

# GREENVIEW'S STRATEGIC PLAN 2022 - 2026



Municipal District of  
**GREENVIEW**



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# LETTER FROM COUNCIL

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We are pleased to present the Municipal District of Greenview's five-year Strategic Plan, which underwent a comprehensive review by Council in January 2024. The purpose of this review was to assess the strategic plan's effectiveness and determine if any goals needed refocusing or refreshing. It is anticipated that priorities will evolve over time, especially as certain high-priority initiatives approach completion and new priorities emerge within Greenview.

In November 2021, members of the Council, alongside our Senior Administration staff, convened to chart a strategic direction for our municipality and establish clear priorities for the upcoming four years. This high-level plan serves as a guide for Council and Administration's activities, offering a long-term vision not only for the current Council but also for potential future Councils. It ensures collaborative efforts toward a common direction.

The plan serves as a compass, defining our destination - a shared vision for a better future. Developed by Council and Administration, the strategic mission, vision, values, and priorities emerged through a process that involved reflecting on past achievements, identifying future opportunities, conducting a thorough analysis of strengths, weaknesses, threats, and future prospects, and gathering input from various stakeholders. This collaborative effort resulted in the creation of new, prioritized goals and strategies.

Council acknowledges the dynamic nature of this planning document, recognizing the need for flexibility and responsiveness to our changing environment to capitalize on successes. Our Senior Administration team will leverage this plan to formulate annual goals and work plans during the budgeting process.

The Strategic Plan will be a valuable resource for Council when making challenging decisions. It serves as a reference point, allowing Council to question whether a decision aligns with the identified values and priorities.

Finally, the Strategic Plan serves as a tool for accountability to our community. We encourage our citizens to review the plan and provide feedback and comments, fostering an inclusive dialogue about the future of Greenview.

Sincerely,  
Reeve Tyler Olsen, on behalf of Council

# INTRODUCTION

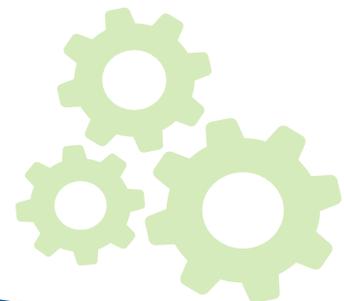


Council's role in governance includes the mandate to provide strategic direction for Greenview. Council has provided a plan for the future that is reflective of the needs and vision of Greenview. The plan reaffirms the mission and vision of the community, prioritizes strategies, and reconfirms values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



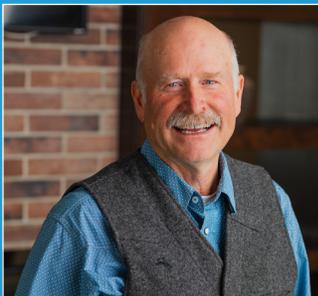
**Councillor Ryan Ratzlaff**  
Ward 2, Little Smoky



**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 Marko Hackenberg**  
Ward 9, Grande Cache

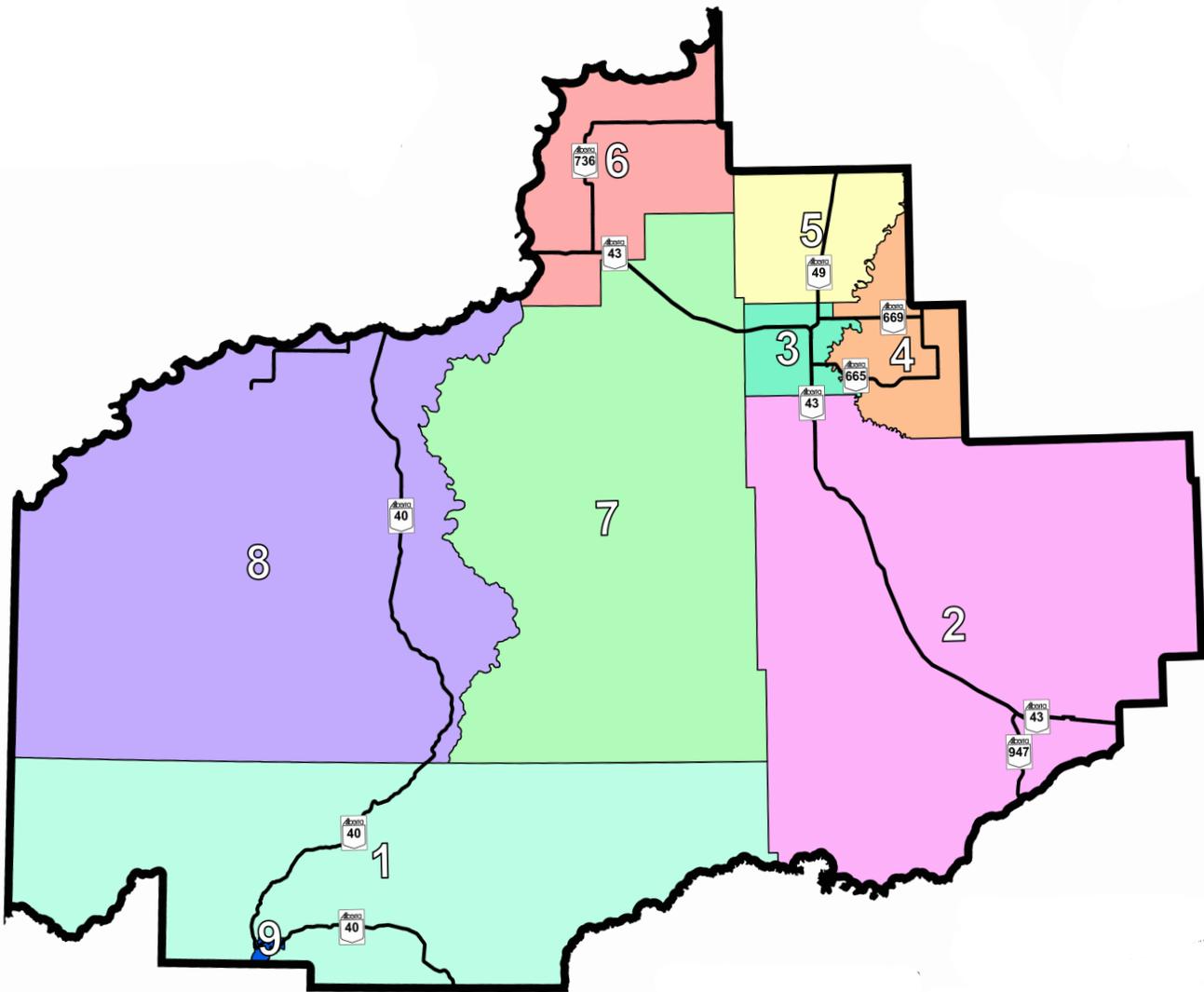




# WARD BOUNDARIES MAP

**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

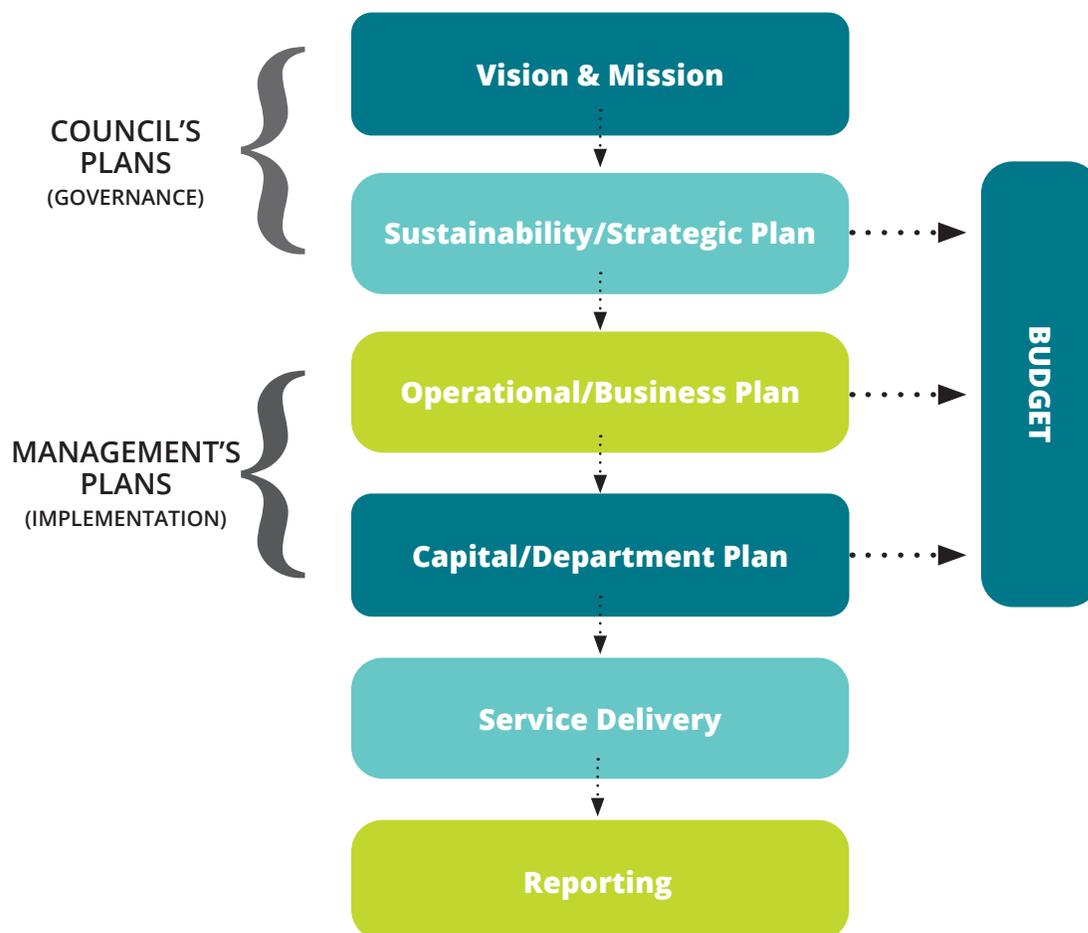


# INTEGRATED PLANNING

Council's role in governance 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, an Operational Plan, a Community Engagement Plan, a Business Development Plan, or a Capital Plan.

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



# 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 flowing 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
 <b>High Priority:</b>	<ul style="list-style-type: none"> <li>▶ 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.</li> </ul>
 <b>Medium Priority:</b>	<ul style="list-style-type: none"> <li>▶ When resources become available after required resources are assigned to high priority strategies, action will be taken on this strategy.</li> </ul>
 <b>Low Priority:</b>	<ul style="list-style-type: none"> <li>▶ Limited action is expected on this strategy in the current calendar year.</li> </ul>



# GOVERNANCE

## 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	<ul style="list-style-type: none"> <li>▶ Enhance community presence</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of community events attended</li> <li>▶ Establish a Community Events Tracker</li> </ul>
 Regular communication between Council & Administration	<ul style="list-style-type: none"> <li>▶ Council and its committees provide monthly updates to Administration</li> <li>▶ Administration provide monthly updates to Council</li> </ul>	<ul style="list-style-type: none"> <li>▶ Completion of monthly reports</li> </ul>
 Ensure our policies address changing and growing community needs	<ul style="list-style-type: none"> <li>▶ Review and update policies and bylaws as needed</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of reviewed and approved policies</li> </ul>
 Provide training on Council and Administration roles and responsibilities	<ul style="list-style-type: none"> <li>▶ Timely focused training</li> </ul>	<ul style="list-style-type: none"> <li>▶ Completion of internal training through Greenview University courses</li> </ul>



# 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	<ul style="list-style-type: none"> <li>▶ Adopt an Interim Budget by December in order to start projects sooner</li> </ul>	<ul style="list-style-type: none"> <li>▶ Budget policy that includes a 5 year Operating Budget Plan</li> <li>▶ To present and approve an interim budget annually</li> </ul>
 Adopt an asset management plan	<ul style="list-style-type: none"> <li>▶ Make the best possible investment decisions on all infrastructure assets</li> </ul>	<ul style="list-style-type: none"> <li>▶ Annual review and adoption of Asset Management Plan</li> </ul>
 Seek opportunities for other funding resources	<ul style="list-style-type: none"> <li>▶ Identify partnership and grant opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▶ Amount of external funding received</li> </ul>

## 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	<ul style="list-style-type: none"> <li>▶ Positively contribute to a sustainable economy for the region</li> </ul>	<ul style="list-style-type: none"> <li>▶ Track direct and secondary economic effects of the project</li> </ul>
 Prioritize our infrastructure investments to align with operational capacity	<ul style="list-style-type: none"> <li>▶ Create a balanced plan that is achievable within operational capacity</li> </ul>	<ul style="list-style-type: none"> <li>▶ Completion of projects within planned calendar year</li> </ul>
 Increase tourism attractions	<ul style="list-style-type: none"> <li>▶ Effective programming and outreach</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increased users</li> </ul>
 Create opportunities to support and attract businesses in Greenview	<ul style="list-style-type: none"> <li>▶ A stable environment for existing business while increasing business start ups</li> </ul>	<ul style="list-style-type: none"> <li>▶ Number of business within Greenview</li> </ul>
 Capitalize on natural areas that exist within Greenview	<ul style="list-style-type: none"> <li>▶ Gain a better understanding of areas that benefit growth in Greenview</li> </ul>	<ul style="list-style-type: none"> <li>▶ Create an inventory</li> </ul>
 Capitalize on infrastructure advantages that already exist in Greenview	<ul style="list-style-type: none"> <li>▶ Align new development around existing services</li> </ul>	<ul style="list-style-type: none"> <li>▶ Track projects that tied to existing services</li> </ul>
 Seek agricultural diversity and protect viable and sustainable agricultural practices	<ul style="list-style-type: none"> <li>▶ Effective programming, extension and policy</li> </ul>	<ul style="list-style-type: none"> <li>▶ Track and report performance of desired results or achievements</li> </ul>

# 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	<ul style="list-style-type: none"> <li>▶ Review and update the LUB and MDP where applicable for agricultural land preservation</li> </ul>	<ul style="list-style-type: none"> <li>▶ Track growth and development</li> </ul>

## 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	<ul style="list-style-type: none"> <li>▶ Develop fiscal management planning tools</li> </ul>	<ul style="list-style-type: none"> <li>▶ Proceed according to plan</li> </ul>
 Explore regional opportunities to partner with municipalities and private sector to deliver needed services where applicable	<ul style="list-style-type: none"> <li>▶ Capitalize on appropriate partnership opportunities that benefit Greenview</li> </ul>	<ul style="list-style-type: none"> <li>▶ Track identified opportunities</li> </ul>
 Align investment into infrastructure that best supports industry	<ul style="list-style-type: none"> <li>▶ Purposeful projects that support multi-sectors</li> <li>▶ Phased infrastructure investment that creates and supports industry growth</li> </ul>	<ul style="list-style-type: none"> <li>▶ Identification and potential completion of infrastructure projects</li> <li>▶ Attract more complementary businesses that support the industry</li> </ul>

## 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	<ul style="list-style-type: none"> <li>▶ Recognition of varying types of land values for environmental, agricultural, and ecological importance</li> <li>▶ Stakeholders promoting stewardship</li> </ul>	<ul style="list-style-type: none"> <li>▶ Amount of stakeholder engagements</li> <li>▶ Number of stakeholder initiatives facilitated by stakeholders</li> </ul>
 Promote innovative and sustainable technology to further development	<ul style="list-style-type: none"> <li>▶ Effective programming extension and policy</li> </ul>	<ul style="list-style-type: none"> <li>▶ Track programming and implementation</li> </ul>

# 4



## CULTURE, SOCIAL & EMERGENCY SERVICES

### GOAL 1: Continue to advocate for the availability of supportive housing and living facilities.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Work with housing authorities to create opportunity to encourage development of elder, community and senior supportive housing and living facilities	<ul style="list-style-type: none"> <li>▶ Improve quality of life and keep residents in the community</li> </ul>	<ul style="list-style-type: none"> <li>▶ Engagement of authorities on social housing</li> </ul>

### GOAL 2: Enhance communication to our public.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Continually improve our social media and digital platforms	<ul style="list-style-type: none"> <li>▶ Enhance Greenview's use of social media</li> <li>▶ Increase community awareness</li> </ul>	<ul style="list-style-type: none"> <li>▶ Track users</li> </ul>
 Council and Administration engage the community through public engagement forums	<ul style="list-style-type: none"> <li>▶ Increased use and public engagement</li> </ul>	<ul style="list-style-type: none"> <li>▶ Public participation numbers</li> </ul>
 Maintain our quarterly newsletter for our public	<ul style="list-style-type: none"> <li>▶ Provide timely, readily available information</li> </ul>	<ul style="list-style-type: none"> <li>▶ Four newsletters issued yearly</li> </ul>
 Continue to use & expand the use of digital & non-digital bulletin boards	<ul style="list-style-type: none"> <li>▶ Increase usage</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increased use and public engagement</li> </ul>
 Identify & prioritize opportunities for connectivity across Greenview	<ul style="list-style-type: none"> <li>▶ Establishment of connectivity in prioritized areas</li> </ul>	<ul style="list-style-type: none"> <li>▶ Availability of services to ratepayers</li> </ul>

### GOAL 3: Improve public perception of Greenview.

Strategies (we will...)	Desired result(s) or achievement(s)	Measure
 Implement a communication strategy	<ul style="list-style-type: none"> <li>▶ Increase public awareness of Council's goals</li> </ul>	<ul style="list-style-type: none"> <li>▶ Target decrease the number of ratepayer complaints</li> </ul>
 Actively participate in community events	<ul style="list-style-type: none"> <li>▶ Provide current and direct information to the public</li> </ul>	<ul style="list-style-type: none"> <li>▶ Track event attendance</li> </ul>

**GOAL 4: Support and maintain recreational opportunities.**

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



# CONCLUSION

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Greenview's 2022-2026 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                |
| ▶ Marko Hackenberg   | Ward 9 Councillor                |

### MEMBERS OF ADMINISTRATION

- |                     |   |
|---------------------|---|
| ▶ Stacey Wabick     | CAO   |
| ▶ Roger Autio       | Director of Infrastructure & Engineering    |
| ▶ Ed Kaemingh       | Director of Corporate Services              |
| ▶ Michelle Honeyman | Director of Community Services              |
| ▶ Martino Verhaeghe | Director, Planning and Economic Development |
| ▶ 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.





Municipal District of  
**GREENVIEW**



Municipal District of Greenview  
4806-36 Avenue, Box 1079 | Valleyview, AB, T0H 3N0  
[www.mdgreenview.ab.ca](http://www.mdgreenview.ab.ca)