

CITY OF GRANDE PRAIRIE

# Strategic Plan 2022–2025

STATUS UPDATE

Q 4 2 0 2 3



Council’s 2022–2025 Strategic Plan outlines projects and initiatives that align with four strategic pillars consisting of Quality of Life, Innovative Efficiencies & Economic Readiness, Inclusive & Caring Community, and Engaging Relationships. Many successes have occurred to-date, including advancing the following advocacy item:



### **HEALTHCARE RECRUITMENT AND RETENTION**

- The City of Grande Prairie’s current recruitment involves tailored city tours for new physicians, optimizing these experiences to highlight the appealing lifestyle and professional opportunities available in the city. Physician engagement with the Mayor and Council aims at attracting and retaining healthcare professionals in the community.
- The City hosted a Physicians’ & Families’ Appreciation Event to highlight City amenities and build relationships with physicians in the community.

Additional projects and initiatives completed include Land Inventory Gap Analysis, Cyber Security Strategy, Bike Park Construction at Crystal Lake, Transit Redesign, Public Security Unit Proposal, Current State of Policing Assessment, Stormwater Utility Model Options, Enterprise Resource Planning system implantation, and Rent Affordability Options.

For additional details on various other projects and initiatives achieved in 2022, please view our [2022 Annual Report](#).



# Strategic Priority: **Quality of Life**

- Completed
- In Progress / On Track
- On Hold / Delayed
- Not Started

## AREAS OF FOCUS:



Fierce Community Pride



Active Lifestyle



Safety

Projects and Initiatives	Next Step	Project Completion Target (Year)	Status	% Progress
<b>Liveable Neighbourhood: Land Use Policy</b>	To be addressed through MDP Review.	2024		
<b>Winter City Strategy</b>	Refinement of action items in progress following consultation with internal and external stakeholders.	2024		
<b>Outdoor Space Enhancement</b>	Currently exploring outdoor enhancement opportunities and grants.	2024		
<b>Covered Outdoor Spaces</b>	Report to be brought back to Council in 2024 with alternative locations and designs.	2024		
<b>Neighbourhood Amenities</b>	Neighbourhood amenities assessment complete. Implementation of new amenities ongoing.	2023		
<b>Establish Grande Prairie Police Service</b>	Key positions for the transition have been hired. Recruitment for the first class of Experienced Police Officers underway.	2027		
<b>Recreation &amp; Culture Strategy</b>	Final edits complete. Strategy to be presented for approval.	2024		
<b>Field House: Request</b>	Public Engagement complete. Engagement results to be presented in 2024.	2024		

Guiding Documents	
<ul style="list-style-type: none"> <li>• <a href="#"><u>Police Commission Bylaw C-1455</u></a></li> <li>• <a href="#"><u>Grande Prairie Area Joint Recreation Master Plan</u></a></li> <li>• <a href="#"><u>Parks and Open Space Master Plan</u></a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#"><u>Municipal Development Plan Bylaw C-1237</u></a></li> <li>• <a href="#"><u>Neighbourhood Association Policy 217</u></a></li> </ul>





# Strategic Priority: Innovative Efficiencies & Economic Readiness

- ✓ Completed
- In Progress / On Track
- On Hold / Delayed
- Not Started

## AREAS OF FOCUS:



Strategic Growth



Innovation



Attraction

Projects and Initiatives	Next Step	Project Completion	
		Target (Year)	Status
<b>Corporate Asset Maturity Strategy</b>	Strategy and policies drafted. Capital project methodology currently under review.	2024	<span style="color: green;">●</span>
<b>Benefit Driven Procurement (Social Procurement)</b>	Benefit Driven Procurement complete.	2023	<span style="color: green;">✓</span>
<b>New Intermunicipal Development Plan (IDP)</b>	Negotiate and update the jointly adopted Intermunicipal Development Plan.	2024	<span style="color: green;">●</span>
<b>Attraction / Retention of Health Care Professionals: Strategy</b>	Report outlining full strategy to be brought forward to appropriate Standing Committee in 2024.	2024	<span style="color: green;">●</span>
<b>Comparative Energy: Study Review</b>	Study Review is complete.	2023	<span style="color: green;">✓</span>
<b>Municipal Development Plan (MDP)</b>	Final draft of policies to be prepared for presentation to the appropriate Standing Committee.	2024	<span style="color: green;">●</span>
<b>Hughes Lake Servicing Strategy</b>	Servicing Study is complete. Council may consider additional actions following development of the Investment Attraction Action Plan in 2024.	2023	<span style="color: green;">✓</span>
<b>Labour Market Study: Recommendations</b>	Regional Labour Market Partnership governance and funding is approved. Deliverables to be updated on a bi-annual basis until 2025.	2023	<span style="color: green;">✓</span>
<b>Business incentive: Assessment and Options</b>	Revisions to Policy 318 and 356 approved in Q4 2023. Additional grant funding considerations to be brought forward in 2024.	2024	<span style="color: green;">●</span>
<b>Stormwater Utility Model: Implementation</b>	Additional grant funding considerations to be brought forward in 2024.	2024	<span style="color: green;">●</span>
<b>Beautification and Entrance Landscaping Projects: Proposal</b>	Beautification and Entrance Landscaping is complete.	2023	<span style="color: green;">✓</span>
<b>Road Structure Review</b>	Road Structure Review is complete.	2023	<span style="color: green;">✓</span>
<b>Bear Creek Corridor: Slope Stability Study</b>	Engagement sessions to be scheduled for Q1 2024. Geotechnical assessment is complete.	2024	<span style="color: green;">●</span>



# Strategic Priority: Innovative Efficiencies & Economic Readiness

- ✓ Completed
- In Progress / On Track
- On Hold / Delayed
- Not Started

## AREAS OF FOCUS:



Strategic Growth



Innovation



Attraction

Projects and Initiatives	Next Step	Project Completion	
		Target (Year)	Status Progress
<b>Tourism Strategy: City Expectations</b>	The organization will focus on filling vacant positions in the new year, after which next steps, can be determined.	2024	<span style="color: green;">●</span>
<b>Sport Tourism Function: Business Case</b>	Business case is complete.	2023	<span style="color: green;">✓</span> <span style="color: black;">●</span>

### Advocacy Initiatives Related to Innovative Efficiencies & Economic Readiness\*

<b>Railcar Access</b>	<b>Electricity Distribution and Transmission Costs: Reduction</b>
<b>Industry Attraction: Grant Funding to Attract Key Industries</b>	<b>Local Government Fiscal Framework</b>
<b>Attraction &amp; Retention of Health Care Professionals: Advocacy</b>	

\*For additional advocacy initiatives undertaken by the City, please visit the Advocacy Priorities webpage on the City's website located at: [cityofgp.com/city-government/mayor-city-council/advocacy-priorities](http://cityofgp.com/city-government/mayor-city-council/advocacy-priorities)

### Guiding Documents

- [Industrial Attraction Strategy](#)
- [Intermunicipal Development Plan Bylaw C-1248](#)
- [Municipal Development Plan Bylaw C-1237](#)
- [Hughes Lake Area Structure Plan Bylaw C-1367](#)
- [Grande Prairie Transportation Master Plan](#)
- [Design and Construction Standards](#)
- [Storm Drainage Master Plan](#)
- [Parks and Open Space Master Plan](#)



# Strategic Priority: **Inclusive & Caring Community**

- ✔ **Completed**
- **In Progress / On Track**
- **On Hold / Delayed**
- **Not Started**

## AREAS OF FOCUS:



Housing



Youth to Seniors



Multicultural

Projects and Initiatives	Next Step	Project Completion Target (Year)	Status	% Progress
<b>Housing Strategy</b>	Report to be brought forward to appropriate Standing Committee.	2024	●	🟩
<b>Accessibility, Mobility &amp; Connectivity: Review</b>	A report will be brought forward to Council in 2024.	2024	●	🟩
<b>Seniors Strategy</b>	Planning sessions are scheduled for Q1 2024.	2024	●	🟩
<b>Coordinated Care Campus / Permanent Supportive Housing Project</b>	Phase 3 renovations will be complete in Q1 2024.	2024	●	🟩
<b>Coordinated System of Care: Action Plan</b>	Digital mapping updated and Referral Pathways are in progress.	2024	●	🟩
<b>Affordable Housing Action Plan</b>	Draft Housing Needs Assessment is complete.	2024	●	🟩
<b>Truth &amp; Reconciliation: Report</b>	Truth and Reconciliation Report is complete.	2023	✔	●

### Advocacy Initiatives Related to Inclusive & Caring Community\*

**Daycare Shortages**

**Provincial and Federal funding for Housing Needs**

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### Guiding Documents

- [Municipal Development Plan Bylaw C-1237](#)
- [Grande Prairie Transportation Master Plan](#)
- [Homelessness Strategy for Grande Prairie](#)
- [Social Sustainability Framework](#)
- [Affordable Housing Action Plan](#)
- [Design and Construction Standards](#)



# Strategic Priority: **Engaging Relationships**

- Completed**
- In Progress / On Track**
- On Hold / Delayed**
- Not Started**

## AREAS OF FOCUS:



Reputation Management



Culture & Pride



Marketing & Communication

Projects and Initiatives	Next Step	Project Completion Target (Year)	Status	% Progress
<b>Explore Entertainment &amp; Recreation District Concept</b>	Development of Feasibility study and review previous studies	2024		
<b>Polytechnical Liaison: Training Needs Gap</b>		2024		
<b>Branding &amp; Image Strategy</b>	Key messages plus launch and engagement plans in final development.	2024		

## Guiding Documents

- [Crystal Centre Expansion Master Plan](#)





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