



CITY OF ST. ALBERT CITY COUNCIL POLICY

NUMBER	TITLE
C-CG-02	City of St. Albert Council Strategic Plan
ORIGINAL APPROVAL DATE	DATE LAST REVISED
April 18, 2016	January 31, 2023

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
June 2022 – Strategic Services and Communication January, 2023 – Financial and Strategic Services	2023 – Strategic Services and Communication 2024 – Financial and Strategic Services	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, 2021 – AR-21-059 June 20, 2022 – AR-22-223 March 21, 2023 – AR-23-145

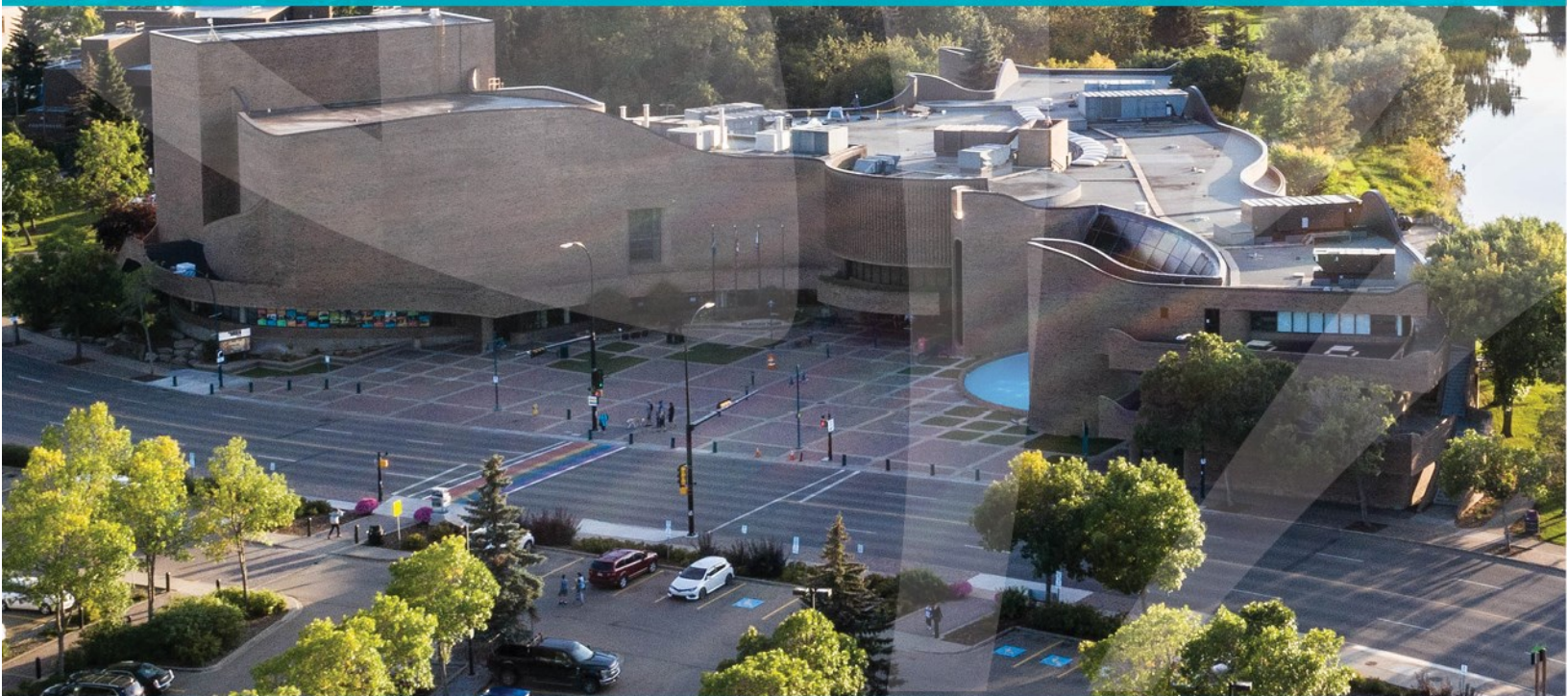
Schedule A
To Council Policy C-CG-02 City of St. Albert Council Strategic Plan

CITY OF ST. ALBERT

COUNCIL STRATEGIC PLAN

Updated March 2023

2022- 2025





Introduction

The Strategic Plan (2022-2025) describes the areas which Council will focus on during their term and provides direction to Administration. Administration uses this information to plan and prioritize initiatives in the Corporate Business Plan and to inform the proposed budget.

Development of the Strategic Plan was informed by the Community Vision and Pillars of Sustainability and Municipal Development Plan, as well as input received from the community through formal and informal opportunities.



Erin Ridge North



Downtown

MESSAGE FROM THE MAYOR



Decisions made during a four-year term on Council live on much longer in the community. As Council determines the strategic direction for the City during their term, there are some new faces around the table. Together, this dynamic team will work to ensure that St. Albert is fiscally sustainable in the long-term while creating a foundational plan that allows our vibrant community to thrive.

The plan was created after taking some time to collectively provide input during Council's strategic planning sessions. Taking into consideration what we heard from residents, Council has identified five strategic priorities which will receive focus during our term. The priorities are detailed below, in no particular order as they are all equal:

- **Economic prosperity** will continue to be a priority for Council as we focus on advancing plans for development of the Lakeview Business District, completing plans for recently annexed lands and creating a positive environment for development.
- We will foster a **vibrant downtown**, where people come to live, gather, celebrate, shop and do business. By supporting a variety of community events that help promote our heritage, arts and culture, we will support downtown businesses and encourage the establishment of a Business Improvement Area.
- **Community well-being** is of great importance for Council. We need to ensure that we are responding to changing demographics and continuing to foster community where everybody has an opportunity to fully participate and feel welcomed.
- Council recognizes the need for **adapting to a changing natural environment**. Our focus will be on exploring innovative ways to reduce our footprint, protecting waterways and green spaces, and ensuring resilient social systems and infrastructure now and for future generations.
- The City needs to continue to explore opportunities to diversify revenue sources and advance investment in long-term net positive revenue generating infrastructure to ensure **financial sustainability**. As well, we will support realization of efficiencies identified in the Operational and Fiscal Review and advance practice and process for the Internal Audit Committee.

Environmental, social and governance (ESG) risks and opportunities will be taken into consideration as decisions are made.

Strategic planning is about making the best use of resources, about providing clear direction to Administration and about being transparent with the community. It enables alignment of the City's business plan, resources and budget so that Council priorities are realized. We truly believe that within this plan we reinforce the Community Vision, Mission, Values and Pillars of Sustainability and as such will continue to create meaningful differences in our community.

I look forward to working together with my Council colleagues, Administration, St. Albert residents, businesses, and community groups to realize these priorities.

A handwritten signature in black ink that reads "C. Heron".

CATHY HERON
Mayor, City of St. Albert
The Botanical Arts City



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 the City's 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 2022, Council updated its Mission and Values to reflect how it governs as well as to demonstrate how Council works together to achieve its goals. Each of these key elements is 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 interest 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

These are the guiding principles that determine how Council operates, both in public and privately

- **Community:** We consider and recognize the best interests of all.
- **Courage:** We try new things with a focus on making St. Albert better.
- **Diversity:** We recognize there is strength in bringing our unique skills and backgrounds together to make our community the best it can be.
- **Flexibility:** We encourage all to try new approaches to address problems and opportunities.
- **Integrity:** We do what we say we will do.
- **Trust:** We listen respectfully and speak honestly.





Council's Strategic Priorities

St. Albert Council has identified five strategic priorities which will receive focus during the term of this strategic plan. Listed in no particular order of importance or priority, these priority areas were selected based on community feedback, long-range plans, current service information, and a thorough understanding of the challenges and opportunities that lie ahead. For each strategic priority, an outcome is described and specific strategies that Council would like to focus on.

STRATEGIC PRIORITY ONE: ECONOMIC PROSPERITY

Support an investment positive environment that encourages economic growth and the development of new and existing sectors.

Strategies:

- Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses. This strategy includes advancing the development of Lakeview Business District and completing the plans for the recently annexed lands.
- Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes an update to the Land Use Bylaw and completion of the Infill Strategy.



STRATEGIC PRIORITY TWO: DOWNTOWN VIBRANCY

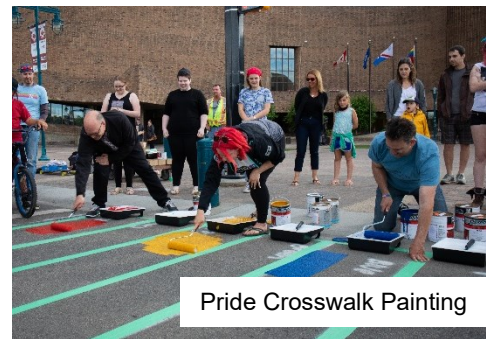
Foster a downtown where people come to live, gather, celebrate, shop and do business.

Strategies:

- Support review and planning for the Downtown Area Redevelopment Plan (DARP).
- Promote our heritage, arts and culture by providing a variety of community events and gathering places that build connections and bring people together downtown. This strategy includes advancing planning for the development of Millennium Park.
- Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown. This strategy includes supporting the creation of a Business Improvement Area.



St. Albert Farmers' Market



Pride Crosswalk Painting

STRATEGIC PRIORITY THREE: COMMUNITY WELL BEING

Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has an opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.

Strategies:

- Support development of mixed housing choices including market, attainable, and transitional housing types. This strategy includes advancing development on 22 St. Thomas Street and youth transitional housing.
- Advance the planning for a community amenities site that is in alignment with the Recreation Facilities Needs Assessment.
- Continue to support and collaborate on Indigenous-led initiatives to better develop meaningful relationships, honour truth, and action reconciliation.
- Foster a cohesive community that supports physical and psychological well being of all residents.

STRATEGIC PRIORITY FOUR: ADAPTING TO A CHANGING NATURAL ENVIRONMENT

Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.

Strategies:

- Explore innovative practices that protect waterways and green spaces and reduce our environmental footprint.
- Develop long-range strategies that support adaptation to a changing environment and include environmental and climate risk considerations in all plans and policies.

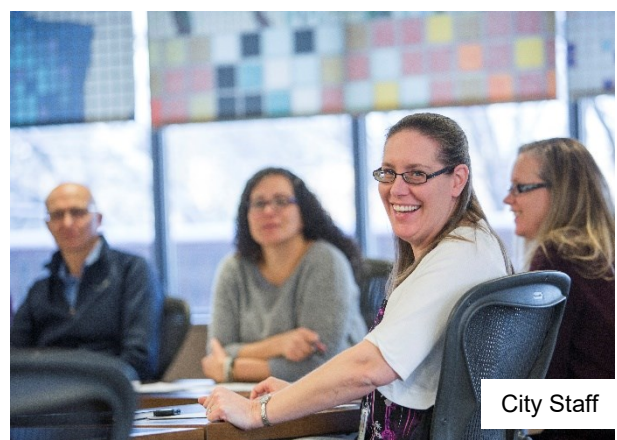


STRATEGIC PRIORITY FIVE: FINANCIAL SUSTAINABILITY

Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.

Strategies:

- Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure and support alternative service delivery. This includes exploring plans for the Solar Farm and discovering partnership opportunities.
- Continue to ensure efficiency in City service delivery with a focus on long-term financial sustainability. This strategy includes implementation of opportunities identified in the Operational and Fiscal Review, as well as advancing the Internal Audit practice and processes and the implementation of audit recommendations.
- Consider environmental, social and governance (ESG) opportunities and risks when making decisions.





Key Indicators

The following key indicators were identified to help track the progress towards achieving outcomes in the Strategic Plan. This section is still under development and will therefore continue to evolve.

Strategic Priority	Indicators
Economic Prosperity	Percent in non-residential versus residential tax assessment.
Downtown Vibrancy	Number of events organized downtown
	Change in people and employment numbers in downtown
Community Well Being	Housing diversity
Adapting to a Changing Natural Environment	Greenhouse gas emission reduction
	Per capita waste generation
	Per capita water consumption
	River water quality index
	Tree canopy
Financial Sustainability	New sources of net positive revenue
	Benefits realized from the Operational and Fiscal Review opportunities approved by Council for implementation



Conclusion

The Strategic Plan signals to residents, the business community, community organizations, and other stakeholders where St. Albert is headed over the next four years, with the long-term in mind.

It provides a foundation for the initiatives in the Corporate Business Plan, which ensures that strategies identified in this Plan are realized.

An annual review of the plan will occur, with progress reported quarterly through the Corporate Quarterly Reports.



St. Albert Place