



# CITY OF ST. ALBERT CITY COUNCIL POLICY

NUMBER	TITLE
<b>C-CG-02</b>	<b>City of St. Albert Council Strategic Plan</b>
ORIGINAL APPROVAL DATE	DATE LAST REVISED
April 18, 2016	March 4, 2019

## Purpose

To establish a City of St. Albert Council Strategic Plan that guides Administration’s corporate and financial planning efforts.

## Policy Statement

The City of St. Albert shall have a strategic plan to establish Council’s strategic priorities for their term and provide a single source of direction for the City.

## Responsibilities

Council is responsible to develop a strategic plan and identify strategic priorities to Administration for their term.

The Chief Administrative Officer is responsible for ensuring that the Corporate Business Plan and supporting budget reflect Council’s strategic priorities outlined in the strategic plan. The Corporate Business Plan shall be presented to Council for information when the strategic plan is brought forward for approval.

## Service Standards / Expectations

1. The City of St. Albert Strategic Plan establishes Council’s strategic priorities for their four-year term. Details relative to the City of St. Albert Strategic plan are provided within Schedule A to this policy.
2. The City of St. Albert Strategic Plan shall be recognized as the primary resource in the development of corporate business plans, performance metrics and budgets.
3. Council shall review this policy following a general election, or more often at its discretion.

## Legal References

*Municipal Government Act*

## Cross References

Policy C-CG-01, Council's Vision, Mission and Values  
Policy C-CG-06, City of St. Albert Strategic Framework  
Policy C-CG-11, Community Vision and Pillars of Sustainability  
Policy C-FS-05, Budget and Taxation Guiding Principles

## Attachments

Schedule A – City of St. Albert Council Strategic Plan

DATE REVIEWED	NEXT REVIEW DATE	REVISIONS
March 2021 – Strategic Services and Communications	2022 - Strategic Services and Communications	April 18, 2016 - C235-2016 February 6, 2017 - AR-17-050 March 5, 2018 - AR-18-034 March 4, 2019 – AR-19-038 April 6, 2022 - AR

**Schedule A**  
**To Council Policy C-CG-02 City of St. Albert Council Strategic Plan**



Welcome to  
**St. Albert**  
Cultivate Life

# CITY OF ST. ALBERT COUNCIL STRATEGIC PLAN 2018-2021

Released March 5, 2018  
Reapproved April 6, 2021

Photos taken pre-pandemic

## INTRODUCTION

This Strategic Plan is St. Albert City Council's vision for its four-year term spanning 2018 to 2021. It describes the areas in which Council will focus and provides the specific direction in which the Administration intends to support Council. It is visionary and ambitious, but it will succeed with hard work and broad support from the community.

### MESSAGE FROM THE MAYOR

Council has taken a visionary approach to governance, recognizing that the most effective course has been to create one foundational plan that leads the way to tackle the future head-on. The Council Strategic Plan that was developed in 2018 is achieving this goal. Council reaffirmed its priorities in its Council Retreat in February 2021. I am proud to say that Council is staying the course while ensuring that we continue to put wheels in motion to make this community fiscally sustainable over the long term while responding to emergent challenges and opportunities.




Council's plan aims to achieve sustainable solutions with a multi-lens approach consisting of social, economic and environmental goals together, representative of all in St. Albert. For the remainder of Council term, we will continue to focus on priorities established in the Strategic Plan with emphasis on enhanced communication to residents, economic development, exploring alternative revenue sources, and full life-cycle costing for capital projects. As we move forward, Council wants to see balanced growth, transformative investment, additional jobs, essential infrastructure and social profit, all while protecting the natural environment that is such an important part of our heritage and our character as the Botanical Arts City.

COVID-19 inflicted immense societal and economic hardship, often in ways we couldn't predict. During this challenging year, we have been forced to find creative solutions to respond to these unprecedented times. The community continues to play a large role in supporting our future endeavours. In 2020, Council invited a cross-section of business and community leaders to serve on our COVID-19 Recovery Task Force. This group provides us with valuable insight to help build our economic and social resiliency. The Task Force has been mandated to provide recommendations to Council focusing on ways the City can assist residents, community partners and businesses to recover from the impacts of the COVID-19 pandemic.

Strategic planning is about making the best use of resources, about providing clear direction to our Administration, and about being open and transparent with you, the citizens, while at the same time aligning our plan with the vision developed by our community. We believe that the priorities within this plan will continue to create meaningful differences in our city.

Council and I continue to look forward to working together with Administration and the citizens of St. Albert to realize these priorities.

A handwritten signature in black ink that reads "C. Heron". The signature is written in a cursive, flowing style.

Cathy Heron  
Mayor

# VISION, MISSION AND VALUES

In 2014 and 2015, more than 7,000 St. Albert residents helped to create a vision to guide the City's planning and decision-making processes for the next 50 years. The Community Vision and Pillars of Sustainability are intended to be a road map to guide our current and future Councils in achieving its short- and long-term goals.

Approved by Council in June 2015, the Community Vision and Pillars of Sustainability are a single shared vision developed for and by the residents of St. Albert and are the foundation upon which all plans and activities are built.

In April 2016, Council updated its Vision, Mission and Values policy to reflect how it governs as well as demonstrate how Council works together to achieve its goals.

Each of these key elements are listed below.

## COMMUNITY VISION

*A vibrant, innovative and thriving City that we all call home, that sustains and cherishes its unique identity and small-town values.*

*We are the Botanical Arts City.*

## 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.

## COUNCIL'S MISSION

Represent the residents of St. Albert, make decisions in the best interests of the entire community, and ensure the corporation delivers results that will help sustain a high quality of life for St. Albertans.

## COUNCIL'S VALUES

Community	Consider best interests of the community.
Engagement	Engage residents and stakeholders in Council and community matters.
Integrity	Behave consistently with our values.
Respect	Respect and consideration for all people and their perspectives.
Stewardship	Stewardship of community resources.
Trust	Earn and retain trust.
Understanding	Understand the issues – be inquisitive, informed and prepared.
Acceptance	Accept the diversity of opinions and skill sets of Council members.
Forward Thinking	Employ a forward-thinking mindset when faced with decisions that impact the long-term sustainability of the community.



# THE PROCESS

The hourglass is a visual representation of the connected, but distinct functions of Council and Administration: the “what” and the “how.” Council’s focus is reflective in the top half of the hourglass.

## STRATEGIC PLANNING PROCESS



# COUNCIL PRIORITIES

St. Albert City Council has identified six areas which will receive focus during the term of this strategic plan. Listed in no particular order of importance or priority, these strategy areas were selected based on community feedback, current service information from the administration, and a thorough understanding of the challenges that lie ahead.

For each Strategic Priority, Council outlined the outcome it desires to achieve in the next four years.

## STRATEGIC PRIORITY #1:

### **Growth Policy Framework: Develop a robust policy framework to guide growth.**

Revise the Municipal Development Plan framework to provide direction to growth needs, annexation positioning, and our role in regional government.

## STRATEGIC PRIORITY #2:

### **Economic Development: Enhance business/commercial growth.**

St. Albert will work towards an innovative, investment-positive environment that will support and encourage the development of new, existing, and emerging sectors.

## STRATEGIC PRIORITY #3:

### **Building a Transportation Network: Integrated transportation systems.**

Increase the efficient and effective movement of people and goods in St. Albert through integrated modal planning and regional cooperation.

## STRATEGIC PRIORITY #4:

### **Infrastructure Investment: Identify, build and/or enhance needed critical or strategic infrastructure and identify and implement associated optimal business and operating models and lifecycle strategies.**

Update and implement the Capital Plan based on an assessment of community needs and financial capacity, including a review of all funding options and shared use opportunities.

## STRATEGIC PRIORITY #5:

### **Housing and Social Well-being: Enhance housing options and social supports.**

Facilitate an increase in the variety of housing types and provide social supports to respond to changing demographics and accommodate the diverse needs of residents.

## STRATEGIC PRIORITY #6:

### **Environmental Stewardship: Explore innovative environmental and conservation opportunities.**

Seek innovative practices to protect waterways and green spaces and reduce our environmental footprint, to ensure the vitality of our natural resources for future generations.

Strategic Priority #7

**Community Recovery Post Covid-19**

Through the Recovery Task Force, develop the City's Recovery Conceptual Plan, and provide recommendations to Council on the ways the City can assist residents, community partners and businesses to recover from the impacts of the Covid-19 pandemic.

## COUNCIL PERFORMANCE MEASURES

Through facilitated discussions Council identified performance measures which will track the organization's progress towards the outcomes identified. Where metrics are currently not available, benchmarks will be determined.

Performance Measure	Method	Target	Strategic Priority
1. Residential/non-residential municipal tax levy split	See Council Policy reference: Sec 21, C-FS-05 Reporting Method: City Assessor reports tax levy split via Tax Rate Bylaw AR presentation each May.	80/20 by 2021	Growth Policy Framework
2. Business/development permits for Lakeview and Badger Lands	Approved Area Structure Plans (ASPs)	TBD	Economic Development
3. Transit ridership	Ridership as percentage of total population	TBD	Building a Transportation Network
4. Service level measure for Ray Gibbon Drive	Serviceability Level	Greater than level D by 2021	Building a Transportation Network
5. Shared use of recreation and community facilities and/or community delivery of programming	Number of groups jointly using, managing, and/or programming facilities	TBD	Infrastructure Investment
6. Housing Forms	% shift from current state as defined by building permit approvals	TBD	Housing
7. Net zero residential developments	Number approved annually	TBD	Environmental Stewardship
8. Improved environmental footprint	CO <sub>2</sub> equivalencies	TBD	Environmental Stewardship
9. Citizen Satisfaction	Measure compared to current state	Maintain or Improve	All

## **CONCLUSION**

Ranked as one of the best places to live in Canada, St. Albert is a unique and vibrant community. Low crime rates, increasing business and development opportunities, quick access to health care, recreation, and cultural amenities as well as being on the doorstep of a beautiful river valley, parks and trails make St. Albert the ideal place to live and work.

Working from this foundation, this Strategic Plan is about being open and transparent and providing clear direction to maintain and improve on these conditions which has made St. Albert one of the most successful and dynamic places in Canada.

Council's goal is to ensure that the strategies identified in this plan will keep St. Albert on the right path and help guide it into the future. The goals and performance measures identified in this strategic plan provide the foundation for the activities in the Corporate Business Plan and will ensure St. Albert continues its journey as one of the most desirable and best places to live.