

# 2023-2026 STRATEGIC PLAN



Becoming Canada's  
most livable community



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## LAND ACKNOWLEDGMENT

Strathcona County acknowledges that we are located on Treaty Six Territory and the homeland of the Métis Nation of Alberta, Region Two and Four. Strathcona County honours the First Peoples of this land. We recognize that we stand upon land that carries the footsteps of Cree, Métis, and Blackfoot amongst many other Nations, who have been here for thousands of years. Therefore, Strathcona County has an inherent responsibility to foster healthier relationships with First Peoples and further the Calls to Action as outlined by the Truth and Reconciliation Commission.

## MESSAGE FROM THE MAYOR

Strathcona County's 2023-2026 Strategic Plan sets our direction for the future. It guides our decisions for governance, infrastructure, community development and service delivery. The plan sets our priorities, what is important to us as a community and how to best serve our community. Most importantly, the strategic plan will make a difference in how we live, work and play by keeping our vision, goals, priorities and performance indicators top of mind.

Our strategic plan is the foundation for other key plans such as the corporate business plan, department plans, budget plans and master plans. It will act as a compass for new ideas and initiatives for Council's consideration and decision.

Council developed this plan by listening to you – the residents of Strathcona County, along with what is working well, and what could be improved. Council used this information to collaborate and create this strategic plan.

We couldn't have done it without you, and we look forward to working together and realizing our goals of Economic Prosperity, Healthy and Safe Community, Responsible Development, and Municipal Excellence on our path to becoming Canada's most livable community.

Rod Frank, Mayor

On behalf of Strathcona County Council





# OUR VISION

BECOMING CANADA'S  
MOST LIVABLE COMMUNITY



**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.

# PURPOSE

In June 2021, the County started the process of developing a new and focused strategic plan. This work was needed to improve flexibility and responsiveness to emergent situations and plan for the future.

Identifying priorities and linkages to services delivered better enables the County to evaluate our activities using indicators.

The cycle of planning and prioritizing, action and measurement is a foundational principle used within the County to continue moving towards our vision of becoming Canada's most livable community.



# COUNCIL STRATEGIC GOALS

Goals and priorities were created through an informed and collaborative approach. The organization was engaged to gather information and evaluate relevant documents, policies, strategies and frameworks. A PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis was used to consider current and potential factors. During the COVID-19 pandemic, in-person public consultation was not possible.

However, to be fully representative, the public was invited to complete an online survey to share:

- How they thought the draft goals support the vision of becoming Canada's most livable community.
- How focusing on priorities between 2023-2026 would help the County support each goal.
- What else the County should consider to support each goal.



After considering the input from members of the public and County employees, Council created goals and priorities for the 2023-2026 Strategic Plan. A key consideration is that all goals are equally important in moving towards our vision and there are many dependencies between the priority areas. To champion an integrated approach, the goals depicted are consistent between all levels of planning such as the corporate business plan, departmental plan, and our financial plan, the budget.



# ECONOMIC PROSPERITY

**STRATHCONA COUNTY** is a prosperous community that capitalizes on the strength of its industrial, agriculture and business sectors while advancing economic diversity and growth.



## PRIORITIES

- Collaboration with industrial partners that promotes innovation and growth opportunities
- Development of emerging sectors that support innovation, economic diversification and tourism
- Promote a diverse agricultural market that supports the local economy
- Attraction and retention of small and medium-sized businesses that fosters economic growth



## INDICATORS

Understanding how well the local economy is doing is important for determining how our planned activities are supporting prosperity for both citizens and business. To evaluate our progress, we use timely and relevant information to form a complete picture and better tell the story of our progress. To tell this story, we examine our:



**COMMUNITY  
PROSPERITY**



**ECONOMIC  
DEVELOPMENT**



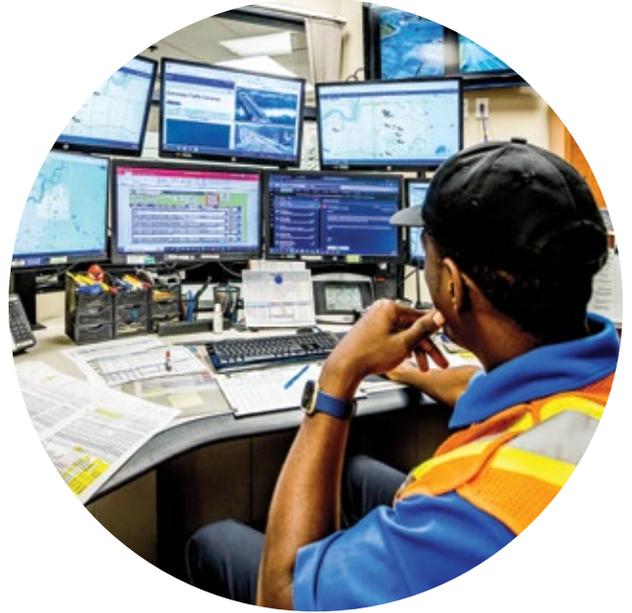
**ECONOMIC  
DIVERSIFICATION**



**AGRICULTURAL  
MARKET DIVERSITY**



**SMALL AND MEDIUM-  
SIZED BUSINESS  
RETENTION AND  
ATTRACTION**





# HEALTHY AND SAFE COMMUNITY

**STRATHCONA COUNTY** is a safe and supportive community that is healthy, active, connected and thriving.



## PRIORITIES

- A diversity of housing options that address affordability, align with community needs and respond to changing demographics
- Indigenous relations that advance reconciliation
- A diverse, welcoming, inclusive, and an accessible community for all
- Social supports that enhance community well-being and safety, and build community connection



## INDICATORS

Understanding social support systems, relationships with others, community affordability and efforts to advance reconciliation are key contributors for healthy and safe communities in Strathcona County. To evaluate our progress, we use timely and relevant information to form a complete picture and better tell the story of our progress. To tell this story, we examine our:



**DIVERSE HOUSING  
OPTIONS**



**COMMUNITY  
AFFORDABILITY AND  
SOCIAL SUPPORTS**



**ADVANCING  
RECONCILIATION**



**COMMUNITY  
CONNECTIONS**



**SAFETY AND  
WELL-BEING**





# RESPONSIBLE DEVELOPMENT

**STRATHCONA COUNTY** is an innovative community that encourages sustainability and respects the environment.

## PRIORITIES

- Growth and development that prioritizes community well-being and economic benefits
- Investment in our infrastructure that supports development and complete communities
- Environmental stewardship that addresses climate change and demonstrates responsible use of land and natural resources





## INDICATORS

Understanding how well the County is balancing current and future community needs, managing assets and protecting the environment are all key factors to ensure that development and growth are managed responsibly. To evaluate our progress, we use timely and relevant information to form a complete picture and better tell the story of our progress. To tell this story, we examine our:



**COMMUNITY  
GROWTH**



**INVESTMENT  
IN COMPLETE  
COMMUNITIES**



**INVESTMENT IN  
INFRASTRUCTURE  
AND ASSETS**



**ENVIRONMENTAL  
STEWARDSHIP**



# MUNICIPAL EXCELLENCE

**STRATHCONA COUNTY** is a leading municipality that moves the community forward through service excellence delivered by engaged and empowered employees.



## PRIORITIES

- Optimal use of resources that meets the community's needs
- Relationships with all levels of government and key stakeholders that are strategic, purposeful and productive
- A workplace culture that is connected, inclusive, diverse, and promotes employee development



## INDICATORS

Understanding how well the County is aligning services to the annual budget, meeting the needs of the community, building relationships with other levels of government and empowering employees is essential to ensure that administration is operating effectively and efficiently to deliver service excellence. To evaluate our progress, we use timely and relevant information to form a complete picture and better tell the story of our progress. To tell this story, we examine our:



**SERVICE EXCELLENCE**



**DIVERSE, INCLUSIVE  
AND CONNECTED  
WORK CULTURE**



**USE OF RESOURCES**



**ENGAGED AND  
EMPOWERED  
EMPLOYEES**



**MEETING  
COMMUNITY NEEDS**



**EMPLOYEE  
DEVELOPMENT**



**RELATIONSHIPS**





## THE WAY FORWARD

Strathcona County's 2023-2026 Strategic Plan sets our direction for the future and is the foundation for decision-making, budgeting, and underpins other key frameworks and master plans. The goals and priorities found in this plan better enable alignment to specific programs and initiatives outlined in our corporate business plan.

Clear linkages between how we plan and what we deliver to Strathcona County better informs our understanding of progress made towards becoming Canada's most livable community.

In the way forward to realizing our goals, this strategic plan inspires us to work together and share the story of our successes.

