



# 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	April 1, 2025

## 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.

## Definitions

“City” means the municipal corporation of the City of St. Albert.

“City of St. Albert Council Strategic Plan” is the primary directional plan that establishes Council’s strategic priorities and expected outcomes. The Plan guides Administration’s corporate and financial planning activities over the Council’s term.

“Community Vision and Pillars of Sustainability” showcase the way the community envisions the City in the long term. They were established to guide the long-term sustainability of the community in Council Policy C-CG-11. The Vision outlines an inspirational future state and quality of life the community aspires to. The Pillars of Sustainability need to be supported to provide strength and balance in the community.

“Corporate Business Plan” is a four-year plan that advances the City toward achieving priorities established in the Council’s Strategic Plan and Organizational Strategy. The plan provides a single source of direction for aligning financial resources related to achieving Council priorities and the Organizational Strategy.

“Long-Range Strategies” are plans that establish long-term strategic direction. This direction is set via the Municipal Development Plan goals and principles, as well as by the Organizational Strategy. The Long-Range Strategies guide long and mid-range planning efforts to ensure alignment to Community Vision and Pillars of Sustainability.

“Municipal Development Plan” (MDP) is a comprehensive, city-wide statutory plan for growth and change, envisioning a future population of 100,000, and up to 13,000 new jobs over the coming decades. The goals outlined in the MDP are: Green Environment, Robust Economy, Housing Options, Mobility Choices, Cultural Richness, Resilient Infrastructure, Community Well Being, Great Places and Sustainable Growth.

“Organizational Strategy” is a comprehensive, long-term plan for Administration related to four key components of an organization: customers/stakeholders, processes/technology, employees, and financial stewardship. The plan provides direction for how the organization will evolve over the long-term to meet current and future needs of the community.

“Performance Measures” means the collection of metrics that are developed and maintained to help monitor progress towards advancing Council's stated priorities.

### **Responsibilities**

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

### **Service Standards / Expectations**

1. The City of St. Albert Council Strategic Plan establishes Council's strategic priorities for their four-year term. Details relative to the City of St. Albert Council Strategic Plan are provided within Schedule A to this policy.
2. The City of St. Albert Council Strategic Plan will be informed by and align with the Community Vision and Pillars of Sustainability, the Municipal Development Plan, and Long-Range Strategies.
3. The City of St. Albert Council Strategic Plan will include formal results and performance measures to monitor progress towards advancing Council's stated priorities. The performance measures, selected with Council, are also provided in Schedule B of this policy.

4. The City of St. Albert Council Strategic Plan shall be recognized as the primary resource in the development of the Corporate Business Plans, performance measures and budgets.
5. The Corporate Business Plan shall be presented to Council for information when the City of St. Albert Council Strategic Plan is brought forward for approval.
6. 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  
 Schedule B – City of St. Albert Strategic Plan Performance Measures

DATE REVIEWED	NEXT REVIEW DATE	REVISIONS
January 2025 – Financial and Strategic Services	2026 – 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 April 16, 2024 – AR-24-173 April 1, 2025 – AR-25-118



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



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

**CITY OF ST. ALBERT**

# COUNCIL STRATEGIC PLAN

*Updated April 2025*

# 2022- 2025





# Introduction

The Strategic Plan (2022-2025) describes the areas which Council will focus on during their term and provides direction to Administration to plan and prioritize initiatives in the Corporate Business Plan and 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. The plan is reviewed and updated by Council on an annual basis to ensure its relevance and to confirm Council’s priorities.



Erin Ridge North



Downtown

# MESSAGE FROM THE MAYOR



Decisions made during a four-year Council's term live on much longer in the community. Council continues to work together 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 session at the start of our term. Taking into consideration what we hear from residents, Council will continue to focus on the priorities listed below, with more emphasis on Economic Prosperity by advancing Lakeview Business District servicing and marketing, and housing options, to ensure a solid foundation for long-term success.

- **Economic prosperity** will continue to be a priority for Council as we focus on advancing plans for the development of the Lakeview Business District and creating a positive environment for development.
- We will foster a **vibrant downtown**, where people come to live, gather, celebrate, shop and do business. We will continue to support a variety of community events that help promote our heritage, arts and culture and will continue to support downtown businesses.
- **Community well-being** continues to be of great importance to Council. We need to ensure we respond to changing demographics and continuing to foster a community where everybody has an opportunity to fully participate and feel welcomed. The focus will be on advancing mixed housing choices, including market, attainable, and transitional housing types.
- 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**. We will continue to support the realization of efficiencies identified in the Operational and Fiscal Review and the Internal Audit Steering Committee workplan.

Strategic planning is about making the best use of resources, providing clear direction to Administration and being transparent with the community. It enables alignment of the City's business plan, resources and budget so that Council priorities are advanced. 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 continue to advance and 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 completion of the Infill Strategy.



International Children's Festival of the Arts

## STRATEGIC PRIORITY TWO: DOWNTOWN VIBRANCY

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

Strategies:

- Promote our heritage, arts and culture by providing a variety of community events and gathering places that build connections and bring people together downtown. Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown.



St. Albert Farmers' Market

## 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 the physical and psychological well-being of all residents.



Pride Crosswalk Painting

## 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.

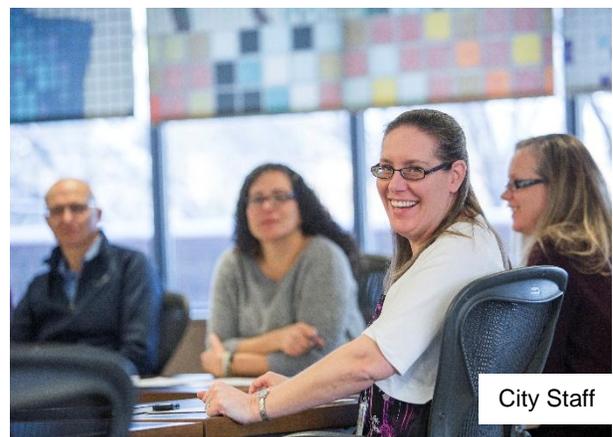


## STRATEGIC PRIORITY FIVE: FINANCIAL SUSTAINABILITY

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.
- Continue to ensure efficiency in City service delivery with a focus on long-term financial sustainability. This strategy includes the implementation of opportunities identified in the Operational and Fiscal Review and the implementation of Internal Audit recommendations.
- Consider environmental, social and governance (ESG) opportunities and risks when making decisions.





# Key Indicators

In 2023, Council participated in the performance measurement workshops to identify performance measures that will help track the progress towards achieving outcomes in the Strategic Plan. The following performance measures were identified.

This section is still under development and will therefore continue to evolve.

Strategic Priority	Results	Performance Measures
Economic Prosperity	Accessible shovel ready land is available for development	Number of shovel ready sites
		Serviced land inventory
		Ratio of raw land to serviced land to developed land
	Housing options enable more people living and working in St Albert	Building permits
		Number of people living and working in St. Albert
		Housing inventory
	St Albert is the preferred community of choice for investment	Number of new business starts
		Construction permit value
		Annual business satisfaction survey: how satisfied are you with your business in St. Albert.
Downtown Vibrancy	Businesses thrive downtown	Downtown Commercial Spaces Vacancy Rate
		Business hours in downtown
		New building permits
	Downtown amenities support downtown vibrancy	Number of pedestrians at key downtown intersections
		Number of people living downtown
		Satisfaction with downtown amenities
	People are drawn to our downtown	Number of total pedestrians downtown
		Frequency of visits to downtown: number of times a resident came downtown
		Perception of downtown

Community Well Being	The City supports development of mixed housing	Housing Inventory
		Living wage amount in St. Albert
		Number of new residents
	The City has meaningful working relationships with Indigenous partners	Number of Indigenous events (non-City events) attended by City officials at their invitation
		Number of joint initiatives planned with Indigenous partners
	Residents have access to community spaces, programs, and services that respond to evolving community needs related to mental, social, and physical wellbeing	Community satisfaction survey: percent of residents that indicate high quality of life
Community satisfaction survey: resident satisfaction with City of St. Albert services, facilities, and programs		
Adapting to a Changing Natural Environment	The City conserves and protects natural resources	Percent net change in natural areas
		Percent change of maintained wildlife-use steppingstones
		River water quality index
		Tree canopy
	Resilient built infrastructure is in place for future generations	Asset maturity ranking
		GHG emissions for City operations and facilities
		Community-based GHG emissions
	The City adapts to changes in climate	Number of wetlands
Percent of City critical assets maintained through extreme weather events		
Financial Sustainability	The City manages its reliance on property taxes	Expenses per capita
		Percent of residential to non-residential assessment
		Number of improvements completed under the Program and Service Review Council Policy and resulting from recommendations of third parties
	Residents have confidence in City's financial decision-making	Percent of residents ranking value for tax dollars high
		Percent of residents that are satisfied with the communication regarding budget and other financial information
		Number of long-range strategies under development



# 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

**Schedule B**  
**To Council Policy C-CG-02**  
**Strategic Plan Performance Measures**

The following performance measures were established by Council to monitor progress towards priority areas established in Council’s Strategic Plan. Performance measures continue to be developed and validated, as such, this section is subject to change as new information, including targets, becomes available.

Strategic Priority	Results	Performance Measures
Economic Prosperity	Accessible shovel ready land is available for development	Number of shovel ready sites
		Serviced land inventory
		Ratio of raw land to serviced land to developed land
	Housing options enable more people living and working in St Albert	Building permits
		Number of people living and working in St. Albert
		Housing inventory
	St Albert is the preferred community of choice for investment	Number of new business starts
		Construction permit value
		Annual business satisfaction survey: how satisfied are you with your business in St. Albert.
Downtown Vibrancy	Businesses thrive downtown	Vacancy rates
		Business hours in downtown
		New building permits
	Downtown amenities support downtown vibrancy	Number of pedestrians at key downtown intersections
		Number of people living downtown
		Satisfaction with downtown amenities
	People are drawn to our downtown	Number of total pedestrians downtown
		Frequency of visits to downtown: number of times a resident came downtown
		Perception of downtown
Community Well Being	The City supports development of mixed housing	Percent of each type of housing
		Living wage amount in St. Albert
		Number of new residents
	The City has meaningful working relationships with Indigenous partners	Number of Indigenous events (non-City events) attended by City officials at their invitation
		Number of joint initiatives planned with Indigenous partners
	Residents have access to community spaces, programs, and services that respond to evolving community needs related to mental, social, and physical wellbeing	Community satisfaction survey: percent of residents that indicate high quality of life
		Community satisfaction survey: resident satisfaction with City of St. Albert services, facilities, and programs

Adapting to a Changing Natural Environment	The City conserves and protects natural resources	Percent net change in natural areas
		Percent change of maintained wildlife-use steppingstones
		River water quality index
		Tree canopy
	Resilient built infrastructure is in place for future generations	Asset maturity ranking
		GHG emissions for City operations and facilities
		Community-based GHG emissions
	The City adapts to changes in climate	Number of wetlands
Percent of City critical assets maintained through extreme weather events		
Financial Sustainability	The City manages its reliance on property taxes	Expenses per capita
		Percent of residential to non-residential assessment
		Number of improvements completed under the Program and Service Review Council Policy and resulting from recommendations of third parties
	Residents have confidence in City's financial decision-making	Percent of residents ranking value for tax dollars high
		Percent of residents that are satisfied with the communication regarding budget and other financial information
		Number of long-range strategies under development