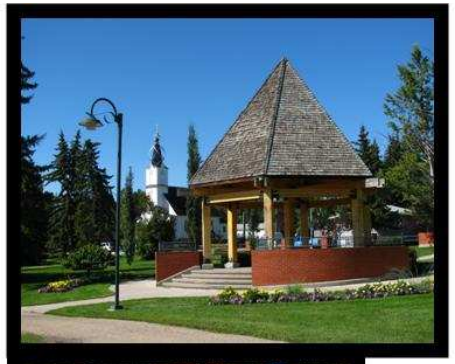

Going Forward: The Roadmap to 2015

Strategic Priorities 2011 - 2015

The City of Camrose

Adopted May 9, 2011
Adopted With Amendments June 18, 2012

Vision

City of Camrose: A dynamic regional community focused on providing an exceptional quality of life.

Mission for Council and Administration

We are committed to striving to provide a high quality of life for all Camrose citizens and to facilitate progressive development through responsible leadership*.
("Leadership" includes fiscal, environmental, cultural, governance and social responsibilities.)

Values

Integrity
Openness and Transparency
Professionalism
Honesty
Stewardship and Fiscal Responsibility
Respect

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Executive Summary

The Road to Here

In January 2011, City of Camrose Council and Administration began the process of updating the City's strategic plan. The City has witnessed many changes since the completion of the last strategic plan in 2008. A global recession and slowed growth presented new challenges for the City and community.

In undertaking this planning process, the City is moving forward from the achievements of the 2008 plan to set the direction of the City from 2011 to 2015.

Council and senior administration met over January 31 and February 1, 2011 to evaluate the plan's vision, mission and values, and to draft priority areas. The 2008 plan was created without public consultation and it was the desire of Council to complete this plan with feedback and input from residents as stakeholders. As a result, three Community Consultation sessions and one employee session were held where people were invited to provide feedback on the plan's vision and the proposed priority areas. The opportunity to contribute feedback online was also made available for the first time for a plan of this nature. The opportunity for online feedback was well-received by the public and encouraging as a possible future opportunity for continued engagement.

The results of the public sessions and online survey showed strong support of the drafted priority areas and as a result Council chose to move forward by creating action plans for them at a second planning session held March 9, 2011.

Role of the MSP

This plan is intended to outline the strategic priorities and goals for the City from 2011 to 2015. In 2010, Council adopted the City's first ever Municipal Sustainability Plan: Getting Camrose to 2055 and Beyond which sets out short medium and long terms goals to help the City achieve sustainability in 5 pillar areas: economic, social, cultural, environmental and governance. The Municipal Sustainability plan was an important consideration throughout the 2011 planning process as part of the implementation and integration of the 5 pillars into the City's overall policies and operations.

It was recognized that actions to achieve many of the short and medium term goals of the Municipal Sustainability Plan are Ongoing.

Going Forward

This plan has been described as a "go forward" document and the title *Going Forward: The Roadmap to 2015* is intended to convey the energy behind its action items and the "dynamic" portion of the plan's vision. This document identifies priorities that require special attention in order to help the City achieve long term goals and is effectively a plan to effect change within the City as an organization.

Municipal Sustainability/Strategic Priority Areas Matrix

2010 – 2055 Municipal Sustainability Plan Pillars	2011-2016 Strategic Priority Areas				
	Economic Development	Capital Projects & Expenditures	Core Services/Core Business	Decision Making Protocols	Informed and Engaged Community
Economic	1.1, 1.2, 1.3, 1.4	2.1	3.1, 3.4, 3.5	4.1, 4.4	5.7
Cultural	1.1, 1.2	2.1	3.1, 3.2, 3.4, 3.5, 3.6	4.1, 4.4	5.1, 5.3, 5.6, 5.7
Ecological	1.1, 1.4	2.1	3.1, 3.4, 3.5	4.1, 4.4	
Social	1.1, 1.2, 1.3, 1.4	2.1, 2.4, 2.5	3.1, 3.2, 3.4, 3.5, 3.6	4.1, 4.4	5.1, 5.3, 5.6, 5.7
Governance	1.1, 1.3, 1.4	2.1, 2.2, 2.3, 2.4, 2.5	3.1, 3.2, 3.3	4.1, 4.2, 4.3, 4.4, 4.5	5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7

Action Plan

Strategic Priority: 1.0 ECONOMIC DEVELOPMENT

Long-term goals:

- Increase job creation in all fields especially those that will retain or attract skilled people
- Ensure the City is a welcoming and supportive business environment while protecting the interests of the City
- Maximize the use of City facilities
- Diversify the local economic base
- Strengthen Camrose's role as a regional centre

Indicators of success/targets:

- Growth of non-residential assessment
- Increase in average household income
- Increase in job creation statistics[1]
- Increase in number of business licences
- Positive results of business satisfaction feedback survey (subject to Economic Development Strategy)
- Increase in number of use/days booked for City facilities
- *Positive* change in demographic data from municipal census

[1] Camrose is grouped into a much larger area for statistical purposes and this number may be difficult to isolate.

Strategic Priority: 1.0 ECONOMIC DEVELOPMENT

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
1.1 Develop an economic development strategy and policy/plan. Find the appropriate resources to implement the strategy.	City Manager, Economic Development Officer	Mayor and Council (Policy), Community	Q3 2011	Q1 2012	No	Yes
1.1 Status						
We are in the process of developing the strategy. We have contracted Western Sky Management Associates to lead this process. The main goal of the plan is to find the resources to implement the strategy. This plan will set out and clearly communicate the direction for Economic Development over the next 5 plus years with the key deliverables being strategic priorities for economic development, recommendations, as well as prioritized implementations and timelines.	City Manager, Economic Development Officer		Q1 2012	Q3 2012		Yes
Council has provided direction and resources for the development of the strategy.		Mayor and Council				
Input received in 2011 and also more to come in June 2012 with public workshop.		Community				

Strategic Priority: 1.0 ECONOMIC DEVELOPMENT

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
1.2 Work with like-minded groups and individuals to strengthen Camrose's position as a regional centre. [2]	Economic Development Officer	Mayor, Council, City Manager, Community	Q3 2011	Ongoing	No	No
1.2 Status						
Public engagement with various community groups and organizations is a significant component of our strategic plan. The consultant will be a facilitator for various SWOT and VISION meetings and use the information from these sessions as part of our strategy. The first session was June 13th with Council. A public workshop will be held on June 27th for community organizations and citizens. There may be additional workshops with other organizations who may play a larger role in the Economic Development Plan. As part of the strategic plan there will be a process that will provide the Economic Development Department to gather information from businesses over the coming years. This information will help provide updated strategies for working with groups.	Economic Development Officer	City Manager	Q1 2012	Ongoing		No

[2] Regional centre in health care, education, retail, industry, agriculture, leisure, events tourism, and arts and culture

Council has provided overall direction and some key areas for consideration. Council members took part in the June 13th workshop with the consultant for the Economic Development Strategy.		Mayor and Council				

Strategic Priority: 1.0 ECONOMIC DEVELOPMENT

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
1.3 Work with the County to develop a regional economic development strategy. Begin the conversations and plant the seed April 2012.	Economic Development Officer	Council, Camrose County, Area Municipalities	Q2 2012	Q4 2012	No	Yes
1.3 Status						
The Economic Development Officer has had two conversations with the Reeve of the County regarding the strategy. The conversations were to inquire if the County would be interested in working with the City for Economic Development. The County is interested in discussing this with us. We will meet with the County as part of the Economic Development Strategy.	Economic Development Officer		Q3 2011	Q4 2012		Yes
Mayor sent a letter to the County, planting the seed in establishing a Regional Economic Development Strategy (Nov. 18, 2011)		Mayor and Council				

Strategic Priority: 1.0 ECONOMIC DEVELOPMENT

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
1.4 Consider establishing a Municipal Planning Commission. Present recommendation on investigation by Q2 2011 with possible implementation (if approved) by Q4 2011.	GM Engineering Services, City Manager	Director Planning & Development, Mayor	Q2 2011	Q4 2011	No	Yes
1.4 Status						
Under Council's direction during 2011 there was research completed and presented to Council/Committee on various MPAC models in existence in Alberta, which led to a culmination in Council passing the Municipal Planning Advisory Committee By-Law #2685/11 and appointing members at large and Council appointees. There have been monthly meetings held (to date) in March – May, 2012. The mandate of MPAC is to act as the principle advisory body to Council on matters relating to land use planning, which are initiated by Council or the Administration. This includes City land purchases, city land planning, city land development, Land Use By-Law and MDP review and amendments, off-site levy policy review, and growth studies review. The Administration is providing support to the MPAC. Administrative resources (Engineering/Planning) have assisted MPAC dependant on agenda items. Admin support also provided for agendas and minutes.	GM Engineering Services, City Manager		Q3 2011	Q1 2012		Yes

Done. By-Law #2685/11 (Municipal Planning Advisory Committee) established Sept. 2011)		Mayor and Council				

Action Plan

Strategic Priority: 2.0 CAPITAL PROJECTS & EXPENDITURES

Long-term goal:

- Finalize the decision making and completion/implementation timeline for major capital facility and service projects
- Improve the asset management and maintenance of existing capital infrastructure

Indicators of success/targets:

- Finalization of funding for priority projects
- Progress against established timelines *(Dependent on establishment of timelines)*
- Expenditure of allocated funds
- Adoption of an Asset Management System

Strategic Priority: 2.0 CAPITAL PROJECTS & EXPENDITURES

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
2.1 Prioritize projects: Waste Water Treatment Facility, Performing Arts Centre, Public Works Facility, City Hall, Aquatic Centre, Public Transportation.	Mayor, Council	Department Heads, Consultants	Q1 2011	Q3 2011	No – but implications for future	Yes
2.1 Status						
Council has prioritized the Performing Arts Centre and City Hall, with a 3rd capital project of the new Public Works Facility. CTAC will be reporting on public transportation and there is awareness of the WWTP Facility requirements of Alberta Environment.	Mayor and Council					
After Committee and Council review and discussion Council selected the Performing Arts Centre and a new City Hall as the two primary projects to start with, and a new Public Works facility to be constructed in approx. 6-7 years, however with a site selection by the end of 2011 – which has been done. As at the end of May, 2012 the CPAC project and agreements have been approved by Council		Additional contributors are the University of Alberta, Camrose County and Administration	CPAC Construction start Q3, 2012	CPAC Q4 2013	Yes	Yes – $250,000/yr Starting in 2013.

and construction will start in July, 2012. Committee has had several meeting over City Hall site selection and it is anticipated that a selection will be made this summer.						

Strategic Priority: 2.0 CAPITAL PROJECTS & EXPENDITURES

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
2.2 Create a timeline to build priority projects.	Mayor, Council	Department Heads, Consultants, Possible Project Dependent Partners	Q3 2011	Q4 2011	No	Maybe
2.2 Status						
Time to build completed (June 27, 2011)	Mayor and Council					
The timeline framework has been established, with CPAC to commence construction this summer with a completion date November, 2013. The new City Hall requires location selection and a review of the 2009 estimated budget and further review of the architectural work completed to date. Council has stressed that this is a priority project. Site location will impact any other temporary locations required for staff of current City Hall location, as well as the MLC staffing needs. The 3rd capital project – new Public Works facility. Site selection has been completed. In the future more required planning (than the 5 year Capital Plan) is		Department Heads				

required for project staging's, cash flows, resource requirements, etc.						

Strategic Priority: 2.0 CAPITAL PROJECTS & EXPENDITURES

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
2.3 Execute timeline for priority projects.	Project Dependent	Project Dependent	As per timeline	As per timeline	Yes	Yes
2.3 Status						
An implementation of plan is required. Higher detail of cash flows, resources, staging, etc.	GM Engineering Services					

Strategic Priority: 2.0 CAPITAL PROJECTS & EXPENDITURES

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
2.4 Investigate the asset management process including improved maintenance systems for inspecting and reporting on infrastructure.	GM Engineering Services, GM Community Services	GM Financial Services, Council	Q2 2011	Q4 2011 – Recommendation on system Ongoing for system	No – but implications	Yes
2.4 Status						
Have not started. Given current work demands, additional resources would be required to advance. Would need to develop expectations and understanding of the function of a management system work plan, but costs would be in the order of magnitude of $250,000 for consultant services, but heavily dependent on expectations. *Start date has not been selected.*	GM Engineering Services				Implications	Yes
Financial Services is supportive role with the lead being Engineering. FS has been attending meetings of a recently formed group of municipalities dedicated to asset management. Last meeting attended was June 4, 2012.		GM Financial Services	Q2 2012	Q3 2013		

Strategic Priority: 2.0 CAPITAL PROJECTS & EXPENDITURES

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
2.5 Establish a funding policy/reserve for maintaining/replacing current or building future capital infrastructure.	GM Financial Services	Mayor, Council	Q2 2012	Q3 2014 – dependent on implementation of 2.4	Yes	No
2.5 Status						
Dependent on implementing (2.4) asset management system first. This will provide guidance to the priority, timing of replacement/major repairs and the anticipated costs.	GM Financial Services					
Funding policy/reserves have been established and in the process of finalizing "actual limits".		Mayor and Council				

Action Plan

Strategic Priority: 3.0 CORE SERVICES/CORE BUSINESS

Long-term goals:

- Provide the most effective services in the most efficient manner
- Be an employer of choice

Indicators of success/targets (City and Community):

- Benchmarked costs pre and post review (subject to core business review and a benchmarking project)
- Improvement in performance measures *(Establishment of more formalized performance measures)* (subject to core business review)
- Benchmarked property taxes/utility rates to similar sized communities[3]
- Retention of qualified and engaged employees
- Number of qualified candidates for employment competitions

[3] Benchmarking similar sized communities may not be the best measure.

Strategic Priority: 3.0 CORE SERVICES/CORE BUSINESS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
3.1 Conduct a core services review: ▪ Define services/business currently provided and how they are supported/level of support ($ and human resources). ▪ Determine whether they are "core" services. ▪ Identify opportunities for efficiency. ▪ Investigate best practices from other municipalities. ▪ Determine desirable/possible/achievable level of service within core and non-core business functions considering budget constraints (operating & capital). ▪ Gain a better understanding of organizational capacity. ▪ Implement findings.	Consultant, City Manager	Department Heads, Council, Other Staff	Q2 2011	Q3 2011 initial findings Q3 2012 final report Q1 2013 complete	No	Yes
3.1 Status						
Council has established a sub-committee for the core services review and several meetings have been held with the sub-committee and the Administration. The Administration is proceeding with a Council authorized "City Services Review" initially, to be completed in-house and with the assistance of a consultant. The City Services Review will provide Council and the Administration with a breakdown of municipal services provided and the resources required and associated costs; for said services. Once the City Services Review is completed, the results will be presented to Council, for any decision-	Consultant, City Manager		Q3 2011	To be determined		Yes

making moving forward in regards to the Core Services Review.						

Strategic Priority: 3.0 CORE SERVICES/CORE BUSINESS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
3.2 Improve communication to citizens about core services.	To be determined, Council?		Q4 2012	Ongoing		Yes
3.2 Status						
There will be communication that will flow as a result of the City Services Review and any Council approved communications flowing from that review and Council decision(s) on next steps. There is a public report to Committee of the Whole Council for June 18, 2012, and continued work on current services inventory will provide a public document that lists city services and resources and costs attached to.		City Manager	Q3 2012	Ongoing		Yes
Communications Coordinator hired January 3, 2012	Council					

Strategic Priority: 3.0 CORE SERVICES/CORE BUSINESS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
3.3 Develop staff retention and succession strategies. Produce work unit succession plans for key positions and present to Council.	GM Corporate Protective Services	Department Heads, Human Resources	Q3 2011	Q1 2012	No	No
3.3 Status						
The HR Department has this in their work plan but has been moved to Q1 and Q2 of 2013. It was also identified that this should be tied to performance management programs. Succession discussion has occurred at the "leadership" meetings as well. One initiative starting in Q3, 2012 and ongoing. HR policies undergoing a review for recommended changes to Council.	GM Corporate Protective Services		Q1 2013	Q2 2013		No

Strategic Priority: 3.0 CORE SERVICES/CORE BUSINESS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
3.4 Complete Green Space Plan including a plan to protect green spaces such as Stoney Creek Valley.	GM Community Services	Engineering, Community, Council, Green Action Committee	In progress	Q2 2012	No	Approved
3.4 Status						
The Green Space Master Plan is well underway.	GM Community Services		In progress	Q3, 2012	no	approved

Strategic Priority: 3.0 CORE SERVICES/CORE BUSINESS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
3.5 Develop a Recreation/Cultural Master Plan.	GM Community Services	Community, Council, Dept. Heads, Council Committees	2013	2014	No	Yes
3.5 Status						
	GM Community Services	Community, Council, Dept. Heads, Council Committees	2014	2016	no	Yes Not yet funded

Strategic Priority: 3.0 CORE SERVICES/CORE BUSINESS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
3.6 Develop a Master Protective Services Plan (Fire, Bylaw, connection to Police Plan).	GM Corporate/ Protective Services	Director of Emergency Management, Emergency Management Committee, Fire Chief, Bylaw Officer, Police Service	2013	2013	No	Maybe
3.6 Status						
Initial discussion to be coordinated to kick off this deliverable.	GM Corporate/ Protective Services					
A 2013 undertaking.		Director of Emergency Management				

Strategic Priority: 3.0 CORE SERVICES/CORE BUSINESS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
3.7 Explore the possibility of an Assistant to Mayor, Council, and Committees.	City Manager Human Resources		Q2 2011	Q1 2013	No	Yes

Action Plan

Strategic Priority: 4. 0 DECISION-MAKING PROTOCOLS

Long-term goal:

- Improve decision-making effectiveness
- Improve legislative services to Council

Indicators of success/targets:

- Feedback from Council regarding preparation of information
- Regular Council Self-Evaluation *(Annual, Bi-annual)* (action required: Council)
- Feedback from the public regarding understanding of Council decisions (subject to completion of citizen surveys)

Strategic Priority: 4. 0 DECISION-MAKING PROTOCOLS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
4.1 (a) Develop a consistent template for council decision making including quantitative and qualitative decision making criteria. (b) Develop a consistent Council report format including the impact on/relationship to the 5 pillars in the Municipal Sustainability Plan and priorities in the business plan.	a) City Manager, Council b) City Manager	a) GM Financial Services b) Department Heads	a) In Progress b) Q2 2011	a) Q2 2013 b) Q3 2011	No No	No No
4.1 Status – a)						
Template completed. (To be reviewed)	Mayor and Council					
A draft was prepared however not approved/implemented by Council		GM Financial Services				
4.1 Status – b)						
In 2011, Council approved a Council Reporting format that incorporates implementing the recommendation and interaction with the MSP and Strategic Plan as well as any other municipal directives. E-Council initiative will further enhance consistent reporting.	City Manager	GM Financial Services	Q2 2011	Q3 2012		

Strategic Priority: 4. 0 DECISION-MAKING PROTOCOLS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
4.2 Develop a 3-year operating budget cycle (2012-2014).	City Manager, GM Financial Services	All Departments	Q2 2011	Q4 2011	No	No
4.2 Status						
A 3 year operating budget was prepared for 2012-2014. Council decided to approve the 2012 operating budget and to receive years 2 & 3 as information. Council will decide if that format will continue, or if in due course 3 years budgets will be fully implemented.	City Manager, GM Financial Services		Q3 2011	Ongoing		No

Strategic Priority: 4. 0 DECISION-MAKING PROTOCOLS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
4.3 Develop a Council Code of Conduct.	Mayor, Council	City Manager	Q1 2011	Q2 2011	No	Yes
4.3 Status						
Code of Conduct passed by Council on March 28, 2011.	Mayor and Council		Q4 2011	Q1 2011		No
In working with Committee/Council in 2011, Council approved a Council Code of Conduct in March, 2011. Further, Council also directed the development of the Council/Administration Protocol, which was approved in July, 2011.		City Manager				

Strategic Priority: 4. 0 DECISION-MAKING PROTOCOLS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
4.4 Confirm the validity or update (a) all policies, including delegated authorities (first priority), (b) bylaws (second priority), (c) Council policies/committees, and (d) Land Use By-Law	(a-c) GM of Corporate/ Protective Services (and consultant) (d) Planning/ Consultant	(a-c)Council, All Departments except Police (d) Council/ Engineering	(a) Q3 2011 (b) 2013 (c) Q2 2011 (d) Q4 2012	(a) 2014 (b) 2014 (c) Q4 2011 (d) Q4 2013	(a) No (b) No (c) No (d) No	(a) Yes (b) Yes (c) No (d) Yes
4.4 Status						
Currently undertaking this review. As part of this review a new policy template is being developed and will be brought forward in the near future for Council input. A meeting has been scheduled to review committees, boards, commissions and authorities. A review of Council procedure by-law has been conducted and recommend changes will be brought forward in the near future. The completed by-law review will occur in 2013/2014.	GM of Corporate/ Protective Services (and consultant)		a) Q1 2012 b) 2013 c) Q3 2011	a) 2014 b) 2015 c) Q2 2012		Yes Yes No
4.4(c) Administration has compiled all documentation relevant to all standing Committees, Commissions, Boards & Authorities and distributed to Council. On June 11, 2012 Council reviewed and made several decisions in regards to Committees (cross reference minutes of June 11, 2012 Special Council meeting).		Mayor and Council				
4.4.(d) Complete review and updated Land Use By-Law.	(d) Planning/ Consultant	(d) Council/ Engineering	(d) Q4 2012	(d) Q4 2013	(d) No	(d) Yes

Strategic Priority: 4. 0 DECISION-MAKING PROTOCOLS

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
4.5 Create financial policies for reserves, debt, tax levy, and investment. Determine Council's philosophy regarding debt and determine appropriate measures to monitor debt load.	GM Financial Services	Council	Q2 2011	Q3 2011	No	No
4.5 Status						
Drafts of reserve policies presented to Committee however not approved. Once complete, can work on investment policy. Debt policy not started yet which will also include appropriate measures to monitor debt load.	GM Financial Services		Q3 2011	Ongoing		No
A Reserve Policy is currently being established.		Mayor and Council				

Action Plan

Strategic Priority: 5.0 AN ENGAGED AND INFORMED COMMUNITY

Long-term goals:

- Increase the accountability and transparency of City Council
- Improve communication with the public

Indicators of success/targets:

- Website statistics *(Monitoring of website and social media statistics for increases in usage)*
- Increased public interest and participation in City events
- Participation rate and results of citizen surveys (subject to conduction of citizen satisfaction survey)

Strategic Priority: 5.0 AN ENGAGED AND INFORMED COMMUNITY

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
5.1 Develop a comprehensive community engagement process. ▪ Leverage technology and social media to improve communication. ▪ Improve the City's "Report to Citizens".	Consultant or To Be Determined	Council, Staff, Community	Q4 2011	2012	No	Yes
5.1 Status						
Twitter being used to inform public on City business. Communications Coordinator hired on Jan. 3, 2012.		Mayor and Council	Q1 2012	Ongoing		Yes
Communications strategy requires review. Report to citizens requires further review.	City Manager/ Council		Q3 2012	Q1 2013		Yes

Strategic Priority: 5.0 AN ENGAGED AND INFORMED COMMUNITY

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
5.2 Conduct citizen satisfaction surveys.	City Manager	Community, Council, Consultant	Q3 2011	Dependent on Decision	No	Yes
5.2 Status						
Council approved the conduct of a Citizen's Satisfaction Survey in the 2011 budget. Ipsos Reid conducted the survey and completed survey was presented to Council by the City Manager in June 2011. In generalities, the City received favourable or very favourable responses from our citizens. Pending future Council decision-making, the Administration is recommending a survey be completed every two years (2013) in order to collect data in a consistent fashion.	City Manager			Completed Q2 2013	 Q3 2013	 Yes

Strategic Priority: 5.0 AN ENGAGED AND INFORMED COMMUNITY

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
5.3 Improve public access to Mayor and Council: ▪ Hold at least two council meetings per year in a public venue outside of Council chambers. ▪ Conduct monthly "Coffee with the Mayor" sessions.	Mayor	Council, GM Corporate Services	Q2 2011	Ongoing	No	Yes
5.3 Status						
Two meetings (one of Regular Council, one of Committee of the Whole Council) were held off-site: Camrose Composite High School and U of A Augustana Campus. "Coffee with the Mayor" established and being held monthly. Hosted Developer's/Contractors Breakfast.	Mayor and Council		Q2 2011	Ongoing		Yes

Strategic Priority: 5.0 AN ENGAGED AND INFORMED COMMUNITY

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
5.4 Identify required resources to support an informed and engaged community.	City Manager	Council, Dept. Heads	Q4 2011	Linked to 5.1	No	Yes
5.4 Status						
Continued and regular use of telephone surveys for input into capital priorities and municipal services/levels of service (ie: Ipsos Reid survey). Use of social media to inform/generate interest. E-Council agendas will provide easy access to public for specific agenda items. Communications and social media policy reviews. More regular efficient website updates.	City Manager	GM Financial Services	Q2 2011	Ongoing		Yes

Strategic Priority: 5.0 AN ENGAGED AND INFORMED COMMUNITY

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
5.5 Expand and improve the process for citizen requests for service or information.	City Manager, Department Heads	Community	2012	2012	No	Yes
5.5 Status						
In fall of 2011, the first budget open house was held although poorly attended FS plans to have future open houses and try to generate interest. Assistance from Communication officer should help to make improvements.	GM Financial Services		Q3 2012	Ongoing		Yes
City Services Inventory Core Services review will assist in analysis/recommendation. Customer Service training refreshers.	City Manager		Q1 2012	To be determined		Yes

Strategic Priority: 5.0 AN ENGAGED AND INFORMED COMMUNITY

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
5.6 Offer open houses at City Facilities.	Department Heads	Directors, Staff	Q3 2011	Ongoing	No	Minimal
5.6 Status						
No planned events as of yet.	GM Financial Services					
Two open house events hosted in 2011/12 by CSD re: Green Space Plan and CPAC.	GM Community Services					
Public facilities used for many city initiatives. Many tour requests honored for city facilities. More options will come onboard with new City Hall facility.	City Manager		Q3 2011	Ongoing		Minimal

Strategic Priority: 5.0 AN ENGAGED AND INFORMED COMMUNITY

Deliverable	Prime Actor	Additional Contributors	Start by:	Complete by:	Requires capital $?	Requires operating $?
5.7 Create opportunities for inter-municipal/community challenges.	Department Heads, Staff	Community	In progress	Ongoing	No	Yes
5.7 Amendments						
Supported by our HR work unit, numerous city staff have participated in the Primary Care Network`s Walk around Hawaii fitness challenge in 2011/2012. In 2011 staff also coordinated a successful fundraising campaign for cancer research. Inter-municipal Eco-Challenge participation (see web site). 2011 staff BBQ's were held with Council in attendance. More work can be done in this area.	City Manager			Ongoing		Yes