

2015-2017 Strategic Priorities Summary

MOVING AIRDRIE FORWARD

2015-2017 STRATEGIC PLAN



WELL-MANAGED GROWTH

- Desired Outcome:** A healthy economy is essential to support the quality of life in our community. The City can contribute to this goal by ensuring an adequate land base and maximizing the use of existing infrastructure to support additional industrial/commercial growth.
- Goal:** To give Council options to best ready lands for industrial/commercial development, including investing in infrastructure and additional planning methods.
- Actions:** Complete the northeast servicing study.
Complete northeast Community Area Structure Plan.



SUSTAINABLE TRANSPORTATION

- Desired Outcome:** The sustainable transportation focus is on how we can move people, goods and vehicles in a way that improves sustainability, safety and convenience. In addition to adequate capacity for City roadways and regional linkages, improved Highway 2 access is essential for economic competitiveness, and for the safe and efficient movement of people and goods.
- Goal:** Improve Highway 2 access through construction of another interchange.
- Actions:** Increase Airdrie's presence at the legislature to advocate for improvements.
Engage developers in lobbying efforts.
Determine whether engaging a professional lobbyist could assist efforts.



ECONOMIC PROSPERITY

- Desired Outcome:** For Economic Prosperity, the focus is on how we can create strong, resilient, adaptive businesses that support the community in moving towards sustainability.
- Goal:** Aggressively pursue means to advance industrial business development in order to more equitably distribute the tax base and to create local employment opportunities.
- Actions:** Explore the use of strategies and/or incentives to attract targeted businesses and institutions.
Market the plan for the annexed lands, conveying that industrial business development is a high priority for Council and Administration.



FISCAL RESPONSIBILITY

- Desired Outcome:** Sustainability requires us to look at short and long-term implications of our decision-making. To achieve success, the City can ensure ongoing fiscal stewardship through long range financial planning, responsible asset management and sound budgeting practices.
- Goal:** Establish a fiscal sustainability framework.
- Actions:** Determine key principles and approach to risk mitigation.
Review and update existing financial policies.
Identify and create any new policies required (e.g. tax stabilization policy).

Note: These priorities are not Council's only goals for the community. They are deemed to be the areas of highest priority today that will best position Airdrie for the future.



Vision

Airdrie is a vibrant, caring community rich in urban amenities and opportunities for everyone. We value a healthy, sustainable environment connecting people and places.

In 2008, the City engaged Airdrie residents in a public process to create a refreshed vision for our community that reflected the desires of Airdrie citizens. Council and administration set direction intended to move toward that vision.

Sustainability

AirdrieONE Sustainability Plan is a set of guiding principles for sustainability with goals, objectives and strategies to guide our actions over the next 5 to 10 years.

Initiatives are tied to one or more of the three pillars of sustainability outlined in AirdrieONE, which is the City’s over-arching policy document in pursuit of the vision.

Creating a strategic plan

WHY?

The purpose for comprehensive strategic planning is to ensure that there is strong alignment throughout the organization, and that each area is focused on those key items that will support Council’s priorities. Ultimately, that united focus will help make the community’s vision a reality.

HOW?

Council’s part: Council meets to discuss what they hope to accomplish during their term in office, and identify strategic priorities to help achieve it. The goals are intended to span Council’s term, and are revisited annually to ensure they are still aligned with Council’s direction. Council considers input from stakeholders and looks at influencing factors that may impact the city when determining their top priorities.

INFLUENCING FACTORS

- Ensuring goals align with AirdrieONE
- Impacts of sustained extraordinary population growth
- The need for more non-residential development
- High commuter population
- Eventual maintenance and replacement of current infrastructure and assets
- Securing an agreement for long-term water supply
- The need and demand for 24-hour health care
- Planning for an aging population
- Engaging youth in decision-making
- Creating and strengthening a sense of community through public events

DIFFICULT DECISIONS

- There are many competing items that are important to Council and residents at any given time.
- The goals selected are not an exhaustive list of the issues identified, but time and financial realities compel Council to make some difficult decisions about those that they feel are most important to focus on today.
- As those goals are achieved, some of those other items can move up in priority.
- Work on some key issues, such as 24-hour health care, is already well underway either through community initiatives or administration.

Staff’s part: Council’s goals guide a big part of administration’s annual business planning process. Individual units will identify their roles in ensuring that the priorities are achieved and develop their business plans and budgets accordingly. Staff will then work to accomplish the priorities. The status of progress on Council’s priorities is reported back to Council regularly throughout the year.

Strategic Alignment

