

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

CITY OF ST. ALBERT

COUNCIL STRATEGIC PLAN

Updated March 2023-2024

2022- 2025





Introduction

The Strategic Plan (2022-2025) describes the areas which Council will focus on during their term and provides direction to Administration. Administration uses this information to plan and prioritize initiatives in the Corporate Business Plan and to inform the proposed budget.

Development of the Strategic Plan was informed by the Community Vision and Pillars of Sustainability and Municipal Development Plan, as well as input received from the community through formal and informal opportunities.



Erin Ridge North



Downtown

MESSAGE FROM THE MAYOR



Decisions made during a four-year term on Council live on much longer in the community. ~~As Council determines the strategic direction for the City during their term, there are some new faces around the table. Together, this dynamic Council will~~ continue ~~continues to will~~ work together to ensure that St. Albert is fiscally sustainable in the long-term while creating a foundational plan that allows our vibrant community to thrive.

The plan was created after taking some time to collectively provide input during Council’s strategic planning sessions at the start of our term. Taking into consideration what we heard from residents, Council ~~has identified~~ will continue to focus on ~~five strategic priorities which will receive focus during our term.~~ The priorities are detailed below, in no particular order as they are all equal:

- **Economic prosperity** will continue to be a priority for Council as we focus on advancing plans for development of the Lakeview Business District, completing plans for recently annexed lands and creating a positive environment for development.
- We will foster a **vibrant downtown**, where people come to live, gather, celebrate, shop and do business. ~~By~~ We will continue to supporting a variety of community events that help promote our heritage, arts and culture, advance planning and development of Millennium Park and we will continue to support downtown businesses, ~~and encourage the establishment of a Business Improvement Area.~~
- **Community well-being** is of great importance for Council. We need to ensure that we are responding to changing demographics and continuing to foster community where everybody has an opportunity to fully participate and feel welcomed. The focus will be on advancing mixed housing choices including market, attainable, and transitional housing types.
- Council recognizes the need for **adapting to a changing natural environment.** Our focus will be on exploring innovative ways to reduce our footprint, protecting waterways and green spaces, and ensuring resilient social systems and infrastructure now and for future generations.
- The City needs to continue to explore opportunities to diversify revenue sources and advance investment in long-term net positive revenue generating infrastructure to ensure **financial sustainability.** As well, we will support realization of efficiencies identified in the Operational and Fiscal Review, ~~and advance practice and process for the Internal Audit Committee.~~

Environmental, social and governance (ESG) risks and opportunities will be taken into consideration as decisions are made.

Strategic planning is about making the best use of resources, ~~about~~ providing clear direction to Administration and ~~about~~ being transparent with the community. It enables alignment of the City’s business plan, resources and budget so that Council priorities are ~~realized~~ advanced. We truly believe that within this plan we reinforce the Community Vision, Mission, Values and Pillars of Sustainability and as such will continue to create meaningful differences in our community.

I look forward to working together with my Council colleagues, Administration, St. Albert residents, businesses, and community groups to continue to advance and realize these priorities.

A handwritten signature in black ink that reads "C. Heon".

CATHY HERON

Mayor, City of St. Albert
The Botanical Arts City



VISION, MISSION, AND VALUES

In 2014 and 2015, more than 7,000 St. Albert residents helped to create a vision to guide the City's planning and decision-making processes for the next 50 years. The Community Vision and Pillars of Sustainability are intended to be a road map to guide the City's current and future Councils in achieving its short- and long-term goals.

Approved by Council in June 2015, the Community Vision and Pillars of Sustainability are a single shared vision developed for and by the residents of St. Albert and are the foundation upon which all plans and activities are built.

In 2022, Council updated its Mission and Values to reflect how it governs as well as to demonstrate how Council works together to achieve its goals. Each of these key elements is listed below.

COMMUNITY VISION

A vibrant, innovative, and thriving city that we all call home, that sustains and cherishes its unique identity and small-town values.

We are the Botanical Arts City.

PILLARS OF SUSTAINABILITY



Social – We are a friendly and inclusive community of passionate equals, 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 the future to sustain balanced development, with a reverent eye to the past, honouring our unique settlement history and distinct identity.



Natural Environment – We protect, embrace and treasure our deeply-rooted connections with the natural environment through championing environmental action.



Culture – We are proud of our storied history that has fed and nurtured our festive and culturally-rich community.

COUNCIL'S MISSION

Represent the residents of St. Albert, make decisions in the best interest of the entire community, and ensure the corporation delivers results that will help sustain a high quality of life for St. Albertans.

COUNCIL'S VALUES

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

- **Community:** We consider and recognize the best interests of all.
- **Courage:** We try new things with a focus on making St. Albert better.
- **Diversity:** We recognize there is strength in bringing our unique skills and backgrounds together to make our community the best it can be.
- **Flexibility:** We encourage all to try new approaches to address problems and opportunities.
- **Integrity:** We do what we say we will do.
- **Trust:** We listen respectfully and speak honestly.



Council's Strategic Priorities

St. Albert Council has identified five strategic priorities 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 ONE: ECONOMIC PROSPERITY

Support an investment positive environment that encourages economic growth and the development of new and existing sectors.

Strategies:

- Expand opportunities for employment and economic growth with land development that attracts a mix of industries and businesses. This strategy includes advancing the development of Lakeview Business District and completing the plans for the recently annexed lands.
- Support plans and agreements that foster development in St. Albert, including mature neighbourhoods, and build affordability in all new development. This strategy includes an update to the Land Use Bylaw and completion of the Infill Strategy.



International Children's Festival of the Arts

STRATEGIC PRIORITY TWO: DOWNTOWN VIBRANCY

Foster a downtown where people come to live, gather, celebrate, shop and do business.

Strategies:

- Support review and planning for the Downtown Area Redevelopment Plan (DARP).
- Promote our heritage, arts and culture by providing a variety of community events and gathering places that build connections and bring people together downtown. This strategy includes advancing planning and development for the development of Millennium Park.
- Facilitate and support the downtown business community to leverage collaborative opportunities and promote businesses that help create a vibrant downtown. This strategy includes supporting the creation of a Business Improvement Area.



St. Albert Farmers' Market



Pride Crosswalk Painting

STRATEGIC PRIORITY THREE: COMMUNITY WELL BEING

Respond to changing demographics, accommodate the diverse needs of residents and continue to foster an inclusive community where everyone has an opportunity to fully participate and feel welcomed. This includes communicating and engaging in meaningful and transparent ways with the community.

Strategies:

- Support development of mixed housing choices including market, attainable, and transitional housing types. This strategy includes advancing development on 22 St. Thomas Street and youth transitional housing.
- Advance the planning for a community amenities site that is in alignment with the Recreation Facilities Needs Assessment and approved concept plan.
- Continue to support and collaborate on Indigenous-led initiatives to better develop meaningful relationships, honour truth, and action reconciliation.
- Foster a cohesive community that supports physical and psychological well being of all residents.

STRATEGIC PRIORITY FOUR: ADAPTING TO A CHANGING NATURAL ENVIRONMENT

Build resiliency that allows the City to prepare for and respond to climate change and ensure the vitality of our land, river, natural resources, and resilient infrastructure for future generations.

Strategies:

- Explore innovative practices that protect waterways and green spaces and reduce our environmental footprint.
- Develop long-range strategies that support adaptation to a changing environment and include environmental and climate risk considerations in all plans and policies.

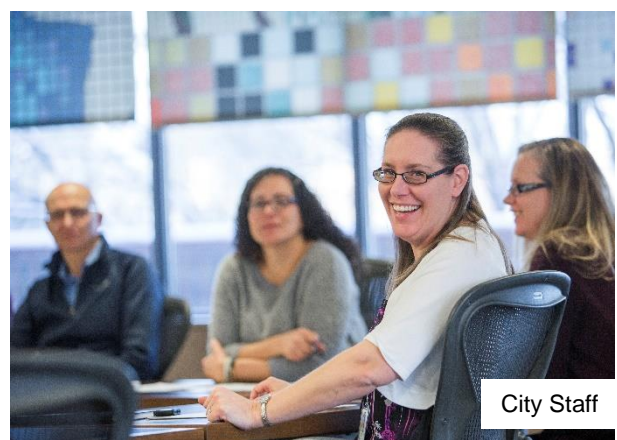


STRATEGIC PRIORITY FIVE: FINANCIAL SUSTAINABILITY

Ensure responsible and transparent fiscal management, decision making and long-term financial sustainability that allows the City to respond to changes to revenue sources.

Strategies:

- Continue to explore opportunities to diversify revenue sources, advance investment in long-term, net positive revenue-generating infrastructure and support alternative service delivery. ~~This includes exploring plans for the Solar Farm and discovering partnership opportunities.~~
- Continue to ensure efficiency in City service delivery with a focus on long-term financial sustainability. This strategy includes implementation of opportunities identified in the Operational and Fiscal Review, ~~as well as advancing the Internal Audit practice and processes~~ and the implementation of audit recommendations.
- Consider environmental, social and governance (ESG) opportunities and risks when making decisions.





Key Indicators

In 2023, Council participated in the performance measurement workshops to identify performance measures that will help track the progress towards achieving outcomes in the Strategic Plan. The following key indicators were identified to help track the progress towards achieving outcomes in the Strategic Plan. The following performance measures were identified.

This section is still under development and will therefore continue to evolve.

| <u>Strategic Priority</u> | <u>Results</u> | <u>Performance Measures</u> |
|----------------------------|---|---|
| <u>Economic Prosperity</u> | <u>Accessible shovel ready land is available for development</u> | <u>Number of shovel ready sites</u> |
| | | <u>Serviced land inventory</u> |
| | | <u>Ratio of raw land to serviced land to developed land</u> |
| | <u>Housing options enable more people living and working in St Albert</u> | <u>Building permits</u> |
| | | <u>Number of people living and working in St. Albert</u> |
| | | <u>Housing inventory</u> |
| | <u>St Albert is the preferred community of choice for investment</u> | <u>Number of new business starts</u> |
| | | <u>Construction permit value</u> |
| | | <u>Annual business satisfaction survey: how satisfied are you with your business in St. Albert?</u> |
| <u>Downtown Vibrancy</u> | <u>Businesses thrive downtown</u> | <u>Vacancy rates</u> |
| | | <u>Business hours in downtown</u> |
| | | <u>New building permits</u> |
| | <u>Downtown amenities support downtown vibrancy</u> | <u>Number of pedestrians at key downtown intersections</u> |

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|---|--|--|
| | | 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 | | |
| Adapting to a Changing Natural Environment | The City conserves and protects natural resources | Percent net change in natural areas |
| | | Percent change of maintained wildlife-use steppingstones |
| | | River water quality index |
| | | Tree canopy |
| | Resilient built infrastructure is in place for future generations | Asset maturity ranking |
| | | GHG emissions for City operations and facilities |
| | | Community-based GHG emissions |
| | The City adapts to changes in climate | Number of wetlands |
| | | Percent of City critical assets maintained through extreme weather events |
| Financial Sustainability | The City manages its reliance on property taxes | Expenses per capita |
| | | Percent of residential to non-residential assessment |
| | | Number of improvements completed under the Program and Service Review Council Policy and resulting |

| | | |
|--|---|---|
| | | from recommendations of third parties |
| | Residents have confidence in City's financial decision-making | Percent of residents ranking value for tax dollars high |
| | | Percent of residents that are satisfied with the communication regarding budget and other financial information |
| | | Number of long-range strategies under development |

| Strategic Priority | Indicators |
|---|--|
| Economic Prosperity | Percent in non-residential versus residential tax assessment. |
| Downtown Vibrancy | Number of events organized downtown |
| | Change in people and employment numbers in downtown |
| Community Well Being | Housing diversity |
| Adapting to a Changing Natural Environment | Greenhouse gas emission reduction |
| | Per capita waste generation |
| | Per capita water consumption |
| | River water quality index |
| Financial Sustainability | Tree canopy |
| | New sources of net positive revenue |
| | Benefits realized from the Operational and Fiscal Review opportunities approved by Council for implementation |



Conclusion

The Strategic Plan signals to residents, the business community, community organizations, and other stakeholders where St. Albert is headed over the next four years, with the long-term in mind.

It provides a foundation for the initiatives in the Corporate Business Plan, which ensures that strategies identified in this Plan are realized.

An annual review of the plan will occur, with progress reported quarterly through the Corporate Quarterly Reports.

