

# Strategic Plan 2015-2017

## Building a Strong and Resilient Community

Responsible Government

Balanced Regional Services

Vibrant Economy

Effective Land Strategy

Reliable Transportation System

Sustainable Region

Healthy and Active Lifestyle

# Introduction

On May 26, 2015, ~~the 2013-2017~~ Council of the Regional Municipality of Wood Buffalo approved its Strategic Plan. The Strategic Plan addresses the steps the Municipality will take over the next three years, from 2015 – 2017, to address the vision and the goals of our longer-term **Regional** Municipal Development Plan (**RMDP**). Each goal and strategy within our three-year Strategic Plan aligns with one or more of the strategies from the **RMDP**. Council's Strategic Plan sets the direction for the next three years and clarifies the important goals and accomplishments that are needed to continue to build the Region.

The Strategic Plan focuses on Building a Strong and Resilient Community. It was built on the feedback received from community residents and leaders and reflects the wishes and needs of the community. As a result, ~~the 2013-2017~~ Council will put building blocks in place for the following goals:

- ❖ A more responsible government
- ❖ Balanced services for all residents in the region
- ❖ A continued robust economy
- ❖ An effective land strategy
- ❖ A reliable transportation network
- ❖ A sustainable community
- ❖ A healthy and active lifestyle

Departmental Business Plans, ~~to be published by December 2015,~~ will be based on Council's Strategic Plan and will provide transparency to residents and stakeholders about how the Municipality will achieve these goals.

## Vision

*A balanced future with opportunity for all*

## Mission

*To continually improve the quality of life within our communities by providing valued services*

## Our Success Factors

Engage our citizens  
Champion innovation  
Collaborate effectively  
Empower our people  
Deliver best value

## Our Values

Our people  
Sharing information  
Working together  
Accountability  
Integrity

# Building Responsible Government

***Goal: To ensure that the Municipality operates effectively and efficiently, by demonstrating accountability, integrity and transparency in all that it does.***

From 2015-2017, a priority goal for Council is operational excellence in all areas of the **Regional Municipal** government. The Municipality will continue to offer outstanding services in areas that are strong and will rebuild other areas by bringing in resources, and by offering training, due diligence and oversight.

Municipal staff will be supported so they can do the best job possible for residents of the Region. The Municipality will increase the internal capacity to carry out **regional municipal** development through improved procedures, enhancement of skills and knowledge of employees, better communication and improved information-sharing with partners throughout the Region.

## ***Objectives***

- ❖ **Strengthen** ~~implement~~ a governance model that fosters a leadership-based approach.
- ❖ Implement business delivery **modes** ~~processes~~ that enhance customer service for residents throughout the Region.
- ❖ Ensure consistency and continuity of RMWB policies and procedures.
- ❖ Strengthen responsible financial management procedures.
- ❖ Enhance public engagement in ~~all~~ **key** areas of municipal activity.
- ❖ Strengthen ~~the~~ organizational capacity to plan, self-assess, and report.
- ❖ Strengthen a positive work environment of trust and respect.
- ❖ Improve ~~working relationships~~ **systematic collaboration** with other levels of government ~~as well as Aboriginal~~ **and regional** stakeholders, **including the Indigenous community.**

## ***Projects Initiatives to be completed by 2017***

- ◆ **Key corporate policies identified and priority policies and procedures created and implemented** ~~Policy framework and policies approved and in place.~~
- ◆ **Governance model improvements identified and implemented** ~~structure established and functioning well.~~

- ◆ **Accountability, Integrity and Transparency Audit** recommendations from the AIT audit implemented.
- ◆ **Suitable recommendations of Operational and Administrative Functions Review** implemented.
- ◆ **Desired Organizational Culture** described and strategies to implement commenced.

# 2

## Building Balanced Regional Services

***Goal: To deliver high quality and well-planned services to our residents.***

By re-focusing attention to core services, as outlined in the Municipal Government Act, and by clearly defining service standards, the Municipality will strengthen service delivery to all residents and businesses within the Region. Our core services are:

*Roadways, streets and sidewalks • Flood protection • Police, fire and emergency services  
Public transit • Solid waste • Water • Sanitary and storm drainage • Bylaw enforcement  
Parks and recreation • Cemeteries • Planning and development*

### ***Objectives***

- ❖ Strengthen regional service delivery quality.
- ❖ Strengthen service delivery monitoring practices.
- ❖ Develop, improve and maintain core service infrastructure.

### ***Projects Initiatives to be completed by 2017***

- ◆ Updated Master Plans for water, ~~and~~ wastewater **and solid waste developed.**
- ◆ Key performance indicators (KPIs) established, measured and publicly reported.
- ◆ **Asset Management Framework** ~~Long-term plan~~ for developing and maintaining **core** infrastructure **established** ~~for core services.~~
- ◆ ~~The following infrastructure projects will be completed:~~
- ◆ **Key infrastructure projects completed:**
  - ❖ Fort Chipewyan Water Treatment Plant upgrade.
  - ❖ Parsons Creek water supply line from Water Treatment Plant (WTP) to Parsons Creek reservoir.
  - ❖ Flood mitigation plan **developed and implementation commenced.**
  - ❖ Saline Creek water main extension from Hardin Street to King Street booster station **completed.**
  - ❖ ~~Janvier sewage lagoon upgrade.~~

- ❖ Anzac Fire Hall built.
- ❖ Anzac waste water treatment plant and effluent pipeline construction.
- ❖ Confederation Way sanitary sewer bypass.
- ❖ Beacon Hill outfall, water supply and pipeline upgrades.
- ❖ **Phase 1 and design of Phase 2 southwest water supply line.**
- ~~❖ Fort McKay Fire Hall.~~
- ❖ **Rural water and sewer design completed and construction commenced.**

## Building a Vibrant Economy Together

*Goal: To systematically collaborate with local businesses, residents and industry to encourage creation of a viable and sustainable marketplace.*

Working together with residents, business, the Province and industry, the Municipality supports programming, policy, and a fiscal environment to encourage and grow business and industry. Specifically, the Municipality will help address the lack of affordable retail and commercial space. The downtown will be revitalized through a balanced mix of improvements that reflect our focus on the whole Region.

### *Objectives*

- ❖ Increase collaboration with the oil sands industry to understand growth trends, as well as corporate and employee needs.
- ❖ **Recover and sustain local businesses in the Region.** ~~Increase the presence of businesses in the Region to create a balanced economic model.~~
- ❖ **Obtain materials and services at a competitive price, including social procurement considerations.** ~~Leverage local economic conditions for high and low pricing~~
- ❖ ~~Increase~~ **Enhance new opportunities and diversification** for local businesses. ~~in urban and rural areas.~~
- ❖ ~~Enhance~~ **Recover** local workforce residency.
- ❖ Improve business intelligence gathering and use.

### *Projects Initiatives to be completed by 2017*

- ◆ ~~Municipality~~ **Region-wide Entrepreneurship Accelerator** Program.
- ◆ **Social Procurement Framework developed and implemented.**
- ◆ **Support** ~~Facilitation of~~ commercial development including:
  - ❖ ~~Approved design, development and build-out of the Athabasca Power Centre site.~~
  - ❖ ~~Initial development of the Prairie Creek Business Park.~~
  - ❖ ~~Initial development of the Parsons Creek town centre site.~~
  - ❖ ~~Initial development of Saline Creek commercial development site.~~



- ~~❖ South side Highway 69 industrial.~~
- ❖ **South side Saprae Creek Trail industrial site.**
- ❖ **Quarry Ridge site.**

# 4

## Building an Effective Land Strategy

***Goal: To have an integrated and planned approach to the effective and efficient release and development of land.***

Land is one of the Region's most precious assets. Because of historic issues relating to fast growth and oil sands development, the land release process has not kept up with the increasing needs of residents, business and industry.

A renewed planning approach will efficiently and effectively align current planning documents, such as the **Regional** Municipal Development Plan (MDP), Downtown Area Redevelopment Plan, and the **RMWB Area** Structure Plans, which will result in faster processes for developers and residents. The Municipality will examine new planning models. ~~including the creation of a Transportation Authority that will tie some aspects of land release to funding for transportation improvements.~~

### ***Objectives***

- ❖ Improve **evidence-based** land planning.
- ❖ Foster stronger integrated land planning and development.
- ❖ **Review and amend the Master Service Agreement to be reflective of the current environment and sustaining the long term.** ~~Improve the efficiency of the land release process in urban and rural areas.~~ Note: no related initiative
- ❖ **Improve the efficiency of land disposition and development approval process in the Region.** ~~Strategic and critical analysis-based approach to land release.~~

### ***Projects Initiatives to be completed by 2017***

- ◆ A master agreement between the Municipality, Alberta's Infrastructure and Alberta Transportation will be implemented including:
  - ❖ Sale of Parsons Creek Town Centre lands.
  - ❖ ~~Sale of 1, 6, 7 & 8 at Saline Creek.~~
- ◆ Land policies and procedures updated.

◆ **Key** Master planning documents ~~to be~~ **created or** updated including:

- ❖ ~~Census~~ **Population forecasting.**
- ❖ **Regional** Municipal Development Plan.
- ❖ Fringe area study.
- ❖ ~~RMWB~~ **Area** Structure Plans.
- ❖ Downtown Area Redevelopment plan.
- ❖ **Commercial and Industrial Land Use Study** (CILUS) review.

## Building a Reliable Transportation System

***Goal: To provide sustainable and reliable transportation and so improve the quality of life throughout the Region.***

Addressing transportation infrastructure and plans is one of the most important issues for businesses, industry, and residents of the Region because our ~~bustling~~ oil sands economy relies heavily on a functioning transportation system.

The Municipality is committed to collaborating with the provincial government as well as leaders of business and industry to improve transportation throughout the Region.

### ***Objectives***

- ❖ Enhance **systematic** collaboration with the Province and **the** industry to improve regional transportation.
- ❖ Improve **service delivery capacity by enhancing** ~~the~~ transportation infrastructure **and modes** to meet industry, business and resident **mobility** needs.
- ❖ Ensure **balanced and sustainable** ~~safe, barrier-free urban and rural~~ **regional** transit services that have the flexibility to accommodate ~~current and future~~ **regional** needs.
- ~~❖ Improve transportation service delivery capacity.~~

### ***Projects Initiatives to be completed by 2017***

- ◆ ~~Creation of a Transportation Authority (TA).~~
- ◆ ~~Creation of a transit~~ **Transportation** Master Plan **completed** ~~and improved business model.~~
- ◆ **Transit plan and active transportation components included in Transportation Master Plan.**
- ◆ Improvements to ~~the~~ **priority** transportation infrastructure ~~including:~~
  - ❖ Twin **Saprae Creek Trail** ~~Highway 69~~ from west of Saline Creek to Range Road 85 ~~(West Airport Boundary Road).~~
  - ~~❖ Highway 63 — Intersection improvements at Highway 69 and Mackenzie Blvd.~~
  - ❖ Fort Chipewyan Firebag Bridge replacement.

- ❖ ~~Highway 63 — Six lane highway from Hospital Street to Main Street interchange.~~
- ❖ **Christina River bridge completed.**
- ❖ **Richardson River bridge completed.**
- ❖ **Fort Chipewyan winter road bridge completed.**
- ❖ **Prairie Loop Boulevard twinning commenced.**

# 6

## Building a Sustainable Region

***Goal: To value our environment as our natural, community and economic foundation.***

The Municipality is committed to its role as a steward of sustainable practice. Together, we will strengthen our image as a responsible government by making balanced decisions with respect to the environment, local community and economy. Our successes in this areas will be shared by all.

### ***Objectives***

- ❖ Protect the natural environment.
- ❖ Reduce and enable the reduction of carbon footprint in the Region ~~by maintaining carbon neutral level or better.~~
- ❖ Reduce landfill waste.
- ❖ Implement a business model to provide sustainable water, waste water and other related utilities.

### ***Projects Initiatives to be completed by 2017***

- ◆ ~~Implement sustainability programs for homeowners including:~~
- ◆ Retrofit rebates for home-based water conservation **implemented.**
- ◆ ~~Improve infrastructure including:~~
- ◆ ~~Commissioning and operating an~~ Industrial-scale compost facility at the landfill **commissioned and operating.**
- ◆ ~~An enhanced landfill gas management system on the old landfill site.~~
- ◆ Phase 1 of the Zero Waste Initiative **completed.**
- ◆ ~~Implemented effluent re-use in industrial applications.~~
- ◆ Utility Corporation ~~will be~~ operational.
- ◆ **Municipal Recycling Facility (MRF) process feed enhancements completed.** ~~to and optimization of material recovery facility (MRF).~~

## Building for a Healthy and Active Lifestyle

*Goal: To connect people and communities through accessible, regional-based leisure and wellness activities, programmes and public gathering places.*

Working with partner organizations and through direct delivery of services to residents throughout the Region, the Municipality provides opportunities for community members to enjoy a high quality of life. Opportunities will include arts, recreation, health and wellness, as well as leisure activities.

### *Objectives*

- ❖ Encourage the use of the Region's recreational and community facilities, including natural amenities.
- ❖ ~~Recover~~ ~~Encourage~~ and support the social profit sector.
- ❖ Increase accessible recreation and leisure opportunities ~~for all user groups~~ in the Region.
- ❖ Increase opportunities for ~~large-scale sports/cultural tourism~~ events **that attract outside visitors to the Region.**
- ❖ Increase ~~tourism, cultural and arts~~ programming **and program awareness** throughout the Region.

### *~~Projects~~ Initiatives to be completed by 2017*

- ◆ Regional Indoor Recreation and Community Facility Master Plan.
- ◆ ~~Host major Sports tourism events~~ **supported including:**
  - ❖ Western Canada Summer Games.
  - ❖ Northern Kick-off presented by Shell.
  - ❖ FC Edmonton regular season soccer game.
  - ❖ Tim Horton's Canadian Ringette championships.
  - ❖ Grand Slam of Curling Elite 10.
  - ❖ Crescent Point Energy Western Canada Cup (hockey).
  - ❖ 2016 Baseball Canada Cup.
  - ❖ **Winter Games awarded to the host society and planning underway.**

◆ ~~Construct~~ New recreation, wellness and leisure facilities **constructed** throughout the Region ~~including:~~

- ❖ Conklin Multiplex Centre **construction underway**.
- ❖ Northside **Twin Arenas construction commenced**. ~~Multi-Use Facility — Phase 1 (Twin Arenas).~~
- ❖ Fort Chipewyan Aquatic Centre **completed**.
- ❖ ~~SEC development is underway.~~