

GREENVIEW'S STRATEGIC PLAN

2022 - 2025





CONTENTS

LETTER FROM COUNCIL	4
INTRODUCTION	5
MEET GREENVIEW COUNCIL	6
WARD BOUNDARIES MAP	7
INTEGRATED PLANNING	8
VISION, MISSION & VALUES	9
GREENVIEW'S TOP PRIORITIES	10
GOALS & STRATEGIES	11
Governance	12
Economy	14
Environment	15
Culture, Social & Emergency Services	16
CONCLUSION	18

LETTER FROM COUNCIL

It is our honour and pleasure to present the Municipal District of Greenview's four-year Strategic Plan. In November 2021, members of Council, along with our Senior Administration staff, met to identify a strategic direction for our municipality and to set clear priorities for ourselves to achieve over the next four years. This high-level plan will guide Council and Administration's activities and will provide a long-term vision for this Council, and perhaps future Councils, and will ensure that Council and Administration are able to work together in a common direction.

This plan helps identify the place we are trying to get to – a shared vision for a better future. The strategic mission, vision, values, and priorities were developed by Council and Administration. The process included a look back on past achievements and opportunities that may extend into the future, a scan of our strengths, weaknesses, threats and future opportunities and input from everyone to create new and prioritized goals and strategies.

Council recognizes that this is a planning document, where at times we will need to be flexible and responsive to our changing environment in order to allow for and build on successes. Our Senior Administration team will utilize this plan to develop annual goals and work plans based on these priorities that will be extended through the budgeting process.

Council will utilize this plan often, when tough decisions need to be made, Council can turn to this Strategic Plan and ask "Is this decision consistent with the values and priorities identified."

Finally, we can use this Strategic Plan to be accountable to our community. We invite our citizens to review this Strategic Plan and to provide feedback and comments about our plan for the future of Greenview.

Sincerely,

Reeve Tyler Olsen on behalf of Council

INTRODUCTION



Councils' governance role includes the mandate to provide strategic direction for Greenview. Council has provided a plan for the future that is reflective of the needs and vision of Greenview. The plan reaffirms the mission and vision of the community, prioritizes strategies, and reconfirms values to maintain while working towards achieving the vision.

A strategic plan acts like a road map to identify the route to take to get where Council wants to go – the vision for a better future. It also serves to help coordinate the work of the Administration team, make efforts more effective and is an important reminder to stay true to Greenview's values. It is recommended that Administration provide

Council with quarterly progress reports on the goals identified. Council and Administration should also review the Strategic Plan annually to determine if any goals need refocusing or refreshed.

The strategic planning exercise is beneficial for articulating a shared vision of Council's values, priorities, and activities. The strategic planning process should not end with the creation of a plan, the plan requires implementation to gain the full benefit and must be integrated into decision making and annual budgeting. It is also a great tool to report on, recognize and celebrate successes.



MEET GREENVIEW COUNCIL



Reeve Tyler Olsen
Ward 9, Grande Cache



Deputy Reeve Bill Smith
Ward 8, Grovedale



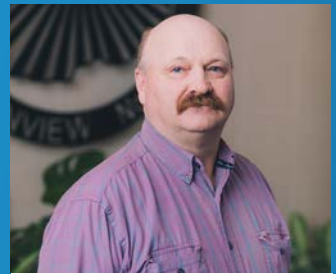
Councillor Winston Delorme
Ward 1, Grande Cache
Cooperatives & Enterprises



Councillor Ryan Ratzlaff
Ward 2, Little Smoky



Councillor Sally Rosson
Ward 3, Valleyview



Councillor Dave Berry
Ward 4, Sunset House/Sweathouse



Councillor Dale Smith
Ward 5, New Fish Creek



Councillor Tom Burton
Ward 6, DeBolt



Councillor Jennifer Scott
Ward 7, Ridgevalley/Crooked
Creek/Sturgeon Heights



Councillor Christine Schlieff
Ward 8, Grovedale



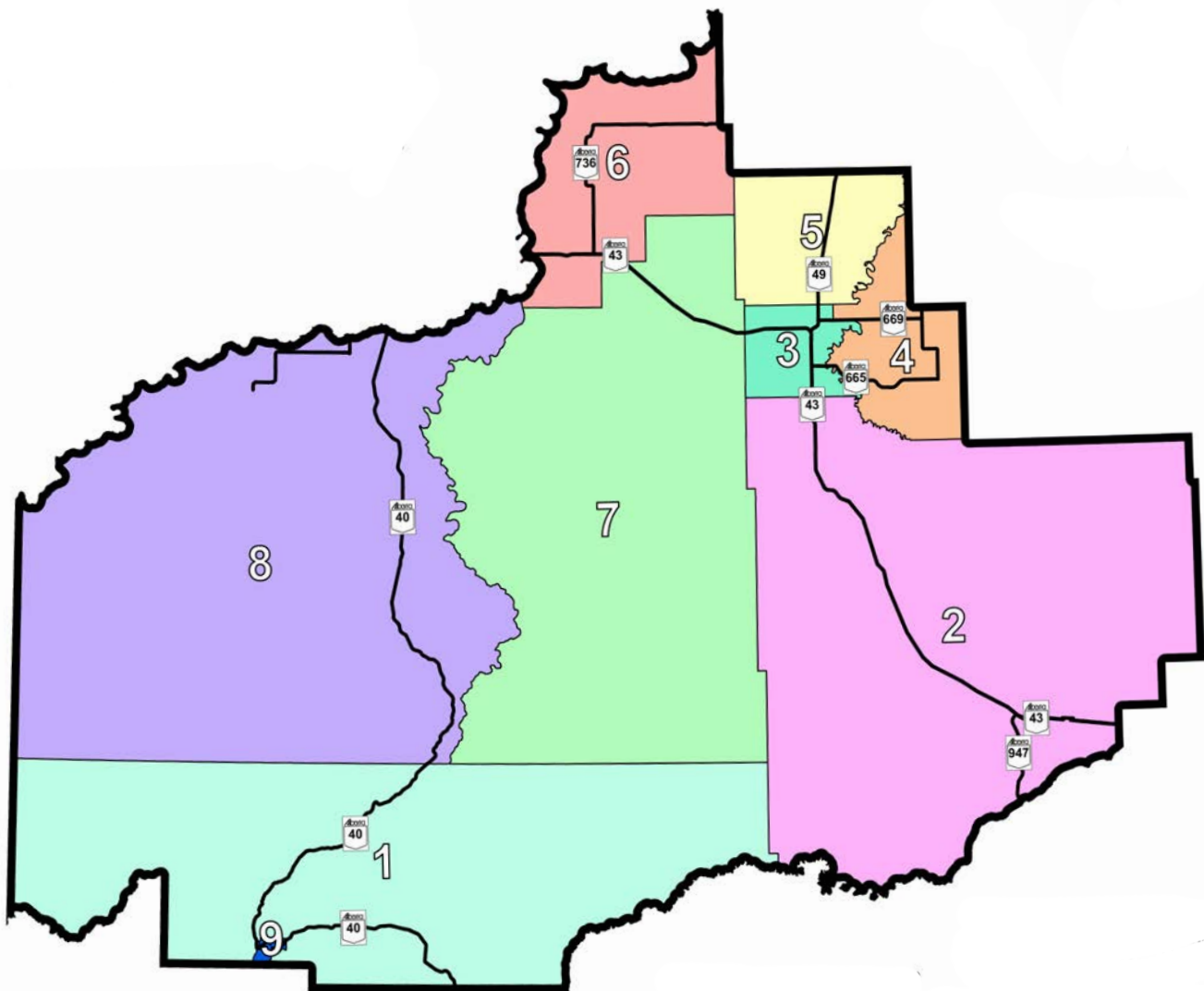
Councillor Duane Didow
Ward 9, Grande Cache



WARD BOUNDARIES MAP

LEGEND:

- Ward 1,** Grande Cache Cooperatives & Enterprises
- Ward 2,** Little Smoky
- Ward 3,** Valleyview
- Ward 4,** Sunset House/Sweathouse
- Ward 5,** New Fish Creek
- Ward 6,** DeBolt
- Ward 7,** Ridgevalley/Crooked Creek/Sturgeon Heights
- Ward 8,** Grovedale
- Ward 9,** Grande Cache

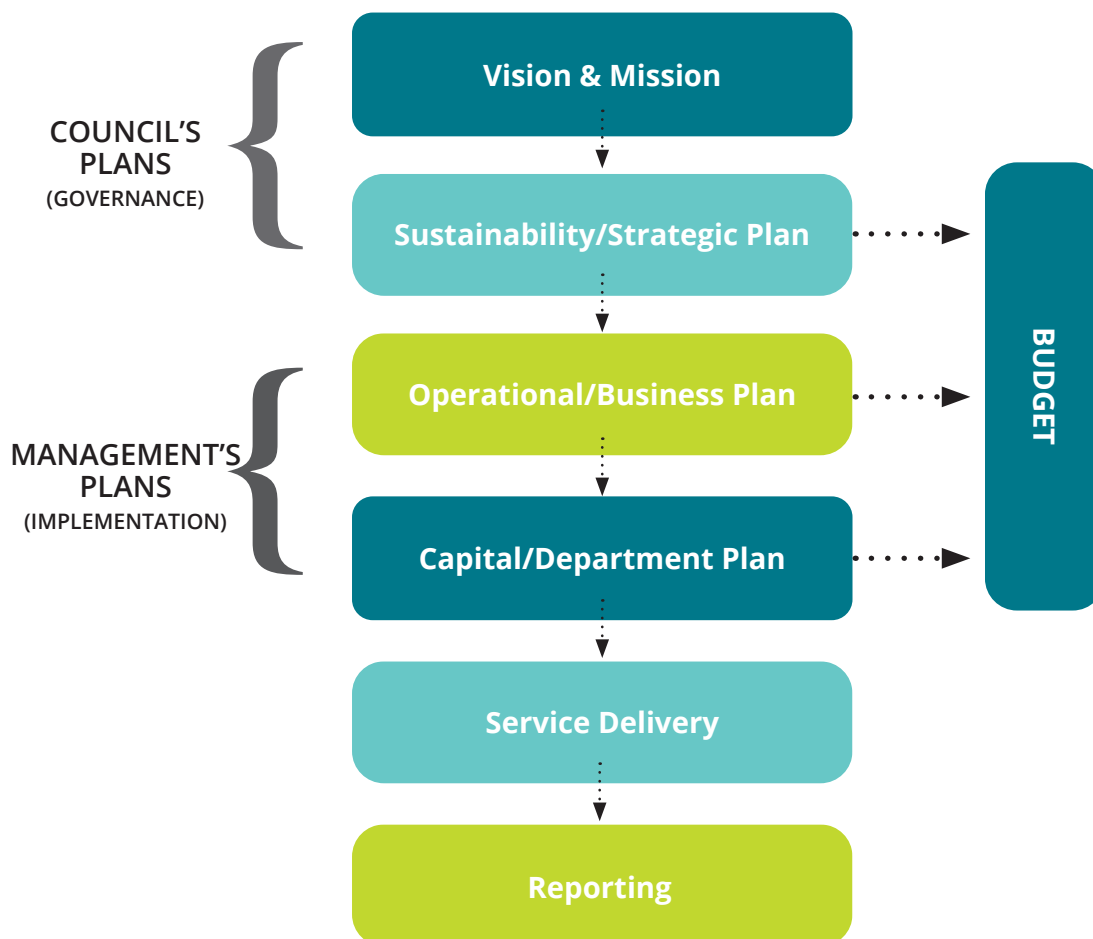


INTEGRATED PLANNING

Council's governance role includes the mandate to provide strategic direction for Greenview. This high-level plan comprises that direction. It builds on the previous plans and helps Administration construct operational plans.

Once Council has set the strategic direction, Administration is able to build plans that carry out Council's direction. Examples of Administration's plans that follow from this Strategic Plan may include a Work Plan, Operational Plan, Community Engagement Plan, Business Development Plan, and Capital Plan among others.

The following figure depicts the relationship between Council's strategic vision for Greenview, and Administration's operations. The dashed line differentiates the role between Council and Administration: Council is responsible for determining the vision and direction of Greenview, while Administration is responsible for implementing that direction.





VISION, MISSION & VALUES

In looking towards the future of Greenview, it is important that Council agrees on what the final destination looks like. Council first decided on Greenview's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).



VISION

The Municipal District of Greenview strives to be a healthy, safe, and sustainable community that values the stewardship of its diverse resources.



MISSION

Providing strong, accountable leadership and quality services that are responsive to our diverse communities.



VALUES

The values expressed here are the guiding principles that help determine how Greenview will operate:

CULTURE

We will honour the diversities of our communities and residents.

LEADERSHIP

We will lead by example to maintain trust between Council, Administration, and the members of our community.

ACCOUNTABILITY

We will be responsible and accountable for our decisions.

SUSTAINABILITY

We will manage our natural and financial resources to meet current needs while ensuring that adequate resources are available for the future.

PARTNERSHIPS

We will build upon current and create new partnerships that support the region.

COMMITMENT

We will remain dedicated to working hard for our citizens and our community.





GREENVIEW'S TOP PRIORITIES

There are many dimensions or pillars of success within a local government. For the purposes of strategic planning, we have grouped the pillars into categories of: Culture, Social & Emergency Services, Governance, Environment and Economy.

Within the full list of strategies in the Strategic Plan, Council has created a subset of seven highest ranked strategies. The items on this list reflect the priorities that Council saw as both highly important and timely.

Many other strategies are identified as having a moderate priority, meaning they will be worked on as resources allow or deadlines near. It is expected that these high priorities will change over time as some high priority items near completion and new priorities emerge within Greenview.

Not all goals or areas of focus are represented here because Council has made a series of choices based on the best use of resources. Each of the strategies can be found under the relevant goals in this Strategic Plan.

SUSTAINABILITY PILLAR	STRATEGY
 Culture, Social & Emergency Services	<ul style="list-style-type: none">▶ Create opportunity to encourage development of elder, community and senior housing.▶ Identify & prioritize opportunities for broadband support within Greenview.
 Governance	<ul style="list-style-type: none">▶ Establish levels of service.▶ Provide staff succession planning and internal opportunities for growth and advancement.
 Environment	<ul style="list-style-type: none">▶ Develop a plan that allows for growth opportunities and preserves agricultural land.
 Economy	<ul style="list-style-type: none">▶ Monitor and maintain capital spending and operational fiscal responsibility.

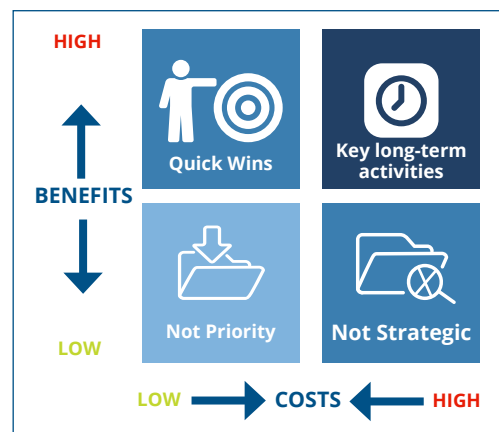





GOALS & STRATEGIES

Each strategy in the tables below contain a color-coded and prioritized ranking of relative strategies for 2022 and beyond as determined by Council. This ranking is used by the Administration team to determine the priorities for the years as Council assigns resources to key strategies.








Priority rankings will be reviewed and adjusted as needed. Current year priority strategies may rise or fall in comparison to other strategies in following years as Greenview works towards achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The following pages contain the full list of goals identified by Greenview's Council. Areas of strategies are listed that contribute to achieving each individual goal. Each strategy is color coded to indicate its relative priority. Where possible within each goal, the high priority strategies are listed first, followed by the medium priority strategies.






PRIORITY	STRATEGY
 High Priority:	<p>► Work on this strategy is typically conducted in the current fiscal year so the goal can be achieved within the scope of this Strategic Plan.</p>
 Medium Priority:	<p>► When resources become available after required resources are assigned to high priority strategies, action will be taken on this strategy.</p>
 Low Priority:	<p>► Limited action is expected on this strategy in the current calendar year.</p>









**GOAL 1: Increase staff success.**

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Incorporate staff succession planning	 Build resilience in the organization when faced with sudden change	 Number of training opportunities provided  Employee retention
 Provide current staff growth opportunities when appropriate	 Identify high-potential employees capable of advancement	 Number of employee advancements within the organization


GOAL 2: Provide quality municipal services.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Establish levels of service	 Provide consistent levels of service	 Meet or exceed service delivery plan

GOAL 3: Improve intermunicipal government relations.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Host regular meetings with neighbours, partners and indigenous communities	 Participate, engage and/or lead in the creation of joint planning	 Meetings with neighbours/partners held annually
 Provide open dialogue between municipalities within the region	 To establish mutual benefit with municipalities in the region	 Identifying at least one mutually benefiting opportunity within the Region
 Build relationships with industry focused organizations	 Advocacy plan that focuses on mutual benefits within our region	 Create an "Industry Outreach Program"

GOAL 4: Provide good governance.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Identify ways for Council and Administration to participate in community engagement	 Enhance community presence	 Number of community events attended  Establish a Community Events Tracker
 Ensure our policies address changing and growing community needs	 Review and update policies and bylaws as needed	 Number of reviewed and approved policies
 Provide training on Council and Administration roles and responsibilities	 Timely focused training	 Completion of internal training through Greenview University courses
 Regular communication between Council & Administration	 Council and its committees provide monthly updates to Administration  Administration provide monthly updates to Council	 Completion of monthly reports



2




ECONOMY

GOAL 1: Maintain fiscal responsibility.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Monitor and maintain capital spending and operational fiscal responsibility	 Adopt an Interim Budget by December in order to start projects sooner	 Budget policy that includes a 5 year Operating Budget Plan  To present and approve an interim budget annually
 Adopt an asset management plan	 Make the best possible investment decisions on all infrastructure assets	 Annual review and adoption of Asset Management Plan
 Seek opportunities for other funding resources	 Identify partnership and grant opportunities	 Amount of external funding received

GOAL 2: Create a diverse economy.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Develop a world class integrated eco-industrial site focused on the processing and development of natural gas by-products	 Positively contribute to a sustainable economy for the region	 Track direct and secondary economic effects of the project
 Prioritize our infrastructure investments to align with operational capacity	 Create a balanced plan that is achievable within operational capacity	 Completion of projects within planned calendar year
 Increase tourism attractions	 Effective programming and outreach	 Increased users
 Create opportunities to support and attract businesses in Greenview	 A stable environment for existing business while increasing business start ups	 Number of business within Greenview
 Capitalize on natural areas that exist within Greenview	 Gain a better understanding of areas that benefit growth in Greenview	 Create an inventory
 Capitalize on infrastructure advantages that already exist in Greenview	 Align new development around existing services	 Track projects that tied to existing services
 Seek agricultural diversity and protect viable and sustainable agricultural practices	 Effective programming, extension and policy	 Track and report performance of desired results or achievements

3














ENVIRONMENT









GOAL 1: Implement policies that will support and enhance Greenview's diverse communities.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Develop a plan that allows for growth opportunities and preserves agricultural land	 Review and update the LUB and MDP where applicable for agricultural land preservation	 Track growth and development

GOAL 2: Have well-built and well-maintained infrastructure that is sustainable, viable and contributes to quality of life.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Ensure fiscal responsibilities for water and wastewater utilities in our communities	 Develop fiscal management planning tools	 Proceed according to plan
 Explore regional opportunities to partner with municipalities and private sector to deliver needed services where applicable	 Capitalize on appropriate partnership opportunities that benefit Greenview	 Track identified opportunities
 Align investment into infrastructure that best supports industry	 Purposeful projects that support multi-sectors  Phased infrastructure investment that creates and supports industry growth	 Identification and potential completion of infrastructure projects  Attract more complementary businesses that support the industry

GOAL 3: Create a balance between development and natural resources.




Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Engage all stakeholders to promote stewardship	 Recognition of varying types of land values for environmental, agricultural, and ecological importance  Stakeholders promoting stewardship	 Amount of stakeholder engagements  Number of stakeholder initiatives facilitated by stakeholders
 Use and promote innovative and sustainable technology to further development	 Establishment of broadband in prioritized areas	 Availability of services to ratepayers

4



















CULTURE, SOCIAL & EMERGENCY SERVICES







GOAL 1: Continue to Increase the availability of supportive housing and living facilities.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Work with partners to create opportunity to encourage development of elder, community and senior supportive housing and living facilities	 Improve quality of life and keep residents in the community	 Engagement of partners on social housing

GOAL 2: Enhance communication to our public.

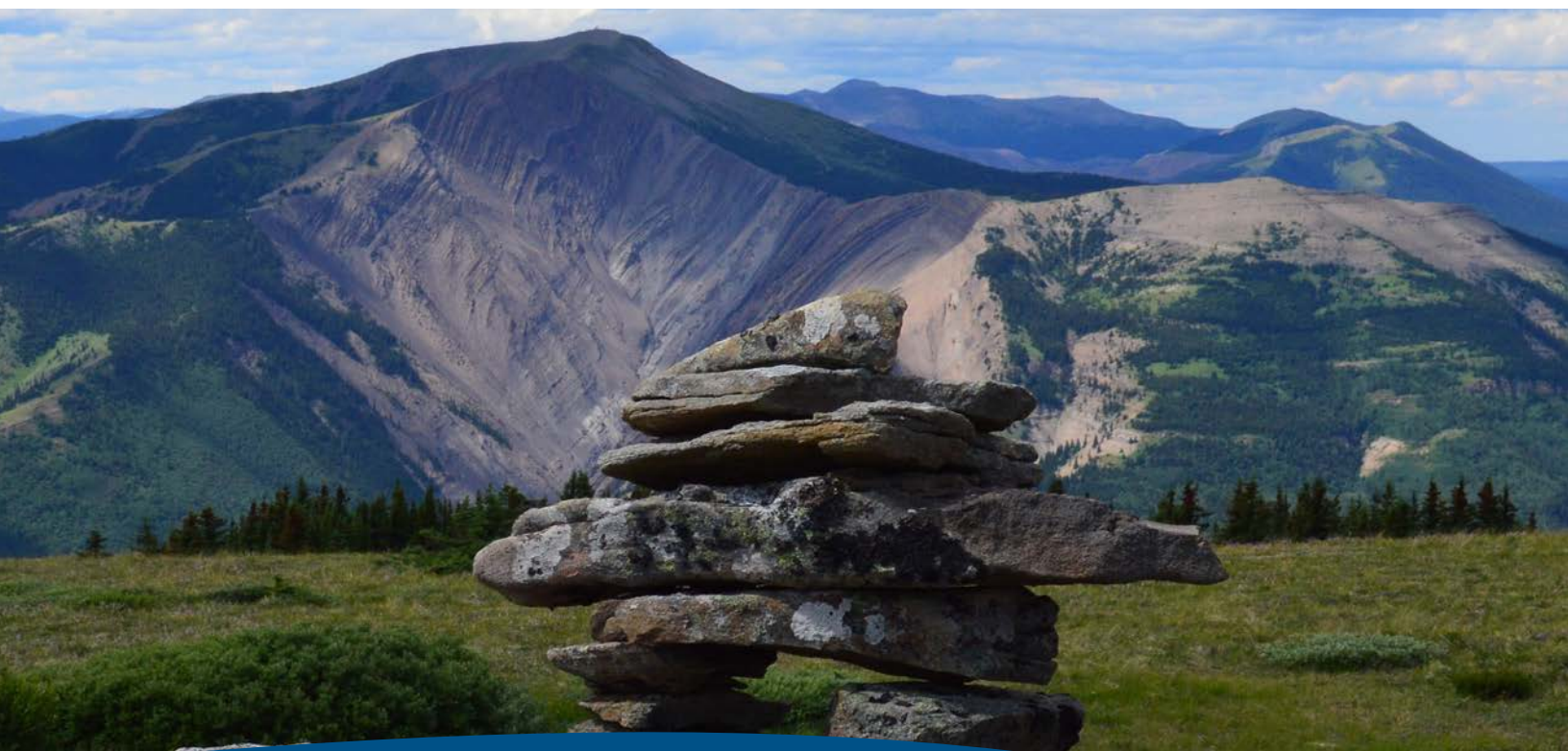
Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Identify & prioritize opportunities for broadband across Greenview	 Establishment of broadband in prioritized areas	 Availability of services to ratepayers
 Continually improve our social media and digital platforms	 Enhance Greenview's use of social media  Increase community awareness	 Track users
 Re-establish our quarterly newsletter for our public	 Provide timely, readily available information	 Four newsletters issued yearly
 Continue to use & expand the use of digital & non-digital bulletin boards	 Increase usage	 Increased use and public engagement
 Council and Administration engage the community through public engagement forums	 Increased use and public engagement	 Public participation numbers

GOAL 3: Improve public perception of Greenview.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Implement a communication strategy	 Increase public awareness of Council's goals	 Target decrease the number of ratepayer complaints
 Actively participate in community events	 Provide accurate and direct information to the public	 Track event attendance

GOAL 4: Support and maintain recreational opportunities.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
! Recognize opportunities to increase recreation development	► Create an awareness for potential recreation expansion	► Maintain a database of potential recreation opportunities
! Promote the use of current recreational facilities and campgrounds	► Maintain and attract recreation users	► Track usage
! Develop a level of service strategy for outdoor recreation facilities	► Establish a framework that provides guidance regarding service levels, future expansion, existing, and potential outdoor recreation facilities	► Increased use and public engagement
! Seek partnerships to contribute to fiscal costs associated with recreational facilities	► Obtain partnerships and/or sponsorships from industry	► Is there a target financial dollar or percentage of revenue



CONCLUSION

Greenview's 2022-2025 Strategic Plan provides a roadmap that was developed by the Greenview Council and Senior Administration. It is important that both Council and Administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment within Greenview is always shifting. In response, Greenview plans also must adjust to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

CREATION CREDITS

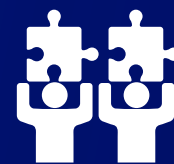
The following individuals participated in the initial creation of this Strategic Plan. Their contributions are significant and vital.

MEMBERS OF COUNCIL

▶ Tyler Olsen	Reeve & Ward 9 Councillor
▶ Bill Smith	Deputy Reeve & Ward 8 Councillor
▶ Winston Delorme	Ward 1 Councillor
▶ Ryan Ratzlaff	Ward 2 Councillor
▶ Sally Rosson	Ward 3 Councillor
▶ Dave Berry	Ward 4 Councillor
▶ Dale Smith	Ward 5 Councillor
▶ Tom Burton	Ward 6 Councillor
▶ Jennifer Scott	Ward 7 Councillor
▶ Christine Schlieff	Ward 8 Councillor
▶ Duane Didow	Ward 9 Councillor

MEMBERS OF ADMINISTRATION

▶ Stacey Wabick	CAO
▶ Roger Autio	Director of Infrastructure & Planning
▶ Ed Kaemingh	Director of Corporate Services
▶ Michelle Honeyman	Director of Community Services
▶ Wendy Holscher	Executive Assistant to CAO and Council



For 2022 and beyond, Council and Administration discussed and advanced direction about the long-term vision of Greenview and how existing strategies from the previous Strategic Plans, as well as new strategies should be incorporated to continue with the excitement of achieving sustainable results.

Council is committed to providing and passing on a solid foundation of direction and policy for future Councils that will continue to build a sustainable community and reflects on the values and beliefs expressed by the citizens of Greenview. Such foresight can motivate current day planning to think about the impact of growing the community population within 5-10 years, as well as diversifying the economy to provide long-term governance.

It is critical to think in these terms so that capacity and resources can be developed or updated in advance, so that sustainability is maintained as the population of the community continues to grow.

CONTINUOUS REVIEW

The overall capacity of the Administration team will need to be assessed and evaluated on a continuous basis to address the goals, strategies and actions that drive Greenview's financial, capital and operating plans. Likewise, Council will need to revisit and revise this plan based on projected service delivery targets as the population of Greenview continues to grow, and to enact sustainable solutions to meet future needs.



