

# Strategic Plan (SP)

**Goal #1:** 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*

**Goal #2:** 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*

**Goal #3:** Advance the community's interests by developing and maintaining strong relationships with our neighboring 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*

**Goal #4:** 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*

**Goal #5:** Increase and diversify agricultural business  
**OUTCOME:** *Strathcona County supports primary agricultural opportunities, while fostering an environment for innovative and value-added agricultural business*

**Goal #6:** Promote Strathcona County locally, nationally and internationally as a place that is open for business and investment  
**OUTCOME:** *Continuous investment and business growth in Strathcona County reflects its standing as a competitive and attractive business environment*

**Goal #7:** Build strong neighborhoods/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*

**Goal #8:** Provide a climate of safety for individuals in homes, neighborhoods and public places  
**OUTCOME:** *People feel safe living, gathering and moving about*

**Goal #9:** 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*

**Goal #10:** Conserve representative ecosystems  
**OUTCOME:** *Ecosystems in Strathcona County are conserved and remain healthy and diverse*

**Goal #11:** Ensure facilities and activities are available, accessible and used by residents  
**OUTCOME:** *People are connected in the community through active and healthy lifestyles*

**Goal #12:** Define and strengthen the community's identity and heritage  
**OUTCOME:** *People feel a strong shared community identity and sense of pride for Strathcona County*

# Corporate Business Plan (CBP)

# Objectives

June 2016

1) Strathcona County has planned for long-term financial sustainability in support of service delivery and infrastructure asset management (SP 1 linkage)

**OUTCOME:** *Stakeholders are aware of and support multi-year capital and operating budgets and business plans, and the supporting principles and policies*

- Establish a long-range financial plan to guide decision making on appropriate growth, balance and timing of operating and capital costs.
- Establish the business planning and budget process to guide priority-based decision making.
- Identify appropriate service levels for the community and their costs.
- Establish an asset management policy and framework which consistently defines approach, roles, and standards while considering the diverse requirements of departments.

2) Strathcona County priorities, successes and challenges are known (SP 3 & 4 linkage)

**OUTCOME:** *Citizens, staff, and other stakeholders are informed about the community priorities, successes, and challenges*

- Provide open, transparent and meaningful stakeholder communication.
- Use various communications tools to make the provision of municipal services known.
- Inform stakeholders of the short- and longer-term strategic and corporate priorities
- Build support, knowledge and understanding of organizational direction.
- Provide opportunities for public engagement and participation.
- Establish an Open Government policy framework.

3) Economic opportunities are created through strategic partnerships (SP 2 & 3 linkage)

**OUTCOME:** *New industrial, commercial and residential developments are occurring at fiscally sustainable rates within Strathcona County*

- Leverage external and internal partnerships to expand our economic capacity.
- Strengthen relationships with other orders of government and regional municipalities.
- Promote and support partnerships with groups, organizations and businesses in the community.
- Sequence development through collaborative and systematic infrastructure investments.
- Ensure new development is strategically planned and sustainably funded.
- Direct focus on development with the Urban Service Area and the Hamlet of Ardrossan.
- Develop a generally available program to promote and support heavy industrial development.

4) Informed decision making supports quality of life in the community (SP Overall linkage)

**OUTCOME:** *Anticipated growth maintains quality of life for our community*

- Explore and present elements of change, such as the impact of decisions regarding growth.
- Continue to use evidence-based analysis to inform planning and decision making.
- Promote and support partnerships within community-based groups and organizations to align social planning.
- Use program and service evaluation and adjustments to facilitate a safe, healthy and thriving community.

5) We are efficient and effective in daily operations (SP Overall linkage)

**OUTCOME:** *Strathcona County demonstrates efficient operations*

- Promote innovation, technology, collaboration and best practices appropriately.
- Ensure policies, procedures and practices support and guide decision making at an appropriate level, and that policies are regularly presented.
- Continue to support service and program reviews.
- Examine reallocation, or sharing of resources, and leverage partnerships and revenue opportunities.
- Support effective County operations and decision making through technology, integrated systems, data, tools, and performance measurement.
- Implement an integrated program for reviews focused on efficiency and effectiveness.

6) Strathcona County is an employer of choice, attracting and retaining the best people in all aspects of municipal service delivery (SP Overall linkage)

**OUTCOME:** *Quality service delivery is evident in staff engagement and customer satisfaction*

- Promote leadership and collaboration throughout the organization.
- Establish a learning and development framework which supports appropriate training and development opportunities for staff.
- Establish and promote a culture that reflects our corporate values.
- Implement a comprehensive attraction and retention strategy.

**Our Vision:** 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.

