

Each year, Council for the County of Stettler undertakes an exercise to determine Strategic Priorities. These priorities determine the operational direction the County takes. We build upon the work done in previous years, and these priorities assist administration with planning, budget preparation and direction.

The 2020-2023 Strategic Plan below is the vision of what your Council wants to see put in place for the future, while addressing opportunities and issues which currently exist. There were six areas identified, with priorities, goals and action items listed beside each objective. This plan will be reported on to Council quarterly, and reviewed and updated in the 4th quarter of 2020 to reflect Council's direction for 2021 and beyond, and used to assist with budget planning for the future.

Objective	Key Activities	Department	Council's Role	Completion	Resources	Progress Update
Council and Governance						
1.1	Expand positive lobbying and educational efforts.	Identify opportunities Consider contracting lobby specialist Provide Council with drafts/plans for endorsement	Communications and Administration	Provide direction Endorsement and advocacy	Q1 2020-Q4 2023 ongoing	Resourced internally Consider contract assistance.
1.2	Develop and expand opportunities with community partners in Economic Development & Tourism	Meet with BOT/Town and develop shelf-ready plans and ideas for tourism Identify Events and Opportunities Investigate/Develop Buffalo Lake Potential Tail Creek/Content Bridge Hatchery	Communications and Administration	Provide direction. Provide funding.	Q3 2020	Resourced internally.
1.3	Develop Lot Sales Strategies for Botha, Gadsby, Erskine lots. Encourage development through opportunity.	Consult with realtors Develop plan Schedule and execute plan	Municipal Services	Provide direction. Adopt strategy.	Q4 2020	Resourced internally.
1.4	Develop a plan and establish a reserve for the future of the County's municipal needs, infrastructure.	Establish a Council Committee Conduct future needs assessment - engage external support as required. Develop Budget Plan and a Reserve Fund	Administration	Establish a committee Review findings Set a budget plan and reserve fund.	Q4 2020	Resourced internally - consider contracting assistance.
1.5	Amend procedural bylaw and look at Council Scheduling and Meeting Efficiency	Review bylaw Identify efficiencies. Propose Amendments to Council	Municipal Services	Provide direction Adopt amended policy Pass Bylaw	Q1 2020	Resourced internally. Policy committee consideration.
Public Works & Infrastructure						
2.1	Council to provide direction on replacing aging bridge infrastructure with culverts.	Investigate and capture data Review with Council Develop plan	Public Works	Participate in review Provide direction Budget	Q1 2020	Resourced internally - consulting support as required.

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2.2	Adopt Equipment Replacement plan.	Research and develop plans Present to Council Follow plan once adopted. Contingent on asset management plan.	Public Works	Participate in the review of information. Provide direction and Adopt Equipment Replacement Plan.	Q3 2020	Resourced internally.	
2.3	Adopt Aggregate Levy Bylaw (CAP Bylaw).	Review amended regulations Complete engagement Adopt Bylaw; Communicate and Enforce	Administration and Public Works	Participate in public engagement. Provide direction. Adopt Bylaw.	Q1 2020	Resourced internally.	Adopted December 2019. Communications, education and enforcement in 2020.
2.4	Establish budget and strategy for future maintenance of County's 'surface' roads including Fenn Road and the Ring (Bypass) Road.	Review existing conditions and present report to Council Create maintenance schedule Budget for maintenance	Public Works	Provide direction. Endorse Budget	Q2 2020	Resourced internally. Contract support if required.	
2.5	Council to provide direction for future of old Public Works yard site, after reclamation has been completed.	Investigate opportunities for future of site Present to Council for direction Develop and execute plan	Public Works and Municipal Services	Review options. Provide direction. Adopt plan.	Q4 2020	Resourced internally	
2.6	Develop and adopt road philosophy.	Provide Council with draft of philosophy. Council provides direction	Public Works	Participate in the review. Adopt road philosophy.	Q1 2020	Resourced internally.	Personal hard copy of Rural Road study update provided to Council Fall 2018. PW inspected all roads for Asset management plan and classification purposes. Road classification map to Council February 2019 seeking confirmation and direction. Next Step: Council Workshop.
2.7	Adopt a plan for the future of County lands	Update land inventory Identify options for available lands Engage external consultant Complete public consultation on options as a component of MDP amendments Reflect amendments to the MDP and IDP in plan development	Administration, Public Works, Planning & Development and Corporate Services.	Provide direction. Approve budget. Adopt plan.	Q3 2020	Consulting Support \$75,000	Testing all lands for gravel. Dugouts on land to make them marketable.
Corporate Services							
3.1	County conducts a Reserve Analysis and Council adopts a policy on reserve levels.	Complete asset management plan Council to provide direction Develop draft policy Council adopts policy	Corporate Services & Administration	Provide direction Adopt asset management plan Adopt policy	Q4 2020-Q1 2021	Resourced internally	Tied to asset management plan. Continuing to update data for sewer and water and update road network.

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3.2	County continues digitization of vault documents.	Engage consultant	Corporate Services & Administration	Budget	Q2 2020	Resourced internally Contracting support	Work has started and the consultant has processed
3.3	Plans and policy for the future of recreation funding and recreation reserves are adopted by Council.	Research possibilities Present to policy committee for direction Develop draft policy	Recreation and Administration	Policy Committee to provide direction. Council to adopt policy and budget to support.	Q2 2020	Resourced internally	
3.4	A plan is formalized outlining County's aging infrastructure (Halls, Rinks etc.) for Council to adopt.	Establish assets Assess Compile report and present to Council Develop plan	Corporate Services & Municipal Services	Review assets and report. Provide direction. Adopt plan.	Q4 2020	Resourced internally. Contract support if required.	
Municipal Services							
4.1	Council identifies waterline expansion plan and water servicing policy.	Develop plan to identify waterline needs Seek Council direction Develop plan and timeline to service identified needs Establish servicing policy - present to Council Manage plan	Municipal Services	Participate in review. Provide direction. Adopt Policy Budget	Q3 2020	Resource internally.	
4.2	Identify water infrastructure repairs and replacement schedule for adoption.	Develop repair and replacement schedule Present to Council Manage plan	Municipal Services	Adopt repair and replacement schedule. Budget	Q3 2020	Resource internally.	
4.3	Review and update the Stettler Regional Emergency Management Agency's Emergency Response Plans.	Hire and assist contract support Provide information and review Present to Council for adoption	Protective Services	Participate in plan review. Adopt updated plan.	Q4 2020	Resourced internally with contract support. AEMA Grant \$5K. \$20K-\$30K more to complete review.	Review in progress. Hazard identification complete. Consultant assisting with updating plan. First draft expected in Q2.
Planning & Development							
5.1	Major review of the Buffalo Lake South Shore Intermunicipal Development Plan	Participate in Review of the BLSSIDP with SVWS and SVRS. Present plan to Council	Planning & Development & Administration	Participate in the review. Provide direction. Adopt plan.	Q3 2022	Seek grant to contract independent, external consultant.	

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5.2	Establish a reserve fund and adopt strategy for Emergency Access and Egress for the south shore of Buffalo Lake.	Conduct consultation Research and develop plan Present proposal to Council	Planning & Development & Corporate Services & Protective Services	Review options Establish a reserve fund and timeline. Adopt plan.	Q1 2021	Resourced internally.	Continuing to work towards road dedication.
5.3	Pre-identify plans and abilities to welcome or attract development opportunities (land, power, gas, water, rail access).	Consult with SBOT and Realtors Develop plan with Council direction Engage external support if required Present plan to Council	Planning & Development & Administration	Provide direction. Adopt plan.	Q4 2022	Resourced internally with external support as required.	
5.4	Identify public boat launch access and opportunities to provide expanded public access to the south shore of Buffalo Lake.	Research opportunities Present report to Council for direction Present plan to Council	Planning & Development	Review options. Provide direction. Adopt plan.	Q3 2022	Resourced internally.	
5.5	Complete Inter Municipal Development Plans and Inter-Municipal Collaboration Frameworks with neighboring municipalities as required by the MGA	Review and adopt templates Review and update mutual aid agreements Review regional service agreements Complete IDPs and ICFs with neighbors Pass Bylaws for each ICF	Planning & Development	Provide direction. Adopt agreements Participate in public hearings Adopt bylaws.	Q1 2020	Resourced internally with contract support.	Hired consultant to assist with completion.
5.6	Integrate Gadsby into County's Land Use Bylaws	Public Consultations Update Bylaw	Planning & Development	Participate in consultations. Amend Bylaw. Budget.	Q4 2020	Contract support.	
5.7	Adopt plan for use of Buffalo Lake Municipal Reserve Funds	Policy Committee Reviews BLMR Policy Coordinate engagement with BL Community Associations Develop plan	Planning & Development & Municipal Services	Adopt plan.	Q1 2020	Resourced internally	Met with Community Association Stakeholders in Summer 2019. Further consultation required after consideration at Policy Committee.
5.8	Develop and adopt a calendar on when statutory plans will be reviewed.	Review current documents Add in IDPs and ICFs Create schedule for reviews Forward schedule to all departments and track progress	Planning & Development	Review plan as presented.	Q4 2020	Resourced internally	LUB amendments presented to Council in November and a further amendment is being considered now. Proposed amendments to the BLSSIDP currently requested. Minor review of BLIDP has just begun.
Operational Excellence							
6.1	Council adopts an asset management/capital equipment plan.	Engage external consulting support Develop inventory of assets Develop criteria for asset assessments Consultant provides report Council adopts plan	Corporate Services and Administration	Adopt report. Budget	Q3 2020	Grant funding received.	Continuing to collect data.

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6.2	County updates service agreements with villages.	Identify agreements Review service agreements Meet with villages - establish new agreements Update agreements Adopt agreements	Administration and Planning & Development	Provide support and direction. Adopt agreements.	Q2 2020	Resourced internally	Consultants working on data conversion and preparing to compile report.
6.3	Provide expanded communications and information to citizens and neighbors with a focus on 'the County lens': Tax cuts; levels of responsibility; where tax dollars come from and go; oil and gas revenue and losses; school tax requisitions; policing requisitions.	Develop opportunities Create communications plan and schedule Execute plan	Communications and Administration	Provide direction. Support plan with communication opportunities. Adopt plan.	Q1 2020	Resourced internally.	
6.4	Initiate post-project review process for major projects.	Research Develop Implement	Administration	Receive project reviews.	Q2 2020	Resourced internally.	
6.5	Develop and adopt policy to address recreation, sporting and cultural request for funding.	Research Develop policy with policy committee	Administration	Adopt Policy	Q2 2020	Resourced internally	
6.6	Establish a plan to provide direction future and timeline for the Donalda Fire Hall.	Research Develop	Administration	Adopt plan. Budget	Q4 2020	Resourced internally	