

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, 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, 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 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

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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 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 development through improved procedures, enhancement of skills and knowledge of employees, better communication and improved information-sharing with partners throughout the Region.

Objectives

- ❖ Strengthen a governance model that fosters a leadership-based approach.
- ❖ Implement business delivery modes 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 key areas of municipal activity.
- ❖ Strengthen organizational capacity to plan, self-assess, and report.
- ❖ Strengthen a positive work environment of trust and respect.
- ❖ Improve systematic collaboration with other levels of government and regional stakeholders, including the Indigenous community.

Initiatives to be completed by 2017

- ◆ Key corporate policies identified and priority policies and procedures created and implemented.
- ◆ Governance model improvements identified and implemented.
- ◆ Accountability, Integrity and Transparency Audit recommendations implemented.
- ◆ Suitable recommendations of Operational and Administrative Functions Review implemented.
- ◆ Desired Organizational Culture described and strategies to implement commenced.

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.

Initiatives to be completed by 2017

- ◆ Updated Master Plans for water, wastewater and solid waste developed.
- ◆ Key performance indicators (KPIs) established, measured and publicly reported.
- ◆ Asset Management Framework for developing and maintaining core infrastructure established.
- ◆ 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.
 - ❖ 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.
 - ❖ Rural water and sewer design completed and construction commenced.

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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.
- ❖ Obtain materials and services at a competitive price, including social procurement considerations.
- ❖ Enhance new opportunities and diversification for local businesses.
- ❖ Recover local workforce residency.
- ❖ Improve business intelligence gathering and use.

Initiatives to be completed by 2017

- ◆ Region-wide Accelerator Program.
- ◆ Social Procurement Framework developed and implemented.
- ◆ Support commercial development:
 - ❖ Parsons Creek town centre site.
 - ❖ South side Sapræ Creek Trail industrial site.
 - ❖ Quarry Ridge site.

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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, Downtown Area Redevelopment Plan, and the Area Structure Plans, which will result in faster processes for developers and residents. The Municipality will examine new planning models.

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 land disposition and development approval process in the Region.

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.
- ◆ Land policies and procedures updated.
- ◆ Key Master planning documents created or updated:
 - ❖ Population forecasting.
 - ❖ Regional Municipal Development Plan.
 - ❖ Fringe area study.
 - ❖ Area Structure Plans.
 - ❖ Downtown Area Redevelopment plan.
 - ❖ Commercial and Industrial Land Use Study (CILUS) review.

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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 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 transportation infrastructure and modes to meet industry, business and resident mobility needs.
- ❖ Ensure balanced and sustainable regional transit services that have the flexibility to accommodate regional needs.

Initiatives to be completed by 2017

- ◆ Transportation Master Plan completed.
- ◆ Transit plan and active transportation components included in Transportation Master Plan.
- ◆ Improvements to priority transportation infrastructure:
 - ❖ Twin Sapræe Creek Trail from west of Saline Creek to Range Road 85 West Airport Boundary Road.
 - ❖ Fort Chipewyan Firebag Bridge replacement.
 - ❖ Christina River bridge completed.
 - ❖ Richardson River bridge completed.
 - ❖ Fort Chipewyan winter road bridge completed.
 - ❖ Prairie Loop Boulevard twinning commenced.

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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.
- ❖ Reduce landfill waste.
- ❖ Implement a business model to provide sustainable water, waste water and other related utilities.

Initiatives to be completed by 2017

- ◆ Retrofit rebates for home-based water conservation implemented.
- ◆ Industrial-scale compost facility at the landfill commissioned and operating.
- ◆ Phase 1 of the Zero Waste Initiative completed.
- ◆ Utility Corporation operational.
- ◆ Municipal Recycling Facility process feed enhancements completed.

Building for a Healthy and Active Lifestyle

Goal: To connect people and communities through accessible, regional-based leisure and wellness activities, programs 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 and support the social profit sector.
- ❖ Increase accessible recreation and leisure opportunities in the Region.
- ❖ Increase opportunities for sports/cultural events that attract outside visitors to the Region.
- ❖ Increase cultural programming and program awareness throughout the Region.

Initiatives to be completed by 2017

- ◆ Regional Indoor Recreation and Community Facility Master Plan.
- ◆ Sports tourism events supported:
 - ❖ 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.
- ◆ New recreation, wellness and leisure facilities constructed throughout the Region:
 - ❖ Conklin Multiplex Centre construction underway.
 - ❖ Northside Twin Arenas construction commenced.
 - ❖ Fort Chipewyan Aquatic Centre completed.