land Use Bylaw amendments.	Not applicable	Processing time is 4-6 months from the pre-application to completion of the amendments. Issue notice to public for public hearing, 2 weeks prior to public hearing meeting.
G.09.10	Development Permit Approval	Review and process development permit applications for approval.	Not applicable	Development applications processing time is 40 days following the formal acceptance of the application.
G.09.11	Compliance with Land Use Bylaw	Ensure compliance and issue compliance certificates as requested.	Compliance certificates	Application is received immediately upon payment of the fee. Compliance certificates are issued 14 business days. Rushed compliance certificates are issued within 6-8 days.
G.09.12	Land Use Bylaw Enforcement	Review and enforce compliance with the Land Use Bylaw, proactively and/or as requested.	Not applicable	Respond to complaints within a week, requesting compliance with the Land Use Bylaw. Requiring at least a week to respond to compliance request or longer dependent on circumstances. In case of complaint without merit, a letter is sent to complainant or verbal update within a week.
G.09.13	Building Permit Issuance	Conduct plan examinations, collect required documentation and issue building, plumbing, gas, electrical, HVAC*, Water and Sewer permits.  *HVAC = Heating, Ventilation, Air Conditioning	Not applicable	Processing time is 1-2 weeks. Annual internal audits are required by the Safety Codes Council as per the approved Quality Management Plan

### Land Planning and Asset Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.09.14	Conduct Buildings Inspections	<p>Conducting site inspections for building, plumbing, gas, electrical, HVAC*, water, sewer and lot grading for compliance with the Alberta Building Code and related regulations.</p> <p>*HVAC = Heating, Ventilation, Air Conditioning</p>	Interim Field Inspection Reports	<p>Requests for inspections are scheduled immediately upon receiving request. Inspections are completed within 2 to 5 days.</p> <p>(Annual internal audits are required by the Safety Codes Council as per the approved Quality Management Plan)</p>

### Facilities and Fleet Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.10.01 - G.10.04	Buildings/Facilities Operations and Maintenance	Maintain and upgrade city facilities to ensure safe, well-maintained, well-functioning facilities for residents' enjoyment.	City Facility Inspections	Varies with type of service provided, Structural, Mechanical, Electrical. See Long Term Plan for specific details of service level targets.
			Preventive maintenance	
			Capital repairs to buildings and facilities	
			Repairs / Maintenance	
G.10.05 - G.10.08	Public Works Fleet Operations	Procure, maintain and repair City fleet and mobile equipment	Vehicle and equipment replacement and procurement	Perform an ongoing review of life cycles to optimize the life of the vehicle - address units/vehicles that require a different life based on its actual use. Improve equipment inventories and expand the replacement fund to include a broader range of major attachments. Improve usage reporting.
			Vehicle and equipment inspections	Vehicle usage is monitored by the fleet controller who in turn schedules work internally and externally based on available resources and meeting legislated guidelines.

## Facilities and Fleet Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Vehicle and equipment maintenance	Customers drop off the equipment at our drop off centre and seasonal overhaul programs
			Vehicle and equipment repairs	Initial diagnostics completed in a quick service bay and dependent upon magnitude of the repair and availability of parts, the fleet controller will schedule the repair.
G.10.09 - G.10.12	Transit Fleet Operations	Procure, maintain and repair City fleet and mobile equipment	Capital Replacement/Procurement	Perform an ongoing review of life cycles to optimize the life of the vehicle - address units/vehicles that require a different life cycle based on its actual use. Improve equipment inventories and expand the replacement fund to include a broader range of major attachments. Improve usage reporting.
			Inspections	Vehicle usage is monitored by the fleet controller who in turn schedules work internally and externally based on available resources and meeting legislated guidelines.
			Maintenance	Customers drop off the equipment at our drop off centre and seasonal overhaul programs
			Repairs	Initial diagnostics are completed in a quick service bay and depending on the magnitude of the repair and availability of parts, the fleet controller will schedule the repair.



## Project and Contract Management

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.11.01 - G.11.07	Managing Community Construction Projects	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.	Evaluation	All projects are completed safely, on time, on budget and within define scope.
			Procurement and contract management	Request for proposal will be posted for at least 3 weeks Contracts are issued within 2 weeks of selecting consultant.
			Drawing review for compliance with Engineering Standards and Specifications	Acknowledge receipt of drawings within 24 hours. Completion of the review is done within 2 weeks.
			Hosting Construction Stakeholder Open Houses	Open Houses are organized for projects that involve public usage to provide planned work, timelines and budget.  Advertising is done at least 2 weeks prior to the Open House.  Stakeholders are provided an opportunity to provide feedback for consideration by Administration.
			Issuing on street construction permits	Acknowledge request within 24 hours. Issue permit within 5 business days.
			Issuing Construction Completion Certificates (CCC)	Certificates are issued within a calendar year of construction.
			Issuing Final Acceptance Certificates	For underground construction projects, certificates are issued within a year following the issuance of Construction Completion Certificates (CCC).  For surface construction projects, certificates are issued within two years following the issuance of Construction Completion Certificates (CCC).

**Project and Contract Management**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.11.08	Corporate Project Support and Management	Provide advice and support to the corporation with project management and coordinate knowledge of corporate project capacity.	Continuous Improvement program management	<p>Annual projects are communicated during the City Manager's business plan and budget presentation to Council.</p> <p>Project Plans are prepared and shared with Council in January.</p> <p>Quarterly and annual update is provided to Council according to established Quarterly Report timelines and in September of each year for the annual updated on Continuous Improvement Program Review.</p> <p>Project Planning assistance response is established based on the complexity of the request.</p>
G.11.09	IT Project Management	Manage the portfolio of IT projects. Develop new project charters and collect requirements. Identify inter-project dependencies.	Not Applicable	<p>New project - log and acknowledge - 1 week</p> <p>New project - document and agree requirements - 1 month</p> <p>New project - draft project plan - 6 months</p>
R.01.23 - R.01.24	Retail and Service Providing Businesses	Management of commercial agreements with vendors at recreation facilities that provide retail and food and beverage opportunities to the community.	Sport retail store	<p>Operated by Source for Sports</p> <p>Monday 9:00 am - 6:00 pm</p> <p>Tuesday to Friday 9:00 am - 9:00 pm</p> <p>Saturday 9:00 am - 5:00 pm</p> <p>Sunday 11:00 am - 4:00 pm</p>
			Physio and sport therapy	<p>Operated by Active Works Physiotherapy.</p> <p>Mon – Fri 7.00 am - 9.00 pm</p> <p>Sat 9.00 am - 2:00 pm</p> <p>Sun Closed</p>

**City Asset Management**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
G.12.01 - G.12.03	Transit Fixed Assets	Maintain and upgrade city facilities to ensure safe, well-maintained, well-functioning facilities for residents' enjoyment.	Transit Benches maintenance and upgrade	Preventative maintenance and repairs as required.
			Transit shelters maintenance and upgrade	
			Transit centres maintenance and upgrade	
G.12.04	Park Furniture and Assets Maintenance	Maintain, upgrade and replace park furniture and assets to ensure safe, well-maintained, well-functioning facilities for participants' enjoyment.	Inspection and repair/replace	Regular inspections and maintenance as required.
G.12.05 - G.12.06	Playground Maintenance	Maintain, upgrade and replace playground equipment to ensure safe, well-maintained, well-functioning facilities for participants' enjoyment.	Playground Inspections	Regular inspections and maintenance based on season and use of playgrounds.
			Playground repairs and maintenance	
G.12.07 - G.12.09	Maintenance and upgrade of city's recreational facilities, ice surfaces and outdoor sport facilities	Maintain and upgrade city facilities to ensure safe, well-maintained, well-functioning facilities for residents' enjoyment.	Indoor Recreation Facilities operation and program support (City arenas and field houses)	As required through Rec Services programs
			Outdoor Ice Surface Operation & Maintenance. (All boarded and non-boarded city outdoor ice surfaces)	

**City Asset Management**

Ref #	Service Name	Service Definition	Service Component	Current Service Level
			Outdoor Sport Facilities maintenance and program support. (Tennis courts, Pickleball courts and Riel Sportfield)	

# APPENDIX A

## Definitions

TERM	DESCRIPTION
Community Vision	The Community Vision is a result of input gathered from over 7,000 St. Albert residents on how they want St. Albert to grow and evolve over the next 50 years. On June 22, 2015, Council approved the Community Sustainability Framework, “Cultivating our Future – St. Albert’s Community Vision, providing a single, shared vision and Pillars of sustainability that will guide the way St. Albert grows, thrives and evolves over the next 50 years.
Pillars of Sustainability	The long-term strategic outcomes and results that the community has identified to achieve the community vision and ensure sustainability of the community into the future.
Strategic Framework	The established framework that provides direction for strategic and business planning, identifying strategic outcomes, defining priorities, establishing both long- and short-term goals and development of performance measures to monitor progress.
Program	A program is delivered through a collection of services that contribute to the program goals and comply with the program strategy. Programs provide the context for determining the services to be delivered and provide an essential management structure for services. A program is implemented through a portfolio of services that contribute to the achievement of program outcomes.
Service	A service is provision of specific outputs that satisfy the needs of clients and contribute to the achievement of applicable program goals. Services are demand driven instead of supply-driven, keeping them responsive to changing needs.
Service Component	Service components are different or various offering associated with one service. The different components may offer different outputs to a client but all components of a single service offer the same overall value to a client.
Service Level	Service level is a statement that tells clients what level (usually in measurable terms)

