



City of St. Albert Operational and fiscal review

Executive Report

May 2021

Disclaimer



Ernst & Young LLP (EY) prepared the attached report only for the City of St. Albert ("the City," "St. Albert," "Client") pursuant to an agreement solely between EY and the Client. We have completed our engagement to provide business cases for selected corporate wide, Phase 1, and Phase 2 department opportunities. Our services to date were performed in accordance with our engagement agreement, and our procedures were limited to those described in that agreement.

Between 14 August 2020 and 23 April 2021, EY performed a high-level review of Phase 1 and Phase 2 departments, identified opportunities, and created business cases for the selected opportunities. This Executive Summary Report is a result of our work and provides a summary of the Phase 1 and Phase 2 reports.

Our work has been limited in scope and time and we stress that more detailed procedures may reveal issues that this engagement has not. The procedures summarized in this report do not constitute an audit, a review or other form of assurance in accordance with any generally accepted auditing, review or other assurance standards, and accordingly we do not express any form of assurance.

Consistent with our engagement agreement, the Executive Summary report is intended solely for the information and use of the management and Council of the City of St. Albert and is not intended to be and should not be used by anyone other than these specified parties. It is management's responsibility to evaluate the analysis and recommendations contained within this report and make final decisions regarding their acceptance and implementation. EY did not express any form of assurance on accounting matters, financial statements, any financial or other information or internal controls. EY expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Any other person or entity must perform its own due diligence, inquiries, and procedures for all purposes, including, but not limited to, satisfying itself as to the financial condition and control environment of the City and any of its funded operations, as well as the appropriateness of the accounting for any particular situation addressed by the report. EY did not conclude on the appropriate accounting treatment based on specific facts or recommend which accounting policy/treatment the City or any funded operations should select or adopt.

The observations and business cases relating to all matters that EY provided to the City were designed to assist the City in reaching its own conclusions and do not constitute EY's concurrence with or support of Client's accounting or reporting or any other matters.

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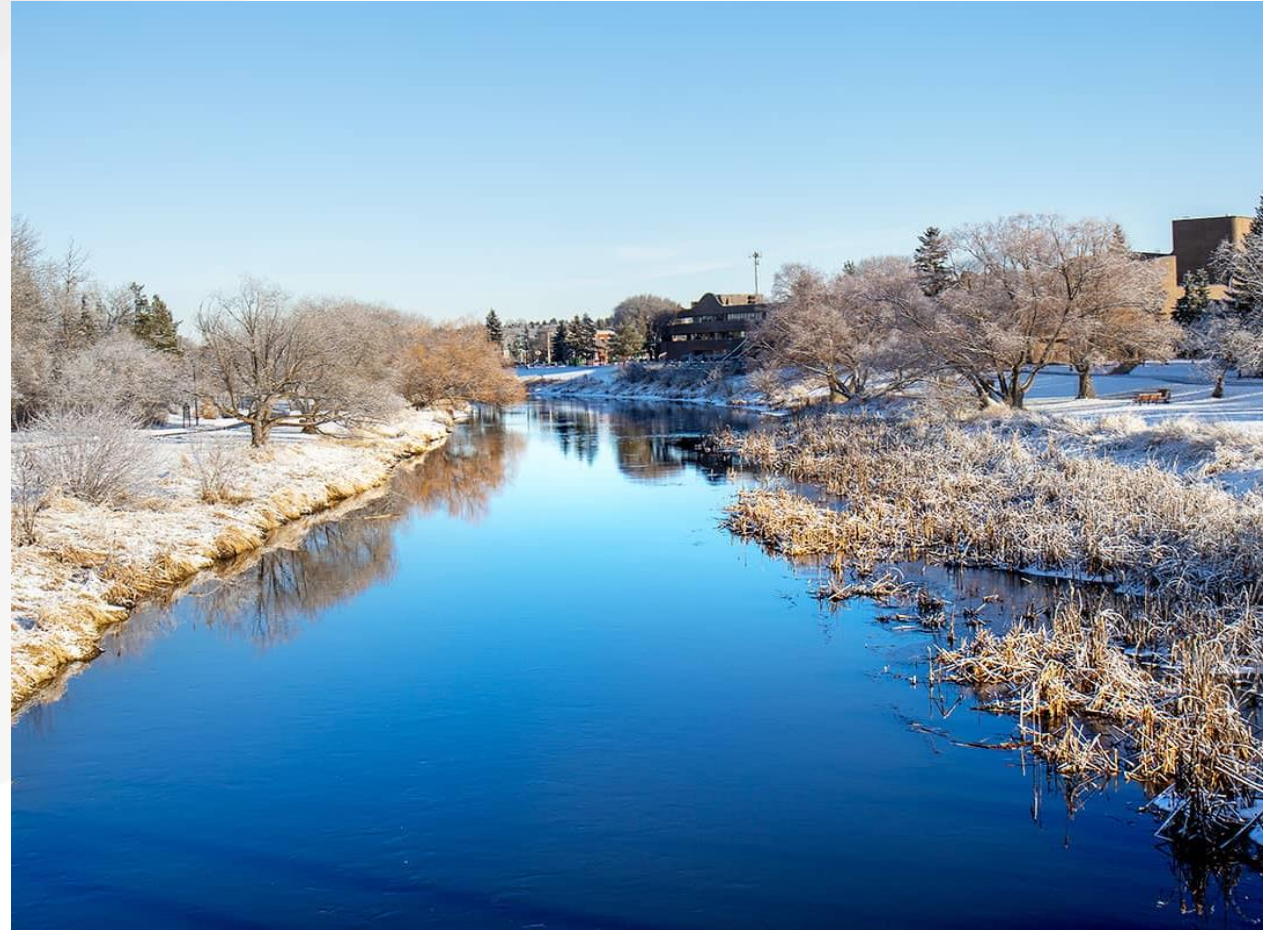
Operational and fiscal review | How to read this report



REPORT STRUCTURE

This report is organized into two components:

- This report provides an executive overview of work conducted during both Phase 1 and Phase 2 of the Operational and Fiscal Review.
- While sufficient on its own, it can also be read in conjunction with the separate public Phase 1 and Phase 2 detailed reports.
- This Executive Report highlights major themes from our work including business case highlights, financial analysis, and implementation considerations.
- The appendix provides additional information on identified opportunities, recommendations for each business case, approach to service level reviews, and additional background information related to project delivery.



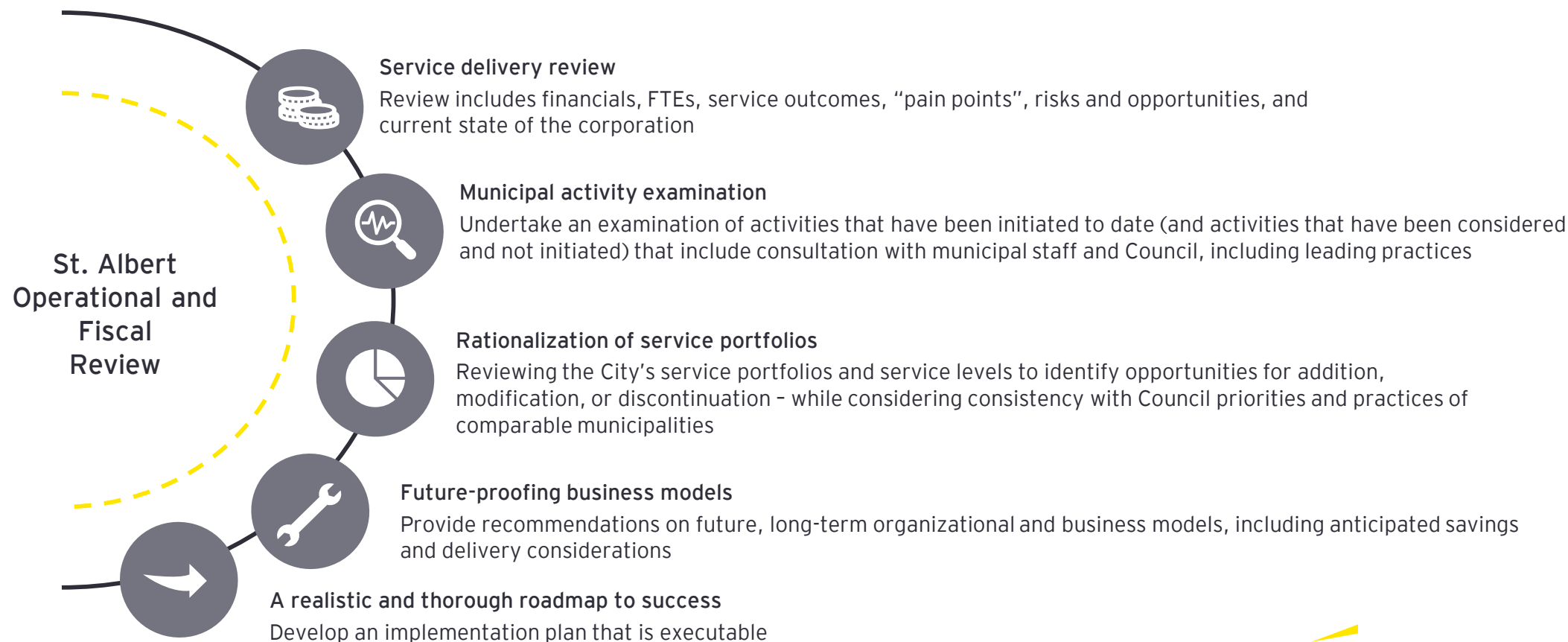
Program background



Program background | Objectives



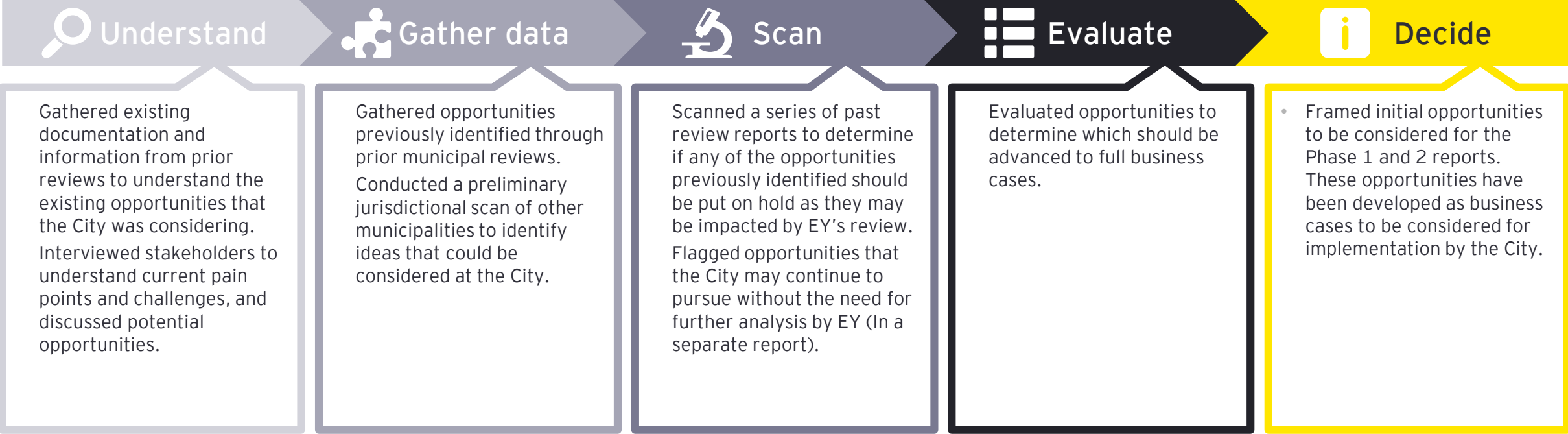
The operational and fiscal review takes into consideration the uncertain economic realities of a post-pandemic landscape, existing evolution of resident needs, increasing demands for service quality and higher service levels against the backdrop of economic, demographic and technological change. It also takes into account the work completed by the City to identify cost efficiencies through its Priority Based Business Planning and Budgeting (PBB) exercise, previous service reviews, and the financial modeling exercise conducted to identify ways to mitigate financial impacts of the COVID-19 pandemic. EY is conducting this review based on the five parameters illustrated below:



Program background | Approach



A starting point for the analysis was the previous and ongoing work done by the City. It was observed that through prior service reviews and audits, the City had already identified and initiated actions on a number of short-term/quick-win (< 6 months) recommendations in order to reduce costs and improve service efficiency.



Program background | Key activities



The project consisted of five major activities over the course of Phase 1 and Phase 2 with the following objectives:



Extensive consultations within the City were conducted to gather inputs on challenges, pain points, and desired future state to help inform opportunities for improvements.



Financial analysis of all departments to understand key drivers of revenues and expenditures and analyze trends to identify areas of concern and opportunity.



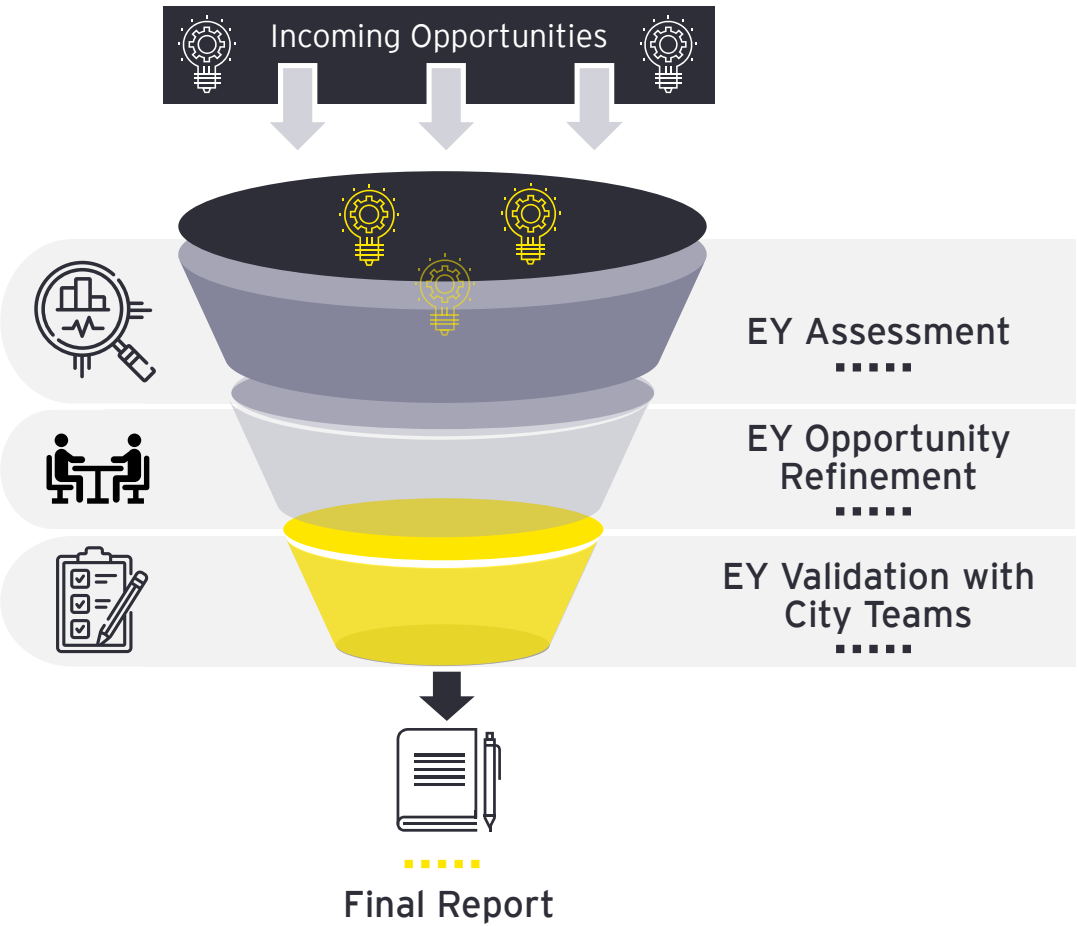
Comparative review of certain services and service levels at St. Albert with those in peer municipalities across Canada to identify improvement opportunities.



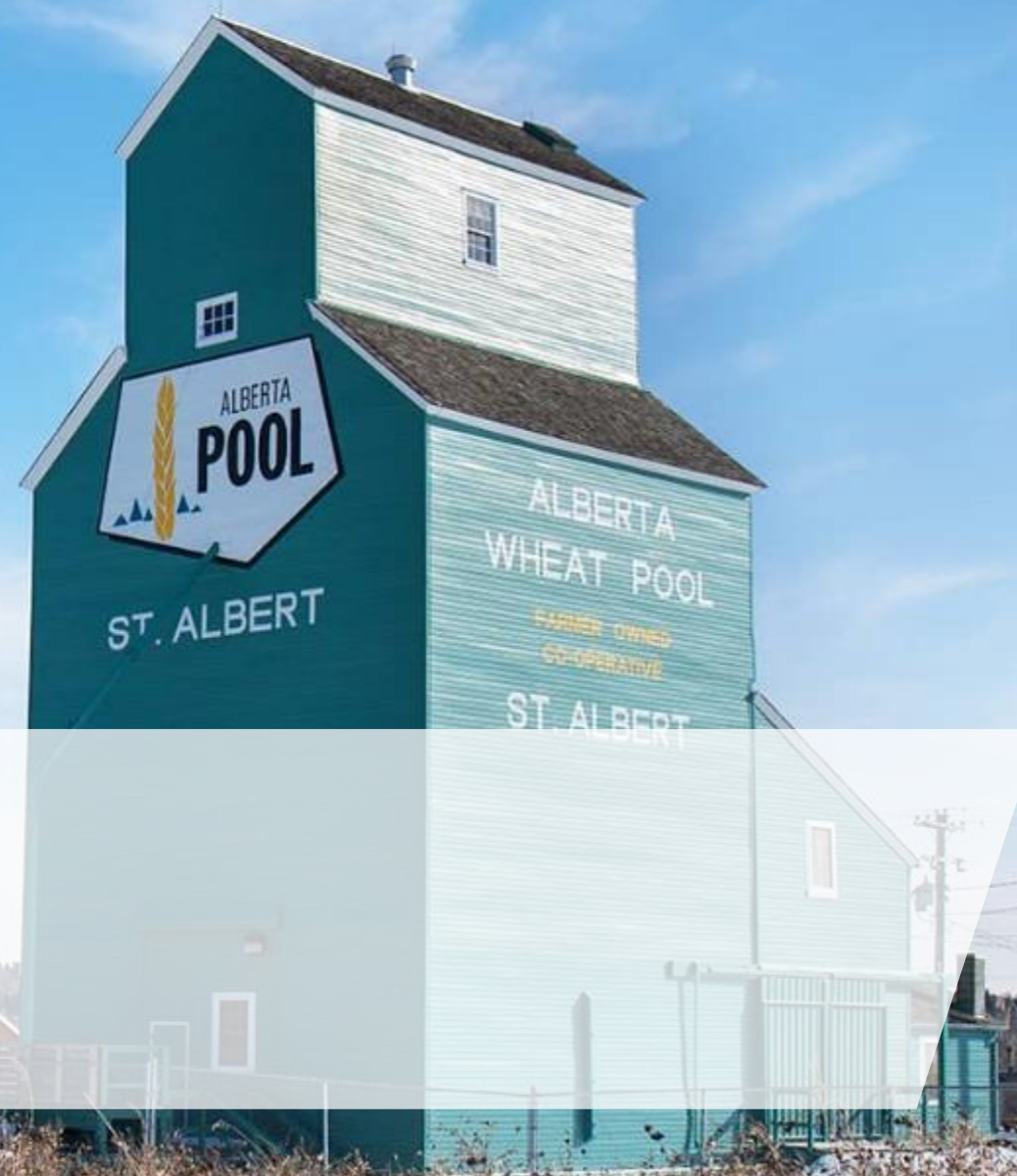
Jurisdictional scan to identify leading practices applicable to the City which could help improve operational efficiency and financial sustainability.



Development of business cases focused on reducing the net cost of service delivery, improving productivity and transforming future operations.



Executive summary



Executive Summary | Introduction



We would like to thank City Council, the Internal Audit Steering Committee, the Executive Leadership Team and City staff for their support and participation over the last number of months. Reviews of this nature take time from City resources to support and this is often done in addition to their daily responsibilities. We appreciate the support in providing EY with required data and context related to City operations. Finally, we appreciated the impartiality as we reviewed departments, discussed alternative delivery models, considered process changes and brought forward new opportunities.

We commenced the Operational and Fiscal Review in August 2020 and through Phase 1 and 2 we have performed reviews across 15 departments and looked across the numerous services provided by the City. Through this process we have identified 40 opportunities that are included in this executive level report.

This report will provide an overview of issues facing cities around the globe and bring that context to our observations for the City of St. Albert. It will review the financial impact of the opportunities identified and provide an implementation roadmap and related considerations. Finally, it provides an overview of the 40 opportunities and the specific recommendations for each.

Executive Summary | What the City is doing



Work Underway

The City has been diligent in conducting work both prior to and during our review, to reduce expenses and streamline operations. We would like to acknowledge the City for their continued focused approach to these areas.



The City has completed numerous service reviews (internal and through third parties) to identify potential opportunities for improvement and the subsequent prioritization of initiatives for implementation.



The City reduced their forecasted deficit result from COVID-19 impacts through real time expense management actions.



The City completed a Priority Based Business Planning and Budgeting (PBB) exercise to identify opportunities for service refinements and cost reductions.



The City is continuously searching for, and identifying, both new sources of revenue and cost reduction opportunities that will impact the 2021 budget and beyond.

Many initiatives and actions already underway at the City are not reflected in this report as decisions have already been made by the City related to their implementation. However, 8 cases worth a total of \$3.4M in net benefits (over a 5 year period) are building on work already underway or in the planning stages at the City today.

Below average spending per capita: According to the Canadian Tax Payers Federation June 2020 Municipal Spending Report, St. Albert ranks 9 out of 14 in Alberta big cities (30,000+ population) spending \$2,896 per person which is 15% less than the average of \$3,401.

Financial Reporting: The Government Finance Officers Association of the United States and Canada awarded St. Albert the Canadian Award for Financial Reporting for its 2019 Annual Report.

Executive Summary | Pressures







OVERVIEW

While there is plenty of work underway at the City related to cost management and service delivery, significant pressures remain prevalent.

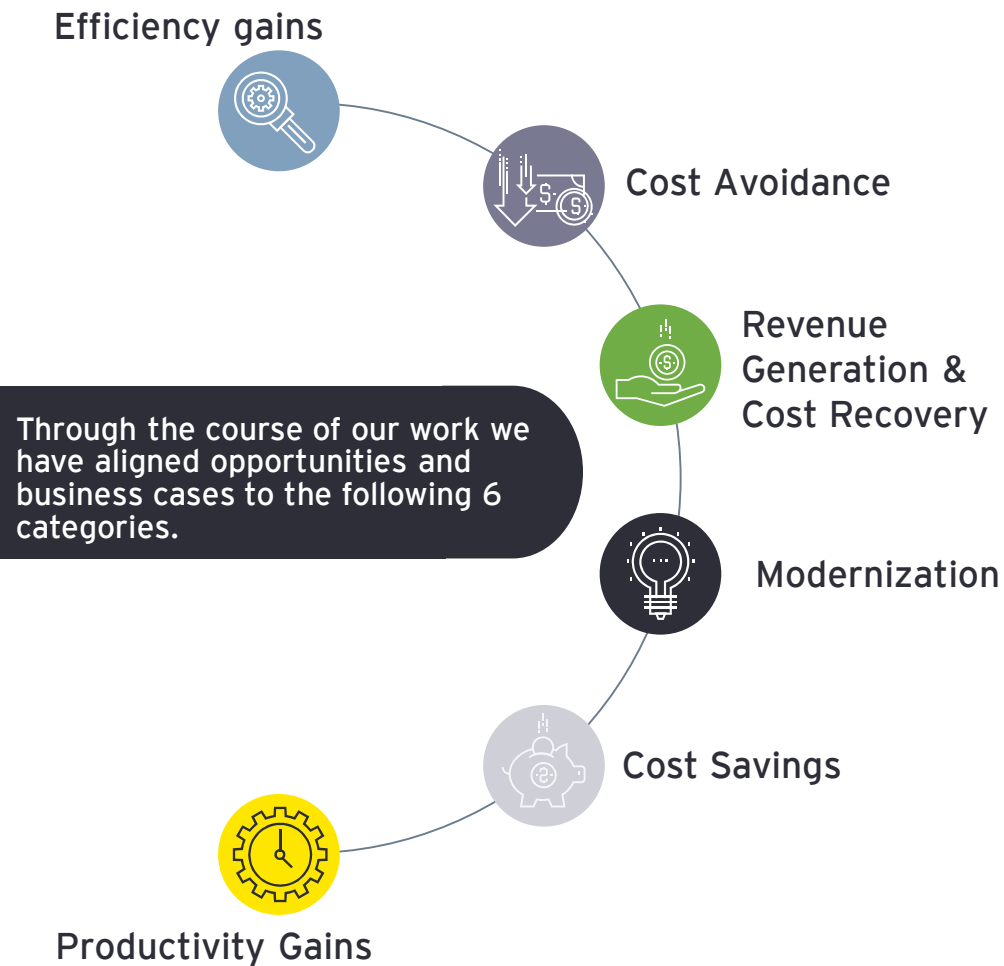


Examples of imminent pressures currently faced by the City include:

-  **Reduced municipal funding from the province** creating downward financial pressure to the City.
-  A **growing infrastructure deficit** that, when combined with reduced federal and provincial grants, will increase the pressure on the municipal tax base.
-  Planned **changes to the provincial Disaster Recovery Program** could make municipalities responsible for up to 10% of costs for natural disasters (program details are still outstanding) which will create uncertainty related to reserve policies and balances.
-  Ongoing **fiscal pressures related to COVID-19 impacts**.

While the City has some control over the management of the infrastructure deficit, the remaining pressures are beyond their control. The City needs to be proactive in their approach to solving these challenges, reducing reliance on other levels of government and taking a broad based approach to managing fiscal realities.

Executive Summary | Solutions



HIGHLIGHTS

40 opportunities providing a net benefit of \$22.9M



83% of opportunities are related to cost savings for a total of \$18.9M



24 process improvement initiatives totalling 16.7M in net benefit



Note: dollar values presented above are cumulative over a 5 year period

The importance of revenue generation

While solutions outlined to the left are important, with cost savings providing the greatest opportunity today, arguably going forward the City will need to **pay particular attention to alternative sources of revenue generation**. This is a challenge facing municipalities across the globe as their reliance on other levels of government for grant funding will decrease dramatically. We recognize the work the City has already done through the solar farm project and looking at the feasibility of a power corporation as these will help offset reliance on taxes. As this is a new area for many municipalities, the City will need to continually push the boundaries to solidify steady and reliable alternative funding sources as a permanent way of doing business.

Diversifying the tax base

Of considerable importance is the continued movement away from an 80/20 residential to commercial tax base, reducing the reliance on the resident and increasing the commercial to a more sustainable 70/30 split. **We encourage the City to continue their efforts in this area and have made recommendations to accelerate this process.**

Executive Summary | Where to go from here



Top 5 opportunities for implementation

- While there are 40 opportunities identified within this report, each having its' own merit, there are certain cases that we feel should be a priority of the City.
- They are not just based on the dollar value of net benefits to be realized, they also consider the transformative nature to City operations in the future.

Additional details on these opportunities can be found in both the Financial Analysis and Implementation Roadmap sections of this report and the details contained within Appendix 1 and 2.

The top 5 most impactful opportunities for consideration include:



Future of work/modern workplace (#1-7)



Category Management and strategic sourcing (procurement) (#1-20)



Digitization of City services and creation of a one window mechanism (#2-7)



Investment promotion to expand non-residential tax base (#2-16 / #1-5)



Review of library grant funding (#2-10)

Executive Summary | Where to go from here



Next Steps

This report is just the beginning. The City will now need to determine which opportunities will proceed, when they will start, and how they will integrate this work into the corporate planning process.

Consideration will need to be given to City resources, community impacts, and change implications with some complex decisions to be made in the coming months.

The opportunities that generate the greatest benefits will require dedicated time and effort from the City to realize. These opportunities should be reviewed and prioritized by the City in the pursuit of achieving the potential benefits highlighted.

Diligent program management, setting of KPI's, monitoring progress, reporting back, and setting accountabilities will be critical to success.

The hardest thing to do is break free of the status quo. The City has demonstrated a willingness, and ability, to do just that and we have identified opportunities that will continue to push that boundary. It is key for the fiscal health of the City going forward that the City continue to think differently about cost management, avoidance and revenues.



Global to local - Trends impacting cities today

The need for Operational and Fiscal Reviews

Why cities in Canada and across the globe are looking to conduct deep-dives into their services and delivery models to identify efficiencies.



Insights

- While there is always pressure to deliver services efficiently in the public sector, the COVID-19 pandemic and the disruption associated with it in Canada and around the world has resulted in dramatic economic impacts being felt in municipalities across the country (and the globe). Concerns are arising from municipalities that their local economies, businesses and residents will continue to experience financial difficulties moving forward and require unanticipated levels of support for a significant period of time.
- Municipalities will need to prepare to navigate the uncertain economic realities of a post-pandemic landscape. Combined with an existing evolution of resident needs and increasing demands for service quality and higher service levels against the backdrop of economic, demographic and technological change, it is a complex period for municipalities. It is clear the environment is shifting, particularly in the areas of governance, efficiency and service delivery, in 3 major ways as illustrated below:

ACCOUNTABILITY

Higher focus and scrutiny on accountability across all levels of government – especially local governments – to be transparent, sustainable, and impactful in service delivery.

MODERNIZATION

With rising demand for services, and changing customer preferences, the need to leverage technology-driven transformation has never been more important to augment human effort and improve efficiency.

FISCAL HEALTH

Financial pressures compounded by the COVID-19 pandemic, rising costs of service delivery, and a sluggish growth (sometimes decline) of revenue streams, have led to increased scrutiny on financial well-being.

In order for a service review to be successful, and set the City up for success, the following components are key:

- While continuing to respect legislative requirements, the City should take a critical look at determining its role in service delivery and assess their role as a funder, provider or regulator of the services they currently provide.
- A willingness to consider what service levels the City should aim to achieve and how residents prioritize different services; and,
- An openness to consider a variety of service delivery models, including leveraging the private sector, and creating competition among service providers.

Starting globally | Trends being faced by cities

St. Albert is not alone on the issues they are facing both now and into the future...consider the following statistics.



Cities need to upgrade their infrastructure and improve public services to enhance overall liveability and wellbeing ...



Today, **56%** of the world's population resides in **cities**. This figure will rise to **60%** in 2030.

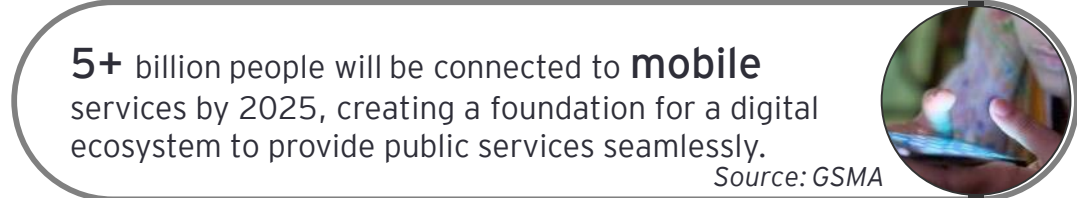


By 2030, the world is projected to have **662** cities with over 1 million inhabitants and **43** megacities with more than 10 million residents.

Source: UN

75+ billion internet-of-things (IoT) devices will be **connected** by 2025, generating enormous amounts of data that can be used to optimize assets and services.

Source: Cisco



5+ billion people will be connected to **mobile** services by 2025, creating a foundation for a digital ecosystem to provide public services seamlessly.

Source: GSMA



A strong **demographic shift** is leading to an older population, in which **2.1b people** will be over 60 by 2050.

Source: UN



Cyber breaches have increased by **11%** since 2018 and 67% since 2014. Hackers attack every **39 seconds** in a day.

Source: Accenture, University of Maryland

Aging City infrastructure needs to be updated to exploit the opportunities offered by digital evolution and to create resilience for the future.

Source: EY analysis



\$15 trillion investment gap required globally to meet the expected need to modernize infrastructure between 2017 and 2040.

Source: Global Infrastructure Hub

Starting globally | Trends being faced by cities

St. Albert is not alone on the issues they are facing both now and into the future...consider the following statistics.



... while reaching global climate targets and addressing tight public sector budget constraints



Cities account for more than **75%** of greenhouse gas **emissions**, and the 100 cities with the greatest footprints account for 18% of global emissions.
Source: IEA and NUST



More than **80%** of people living in urban areas that monitor pollution are exposed to **air quality levels** exceeding WHO limits.
Source: WHO

Less than half of city residents worldwide have access to essential public health services.
Source: World Bank



Global **migration** is constantly growing, reaching **258** million people in 2017, an increase of 49% compared with 2000. This includes 26 million refugees and asylum seekers
Source: UN



Only 16% of the world's 2+ billion tons of municipal waste is recycled, with waste expected to grow to 3.4 billion tons by 2050.
Source: World Bank



79% of city chief resilience officers worldwide view **social equity** as the top priority for a post-pandemic recovery.
Source: Resilient Cities Forum

More than **85% of global GDP** is generated in urban centers nowadays.
Source: World Bank

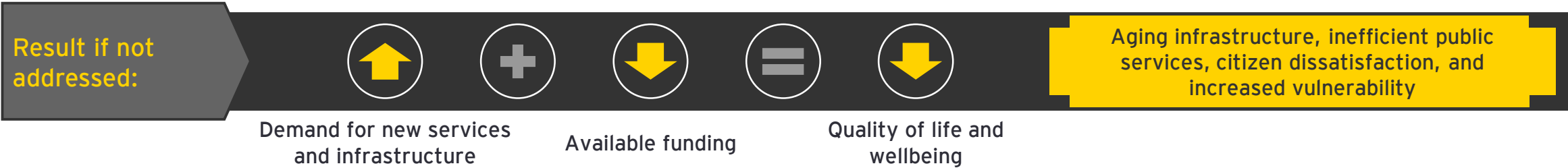
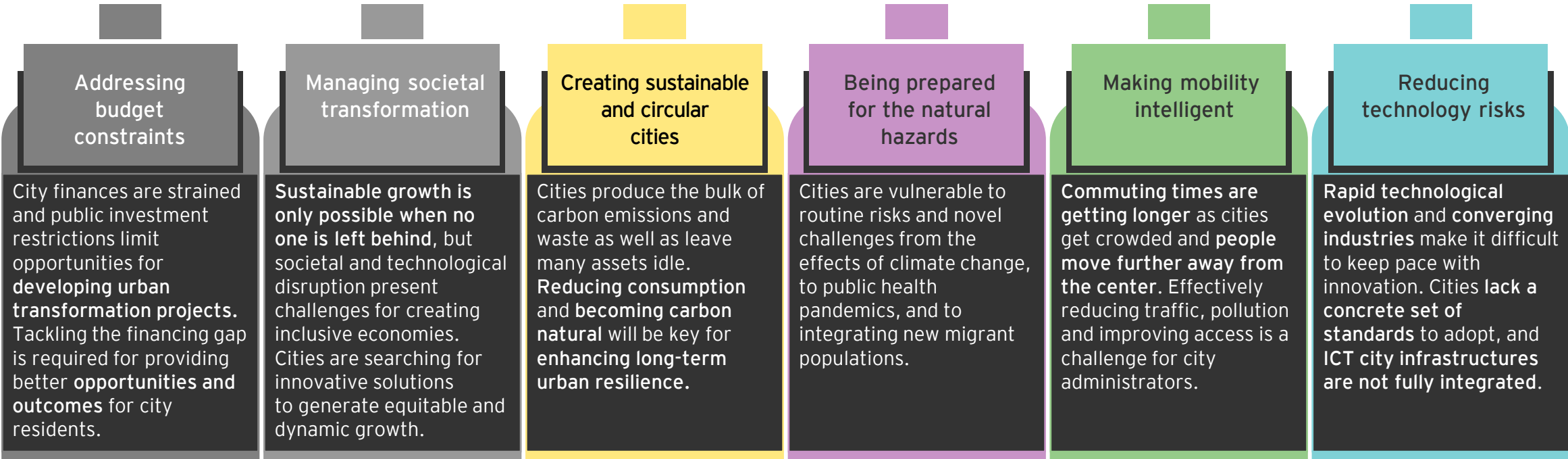


The **average income** of the richest 10% of the population is **nine times** that of the poorest 10% across OECD countries, up from seven times 25 years ago.
Source: OECD



Starting globally | Common issues cities need to address

While in varying degrees, these issues are prominent both around the globe and within the City of St. Albert's current operating environment.

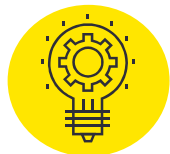


Bringing it local | St. Albert department review highlights



A summary of the key highlights from consultations with department leadership and staff, and a review of the service portfolio and offerings is discussed below.

Re-evaluating service models



Most departments follow a hybrid model for service delivery leveraging a combination of in-house and contracted services. A periodic cost-benefit review of options may generate opportunities for savings.

Transforming service delivery



As the City grows, traditional models of service delivery may lead to rising costs. The City can leverage learnings from peers to transform service delivery models (e.g. civilianization of policing) and improve flexibility and cost effectiveness.

Re-thinking the role of the City



Opportunities exist for the City to re-evaluate its role in direct service delivery and explore alternate options (e.g. should the City be a funder, provider, or regulator of services) in light of budgetary pressures.

Exploring revenue generation opportunities



As the growth in traditional sources of revenue is not sufficient to keep up with the growth in expenditures from increased service demand, the City must look for opportunities to explore new revenue streams to ease financial pressures.

Addressing Capacity Constraints



Stakeholders indicated capacity constraints in certain services (e.g. issues management) pointing to opportunities to augment resources with technology and streamline processes for efficiency.

Improving technology maturity



The City has made strides to embrace technology in service delivery. However, there is still scope to improve the technology footprint through increased digitization and automation to improve services.

Reviewing services and service levels



Opportunities exist to review the level of service provided by the City for various services in the light of budgetary pressures, and scale down investments in services in a manner that is both fiscally responsible and avoids disruption to residents.

Implementing strategic transformation



The City is currently exploring opportunities to bring transformative changes to various internal processes (budget preparation, grant management etc.) which may help improve fiscal effectiveness and alignment to strategic objectives.

Bringing it local | St. Albert business case themes



EY developed a number of business cases in Phase 1 and 2 in order to address the challenges and pain points identified during the department reviews. The business cases focused on improving operational and financial efficiencies at the City and leveraging leading practices to set the City up for success in the future. In order to guide the development of business cases, the team identified key themes based on commonalities of outcomes (results) as outlined below.

Centralization

Address duplication of functions within the City by exploring opportunities for centralization and/or shared service delivery.

Alternative Service Delivery

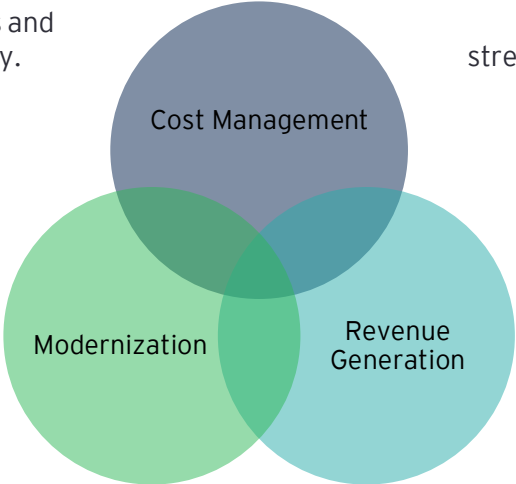
Explore alternative methods of service delivery to realize efficiencies and savings without disrupting service delivery to the residents of the City.

Automation

Transform the way the City works by eliminating manual, repetitive, and transactional work by leveraging automation technologies such as AI, RPA etc. to free up FTE capacity to focus on higher value tasks.

Digitization

Transform service delivery to residents and businesses by eliminating manual touchpoints, and instead using digital channels to provide an efficient, cost-effective, and transparent citizen experience.



Program and Service Level Review

Review existing programs or services to explore opportunities to revise service levels or service delivery models to reduce the net cost of service delivery.

Process Re-engineering

Review processes at the City to reduce or eliminate redundant activities and streamline operations in order to improve efficiency and effectiveness at the City.

Cost Recovery and Pricing Review

Review and update fee schedules so that they are fully reflective of the true cost of service delivery, while also exploring opportunities to levy fees for activities that are currently provided without charge at the City.

New Business Models

Explore opportunities for the City to extend existing services to other entities for a fee, or introduce new services using existing resources in order to generate new streams of revenue.

Financial analysis



Financial impact by business case¹



		a	b	c	= a + b - c	
SI No.	Business Case	Revenue ^{3,4}	Cost Savings ^{3,4}	Implementation Cost ^{3,4}	Cumulative 5 yr Net Benefit ^{3,4}	Timeline to implement ²
1-1	Means testing for FCSS counselling services	-	\$275K	-	\$275K	< 6 months
1-2	Business incubator for social profits	-	\$830K	\$15K	\$815K	6 - 18 months
1-3	Library delivery model review	-	\$344K	-	\$344K	< 6 months
1-4	Arden Theatre ticketing system upgrade	-	-	-	-	< 6 months
1-5	Economic development mandate refresh	-	-	-	-	6 - 18 months
1-6	Shared workspaces	-	-	-	-	6 - 18 months
1-7	Future of work/modern workplace strategy	-	\$893K	-	\$893K	6 - 18 months
1-8	Partnerships and sponsorships for recreation facilities	\$2.11M	-	\$273K	\$1.84M	< 6 months
1-9	Regional partnerships for recreation service delivery	-	\$1.55M	-	\$1.55M	6 - 18 months
1-10	Handibus service review	-	-	-	-	6 - 18 months

¹Financials may not reconcile to the cases or sum accordingly due to rounding of balances to the nearest thousand

²Timeline to complete implementation is from the date that the initiative is started

³Financials reflect the mid-range (average of high and low) and are reflected over a five year period from the date that the initiative started and is dependent on the City having the resources to focus on the initiatives

⁴Phase 1 opportunities were extrapolated to 5 years from 3 for consistency between Phase 1 and 2

Financial impact by business case¹



		a	b	c	= a + b - c	
SI No.	Business Case	Revenue ^{3,4}	Cost Savings ^{3,4}	Implementation Cost ^{3,4}	Cumulative 5 yr Net Benefit ^{3,4}	Timeline to implement ²
1-11	Operating model re-design	-	-	-	-	6 - 18 months
1-12	Alternative service models for IT service desk	-	\$111K	\$87K	\$25K	6 - 18 months
1-13	Shared services model for audio visual resources	-	-	-	-	< 6 months
1-14	Centralization of communications and marketing	-	\$825K	\$74K	\$751K	6 - 18 months
1-15	IT cellular device policy review	-	\$421K	\$18K	\$403K	6 - 18 months
1-16	Improved integration of department and corporate plans	-	-	-	-	> 18 months
1-17	Continued environmental stewardship	-	-	-	-	< 6 months
1-18	Dispatch model review	-	-	-	-	> 18 months
1-19	Fees Schedule Review	\$248K	\$198K	-	\$446K	6 - 18 months
1-20	Category management and strategic sourcing (procurement)	-	\$4.56M	-	\$4.56M	6 - 18 months

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SI No.	Business Case	Revenue ^{3,4}	Cost Savings ^{3,4}	Implementation Cost ^{3,4}	Cumulative 5 yr Net Benefit ^{3,4}	Timeline to implement ²
2-1	Continue Towards Centralized Asset Management	-	-	-	-	6 - 18 months
2-2	Shared Services for Public Participation	-	\$70K	\$10K	\$60K	6 - 18 months
2-3	Standardize Capital Project and Contract Management Procedures	-	-	-	-	6 - 18 months
2-4	Alternative Service Delivery for Public Works Services	-	(\$39K)	\$24K	(\$63K)	6 - 18 months
2-5	Re-Municipalization of Organic Waste Collection	-	-	-	-	< 6 months
2-6	Increased Tiered Policing and Civilianization	-	\$1.34M	\$863K	\$473K	> 18 months
2-7	Digitization of City Services and Creation of One Window Mechanism	-	\$1.21M	\$770K	\$444K	6 - 18 months
2-8	Revenue opportunities for planning services	\$223K	-	-	\$223K	6 - 18 months
2-9	Review of civic partner funding and grant management	-	-	-	-	< 6 months
2-10	Review of library grant funding	-	\$7.3M	-	\$7.3M	6 - 18 months

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SI No.	Business Case	Revenue ^{3,4}	Cost Savings ^{3,4}	Implementation Cost ^{3,4}	Cumulative 5 yr Net Benefit ^{3,4}	Timeline to implement ²
2-11	Exploring partnership structures for Arden Theatre operations	-	\$1.27M	-	\$1.27M	6 - 18 months
2-12	Rapid response vehicle program for fire services	-	-	-	-	> 18 months
2-13	Automation of internal City processes	-	\$183K	\$262K	(\$79K)	> 18 months
2-14	New Business Models and Revenue Generation	-	\$613K	-	\$613K	6 - 18 months
2-15	Investment promotion to expand non residential tax base	-	-	-	-	> 18 months
2-16	Third party adjudication of disability claims management	-	\$990K	\$250K	\$740K	6 - 18 months
2-17	Modernize building and development application process	-	-	-	-	6 - 18 months
2-18	Budget process modernization	-	-	-	-	> 18 months
2-19	Organizational structure review	-	-	-	-	> 18 months
2-20	Municipal Reserve methodology refresh	-	-	-	-	< 6 months
Totals		\$2.58M	\$22.94M	\$2.64M	\$22.88M	

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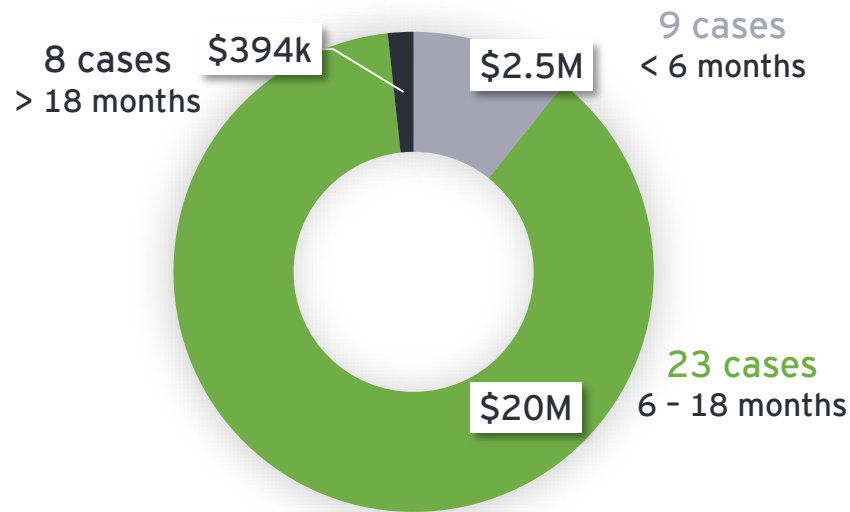
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Financial analysis of opportunities¹

5 Year Net Benefits Grouped by Time to Implement

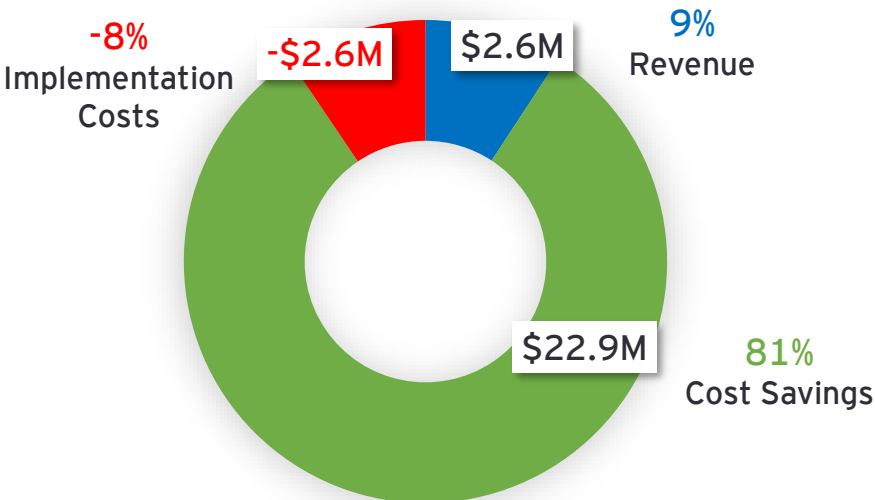


HIGHLIGHTS

- Over 80% of business cases, with \$20M total net benefits (cumulative over 5 years), estimate an implementation timeline between 6-18 months. Many of these business cases require preliminary groundwork by the City to compile detailed implementation plans, consult with impacted stakeholders and assemble project delivery teams.
- Although ~23% of business cases fall into the > 18 month range, only 2% of projected net benefits are generated within this category due to the transformative nature with the business case focusing on future service delivery rather than immediate cost savings.

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5 Year Savings vs. Investment



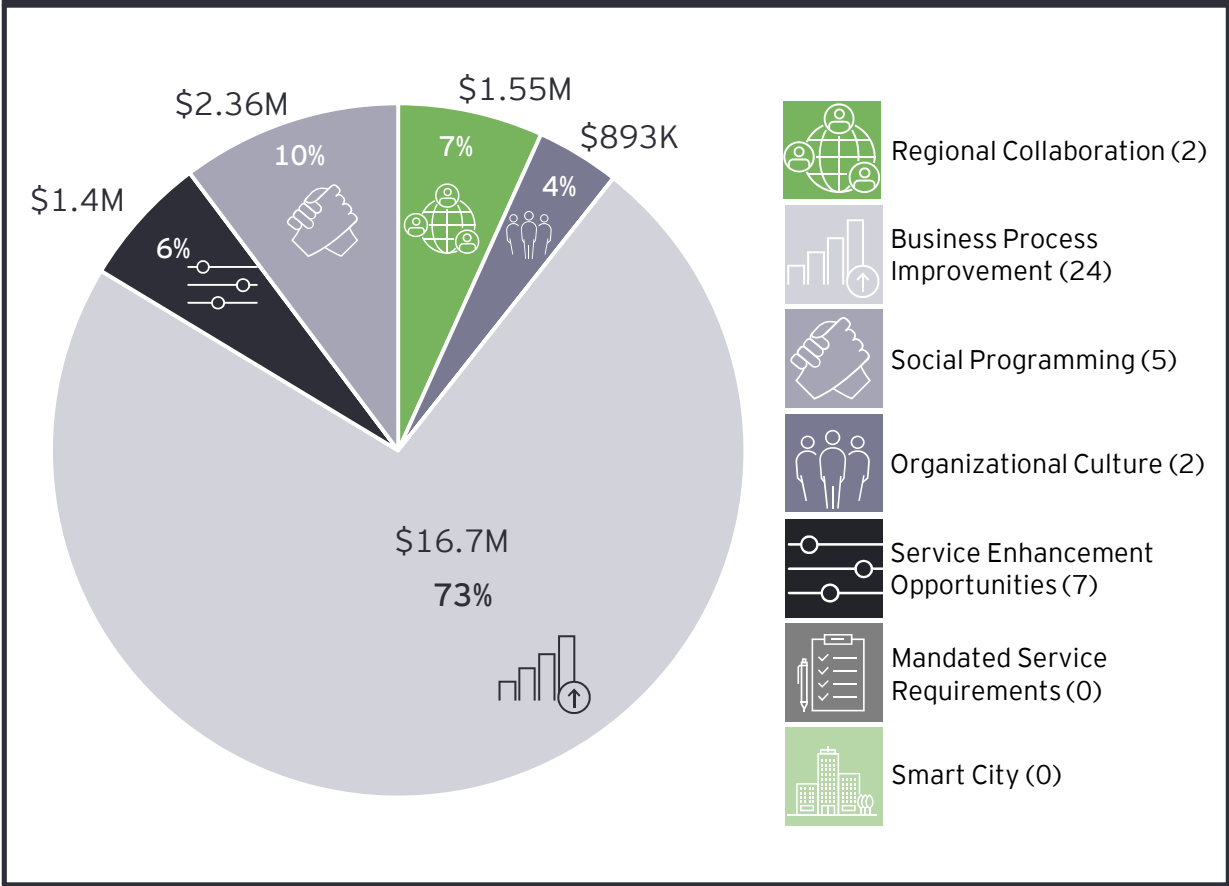
HIGHLIGHTS

- The implementation costs of \$2.6M to realize the total revenue and cost savings for all opportunities would be paid for just by the additional revenue that would be gathered over a 5 year period.
- Overall, this would require less than a 10% investment to realize approximately \$23M in cumulative total benefits over the 5 year period.
- As per the graph to the left, the timeline to fully implement individual opportunities provides for a rapid recovery of related implementation costs.

Financial analysis of opportunities¹



Projected 5 Year Net Benefit by Administrative Priority



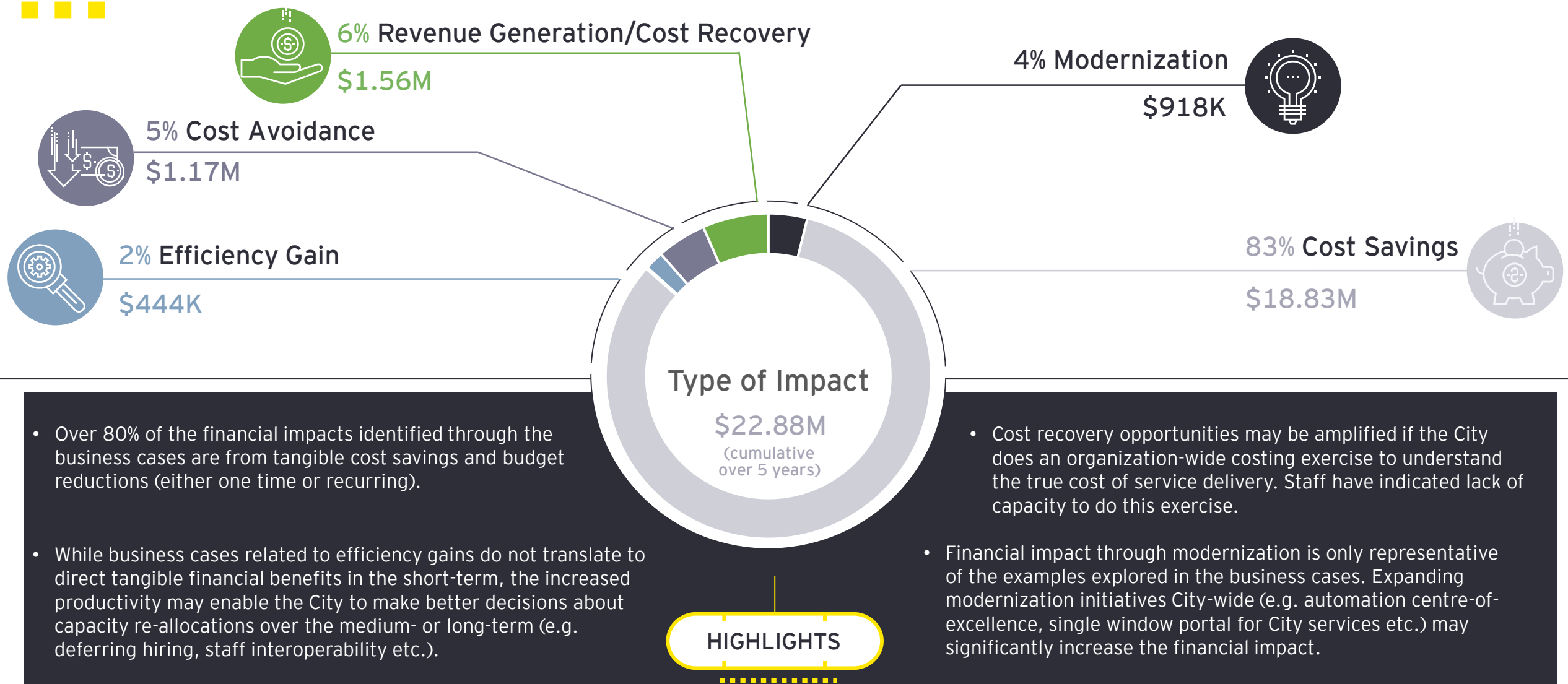
HIGHLIGHTS

- Council sets the strategic priorities for the City with Administration setting their priorities to enable the support of Council.
- In conjunction with Council priorities as defined in the City's budget, St. Albert Administration identified several priorities focused on key operational activities intended to maintain the strength and service delivery capacity of the City.
- The graph on the left represents the percentage of business cases that fall within each of these administrative priorities.
- Recognizing that the City has already gone through a service level review, a large portion of business cases developed through the fiscal review resulted in business process improvement opportunities (26 cases worth a mid-point of \$17.5m in net benefits over 5 years and representing 74% of total net benefits).



¹Financials may not reconcile to the cases or sum accordingly due to rounding of balances to the nearest thousand
Executive Report | May 2021

Financial analysis of opportunities¹

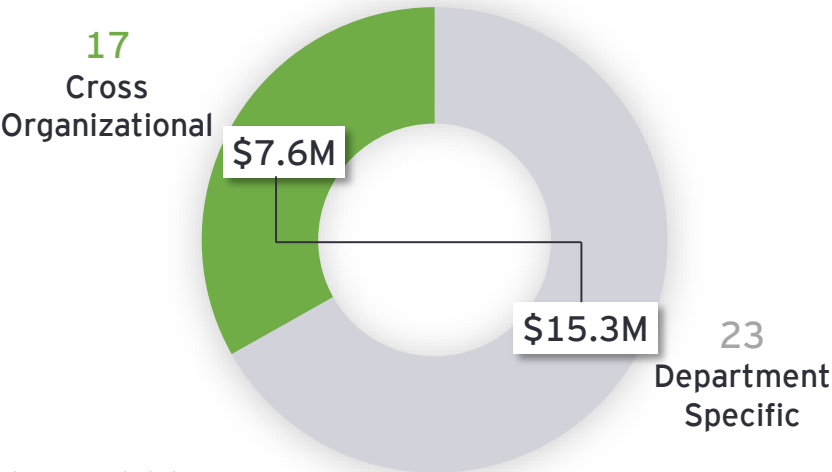


¹Financials may not reconcile to the cases or sum accordingly due to rounding of balances to the nearest thousand. The following graph does not highlight any categories with values under \$50k.
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Financial analysis of opportunities¹



Department Specific vs. Cross Organizational Cases



Note: dollar values presented above are cumulative over a 5 year period

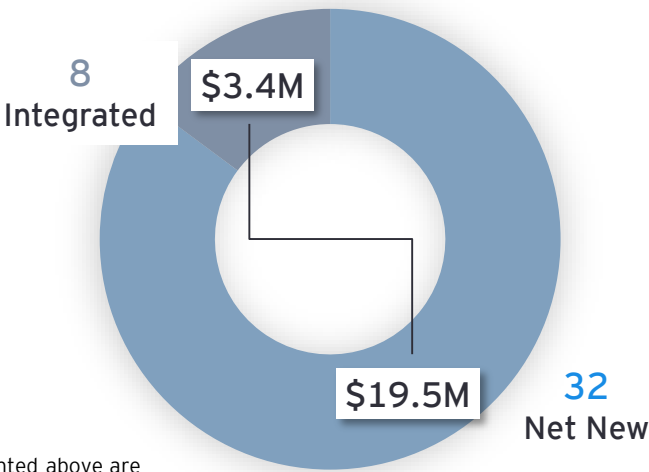
HIGHLIGHTS

- Over 50% of savings were identified through the recommendation of department specific initiatives. The EY team worked with two sets of departments over Phase 1 and 2 to identify opportunities associated with existing processes.
- Cross organizational business cases explored opportunities within which two or more departments would be impacted, and represented ~33% of identified savings.



¹Financials may not reconcile to the cases or sum accordingly due to rounding of balances to the nearest thousand.
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Net New Opportunities vs. Integration with Existing Initiatives



Note: dollar values presented above are cumulative over a 5 year period

HIGHLIGHTS

- Through the completion of this review, there were several ongoing initiatives at the City that opportunities in this report build on. These initiatives impacted 20% of business cases and represents the City's ongoing commitment towards continuous improvement.
- 80% of business cases represent net new opportunities for the City to explore. These opportunities were identified through leading practice research along with input from City staff according to existing challenges and opportunities for improvement.

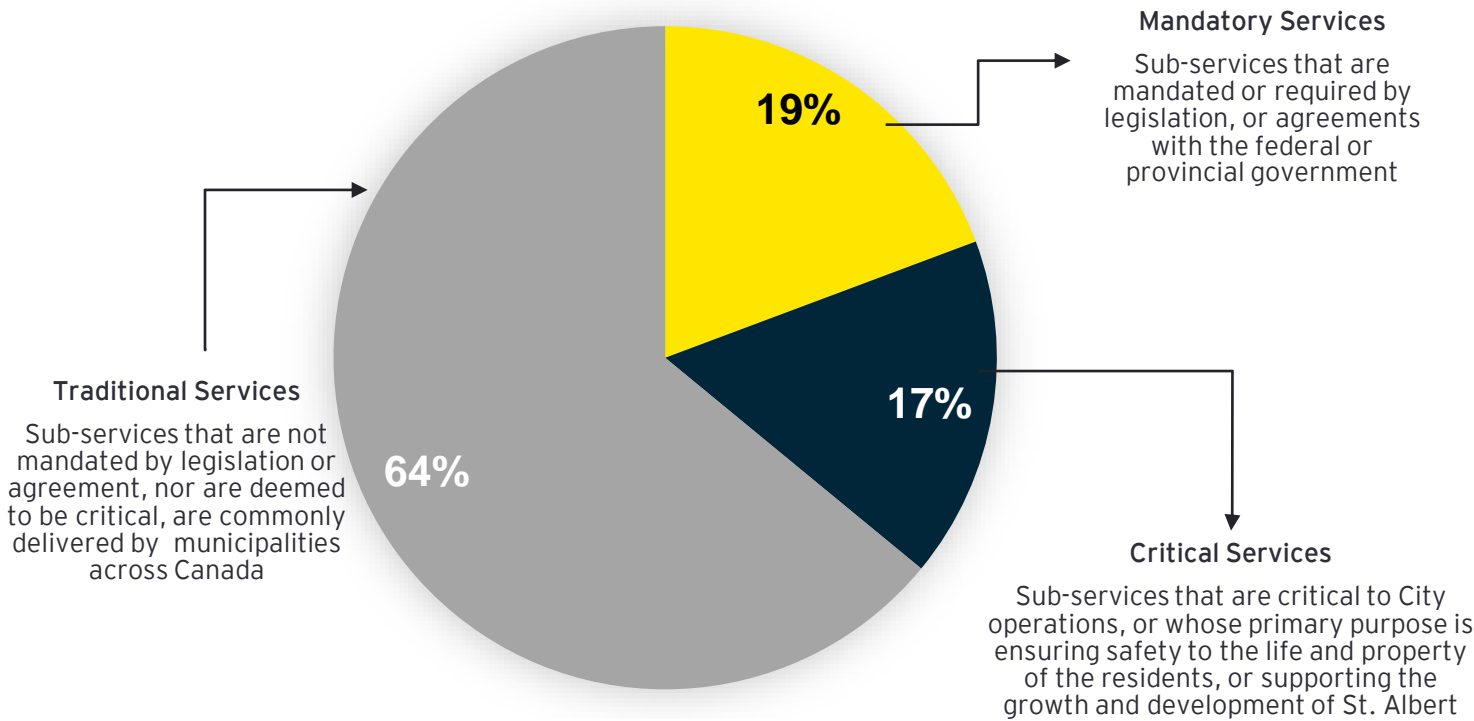


Service reviews and net benefits



As part of the identification of opportunities for cost reduction at the City, separate research was conducted to ascertain the approach for identifying candidates (programs and service areas) that could potentially be considered for reduction or discontinuation. This included a review of the City’s external services. Key findings are discussed below:

Categorization of External Facing Services* Provided by the City



HIGHLIGHTS

- Services delivered by the City are predominantly categorized as “Traditional” in nature, pointing to the opportunity to review both service level and service delivery approach as legislative requirements do not apply here.
- There are no services which can be classified as “Exceptions”, which are services provided by the City but not by other peer municipalities, indicating that the types of services provided are not out of the norm.
- Services were then categorized according to usage and financial impact of each “non-mandatory traditional” service, opportunities were identified for further analysis during Phase 2 and where opportunities were identified they became business cases.
- No services have been identified for discontinuation.

Business cases developed for review of services or delivery models for these non-mandatory traditional services estimate a net benefit ranging from a low of \$6.2M to a high of \$11.8M over a 5 year period.

*Based on the City’s external service inventory
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Implementation roadmap



Implementation roadmap | Key considerations



Overview

With 40 business case opportunities identified through Phase 1 and 2, all with varying degrees of complexity, duration and benefit, the City will need to analyse capacity to implement the projects in a manner that achieves the intended outcomes while managing impact to City operations.

As the City undertakes the process of deciding which opportunities will advance and when, they will need to consider the ability of staff to support the work, requirements for any support from third parties and the lead time it may take to complete necessary up front planning.

Once the overall program timeline has been mapped out and prioritized it will then be important to:

- 1 Establish effective program management controls and monitoring to support successful outcomes
- 2 Develop KPI's and scorecards to evaluate progress toward objectives
- 3 Provide regular reporting on progress, decisions made, successes and challenges



This is not all about fiscal savings. Business cases that focus on transformation may have no immediate financial benefit calculated in this report. However, they focus on how services can be transformed to support future growth of the City while managing increasing costs, and are therefore critical to consider both from a service delivery perspective and also in relation to longer term cost avoidance.

As the City works to develop this overall program it will need to incorporate planning and decisions in conjunction with the corporate planning cycle, while understanding Council's strategic priorities and administrative strategic priorities to support alignment.

Note:

- Individual business cases have implementation plans specific to their requirements that will assist administration in developing an implementation timeline that the City can operate within. The summary in this report speaks to high level implementation considerations across the program.
- A legend is provided at the end of this section in order for the reader to reference business case numbers listed on the following pages to the appropriate business case title.

Implementation roadmap | Highest impact business cases

Business cases that have the highest impact - in terms of financial benefits and organizational impact, are listed below.



Top 5 Business Cases By Financial Impact¹

- 1-8 Partnerships and sponsorships for recreation facilities (\$1.84m)
- 1-9 Regional partnerships for recreation service delivery (\$1.55m)
- 1-20 Category management and strategic sourcing (\$4.56m)
- 2-10 Review of library grant funding (\$7.3m)
- 2-11 Exploring partnership structures for Arden Theatre operations (\$1.27m)

Top 5 Business Cases By Transformational Impact

- 1-7 Future of work/modern workplace strategy
- 2-6 Explore Increased Tiered Policing and Civilianization
- 2-7 Digitization of City Services and Creation of One Window Mechanism
- 2-12 Rapid response vehicle program for fire services
- 2-16 Investment promotion to expand non residential tax base (Along with business case # 1-5)

Legend

- Administrative approval
- Council approval
- ⬡ Third party involvement
- High complexity
- Medium complexity
- Low complexity

HIGHLIGHTS

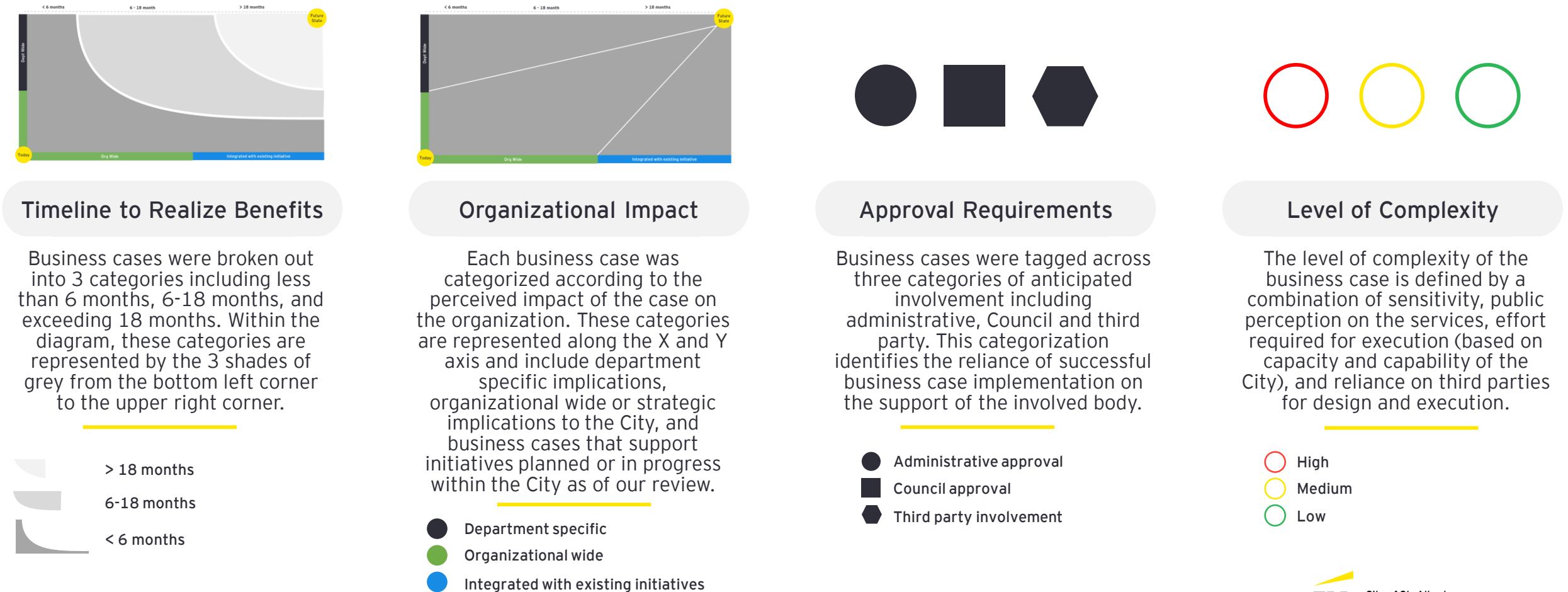
- The 5 cases circled with a dotted green box can be considered most impactful to the City in the coming years from either a financial or transformational perspective.
- These cases were identified by looking at the top 5 opportunities that provided the highest potential net financial benefit and also the top 5 opportunities that also have the potential to transform the way in which the City is able to deliver services in the longer term.
- While these are areas we encourage the City to consider as priority areas, they should not be at the expense of other important opportunities identified which can be balanced through a well thought out implementation time table.

¹Financials reflect the mid-range (average of high and low) and are reflected over a five year period from the date that the initiative started and is dependent on the City having the resources to focus on the initiatives

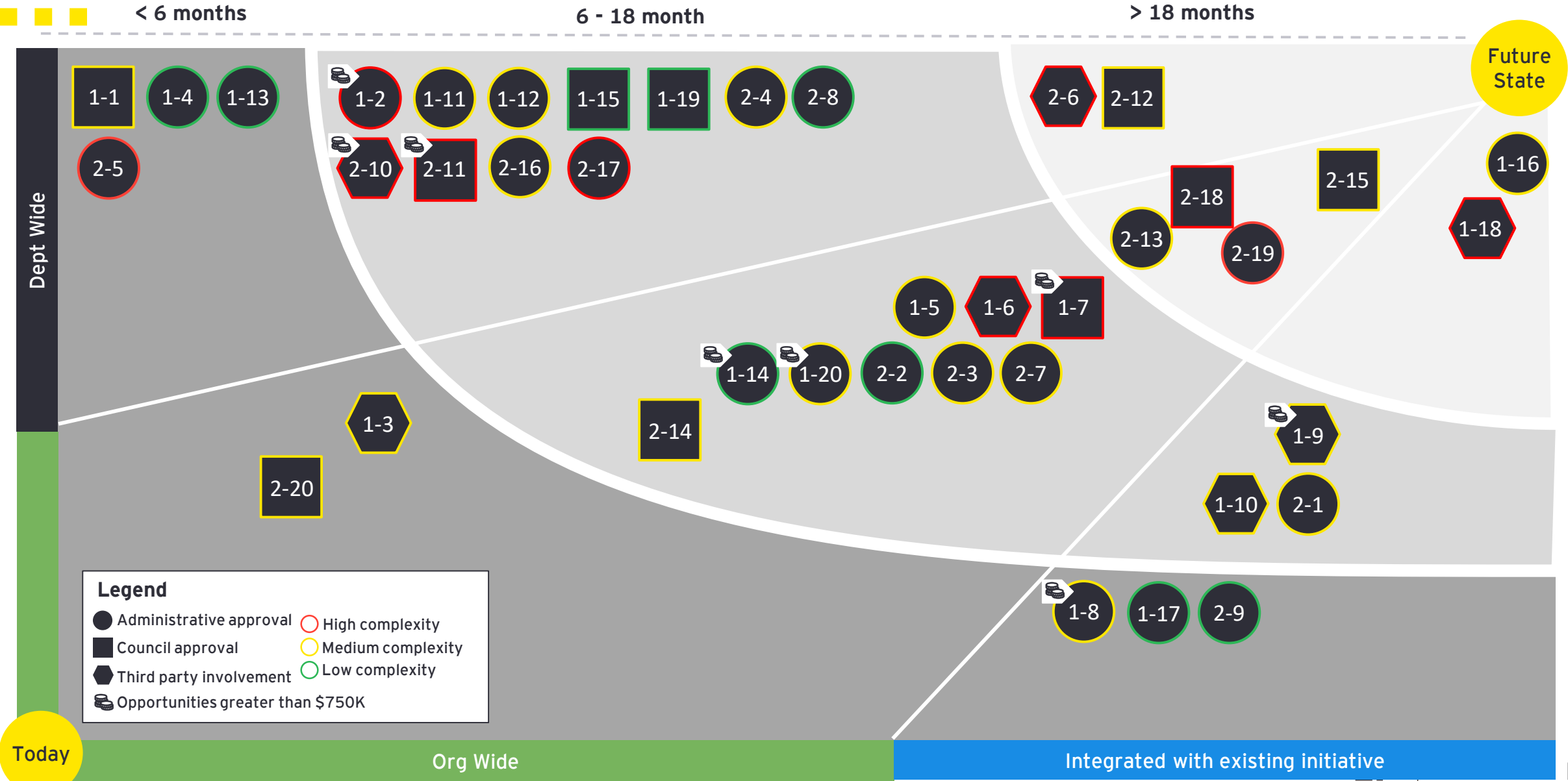
Implementation roadmap | How to read the diagram



The following diagram reflects the categorization of business cases according to key implementation considerations. Within the diagram each business case is plotted according to the estimated timeline to realize benefits and the perceived organizational impact. As represented in the diagram legend, the shapes used correspond to the approval requirements for the particular business case while the colour outlines represent the complexity of the business case. Viewed from left to right, the diagram displays the sequencing of benefits realized from <6 months to 18 months and beyond.



Implementation roadmap | A visual representation



Implementation roadmap | Business case legend



1-1	Means testing for FCSS counselling services	1-11	Operating model re-design	2-1	Continue Towards Centralized Asset Management
1-2	Business incubator for social profits	1-12	Alternative service models for IT service desk	2-2	Shared Services for Public Participation
1-3	Library delivery model review	1-13	Shared services model for audio visual resources	2-3	Standardize Capital Project and Contract Management Procedures
1-4	Arden Theatre ticketing system upgrade	1-14	Centralization of communications and marketing	2-4	Alternative Service Delivery for Public Works Services
1-5	Economic development mandate refresh	1-15	IT cellular device policy review	2-5	Remunicipalization of Organic Waste Collection
1-6	Shared workspaces	1-16	Improved integration of department and corporate plans	2-6	Explore Increased Tiered Policing and Civilianization
1-7	Future of work/modern workplace strategy	1-17	Continued environmental stewardship	2-7	Digitization of City Services and Creation of One Window Mechanism
1-8	Partnerships and sponsorships for recreation facilities	1-18	Dispatch model review	2-8	Revenue opportunities for planning services
1-9	Regional partnerships for recreation service delivery	1-19	Fees Schedule Review	2-9	Review of civic partner funding and grant management
1-10	Handibus service review	1-20	Category management and strategic sourcing	2-10	Review of library grant funding

Implementation roadmap | Business case legend



- | | | | | | |
|------|---|------|--|------|---------------------------------------|
| 2-11 | Exploring partnership structures for Arden Theatre operations | 2-15 | Investment promotion to expand non residential tax base | 2-18 | Budget process modernization |
| 2-12 | Rapid response vehicle program for fire services | 2-16 | Third party adjudication of disability claims management | 2-19 | Organizational structure review |
| 2-13 | Automation of internal City processes - Accounts payable | 2-17 | Modernize building and development application process | 2-20 | Municipal Reserve methodology refresh |
| 2-14 | New Business Models and Revenue Generation | | | | |



Appendix 1: Summary of business cases

Business Cases | Summary



- The subsequent pages present a summary of the business cases developed which investigate improvement opportunities identified through the current state assessment (stakeholder consultations and document review), and a jurisdictional review of leading practices.
- All opportunities identified are some combination of technology-driven modernization, process improvements, organizational realignments, business model changes, or alternative service delivery considerations.
- No attempt has been made to prioritize the business cases. Nor has there been any analysis of the City's capacity to undertake these initiatives simultaneously or in conjunction.
- Business cases in this report come from various sources:
 - City staff have conducted prior internal reviews and analysis that generated opportunities, including through the Priority Based Business Planning and Budgeting (PBB) process
 - Previous reviews/initiatives commissioned or considered by the City
 - Leading practices observed in other jurisdictions
- Timeline to complete implementation for each case is from the date that the initiative is started.
- Financial impacts are cumulative over a 5 year period.
- Management will need to evaluate the analysis and recommendations related to these business cases and make final decisions regarding their acceptance and implementation.



Summary of business cases



Sl. No	Business case title	Description	Cumulative 5 yr net benefit	Timeline to implement
1-01	Means testing for FCSS counselling services	Explore the opportunity to incorporate a sliding fee scale for individuals receiving counselling services. Use specified qualifying criteria (e.g. family income) to means test and recover costs from families who can afford to pay without prohibiting accessibility to low income individuals.	\$261k-\$288k	< 6 months
1-02	Business incubator for social profits	Explore the opportunity to develop a program that supports social profits by providing shared workspaces and shared back-office functions in lieu of grant funding that is spent by each social profit on these overhead and administrative costs.	\$705k-\$925k	6 - 18 months
1-03	Library delivery model review	Review the library delivery model to reassess the governance, operational, and funding relationship between the Library and the City so that financial support provided by the City can be optimized and duplicative expenditures can be minimized without impacting service levels to residents.	\$229k-\$459k	6 - 18 months
1-04	Arden Theatre ticketing system upgrade	Review and compare ticketing systems to analyze options that have improved functionality and usability in order to gain operational efficiencies such as reducing manual task and eliminating shadow functions. Enhanced pricing strategies may also be leveraged and the ticketing system could be expanded to other departments in the City to sell tickets to other City events.	N/A - Further analysis is being completed by the City	< 6 months

Summary of business cases



Sl. No	Business case title	Description	Cumulative 5 yr net benefit	Timeline to implement
1-05	Economic development mandate refresh	Review and update the mandate of Economic Development and align its strategic goals with the overall vision for the City. This includes implementing a framework and leveraging key performance indicators (KPIs) to review activities and make decisions on the continuation/discontinuation of funding for programs based on their alignment with the new mandate and goals of the department.	N/A - Improve operating outcomes	6 - 18 months
1-06	Shared workspaces	Assess existing real-estate portfolio and identify surplus capacity that could be repurposed and leased to other organizations for their employees to work within City facilities in an effort to monetize under-utilized assets at the City.	N/A - Improve operating outcomes	6 - 18 months
1-07	Future of work/modern workplace strategy	Implement new strategies that will improve the deployment of the workforce that best reflect the modern workforce, while benefiting morale, productivity, and service delivery standards.	\$594k - \$1.19M	6 - 18 months
1-08	Partnerships and sponsorships for recreation facilities	Improve business development capabilities within the department to enable it to actively pursue opportunities for partnerships and sponsorships for recreation facilities and generate new revenue streams.	\$1.23M - \$2.07M	< 6 months
1-09	Regional partnerships for recreation service delivery	Explore opportunities to partner with neighbouring municipalities and consolidate recreational facilities and programs through Intermunicipal Collaborative Frameworks (ICFs).	\$1.04M - \$2.07M	6 - 18 months

Summary of business cases



Sl. No	Business case title	Description	Cumulative 5 yr net benefit	Timeline to implement
1-10	Handibus service review	Explore opportunities to co-deliver Handibus services locally while looking to harmonize the paratransit portfolio with neighboring municipalities as the region transitions to a RTSC.	N/A - Improve operating outcomes	6 - 18 months
1-11	Operating model re-design	Eliminate inter-departmental silos by identifying SSIT core service principles that enables the department to improve its ability to deliver corporate priorities organization wide, and right-sizing the department with the appropriate allocation of resources to deliver on its holistic mandate.	N/A - Improve operating outcomes	6 - 18 months
1-12	Alternative service models for IT service desk	Evaluate the existing service catalogue of the IT service desk and consider outsourcing certain services to build the necessary technology and functional expertise to provide more responsive services for employees.	\$22k - \$27k	6 - 18 months
1-13	Shared services model for audio visual resources	Consolidate audiovisual and production services across the City to a shared services model reducing duplications and overlaps.	N/A - Improve operating outcomes	< 6 months
1-14	Centralization of communications and marketing	Realign marketing and communications functions into a centralized corporate entity, with defined service levels and design standards.	\$501k - \$1M	6 - 18 months
1-15	IT cellular device policy review	Evaluate the revision of the workplace device policy by purchasing through approved vendors or adopting a bring-your-own device policy for cellular devices.	\$303k - \$502k	6 - 18 months

Summary of business cases



Sl. No	Business case title	Description	Cumulative 5 yr net benefit	Timeline to implement
1-16	Improved integration of department and corporate plans	Revise outdated departmental master plans and business plans, tying priorities and performance measures to the goals of the current Council in addition to the inclusion of transparent criteria for the Leadership Team to evaluate business plans.	N/A - Improve operating outcomes	> 18 months
1-17	Continued environmental stewardship	Evaluate the City's level of corporate prioritization for environmental stewardship with an emphasis on capacity building and assessment, resourcing and policy.	N/A - Improve operating outcomes	6 - 18 months
1-18	Dispatch model review	Assess delivery models and options (contracting out all dispatch centres, full consolidation of dispatch centres, modified model for 2 dispatch centres, and contracting out fire services dispatch) in light of regulatory and technological changes to emergency communications nationwide.	N/A - Further detailed work required by the City	> 18 months
1-19	Fees Schedule Review	Review existing and proposed fee schedules to determine potential new fees that can be introduced to deter violations and to increase recovery of costs associated with incidents that are already occurring in the City.	\$284k - \$607k	6 - 18 months
1-20	Category management and strategic sourcing	Transform the City's procurement operating model to leverage category management and strategic sourcing capabilities and generate savings through increased purchasing power, reduced fragmentation of procurement spend, and improved demand management.	\$3.48M - \$5.63M	6 - 18 months

Summary of business cases



Sl. No	Business case title	Description	Cumulative 5 yr net benefit	Timeline to implement
2-01	Centralized Asset Management	Continue the transition towards a centralized asset management function, with a single owner accountable for strategic decision-making	N/A - Improve operating outcomes	6 - 18 months
2-02	Shared Services for Public Participation	Improve consistency and messaging with a dedicated centralized planning and facilitate resource to align department and corporate objectives	\$54k-\$66k	6 - 18 months
2-03	Standardize Capital Project and Contract Management Procedures	Address duplicate and fragmented functions through centralized, shared services or standardized policies and procedures	N/A - Improve operating outcomes	6 - 18 months
2-04	Alternative Service Delivery Models - Outsourcing of Public Works Services	Consider outsourcing for public works services (e.g. grass cutting and street sweeping) which may allow the City to realize savings on labour and material costs. Outsourcing may also help in redeploying of excess capacity and garage space to bring costly maintenance work back in-house.	(\$66k)- (\$36k)	6 - 18 months
2-05	Alternative Service Delivery Models - Re-Municipalization of Organic Waste Collection	Evaluate the feasibility of bringing outsourced organics collection in-house in order to reduce contract volatility and improve quality control.	N/A - Improve operating outcomes	< 6 months
2-06	Increased tiered policing and civilianization	Increase civilianization of policing roles and transition roles from the RCMP to Municipal Enforcement	\$447k - \$498k	> 18 months

Summary of business cases



Sl. No	Business case title	Description	Cumulative 5 yr net benefit	Timeline to implement
2-07	Digitization of City Services and Creation of One Window Mechanism	Accelerate adoption of self-service options, digital channels and introduce a Customer Relationship Management (CRM) system, to improve internal processing and management of requests while improving resident experience.	\$399k - \$488k	6 - 18 months
2-08	Revenue opportunities for planning services	Improve cost recovery of planning services with consistent collection and enforcement of Council approved fees as well as explore new fees for services currently delivered free of charge. Consider conducting a corporate-wide fee review to better understand the full cost of service delivery in the City.	\$204k - \$242k	6 - 18 months
2-09	Review of civic partner funding and grant management	Development of cross corporate framework and guiding principles to govern ongoing support provided by the City to community organizations.	N/A - Improve operating outcomes	< 6 months
2-10	Review of library grant funding	Review existing funding allocation to St. Albert libraries and evaluate opportunities for improved operational efficiency and financial independence.	\$5.11M - \$9.49M	6 - 18 months
2-11	Exploring partnership structures for Arden Theatre operations	Explore and evaluate alternative models for running Arden Theatre operations to reduce the City's net cost of service delivery	\$768k - \$1.76M	6 - 18 months

Summary of business cases



Sl. No	Business case title	Description	Cumulative 5 yr net benefit	Timeline to implement
2-12	Rapid response vehicle program for fire services	Implement a two-person rapid response vehicle program for fire services to manage rising costs associated with fire service delivery while improving service outcomes to residents	N/A - Improve operating outcomes	> 18 months
2-13	Automation of internal City processes	Process automation program focused on processes with the greatest opportunity to realize efficiencies and generate savings.	13.1: \$12.5k-\$31.5k 13.2: (\$103k)-(\$98k)	> 18 months
2-14	New Business Models and Revenue Generation	Leverage existing skills and infrastructure within the City to expand services to neighbouring municipalities and social profits for a fee or through shared service models.	\$400k - \$825k	6 - 18 months
2-15	Investment promotion to expand non residential tax base	Expanding the non-residential tax base through business attraction and retention thereby alleviating tax burden on residents and promoting economic prosperity.	N/A - Improve operating outcomes	> 18 months
2-16	Third party adjudication of disability claims management	Explore the opportunity to move adjudication of non-occupational disability claims to a third party in order to manage insurance premiums, reduce workload on the City, and increase productivity through reduced absenteeism.	\$448k - \$1,032k	6 - 18 months
2-17	Modernize building and development application process	Explore continuous improvement opportunities for application processing and service delivery within Planning and Development.	N/A - Further detailed work required by the City	6 - 18 months

Summary of business cases



Sl. No	Business case title	Description	Cumulative 5 yr net benefit	Timeline to implement
2-18	Budget process modernization	Transition to multi-year budgeting and improved capital prioritization to increase efficiency of the budgeting process	N/A - Improve operating outcomes	> 18 months
2-19	Organizational structure review	Review spans of control and staffing levels at the City, to strengthen the organizational structure and governance processes.	N/A - Improve operating outcomes	> 18 months
2-20	Municipal Reserve methodology refresh	Review current structure of the City's reserves and the methodology used to fund them.	N/A - Improve operating outcomes	< 6 months

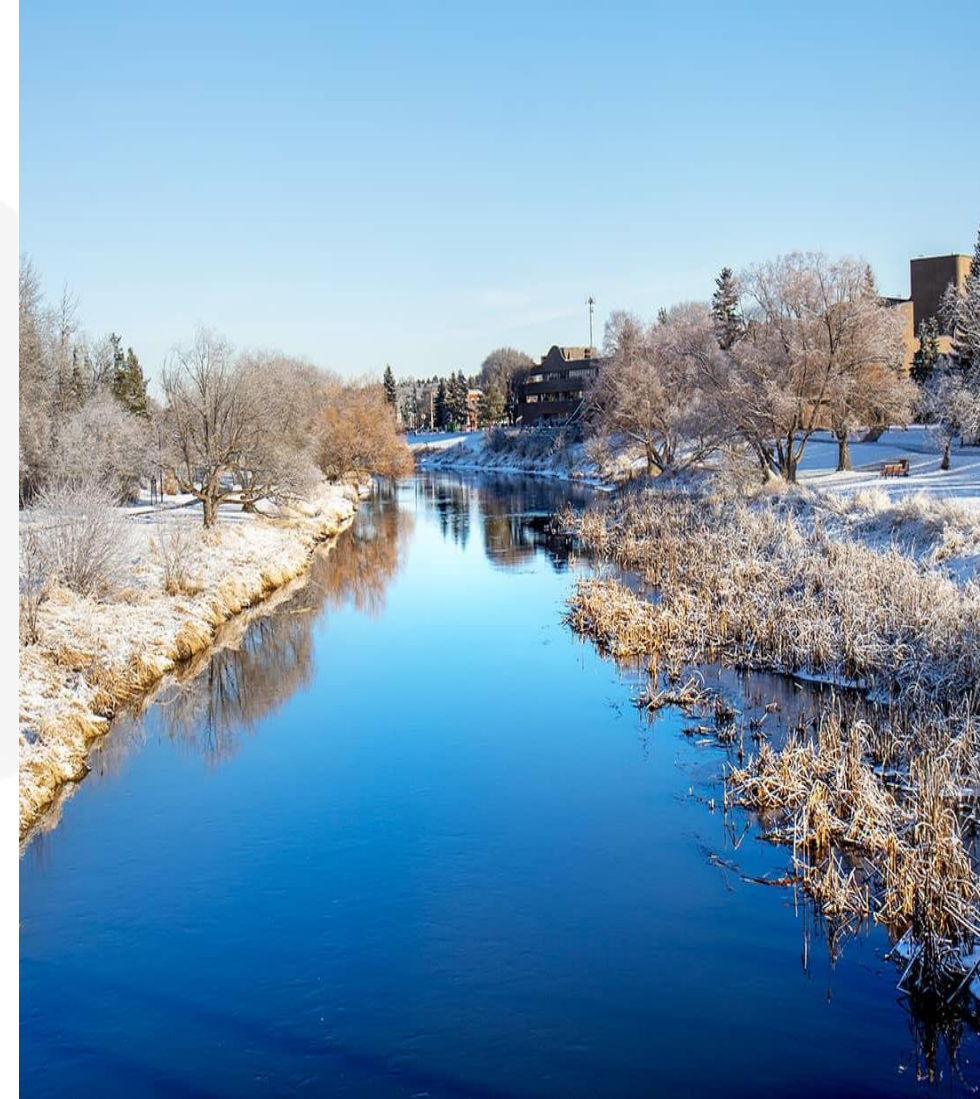
A tall, green and white grain elevator stands prominently in a snowy field under a blue sky with wispy clouds. The elevator has a green lower section and a white upper section. A large sign on the green section reads "ALBERTA POOL" with a wheat stalk logo and "ST. ALBERT" below it. Another sign on the side of the elevator reads "ALBERTA WHEAT POOL", "FARMER OWNED CO-OPERATIVE", and "ST. ALBERT". In the background, a white windmill is visible, along with other buildings and a line of trees. The foreground is covered in snow with some dry, brown vegetation peeking through.

Appendix 2: Business cases - Summary of recommendations

Business Cases | Summary of recommendations



- The summary of recommendations from each business case to be considered by the City have been provided on the following pages.
- Budgetary impacts have been summarized for each case with low to high ranges and are aggregated over a 5 year period. Where financial savings have not been calculated it is because the focus of the case is on improved operating outcomes where the financial benefits are secondary to achieving the intended operating outcomes.
- Each case has been assigned one of the following impact types:
 - Efficiency gain
 - Cost avoidance
 - Revenue generation / cost recovery
 - Modernization
 - Cost savings
- Timeline to implement highlights the duration required to implement the initiative from its start date.
- Management will need to evaluate the analysis and recommendations related to these business cases and make final decisions regarding their acceptance and implementation.



1-01 | Means testing for FCSS counselling services

Evaluate methods used to deliver counselling services and develop means-testing based sliding fee scale to recover costs for program delivery.



SUMMARY OF RECOMMENDATIONS



- 1. FCSS provides a counselling service free of charge to individuals in need. The demand in this service is projected to increase 21% YoY due to economic downturns and the global COVID-19 pandemic.
- 2. Developing means testing criteria (e.g. income testing) will permit the City to recover some costs associated with the program to make it more sustainable without prohibiting accessibility.
- 3. The City may modify service delivery and provide group counselling sessions on common topics and charge a nominal fee to attendees in order to continue providing accessible therapy but on a cost recovery basis.

Cumulative budget
impact range (5 years) | \$261k - \$288k

Impact
type | Revenue generation

Timeline to
implement | < 6 months

1-02 | Business incubator for social profits

Evaluate partnership opportunities to provide support services for social profits in lieu of grant funding provided by the City.



SUMMARY OF RECOMMENDATIONS



- 1. The City provides financial support to social profits to support programs and operations. Specifically, FCSS funding is used toward supporting programs and Recreation & Parks distributes an Outside Agencies Grant that funds operational costs such as rent and utilities.
- 2. The City could leverage existing assets to provide real estate to social profits in the form of shared workplaces in order to reduce operational expenses incurred by social profits and ultimately reduce the grant money provided to these social profits
- 3. Further, the City could also mandate the harmonization of back office function in order for funded groups to share associate costs, alleviating social profit time, capacity and resources so that they can focus on program delivery while creating an opportunity for the City to further reduce grant funding.
- 4. FCSS could partner with Community Development Units (CDU) at the incubator facility to leverage provincial programming and deliver events to social profits in the short-term. The incubator can serve as a hub for FCSS to engage and to maintain a relationship with the social profits and mentor social profit leaders long after CDU programming has concluded.

Cumulative budget
impact range (5 years) | \$705k - \$925k

Impact
Type | Cost savings

Timeline to
implement | 6 - 18 months

1-03 | Library delivery model review

Explore operational and administrative changes to delivery models to provide library services in a cost-effective manner without compromising service outcomes.



SUMMARY OF RECOMMENDATIONS



1. The City provides grants to the Library comprising 70-80% of the Library's budget.
2. The grants provided have been increasing YoY despite the City managing certain processes including HR and Finance on behalf of the Library.
3. The Library poses ad hoc requests from the City pertaining to topics including Finance, HR, Workplace Safety. These ad hoc requests limit the visibility into the true cost of service of the Library.
4. The Library CEO reports directly to the Library Board, which had a City counsellor representative but they retired in Fall 2020.
5. A review of the cost of Library shared services is explored in this case and Library grant funding is benchmarked in the Phase 2 report.

Cumulative budget
impact range (5 years) | \$229k - \$459k

Impact
type | Cost savings
Efficiency gain

Timeline to
implement | < 6 months

1-04 | Arden Theatre ticketing system upgrade

Review the existing technology infrastructure supporting the ticketing system to identify changes to deliver process efficiencies and improve pricing strategies.



SUMMARY OF RECOMMENDATIONS



- 1. The City currently uses Ticketmaster ticketing system and has been with this vendor for 17 years.
- 2. The ticketing system is getting upgraded to minimize the use of shadow systems to introduce operational efficiencies, provide ease of use for customers, and allow the City to leverage pricing strategies such as dynamic ticket pricing in order to maximize revenues on ticket sales.
- 3. During the implementation, the City will shift to use an existing ticketing system called Intelli.

Cumulative budget impact range (5 years) | N/A - Focus is on improved operating outcomes

Impact type | Efficiency gain

Timeline to implement | < 6 months

1-05 | Economic Development mandate refresh

Redefine the role of Economic Development to understand how the department contributes to the City’s goals in order to align resources and objectives accordingly.



SUMMARY OF RECOMMENDATIONS



- 1. The Economic Development department has three primary focus areas including; Business Attraction (including investment), Retention and Expansion, Residential, and Tourism.
- 2. The Master Plan was last updated in 2004, and hence, may be out of date in the current economic environment. Outdated goals and high turn-over in recent years has led to a potential misalignment between stakeholders.
- 3. The City may consider:
- 4. Reassessing whether the department has the appropriate FTE levels and allocation of resources required to achieve the updated department mandate
- 5. The department partners with Chamber of Commerce, NABI and Edmonton Global. There is an opportunity to revisit partnerships and define roles due to the existing duplication in activities and maximize outcomes.
- 6. Assess the programs that are underway and determine the continuation/discontinuation of these programs and associated funding based on their alignment with the goals of the City. Further, implement KPIs to monitor program performance and engage in continuous improvement

Cumulative budget impact range (5 years)	N/A - Focus is on improved operating outcomes	Impact type	Efficiency gain	Timeline to implement	6 - 18 months
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1-06 | Shared workspaces

Leverage under-utilized office spaces within the City to explore opportunities to create shared workspaces for private sector businesses and generate rental income for the City to cover the costs for maintaining those spaces.



SUMMARY OF RECOMMENDATIONS



- 1. The City may leverage shared workspaces for public and private sector employees to encourage investment attraction and entrepreneurial support.
- 2. Leverage under-utilized assets and charge rental fees to recover real estate costs.
- 3. A shared workspace offering at reduced costs may attract a diverse suite of businesses to the City, increasing economic prosperity. Shared workspace offerings may also facilitate business retention and expansion in the event that businesses outgrow their existing facilities.

Cumulative budget impact range (5 years) | N/A - Focus is on improved operating outcomes

Impact type | Cost recovery

Timeline to implement | 6 - 18 months

1-07 | Future of work/modern workplace strategy

Explore and implement new strategies that will accelerate the transition of the City towards a modern and flexible workforce, which reduces the City's facility operating costs and carbon footprint, while benefiting morale, productivity, and service delivery standards.



SUMMARY OF RECOMMENDATIONS



- 1. Implement a flexible workforce to create opportunities to consolidate office space, reduce consumption of in-office-related resources and vacate unneeded facilities in the future.
- 2. Consider an analysis to determine positions within the City eligible to be part of a flexible workforce.
- 3. Identify changes to better understand the City's on-site and remote work requirements, including an investment in facilities to optimized retained workspaces and technology to support a greater population of mobile office workers.

Cumulative budget
impact range (5 years) | \$594K -\$1.19M

Impact
type | Modernization
Cost savings

Timeline to
implement | 6 - 18 months

1-08 | Advertising and sponsorships for recreation facilities

Improve business development capabilities within the Recreation and Parks department to enable it to actively pursue more opportunities for advertising and sponsorships for recreation facilities and generate new revenue streams.



SUMMARY OF RECOMMENDATIONS



- 1. Conduct skill and capacity assessment to identify resources for business development activities in Parks and Recreation - Initiate hiring for new resources if capacity does not exist within the organization
- 2. Develop strategy and targets for increasing advertising and sponsorship revenue
- 3. Conduct market research and outreach to identify potential sponsors
- 4. Develop agreements and initiate partnerships with continuous monitoring for tracking ROI on investments in business development activities

Cumulative budget
impact range (5 years) | \$1.23M - \$2.46M

Impact
type | Cost savings

Timeline to
implement | < 6 months

1-09 | Regional partnerships for recreation service delivery

Explore opportunities to partner with neighbouring municipalities and consolidate recreational facilities and programs through Intermunicipal Collaborative Frameworks (ICFs).



SUMMARY OF RECOMMENDATIONS



- 1. Develop pricing schedule for “non residential fees” surcharge for access to St. Albert facilities for non-residents
- 2. Develop partnership strategy for collaborating with neighbouring municipalities on recreation programs, services, and facilities
- 3. Develop funding models and cost sharing mechanisms for joint-delivery of recreation facilities and programs
- 4. Institute ICFs for improved partnership and cost sharing between municipalities on recreation service delivery

Cumulative budget
impact range (5 years) | \$1.04M - \$2.07M

Impact
type | Cost savings

Timeline to
implement | 6 - 18 months

1-10 | Handibus service review

Explore opportunities to co-deliver Handibus services locally while looking to harmonize the paratransit portfolio with neighboring municipalities as the region transitions to a Regional Transit Services Commission (RTSC).



SUMMARY OF RECOMMENDATIONS



- 1. Review potential models to manage paratransit at a lower rate, including partnerships with local senior services and ride-sharing companies.
- 2. Conduct further review of any potential opportunities by identifying partners across the City through collaborative roundtable discussions.
- 3. Consider developing a business to evaluate whether it is more feasible to deliver paratransit locally or regionally as part of the ongoing RTSC transition.

Cumulative budget
impact range (5 years) | N/A - Focus is on improved
operating outcomes

Impact
type | Productivity gain

Timeline to
implement | 6 - 18 months

1-11 | Operating model re-design

Eliminate inter-departmental silos by identifying SSIT core service principles that enable the department to improve its ability to deliver corporate priorities organization wide, and right-size the department with the appropriate allocation of resources to deliver on its holistic mandate.



SUMMARY OF RECOMMENDATIONS



- 1. Develop a core set of principles to set expectations and guide decision-making for the Strategic Services Department.
- 2. Develop a roadmap of priority projects required to meet the City's strategic and technology goals as well as identify the key enablers required to support the projects.
- 3. Review KPIs to ensure that once the principles are established, KPIs are set to evaluate the City's achievement of key activities in support of the established principles
- 4. Develop resourcing model to deliver on departmental priorities. This could include conducting a talent review to determine the types of services and skillsets required to deliver the priorities of the operational roadmap.

Cumulative budget impact range (5 years)	N/A - Focus is on improved operating outcomes	Impact type	Productivity gain	Timeline to implement	6 - 18 months
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1-12 | Alternative service models for IT service desk

Evaluate the existing service catalogue of the IT service desk and consider outsourcing certain services to build the necessary technology and functional expertise to provide more responsive services for employees.



SUMMARY OF RECOMMENDATIONS



1. Consider outsourcing certain components of the City’s help desk if it wishes to free up staff capacity for higher value work or increase focus on managing tier 2 issues effectively. This could include:
 - Outsource core and after hours incident support to a third party to leverage improved tier 2 case management and access to improved ITSM tools, while retaining in-house expertise to manage complex or in-person service requests. Requires an initial upfront investment with benefits and payback by 2023/2024.
 - Consider the use of a managed service for lifecycle equipment management and focus service desk staff on core business related support functions.

Cumulative budget
impact range (5 years) | \$22K - \$27K

Impact
type | Modernization
Cost savings

Timeline to
implement | 6 - 18 months

1-13 | Shared services model for audio visual resources

Consolidate audiovisual and production services across the City to a shared services model reducing duplications and overlaps.



SUMMARY OF RECOMMENDATIONS



- 1. Expand shared service functions by creating a centralized audiovisual support group, consolidating the three Community Services audiovisual technicians working in the Arden Theatre with the IT service desk's AV portfolio.
- 2. Develop MOUs with departments to have a central entity manage audio visual services and facilitate resource deployment to service corporate City-wide needs.

Cumulative budget
impact range (5 years) | N/A - Focus is on improved
operating outcomes

Impact
type | Productivity gain
Cost savings

Timeline to
implement | < 6 months

1-14 | Centralization of communications and marketing

Realign marketing and communications functions into a centralized corporate entity, with defined service levels and design standards.



SUMMARY OF RECOMMENDATIONS



1. Switch to an centralized “agency style” operating model, where Corporate Communications and Design acts as a corporate resource and business partner for departments.
2. Realign communications and marketing responsibilities across the organization into a centralized “one-city” agency approach.
3. Creation of a CCAD governance framework defining service/design standards and resourcing, ensuring that corporate messaging is succinct through all material, departmental expectations and service levels.
4. Centralize advertisement buying, eliminating multiple rates by converting to a single City preferential rate, resulting in cost savings from a lower per ad rate.
5. Absorb underutilized or duplicative staff and manager resources from departments, with additional cross-training to allow redeployment to meet the increasing demand for corporate strategic communications and marketing.

Cumulative budget
impact range (5 years) | \$501K - \$1M

Impact
type | Cost reduction

Timeline to
implement | 6 - 18 months

1-15 | IT cellular device policy review

Evaluate the revision of the workplace device policy by purchasing through approved vendors or adopting a bring-your-own device policy for cellular devices.



SUMMARY OF RECOMMENDATIONS



1. Shift from the current ad-hoc purchasing process to vendor pricing (either leveraging existing provincial contract offerings or through tender) or increasing transition to personal device usage can generate significant cost savings in device purchase costs and monthly plan costs. This can be done through two different scenarios:
 - **Scenario 1 (Leverage vendor preferred rates):** The City can continue to issue phones, but takes advantage of a standing offer pricing from the Province of Alberta or a tender rate from a third party reseller.
 - **Scenario 2 (Implement a Bring Your Own Device (BYOD) Policy):** The City stops issuing and administering City-owned phones, allowing employees to use their personal smartphones. The City can reimburse authorized employees with a monthly reimbursement, covering partial or full mobile expenses for the use of their personal devices for business use. Under this plan, existing devices will not be renewed and new device requests will transition to a BYOD policy. The City should define the rates of reimbursement (flat rate based on rank, eligibility and work requirements) within a new BYOD policy which also outlines personal device use guidelines.

Cumulative budget
impact range (5 years) | \$303K - \$502K

Impact
type | Cost reduction

Timeline to
implement | 6 - 18 months

1-16 | Improved integration of department and corporate plans

Conduct an exercise to revise outdated departmental master plans and business plans, tying priorities and performance measures to the goals of the current Council in addition to the inclusion of transparent criteria for the Leadership Team to evaluate business plans.



SUMMARY OF RECOMMENDATIONS



- 1. Design universal frameworks that can align core priorities and projects to performance measures and the priorities set in the Corporate Business Plan.
- 2. Clarify the whole of government impacts, departmental responsibilities within each project, and risk management (e.g. cybersecurity, project outcome reporting) considerations within refreshed business plan templates and departmental strategies.
- 3. Senior leadership should set out transparent decision criteria and formal review channels for the Leadership Team to prioritize and evaluate projects equitably. As a foundation, the City could expand on its proposed IT project prioritization framework, with criteria to define and stage-gate emergent needs in accordance with the City's Strategic Framework and Business Plan.

Cumulative budget impact range (5 years)	N/A - Focus is on improved operating outcomes	Impact type	Modernization	Timeline to implement	> 18 months
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1-17 | Continued environmental stewardship

Evaluate the City’s level of corporate prioritization for environmental stewardship with an emphasis on capacity building and assessment, resourcing and policy.



SUMMARY OF RECOMMENDATIONS



- 1. Retain the Energy Management Specialist Position (either as a fully-funded FTE or term contract), allowing the City to maintain a resource that has the technical skills and capacity to identify and secure grants. Retaining the role provides the capacity and expertise necessary to lead cross-organization energy-saving programs that generate long-term cost savings and/or revenue generating opportunities for City departments.
- 2. Revise the existing prioritization criteria and business planning process to standardize the incorporation of environmental programs and initiatives. For example, the City’s prioritization criteria will incentivize projects that adopt sustainability elements and targets that exceed the City’s Sustainable Building Policy
- 3. Include within business case templates an “environmental lens”, an assessment tool developed by Environment staff that guides capturing possible environmental impacts and considerations into the planning, consultation, and resourcing of service delivery initiatives.

Cumulative budget impact range (5 years)	N/A - Focus is on improved operating outcomes	Impact type	Modernization	Timeline to implement	< 6 months
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1-18 | Dispatch model review

Review the current dispatch model against other model options in light of recent technological and regulatory changes to identify opportunities for improvements.



SUMMARY OF RECOMMENDATIONS

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- Dispatch operations are currently under review due to the rapidly evolving environment over the last 6 years. Primary changes include:
 - Emerging Next Gen 911 (NG911) requirements that will demand significant technology and capital investment making PSAP services cost-prohibitive for smaller municipalities;
 - A movement towards PSAP Emergency Dispatch Center consolidation and universally trained emergency communications officers, and
 - Other external forces impacting how these services are delivered (e.g. increased attention to mental health benefits and support to high stress occupations and/or Emergency 911 Levy amount coming up for renegotiation in 2021).

Note - According to the Canadian Radio-television and Telecommunications Commission (CRTC), NG911 Text Messaging is being launches by 20 March 2022 and existing 911 networks must be decommissioned by 23 March 2024
 - An analysis was conducted in 2014 and presented the following options for dispatch delivery:
 - Option 1 - Contracting out all services
 - Option 2 - Modified dispatch (Emergency 911 calls come into the Fire Hall and are transferred to Police if applicable)
 - Option 3 - Contract out fire dispatch only
 - Option 4 - Full consolidation of all emergency dispatch centres
 - The City should conduct an updated review of the key aspects of Emergency Dispatch Operations in order to understand if an overhaul of the current operating model is necessary given quantitative changes, technology changes, and risks that have evolved since the original analysis on the dispatch system completed in 2014.
 - After the review, the most optimal delivery model can be selected driven by input from the department and impacted stakeholders, refreshed analysis of delivery models in the light of recent changes, leading practices, and jurisdictional information.

Cumulative budget impact range (5 years)	N/A - Focus is on improved operating outcomes	Impact type	Efficiency gain	Timeline to implement	> 18 months
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1-19 | Fee schedule review

Assess the existing fee schedule for both Policing Services (excluding RCMP) and Fire Services to identify opportunities for increased cost recovery.



SUMMARY OF RECOMMENDATIONS



- 1. Emergency fees are currently benchmarked against other Alberta municipalities. There is opportunity for the City to increase fees charged to be more in line with the per capita fees generated in other municipalities.
- 2. The City may also introduce net new fees to further increase generated revenues to help offset the cost of emergency services and potential encourage positive behavioural compliance from citizens to avoid incurring penalties.

Cumulative budget impact range (5 years)	\$284K - \$607K	Impact type	Revenue generation	Timeline to implement	6 - 18 months
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1-20 | Implement category management and strategic sourcing

Transform the City’s procurement operating model to leverage category management and strategic sourcing capabilities and generate savings through increased purchasing power, reduced fragmentation of procurement spend, and improved demand management.



SUMMARY OF RECOMMENDATIONS



- 1. Conduct spend analysis to identify major spend categories at the City
- 2. Develop category strategies and sourcing plans to identify efficiencies in procurement through various initiatives such as bulk purchasing for volume discounts
- 3. Re-design procurement operating model at the City to transition from a transactional procurement approach to a category management approach
- 4. Develop and implement sourcing projects to improve the value generated to the City from procurement activities

Cumulative budget
impact range (5 years) | \$3.48M - \$5.63M

Impact
type | Cost savings

Timeline to
implement | 6 - 18 months

2-01 | Continue towards centralized asset management

Continue the transition towards a centralized asset management function, with a single owner accountable for strategic decision-making



SUMMARY OF RECOMMENDATIONS



Asset Management

1. Resume prior City-led initiatives paused by the pandemic (e.g. Continuous Improvement Process, Green Tape) with a focus on accelerating asset management improvements
2. Continue the City's path towards a centralized asset management entity with central owner to set the strategic management and investment direction
3. Formalize cross-departmental working groups to improve overall asset management coordination, reduce duplicative tasks and planning rework.
4. Develop a common approach for asset management plans with the goal towards a central normalized view of asset conditions across the departments.
5. Support ongoing and proposed asset management initiatives by investing in a singular asset management system.

Cumulative budget impact range (5 years)	N/A - Focus is on improved operating outcomes	Impact type	Productivity gain	Timeline to implement	6 - 18 months
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2-02 | Shared services for public participation

Improve consistency and messaging with a dedicated centralized planning and facilitate resource to align department and corporate objectives



SUMMARY OF RECOMMENDATIONS



Public Participation

1. Invest in additional public participation resources that will act as a centralized resource to assist departments in the administration, planning and facilitation of public participation activities, which consolidates previously decentralized work completed independently within departments.
2. Entrench a corporate policy framework to help departments determine when a public participation is necessary and the roles/handoffs of corporate community relations resources

Cumulative budget impact range (5 years)	\$54K-\$64K	Impact type	Productivity gain Cost savings	Timeline to implement	6 - 18 months
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2-03 | Standardize capital project and contract management procedures

Create a set of standardized guidelines and procedures to manage project hand-offs, reporting and compliance.



SUMMARY OF RECOMMENDATIONS



Capital Project and Contract Management

- 1. Create a consistent approach across departments of how and when the CPO will assume responsibility for projects
- 2. Consider changing the current model of hiring temporary project managers to meet demand in order to better retain talent and subject matter expertise
- 3. Designate a dedicated contract management resource to improve compliance to contract terms and conditions, ensuring the financial accuracy of invoices.

Cumulative budget
impact range (5 years) | N/A - Focus is on improved
operating outcomes

Impact
type | Productivity gain

Timeline to
implement | 6 - 18 months

2-04 | Alternative service delivery for Public Works services

Explore alternative service delivery options for City services to free up capacity and physical infrastructure to meet service level demands.



SUMMARY OF RECOMMENDATIONS



- 1. Reduce future commitment in capital costs for fleet replacement by fully outsourcing spray injection and street sweeping services.
- 2. Engage contracted services for certain grass cutting responsibilities (e.g. boulevard maintenance, walkways) while keeping sports field maintenance in-house, freeing up garage capacity and avoid the cost of replacing portions of the mower fleet.
- 3. Re-deploy freed-up capacity from aforementioned outsourced services to return maintenance work back in-house, eliminating costly outsourced contracts and increasing garage capacity.

Cumulative budget
impact range (5 years) | (\$66K)- (\$36K)

Impact | Cost savings
type | Efficiency gain

Timeline to
implement | 6 - 18 months

2-05 | Remunicipalization of organic waste collection

Evaluate the feasibility to gain additional in-house control and lower exposure to contract risks by bringing organic waste collection in-house.



SUMMARY OF RECOMMENDATIONS



1. Continue to use contracted services as a comparable in-house option will likely incur significantly higher cost or require a service level reduction to realize savings.
 - Insourcing could be considered if the City intends to reduce its collection service levels (while mitigating potential public resistance) or if the forthcoming contract negotiation results in a monthly rate that increases beyond \$7.59 per household.
2. Evaluate its current in-house garbage collection to determine if the in-house model continues to be a financially viable model going forward.

Cumulative budget impact range (5 years) | N/A - Focus is on improved operating outcomes

Impact type | Cost savings

Timeline to implement | < 6 months

2-06 | Explore increased tiered policing and civilianization

Explore opportunities for increasing civilianization in proactive and non-risk policing roles at the City.



SUMMARY OF RECOMMENDATIONS



1. Identify roles (e.g. community policing, victim support, school liaison, traffic etc.) that can be transitioned from uniformed/sworn RCMP officers to civilians or the City’s Municipal Peace Officers. (This business case estimates 7-10 RCMP positions can be civilianized).
2. Assess feasibility of civilianization in consultation with RCMP to understand risk, complexity, required skills, public perception etc.
3. Finalize number of roles that may be civilianized and the extent of civilianization (full civilianization by removing the role from RCMP’s purview or partial/hybrid civilianization e.g. municipal employees operating under RCMP governance and oversight) so that civilianization does not adversely impact safety or crime severity indicators at the City.
4. Determine the mode of transition to civilianization (e.g. offsetting growth requirements by adding a civilian position instead of a uniformed position).
5. Hire additional support staff to manage administrative tasks to free up time for Community Peace Officers to focus on front-line tasks (e.g. patrolling).
6. Convey updated policing needs, and level of RCMP support required to meet needs, to the Province and collaborate to implement these changes in upcoming negotiations with the RCMP.

Cumulative budget impact range (5 years)	\$447K - \$498K	Impact type	Cost avoidance	Timeline to implement	> 18 months
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2-07 | Digitization of City services and creation of one window mechanism

Accelerate the transition of services to online and digital channels to improve resident and business experience while managing costs.



SUMMARY OF RECOMMENDATIONS



1. Increase self-service options through the use of online/digital channels (e.g. MyCity), reducing reliance on cost-intensive traditional channels, thereby reducing service transaction costs by over 50%
2. Improve online capabilities for service request submissions through the City website or app, gradually increasing the percentage of online/digital transactions to 75% of the total call volumes received at the City
3. Introduce a Customer Relationship Management system (CRM) supported by a consistent issues management policy to:
 - a) provide a single source of truth on requests and issues submitted by residents
 - b) Improve efficiencies by directing issues to a single intake channel regardless of who the issue is initially raised to
 - c) reduce duplication of efforts related to responding to issues through improved assignment coordination of responses
 - d) Support consistency in responses to residents
 - e) Identify trends related to issues raised by residents
4. Conduct awareness building efforts to encourage resident use of online options
5. Implement policies guiding the usage of digital channels limiting duplicative submissions across submission platforms
6. Address lack of available data around service call tracking metrics to quantify the financial benefit of a one-window solution
7. Formalizing data collection and reporting on the volume and type of calls submitted
8. Address excess capacity created in the City's front-line service desks resulting from reduced call volumes by re-allocating resources to other areas
9. Explore further consolidation of service desks across departments leading to increased savings

Cumulative budget
impact range (5 years) | \$399K - \$488K

Impact
type | Efficiency gain
Cost savings

Timeline to
implement | 6 - 18 months

2-08 | Revenue generation - Planning and Development fees and applications

Review and update fee schedules to reflect the true cost of service delivery, while exploring opportunities to levy fees for activities currently provided without charge.



SUMMARY OF RECOMMENDATIONS



- 1. Begin the consistent enforcement of Council-approved fees where a fee structure is already in place (but has not been actively collected).
- 2. Improve cost recovery by charging fees for services that are currently delivered free of charge (e.g. pre-application meetings).
- 3. Conduct a corporate-wide review of the true cost of delivering City services.
- 4. Set cost recovery policies related to percentages to be recovered and set fee tables accordingly, supported with annual reviews.
- 5. Establish the roles, responsibilities and objectives between Planning and Development and By-law enforcement for the enforcement and compliance of planning-related infractions.

Cumulative budget
impact range (5 years) | \$204K -\$242K

Impact
type | Revenue generation

Timeline to
implement | 6 - 18 months

2-09 | Civic partners and grant funding allocation

Development of cross corporate framework and guiding principles to govern ongoing support provided by the City to community organizations.



SUMMARY OF RECOMMENDATIONS



1. As the City is already in the process of conducting a grant review, the opportunities outlined are additional initiatives for consideration within the scope of the grant review, to accelerate and improve outcomes surrounding grant management practices.
2. Develop a cross-corporate framework to support the management and allocation of both monetary and non-monetary support to community organizations including:
 - A high level policy for Council to guide leadership decisions on one-time funding and ongoing operating grant funding;
 - Administrative directives outlining cross-corporate considerations for the allocation of grants/non-monetary support across recipient organizations.
3. Enhance practices around recipient accountability to grant policies and service delivery.
4. Explore grant management software solutions to more efficiently and effectively accept applications, reduce processing time, increase processing consistency, report on funding impact and maintain records of funding metrics.

Cumulative budget impact range (5 years) | N/A - Focus is on improved operating outcomes

Impact type | Productivity gain

Timeline to implement | < 6 months

2-10 | Review library grant funding

Review existing funding allocation to St. Albert library and evaluate opportunities for improved operational efficiency and financial independence.



SUMMARY OF RECOMMENDATIONS



- 1. Consider reducing library grant funding levels in line with comparable municipalities, working with the library to identify ways to offset the impact of reduced grants. Phased reduction in funding may be considered to sustain outcomes.
- 2. Recognizing the previously limited role the City held related to library operations, City administration should now formalize a more active role in understanding how grant dollars provided by the City are being spent by the library, while also instilling similar reporting expectations from the library in line with those followed by other grant recipients.

Cumulative budget
impact range (5 years) | \$5.1M - \$9.5M

Impact
type | Cost savings

Timeline to
implement | 6 - 18 months

2-11 | Exploring partnership structures for Arden Theatre operations

Explore and evaluate alternative models for running Arden Theatre operations to reduce the City's net cost of service delivery.



SUMMARY OF RECOMMENDATIONS



1. Develop a partnership structure to operate the Arden Theatre, transferring some and/or all financial and operating risks to the incoming entity. Partnerships explored include alliance and divestiture; however, research and stakeholder consultations have identified an alliance partnership as the preferred model. If the City chooses to maintain operations as is, it is recommended that a financial review is conducted to minimize the deficit incurred by the theatre.
2. Identify a partner and define a co-management agreement delineating roles, responsibilities, and expectations of each entity. Incoming entities may include social profits or arts-related organizations as they are familiar with the landscape, follow more flexible staffing models, and qualify for more funding sources (e.g. senior government arts development grants and incentives).
3. The City may choose to provide an annual grant to support the entity in theatre operations. Research shows that these City-provided grants range from 15-30% of theatre expenses and as the theatre achieves operational sustainability the City may choose to modify the degree of funding.
4. Communicate the transition in responsibility with key stakeholders and implement a performance measurement framework to evaluate theatre operations while under new management (e.g. gain feedback through customer satisfaction surveys, questionnaires).
5. Re-visit and assess partnership after probationary period to determine the continuation/discontinuation of partnership.

Cumulative budget
impact range (5 years) | \$768K - \$1.76M

Impact
type | Cost savings

Timeline to
implement | 6 - 18 months

2-12 | Rapid response vehicle program for Fire Services

Adoption of a two-person staffed rapid response vehicle (RRV) program to improve responsiveness of emergency services while managing costs.



SUMMARY OF RECOMMENDATIONS



- 1. Conduct assessment of fire service growth and expansion plans (e.g. headcount, apparatus, stations etc.) and projections for staffing levels.
- 2. Conduct evaluation of feasibility and challenges of the rapid response vehicle model to understand if RRVs can be used to manage service requirements identified in #1 above.
- 3. Design pilot program for transitioning to an RRV model in identified stations.
- 4. Conduct procurement of vehicles and apparatus to support RRV model.
- 5. Initiate RRV pilot and evaluate benefits.

Cumulative budget impact range (5 years) | N/A - Focus is on improved operating outcomes

Impact type | Cost avoidance

Timeline to implement | > 18 months

2-13 | Automation

Process automation program focused on processes with the greatest opportunity to realize efficiencies and generate savings.



SUMMARY OF RECOMMENDATIONS



1. An incremental opportunity exists to focus on modernizing existing AP processes focusing on:
 - A paperless processing environment
 - Refinement of governance practices
 - Development of hierarchy structure to support signing authority during approval processes
 - Refinement of workflows
2. Further analysis is recommended in the potential for integration between the new HRIS software and existing Aggresso software to enable automation, along with exploration into the feasibility and costs associated with the use of additional Aggresso modules.
3. Following process improvements to existing operations, the City can explore opportunities for process automation within the Finance department, specifically Accounts Payable.
4. Ongoing efforts to identify RPA opportunities are encouraged through internal reviews and the engagement of external consultants and/or system providers.
5. Further cost benefit analysis recommended to showcase long term benefits of automation as the City continues to grow and meet the appropriate scale to support investments into supporting automation solutions.
6. Implement a more effective Records and Information Management (RIM) and an Electronic Document and Records Management System (EDRMS) with consideration of solutions based on cost and compatibility with existing systems leveraged by the City (e.g. SharePoint and single vendor approach).
7. Focus attention on standing up supporting software with basic licenses before adding additional modules for increased functionality
8. Build and implement robust change management and communications tactics to educate and build buy in across City stakeholders.
9. Encourage collaborative work between departments and IT by setting up an Automation Centre of Excellence to drive future automation initiatives, improving process efficiency across the City.

Cumulative budget impact range (5 years) | 13.1: \$12.5K-\$31.5K
13.2: (\$103K)-(\$98K)

Impact type | Cost reduction
Productivity gain

Timeline to implement | > 18 months

2-14 | New business models

Leverage existing skills and infrastructure within the City to expand services to neighbouring municipalities for a fee or through shared service models.



SUMMARY OF RECOMMENDATIONS



- 1. The City can recover costs on services that it is currently completing for outside entities free of charge. Specifically, the City can charge external agencies for Workplace Safety (WS) incidents it is tending to, attendance in Learning & Development (L&D) training courses it is already offering, and Payroll & Compensation (P&C), which is already being processed for the Library and can be extended to other groups once HRIS system implementation is completed.
- 2. Systems can be configured with ease and can either provide self-serve options for outside entities (thereby alleviating capacity from City employees through minimized ad hoc requests) or compensate the City for time spent on such activities.
- 3. City may charge a cost recovery rate with a slight margin to account for administrative time. Pricing structure will be more competitive than private sector since a lower margin will be maintained.
- 4. Additional resources may be required depending on the uptake of the opportunities. Existing systems currently have capacity to accommodate a finite number of external entities; however, additional licensing may be required if demand justifies. Conversely, a business development role may be considered if uptake is low as the present representation relies on word-of-mouth marketing.

Cumulative budget
impact range (5 years) | \$400K-\$660K

Impact
type | Cost recovery

Timeline to
implement | 6 - 18 months

2-15 | Improve investment promotion to expand non-residential tax base

Expand non-residential tax base by prioritizing business attraction and retention, to alleviate tax burden on residents.



SUMMARY OF RECOMMENDATIONS



1. Develop a strategy and mandate to align stakeholders (both internal and external) and focus Economic Development activities:
 - External stakeholders should include both community level (St. Albert Chamber of Commerce and NABI for example) and regional (including Edmonton Global and Invest Alberta as examples)
 - Internal stakeholders include other departments within the City to support alignment in objectives and strategies
 - Focus activities within the City team and identify roles of external stakeholders to leverage synergies where possible, avoid duplication of efforts and stay aligned to ultimate objective
2. Cross-corporate collaboration should be leveraged wherever possible. Some examples include:
Centralized Marketing & Communications function (see Phase 1 report) - to communicate the value proposition of St. Albert to potential investors
Planning & Development - to develop zoning by-laws or site plans
Human Resources - to develop employee retention initiatives
3. Regional collaboration with other municipalities will highlight economic activities occurring elsewhere that will likely have spill-over effect into neighbouring regions, at which time the City will be prepared to capitalize on these opportunities.
4. Defining the roles and responsibilities of parties within City partnerships will expand the City's reach in areas such as foreign direct investment and entrepreneurial supports while minimizing duplicative efforts.
5. Update department mandate then strategy and monitor plan alignment, as noted in Phase 1 opportunities. The leverage these elements to develop metrics and KPIs to monitor the effectiveness of economic development activities, measure regional trends, and adjust strategic activities accordingly.
6. Investment may be required from the City to promote investment attraction. It is also recommended that the City conducts a review of existing grants and subsidies to validate that they align with the updated strategy and mandate.

Cumulative budget impact range (5 years) | N/A - Focus is on improved operating outcomes

Impact type | Efficiency gain

Timeline to implement | > 18 months

2-16 | Implement third party adjudication of disability claims management

Explore the opportunity to move adjudication of non-occupational disability claims to a third party in order to manage insurance premiums, reduce workload on the City, and increase productivity through reduced absenteeism.



SUMMARY OF RECOMMENDATIONS



- 1. Continue processing occupational claims in-house and outsource non-occupational claims to achieve more efficient and vigilant processing of claims resulting in a 15-30% reduction in absenteeism.
- 2. Re-allocate claims management capacity (if any) to developing return-to-work programs as rigorous claims processing may result in an influx of returned employees and a surge in workforce productivity.
- 3. Address lack of available data around metrics supporting claims management (e.g. currently unable to determine average days lost within each type of claim group).
- 4. Assess drivers for increasing mental health claims and develop a comprehensive mental health campaign involving prevention and early intervention strategies.
- 5. Monitor claims management data to determine trends and develop awareness programs or initiatives to maintain workforce culture and prevent injury at work.

Cumulative budget
impact range (5 years) | \$448K-\$1.03M

Impact
type | Cost avoidance

Timeline to
implement | 6 - 18 months

2-17 | Modernize building & development permit process

Continuous improvement of application processing and service delivery within Planning and Development.



SUMMARY OF RECOMMENDATIONS

The City is currently delivering building and development permit services sufficiently to meet, if not surpass defined service levels. Several recommendations have been made through previously sourced reports, however the objective of this case is to identify opportunities based on jurisdictional evidence in comparator municipalities for further improvement considerations as St. Albert continues to grow. Explore modernization initiatives focused on greater efficiency and customer centricity, building a competitive advantage for St. Albert in the region for future development.

1. Short Term Considerations

- Reduce permit requirements for small structure development to lower the administrative burden of processing low risk developments
- Develop self-certification program to be scalable according to demand, leading to future opportunities to cover more diverse developments, expanded eligibility, and accessibility to the general population.
- Explore a risk-based prioritization approach, allowing the City to focus resources on high-risk developments.
- Explore options for permit bundling as a one-stop shop approach under which necessary permits can be bundled and processed simultaneously, leading to a streamlined and standardized customer experience for developers.
- Implement a random permit audit process to increase permit compliance and assess impact of self certification requirements
- Invest in improvements to website design, catering to citizen and developer usage including digitized forms, applications and guides

2. Long Term Considerations

- Consider the implementation of a self-certification permit program for eligible residential, business, mercantile, and assembly projects, based on the City's risk assessment on compliance to previous relaxation of permit requirements, where responsibility is assigned to the developer for code compliance. Include explicit guidance around eligible structures according to risk and complexity.
- Consider the development of eligibility requirements for registered professionals (e.g. engineers and architects) to go through self-certification process including the disqualification of professionals who submit false plans or deviate from building codes
- Leverage the self-certification program as a new avenue of revenue based on initial certification and renewal fees.
- Assess existing permit requirements and development categories to identify compatibility with a self-certification model
- Conduct market assessment of community interest and feasibility study regarding both self-certification and permit bundling
- Redeploy resources no long required for small scale residential development to improve processing times related to larger scale developments



Cumulative budget impact range (5 years)	Financial benefit cannot be estimated. The full scope of this opportunity would create savings in the future based on reduced capacity requirements.	Impact type	Cost reduction Productivity gain Revenue generation	Timeline to implement	6 - 18 months
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2-18 | Budget process modernization

Transition to multi-year budgeting and improved capital prioritization to increase efficiency of the budgeting process



SUMMARY OF RECOMMENDATIONS



- 1. Identify process and policy changes required for transitioning to a multi-year budget cycle
- 2. Develop roadmap for implementing changes to the budget process to improve integration with the strategic planning framework (in alignment with the MDP) and with other long term strategies and mid-term department plans
- 3. Conduct training and awareness building sessions for staff and Council to adapt to new process
- 4. Refresh capital prioritization framework and assist Council in identifying unfunded projects that can be delayed or dropped
- 5. Conduct maturity evaluation of technology ecosystem, and identify and implement improvements

Cumulative budget impact range (5 years)	N/A - Focus is on improved operating outcomes	Impact type	Productivity gain	Timeline to implement	6 - 18 months
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2-19 | Review of organizational structure

Review spans of control and staffing levels at the City, to strengthen the organizational structure and governance processes.



SUMMARY OF RECOMMENDATIONS

1. This opportunity recommends the completion of an organizational review by outlining the rationale, benefits and structured approach to identifying additional areas for value creation. The scope of an organizational review may include the assessment of the following:

- Current structure of internal departments
- Governance and management models
- Alignment and scope of departmental responsibilities

2. Priority areas for review include:

Review span of control: Identifying the City’s average span of control and managerial layers and assessing alignment with leading practice.

- Focus should be on ensuring work is being done at the appropriate level, increasing autonomy and decision-making authority to lower level employees, and encourage further collaboration across the organization.
- Recommend the development of a policy that outlines the span of control requirements across the organization with the flexibility to remain relevant following organizational transformation initiatives

Governance and management models: Explore opportunities for consolidation, process improvement and role clarity.

The objective of this review will be to validate the City’s ability to meet the expectations and demands of residents, communities, elected officials and employees. Recommendations driven from a comprehensive review will serve to enable the agility and adaptability of the City in driving stakeholder value.

3. Defining the scope of work and guiding principles for the desired future state of the organization will assist with centering any review on a common objective. A clear timeline, dedicated communications and engagement tools can support impacted stakeholders throughout.

4. Consider the future implications of large scale initiatives at the City such as process Automation, that would have a direct impact on the resources required to delivery services internally and to the public



Cumulative budget impact range | N/A - Focus is on improved operating outcomes

Impact type | Productivity gain

Timeline to implement | > 18 months

2-20 | Municipal Reserve methodology refresh

Review current structure of the City’s reserves and the methodology used to fund them.



SUMMARY OF RECOMMENDATIONS



- 1. Develop a method to consistently fund the stabilization reserve long-term (rather than by surplus).
- 2. When Council directs funds allocated from the stabilization reserve to projects (either operating or other) in a particular fiscal year to support new initiatives, consideration should be given to the short and long-term implications of the stabilization reserve balance and potential impacts to tax rates required to replenish the reserve.
- 3. Continue to fund the RMR infrastructure deficit, a challenge facing all municipalities in Alberta, so there is less reliance on grants.
- 4. Review the number of policies and the underlying funds to determine if they can be consolidated into the stabilization fund.
- 5. Once the Province provides guidance on the requirements for the municipalities to fund 10% of natural disasters, understand the potential impact that might have on reserves management.

Cumulative budget impact range (5 years)	N/A - Focus is on improved operating outcomes	Impact type	Efficiency gain	Timeline to implement	<6 months
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Appendix 3: Program and service level review

Program and Service Level Review



As part of the identification of opportunities for cost reduction at the City, separate research was conducted to ascertain the approach for identifying candidates (programs and service areas) that can be considered for reduction or discontinuation. This included a review of the City’s external services as discussed below:



Approach

- Developed a service listing including **9 service areas, 30 services and 115 sub-services** delivered by the City of St. Albert using the City’s Council Approved External Services and Service Levels Inventory.
- Categorized each sub-service by “Mandate” across **4 categories including Mandatory, Critical, Traditional (non-mandatory), and Exceptions (non-mandatory)**. This classification allowed the team to zero in on services that can be considered for discontinuation or service level reduction, as **“Mandatory” and “Critical” services would be out of scope** for such reductions.
- Traditional (non-mandatory) services were analyzed using different criteria to **determine potential for changes in service level or service delivery**. These criteria include **population served, political sensitivity, and financial impact of services**.
- Criteria for analysis were aligned with those used for the PBB ranking exercise at the City to ensure consistency in evaluating services based on demand, reliance, essentiality, and Council priorities.
- The outcome of the analysis was used to **determine services for which opportunities/business cases could be developed to reduce service levels**, and **flag services for which Council decision would be required** prior to exploring service level reductions (based on prior Council direction to maintain status quo in service levels).

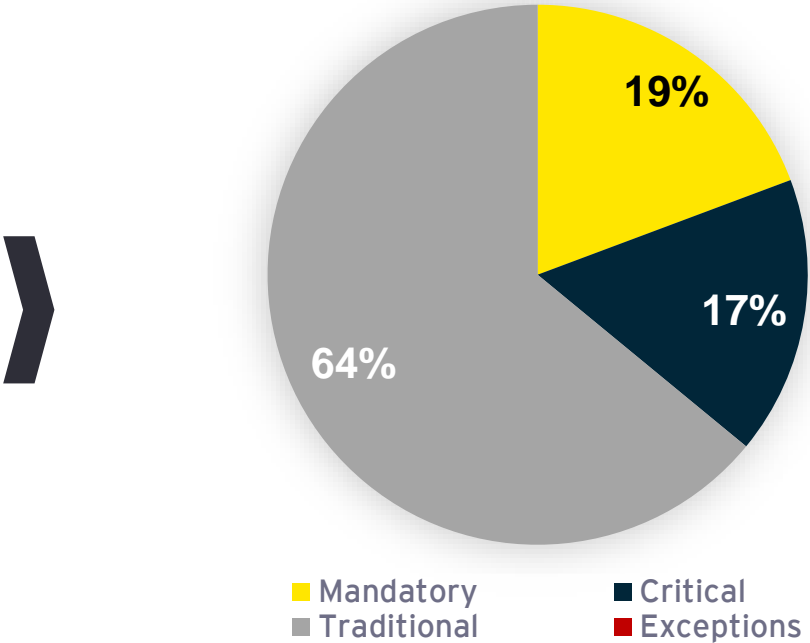
Results of this analysis were validated with City staff and submitted as a separate work-product. A summary of the outcomes and their impact on the opportunities in this Phase of the Operational and Fiscal Review is discussed here.

Program and Service Level Review | Outcomes



Terms & Definitions	
Sub-Service Classification by Mandate	
Mandatory Category	This category indicates that the sub-service is mandated or required by legislation, or agreements with the federal or provincial government (e.g. water services).
Critical Category	This category indicates sub-services that are critical to City operations, or whose primary purpose is ensuring safety to the life and property of the residents, or supporting the growth and development of St. Albert (e.g. fire and emergency services).
Non-Mandatory Traditional Category	This category indicates sub-services that are not mandated by legislation or agreement, nor are deemed to be critical, however are commonly delivered by comparable municipalities within the province and across Canada (e.g. recreation services).
Non-Mandatory Exceptions Category	This category indicates sub-services that are not mandated by legislation or agreement, nor are deemed to be critical, and are not commonly delivered by comparable municipalities within the province and across Canada.

Sub-services Percentage Break-down by Category



Services delivered by the City are **predominantly categorized as “Traditional” in nature**, leading to the **opportunity to review both service level and service delivery approach** as legislative requirements do not apply here. Also, there are **no services in the “Exceptions” category** that the City provides, but aren’t observed in peer municipalities.

Program and Service Level Review | Outcomes

- Business Case submitted in Phase 1
- Initiative in progress at the City
- Opportunity to be explored in Phase 2
- No further action at this time



Based on the categorization of services according to usage and financial impact, and an understanding of the associated political sensitivity of each “non-mandatory traditional” service, opportunities were identified for further analysis during Phase 2 which could lead to a potential reduction of the City’s investments in these services

Additional Analysis Recommended*

Identified services will be reviewed against leading practices and peer municipalities to identify opportunities for reducing the net cost of service through service level reductions or service model

- Front Counter Services (business case 5)
- Provision of Commercial Services
- Counselling and Outreach Services
- Community Group Support (business case 7)
- Community Granting/Support for Delivery of Services (business case 8)
- Public Art (business case 7)
- Arts and Cultural Programming (business case 9)
- Public Communication and Participation (business case 1)

Further Direction Required*

Additional information required on previous Council decisions and priorities, or previous initiatives at the City to inform the pursuit of opportunities for select services.

- Community Events and Programs
- Urban Forestry and Turf Maintenance
- Road Repair and Maintenance

*No further action per administration direction and previous Council decisions regarding service levels

In Progress

Business cases developed and submitted for services in scope as part of Phase 1 review or Services where improvement opportunities are being addressed by ongoing or planned initiatives at the City.

- Business Attraction, Retention and Expansion
- Recreational Programming
- Recreation and Sport Facility Access
- Community Capacity Building
- Transit Services
- Parks and Open Spaces

Context & Approach

Overview of the purpose and objectives of the Core Service Review.



Purpose

This document reviews the external services delivered by the City of St. Albert and categorizes them into those mandated by legislation (federal or provincial) and those delivered at the discretion of the City, in order to inform decisions around opportunities to be explored as part of the ongoing operational and fiscal review.

Objectives

- ▶ To compile a comprehensive list of external services delivered by the City and classify services that are core (mandated by legislation or critical for the well-being of residents) and non-core (discretionary services that are offered by the City as a result of current or previous Council priorities/goals/objectives).
- ▶ To help identify opportunities around service model improvements that would help the City achieve its operational and financial sustainability goals.
- ▶ To guide decisions around continuation or discontinuation of services or sub-services or rationalization of service levels.

Approach

- ▶ Developed a service listing including 9 service areas, 30 services and 115 sub-services delivered by the City of St. Albert using the City’s Council Approved External Services and Service Levels Inventory.
- ▶ Categorized each sub-service by “Mandate” across 4 categories including Mandatory, Critical, Traditional (non-mandatory), and Exceptions (non-mandatory). This classification allowed the team to develop the approach towards identifying opportunities for improving operational efficiency and/or financial sustainability in service delivery.
- ▶ Finally, services were plotted on a matrix according to factors pertaining to changes in service level or service delivery. Services were assigned a placement based on financial impact, population served, and additionally flagged to identify areas of political sensitivity.
- ▶ Recommendations today will reflect a preliminary assessment of services with which jurisdictional evidence could support or discredit the exploration of an opportunity or business case.

Context & Approach | Definition & Categorization

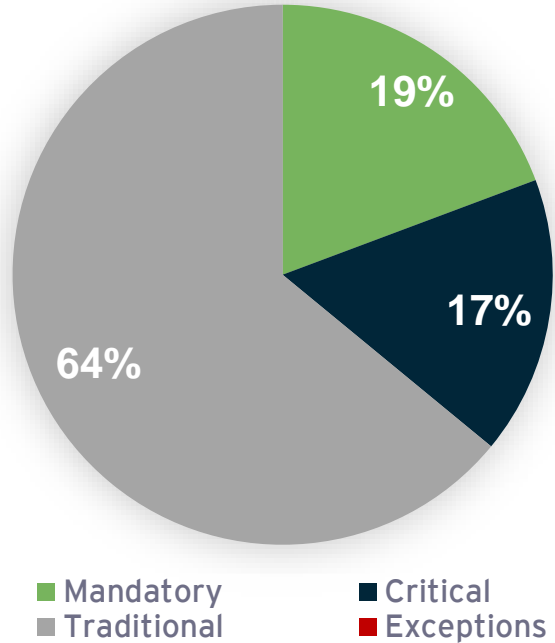
Terms and definitions used to categorize the services and sub-services delivered by the City.



Terms & Definitions	
Sub-Service Classification by Mandate	
Mandatory Category	This category indicates that the sub-service is mandated or required by legislation, or agreements with the federal or provincial government (e.g. water services).
Critical Category	This category indicates sub-services that are critical to City operations, or whose primary purpose is ensuring safety to the life and property of the residents, or supporting the growth and development of St. Albert (e.g. fire and emergency services).
Non-Mandatory Traditional Category	This category indicates sub-services that are not mandated by legislation or agreement, nor are deemed to be critical, however are commonly delivered by comparable municipalities within the province and across Canada (e.g. recreation services).
Non-Mandatory Exceptions Category	This category indicates sub-services that are not mandated by legislation or agreement, nor are deemed to be critical, and are not commonly delivered by comparable municipalities within the province and across Canada.



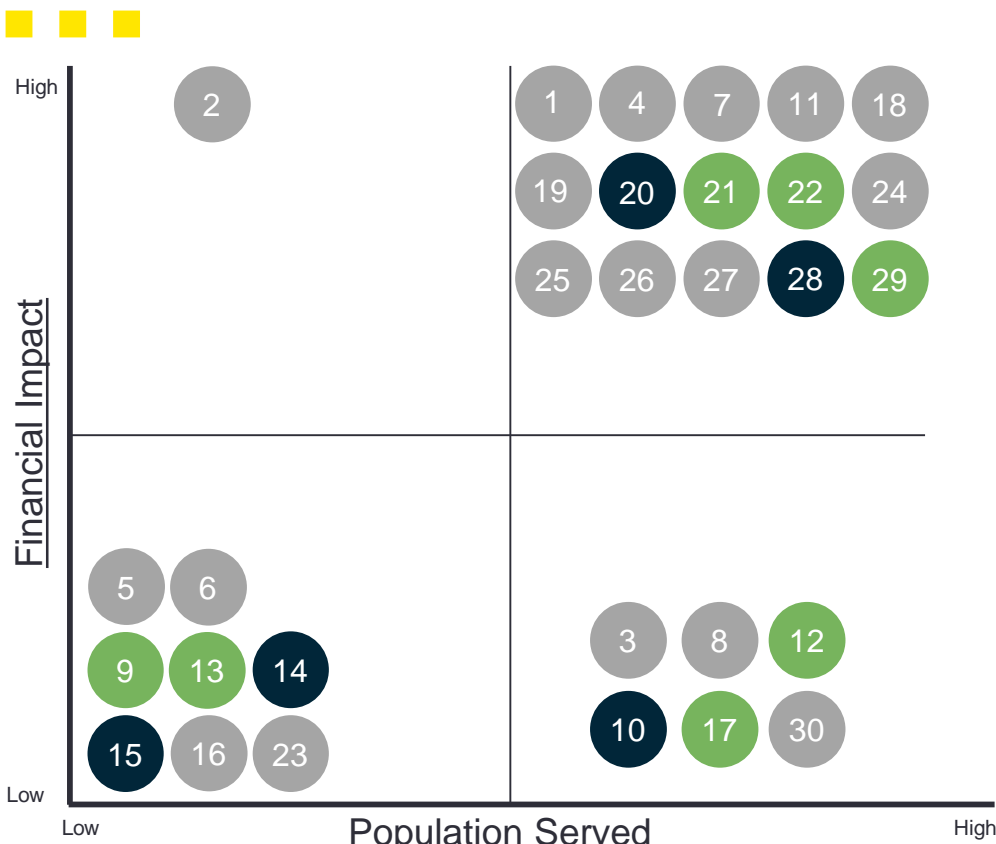
Sub-services Percentage Break-down by Category



Services delivered by the City are **predominantly categorized as “Traditional” in nature**, leading to the **opportunity to review both service level and service delivery approach** as legislative requirements do not apply here. Also, there are **no services in the “Exceptions” category** that the City provides, but aren’t observed in peer municipalities.

Activity Outputs | Service Classification Matrix

The following matrix reflects the placement of all services into four quadrants based on financial impact and population served



Population Served:
Indicates the population served by the service

Financial Impact:
Indicates the potential to reduce the net cost of service delivery through improvements in service-models, rationalization of service portfolios or service levels, and re-assessing the role of the City in delivering the service.

1	Front Counter Services	16	Business Attraction, Retention and Expansion
2	Provision of Commercial Services	17	Transportation Management
3	Facility Bookings	18	Road Repair and Maintenance
4	Community Capacity Building	19	Transit Services
5	Counselling and Outreach Services	20	Fire and Medical Emergency
6	Community Group Support	21	Bylaw and Provincial Act Enforcement
7	Community Granting/Support for Delivery of Services	22	Policing Services
8	Community Events and Programs	23	Public Art
9	Environmental Strategy, Risk and Compliance	24	Arts and Cultural Programming
10	Waste Management	25	Recreational Programming
11	Urban Forestry and Turf Maintenance	26	Recreation and Sport Facility Access
12	Water, Stormwater and Waste Water Management	27	Parks and Open Spaces
13	Land Use Planning	28	Asset Management
14	Development	29	Governance
15	Construction Management	30	Public Communication and Participation



Appendix 4: Background and context

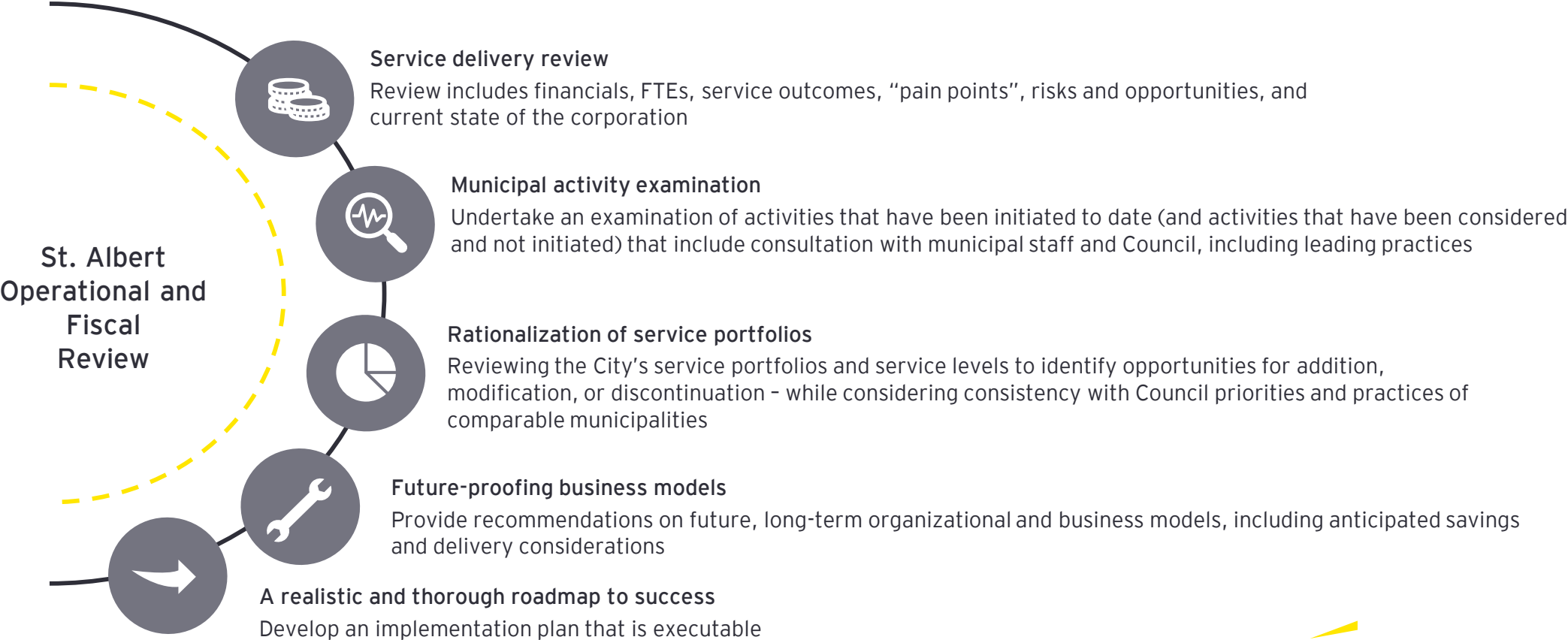
Core assumptions

- Operating actuals from 2015-2019 provided by the City's Finance department have been used to calculate qualitative and quantitative benefits such as cost savings, efficiencies, and cost avoidance through service level or service model changes.
- Operational and performance data provided by the respective departmental teams have also been used to estimate benefits.
- Calculations of benefit estimates, efficiencies, and cost avoidance analysis have been performed using input assumptions and data provided by the City of St. Albert Finance team, the City of St. Albert departmental teams ("Leadership Team"), and prior EY experiences. These assumptions have been validated with the Leadership Team.
- The analysis contained in this document is in summary form. Selecting portions of this analysis without considering all of the factors and analyses considered may create a misleading view of the output and results.
- Calculations are based on specific assumptions noted in the relevant sections within the business cases presented in this report. Not every potential influence or factor has been considered. Factors that were considered include, but are not limited to, negotiated changes with contractors and unions, inflation, the impact of overhead costs, storage costs for new equipment and changes in contractor rates resulting from changes in requirements.
- We have accepted information provided to EY by the City as presented and have not validated it's accuracy or completeness.

Background | Objectives



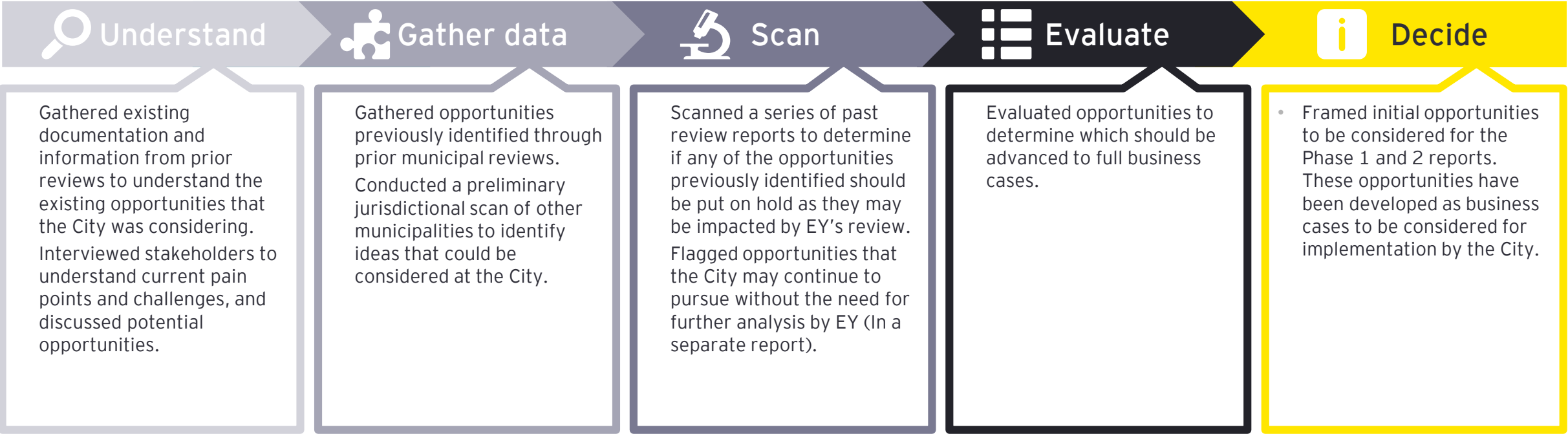
The operational and fiscal review takes into consideration the uncertain economic realities of a post-pandemic landscape, existing evolution of resident needs, increasing demands for service quality and higher service levels against the backdrop of economic, demographic and technological change. It also takes into account the work completed by the City to identify cost efficiencies through its Priority Based Business Planning and Budgeting (PBB) exercise, previous service reviews, and the financial modeling exercise conducted to identify ways to mitigate financial impacts of the COVID-19 pandemic. EY is conducting this review based on the five parameters illustrated below:



Background | Approach



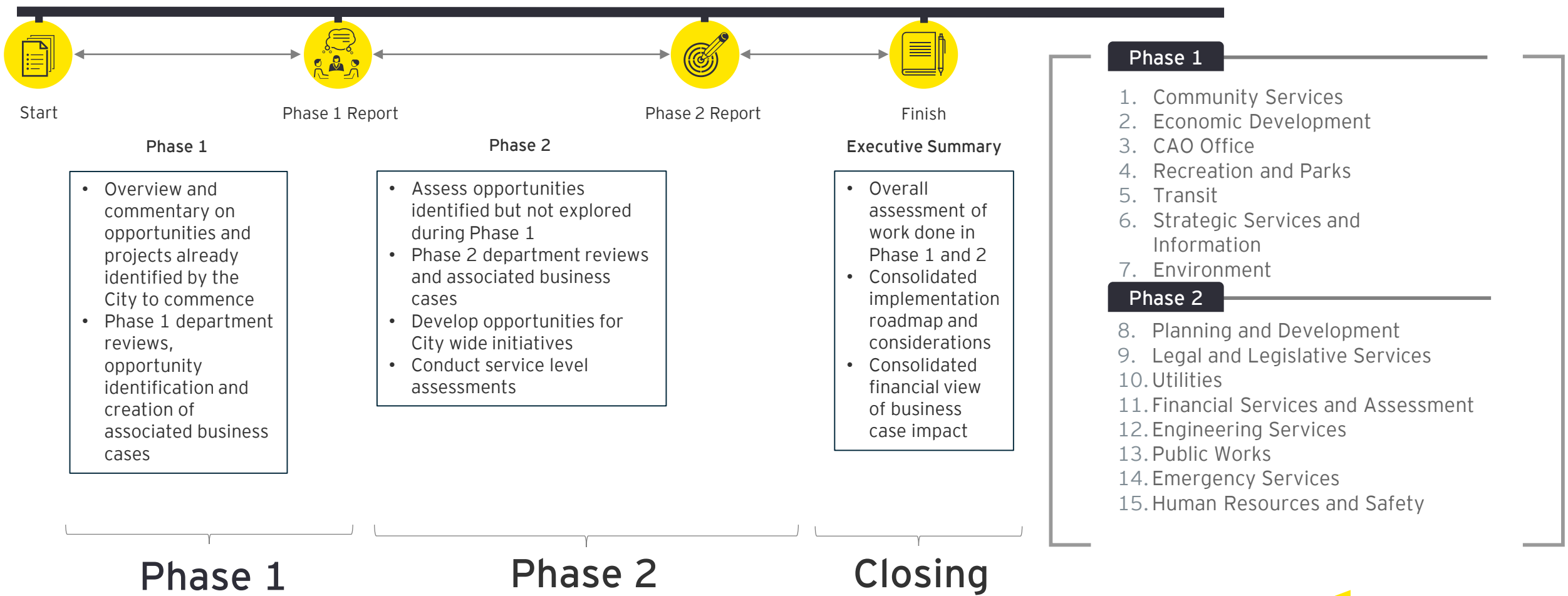
A starting point for the analysis was the previous and ongoing work done by the City. It was observed that through prior service reviews and audits, the City had already identified and initiated actions on a number of short-term/quick-win (< 6 months) recommendations in order to reduce costs and improve service efficiency.



Background | Overview of work



In this phase of work we are looking at both the specified Phase 2 departments but also broader City wide opportunities, assessment of service levels and overall alignment to the City’s goals for the future.



Background | Key Activities



Extensive stakeholder consultations within the City to gather inputs on challenges, pain points, and vision for future state to help inform decisions about opportunities for improvements



Financial analysis of all departments to understand key drivers of revenues and expenditures and analyze trends to identify areas of concern



Comparative review of services and service levels at St. Albert with those in peer municipalities across Canada to identify opportunities for rationalization of services and opportunities for savings and transformation



Jurisdictional scan to identify leading practices relevant to the City which could help improve operational efficiency and financial sustainability at the City



Development of business cases focused on reducing the net cost of service delivery and improving productivity, followed by validation with Directors of departments

Operational and fiscal review | Acronyms



Acronym	Full form
4DX	Continuous Improvement Process
AAGR	Average Annual Growth Rate
AHF	Arts and Heritage Foundation
AHS	Alberta Health Services
AMO	Association of Municipalities Ontario
AMSA	Alberta Municipal Health & Safety Association
AP	Accounts Payable
AR	Accounts Receivable
ASP	Areas Structure Plan
BIAs	Business Improvement Areas
BRE	Business Retention and Expansion
CIAM	Customer Identity and Access Management
CPO	Capital Projects Office
CPOs	Community Peace Officers
CRM	Customer Relationship Management
D&I	Diversity and Inclusion
EDC	Economic Development Corporation
EDRMS	Electronic Document and Records Management System
EMS	Emergency Medical Services
EOC	Emergency Operations Centre

Acronym	Full form
ERMS	Electronic Records Management Systems
FOIP	Freedom of Information and Privacy
FSIT	Financial Services and Information Technology
FTEs	Full-time Equivalents
GFOA	Government Finance Officers Association
HR	Human Resources
HRIS	Human Resources Information System
IAP2	International Association for Public Participation
ICFs	Intermunicipal Collaboration Frameworks
IoT	Internet of Things
IRR	Internal Rate of Return
KPI	Key Performance Indicator
L&D	Learning & Development
LEED	Leadership in Energy and Environmental Design
LTD	Long-term Disability
MCIT	Mobile Crisis Intervention Team
MDP	Municipal Development Plan

Acronym	Full form
MSSP	Managed Security Services Provider
N6	Northern Six Municipalities
NABI	Northern Alberta Business Incubator
NFPA	National Fire Protection Association
NPV	Net Present Value
OCR	Optical Character Recognition
P&C	Payroll & Compensation
PBB	Priority Based Business Planning and Budgeting
PCI	Payment Card Industry
PIA	Privacy Impact Assessments
RACI	Responsibilities Accountability Communicate Inquiry
RCMP	Royal Canadian Mounted Police
RPA	Robotic Process Automation
RRV	Rapid Response Vehicle
WS	Workplace Safety

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