

2026—2030

# STRATEGIC PLAN



CITY OF   
**Camrose**

*The City of Camrose is a Municipality located on Treaty 6 territory, the traditional lands of the Indigenous and Métis People. For as long as the sun shines, the rivers flow, and the grass grows, this land will be recognized as Treaty 6 Territory.*

## MESSAGE FROM THE MAYOR

Following the 2025 Municipal Election, Camrose City Council reviewed the previous Strategic Plan, measured the successes, and examined what work needed to continue. The 2026-2030 Strategic Plan builds upon the foundation and good work of the previous plan, while setting new goals and initiatives that will continue to build toward a strong future for the City of Camrose.

Our employees are fundamental to the success of our City and we will continue to invest in their development and empower them with modern technology and systems to support our services. We are also committing to continue building strong relationships with all our stakeholders, actively engaging in cooperative initiatives that support our future.

We believe a strong economy requires a healthy community and are taking a wholistic approach to development to ensure our businesses have the environment and workforce to be successful. We will continue to implement our Asset Management program and make data-informed decisions to reduce risks related to infrastructure and be able to capitalize on opportunities for improvements to our assets.

Finally, throughout the Plan, Council has demonstrated a commitment to ensuring that the community has the resources needed for sustainability, including water security.

With this Strategic Plan, Council is building on successes of the past while striving in the direction of sustainability and future growth.

*Front Row: Councillor Don Rosland, Councillor Agnes Hoveland, Mayor PJ Stasko, Councillor David Francoeur, Councillor Wayne Thronson*

*Back Row: Councillor Lucas Banack, Councillor Lana Broker, Councillor Joy-Anne Murphy, Councillor DJ Ilg*



## VISION

The City of Camrose's vision is our overarching goal; our aspiration for the future that we continually work towards:

***Camrose is a community where opportunity blooms.***

## MISSION

The City's mission is the reason for our existence:

***The City of Camrose provides services and amenities that contribute to an exceptional quality of life for citizens and businesses.***

## VALUES

The City's values are the ways we work together and things we believe are important:

### ***Health and safety focus***

We prioritize the health and safety of our citizens and employees in all that we do.

### ***Intentional decision-making lens***

We intentionally strive to balance four perspectives—fiscal, environmental, social, and strategic direction—by focusing our decision-making for the benefit of all.

### ***Responsible governance***

We deliver municipal services in ways that provide the best value. We seek to use knowledge, experience, and professionalism to steward the public's resources carefully. We use forward-thinking leadership to continually improve our organization and our community.

### ***Active communication and engagement***

We actively engage with citizens and staff through transparent municipal decision-making. We communicate with respect and integrity.



## INVEST IN OUR PEOPLE & PROCESSES

City staff are well-trained, resourced, and equipped to achieve City goals and to provide excellent services to the public and other City Departments. The City is a desirable workplace; it has a healthy, positive organizational culture with employee appreciation, opportunities for growth, and a strong sense of team.

The City has a comprehensive Legislative Framework with Bylaws, Policies, and Procedures that guide both Council decision making and employee work plans. Modern technology and systems are in place that meet current expectations of citizens and support internal services. Reliable work processes, continuous improvement, and data-informed decision-making help the City manage its assets and provide excellent services.



## FOSTER COLLABORATIVE RELATIONSHIPS

The City maintains strong, positive relationships with residents, businesses and developers, stakeholders, institutions, education and health care partners, and all levels of government. These partnerships embrace new opportunities while strengthening long-term collaboration in pursuit of shared goals. To prioritize the social and economic well-being of its residents, the City actively engages in cooperative initiatives that support a sustainable and resilient future.

Meaningful local engagement fosters trust between the City, community organizations, and residents, resulting in more informed decisions and more effective outcomes. The City also advocates to government partners for funding, support, and legislation that address both current and emerging community needs.



## OPTIMIZE ASSET MANAGEMENT

The City manages its vertical (buildings, etc), linear (pipes and roads, etc), mobile (vehicles), and natural (people and nature) assets to maximize their value to the community and limit lifecycle costs for maintenance and replacement. The City uses a proactive, data-based, long-term asset management approach to meet defined service levels for the community and optimize the assets required to provide services.

The City looks for synergies in services when planning future facilities. Priorities, policies, tools, and funding are in place to provide direction for the asset management program. The City monitors and maintains its assets to prepare the organization and community to be resilient to climate impacts and other emergencies.



## SUPPORT A STRONG ECONOMY AND COMMUNITY WELLBEING

Camrose has a bold vision for a strong and diverse economy. Camrose is known as a great city to do business. Its regional economy provides opportunities for all people, families, businesses, and the community to flourish. Camrose is proud of the incredible features of our community including our exceptional recreation, arts, and cultural amenities and activities.

The City develops strong relationships with the local business community to encourage their growth. Camrose further builds our economic base by attracting sustainable, innovative industries and entrepreneurs. Camrose citizens and businesses are actively engaged in and feel a strong sense of connection to the community.

## FOCUS AREA INITIATIVES



### INVEST IN OUR PEOPLE & PROCESSES

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- Invest in employee training to support changing workforce requirements.
- Ensure a strong organizational culture, measured through employee engagement surveys.
- Ensure adequate resources, policies, and procedures are provided for staff to meet established service levels.
- Ensure appropriate succession planning and position risk management practices are in place.
- Streamline and strengthen Project Planning and Change Management practices.



### FOSTER COLLABORATIVE RELATIONSHIPS

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- Develop and implement an Intergovernmental Strategy that positions the City for success.
- Work with neighbouring Municipalities and municipal organizations on advocating for shared priorities including transportation and funding.
- Update the Public Engagement Policy Framework and develop Policies that continue to consider community input into decision making.
- Provide clear and accurate information to the community regarding City services, emerging issues, and intergovernmental engagement.
- Update the Intermunicipal Collaborative Framework and associated agreements.
- Develop Policy on City support for Community Organizations and events.
- Continue to explore opportunities for regional emergency services.
- Work with regional and Provincial Ministries and agencies to secure alternative water source.

## FOCUS AREA INITIATIVES



### OPTIMIZE ASSET MANAGEMENT

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- Implement and update the Strategic Asset Management Plan.
- Prioritize condition assessments and long term planning to minimize unplanned failures.
- Actively seek and secure grants to support investments in infrastructure.
- Prepare Asset Management Plans for each operational service area.
- Develop environmental and sustainability plans for natural areas and water.
- Revise Recreation Master Plan to address growing community needs.
- Develop an Urban Forest Master Plan.
- Complete a water supply analysis to fully analyze risk profile of current water source.



### SUPPORT A STRONG ECONOMY AND COMMUNITY WELLBEING

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- Update the Economic Development Plan.
- Support community driven events through promotion, grants, and in-kind support.
- Support growth and resiliency initiatives in the local business community.
- Evaluate City-Owned sites for service and asset optimization.
- Evaluate Policy options for Industrial investment supports.
- Evaluate City Transit service levels and optimize for community access.
- In collaboration with partners, address emerging social and economic wellbeing issues.
- Examine sustainable water supply options that support industrial development while maintaining water security for the City.
- Develop a Social Master Plan.



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**City Hall**

5204 - 50 Avenue  
Camrose, AB  
T4V 0S8

-  **780.672.4426**
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-  **[facebook.com/CityOfCamrose](https://facebook.com/CityOfCamrose)**
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