

STRATEGIC PLAN 2022 - 2026

MESSAGE FROM THE MAYOR

**On behalf of the City of Camrose Council,
I am pleased to present our 2022-2026
Strategic Plan.**

From the initial stages of development of this Strategic Plan, it was important to Council to utilize input from both citizens and staff to help formulate and prioritize key strategic objectives. This input is, and always will be, paramount to the success of the City of Camrose and our Council. We completed both in-person and online engagement with the public and a confidential staff survey. Council took that feedback and spent several days in intense and in-depth planning sessions to create a plan that would give Administration the best map forward for our City.

Council is proud of our staff and wants to ensure proper supports and tools are in place for employees to be successful and best serve the residents of Camrose. We also gave much thought to our collaboration with regional partners to ensure as one benefits, the region benefits. We want to make sure that we are telling the Camrose success story and using strong communication to continue to build a strong economy and community. We have amazing amenities that we want to maintain and build upon, ensuring the long-term security for all our assets.

Our Council is committed to examining decisions through a variety of lenses. We will ensure our decisions are made with good governance in mind and consider environmental, social, and economic impacts. While those impacts may compete at times, we will make decisions that are in the best long-term interest of the community as a whole.

Mayor PJ Stasko

CAMROSE CITY COUNCIL

Mayor PJ Stasko, Councillor Lucas Banack, Councillor Lana Broker, Councillor David R. Francoeur, Councillor Agnes Hoveland, Councillor Kevin Hycha, Councillor DJ Ilg, Councillor Joy-Anne Murphy, & Councillor Don Rosland.

TOP THINGS TO LOVE ABOUT CAMROSE



**Beautiful
greenspaces,
trails, & parks**



**Just the right size
of community**



**Friendly people
& a sense of
community**



**Incredible
recreation indoors
& outdoors**



**Fantastic arts
& culture events**



**Wide range of
amenities with
everything you
need**



**Great Downtown
& shopping
options**



**A Safe
Community**

LAND ACKNOWLEDGEMENT

The City of Camrose is a Municipality located on Treaty 6 territory, the traditional lands of the Indigenous and the 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.



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 all can thrive.

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 long-term success for 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 for municipal tax dollars. 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.



STRATEGIC PLAN DEVELOPMENT

The City of Camrose began the strategic planning process for the newly elected municipal Council in January 2022. The first step involved seeking input from the public on municipal services and citizens' priorities through Community Conversations and a Citizen Input Survey which received an exceptional response rate of 924 citizen submissions. City Council also asked for feedback from Council Committees and City staff.

FOUR FOCUS AREAS FOR 2022-2026



INVEST IN OUR PEOPLE & PROCESSES

Outcome: City staff are well-trained and equipped 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.

Modern technology and systems are in place that meet current expectations of citizens and support internal services. Safe, secure, and efficient technology enables reliable work processes, continuous improvement, and data-informed decision-making. In turn, these help the City manage its assets and deliver services well.

Initiatives:

- **Ensure a strong organizational culture through annual employee engagement surveys.**
- **Ensure adequate resources are provided for staff to meet established service levels.**
- **Invest in and implement necessary technology and system upgrades.**
- **Develop an HR Framework Policy and an IT Framework Policy.**

After reviewing input from Camrose citizens and City staff, Council decided on four focus areas that are most crucial at this time to the continued success for Camrose:

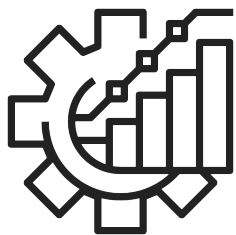


INCREASE ENGAGEMENT WITH CITIZENS & STAFF

Outcome: The City proactively communicates with citizens and staff and engages them in municipal decision-making. Council, citizens, and staff are equipped with information about City programs and are able to be enthusiastic ambassadors for our region. The City uses multiple communication platforms to ensure broadest reach to the public.

Initiatives:

- **Enhance the City website with user-friendly, accurate, timely, and relevant information.**
- **Promote Camrose's successes through information-sharing and storytelling.**
- **Develop a Communications Framework Policy.**



OPTIMIZE ASSET MANAGEMENT

Outcome: The City manages its assets (roads, utilities, fleet and facilities) 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. 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.

Initiatives:

- **Develop an Asset Management Strategy & Roadmap for the next 5 – 10 years.**
- **Develop an Asset Management Framework Policy.**



BUILD A STRONG ECONOMY

Outcome: Camrose has a bold vision for a strong and diverse economy. Camrose will be 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 to share and promote 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. Our region will prosper by working collaboratively with our neighbours and partners.

Initiatives:

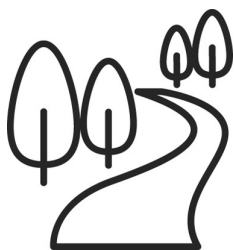
- **Update the Economic Development Plan.**
- **Develop a central identity for Camrose (what Camrose will be known for).**
- **Develop key sector profiles for attracting residents, industries, and investors.**
- **Support growth and resiliency in the local business community.**
- **Develop an Economic Development Framework Policy.**

FIVE MUNICIPAL SUSTAINABILITY PILLARS

The City of Camrose's Strategic Plan also incorporates our Municipal Sustainability Plan to guide our long-term planning and decision-making. It follows the Alberta Municipalities' recommendation for an integrative sustainability approach that addresses varying perspectives: culture, environment, economy, society, and governance. Sustainability can be defined as "meeting the needs of the present without compromising the ability of future generations to meet their own needs."¹

ENVIRONMENT, LAND & INFRASTRUCTURE

Long-term outcome:



Camrose builds and maintains infrastructure in a sustainable manner to meet the needs of the community and enhances green spaces while protecting the natural environment. Effective land-use planning is used to help create a safe, vibrant community.

Visions for this pillar:

- Camrose has an extensive and naturalized park and trails system.
- Camrose has high density, walkable, diverse and mixed use neighbourhoods.
- Camrose has accessible and comprehensive recycling options.
- Camrose has a sustainable supply of water that can support the City's population.

SOCIAL WELLNESS

Long-term outcome:



Camrose is a safe and secure community where all residents can thrive with a place to live, a living wage, and opportunities to build a high quality of life.

Visions for this pillar:

- All residents of Camrose have a place to live and can earn a living wage.
- Camrose has social programs that respond to current community needs.
- Camrose has affordable public transportation.
- Camrose provides essential services for at-risk populations and educates residents about related social issues.
- Camrose integrates newcomers through inclusive social events and other appropriate opportunities.

¹Brundtland, Gro Harlem, ed. Our Common Future: The World Commission on Environment and Development. Oxford: Oxford University Press, 1987.

CULTURE & RECREATION

Long-term outcome:

Camrose is a vibrant community with an expansive network of festivals, music, sport, cultural, and community events. Residents and business owners care about their community and are known for their strong sense of belonging, connection, and friendliness.



Visions for this pillar:

- Camrose supports and invests in venues and opportunities for arts and culture as well as sports and recreation.
- Camrose has strong partnerships with community organizations and educational institutions to enhance social connections, lifelong learning, as well as local traditions, heritage, and diversity.
- Camrose values parks, trails, and open spaces as part of our community's natural beauty and social culture.

COMMUNITY ECONOMIC DEVELOPMENT

Long-term outcome:

Camrose has a strong, diverse economy for young people, families, businesses, and the community to thrive.



Visions for this pillar:

- Camrose is the hub of the regional economy and utilizes local sources of production.
- Residents of Camrose contribute to creating economic diversification.
- Camrose has a solid base of well-paying jobs and incentives to keep young people and professionals in Camrose.
- Camrose encourages an economic model that values life and community.

GOVERNANCE & ORGANIZATIONAL EXCELLENCE

Long-term outcome: The City stewards its resources carefully to provide quality municipal services for Camrose residents and businesses as well as internal services for City Departments. Council and staff continually seek to further enhance the effectiveness and efficiency of governance and business processes. The City is an employer of choice with solid organizational processes and policies as well as an engaged and productive workforce.



Visions for this pillar:

- Camrose has open and accessible communication between residents and Council members.
- Camrose maintains healthy partnerships with stakeholders.
- Camrose's leadership engages in proactive and innovative decision-making that represents the will of residents and the sustainability of the community.
- Residents understand how government processes work and feel able and welcome to participate in them.



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