

# Smoky Lake County



## Strategic Plan 2015-2017



**Policy 01-38-02  
SCHEDULE "A"**



# STRATEGIC PLAN 2015 - 2017

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## INTRODUCTION

Smoky Lake County Strategic plan provides a sense of stability for Council, Administration, County residents, businesses and organizations. By setting a long term vision and defining the path to get there, the Plan focuses County efforts and investments to not only meet the needs of current and future residents but to strive through innovation and strong leadership to exceed local expectations and provide the community with governance and local government services that instill pride of place in all County residents.

This Strategic Plan, which also functions as the County's Sustainability Plan, identifies Five Core Strategy Areas:

- 1.0 Governance
- 2.0 Social Services, Arts & Culture
- 3.0 Economic Development
- 4.0 Physical Environment
- 5.0 Built Environment

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.

## MISSION STATEMENT:

Smoky Lake County strives for excellence in the provision of transparent and fiscally responsible governance and government services to local residents.

## GUIDING VALUES:

- ❖ To provide *high quality, cost effective services* and *facilities* to area residents in a timely manner.
- ❖ To provide *fair* and *equitable* governance.
- ❖ To develop and maintain *vibrant* and *sustainable communities*.
- ❖ To encourage *economic growth* through sound planning and the consistent provision of transparent and efficient government services.
- ❖ To be *accessible*.
- ❖ To be *accountable*.
- ❖ To *advocate* to higher levels of government on behalf of residents and tax payers.



County **Public Works Shop** located at 5004-50 Street in the Town of Smoky Lake.



**Administration Office** located at 4612 McDougall Drive in the Town of Smoky Lake.



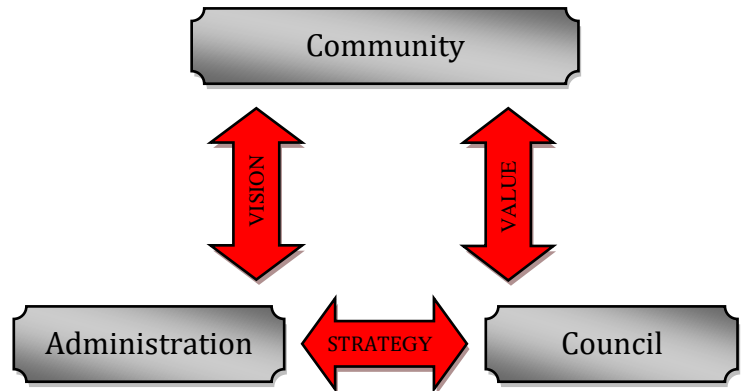
## OUR STRATEGIC PLANNING TEAM

### COUNCIL

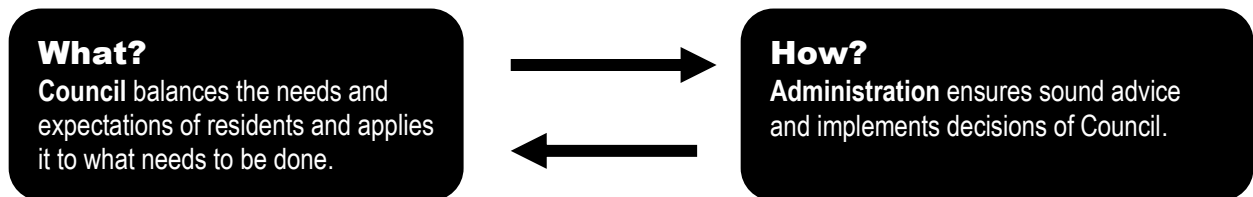
Deputy Reeve Dareld Cholak, Division 1  
Reeve Ron Bobocel, Division 2  
Councillor Craig Lukinuk, Division 3  
Councillor Cary Smigerowsky, Division 4  
Councillor Randy Orichowski, Division 5

### ADMINISTRATION

Cory Ollikka, Chief Administrative Officer  
Lydia Cielin, Assistant Chief Administrative Officer  
Brenda Adamson, Finance Manager  
Aline Brousseau, Planning and Development Manager  
Doug Ponich, Public Works Manager  
Bob Novosiwsky, Road Foreman  
Dave Kully, Shop Foreman  
Dave Franchuk, Environmental Operations Manager  
Tory Dey, Agricultural Fieldman  
Scott Franchuk, Fire Chief  
Ed English, Peace Officer/Deputy Fire Chief & Recreation Manager  
Trevor Tychkowsky, Safety Officer & Director of Emergency Management  
John Malysh, Natural Gas Manager  
Paul Miranda, GIS/Communication Director



## IMPLEMENTATION PROCESS



- ★ Our Strategic Planning process ensures that strategies and goals are aligned with community and Council needs through setting Strategic Priorities as outlined in **Policy Statement No. 01-43** that defines a framework for identifying and prioritizing Strategic Priorities as likely the key element of the Strategic Plan.
- ★ Smoky Lake County Strategic Plan and Strategic Priorities build on the work done by Council and Administration and involve stakeholders throughout the County to address future challenges today while remaining transparent and fiscally responsible in governance and government services.

## **CORE STRATEGIES SUMMARY**

### **1.0 GOVERNANCE**

- 1.1 Municipal Service Delivery
- 1.2 Human Resources
- 1.3 Communications, Marketing & Partnerships
- 1.4 Land Management
- 1.5 Financial Resources

### **2.0 SOCIAL SERVICES, ARTS & CULTURE**

- 2.1 Family and Community Support Services
- 2.2 Protective Services and Fire Services
- 2.3 Parks and Recreation
- 2.4 Heritage Resources

### **3.0 ECONOMIC DEVELOPMENT**

- 3.1 Retention
- 3.2 Attraction
- 3.3 Expansion
- 3.4 Growth Management
- 3.5 Tourism

### **4.0 PHYSICAL ENVIRONMENT**

- 4.1 Ground & Surface Water
- 4.2 Ecosystem health
- 4.3 Working Landscapes

### **5.0 BUILT ENVIRONMENT**

- 5.1 Roads, Sewage Disposal & Stormwater Management
- 5.2 Potable Water
- 5.3 Hamlet Infrastructure
- 5.4 Gas Utility
- 5.5 Telecommunications



## **STRATEGY 1: GOVERNANCE**

Good governance is essential to realizing the County's strategic planning goals. Relationships built, decisions made, and actions taken by Council and Administration affect whether or not the County is an economically, socially, and environmentally sustainable community.

Governance, (not to be confused with government), refers to the environment and institutions in which the government functions as well as the County's relationships with stakeholders and the broader community. As the County moves forward it will be important to build on a strong governance base that has been established to increase the County's capacity to foster sustainable development through transparent and responsible governance practices.

### **1.1 MUNICIPAL SERVICE DELIVERY**

#### **Goal**

**The County provides high quality services to residents in a cost effective manner.**

### **1.2 HUMAN RESOURCES**

#### **Goal**

**Ensure that the County has fair and equitable human resources policies and practices.**

### **1.3 COMMUNICATIONS, MARKETING & PARTNERSHIPS**

#### **Goal**

**The County's communications strategy and practices foster new relationships and strengthen existing relationships with regional, provincial and federal partners.**

### **1.4 LAND MANAGEMENT**

#### **Goal**

**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**

#### **Goal**

**Smoky Lake County is fiscally responsible and financially sustainable.**

## **STRATEGY 2: SOCIAL SERVICES, ARTS & CULTURE**

Social assets of a community such as social services, arts and culture are often described as a community's soft infrastructure systems. They refer to family and community services, protective services, parks and recreation as well as heritage resources.

These systems and factors increase the quality of life for all community members and strongly influence the attractiveness of the County as a place to live, work and play.

### **2.1 FAMILY AND COMMUNITY SUPPORT SERVICES**

#### **Goal**

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**

#### **Goal**

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 AND RECREATION**

#### **Goal**

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 RESOURCE**

#### **Goal**

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.

## **STRATEGY 3: ECONOMIC DEVELOPMENT**

As the costs of living, operating a business and providing municipal services increase, the County will need to identify priority spending areas in order to balance community needs. Essential to the County's long-term financial sustainability and affordability is the ability to expand the tax base and achieve a reasonable balance between residential and commercial/ industrial tax assessments. The benefits of such a strategy are two-fold:

1. providing additional municipal revenue; and
2. creating local employment opportunities.

Building on these benefits, being innovative and remaining competitive in the regional economy – both at the regional and municipal level – will be central to County's success in attracting new development and supporting existing businesses. The County's economic development strategy includes strategies for: retention, attraction, expansion, growth management and tourism.

### **3.1 RETENTION**

#### **Goal**

**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**

#### **Goal**

**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**

#### **Goal**

**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 and across the Smoky Lake Region.**

### **3.4 GROWTH MANAGEMENT**

#### **Goal**

**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. Ensure that new development will not adversely affect service provision to the existing community.**

### **3.5 TOURISM**

#### **Goal**

**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.**



## **STRATEGY 4: PHYSICAL ENVIRONMENT**

Sound environmental management is one of the cornerstones of this Strategic Plan. The County is committed to ensure that future actions do not generate a net loss to the environmental integrity of the community or larger region. Smoky Lake County recognizes that sound environmental management will contribute to the success of all of the County's strategic planning initiatives. This section identifies and highlights objectives within the following strategic areas: ground and surface water, ecosystem health and working landscapes.

### **4.1 GROUND & SURFACE WATER**

#### **Goal**

Smoky Lake County recognizes that the future sustainability of the region is dependent, 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**

#### **Goal**

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**

#### **Goal**

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.

## **STRATEGY 5: BUILT ENVIRONMENT**

The built environment often describes most of the layout and feel of a community. The built environment in Smoky Lake County encompasses those aspects generally referred to as a community's hard infrastructure such as roads and stormwater management, potable water, hamlet infrastructure, the County's gas utility and telecommunications infrastructure.

### **5.1 ROADS, SEWAGE DISPOSAL & STORMWATER MANAGEMENT**

#### **Goal**

**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**

#### **Goal**

**The County and regional partners supply high quality potable water to County residents through the municipal distribution system where possible and from County operated water fill stations.**

### **5.3 HAMLET INFRASTRUCTURE**

#### **Goal**

**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**

#### **Goal**

**The County's Gas Utility is successful and expanding. The gas utility provides residents and the Smoky Lake region with an excellent, reliable gas service and the County with a stable source of revenue.**

### **5.5 TELECOMMUNICATIONS**

#### **Goal**

**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.**



# GENERAL INQUIRIES



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Twitter: @SmokyLakeCounty

