

2019-2022 Strategic Plan

| Objective | Key Activities | Key Administrative Responsibility | Council Role | Completion Date | |
|--|--|--|--|--|-----------------|
| <p>Ongoing</p> <p>To be carried out</p> <p>Completed</p> <p>Tabled</p> | <p>Ongoing</p> <p>To be carried out</p> <p>Completed</p> <p>Tabled</p> | <p>Ongoing</p> <p>To be carried out</p> <p>Completed</p> <p>Tabled</p> | <p>Ongoing</p> <p>To be carried out</p> <p>Completed</p> <p>Tabled</p> | <p>Ongoing</p> <p>To be carried out</p> <p>Completed</p> <p>Tabled</p> | |
| 19-1 | Develop a new strategy to combat weeds and brush in the roadsides | <ul style="list-style-type: none"> Review our current IPM plan and present options for the Board to review | Director of Environmental Services | Approve strategy | Q1, 2019 |
| 19-2 | Update the County's template and process for CAO performance reviews | <ul style="list-style-type: none"> Administration identifies leading practices from other municipalities Administration provides a draft template and process to Council for comment Template and process amended based on Council feedback Council completes performance review Council provides feedback on performance review document and process | Assistant CAO | <p>Select template for performance review</p> <p>Complete performance review</p> <p>Provide feedback on performance review process</p> | Q2 2019 |
| 19-3 | Adopt a three-year salary review cycle for a market assessment | <ul style="list-style-type: none"> Develop a draft policy Present to Council for review and adoption Complete first market assessment | Assistant CAO | Review and adopt policy | Q2 2019 2022 |

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| 19-4 | Update the County's water and sewer bylaw and associated user fees | <ul style="list-style-type: none"> • Develop draft bylaw • Present bylaw to Council for review • Council passes bylaw • Present an updated schedule of fees to Council • Council adopts schedule of fees | Director of Environmental Services/CAO | Pass bylaw Adopt fee schedule | Q3 2019 |
| 19-5 | Develop and adopt a Crowfoot Crossing Subdivision Development – marketing and promotion strategy | <ul style="list-style-type: none"> • Complete workshop March 7th, 2019 • Complete update/development of promotion and marketing materials | Community Services Director | Participate in workshop | Q3 2019 |
| 19-6 | Review and update fire services user fees | <ul style="list-style-type: none"> • Present current schedule of fees to Council for direction • Develop draft fees schedule • Council adopts amended fees schedule | CPO | Approve fee schedule | Q3 2019 |
| 19-7 | Develop and adopt a fire services bylaw | <ul style="list-style-type: none"> • Present draft bylaw to Council • Council provides direction • Council passes bylaw | CAO | Pass bylaw | Q3 2019 |
| 19-8 | Review the County's RCMP support arrangement with urban partners | <ul style="list-style-type: none"> • Engage with urban partners to discuss the current support arrangement • Engage legal counsel to provide options relating to the existing arrangement • Report to Council on the result of the engagement with partners and counsel | CAO | Consult urban partners Provide direction on future support levels | Q3 2019 |

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| | | <ul style="list-style-type: none"> Council provides direction on the future of the partnership agreement | | | |
| 19-9 | Initiate an annual emergency management agency meeting | <ul style="list-style-type: none"> Host regional workshop and training seminar in May, 2019 | Director of Emergency Management | Participate in regional workshop | Q3 2019 |
| 19-10 | Ensure training in emergency management is completed with Council and Administration | <ul style="list-style-type: none"> Host AEMA elected officials training Complete EM training for applicable staff positions | Director of Emergency Management | Participate in AEMA training | Q3 2019 |
| 19-11 | Adopt a strategic planning process and policy | <ul style="list-style-type: none"> Identify leading practices from other municipalities Provide draft policy to Council for comment and amendment Council adopts draft policy and approves supporting budget | Assistant CAO | Adopt policy Approve supporting budget | Q3 2019 |
| 19-12 | Complete terms of references for committees | <ul style="list-style-type: none"> Adopt a terms of reference template Administration develops drafts for each Council-created committee Drafts are provided to committee chairs for feedback Council reviews and adopts terms of reference | Assistant CAO | Review and adopt terms of reference templates | Q3 2019 |
| 19-13 | Develop and Adopt an economic development strategy (EDA) | <ul style="list-style-type: none"> Develop a profile of the County to inventory assets for economic development Engage industry representatives Identify options based on leading practices and arising from | CAO | Provide direction on Ec Dev strategy Approve policies and | Q3-Q4 2019 |

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| | <ul style="list-style-type: none"> workshop and associated budget implications • Council provides direction • Adopt a policy to guide business incentives | | funding as required | |
| 19-15 | <ul style="list-style-type: none"> Review and Update the County's Municipal Development Plan | Community Services Director | <ul style="list-style-type: none"> Approve terms of reference Public consultation Adopt plan | Q2 2021 |
| 19-16 | <ul style="list-style-type: none"> Complete outstanding Intermunicipal Development Plans (IDPs & ICFs) | Community Services Director | <ul style="list-style-type: none"> Approve bylaw for each ICF and IDP | Q4 2019 |
| 19-17 | <ul style="list-style-type: none"> Review and update fire services agreements | CAO | <ul style="list-style-type: none"> Consult urban stakeholders Review draft agreement Approve new agreement | Q4 2019 |
| 19-18 | <ul style="list-style-type: none"> Adopt a long-term strategy to address the County's Peace Officer position | CPO | <ul style="list-style-type: none"> Adopt strategy | Q4 2019 |

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| | | <ul style="list-style-type: none"> • Council provides direction • Council adopts strategy | | | |
| 19-19 | Initiate public engagement events | <ul style="list-style-type: none"> • Administration researches options for a first event and provides to Council for consideration and selection • Council approves format and budget • Administration organizes a public engagement event • County holds the event • Administration presents a post-event report to Council for discussion • Council provides direction on future events | CAO | <ul style="list-style-type: none"> • Approve public engagement events • Approve supporting budget | Q4 2019 |
| 20-1 | Develop and adopt a Campground Strategy | <ul style="list-style-type: none"> • Identify options for expanded service levels and associated costs and/or potential fees • Present options analysis to Council • Council provides direction • Council approves budget | Community Services Director | <ul style="list-style-type: none"> • Provide direction • Approve budget | Q1 2020 |
| 20-2 | Review options for a regional recreation strategy | <ul style="list-style-type: none"> • Explore leading practices for a regional recreation agreement. • Develop a draft agreement for consideration by Council • Engage with urban partners to present the proposed agreement and receive feedback | Community Services Director | <ul style="list-style-type: none"> • Review draft agreement • Consult urban partners • Adopt regional strategy | Q2 2021 |

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| | | <ul style="list-style-type: none"> Complete agreement | | | |
| 20-3 | Complete the construction of a PW shop near Halkirk | <ul style="list-style-type: none"> Council provides direction on design scope and approves budget Develop terms of reference for the construction project RFP and award contract Project manage construction | Director of Public Works | Provide direction on project scope Award RFP Approve funding | Q3 2021 |
| 20-4 | Complete a review and update of the County's Land Use Bylaw | <ul style="list-style-type: none"> Administration reviews existing LUB for deficiencies and proposed amendments Amend LUB to support enforcement strategy Complete public consultation Provide draft LUB to Council for review and comment Complete public hearing Pass Land Use Bylaw | Community Services Director | Review of amendments Public consultation on amendments Approve bylaw | Q3 2021 |
| 20-5 | Develop a strategy for fence lines | <ul style="list-style-type: none"> Develop a plan to deal with weeds and brush on private landowners fence lines | Director of Environmental Services | Approve strategy | 2020 |
| 20-6 | Develop an advocacy plan to address ratepayer and County concerns | <ul style="list-style-type: none"> Complete stakeholder consultation Identify key issues for advocacy with other governmental organizations Identify for each issue – target audience, messages and speaking points | CAO | Prioritize issues Approve/fund advocacy plan as required | 2021 |

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| | | <ul style="list-style-type: none"> • Develop briefing notes | | | |
| 20-7 | Develop and adopt a professional development policy for elected officials | <ul style="list-style-type: none"> • Identify a list of professional development training opportunities for Council • Identify leading practices from other municipalities • Provide draft policy to Council for comment and amendment • Council adopts draft policy and approves supporting budget | Assistant CAO | Adopt policy Approve supporting budget Undertake professional development | 2020 |
| 20-8 | Review and update staff position descriptions | <ul style="list-style-type: none"> • Council rescinds existing descriptions • Develop and adopt a standardized template for position descriptions • Identify the most recent existing position descriptions • Identify position descriptions that do not currently exist • Complete reviews of existing descriptions to identify deficiencies and required amendments. • Complete development of new descriptions for positions that do not have a position description in place • CAO adopts position descriptions for all positions | Director of Corporate Services | Rescind existing position descriptions | 2020 |

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| 20-9 | Develop a strategy to proactively communicate about County programs and services | <ul style="list-style-type: none"> • Identify communication channels • Identify key messages for targeted County programs and services • Develop a schedule for communication • Present plan to Council for adoption and budget approval • Implement | CAO | Provide input on key messages Approve communication plan and budget | Q3 2021 |
| 20-10 | Assess the cost and feasibility of adopting a smartphone application for communication | <ul style="list-style-type: none"> • Complete an assessment of leading practices for potential application services and capacity • Define the scope of a potential application for the County • Identify development options and prices • Present to Council for feedback and a go/no-go decision • Develop App | CAO | Provide input on scope of County application Provide direction on go/ no-go for development of app | 2020 |
| 20-11 | Undertake hamlet improvements on a project-by-project basis | <ul style="list-style-type: none"> • Review available infrastructure assessments for hamlets • Complete outstanding required assessments per project • Based on Council direction, determine next steps | Community & Environmental Services Directors | Review projects and approve as required Approve funding as required | 2022 |

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| 21-1 | Develop and adopt a Transportation Master Plan | <ul style="list-style-type: none"> • Develop a terms of reference for a pavement study • RFP and award contract • Project manage contractor • Contractor completes condition assessment of existing infrastructure • Integrate bridge condition assessment • Present to Council a draft 10 year transportation infrastructure repair, replacement, and upgrade schedule • Council provides direction • Council adopts Transportation Master Plan | <p>Director of Public Works</p> <p>Approve terms of reference</p> <p>Award RFP contract</p> <p>Adopt plan</p> <p>Integrate plan into budget process</p> | 2021 |
| 21-2 | Explore options and adopt a strategy to enhance population growth | <ul style="list-style-type: none"> • Coordinate with BREOC on Citizen Attraction • Provide County data as required to develop strategy • Present strategy to Council | <p>CAO</p> <p>Review and adopt strategy</p> <p>Approve funding as required</p> | 2022 |
| 21-3 | Secure a long-term gravel source for the west end of the County | <ul style="list-style-type: none"> • Complete testing of County lands, or privately owned lands • If appropriate lands become available as a cost-effective source, secure lands • Continue crushing operations at existing pits • Sign supply, supply and deliver agreements for 2022-24 | <p>Director of Public Works</p> <p>Approve funding</p> <p>Award contracts if required</p> | 2022 |

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| 21-4 | Develop and adopt a long-term financial plan which includes an asset management plan | <ul style="list-style-type: none"> • Develop an inventory of assets • Develop criteria for asset assessments • Council adopts report • Research leading practices from other municipalities for levies and categories of residential and non-residential mill rates • Provide Council with options and financial impacts • Council provides direction • Next steps towards a long-term financial plan are developed based on Council direction | Director of Corporate Services | Review Asset Management draft Plan Provide direction on asset management policy Approve asset management plan | 2021 |
| 21-5 | Develop and adopt a Facilities Master Plan | <ul style="list-style-type: none"> • Develop a terms of reference for a facility condition assessment • Tender and award contract • Project manage contractor • Contractor completes condition assessment of existing facilities • Present to Council a draft 10-year facility repair, replacement, construction, and upgrade schedule • Council provides direction • Council adopts Facility Master Plan | Director of Public Works | Approve terms of reference Award tender Review draft plan Amend/adopt plan as required | 2021 |
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| 22-1 Adopt a strategy for the ownership of water infrastructure and provision of water service | <ul style="list-style-type: none"> • Assess the County's strategy based on the results of: 22-2, 19-13, 21-2, 20-11. | Director of Environmental Services | Provide direction based on 22-2, 19-3, 21-2, 20-11 results | 2022 |
| 22-2 Develop a Water and Sewer Infrastructure Plan (long term repair and replacement plan) | <ul style="list-style-type: none"> • Develop a terms of reference • RFP and award contract • Project manage contractor • Contractor completes condition assessment of existing infrastructure • Contractor develops a draft repair and replacement plan based on the condition assessment • Present draft plan to Council for direction • Council adopts plan | Director of Environmental Services | Adopt terms of reference Approve project funding Receive project summary report Integrate plan into budget process | 2022 |