

SMOKY LAKE COUNTY



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| Title: Smoky Lake County Strategic Plan 2015-2017 | | Policy No: 38-02 |
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| Legislative Reference: | Alberta Provincial Statutes |
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| Purpose: | The Strategic Plan is the principle guiding document for governance, community development and service delivery throughout the County to remain responsive to the needs of all our citizens and stakeholders today and for the future. |
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Policy Statement and Guidelines:

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| <p>1. PREAMBLE:</p> <p>1.1 Strategic Planning is a process through which Council determines the municipality's long-term vision of what we would like to see in place for the future and developing goals for achieving opportunities and issues that currently exist.</p> <p>1.2 The Strategic Plan is the Road Map of where the County needs to go and the Strategic Priorities Process, as reference in <i>Policy Statement No. 01-43: Strategic Priorities</i> is the vehicle to take us there.</p> <p>1.3 Smoky Lake County remains committed to the mission, guiding values and goals as identified in the Strategic Plan; and through this commitment, we believe we can make Smoky Lake County a safe and vibrant community to live, work, and play.</p> <p>2. MISSION STATEMENT:</p> <p>Smoky Lake County strives for excellence in the provision of transparent and fiscally responsible governance and government services to local residents.</p> <p>3. GUIDELINES:</p> <p>3.1 The Strategic Plan as per <i>Schedule "A": Strategic Plan 2015-2017</i> serves as the foundation on which the County's work plans and annual budgets are developed.</p> <p style="text-align: center;">Strategic Plan 2015 – 2017 shall be an exhibit to this policy.</p> <p>3.2 The Plan is a "living document" and therefore amendments or updates may be required to ensure that it remains consistent with the current needs of the community.</p> |
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Policy Statement and Guidelines:

3.3 Strategic Plan - **Core Strategy Areas:**

The County recognizes that achieving success in these Five Core Strategy Areas is fundamental to providing sustainable economic development, socially responsible governance and sound environmental stewardship throughout the region. This Strategic Plan therefore addresses Integrated Community Sustainability Plan (ICSP) and links our ongoing Strategic Priorities to these strategy areas.

- Governance
- Social Services, Arts and Culture
- Economic Development
- Physical Environment
- Built Environment

3.4 Strategic Plan ensures that strategies and goals are aligned with community and Council needs through setting Strategic Priorities as outlined in **Policy Statement No. 01-43: Strategic Priorities** that defines a framework for identifying and prioritizing Strategic Priorities.

4. IMPLEMENTATION:

- 4.1 The Smoky Lake County Strategic Plan will be implemented through the establishment of Smoky Lake County Strategic Priorities.
- 4.2 County Council and Administration will consider of the Strategic Plan goals and follow the Strategic priorities when creating budgets and work plans.
- 4.3 County Council and Administration will review and evaluate this plan following each Election Term, normally in the Month of August at a **County Council Strategic Plan Meeting**” to ensure it remains consistent with our current needs and goals. Updates and amendments may be considered at this time if deemed necessary by Council, by resolution, and monitored as per **Schedule “B”: Strategic Plan Goal Achievement Summary**.

5. REPORTING:


5.1 The Strategic Plan **“Goals”**, as per **Schedule “B”: Strategic Plan Goal Achievement Summary**, as the tracking tool to monitor and measure the Plan’s success of each current year stated, will be provided as useful information to assist the decision-making process at the County’s annual budget deliberations, since the strategic direction and goals should drive funding decisions.


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| Policy Statement and Guidelines: | |
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| 5.2 | The Strategic Plan Goal Achievement Summary , will serve as the document for reporting that will identify the date and the “ NOW ” and “ NEXT ” Strategic Priorities of Council that have been completed. Strategic Plan Goal Achievement Summary can be reported to the community on progress in achieving the strategies and goals of the Strategic Plan; and shall be adopted by County Council at its County Council Strategic Plan Meeting by resolution. |
| 5.2.1 | A clear linkage will exist in the alignment of the Smoky Lake County Strategic Plan and Strategic Priorities to identify annually the work done by Council and Administration to communicate to the citizens and stakeholders throughout the County. |
| 5.3 | <u>Release:</u> |
| 5.3.1 | To assist with communication of the Strategic Plan, following Council’s adoption, the Summary report will be released to the public via the County’s website (www.smokylakecounty.ab.ca). Hard copies can be made available upon request. |

| | Date | Resolution Number |
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| Approved | September 27, 2012 | # 838-12 - Page # 10186 |
| Approved | August 20, 2015 | # 860-15 - Page # 11888 |
| Amended | | |
| Amended | | |
| Amended | | |

SCHEDULE “B”

|  STRATEGIC PLAN GOAL ACHIEVEMENT SUMMARY | | 2015 | 2016 | 2017 | |
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| 1.0 GOVERNANCE | 1.1 Municipal Service Delivery | The County provides high quality services to residents in a cost effective manner. | | | |
| | 1.2 Human Resources | Ensure that the County has fair and equitable human resources policies and practices. | | | |
| | 1.3 Communications, Marketing & Partnerships | The County’s communications strategy and practices foster new relationships and strengthen existing relationships with regional, provincial and federal partners. | | | |
| | 1.4 Land Management | Planning and land development policies and regulations are streamlined for efficiency and regionally focused to encourage sustainable development within the region. | | | |
| | 1.5 Financial Resources | Smoky Lake County is fiscally responsible and financially sustainable. | | | |
| 2.0 SOCIAL SERVICES, ARTS & CULTURE | 2.1 F.C.S.S. | The diverse range of housing opportunities, community groups and organizations within the County contribute to the community’s vibrancy and provide opportunities for residents to thrive within the County during every phase of their lives. | | | |
| | 2.2 Protective Services and Fire Services | Protective Services and Fire Services within the County provide high level service to the region as a result of excellent management, funding and recruitment practices and commitment from volunteers. | | | |
| | 2.3 Parks & Recreation | The County’s parks and recreation areas are well utilized assets that contribute to the high quality of life experienced by County residents and to the prosperity of the region. | | | |
| | 2.4 Heritage Resources | The County recognizes heritage resources as a valuable asset and works collaboratively with community, provincial, and federal partners to promote and maintain heritage assets throughout the County. | | | |
| 3.0 ECONOMIC DEVELOPMENT | 3.1 Retention | The vibrancy and quality of life enjoyed by County residents is directly impacted by the success of local businesses. Local businesses within the County provide residents with diverse services and prosper as a result of the County’s commitment to assisting businesses in all aspects of business development and promotion. | | | |
| | 3.2 Attraction | The County’s collaborative relationships with local/regional partners and development ready attitude to new businesses support sustainable economic growth throughout the Smoky Lake Region; and Council remains open to considering incentives to assist with the attraction of new businesses. | | | |
| | 3.3 Expansion | Smoky Lake County aggressively promotes its natural competitive advantage(s) across Northern Alberta to increase awareness and promote the range of business and industrial development and expansion opportunities within the County. | | | |
| | 3.4 Growth Management | The County recognizes that sustainable growth management is directly linked to fiscally responsible and forward thinking infrastructure management. The County values, invests in and maintains public infrastructure to provide a consistent, high level of service, to be development ready, and ensure that new development will not adversely affect service provision to the existing community. | | | |
| | 3.5 Tourism | High-quality recreation and tourism areas and trail networks within the County support active lifestyles for residents and draw tourists to the region. The Smoky Lake Region’s natural assets (lakes, rivers and parks), rich cultural and heritage resources as well as inviting local businesses make the Smoky Lake Region an exciting and welcoming destination for visitors. | | | |

|  STRATEGIC PLAN GOAL ACHIEVEMENT SUMMARY | | 2015 | 2016 | 2017 | |
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| 4.0 PHYSICAL ENVIRONMENT | 4.1 Ground & Surface Water | Smoky Lake County recognizes that the future sustainability of the region is depended, in part, on the long term health of ground and surface water resources. Ground and surface water management practices within the County are adaptive and multi-generational in scope in order to ensure the continued ecological integrity and resilience of water resources throughout the region. | | | |
| | 4.2 Ecosystem Health | The County's recognizes that the success of the region is intrinsically related to the health and integrity of ecosystems within the County. The ecosystem approach embraced by the County to manage land use and development increases the long term livability, viability and sustainability of the County. | | | |
| | 4.3 Working Landscapes | The County's most enduring resource is its working landscapes; the agricultural, forestry and resource lands which generate approximately one-third of all employment for county residents. Working landscapes within the County are carefully and equitably managed to retain their integrity and value for the benefit of future generations and to ensure continued economic growth. | | | |
| 5.0 BUILT ENVIRONMENT | 5.1 Roads, Sewage Disposal & Stormwater Mgmt. | Smoky Lake County continues to maintain high quality, cost effective roadways, sewage disposal systems, stormwater management practices and infrastructure systems throughout the County. | | | |
| | 5.2 Potable Water | The County and regional partners supply high quality potable water to County residents directly or through designated water fill stations. | | | |
| | 5.3 Hamlet Infrastructure | The hamlet areas within the County are vibrant places to live with high quality infrastructure and amenity areas, which ensure that these areas are development ready and support a high quality of life. | | | |
| | 5.4 Gas Utility | The County's Gas Utility is successful and expanding. The gas utility provides residents and the region with an excellent, reliable gas service and the County with a stable source of revenue. | | | |
| | 5.5 Telecommunications | 4G Broadband internet and wireless telecommunication access is available to an expanding area within the County which enables efficient and reliable telecommunication opportunities for emergency service providers, residents and businesses that operate within the County. | | | |

An accountability framework exists to monitor and report on the progress in achieving the strategies and goals of the Strategic Plan.