

**2013 – 2030**

# STRATEGIC PLAN

Becoming Canada's Most  
Livable Community



# 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.

## **Becoming Canada's most livable community**

## Our prioritized strategic goals



### Goal 1

Build strong communities to support the diverse needs of residents



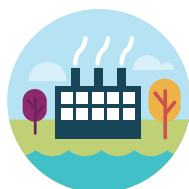
### Goal 2

Manage, invest and plan for sustainable municipal infrastructure



### Goal 3

Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment



### Goal 4

Ensure effective stewardship of water, land, air and energy resources



### Goal 5

Foster collaboration through regional, community and governmental partnerships



### Goal 6

Provide facilities and services that are available and accessible to residents



### Goal 7

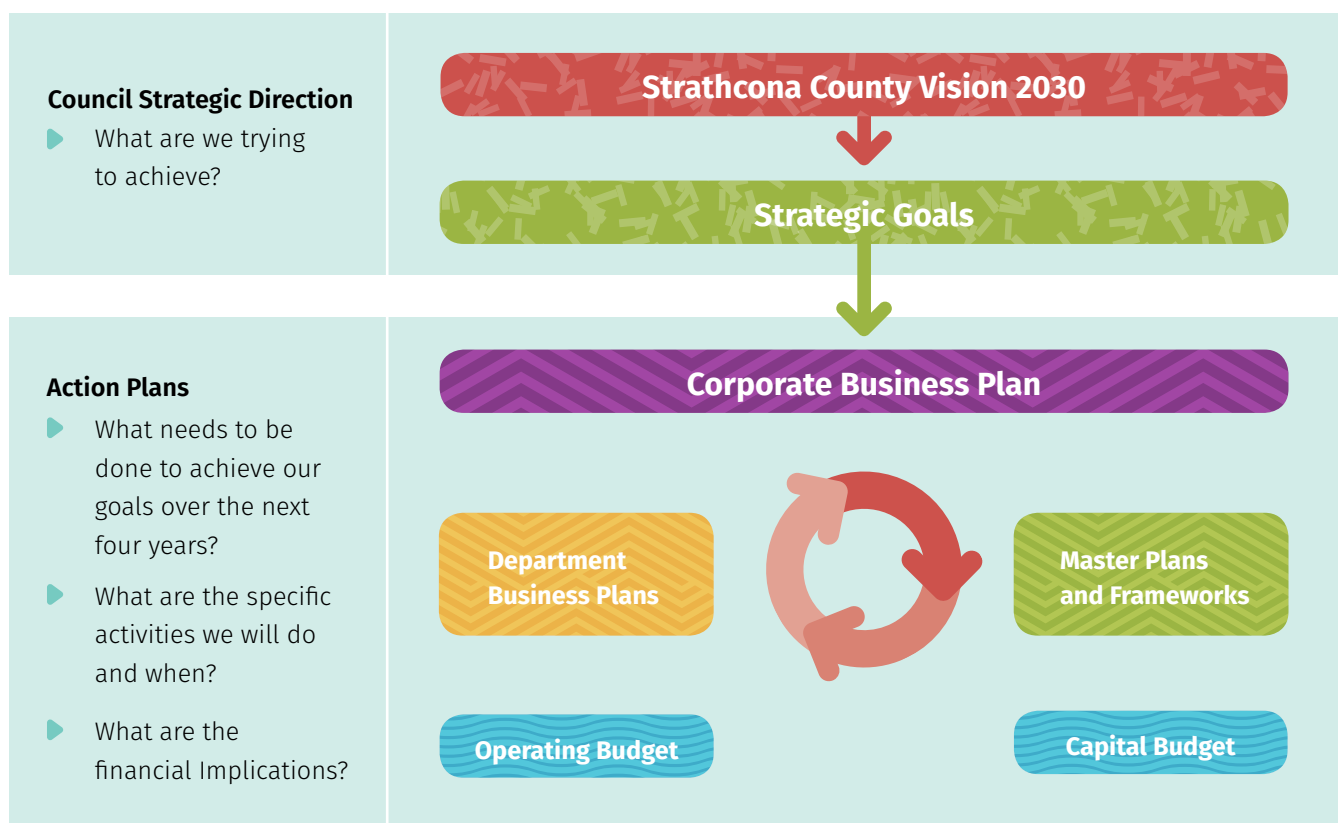
Provide opportunities for public engagement and communication




### Goal 8

Foster an environment for safe communities

## County's strategic planning framework





“Becoming Canada’s most livable community”. This statement summarizes what we aspire to be as a municipality, and paints a picture of what the community could look like in the future. Our vision statement outlines the primary elements that make our community livable, and describes the County-wide priorities and results necessary to achieve that vision.

Council’s strategic plan is Strathcona County’s principal guiding document for governance, community development, infrastructure, and program and service delivery. The plan identifies - for the community and others - the County’s long-term planning. It serves as the foundation on which Strathcona County’s corporate business plan, department business plans, master plans and budgets are developed and approved.

The illustration on the previous page shows how Strathcona County’s strategic planning framework fits together to:

- ▶ Ensure consistent and aligned strategy, cascading across levels from Council to administration
- ▶ Provide structure and coordination across all levels
- ▶ Clarify roles, responsibilities, deliverables and timelines
- ▶ Consider the allocation of resources to community priorities

## Strategic goals to 2030

A strategic goal describes the long-term achievable elements that must be accomplished for success of the vision. A strategic result is a description of an outcome required to support a strategic goal.



### Goal 1

Build strong communities to support the diverse needs of residents

A strong community is comprised of community members, who support the fundamental needs of individuals and families, while promoting livable and inclusive neighbourhoods. Strathcona County considers important both individual and community health and well-being, and how we relate to and care for one another. In short, it's about fostering a positive lifestyle for our residents, by partnering with other governments and community agencies to ease economic and social disparities. We strengthen the self-sustaining capacity of individuals, families and communities by promoting healthy and active lifestyles. We continue to ensure the fundamental needs of our community (e.g. affordable housing and a sense of belonging) are met.

#### Strategic results

- ▶ Opportunities for meaningful connections within communities
- ▶ Diverse and inclusive communities
- ▶ Appropriate access to the social service system through partnerships
- ▶ Affordable basic municipal services
- ▶ Programming meets the changing needs of residents
- ▶ Opportunities to be healthy and active



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## Goal 2

### Manage, invest and plan for sustainable municipal infrastructure

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

#### Strategic results

- ▶ Efficient and effective multi-modal transportation network
- ▶ Safe, reliable utility infrastructure
- ▶ Innovative "smart" infrastructure
- ▶ Accessible cultural, recreational and social infrastructure
- ▶ Accessible, reliable internet connectivity
- ▶ Partnerships enhance infrastructure investment opportunities



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## Goal 3

Cultivate economic diversification, within the petrochemical industry and beyond, through a business-friendly environment

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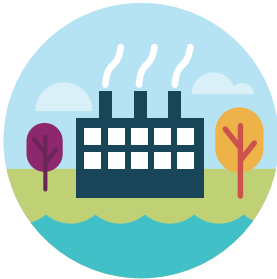
As a center of petrochemical development, agricultural business and future technologies, Strathcona County promotes a diverse economy. As a world leader in the petroleum industry, we create favourable conditions in our County to enable and stimulate economic growth. Through our policies, civic alliances and private partnerships, we support a positive business climate. 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. We also continue to invest in our natural capital and promote locally-produced food and sustainable practices.

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. A strong sustainable economy allows Strathcona County to invest in infrastructure and provide the quality programs and services residents and businesses value.

### Strategic results

- ▶ Strategic partnerships promote business growth and retention
- ▶ Planning supports strategic development
- ▶ Critical physical and technology infrastructure supports business, industry, and agriculture
- ▶ Investment attraction and retention focus on downstream, value-added industry
- ▶ Strengths and innovation provide a competitive advantage, and support attraction and diversification
- ▶ Growth opportunities increase through regional brand and economic development strategies





## Goal 4

Ensure effective stewardship of water, land, air and energy resources

The environment includes natural areas both within and around Strathcona County. The County is committed to protect and preserve our natural environment and to live sustainably, while addressing the challenges of growth pressures, development and environmental changes and threats to our biodiversity.

Promotion and protection of our natural environment is integrated into every aspect of civic life, guiding our decisions and public policy. Strathcona County manages its land, air, water, energy, material use, biological diversity and parks to ensure its citizens live in a healthy ecosystem. We recognize that being good stewards of our land and natural resources is a shared responsibility. We live in balance with our environment and decrease the use of our finite natural resources by living sustainably.

### Strategic results

- ▶ Appropriate and effective use of agricultural land
- ▶ Natural areas and resources balance value for current and future generations
- ▶ Municipal buildings deploy efficient technology where appropriate
- ▶ Growth and development balanced with recognition and protection of the biosphere (Beaver Hills)
- ▶ County uses best practice approach to waste management



## Goal 5

Foster collaboration through regional, community and governmental partnerships

We build partnerships within the region, community and with other levels of government based on mutual respect, common goals and a desire to move forward together to achieve long-term success for all. We strengthen our ties through partnerships and work cooperatively to deliver services and tackle common issues that impact the success of our community.

### Strategic results

- ▶ Improved regional land use and resource management planning
- ▶ Regional assets leveraged for mutual benefit
- ▶ Innovation and lifelong learning opportunities occur through collaboration with educational institutions
- ▶ Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community



## Goal 6

Provide facilities and services that are available and accessible to residents

We promote healthy and active communities through well designed infrastructure and facilities that adapt to meet our citizens' changing needs and desires. This goal looks at effective design, or how the design of new developments and redevelopment of existing areas encourage community interaction and cohesion. By providing quality amenities that address a range of sport, leisure and recreational programs and opportunities, Strathcona County connects people and creates a stronger sense of community.

### Strategic results

- ▶ Connected, accessible multi-modal transportation network, including trails
- ▶ Available, accessible and affordable recreational opportunities
- ▶ Diverse, affordable neighbourhoods, amenities and housing opportunities
- ▶ Enhanced community interaction and connectedness
- ▶ Accessible community and cultural events, entertainment, shopping and dining opportunities



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## Goal 7

Provide opportunities for public engagement and communication

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We build trust and foster strong relationships with all stakeholders by developing processes to communicate, and creating opportunities for public engagement. We consider the needs and input of both urban and rural residents to govern as a single municipal government. Dialogue with our residents, business and industry informs and strengthens our decision making. Together, we own and shape the future of our community.

### Strategic results

- ▶ Community is informed about County decisions
- ▶ Community – urban and rural – satisfied with opportunities to provide input
- ▶ Community is confident in how tax dollars are managed
- ▶ Public engagement efforts and information sharing mechanisms are innovative and accessible



## Goal 8

### Foster an environment for safe communities

Strathcona County aspires to continue to be a safe community where everyone thrives. Our policies and practices advance safe communities. We provide programming to enhance resiliency, such as public health and safety education, community alerting and emergency response planning to enhance community preparedness. We provide safe, well-maintained infrastructure.

#### Strategic results

- ▶ Law enforcement, emergency and social services respond to community risk
- ▶ Proactive safety education and community involvement
- ▶ Utility infrastructure provides safe, clean water, manages wastewater treatment, and provides effective stormwater management
- ▶ Citizens feel safe to express themselves in ways that represent their values, beliefs and lifestyles
- ▶ Transportation network, including trails, allows people and goods to move safely and efficiently



## Reporting on progress

Progress towards meeting the strategic goals and results outlined in the strategic plan are reported during the year. Reporting provides greater accountability, and promotes greater understanding of Strathcona County's progress. Administration monitors progress on the strategic results by reporting to Council on the status of corporate business plan initiatives and performance measures tied to the strategic results.

Strathcona County will continue to improve its performance measurement and management system maturity, to improve engagement and to drive improved decision making across the organization. As performance is evaluated, the organization will first analyze how it is performing towards its strategic goals, and then determine the effectiveness of its strategic planning and management processes, adapting as necessary. Excellence in strategic and performance management drives continuous improvement at all levels of the organization.



## Appendix 1: History of the strategic plan 2013 – 2030

**April 2013:** Strategic plan formally approved by Council

**February 2014:** Council ranks and prioritizes 12 strategic goals and revises wording related to priority areas and goals

**May 2014:** Council adds environment strategic goal and revises wording in the environment priority area

**September 2015:** Administration reports to Council on strategic plan progress, through corporate business plan reporting. This reporting begins in the second quarter (Q2) of 2015 and continues to be provided bi-annually in Q2 and annual Q4 management reports

**June 2016:** County revises prioritized strategic goal ranking; adds outcome statements for strategic goals; integrates priority-based budgeting; updates the graphic design of the plan, and places increased emphasis on its vision statement

**February 2018:** Council refines the strategic goals, prioritizing eight strategic goals, and refining and selecting strategic results for each strategic goal

**May 2018:** County refines the strategic plan and updates the graphic design

