

Municipal District of Greenview No. 16

Strategic Plan 2017



Artist Credit: Lloyd Dykstra



Greenview, Alberta, Canada
www.mdgreenview.ab.ca



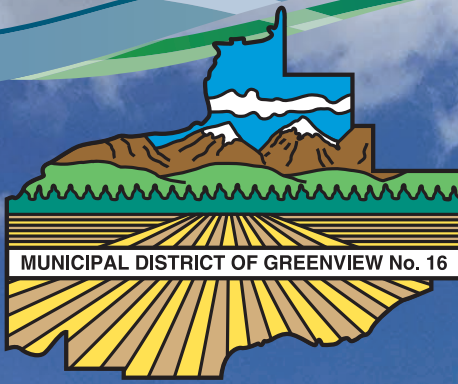
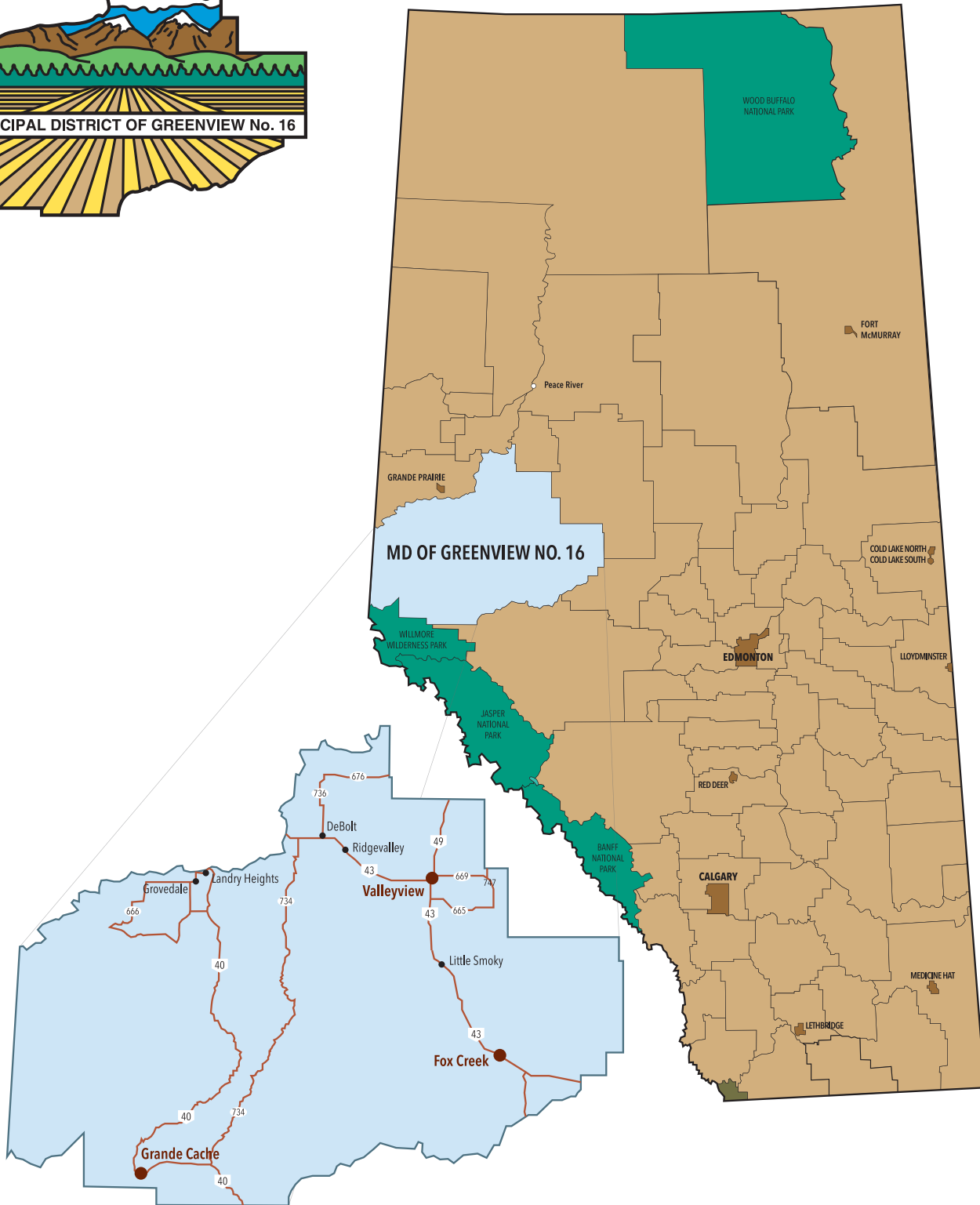


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Artist Credit: Allisen Craig



Mission: *Providing strong, transparent leadership and quality services that are responsive to our communities' needs.*

Vision: *The Municipal District of Greenview exemplifies sustainable, healthy and safe communities that enhance quality of life.*



Who We Are

In the Municipal District of Greenview (Greenview) residents experience adventure right in their backyards. Lakes, rivers, rocky mountain peaks and vast prairie offer a year-round outdoor playground for all ages. Curling rinks, hockey rinks and swimming pools provide a hub for indoor recreation and social activity. Year round indoor recreation centres are open in Grande Cache and are soon to open in Fox Creek and Valleyview. There's never a shortage of activities and events for the whole family. Seasonal farmer's markets throughout the region promise a selection of local fruits and vegetables, farm fresh foods and handcrafted items.

Greenview's economy is strengthened by its diversity, a talented workforce and an entrepreneurial spirit that is second to none. Our vast endowment of natural resources – agriculture, forestry, and oil and gas – have transformed into world-class industries. The opportunities for supporting companies in transportation, information technology, communications, engineering, business and manufacturing are tremendous.

We've got the space to grow and a business-friendly climate. Businesses in Greenview have a competitive edge with the municipal government establishing one of the lowest commercial and industrial tax rates in Alberta.

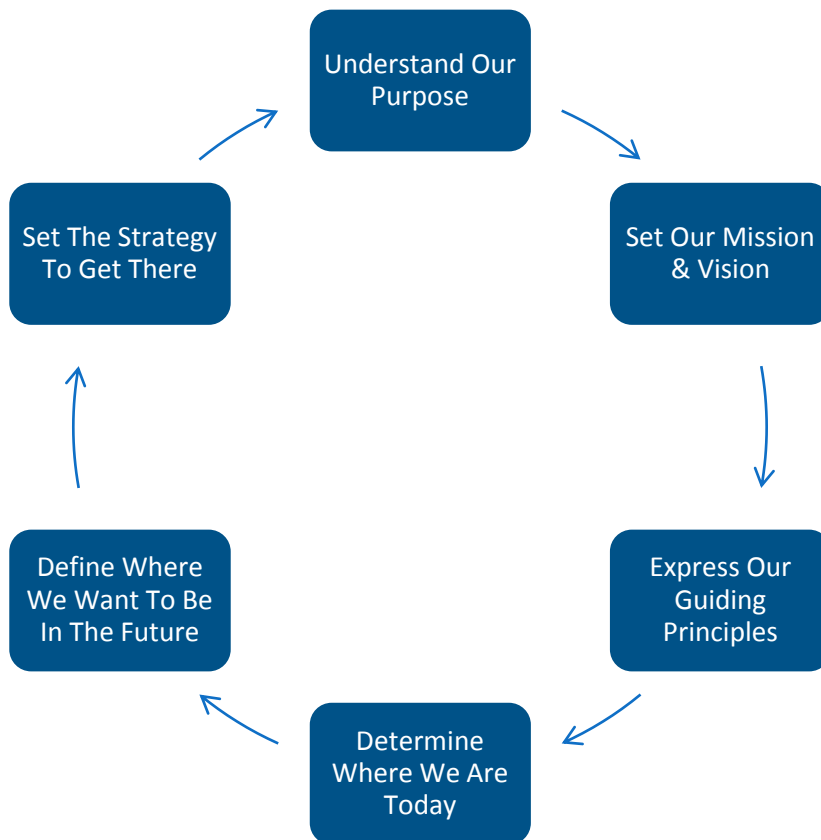
The area is serviced by the CANAMEX Trade Corridor, a provincial highway network that runs through Greenview and links local businesses to markets in the United States and Mexico. Alberta's fourth largest airport in Grande Prairie connects passengers, cargo, and medical transports to destinations within Alberta's borders and beyond. Rail connects business and industry in Greenview to ports in British Columbia, in both Prince Rupert and Vancouver.

We are a diverse community full of opportunities and people willing to make the most of them.

The Strategic Planning Process

In preparing the Municipal District of Greenview's 2017 Strategic Plan Council conducted a two day retreat focused on creating a road map to the future. Council recognizes that without a plan the municipality can only react to what is happening around us and to be truly proactive there needs to be a plan in place.

The approach taken by Council is depicted in the following diagram.



Each of the topics identified in the chart were discussed and debated by Greenview Council during the strategic planning process. In the following sections we present a summary of our plan for the future.

The Strategic Planning Process

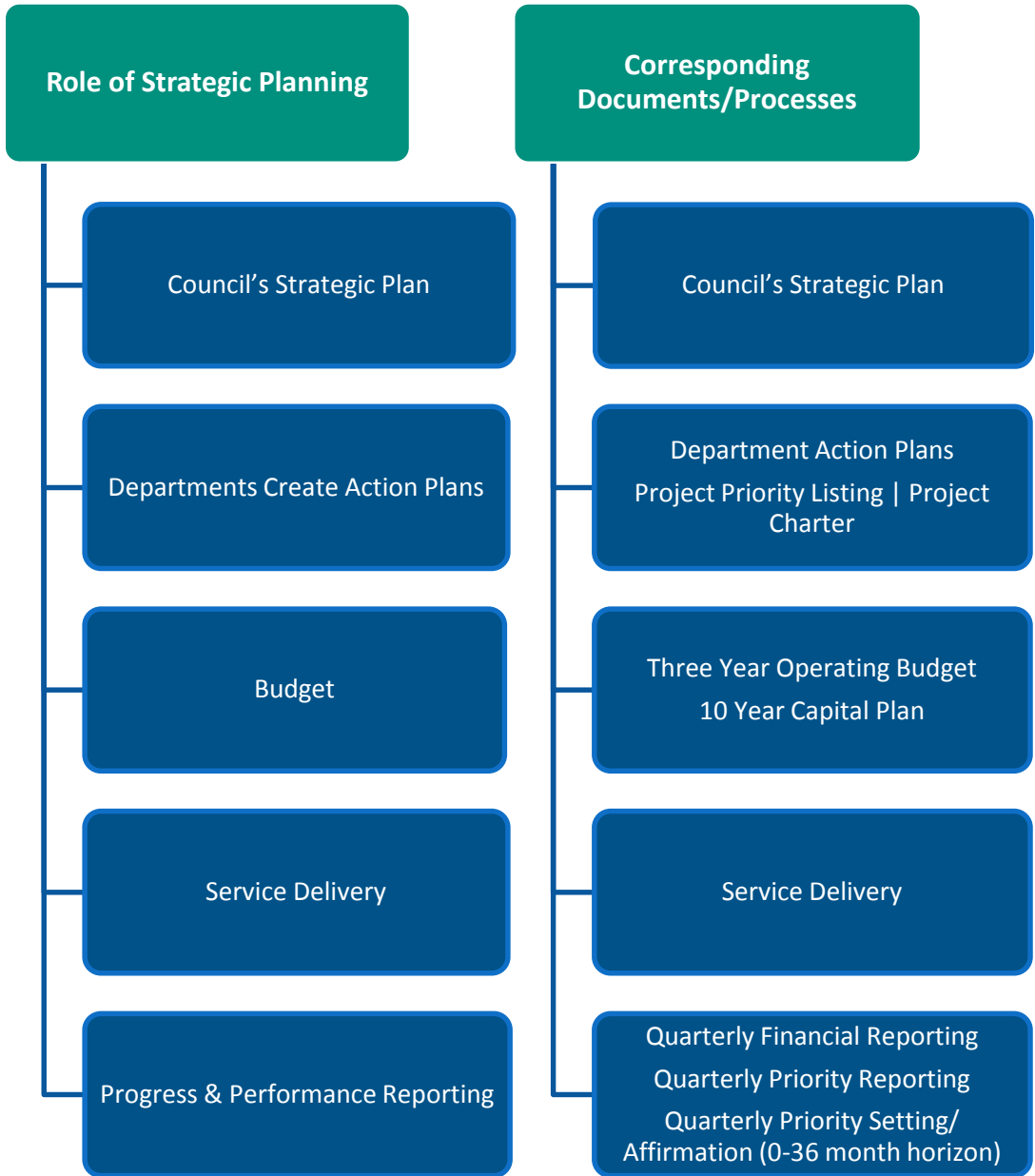
The 2017 Strategic Plan sits at the top of the overall plan for the municipality. All other operational plans, including the budget, flow from this plan. The role of strategic planning is depicted in the following diagram:

THE ROLE OF STRATEGIC PLANNING



It is important to realize that strategic planning is an on-going process, not just an event that happens periodically. As we go about our business there will be unforeseen occurrences that will materially affect what we do and how we do it. Similarly we will measure our progress and performance towards our strategic goals and take actions to ensure we remain on course.

The Strategic Planning Process



Our Stakeholders

Stakeholders individually and collectively are what make our community what it is today and what it could be in the future. We all share a common goal of growth and sustainability for our region and together we are stronger and more capable of achieving a sustainable, safe and healthy place to live.

The following stakeholders were in the forefront of our minds as Council prepared this Strategic Plan:

Residents - those who reside, recreate and work in our community.

Municipalities within our boundaries - Town of Grande Cache, Fox Creek and Valleyview.

Adjacent Municipalities - The municipalities that share external borders with Greenview as well as those municipalities in the northwest Alberta region.

Businesses - the various industries and commercial enterprises that conduct their affairs in and around Greenview.

Community Groups - the vast array of organizations that contribute to our quality of life.

Greenview Employees - the staff who deliver the services provided by the municipality.

Other Orders of Government - the Governments of Alberta and Canada.





Our Mission

Our purpose as a Council is to make decisions and take actions that result in the delivery of needed services for our stakeholders.

Our Mission Statement was developed a number of years ago and remains the same:

Providing strong, transparent leadership and quality services that are responsive to our communities' needs.

The Mission Statement speaks to the two distinct roles that local government must play:

Leadership – local government resolutions and actions will provide guidance and judgement that lead to safe, viable and healthy communities.

Services – to the greatest extent possible, local government should provide the services that are required by the stakeholders in a cost effective and sustainable manner.

The Role of Council

Council's role is to set direction, assign priorities and provide resources to carry out the mission. Council is responsible for the appropriate use of the Greenview's resources and as such is accountable to the electors of the municipality.

The Role of Administration

Administration's role is to carry out Council's Strategic Plan and determine the most effective and efficient deployment of the resources allocated through the budgeting process.

These roles are mutually exclusive and legitimized through Alberta's *Municipal Government Act*.

Our Vision and Guiding Principles

Vision

The Vision is a statement about a desired future; one that speaks to an ideal that is attainable through dedication and pursuit. The vision, unlike the Mission, will evolve over time. In an ever changing world, the needs and wants of our stakeholders will also evolve and the Vision must be adapted to reflect these realities.

The Vision Statement was re-crafted during the preparation of the 2017 Strategic Plan:

The Municipal District of Greenview exemplifies sustainable, healthy and safe communities that enhance quality of life.

Guiding Principles

Council's guiding principles are used in the preparation of the Strategic Plan and the on-going decisions that Council makes. These principles include:

Leadership – Council and Administration will act in an open and transparent manner that is characterized by respect, compassion and integrity towards all.

Regional Collaboration – Greenview will continue to be viewed as a model for working together as a regional community.

Quality of Services – We will provide needed services that meet or exceed minimum standards, at a service level that is cost effective and sustainable.

Communities – We continue to support communities and groups that enhance the quality of life in the region.

Economic Development – We provide a positive environment for development as we continue to diversify the economic base of the region.

Environment – We are stewards of the environment and respect the need to balance growth and development with protecting the environment.

Strategic Goals

Strategic Goals - 2017

Council has identified five areas of strategic importance to Greenview that form the focus of the 2017 Strategic Plan.

The goals are all high priority areas necessary to achieve Greenview's vision:

- Regional Cooperation
- Infrastructure
- Development
- Quality of Life
- Intergovernmental Relations



Regional Cooperation

The Municipal District of Greenview has played a leadership role in the region through its support of the towns within its boundaries. The model we have developed emphasizes the strength of the region and there is an opportunity to leverage this strength in the pursuit of development opportunities and in negotiating with other orders of government.

Similarly there is an opportunity to further expand this leadership role through co-operation with the municipalities that are adjacent to Greenview's borders and share similar interests and industries.

Strategic Goal: Be recognized as a model of reasonable and well-planned regional cooperation.

Strategies:

- Expand our model to include adjacent municipalities.
- Develop a strategy to work effectively with the City of Grande Prairie.
- Continue to develop clear partnership frameworks with other governments and industry based on mutual benefit.
- Broadcast our brand through the two municipal associations: Alberta Association of Municipal Districts and Counties (AAMDC) and Alberta Urban Municipalities Association (AUMA).
- Work with the towns within Greenview's borders to actively seek out recognition through vehicles such as awards offered by the Provincial Government.
- Communicate the Greenview's regional cooperation success story through other media outlets such as *'Municipal World'*.

Infrastructure

Infrastructure is a cornerstone of all municipalities. Whether it is the road network, the municipal buildings or the facilities that are built and maintained by Greenview, municipal infrastructure is used and seen by residents and ratepayers every day.

Infrastructure also includes public utilities and Greenview remains committed to upgrading and maintaining these facilities to a level that meets or exceeds established standards. There is a commitment to invest in these necessary services to ensure an appropriate quality of life.

Strategic Goal: We have well-built and well maintained infrastructure that is sustainable and contributes to quality of life in the region.

Strategies:

- Prioritized setting aside of funds for the future investment in infrastructure.
- Examine opportunities to partner with other municipalities and with the private sector to deliver needed services.
- Prioritize capital spending that balances quality of life with long-term sustainable preservation of infrastructure.
- Examine revenue generation opportunities when making infrastructure investments.
- Consider priority on investment in the Forestry Trunk Road to support industry in Greenview.

Development

The Municipal District of Greenview is open for business. We recognize that to grow and prosper we need to attract and retain business and industry that is well-planned and preserves the nature of the community. Greenview will foster a development environment that promotes efficiency and understanding with clearly established processes and requirements for developers to follow.

We have a wealth of natural assets and existing investments in infrastructure that provide significant opportunities to support development.

Strategic Goal: We will have a diverse economy that decreases our dependency on the petroleum industry.

Strategies:

- Foster start-ups through the development of support programs.
- Be viewed as being business friendly.
- Invest in infrastructure that will encourage and support start-ups.
- Utilize a consistent, positive message in response to development opportunities.
- Be proactive in broadcasting our message and seeking business opportunities in the marketplace.
- Introduce business ready planning and infrastructure development.

Development

While we currently depend upon the oil and gas industry to generate a significant portion of Greenview's revenue, we see opportunities to expand this base and diversify into other sectors to further support the quality of life in this region. Our spectacular natural attractions are an untapped resource that we need to evaluate and determine the best way to approach future development as a tourism and recreation destination.

Strategic Goal: The Municipal District of Greenview is viewed as a destination for the Tourism Industry.

Strategies:

- Put in-house resources in place to evaluate economic development opportunities.
- Conduct a feasibility assessment of tourism as a business opportunity.
- Develop a tourism strategy based on the business opportunity assessment.



Artist Credit: Tammenthia Diesel

Quality of Life

The Municipal District of Greenview is home to communities with exceptional quality of life. The services we provide are designed to meet the needs of the people who live here and our mission and vision support this view. Our investments in infrastructure, recreation, and culture are a commitment to the future. Our support of social programs is constantly being evaluated to ensure that we are providing the right services and the right level of service.

We recognize the importance of balancing the needs and desires of our stakeholders, both in the present and in the future, so that we may continue to enjoy an unparalleled quality of life that includes all our communities.

Strategic Goal: Provide services that exceed the basic needs of our stakeholders and accommodate diverse lifestyles.

Strategies:

- Plan, provide and support a diverse set of community living options ranging from rural to urban.
- Continue to actively assess what services are needed by our stakeholders.
- Respond to stakeholder feedback on the quality and levels of service we provide.



Intergovernmental Relations

The Municipal District of Greenview views other orders of government as partners in the sustainability of our region. The Government of Alberta in particular is in a position to significantly affect our future and our prosperity. We believe it is vitally important that we have a say in the decisions that affect us.

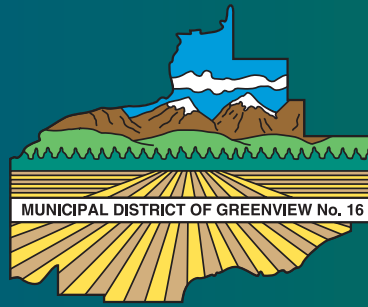
With the recent change in governments both federally and provincially, we see a need to develop relationships that recognize us as equal partners.

Strategic Goal: Be recognized as an important contributor to decision making affecting the region.

Strategies:

- Proactively lobby the provincial government on local issues collectively through the Alberta Association of Municipal Districts and Counties and individually as representatives of the region.
- Develop position papers on important issues.
- Seek positive results by providing 'solutions' to issues.
- Participate in provincially sponsored boards and committees where local involvement is sought.
- Actively pursue opportunities to develop relationships both administratively and politically.





Greenview, Alberta, Canada

Artist Credit: Carol Dorscheid



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that are responsive to our communities' needs.*

Greenview, Alberta
Main Office: 780.524.7600 | Toll Free: 1.888.524.7601
www.mdgreenview.ab.ca