



CITY OF ST. ALBERT CITY COUNCIL POLICY

NUMBER	TITLE
C-CG-02	City of St. Albert <u>Council</u> Strategic Plan
ORIGINAL APPROVAL DATE	DATE LAST REVISED
April 18, 2005	February 6, 2017

Purpose

To establish a City of St. Albert Council Strategic Plan that guides Administration's corporate and financial planning efforts.

Policy Statement

The City of St. Albert shall have a strategic plan ~~that sets forth to achieve the Community Vision and Pillars of Sustainability and provides to establish Council's strategic priorities for their term and provide~~ a single source of direction for the City.

Definitions

~~"City" means the City of St. Albert.~~

~~"Long-Term Plans" means the City's long term directional plans which include the Municipal Development Plan (MDP), Master Plans, Long-Term Department Plans and other directional plans as deemed appropriate.~~

~~"Community Vision" means the way the community envisions the City of St. Albert in the long term as outlined in Council Policy C-CG-11 "Community Vision and Pillars of Sustainability".~~

~~"Pillars of Sustainability" means the long-term strategic outcomes and results that the community has identified to achieve the community vision as outlined in Council Policy C-CG-11 "Community Vision and Pillars of Sustainability".~~

Responsibilities

Council is responsible to ~~validate the~~ develop a strategic plan ~~on an annual basis and~~ identify strategic priorities to Administration for ~~the upcoming fiscal year~~ their term.

The City Manager is responsible for ensuring ~~the strategic plan aligns with the Community Vision and Pillars of Sustainability and that Administration consult with the strategic plan in preparation of the City's action plan~~the Corporate Business Plan and supporting budget. ~~reflect Council's strategic priorities outlined in the strategic plan. The Corporate Business Plan shall be presented to Council for information when the strategic plan is brought forward for approval.~~

Service Standards / Expectations

1. The City of St. Albert Strategic Plan ~~encompasses all other community long-establishes Council's strategic priorities for their four-year term plans, shall inform the development of new plans and will be updated as new plans are approved by Council.~~ Details relative to the City of St. Albert Strategic plan are provided within Schedule A to this policy.
- ~~2. Strategic indicators identified to assist Council in measuring change over time in terms of progress towards (or away from) a desired future or outcome, are provided within Schedule B to this policy. The results are updated on an annual basis as data becomes available.~~
- ~~3.2.~~ The City of St. Albert Strategic Plan shall be recognized as the primary resource in the development of corporate ~~action~~business plans, performance metrics and budgets.
- ~~4. Council establishes priorities at the start of each fiscal year to assist Administration in the preparation of the business planning and budget cycle. Details relative to Council's priorities are provided within Schedule C to this policy.~~
- ~~5.3.~~ 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 – Strategic Indicators~~
~~Schedule C – Council's 2018-2020 Priorities~~

REVIEW	REVISION
April 18, 2016 – Strategic Services & Environment	April 18, 2016 (C235-2016) February 6, 2017 (AR-17-050)
REVIEW DATES	

Cultivating Our Future

City of St. Albert Strategic Plan

St. Albert's 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

The community has identified five pillars of sustainability in pursuit of our collective vision.

- **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.

The people of St. Albert remain committed to our sustainable community vision and celebrate our stories and successes as we continue to write the next chapter of St. Albert's history.

Community Strategy

Each sustainability pillar that was identified in pursuit of the community vision has specific results that the community expects to achieve. For each result, a number of strategies have been identified that describe how we are planning to achieve them.

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.

We will pursue our vision by focusing on the following results:

1. We live and share our small town values by being a friendly, peaceful, supportive and safe community.
Strategies include:
 - 1.1. Educate residents on the impact of crime and promote opportunities for residents to become positively involved in addressing the issue.
 - 1.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.
 - 1.3. Raise awareness of domestic violence in the community through education, engagement and supportive programming.
2. We are inclusive; we embrace, respect and support people of all ages, cultures and backgrounds.
Strategies include:
 - 2.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.
 - 2.2. Promote municipal programming that is attractive to young families with children and encourages them to reside within the community.
 - 2.3. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.

- ~~3. We believe in the strength of our neighbourhoods, ensuring that there is a diverse range of housing and transportation options available to all.
Strategies include:~~
- ~~3.1. Encourage the development of a diversity of housing options through advocacy and partnerships with relevant stakeholders, not-for-profits, for-profit and government entities.~~
- ~~3.2. Generate public support for the implementation of affordable housing through a variety of education and engagement techniques.~~
- ~~3.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.~~
- ~~4. We believe in creating the best for one another, valuing our community connections by supporting and engaging neighbourhoods, institutions and organizations that work to improve life in our community.
Strategies include:~~
- ~~4.1. Develop a community-wide Poverty Reduction Strategy to define the barriers that exist in achieving financial sustainability within the community.~~
- ~~4.2. Advocate for changes to systemic barriers that prevent residents from access to mental health, addictions and housing supports.~~
- ~~4.3. Support the development of a community strategy to assist all residents live free from bullying.~~
- ~~4.4. Advocate for people with disabilities and ensure City services and facilities are fully accessible to the community.~~
- ~~5. We celebrate life-long learning, striving to build our knowledge to better teach and prepare our younger generations as the future stewards of our community.
Strategies include:~~
- ~~5.1. Create opportunities for youth to become actively engaged and provided with the supports needed to succeed and contribute to the community.~~
- ~~6. With a compassion rooted in the deep cultural history of our community, we wholeheartedly give our time and ourselves to support the well-being and success of our community.
Strategies include:~~
- ~~6.1. Promote volunteerism within the community to enhance civic engagement and foster a sense of connectedness.~~

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.~~

~~We will pursue our vision by focusing on the following results:~~

- ~~1. We want people to live all parts of their lives in St. Albert, fostering opportunities to work, shop and play here.~~

~~Strategies include:~~

- ~~1.1. Cooperate in the promotion, development, and enhancement of tourist attractions and infrastructure in order to increase tourism visitations and expenditures.~~

- ~~1.2. Promote the St. Albert brand to strengthen community identity and promote local business and industry.~~

- ~~1.3. Maximize economic spin-offs from community events and attractions to facilitate increased visitor spending in St. Albert and encourage residents to participate in local events and spend in the community.~~

- ~~2. We have a diverse and robust business community, which enables economic prosperity to support community building and provide valuable jobs to our residents.~~

~~Strategies include:~~

- ~~2.1. Attract new business in targeted commercial sectors and support appropriate growth throughout the community and the Highway 2 corridor.~~

- ~~2.2. Promote business and industrial development that capitalizes on established and emerging industries within the Capital Region and the Alberta Industrial Heartland.~~

- ~~2.3. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.~~

- ~~3. We recognize our strong existing businesses as the foundation of our economy and their role in inspiring the next generation of groundbreaking entrepreneurs.~~

~~Strategies include:~~

- ~~3.1. Retain and nurture expansion of existing local businesses and new local business start-ups.~~

- ~~3.2. Increase the number of residents working in St. Albert through identifying opportunities to create local employment opportunities and improve the availability of local labour.~~

~~4. We have a thriving downtown, including the historic Perron District that is the heart of our community, which we enjoy as a place that showcases our identity through businesses, culture, art and natural surroundings.
Strategies include:~~

~~4.1. Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).~~

~~5. We recognize our vigorous economy weaves together the fabric of our community and reinforces all of the pillars that sustain our city.
Strategies include:~~

~~5.1. Ensure a 20-year supply of serviced and unserviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.~~

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.~~

~~We will pursue our vision by focusing on the following results:~~

- ~~1. We are connected to one another by a safe, effective and accessible transportation network that supports public and active modes of movement. Strategies include:~~
 - ~~1.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.~~
 - ~~1.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.~~
 - ~~1.3. Develop advocacy strategies to expedite the twinning of Ray Gibbon Drive to the Employment Lands.~~
- ~~2. We believe community is about people and we design our neighbourhoods to make it easy for people to connect to one another through parks, trails, public transportation and community spaces. Strategies include:~~
 - ~~2.1. Promote sustainable neighbourhoods and transportation choices through progressive urban and transportation planning initiatives.~~
- ~~3. We plan and manage the growth of our city so future generations can inherit the same strong, vibrant community we've enjoyed. Strategies include:~~
 - ~~3.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.~~
 - ~~3.2. Ensure that adequate resources are in place for significant facilities that support community growth and enhancement.~~
 - ~~3.3. Plan for and implement roadway enhancements to address the transportation needs of St. Albert as its population grows.~~
 - ~~3.4. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.~~
- ~~4. We build innovative, long lasting infrastructure that is efficient, minimizes the use of our natural resources and creates harmony between the natural and built environment.~~

Strategies include:

~~4.1. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.~~

~~4.2. Implement innovative civic, neighbourhood and housing design trends that foster increased efficiencies, capacity and incorporate cutting-edge technology solutions.~~

~~4.3. Assess infrastructure on St. Albert Trail to ensure it is meeting the standards of the community.~~

~~5. We build our city to reflect the natural beauty we cherish, maintaining distinct landscaping and architectural standards that cultivate our city's identity.~~
Strategies include:

~~5.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.~~

~~6. We celebrate and honour our origins by preserving our local landmarks, including Father Lacombe's Chapel, the Grain Elevators and St. Albert Place.~~
Strategies include:

~~6.1. Develop an enhanced City of St. Albert Heritage Policy and Program framework that links to broader civic goals of sustainability, economic development and neighbourhood planning, while providing significant and sustainable development opportunities.~~

~~6.2. Identify, evaluate, manage and commemorate significant historical resources that illustrate the broad range of St. Albert's heritage values.~~

Natural Environment

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

~~We will pursue our vision by focusing on the following results:~~

- ~~1. We grow our community from the natural world surrounding it, connecting with nature from Big Lake to River Lot 56, using our extensive Red Willow Park trail system, allowing people of all ages to experience nature.~~

~~Strategies include:~~

- ~~1.1. Promote sustainable and low impact development within the community.~~

- ~~2. We stand united to preserve, protect and enjoy our Sturgeon River valley, natural areas and ravines and their contribution to biodiversity.~~

~~Strategies include:~~

- ~~2.1. Develop a Watershed Management Plan that will guide future decisions with respect to the management of the watershed and address water quality issues, ecosystem health, and land use planning.~~

- ~~2.2. Improve the water quality of the Sturgeon River through protection of floodplain and riparian wetland natural areas, improved storm water management techniques and community education.~~

- ~~2.3. Educate the community on the health of the Sturgeon River Watershed through targeted programs and incentives.~~

- ~~3. We believe in working together with our regional partners to promote our understanding and to continually improve our care and management of the Sturgeon River watershed.~~

~~Strategies include:~~

- ~~3.1. Establish a Sturgeon River Watershed partnership that includes representatives from municipalities within the watershed (and support from North Saskatchewan Watershed Alliance and Alberta Environment Sustainable Resource Development).~~

- ~~3.2. Foster community environmental stewardship through provincial and regional partnerships, facilitating the Environmental Advisory Committee and the Environmental Initiative Grants and engaging the community through targeted programs and events.~~

~~4. We strongly believe that maintaining and promoting our flourishing, expansive tree canopy for future generations is a shared duty.~~

~~Strategies include:~~

~~4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.~~

~~4.2. Educate the community on the protection and management of trees, parks and natural areas through a variety of programs and events.~~

~~5. We are an environmentally caring community, mindful of the nature that surrounds us, that puts the Earth first, which is reflected in our green living lifestyle and conservation of natural resources.~~

~~Strategies include:~~

~~5.1. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.~~

~~5.2. Manage air quality through participation with Alberta Capital Airshed, establishing an air quality monitoring station and establishing a baseline of air quality conditions that can be shared with the community.~~

~~5.3. Reduce energy consumption and greenhouse gas emissions through involvement with the Federation of Canadian Municipalities Partners for Climate Protection program, implementation of the Local Action Plan and educating the community through various programs and incentives.~~

~~5.4. Reduce water consumption through the implementation of the Water Conservation, Efficiency and Productivity plan, including educating the community through various programs and incentives.~~

~~5.5. Reduce solid waste generation through participation in the Alberta Capital Region Integrated Waste Management Plan and implementation of the Solid Waste Management Plan Review.~~

~~5.6. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.~~

Culture

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

~~We will pursue our vision by focusing on the following results:~~

- ~~1. We preserve and treasure our past, mindful of the roots from which our community has grown and will continue to bloom.~~

~~Strategies include:~~

- ~~1.1. Celebrate cultural assets through providing residents and visitors with easy access to cultural amenities, integrating cultural activities in unexpected places, highlighting significant cultural assets, and integrating culture into city-wide efforts.~~

- ~~1.2. Establish sustainable funding through diversifying sources of income amongst cultural organizations, nurturing emerging efforts and prioritizing existing resources.~~

- ~~2. We believe in coming together to celebrate our successes, achievements and one another.~~

~~Strategies include:~~

- ~~2.1. Increase and deepen cultural participation through nurturing the next generation of participants, improving access to opportunities for artists, and equipping cultural organizations and artists with the skills to sustain their craft.~~

- ~~3. We organize inviting, lively and internationally-recognized cultural events that bring people together and nourish our spirits.~~

~~Strategies include:~~

- ~~3.1. Promote, build on and enhance new and existing cultural events and amenities to draw visitors, and making cultural experiences accessible through effective communication and collaboration efforts.~~

- ~~4. We are known for our progressive architecture, art and community design, which expresses our distinct identity and strong sense of place and home.~~

~~Strategies include:~~

- ~~4.1. Ensure infrastructural strength through maintaining existing cultural assets, identifying capital improvements to build on the strengths of existing assets, and identifying facilities that respond to cultural participation trends and population growth.~~

~~5. We live complete, full and active lives that are supported by our exceptional recreation amenities, extensive parks and winding, world-class trails.~~

~~Strategies include:~~

~~5.1. Maintain existing recreation facilities, parks and open spaces to meet provincial and national standards.~~

~~5.2. Communicate recreation efforts and engage with the community to share the benefits of recreation and identify opportunities for future recreational programming.~~

~~5.3. Explore public / private partnerships for the delivery of recreational services and support community groups in integrating recreation and sport tourism into their programming.~~

~~Governance Strategy~~

~~Council is committed to ensuring that the City of St. Albert is a responsive, accountable government that delivers value to the community.~~

~~We will pursue this commitment by focusing on the following results:~~

~~1. Strive to become a leader in analytics to enhance decision making.~~

~~Strategies include:~~

~~1.1. Utilize analytics in support of evidence-based decision making to enhance service delivery to residents.~~

~~1.2. Support the development of key measurable goals for each City department and division to monitor the health of the organization and progress towards achieving the community's vision.~~

~~1.3. Support open government to increase the transparency and accessibility of municipal information, promote economic opportunity and empower the community to become more involved in municipal government.~~

~~2. Maintain the City of St. Albert as an employer of choice.~~

~~Strategies include:~~

~~2.1. Support strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.~~

~~3. Maintain fiscal responsibility and transparency.~~

~~Strategies include:~~

~~3.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.~~

~~3.2. Establish a robust series of financial policies that support a long-term sustainable, financially responsible and affordable community for the residents of St. Albert.~~

~~3.3. Provide short- and long-term forecasting and budgeting principles that guide the City's decision making and link financial resources to the City of St. Albert's strategic plan.~~

~~4. Develop strong working relationships with regional, provincial and federal partners.~~

~~Strategies include:~~

~~4.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.~~

~~4.2. Research government organizations that are recognized for their leadership in municipal government and identify best practices to enhance municipal operations.~~

~~4.3. Pursue joint service delivery models with regional partners.~~

Service Delivery Strategy

Council is committed to ensuring that the City of St. Albert is engaging residents to identify opportunities to improve delivery of services to the community.

We will pursue this commitment by focusing on the following results:

1. Engage the community to incorporate resident input and improve decision making.
Strategies include:
 - 1.1. Communicate and engage the community to promote two-way information sharing and provide the opportunity to provide input into the development of the City's plans, budgets, decisions and implementation of decisions that affect them.
 - 1.2. Develop strategies to utilize online public engagement tools, social media and emerging technologies to enhance existing public engagement processes.
 - 1.3. Improve access, remove barriers and provide opportunities for the community to get involved in the democratic process.
2. Create positive customer service experiences with the community.
Strategies include:
 - 2.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services.

~~Schedule B~~
~~To Council Policy C-CG-02 Council's Goals and Priorities~~

The following strategic indicators were identified in June 2014 to assist us in measuring change over time in terms of progress towards (or away from) a desired future or outcome.

Outcome: Cultivate Economic Prosperity

A diversified, robust and resilient economic foundation to support growth and community service delivery.

- ~~Percentage of total net assessment growth~~
- ~~Number of new business licenses (exclude home based licenses)~~
- ~~Number of net new business licenses~~
- ~~Number of business start-ups in the City~~
- ~~Diversity of employment (average weekly wages) by sector~~
- ~~Average household income~~

Outcome: Cultivate a Historic, Creative and Active Community

A vibrant and involved community with a variety of culture, recreation and heritage opportunities.

- ~~Number of visitors to historic sites~~
- ~~Number of community organizations that exist within the community~~
- ~~Number of festivals and events that are hosted within the community~~
- ~~Number of recreational programs available~~
- ~~Participation rate for number of opportunities to engage in recreational and cultural activities offered by the City~~
- ~~Square feet of indoor/outdoor recreation space per 1,000 residents~~

Outcome: Cultivate a Green Community

A healthy natural environment for future generations that preserves and promotes enjoyment, conservation and responsible development.

- ~~Landfill diversion rate (hazardous, organics, recycled, ewaste / total waste)~~
- ~~Total hazardous, organics, recycled, ewaste generated (tonnes per year)~~
- ~~Sturgeon River Water Quality Index (calculation of nutrients / bacteria / pesticides)~~
- ~~Percentage of tree canopy cover~~
- ~~Total water consumption (litres per capita per day)~~
- ~~Air quality levels for particulate matter, ozone and SO₂/NO₂~~
- ~~Percentage of sand captured (grit interceptors, catch basins, street sweepings) vs applied to roads annually~~

Outcome: Cultivate Excellence in Government

A responsive, accountable government that delivers value to the community.

- ~~City employee engagement index~~
- ~~Percentage of residents who perceive value for tax dollar~~
- ~~Percentage of residents who are satisfied with the services provided by the City of St. Albert~~
- ~~Corporate Expenditures per Capita~~
- ~~Number of unique visitors to City websites~~
- ~~Percentage rate of change for municipal tax and utility rates~~

Outcome: Cultivate Sustainable Infrastructure and Services

A growing community that has balanced development and management of civic facilities, transportation networks and related services.

- ~~Percentage of major infrastructure assets (roads, water, sanitary/wastewater, storm system) rated in good condition~~
- ~~Square feet of energy use (water, electricity, natural gas) by civic building~~
- ~~Number of transit riders for local and commuter bus~~
- ~~Passenger capacity utilization for transit services~~
- ~~Number of vehicle counts on major traffic routes~~
- ~~Number of major vehicle accidents~~

Outcome: Cultivate a Safe, Healthy and Inclusive Community

A community that provides opportunities for everyone to realize their potential in a thinking, caring and connected way.

- ~~Distribution of age groups within the community~~
- ~~Crime severity index~~
- ~~Percentage of residents who perceive a sense of belonging in St. Albert~~
- ~~EMS emergency response time (minutes per response)~~
- ~~Percentage of affordable housing available (demand vs. capacity)~~
- ~~Population growth percentage~~
- ~~Length of residency percentage~~

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

Council identified the following priorities for each pillar of sustainability to support Administration in preparing the City's action plans and budget for the 2018-20 cycle.

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.

- Promote diversity and inclusion through community design, universal accessibility, community programming and cultural celebrations.
- Create opportunities for youth to become more actively engaged and be provided with the supports needed to succeed and contribute to the community.
- Develop a housing diversity strategy that advocates for the development of affordable housing options that support seniors, families and residents in need.

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.

- Maintain strong relationships within the development industry and activate key infrastructure and servicing projects to support continued residential, industrial and commercial development.
- Facilitate further non-residential development throughout the community.
- Encourage the revitalization of downtown through continued development.

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.

- Encourage progressive development and future growth of the community through updating the Municipal Development Plan (MDP) and implementing the City of St. Albert's Land Strategy.
- Continue to explore and implement leading practices to manage the safe and efficient movement of goods and people.
- Explore a sustainable neighbourhood strategy to promote sustainable growth and development within the community.
- Continue to explore long-term planning and boundary adjustments with Sturgeon County.

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

- ~~— Promote and maintain natural areas through implementation of the Natural Areas Management Plan.~~
- ~~— Support a reduction in water consumption through implementation of the Water Conservation Bylaw.~~
- ~~— Evaluate new and emerging technologies to support environmental initiatives such as Green House Gas (GHG) emissions.~~
- ~~— Explore efforts to minimize waste generation and increase waste diversion.~~

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

- ~~— Assess the needs of residents to ensure appropriate access to cultural and recreational activities.~~
- ~~— Develop a funding strategy for significant community historical, cultural and recreational capital items.~~

~~Governance Strategy~~

- ~~— Continue to focus on the delivery of existing services to the community and maintain service levels.~~
- ~~— Support open government to increase the transparency and accessibility of municipal information, promote economic opportunity and empower the community to become more involved in municipal government.~~
- ~~— Enhance opportunities for public participation and engagement.~~
- ~~— Develop an advocacy strategy that explores a land title transfer to the Province and expansion of Ray Gibbon Drive at the south end as the priority.~~
- ~~— Explore best practices for governance of land use planning.~~
- ~~— Continue to explore shared transit service in the Capital Region.~~
- ~~— Review fiscal policies to explore alternate revenue sources to offset residential tax burden.~~
- ~~— Align the City's governance policies to the new Municipal Government Act (MGA) requirements.~~

Service Delivery Strategy

— Conduct the following program and service reviews:

- Review of services delivered by Peace Officers with focus on improving proactive bylaw enforcement.
- Determine the role and service levels of the municipality in affordable housing supports.
- Review impacts of infill development, including on-site and off-site impacts.
- Review a noise level standard for the community.
- Expand and align the StATracker Performance Dashboard to corporate performance metrics.
- Assess the impacts of Smart Fare implementation on service levels.
- Assess the implications of service levels when boundary adjustments are being considered.
- Review the 10-year capital plan to ensure alignment to service levels.

To be inserted: City of St. Albert Strategic Plan 2018-2021