



## Legislation Details (With Text)

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Presented by: Travis Peter, Manager, Smart City and Innovation and Gord Coulman, Director  
Innovation and Technology Services

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**Attachments:** 1. Smart City Strategy Implementation Plan, 2. Smart City Policy and Strategy Development Plan

Date	Ver.	Action By	Action	Result
11/28/2016	1	City Council	approved	Pass

### Smart City Implementation and Policy Plan

Presented by: Travis Peter, Manager, Smart City and Innovation and Gord Coulman, Director  
Innovation and Technology Services

## RECOMMENDATION(S)

1. That the Smart City Strategy Implementation Plan, provided as an attachment to the November 28, 2016 agenda report entitled "Smart City Implementation and Policy Plan", guide operational activities and be utilized for planning purposes.
2. That the Smart City Policy and Strategy Development Plan, provided as an attachment to the November 28, 2016 agenda report entitled "Smart City Implementation and Policy Plan", be received as information.

## PURPOSE OF REPORT

This report presents, for Council's information, Administration's Smart City Implementation and Policy Plans. Each strategy and policy inclusion within the plans connects directly to the direction of the Smart City Master Plan, and complements it by articulating Administration's planned approach, timing, and capacity. Numerous priority initiatives are scheduled to be advanced in 2017, from project, program, and policy perspectives.

## COUNCIL DIRECTION

On October 3, 2016, Council passed the following motions:

(File ID AR-16-281)

1. That the Smart City Master Plan, attached provided as Attachment 1 to the September 6, 2016 agenda report entitled "Smart City Master Plan", be approved as amended for planning purposes.
2. That the Smart City Master Plan Summary Version, provided as Attachment 2 to the September 6, 2016 agenda report entitled "Smart City Master Plan", as amended, and that will be provided to most external stakeholders for information purposes, be received for information.
3. That Administration prepare an annualized Smart City Implementation and Policy Schedule, based on the Smart City Action Plan and internal capacity, for Council's consideration on November 28, 2016.

## BACKGROUND AND DISCUSSION

On October 3, 2016, the Smart City Master Plan was approved as a long-term plan of the City of St. Albert, with related resource or budget requirements referred to the City's annual budget process and at the discretion of Council.

To support the implementation of this complex Master Plan, Administration has prepared a Strategy Implementation Plan, and a Policy / Strategy Development Plan. Each were prepared based on the Action Plan within the Smart City Master Plan and in consideration of corporate capacity and other factors. Council will have ongoing opportunities to consider specific activities each year when Administration brings forward, for Council's approval, annual divisional action plans as part of the budget process. Council's approval is required for all budget funding requirements, such as through business cases and capital charters. Some business cases or capital charters have connections to multiple strategies, and Administration remains focused on low cost, low risk, and/or high value projects.

All timing and planned approaches are based on current estimates and resources. If resources for various initiatives are not available when expected, action on those strategies would be pushed back to future years.

The attached Strategy Implementation Plan provides an overview of the approach Administration is planning to address each of the Smart City Master Plan's 70+ action items. A summary of the planned approach is provided, in addition to expected outcome, current status, planned launch / timing, Council involvement, and the currently anticipated and estimated resource requirement(s).

In 2017, Administration has identified a variety of initiatives that Innovation and Technology Services and other departments would move forward. These include expansion of the City's municipal area network (subject to funding approval), a review of the City's role (if any) in meeting the Internet speed needs of local business areas (pending Council direction in 2017), the launch of an open data program (subject to funding approval), numerous sensor / "Internet of things" pilots, expansion of free public Wi-Fi spaces, new intelligent transportation system capacity, modernization of various corporate technology platforms, multiple energy efficiency and generation projects (subject to funding approval), direct water usage information for residents (dependent on technology selected), outreach to others through the Alberta Smart City Alliance (with an updated MOU currently in the works), improvement of data-based decision making within Administrative departments (subject to funding approval), and much more.

The attached Policy and Strategy Development Plan provides an overview of the purpose of each policy or strategy, the authority by which it would be approved, and the expected timing that the matter would be brought forward.

In 2017, multiple policies and plans are also scheduled, including a policy that would ground the City's "open government" efforts and a new strategy that would provide specific direction to the recommended intelligent transportation system expansion, in the broader context of a commitment to open government.

For reference purposes, a copy of the Smart City Master Plan (full version) is also attached.

## STAKEHOLDER COMMUNICATIONS OR ENGAGEMENT

These implementation plans were developed internally, and all affected departments were consulted.

The Smart City Master Plan was also developed based on a large and multi-pronged stakeholder engagement. This included a dedicated Steering Committee of residents, which is at Level 4 (Collaborate) of the City's approved public engagement spectrum. In addition, over 2,000 stakeholders informed the development of the Master Plan. This type of engagement was at Levels 2 (Consult) and 3 (Involve) of the City's public engagement spectrum. All feedback was either directly incorporated or referenced in the development of key strategies and actions, and within the strategy prioritization methodology. Stakeholders included residents, local and national business leaders, City employees and committees, students and school boards, community groups and associations, academic institutions, other governments, and international Smart City thought leaders. A summary of this engagement process is included within Appendix D of the Smart City Master Plan.

## IMPLICATIONS OF RECOMMENDATION(S)

a) Financial:

The receipt of these implementation plans has no direct financial implication, as current business cases or capital charters are under consideration by Council as part of the 2017 Budget Process.

b) Legal / Risk:

The Smart City implementation plans, and the Smart City Master Plan itself, are non-statutory long-term planning documents. There are no known legal considerations or risks associated. All activities contemplated within the plans would be subject to legal and risk assessment should they proceed and subject to the Freedom of Information and Protection of Privacy Act and other relevant legislation and City policies and directives.

c) Program or Service:

A significant portion of the Smart City Master Plan and these implementation plans involves ideas and opportunities to create positive impacts on local programs and services. User satisfaction / enjoyment, uptake, return on investment, and other factors will be used to determine if these outcomes are being met. Organizational efficiency is also expected to be supported over time, as various different solutions are implemented.

d) Organizational:

Implementing the Smart City Master Plan requires broad support and capacity across the municipal Administration. Smart City is a lens through which most of the City's future planning will be viewed through. In some cases, the initiatives described within the proposed implementation plans could be accomplished with existing resources, and in other cases additional staff capacity or new resources would be required.

## ALTERNATIVES AND IMPLICATIONS CONSIDERED

If Council does not wish to support the recommendation, Council could direct specific amendments to the Implementation Plan(s) through resolution.

## STRATEGIC CONNECTIONS

### a) City of St. Albert Strategic Plan (Policy C-CG-02)

The Smart City Master Plan directly aligns with and supports all of the City's Pillars of Sustainability - Social, Economic, Built Environment, Natural Environment, Culture. It also aligns directly to the City's Governance Strategy, and its Service Delivery Strategy. These include:

#### Pillars of Sustainability

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

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

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

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

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

**Governance Strategy** - Council is committed to ensuring that the City of St. Albert is a responsive, accountable government that delivers value to the community.

**Service Delivery Strategy** - Council is committed to ensuring that the City of St. Albert is engaging residents to identify opportunities to improve delivery of services to the community.

### b) Long Term Plans (e.g. MDP, Social Master Plan, Cultural Master Plan, etc.)

The Smart City Master Plan directly aligns to St. Albert's Community Vision and Pillars of Sustainability, and all of the City's long term plans and other strategic objectives. A detailed description of these connections is provided within the Master Plan's appendix.

### c) Corporate Objectives (See Corporate Business Plan)

The Smart City Master Plan will help the City achieve all four of the City's corporate objectives, particularly around efficiency/fiscal management, enhanced service delivery, and customer satisfaction. The objectives include:

- Attract and retain high quality employees
- Deliver programs and services that meet or exceed our standards
- Exercise strong fiscal management
- Ensure our customers are very satisfied

d) Council Policies, Bylaws or Federal/Provincial statutes

The Smart City Policy and Strategy Development Plan recommends the amendment and development of a variety of policies, bylaws, and strategies into the future in support of Smart City strategies.

e) Other Plans or Initiatives (Business Plans, Implementation Strategies, etc.)

The Smart City Master Plan complements most other department business plans and strategies, particularly those in the City Manager's Office, IT Services, Strategic Services and Environment, Public Works, Transit, Build St. Albert, Engineering Services, and Economic Development.

Report Date: November 28, 2016

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