



Canada's most livable community

STRATEGIC PLAN
2013-2030



Our Vision

Living in Strathcona County

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality, and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage.

Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart.

We are Canada's most livable community.





Our priorities

Goal 1: Strategically manage, invest and plan for sustainable municipal infrastructure

Goal 2: Increase and diversify the petrochemical business

Goal 3: Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity

Goal 4: Increase public involvement and communicate with the community on issues affecting the County's future

Goal 5: Increase and diversify agricultural business

Goal 6: Promote Strathcona County locally, nationally and internationally as a place that is open for business and investment

Goal 7: Build strong neighbourhoods/communities to support the diverse needs of our residents

Goal 8: Provide a climate of safety for individuals in homes, neighbourhoods and public places

Goal 9: Improve the efficiency of resource usage; minimize the volume of waste and its impact on the community

Goal 10: Conserve representative ecosystems

Goal 11: Ensure facilities and activities are available, accessible and used by residents

Goal 12: Define and strengthen the community's identity and heritage

2015-2018 FOCUS

Prioritized strategic goals inform the creation of four-year business plan cycles. While all of the strategic goals are important, having them ranked by Council allows the organization to invest strategically, and to direct effort and resources to those areas deemed most important over the course of the four-year business plan cycle.

Council's strategic planning framework

Council's strategic planning framework shows how Strathcona County activities align to achieve its vision. Council's strategic plan is the County's principal guiding document for governance, community development, infrastructure and service delivery. This document directs the long-term planning for the County and serves as a foundation on which the County's corporate business plan, department business plans, master plans and budgets are developed.

Together, these tools guide staff to act on their responsibilities and implement Council's vision.

Our vision and priorities in 2030

Living in Strathcona County is a statement about what we aspire to be and paints a picture of what the community will look like in the future. Our vision represents the elements of our livable community. It describes the County-wide priorities and outcomes necessary to achieve our vision.

Measuring success

To drive continuous improvement and enhance decision making, we have built accountability into each step of the planning process; we monitor both strategic direction and operational performance. We monitor long-term direction at the strategic priority area level, through our corporate business plan reporting.

We are accountable to the community for our progress and performance, as well as for the associated fiscal costs and resources used to achieve our desired goals and objectives.

Priority-based business planning and budgeting

Integral to the strategic planning framework is priority-based budgeting. The philosophy behind priority-based budgeting is that resources should be allocated, based on how effectively a program or service achieves the goals or objectives that are of the greatest value to the community.

Priority-based budgeting processes and tools enable Strathcona County to fully understand the programs it provides citizens and businesses; the value they offer, how much they cost, and how they reflect community priorities.



County-wide priority areas

To focus the County's efforts and realize its vision, Council identified areas of strategic priority. These were chosen based on an analysis of the opportunities and challenges facing the County, as well as its ability to manage and deliver on its desired goals.

Priority areas are broad directions for realizing the aspirations and qualities desired by the County. Through a strategic planning process, Council conceptualized specific futures, and set goals and outcomes to achieve these futures, while remaining true to the community vision statement.

Priority-based budgeting builds on strategic priorities, with additional detailed results defined that are foundational to the strategic planning framework.

Economy

- ▷ World leader in petrochemical cluster
- ▷ Diverse economy
- ▷ Effective and efficient municipal infrastructure

Governance

- ▷ Cooperative partnerships with community, business, industry and neighbouring governments

Social

- ▷ Helping, caring and safe community
- ▷ Healthy and active community

Cultural

- ▷ Vibrant, creative community

Environment

- ▷ Protect our environment and preserve biodiversity



Economy

As a center of petrochemical development in energy, agricultural business and future technologies, Strathcona County promotes a diverse economy. By stimulating innovation and investment, as well as attracting large and small business into our community, the County enriches the overall living standard of our residents.

The strength of our economy is the foundation supporting our entire community. A healthy and sustainable economy allows us to invest in infrastructure and provide the quality programs and services residents and businesses value.

Priority area: World leader in petrochemical cluster

As a world leader in the petroleum industry, we create favourable conditions in our County to enable and stimulate economic growth. Through our policies, civic alliances and private partnerships, we support a positive business climate in which to advance petrochemical development in our community.

We ensure critical infrastructure (such as transportation, water and sewer) is available, that land is zoned for industry, and use efficient permitting processes to encourage industry investment and expansion. We support workforce education and training, and work collaboratively with local educational institutions to meet future economic needs.

To help position our County for long-term success and gain real momentum in the global arena, we advocate to all levels of government, and the public, to raise awareness of the growing demand for our petrochemical products.

Strategic goal

Increase and diversify the petrochemical business

Outcome

A diversified energy sector is leveraged through Strathcona County's advantages, providing a resilient tax base, innovative opportunities and a variety of jobs





Priority area: Diverse economy

To help diversify the economy, and attract and retain large and small business to the community, we encourage innovative businesses that embrace future technologies. We continue to invest in our natural capital and promote locally-produced food and sustainable practices.

Strategic goal

Increase and diversify agricultural business

Outcome

Strathcona County supports primary agricultural opportunities, while fostering an environment for innovative and value-added agricultural business

Strategic goal

Promote Strathcona County locally, nationally and internationally as a place that is open for business and investments

Outcome

Continuous investment and business growth in Strathcona County reflects its standing as a competitive and attractive business environment

Priority area: Effective and efficient municipal infrastructure

A community's health and vitality is linked to its ongoing investment in critical infrastructure. To ensure our modern economy remains competitive, healthy and vibrant, we consciously invest in efficient and effective municipal infrastructure to meet the needs of our growing community. We also strive to optimize and rehabilitate existing investment to ensure the County's infrastructure is in good repair and development programs are adequately funded.

Strategic goal

Strategically manage, invest and plan for sustainable municipal infrastructure

Outcome

The County economy is supported by sustainable infrastructure that is optimally utilized and provides the services residents and businesses value

Governance

Governance Strathcona speaks to our unique status as a specialized municipality in the province. We work cooperatively with both urban and rural residents to govern as a single municipal government. Good governance covers service excellence, planning, strong fiscal management of programs and organizational capacity.

As well, we employ effective processes to engage residents, business and industry in decision making. We strengthen our ties with neighbouring governments and civic organizations and work cooperatively to deliver services and tackle common issues that impact the success of our community.

Priority area: Cooperative partnerships with community, business, industry and neighbouring governments

We build trust; we create relationships and develop processes to engage residents, business and industry, and to assist in decision making. Together, we own and help shape the future of our community. Our partnerships with neighbouring municipalities and civic organizations are built on mutual respect, common goals and a desire to move forward together to achieve long-term success.

Strategic goal

Increase public involvement and communicate with the community on issues affecting the County's future

Outcome

Strathcona County's culture enables inclusive engagement and confidence in the community's leadership

Strategic goal

Advance the community's interests by developing and maintaining strong relationships with our neighbouring municipalities and civic organizations to ensure long-term prosperity

Outcome

Strathcona County is a collaborative and valued partner and leader, maximizing effective and efficient services for our community and the region



Social

Social Strathcona considers individual and community health and well-being, and how we relate to and care for one another. In short, it's about creating and sustaining a positive lifestyle for our residents. It looks at effective design, or how the design of new developments and redevelopment of existing areas encourage community interaction and cohesion. It also partners with other governments and community agencies to ease economic and social disparities; strengthens the self-sustaining capacity of individuals, families and communities by promoting healthy and active lifestyles; and, ensures the fundamental needs of our community (e.g. affordable housing, safety and security in our homes, and a sense of belonging) are met.

Priority area: Helping, caring and safe community

A strong community is made up of community members who support the fundamental needs of individuals and families, while promoting livable and inclusive neighbourhoods.

Strategic goal

Build strong neighbourhoods/communities to support the diverse needs of our residents

Outcome

People live in inclusive communities that foster personal commitment, connectedness and a sense of belonging

Strategic goal

Provide a climate of safety for individuals in homes, neighbourhoods and public places

Outcome

People feel safe living, gathering and moving about

Priority area: Healthy and active community

Healthy and active communities are promoted through well-designed infrastructure that adapts to meet our changing needs and desires. By providing quality facilities and a range of sport, leisure and recreational programs and opportunities, the County connects people and communities through healthy and active lifestyles.

Strategic goal

Ensure facilities and activities are available, accessible and used by residents

Outcome

People are connected in the community through active and healthy lifestyles



Culture

Culture Strathcona celebrates our community connections. This topic covers the issues of diversity and inclusivity, cultural heritage, strong agricultural roots, festivals and events, intangible cultural assets, cultural spaces and facilities, and the arts community. Cultural assets and activities fuel cultural vitality and help define our unique cultural identity, our blend of several different lifestyle choices, and sense of place. Our County's cultural activities generate and sustain economic and social benefits for all, and contribute to Strathcona County being a welcoming and attractive community in which to live.

Priority area: Vibrant, creative community

Cultural attractions and resources are vital assets that connect our County's distinct communities and give us a sense of place.

To help reflect our community's heart and soul, the County takes a leadership role in creating and providing opportunities for its residents to access a variety of cultural attractions and resources.

Strategic goal

Define and strengthen the community's identity and heritage

Outcome

People feel a strong shared community identity and sense of pride for Strathcona County



Environment

Environment Strathcona includes the natural areas both within and around Strathcona County, along with our commitment to protect and preserve our natural environment and to live sustainably. Growth pressures, development and environmental changes and threats to our biodiversity challenge the County.

Our goal is to ensure services are in place to address land, air, water, energy and material use, and to care for our parks. We recognize the inherent responsibility of every individual and organization to work together to protect and preserve our natural environment. We live in balance with our environment and decrease the use of our finite natural resources by living sustainably.

Priority area: Protect our environment and preserve biodiversity

The promotion and protection of our natural environment is integrated into every aspect of civic life, guiding our decisions and public policy. The County manages the land, air, water, energy, material use, biological diversity and parks to ensure we live in a healthy ecosystem. We recognize that being good stewards of our land and natural resources is everyone's responsibility.

Strategic goal

Improve the efficiency of resource usage; minimize the volume of waste and its impact on the community

Outcome

Environmental considerations are foundational to all planning, decisions and actions made in Strathcona County

Strategic goal

Conserve representative ecosystems

Outcome

Ecosystems in Strathcona County are conserved and remain healthy and diverse



Performance measurement

To drive continuous improvement and enhance decision making, we have built accountability and accessibility of information into each step of the strategic planning framework. This allows us to monitor both strategic direction and operational performance.

Our strategic goals identify the long-term, achievable actions that must be accomplished for the success of our vision. Outcomes describe the result of what will occur when the strategic goal is reached. We monitor long-term direction at the strategic priority area level, through our corporate business plan progress and performance reporting.

Progress on corporate business plan goals and performance measures are provided to Council as part of quarterly management reports. The corporate business plan goals that are reported, demonstrate linkages back to the strategic plan prioritized goals.

Departments also track performance measurement at an operational performance level.

History of Strategic Plan 2013 – 2030



Apr 2013

Strategic plan formally approved by Council

Feb 2014

Strategic goals ranked/prioritized (1-12) by Council and revisions to wording related to priority areas and goals

May 2014

Addition of environment strategic goal and revision to wording in the environment priority area

Sept 2015

Strategic plan reporting provided to Council through corporate business plan reporting, which started in Q2 of 2015 and is provided as part of quarterly (Q2) and annual (Q4) management reports

June 2016

Revision to prioritized strategic goal ranking; addition of outcome statements for strategic goals; integration of priority-based budgeting; graphic design updates; increased emphasis on vision statement



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