



CITY OF ST. ALBERT

CORPORATE Business Plan

2026- 2029

Updated May 2026



MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER



Every four years, the City of St. Albert holds a municipal election resulting in the appointment of a new City Council. With this change in Council also comes the opportunity to reflect on the work of Administration, our priorities and the impact on us as an organization, our employees and the community we serve.

The Corporate Business Plan (the plan) for 2026-2029 is a foundational document that prioritizes and orients our activities on behalf of the City. The plan details the significant projects and initiatives that directly support the advancement of Council's Strategic Plan, aligned with Council Priorities, namely robust economy and responsible growth, community well-being and fiscally responsible governance and accountability.

The plan includes key organizational priorities that ensure a strong foundation for the sustainable and efficient delivery of services to our community, while setting the conditions for success today and in the future. The organizational priorities consist of two specific focus areas including:

- **Program and Service Maturity** – which introduce and evolve corporate programs and practices to meet organizational and community needs.
- **People and Culture** – that work towards cultivating a thriving, inclusive and high performing workplace where employees feel valued and supported, so the City can consistently deliver high quality services that residents depend on every day.

This is a living document, created with input from all departments. The plan is reviewed annually to maintain continued relevance and alignment with Council's direction, consider completed work and the progress of our operations.

The plan also assists with maintaining the delivery of existing services and programs within our financial and resource realities, while ensuring a place for forward-thinking activities. This approach strengthens service delivery and the organization, while positioning St. Albert for a successful and sustainable future.

City of St. Albert Administration looks forward to our ongoing service on behalf of our city, today, tomorrow and into the future.

A handwritten signature in black ink, appearing to read 'W. Fletcher'.

William (Bill) Fletcher
Chief Administrative Officer

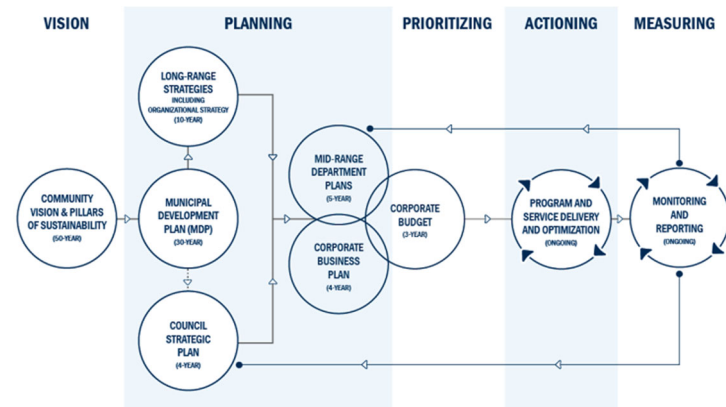
Introduction

The City of St. Albert Corporate Business Plan is a dynamic, four-year plan that outlines the specific activities—referred to as initiatives—that will be undertaken to advance Council’s Strategic Plan. These initiatives represent key priorities for the City. Progress on each initiative will be monitored, and quarterly updates will be published to support public awareness and transparency.

Strategic Planning Framework

The Corporate Business Plan is part of the City’s Strategic Planning Framework (detailed in Council Policy C-CG-06). This framework aligns the City’s strategic and business planning, budgeting, management and reporting practices and processes to achieve outcomes established in the Community Vision and Pillars of Sustainability and City of St. Albert Council Strategic Plan. As described in the framework, the Corporate Business Plan is informed by the Municipal Development Plan, Council Strategic Plan and Long-Range Strategies to ensure that the actions taken are aligned with the key directional documents and the Community Vision.

The Corporate Business Plan is used by Administration to translate strategy to action, manage capacity and resources, and prioritize effort towards achieving Council’s strategic outcomes. The Corporate Business Plan also informs development of the City’s annual budget and ultimately influences changes to on-going program and service delivery. It is updated annually to ensure initiatives undertaken continue to align with the intended outcomes.





Implementing Council's Strategic Plan

The following section outlines each of the Council identified strategic priorities and related strategies. For each strategy, specific initiatives are outlined to indicate how the strategy will be advanced or achieved. The timing indicates when each initiative will take place.

STRATEGIC PRIORITY: ROBUST ECONOMY & RESPONSIBLE GROWTH

Support business attraction, retention and expansion and targeted residential and sector growth to support a sustainable tax base.

Strategy	Initiative	Description	Timing (2026-2029)			
Ensure availability of serviced residential and non-residential land to support the goals of Flourish (the City of St. Albert's Municipal Development Plan).	Municipal Development Plan Review and Update	Review and update <i>Flourish</i> , the city's municipal development plan.				
Support existing businesses and foster conditions for new business development and community programming (such as City or community-led events and activities).	Downtown Action Plan	Develop a downtown action plan that supports existing businesses while creating the conditions for new business growth and enhanced opportunities for community events and programming.				

Strategy	Initiative	Description	Timing (2026-2029)			
Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses.	Lakeview Business District Servicing, Design and Construction	Complete servicing design for Lakeview Business District and construct the new and/or upgraded infrastructure.				
Examine impacts of land development to create a sustainable tax base	Growth Management Study	Examine the growth requirements of greenfield and infill development needs.				
	St. Albert Trail Servicing Study and Intensification Plan	Conduct a study which will provide recommendations that will support redevelopment along St. Albert Trail, which will include additional housing options and mixed-use development, while balancing growth with servicing needs.				
	Missing Middle and Neighbourhood Revitalization Study and Plan	Investigate options to enable compatible missing-middle housing and facilitate the redevelopment of larger sites within St. Albert's existing neighbourhoods, in a manner that maintains neighbourhood character and considers servicing needs.				

STRATEGIC PRIORITY: COMMUNITY WELL-BEING

Accommodate the diverse needs of our residents and foster an inclusive and safe community where everyone has an opportunity to fully participate and feel welcomed, while protecting the natural resources that enrich our city.

Strategy	Initiative	Description	Timing (2026-2029)			
Respond to evolving community needs related to mental, social and physical wellbeing.	Recreation Facilities Planning and Review	Develop a plan for recreation facility capital development.				
Action reconciliation and strengthen relationships with Indigenous partners through meaningful collaboration, communication and engagement.	Reconciliation Action Plan	Develop a reconciliation action plan for the City of St. Albert.				
Protect and enhance our natural environment and urban ecosystems.	Low Impact Development Standards	Develop standards for low impact developments.				
	Conservation Reserve Policy	Develop a program, supported by Council policy, that enables the identification and designation of environmentally significant lands as Conservation Reserve.				
Enhance an accessible transportation network that delivers safe and connected movement across the City.	To be determined	Initiatives related to this strategy are pending the completion of the City's Mobility Choices Strategy (MCS). The MCS is anticipated to be completed in 2026. Once complete, initiatives that align with Council's Strategic Plan will be included here.				

STRATEGIC PRIORITY: FISCALLY RESPONSIBLE GOVERNANCE & ACCOUNTABILITY

Ensure consistent, accountable fiscal responsibility that enables clear direction, strong oversight, and long-term organizational sustainability, accountability and transparency.

Strategy	Initiatives	Description	Timing (2026-2029)			
Strengthen meaningful, transparent and accessible communication, engagement and service experience with the community.	Enhance E-permitting Services	As part of Enhancement of Online Access to City Services - provide an online option for building and development permit requests.				
	Website (stalbert.ca) Review and Updates	Improve how services are delivered and information is shared with the public through StAlbert.ca.				
	Strategic and Budget Public Engagement Redesign	Review and redesign the City's engagement approach for strategic planning and budget.				
	Customer Relationship Management Roadmap	Define organizational direction, scope, and requirements for customer relationship management and issue and complaints management for City departments.				
Focus on medium and long-term business and financial planning and governance.	Mature Asset Management Program	Enhance the Asset Management Framework to strengthen governance of municipal assets, by developing a formalized Asset Management Strategy (AMS) and Strategic Asset Management Plan (SAMP).				
	Mature and Formalize Multi-year Budgeting	Develop a multi-year budget development and approval process and transition to a multi-year budgeting process that enables improved alignment of operating and capital financial resources to provide increased tax stability to the community.				
	Resource Planning Implementation	Implement recommendations from the audit of the City's resource planning model to realize efficiencies and improve process effectiveness.				

Strategy	Initiatives	Description	Timing (2026-2029)			
	Long-Term Capital Funding Framework	Develop a long-term capital funding framework to guide capital funding prioritization decisions.				
Pursue non-residential revenue.	Lakeview Business District Investment Attraction	Promote, facilitate, and accelerate investment, development, and business opportunities in Lakeview Business District through the implementation of the Investment Attraction Strategy and the Lakeview Business District Marketing Plan.				



Organizational Priorities

The following section outlines each of the Administration identified strategic priorities and related strategies.

Over the course of the development of the Corporate Business Plan, Administration's leadership teams determined key initiatives that need to progress over the Council term to enable and support the achievement of Council's priorities. The initiatives included in this plan are highlights of substantial work Administration is undertaking to support overall organizational health and growth of the community. The ultimate aim is to ensure on-going, quality service to the community.

The nature of this work is primarily internal to City operations. These initiatives also have a long-term impact for the organization to create continuity for municipal operations over years and Council terms. To continue meeting the needs of the community and direction set by City Council, Administration needs to remain nimble, future-ready and competitive. The initiatives included in this section strive for these outcomes.

Over the next four years, Administration is focussed on maturing programs and services to meet organizational and community needs and ensuring the City's workforce is ready and able to serve the community. Strategies have been identified to articulate Administration's chosen approaches to achieving these focus areas.

For each strategy, specific initiatives are outlined to indicate how the strategy will be advanced or achieved. The timing indicates when each initiative will take place.

As these initiatives are primarily internal to the organization, context has been added in italicized "Why this matters" sections, to communicate the importance of the work and how it enables Administration to provide better service to the community.

ORGANIZATIONAL PRIORITY: PROGRAM & SERVICE MATURITY

Introduce and evolve corporate programs and practices to meet organizational and community needs.

Why this matters: Enhancing how the organization works behind the scenes strengthens service delivery, improves responsiveness, and ensures residents benefit from well-managed, modern, and accountable municipal operations.

Strategy	Initiative	Description	Timing (2026-2029)			
Mature and improve corporate practices	Standardize Capital Project Management Practices and Processes	Implement consistent practices and processes for Capital Project Management and clearly define the roles and responsibilities of sponsors and delivery departments. <i>Why this matters: Consistent project management and governance boosts on-time, on-budget delivery across the City's capital project portfolio, currently valued at \$864M.</i>				
	Procurement Audit Implementation	Implement procurement audit recommendations by clarifying roles and responsibilities, strengthening e-procurement practices, establishing contract management and vendor performance processes, enhancing risk-based controls, and developing supporting documentation. <i>Why this matters: Stronger procurement and contract management increases value for money and reduces risk when procuring goods and services.</i>				
	Corporate Portfolio Management Practice	Establish a corporate portfolio management practice. <i>Why this matters: Portfolio management is about doing the right work at the right time. It is essential to effectively manage work to achieve maximum return on investment while minimizing risks, leveraging existing resources and strengthening strategic alignment.</i>				
Strengthen the City's use of assets and data for informed decision-making	Data Governance Review	Develop a data governance framework that clarifies roles, responsibilities, and processes to improve data quality, manage risk, and support consistent, data-driven decision-making.				

		<i>Why this matters: Reliable, integrated data enables evidence-based decisions across city operations that reduce risk, improve consistency and create opportunities for integration across departments, resulting in strengthen confidence in decisions made</i>				
	IT Roadmap	Develop a roadmap, standards and architecture for Information Technology. <i>Why this matters: A clear roadmap ensures technology investments directly support the biggest operational needs.</i>				
	Enterprise Maintenance Management and Asset Management (EMM-AM) Implementation	Implement software to support enterprise maintenance management and asset management practices and processes. <i>Why this matters: Deploying enterprise maintenance and asset optimization tools improves service reliability, reduces risk of asset failure and enables better financial planning and decision-making related to the City's assets.</i>				
Develop long-term direction for high priority programs and services*	Community Well-being Strategy	Develop a long-range strategy to enhance community well-being. <i>Why this matters: A long-range plan helps the City respond to evolving community needs and prioritize investments that improve quality of live.</i>				
	Mobility Choices Strategy Implementation Plan	Develop an implementation plan for the Mobility Choices Long-range Strategy. <i>Why this matters: Implementing long range mobility planning ensures future transportation investments align with growth and capacity needs.</i>				
	Resilient Infrastructure Strategy	Develop a long-range strategy to strengthen infrastructure resilience. <i>Why this matters: Applying a resilience lens to long-term infrastructure planning helps protect service levels and controls lifecycle costs as systems age and pressures increase.</i>				

*Following the development of the long-range strategies and implementation plans, Administration will review the implementation plans to determine which initiatives support Council's strategic priorities and consider them for inclusion in future years.

ORGANIZATIONAL PRIORITY: PEOPLE & CULTURE

Cultivate a thriving, inclusive, and high-performing workplace where employees feel valued and supported, so the City can consistently deliver high-quality services that residents depend on every day.

Why this matters: A strong internal culture directly enhances the public's experience—empowered employees are better equipped to solve problems, innovate, and provide exceptional service to the community.

Strategy	Initiative	Description	Timing (2026-2029)			
Build a motivated, collaborative, and values--driven workforce that ensures residents receive consistent, -high quality service.	Enhance Talent Attraction Programs	Ensure recruitment programs remove barriers and build a diverse and inclusive workforce. <i>Why this matters: A diverse workforce supports better service delivery and aligns with the City's commitment to high performing municipal operations.</i>				
	Design and Implement a Leadership Development Program	Develop and introduce a Leadership Development Program, designed to identify, support current and develop future leaders. <i>Why this matters: Building leaders strengthens internal capacity to deliver an \$864M capital program and manage a \$230M operating budget for a community of 72,000+ residents.</i>				



Results & Performance Measures

The following results and performance measures were identified to help track the progress towards achieving outcomes related to the Council's Strategic Plan.

Progress on these performance measures will be reported on the City of St. Albert [StATracker Dashboard](#).

Strategic Priority	Results	Performance Measures
Robust Economy & Responsible Growth	Shovel ready land is accessible and available	Total hectares of raw land available for development
		Vacant lot inventory
	Businesses thrive in St. Albert	Total number of business licenses per year
		Average business satisfaction rating <i>(source: business survey)</i>
	The City supports greater Downtown vibrancy	Downtown commercial vacancy rate
		Frequency residents visit downtown

Strategic Priority	Results	Performance Measures
Community Well Being	Residents have access to community spaces, programs and services	Resident-reported quality of life <i>(source: community satisfaction survey)</i>
		Resident satisfaction with City of St. Albert services, facilities, and programs <i>(source: community satisfaction survey)</i>
	Community connections are enabled through the transportation network	Overall satisfaction with the transportation network <i>(source: community satisfaction survey)</i>
	The City conserves and protects natural resources	River water quality index
		Tree canopy: Percent change in tree cover <i>(source: Urban Primary Land Vegetation Index)</i>
	The City has meaningful working relationships with Indigenous partners	Participation of City officials in non-city Indigenous-led events (by invitation)
Number of joint initiatives planned with Indigenous Partners		

Strategic Priority	Results	Performance Measures
Fiscally Responsible Governance & Accountability	The City manages its reliance on residential property taxes	Proportion of residential to non-residential property assessment
		Residential tax revenue as a share of total municipal revenue
	Residents have confidence in the City's decision-making	Percent of residents ranking value for tax dollars high <i>(source: community satisfaction survey)</i>
	Residents have opportunities to engage meaningfully with the City	Resident satisfaction with communications on municipal matters <i>(source: community satisfaction survey)</i>
		Resident satisfaction with City service delivery methods and communication channels (ex: licenses, bills, program registrations) <i>(source: community satisfaction survey)</i>

Results and performance measures for Organizational Priorities are currently under development.