

# 2022-2025 Strategic Plan

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## Council & Governance

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1. Establish level of service and funding (mowing; dust abatement; plowing; water rates etc.)
2. Develop and expand opportunities with community partners in Economic Development & Tourism (Development Inventory; Community & Business Directory; Rural Internet Partnerships; Tourism **ONGOING**)
3. Develop a plan and establish a reserve for the future of the County's municipal needs and infrastructure.
4. Expand Positive Lobbying and Educational Efforts **ONGOING**
  - a. Provide opportunities for in-person engagement despite COVID restrictions.
5. Amend procedural bylaw and look at Council Scheduling and meeting efficiency.
6. Develop Lot Sales Strategy for Botha, Gadsby, Erskine lots. Encourage Development
7. Innovate ways to network and collaborate with other municipalities

## Public Works and Infrastructure

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1. Develop and adopt road philosophy (speed limits; gravel road maintenance and rejuvenation lifecycle; dust abated road maintenance lifecycle; paved road maintenance lifecycle; Service levels including lake access and RR 21-2) **ONGOING**
2. Organizational Structure (Area supervisors, cross training). Establish metric for grading level of service
3. Increase staffing levels to meet current service levels and to provide for overlap for identified retirements.
4. Adopt equipment replacement plan **PROGRESSING**
5. Council to provide direction for future of old PW yard site, after reclamation (\$100,000) has been completed. **PROGRESSING: RECLAMATION AND SALE OF SOME LAND**
6. Adopt a plan for the future of County Lands and continue testing for gravel **PROGRESSING – some testing complete.**
7. Complete and adopt Town/County Master Servicing Study
8. Establish a reserve for bridge-sized culverts/bridge replacements

## Corporate Services

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1. County conducts a Reserve analysis and Council adopts a policy on reserve levels **PROGRESSING/Analysis Complete**

2. County continues digitization of vault documents. **ONGOING**
3. Plans and policy for future of recreational funding and recreation reserves are adopted by Council. (Quantification of facility use; Plan for infrastructure; Delegate distribution of funds to Rec Board) **PROGRESSING (with Regional Rec Board)**
4. A plan is formalized outlining County's aging infrastructure (Halls, Rinks) for Council to adopt.
5. Policy on emergency funding.
6. Establish staffing levels, cross training opportunities and future retirements and needs.

## **Municipal Services**

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1. Council identifies waterline expansion plan and water servicing policy. **PROGRESSING**
2. Identify water infrastructure repairs and replacement schedule for adoption. **IN PROGRESS/ (Byemoor complete)**
3. Establish Reserve Fund for waterline maintenance
4. Establish staffing levels, consider seasonal staffing for utilities and prepare for retirements
5. Create waterline priority installation map based on available funding.
6. Prepare and plan annual Emergency Management tabletop exercises and a full-scale exercise for 2023/2024. Enhance staff training opportunities.

## **Planning Services**

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1. Adopt plan for use of Buffalo Lake Municipal Reserve Funds. **PROGRESSING**
2. Develop and adopt a calendar on when statutory plans will be reviewed (Budget dependant). **PROGRESSING**
3. Continue to seek relaxation of Erskine Landfill setbacks. **PROGRESSING**
4. Update Land Use Bylaw.
5. Streamline development permit and subdivision applications to simplify the process and establish clearer expectations.
6. Identify Marina and Beach improvements/development at Rochon Sands Heights.
7. Establish community mapping project.

## **Fire**

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1. Propose Fire Commission to Town, Villages and Summer Villages.
2. Financial Operation Review – establish equipment priorities and levels of service.
3. Donalda Fire Hall and Equipment: Plan to Close.
4. Buffalo Lake South Shore Firefighting

5. Long Range Reserve Contributions
6. Attraction and Retention (youth partnerships/daytime only crews)

## **Agricultural Services**

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1. Level of Service evaluation (fence line spraying, meet download from province).
2. Gravel Pit Weed Control
3. PAWC Program (continue or expand)
4. Expand audience for Workshops (attend community events; auction mart etc)
5. Support Community Parks/Paths
6. Upgrade rental fleet with technology
7. Establish staffing level to support current service levels and increase if service levels are increased.

## **Operational Excellence**

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1. County updates service agreements with villages.
2. Initiate post-project review process for major projects.
3. Tighten enforceability of bylaws, commit to enforcement. **ONGOING**
4. Establish user fees.
5. Establish staffing levels – consider extra staff to support current service levels; continue cross training for efficiencies and business continuity.
6. Reduce injuries and illnesses – goal is zero accidents and injuries.