



# 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	May 19, 2026

## 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 . The plan provides a single source of direction for aligning financial resources related to achieving Council and organizational priorities.

“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.
4. The City of St. Albert Council Strategic Plan shall be recognized as the primary resource in the development of the Corporate Business Plan, 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

DATE REVIEWED	NEXT REVIEW DATE	REVISIONS
June 2022 – Strategic Services and Communication January, 2023 – Financial and Strategic Services January 18, 2024 January 15, 2025 April 17, 2026	2027 – 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 May 19, 2026 – AR-26-219



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

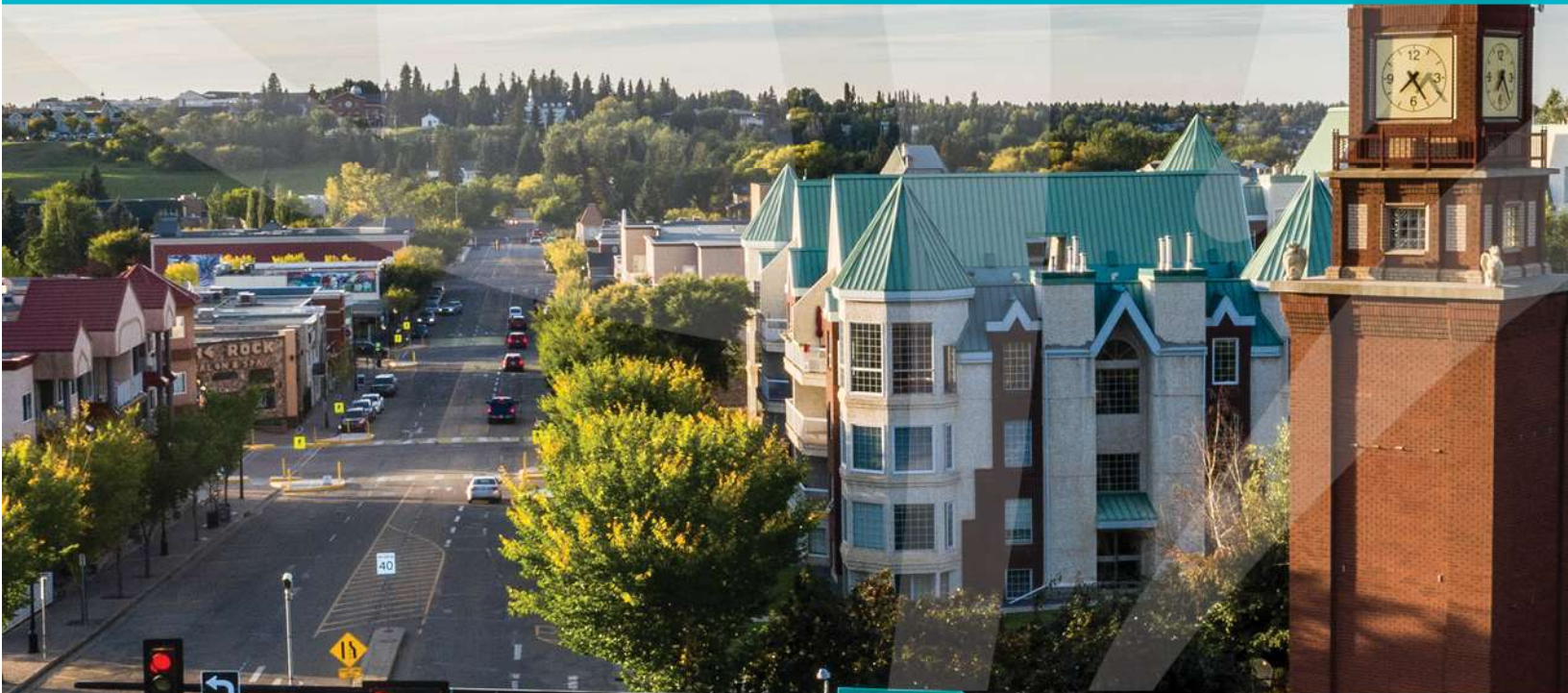


**CITY OF ST. ALBERT**

# COUNCIL STRATEGIC PLAN

*May 19, 2026*

# 2026 - 2029





# Introduction

The *Council Strategic Plan* is a guiding document that outlines City Council's long-term vision, priorities and strategic direction. It supports on-going decision-making by Council and provides Administration with guidance for prioritizing initiatives and aligning budget planning with Council's goals.

Although the Council Strategic Plan is developed for a four-year Council term, it carries longer-term implications and acknowledges that the decisions and investments made today will shape our city for years to come. The *2026-2029 Council Strategic Plan* aims to build on the momentum and growth initiated by previous Councils, while also responding to the changing needs of the community we serve.

The strategic plan identifies three strategic priority areas that Members of Council aim to advance over the next four years. Each priority includes strategies that describe the intended outcomes.

While core program and service delivery continues through existing operations, they are not specifically described within this document. Descriptions of programs and services delivered by the City can be found in the *Service and Service Level Inventory*. Adjustments to core service levels are directed through Council motions throughout the year and updated in the *Inventory* annually.

Development of the 2026–2029 Council Strategic Plan was informed by the *Community Vision and Pillars of Sustainability*, the *Municipal Development Plan*, and community input.

## COUNCIL'S STRATEGIC PLANNING PROCESS

City Council undertakes an annual strategic planning session in February.

In 2025, prior to the 2026 strategic planning session, interviews were held between Council members and City Administration to collect input and understand priorities and areas of interest from City Council.

During the strategic planning session, the findings from those interviews were shared and draft priority areas were workshopped. City Council focused on describing the intended direction and results of success for each priority area.

By the end of the strategic planning session, the Strategic Priorities presented in this document had been formed.

# MESSAGE FROM THE MAYOR



On behalf of City Council, I am pleased to present the 2026-2029 Council Strategic Plan which not only sets the vision for our term, but will shape our community and how it grows, evolves, seizes opportunities and overcomes challenges for years to come.

The plan was created during Council’s strategic planning session where we were able to take time to collectively provide input on our three identified priorities that reflect Council’s vision and the feedback we heard from residents. These priorities showcase where we wish to “move the needle” over our term and will have a positive impact on our community. The priorities are detailed below and are all equal in importance:

- **Robust economy and responsible growth** will support business attraction, retention and expansion and targeted residential and sector growth to support a sustainable tax base.
- **Community well-being** continues to be of great importance to Council. We look to accommodate the diverse needs of our residents while fostering an inclusive and safe community where everyone has an opportunity to fully participate and feel welcomed, while protecting the natural resources that enrich our city.
- **Fiscally responsible governance and accountability** enables clear direction, strong oversight, and long-term organizational sustainability, accountability and transparency.

At the forefront of our work is a deliberate focus to diversify the tax assessment base, support sustainable long-term growth and attract innovative businesses through initiatives such as the Lakeview Business District. This plan also showcases our commitment to the Community Vision, Mission, Values and Pillars of Sustainability, and reflects our collective aspirations to make a difference for generations.

The priorities outlined in the pages of our Strategic Plan will enhance transparency and support residents in gaining a clearer understanding of decision-making processes. Council will also continue to prioritize community safety, strengthen meaningful partnerships and ensure the ongoing conservation of our trees, green spaces and river system that truly defines the Botanical Arts City.

I look forward to working with my Council colleagues, Administration, St. Albert residents, businesses and the entire community to advance these priorities over the next four years.

A handwritten signature in black ink that reads "Scott Olivieri".

**SCOTT OLIVIERI, CPA, CGA**  
Mayor, City of St. Albert  
The Botanical Arts City



# Vision, Mission & Values

## COMMUNITY VISION

A vibrant, innovative, and thriving city that we all call home, that sustains and cherishes its identity and sense of community. We are the Botanical Arts City.

## PILLARS OF SUSTAINABILITY



**Social** – We are a welcoming and inclusive community 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 a balanced and sustainable future while honouring the past, respecting First Peoples and Metis communities and their ancestral connection to this land.



**Natural Environment** – We protect and value the natural environment through stewardship, conservation and education actions.



**Culture** – We acknowledge our history that has fed and nurtured our festive and culturally rich community.

The people of St. Albert remain committed to our sustainable community vision and celebrate our stories and successes as we continue to write the next chapter of St. Albert's history.

## COUNCIL'S MISSION

Represent all residents of St. Albert and make decisions through good governance that fosters a high quality of life for current and future generations.

## COUNCIL'S VALUES

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

- **Integrity:** We act ethically, honestly, and in the public interest, and we are accountable for the decisions we make.
- **Respect:** We treat each other with respect and value the diverse perspectives and circumstances of the community and fellow Council members.
- **Collaboration:** We work together — with each other, the community, and partners — to achieve shared outcomes for St. Albert.
- **Community:** We engage our residents, understand community needs, and make decisions that support the long-term wellbeing of St. Albert.
- **Continuous Learning & Innovation:** We stay open-minded, informed, and curious, embracing new ideas and creative solutions to serve the community effectively.





# Council's Strategic Priorities

St. Albert Council has identified three strategic priority areas 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: ROBUST ECONOMY & RESPONSIBLE GROWTH**

Support business attraction, retention and expansion and targeted residential and sector growth to support a sustainable tax base.

Strategies:

- Ensure availability of serviced residential and non-residential land to support the goals of Flourish (the City of St. Albert's Municipal Development Plan).
- Support existing businesses and foster conditions for new business development and community programming (such as City or community-led events and activities).
- Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses.
- Examine impacts of land development to create a sustainable tax base

## **STRATEGIC PRIORITY: COMMUNITY WELL-BEING**

Accommodate the diverse needs of our residents and foster an inclusive and safe community where everyone has an opportunity to fully participate and feel welcomed, while preserving the natural resources that enrich our city.

Strategies:

- Respond to evolving community needs related to mental, social and physical wellbeing.
- Action reconciliation and strengthen relationships with Indigenous partners through meaningful collaboration, communication and engagement.
- Protect and enhance our natural environment and urban ecosystems.
- Enhance an accessible transportation network that delivers safe and connected movement across the City.

## **STRATEGIC PRIORITY: FISCALLY RESPONSIBLE GOVERNANCE & ACCOUNTABILITY**

Ensure consistent, accountable fiscal responsibility that enables clear direction, strong oversight, and long-term organizational sustainability, accountability and transparency.

Strategies:

- Strengthen meaningful, transparent and accessible communication, engagement and service experience with the community.
- Focus on medium and long-term business and financial planning and governance.
- Pursue non-residential revenue.



# Results & Measures

Results and performance measures are designed to help track progress towards achieving the outcomes set in the Strategic Plan.

Strategic Priority	Results	Performance Measures
Robust Economy & Responsible Growth	Shovel ready land is accessible and available	Total hectares of raw land available for development
		Vacant lot inventory
	Businesses can thrive in St. Albert	Total number of business licenses per year
		Average business satisfaction rating <i>(source: business survey)</i>
	The City supports greater Downtown vibrancy	Downtown commercial vacancy rate
		Frequency residents visit downtown <i>(source: community satisfaction survey)</i>
Community Well Being	Residents have access to community spaces, programs and services	Resident-reported quality of life <i>(source: community satisfaction survey)</i>
		Resident satisfaction with City of St. Albert services, facilities, and programs <i>(source: community satisfaction survey)</i>
	Community connections are enabled through the transportation network	Overall satisfaction with the transportation network <i>(source: community satisfaction survey)</i>
	The City conserves and protects natural resources	River water quality index
		Tree canopy: Percent change in tree cover <i>(source: Urban Primary Land Vegetation Index)</i>
	The City has meaningful working relationships with Indigenous partners	Participation of City officials in non-city Indigenous-led events (by invitation)
		Number of joint initiatives planned with Indigenous Partners
Fiscally Responsible Governance & Accountability	The City manages its reliance on residential property taxes	Proportion of residential to non-residential property assessment
		Residential tax revenue as a share of total municipal revenue
	Residents have confidence in the City's decision-making	Percent of residents ranking value for tax dollars high <i>(source: community satisfaction survey)</i>
	Residents have opportunities to engage meaningfully with the City	Resident satisfaction with communications on municipal matters <i>(source: community satisfaction survey)</i>
		Resident satisfaction with City service delivery methods and communication channels (ex: licenses, bills, program registrations) <i>(source: community satisfaction survey)</i>



# Conclusion

The Strategic Plan communicates to residents, the business community, community organizations, and other stakeholders the City of St. Albert's direction over the next four years, with a focus on long-term outcomes. By strengthening the local economy, fostering community well-being, and upholding responsible governance, the City will be well-positioned to respond to evolving resident needs while enhancing long-term resilience.

The plan also provides the foundation for initiatives in the Corporate Business Plan, ensuring that the strategies outlined are prioritized and effectively implemented.

The plan will be reviewed annually, with progress reported quarterly through the Corporate Quarterly Reports to ensure accountability and transparency.