



CITY OF ST. ALBERT CITY COUNCIL POLICY

NUMBER	TITLE
C-CG-02	City of St. Albert Council Strategic Plan
ORIGINAL APPROVAL DATE	DATE LAST REVISED
April 18, 2016	April 16, 2024 <u>April 1, 2025</u>

Purpose

To establish a City of St. Albert Council Strategic Plan that guides Administration’s ~~corporate~~ business 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 **P**performance **M**measures to monitor progress towards advancing Council's stated priorities. The **P**performance **M**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, **P**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
June 2022 – Strategic Services and Communication	2023 – Strategic Services and Communication	April 18, 2016 - C235-2016 February 6, 2017 - AR-17-050 March 5, 2018 - AR-18-034
January, 2023 – Financial and Strategic Services	2024 – Financial and Strategic Services	March 4, 2019 – AR-19-038 April 6, 2021 – AR-21-059 June 20, 2022 – AR-22-223
January 18, 2024	2025 – Financial and Strategic Services	March 21, 2023 – AR-23-145 April 16, 2024 – AR-24-173
<u>January 15, 2025</u>	<u>2026 – Financial and Strategic Services</u>	<u>April 1, 2025 – AR-25-118</u>

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

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

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