

HIGH LEVEL WORKPLAN - LONG RANGE FINANCIAL CAPITAL PLAN

PROJECT STREAM	PROJECT DESCRIPTION	EXPECTED OUTCOME / BENEFIT	Q+Y START	DURATION (mo/ys)	LEAD DEPARTMENT	SUPPORT DEPARTMENT(S)	LEAD RESOURCE	OTHER RESOURCES NEEDED	ESTIMATED FUNDING REQUEST				
									2017	2018	2019	2020	2021
1. CAPITAL													
1.1 Lifecycle (Repair / Maintain / Replace)													
1.11 Complete Asset Management Framework and Plan	Continue to develop an asset management framework and plan via the asset management committee. The asset management plan should include all civic assets with the focus being building, utility, orphaned and contributed assets. The plan will assist Administration in identifying potential liabilities and supporting mitigation strategies. Consideration of both an asset management system and process for ongoing maintenance of the asset management plan will be overseen by the committee.	A comprehensive asset management framework and plan will provide a solid foundation for Administration to fully understand the scope of assets that the City is required to manage and provide a framework for future governance of civic assets.	Q3 2017	24 months	Engineering (Asset Management Committee)	All Departments	Robin Benoit						
1.12 Identify existing gaps in the corporate lifecycle plan	Assets that do not have supporting lifecycle plans will be identified to inform Administration on priority areas to focus on in building a comprehensive corporate asset management plan and the scope of work that needs to be completed.	The gap analysis will assist Administration in understanding the full scope of lifecycle plans that need to be developed.	Q3 2017	24 months	Engineering (Asset Management Committee)	All Departments	Robin Benoit						
1.13 Develop lifecycle plans for civic facilities	Lifecycle plans for civic facilities will be reviewed and updated to ensure they accurately reflect the need for RMR funding.	The lifecycle plans for civic facilities will provide a more accurate reflection of the requirements for future RMR requests and enhance the accuracy of the 10 year capital plan.	Q2 2017	24 months	Engineering (Asset Management Committee)	All Departments	Robin Benoit	A dedicated resource will be seconded internally to complete the building assessments. This is estimated to cost \$120,000 for the first year. A business case will be required for future support.	\$120,000	\$85,000	\$107,000	\$115,000	
1.14 Conduct building condition assessments to accelerate development of lifecycle plans for civic facilities	Building condition assessments will be completed to accelerate the development of lifecycle plans for civic facilities. Two building assessments would take place in 2017 and will be dependent on lifecycle plans for civic facilities developed in 1.13.	Building assessments will accelerate Administration's ability to gather accurate condition information which will be used to identify future RMR requirements.	Q2 2017	12 months	Engineering (Asset Management Committee)	All Departments	Robin Benoit	External support to complete two building assessments in 2017. Future funding support will be dependent on these initial condition assessments.	\$80,000	\$100,000	\$100,000	\$100,000	\$100,000
1.15 Develop lifecycle plans for orphaned assets	The orphaned asset inventory was completed in 2016. This work is to develop lifecycle plans to support the assets listed within this inventory.	The lifecycle plans for orphaned assets will provide a more accurate reflection of the requirements for future RMR requests and enhance the accuracy of the 10 year capital plan. In addition, it will identify who is responsible for these assets and identify potential liabilities.	Q3 2017	12 months	Engineering (Asset Management Committee)	All Departments	Robin Benoit						
1.16 Validate methodology of entering RMR lifecycle into the 10 year capital plan	The existing methodology for RMR capital projects will be validated against best practices to streamline the existing process.	A review of the existing RMR methodology will provide clarity and better control on how RMR funding requests are added to the 10 year capital plan.	Q2 2017	6 months	Engineering (Asset Management Committee)	Finance	Robin Benoit						
1.17 Evaluate RMR lifecycle and report back to Council	The existing RMR capital projects will be assessed against the new methodology for RMR projects to provide Council with an overview of the funding expectations of RMR within the 10 year capital plan.	Council will be provided with a more accurate estimate of both timing and future budget requests for RMR projects within the 10 year capital plan.	Q1 2018	3 months	Engineering (Asset Management Committee)	Finance	Robin Benoit						
1.18 Identify Tangible Capital Asset (TCA) implications	A review of the corporate lifecycle plan will identify the Tangible Capital Assets (TCA) implications to ensure there are ties for each asset to the Agresso financial system.	Identifying the TCA implications will ensure that the Agresso Financial System, and corresponding financial reports, accurately reflects the requests listed within the 10 year capital plan.	Q1 2018	12 months	Finance	Engineering (Asset Management Committee)	Diane McMordie	Estimate that 0.5 FTE (Classification Level 4) will be required on a temporary basis from six months to a year to assist the Finance Department to complete the work. A business case will be required for future support.		\$50,000			

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1.2 Growth Capital															
1.21 Refine Facility Predictive Model (FPM)	The Facility Predictive Model (FPM) will be refined to ensure it incorporates the relevant facility capacity, service level, demographic and economic information and is better reflective of the major inputs and timing of the 10 year capital plan.	Refining the Facility Predictive Model (FPM) will enhance Administration's ability to predict future community needs based on future population, demographic and economic trending. This information will inform the validation of the 10 year capital plan.	Q3 2017	12 months	Development Services	Finance; Corporate Planning & Communications	Gilles Prefontaine								
1.22 Implement recommendations from the Capital Project Cost and Process Review (SMA Report)	Implement the recommendations from the Capital Project Cost and Process review that was completed by SMA Consulting. Recommendations impact the Charter Development, Estimating and Budgeting processes.	Implementing the recommendations from SMA Consulting will enhance Administration's ability to estimate capital projects and provide more accurate financial estimates within the 10 year capital plan.	Q2 2017	24 months	Engineering	Finance; Corporate Planning & Communications	Robin Benoit								
1.23 Assess Linkage to Council Priorities and Strategic Plan	A review of the 10 year capital plan, including existing capital, will be conducted to identify alignments to Council priorities and the City of St. Albert Strategic Plan. This will assist the City in prioritizing future capital projects that are identified in the 10 year capital plan.	Assessing the existing capital projects against the City of St. Albert Strategic Plan and Council priorities will ensure capital funding aligns with stated direction and will help inform prioritization of projects within the 10 year capital plan.	Q2 2017	6 months	Corporate Planning & Communications	Finance	Paul Edginton								
1.24 Validate methodology of entering Growth capital projects into the 10 year capital plan	The existing methodology for growth capital projects will be validated against best practices to streamline the process. This includes validating existing growth capital charters (timing).	A review of the existing Growth methodology will provide clarity and better control on how Growth funding requests are added to the 10 year capital plan.	Q3 2017	12 months	Corporate Services	Finance	Maya Pungur-Buick								
1.25 Evaluate Growth Capital Projects and report back to Council	The existing growth capital projects will be assessed against the new methodology for Growth projects to provide Council with an overview of the funding expectations over the 10 year capital plan. This includes Council's input into prioritization of growth capital projects.	Council will be provided with a more accurate estimate of both timing and future budget requests for Growth projects within the 10 year capital plan.	Q3 2017	6 months	Corporate Services	Finance	Maya Pungur-Buick								
1.3 Related Expenditure Plans															
1.31 Corporate Land Strategy and Framework	Development of a Corporate Land Strategy and Framework is already underway. This work includes development of a Council policy and plan to guide the City's procurement of land.	A Corporate Land Strategy and Framework will guide the City's procurement of land to ensure it acquires, maintains, or disposes of Land in a manner that maximizes its long term strategic and / or economic advantage.	Q1 2017	6 months	Development Services	Finance	Gilles Prefontaine								
1.32 Land Acquisitions	Administration will identify future land needs and acquire land where gaps exist.	Proactive land acquisitions will ensure the City has land available for civic needs in pace with future growth. The need for funding will compete with other funding needs the City has, and this identification will form part of the comprehensive financial plan.	Q3 2017	12 months	Development Services	Finance	Gilles Prefontaine								
1.33 Developing land for municipal purposes	Administration will identify a process for determining the placement of future infrastructure on municipal land.	Developing a process for the placement of future infrastructure will ensure that future civic assets are located in an area that provides the maximum benefit for majority of residents. This work will inform the 10 year capital projects and the plan.	Q3 2017	18 months	Development Services	Finance	Gilles Prefontaine								
1.34 Review of off-site levies based on the MGA	A review of the City's off-site levies will be conducted based on the expected revisions to the Municipal Government Act (MGA).	Reviewing the City's off-site levy bylaw, in light of the expected MGA revisions, will potentially expand the City's ability to use these funds to build other community assets, such as recreation facilities, fire halls, police stations and libraries.	Q2 2017	18 months	Engineering	Finance; Government Relations; Economic Development	Robin Benoit								
1.35 Review of off-site levies based on anticipated boundary adjustments	A review of the City's off-site levies will be conducted based on anticipated boundary adjustments between St. Albert and other adjoining municipalities.	Reviewing the City's off-site levy bylaw, based on anticipated boundary adjustments, will ensure that the City is able to fund the new infrastructure required to support future growth beyond St. Albert's existing boundaries.	Q2 2017	36 months	Engineering	Finance; Utilities	Robin Benoit								
1.36 Front End Prioritization of off-site levy projects within the 10 year capital plan	A front end prioritization of existing off-site levy projects within the 10 year capital plan will be conducted.	A review of the existing off-site levy projects to identify which are eligible for front-ending will ensure the City continues its current pace of growth prior to receiving the off-site levy reimbursement from benefiting land owners. These projects compete for funding with other funding needs the City has, and this identification will form part of the comprehensive financial plan.	Q1 2017	24 months	Engineering	Finance	Robin Benoit								

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									2017	2018	2019	2020	2021		
2. FINANCIAL															
2.1 Revenue and Expenditure Forecast															
2.11 Review and Validate Fiscal Impact Analysis (FIA)	Review the Fiscal Impact Analysis model to ensure that it provides a full build-out (i.e. trails, parks and community centers) of all area structure plans that provides better estimates of anticipated capital costs, operational costs and revenues to the City as well as costs required to maintain infrastructure.	A comprehensive review of the existing Fiscal Impact Analysis model will assist Administration in better understanding the total cost of ownership for civic assets on future land developments and ensure it is identified within the 10 year capital plan.	Q3 2017	12 months	Planning and Development	Assessment and Taxation; Engineering; Finance; Planning and Development; Utilities	Adryan Slaught	Estimate that resources will be required to provide support for this project.	\$100,000						
2.12 Assessment Forecast for Built out City	An analysis of the City's assessment base will be conducted based on a full build out using information received from the Fiscal Impact Analysis (FIA).	Analyzing the City's assessment base will assist Administration in better understanding future revenue and tax implications.	Q3 2017	12 months	Assessment and Taxation	Planning and Development	Greg Dahlen								
2.13 10 YR Comprehensive Operating Plan Projection	Identify the operating impacts and implications of future capital projects (RMR and Growth) and forecast how it will impact the Long Range Financial Planning fiscal model.	Analyzing the operating projections based on future capital projects will assist Administration in better identifying the future operating budget required to support the 10 year capital plan.	Q1 2019	6 months	Finance	All Departments	Diane McMordie								
2.2 Financial Philosophy and Policy Reviews															
2.21 Review of existing fiscal policies and guiding principles	A review of the City's existing fiscal policies and guiding principles should be conducted to identify where amendments are required to support a Long Range Financial Plan. This will include research and discussion with Council.	A review and discussion with Council of existing fiscal policies and guiding principles will ensure that the City has a comprehensive/holistic fiscal policy framework for the range of time horizon Councils make decisions in, i.e. short, mid and long term.	Q1 2018	18 months	Finance	Impacted Departments	Diane McMordie	Estimate that 1.0 FTE (Classification Level 4) will be required on a temporary basis to assist the Finance Department to complete the work.							
2.22 Review of existing policies that have an impact on the City's 10 year capital plan	A review of the City's existing policies that have an impact on the City's 10 year capital plan should be conducted to identify potential amendments to support a Long Range Financial Plan.	A review and discussion of existing policies that may impact the 10 year capital plan will ensure that the City has the appropriate direction in place to support fiscal sustainability.	Q1 2018	18 months	Finance	Engineering; Utilities	Diane McMordie		\$100,000						
2.23 Develop policies to support fiscal sustainability.	New policies may be required, based on the assessment of both fiscal and capital policy in the previous steps, to ensure the City has the appropriate direction in place to support fiscal sustainability.	Creating policies to support financial sustainability, where gaps exist, is important to ensure that the City has the appropriate direction in place to support fiscal sustainability.	Q1 2019	18 months	Finance	Corporate Services	Diane McMordie								
3. FINANCIAL MODELLING															
3.1 10 YR Demographic Forecast	The 10 year demographic forecast is conducted every two years following the municipal census. A forecast of the 10 year demographic trends within the City are an important input into the facility predictive model that informs the development of the 10 year capital plan.	Understanding the forecasted demographic trends, in line with the 10 year capital plan, will assist Administration in prioritizing future growth capital projects that provide the maximum benefit to the City's future demographics.	Q2 2017	3 months	Planning and Development	Corporate Planning & Communications	Adryan Slaught	External technical support may be required to provide additional capacity in completing this work.	\$30,000						
3.2 5-10 YR Economic Forecast	A State of the Economy report, with detailed analysis and impact to the City, is conducted annually. As part of this analysis, an economic forecast (5-10 year) will be conducted to provide greater insight into the City's economy. This forecast will inform the development of the 10 year capital plan.	Understanding the forecasted economic trends, in line with the 10 year capital plan, will assist Administration in better understanding the economic environment and allow the City to prioritize future capital projects accordingly to ensure maximum value.	Q1 2018	3 months	Corporate Planning & Communications	Corporate Services	Paul Edginton	External technical support may be required to provide additional capacity in completing this work.		\$60,000					
3.3 Government Trends	An analysis of government trends with other orders of government (Federal and Provincial) will be conducted to identify potential revenue and cost implications that may impact the City into the future.	Understanding government trends at the Federal and Provincial levels will proactively allow the City to better understand potential legislative and program agendas that could have revenue and/or cost implications on the 10 year capital plan.	Q4 2017	3 month	Government Relations	Corporate Services; Government Relations	Lynette Tremblay								
3.4 Long Range Financial Plan Fiscal Model	A financial model will be developed to provide an indication of the City's future operating, capital, debt and reserves and reserve fund requirements, given existing economic and political conditions, to ensure fiscal sustainability of the City into the future.	Developing a scalable analytical model, that incorporates the capital, financial, and relevant forecasts / trends, will allow Administration and Council to better understand future operating, capital, debt and reserve requirements on an ongoing basis; and inform planning and decision making.	Q1 2019	6 months	Finance	Corporate Planning & Communications	Diane McMordie	External technical support may be required to provide additional capacity in completing this work.			\$60,000				
TOTAL PROJECT COST (3 - 5 YEARS)									\$330,000	\$395,000	\$267,000	\$215,000	\$100,000		