

SMOKY LAKE COUNTY



Title: Strategic Priorities Process		Policy No: 43-01
Section: 01	Code: P-I	Page No.: 1 of 21 E

Legislative Reference:	Alberta Provincial Statutes
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Purpose:	To provide a process for establishing the ongoing, strategic priorities for Smoky Lake County.
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Policy Statement and Guidelines:

1. STATEMENT:

- 1.1 Strategic Planning is an ongoing process that defines Smoky Lake County's direction and goals. The Strategic Priorities Chart established the NOW, NEXT, and LATER priorities that will move the organization towards the goals of the County's Strategic Plan, as reference in ***Policy Statement No. 01-38: Strategic Plan.***

2. DEFINITIONS:

- 2.1 **Strategic Planning:** is a process to define an organization's direction, determine long range planning goals and guide decision-making. The Strategic Plan is the organization's Road Map of where the County needs to go.
- 2.2 **Strategic Priority Setting:** is the vehicle to reach the destination. It is the tool to narrow the array of choices facing a local government amidst limited resources.
- 2.3 **Priority Setting Workshop:** Facilitated workshop session held with Council and Management to determine specific priorities for Council attention NOW as well as NEXT and LATER. Full review of strategic planning and priorities will take place after Council Orientation following each general Election.

3. OBJECTIVES:

- 3.1 The ongoing process of setting the Strategic Priorities for Smoky Lake County will incorporate the following components:
 - 3.1.1 The County's **Mission Statement.**
 - 3.1.2 Identification of **Issues and Opportunities** and Organizational **Capacity.**
 - 3.1.3 Identification of Strategic **Possibilities.**
 - 3.1.4 Active engagement in the process at the Management and Council levels of the organization.
 - 3.1.5 Be in alignment with the Mission, Guiding Values and Goals of the Strategic Plan, as identified in ***Policy Statement No. 01-38: Strategic Plan.***
- 3.2 To build a one-page document that clarifies Council and Management priorities.

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Policy Statement and Guidelines:

4. GUIDELINES:

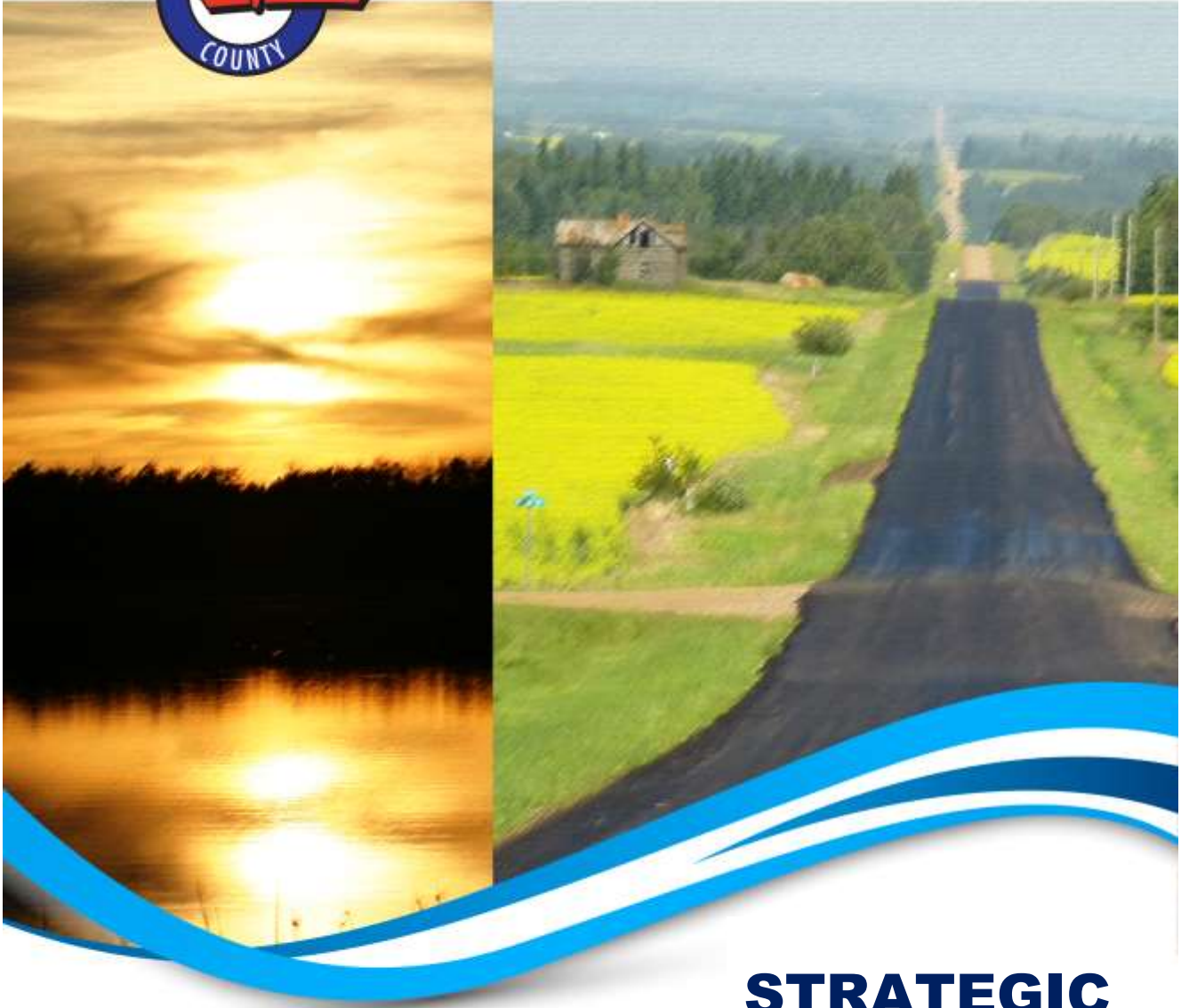
- 4.1 The Strategic Priorities first established in Year 2014 as per **Schedule "A": Strategic Priorities 2014** and **Schedule "B": Strategic Priorities Chart** serves as the foundation on which the County's future Charts will be developed.
- 4.2 Council should meet with Management annually to perform a **Vision Check-Up** and review of the emerging issues and opportunities, normally in August.
- 4.2.1 A Vision Check-up shall be performed by reviewing the previous year and updating the expectations, what works well, and the areas that need attention. This ensures that new priorities will be set based on a common understanding of the current environment.
- 4.2.2 The listing of issues and opportunities shall be reviewed and updated. Any changes to the list shall be tracked by resolution.
- 4.2.3 The Strategic Topics list shall be reviewed and updated if necessary. If the listing of issues and opportunities changes substantially, the list of Strategic Topics may need to be recreated.
- 4.3 The strategic priorities shall be updated using a four-step process, the Solution Seeking Model, as suggested by Dr. Gordon McIntosh of the Local Government Leadership Institute, and a Strategic Priorities Chart then created as follows:
- 4.3.1 **Step 1:** Define the topic by identifying the related issues or opportunities, existing information, and the key question to focus on.
- 4.3.2 **Step 2:** Identify the desired outcomes and the single key result expected.
- 4.3.3 **Step 3:** Develop possible options and evaluate them based on the following:
- Reality check – is success likely or unlikely?
 - Urgency check – is the issue urgent or not as urgent?
 - Responsibility – does the issue fall under political or administration responsibility?
- 4.3.4 **Step 4:** Develop an action plan based on organizational capacity. The next key step in the action plan becomes the priority to be placed on the chart.
- 4.3.4.1 The revised Strategic Priorities Chart shall clarify what are "now" priorities and what are the "next" priorities.
- 4.3.4.2 The revised Strategic Priorities Chart shall be adopted by County Council by resolution.

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Policy Statement and Guidelines:	
<p>4.4 The Chart is a “living document” and therefore amendments or updates may be required from time to time throughout the year.</p> <p>4.4.1 Changes in operational priorities will be communicated to Council at either strategic planning meetings or regular Council meetings.</p> <p>4.4.2 Changes in Councils’ priorities can be made at strategic planning meetings or Council meetings using the Solution Seeking Model required in <i>Section 4.3</i>.</p> <p>5 REPORTING:</p> <p>5.1 The Strategic Priorities Chart will be included in all regular County Council Meeting agenda and will be used as a reminder of the current County Priorities.</p> <p>5.2 A meeting shall be held quarterly (April, July, October, and January) to communicate and update the status of all priorities.</p> <p>5.2.1 Managers will utilize Schedule “C”: Strategic Priorities Workplan - Template to plan and report to the CAO the status of each priority.</p> <p>5.2.2 Schedule “D”: Strategic Priorities Update will serve as the tracking tool to communicate success and shall be adopted by County Council at its Council Strategic Plan Meeting by resolution.</p> <p>5.3 The adopted Strategic Priorities Chart shall be released to the public via the County’s website (www.smokylakecounty.ab.ca). Hard copies will be made available upon request.</p> <p>5.4 Policy Statement No. 01-38: Strategic Plan - Schedule “B”: Strategic Plan Goal Achievement Summary will be used posted on the County’s website (www.smokylakecounty.ab.ca) annually to highlight the alignment of goals and achieved priorities.</p>	

	Date	Resolution Number
Approved	August 20, 2015	#861-15 - Page #11889
Approved		
Amended		
Amended		
Amended		

SCHEDULE "A"



**STRATEGIC
PRIORITIES**

2014

Context

Introduction

Strategic Planning is a process to define an organization's direction, determine long range planning goals and guide decision-making. Most strategic plans address high level initiatives and overarching goals. Metaphorically, a strategic plan is an organizational roadmap.

If strategic planning is the roadmap, **Strategic Priority Setting** is the vehicle to reach the destination. In fact, it is a tool to narrow the array of choices facing a local government amidst limited resources.

To assist Council in this process, Smoky Lake County enlisted the Services of Dr. Gordon McIntosh of the Local Government Leadership Institute of facilitate a **Priority Setting Workshop**. The outcomes of these March 2014 sessions resulted in specific priorities for Council attention NOW as well as NEXT and LATER as resources become available.

The purpose of this report is two-fold:

- To document the process as a reminder of how Council's strategic priorities were identified. Knowledge of the steps and tools used allow Council and Administration to replicate the process thereby keeping strategic priorities current and relevant.
- To document outcomes from the session providing Council with a synopsis of strategic priorities and operational action items along with a detailed work plan to allow for successful follow-up action.

The graphic below illustrate the ever flowing cycle of strategic priority setting. The process and products are documented in the following pages of the report.



Smoky Lake

Smoky Lake is a municipal district located 120 km northeast of Edmonton. The land area of the County covers 3412.81 km². A growing population makes its home in Smoky Lake – 3,910 people (2011 Census) up 16.5% from the 2006 Census. These figures include the Metis communities of Buffalo Lake and Kikino.

The County's economy focuses on oil and gas, agriculture, and recreational tourism.

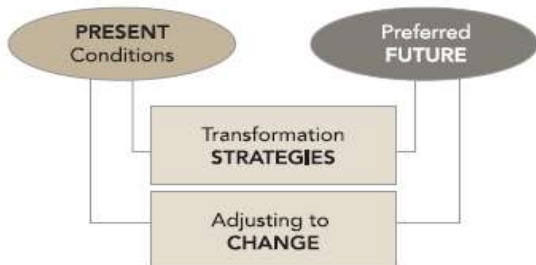
Smoky Lake is served by a five member council, representing five divisions of the County. Each councillor is elected to a four year term. The current Council was elected in October of 2013.

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

Source: Smoky Lake County Website

Process

Strategic Leadership Model



The priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is defined and the community vision is revisited. The next step is looking at the community's present conditions by highlighting the current issues and discussing opportunities facing Smoky Lake County.

It is the transformation stage where the gap between vision and reality is closed by defining achievable actions and setting priorities. Strategic priority setting steps involve identifying actions, developing strategies and making choices consistent with the County's mandate and available resources.

A final critically important element of the process is adjusting to change. Strategic priorities need to be regularly monitored and adapted to changing external conditions and organization capacity. Once priorities are completed, new ones can take their place. As well, policies and systems must be aligned for successful implementation of strategies.

Vision Check-up

To begin the workshop process, participants discussed what success would look like for Smoky Lake County using five distinct areas of a sustainable community – Economy, Environment, Infrastructure, Social and Governance factors. The framework creates a Vision Checklist that articulates measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; tangible outputs that are produced such as services and programs delivered to the community.

During the workshop, the checklist was used as a tool to conduct a **Vision Check-up** 'what is working well' (factors that ought to be strengthened) and 'areas for attention' (factors that should be addressed).

Council can utilize this tool to monitor and assess the health and progress of the organization – either internally with staff or externally through public consultation processes. Involving stakeholders allows Council to understand community perspectives from residents, businesses and partners. It causes Council and the organization to think about the big picture, not just recent issues, consider external, not just internal interests, and define measures of success for future analysis of strategic directions and priorities.

A Vision Check-up can be conducted annually as part of Council's Priority Setting process.

VISION CHECK-UP		March 2014
EXPECTATIONS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>ENVIRONMENT</p> <p>Human Environment Community Aesthetics Natural Area Protection Environmental Quality</p> <p>Alternative Energy Clean Air Recycling and Reuse Good Water / Clean Lakes North Saskatchewan Watershed Protection</p>	<ul style="list-style-type: none"> ▪ Solar energy promotion ▪ Regional water line ▪ Regional waste management ▪ Oil recycling program ▪ Tire marshaling ▪ Lake Area Structure Plans ▪ Water well information ▪ Weed control 	<ul style="list-style-type: none"> ▪ Reduce carbon footprint ▪ Regional water distribution ▪ Area Structure Plan completion ▪ Environmental promotion ▪ Agricultural recycling (grain bags / twine)
<p>ECONOMY</p> <p>Job Creation Business Retention Business Growth Business Attraction Community Image Community Sustainability</p> <p>Infrastructure Maintenance Infrastructure Enhancements New Investment Value Added - Agriculture Urban Retail Development Quality Hospitals / Schools Residential Development Population Growth</p>	<ul style="list-style-type: none"> ▪ Strong agricultural sector ▪ Excellent road system ▪ Telecommunication ▪ Industrial planning ▪ Tourism opportunities ▪ Hospital / Dr. retention 	<ul style="list-style-type: none"> ▪ Retain labour pool ▪ Diversify agricultural sector ▪ Diversify economic base ▪ Assist rural based businesses ▪ Economic Development Strategy
<p>INFRASTRUCTURE</p> <p>Transportation Utilities Facilities Community Systems Service Delivery</p> <p>Reliable / Safe Roads & Utilities Recreation Facilities Waste Management Up to Date Tools Senior Housing Iron Horse Trail - Rail</p>	<ul style="list-style-type: none"> ▪ Road maintenance ▪ County owned gas system ▪ Regional water ▪ Equipment / tools ▪ Excellent staff ▪ Telecommunications 	<ul style="list-style-type: none"> ▪ Expand recreation programs ▪ Improve internet ▪ GIS ▪ Rail Access ▪ Bridges

VISION CHECK-UP		March 2014
EXPECTATIONS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>SOCIAL</p> <p>Arts & Culture Support Network Citizen & Property Safety Healthy Lifestyles Health Services Access Sense of Heritage</p> <p>Community Participation Safety Recreation Opportunities Communication Tourism</p>	<ul style="list-style-type: none"> ▪ Internet services ▪ Protective Services ▪ Rural Crime Watch ▪ Education programming ▪ Community business support 	<ul style="list-style-type: none"> ▪ Rural / urban divide ▪ Volunteer recruitment ▪ Recreation facility maintenance ▪ Seniors services
<p>GOVERNANCE</p> <p>Good Policies Strategic Role Agency</p>	<ul style="list-style-type: none"> ▪ Not discussed 	<ul style="list-style-type: none"> ▪ Not discussed

Issues and Opportunities

Before designing a building, architects survey the landscape – then they bring the client’s vision into existence. Following this notion, by surveying the landscape of the community, Council is better prepared to address public expectations and needs. The end result is key strategic topics to be addressed in the priority setting process.

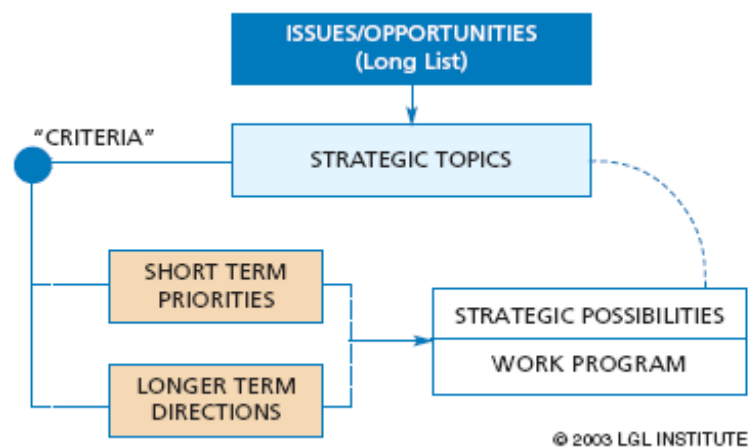
During the March workshop, Council identified a list of current and emerging issues and opportunities facing Smoky Lake County.

LONG LIST					
“C” indicates Council scoring. “S” indicates staff scoring.					
ISSUES / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Partnership Potential - Collaboration	-	1	Hanmore Lake Development	-	6
Economic Development	-	19	Smoky Lake Golf Course Expansion	5	6
Industry Ready Site	30	29	Infrastructure Funding – Bridges	13	10
Recreation Facility Expansion	1	40	Hamlet land Expansion – Growth	-	3
Sharing Services	-	40	Population Growth	4	2
Reduce Red Tape	9	2	Equipment – Safety, Efficiency	-	18
Salt Shed Construction	1	10	Emergency Services – Volunteers	6	9
Shop Yard Expansion	-	15	Value for Money	4	15
Industrial Tax Base	6	26	River Crossings	-	7
Hospital Emergency – Maintenance	-	19	Staff Capacity	14	42
Human Resource Policy	-	7	Emergency Preparedness	4	13
Protective Services Building	7	8	Land Use Bylaw – Update	5	7
Time Efficiency	-	2	Crime Prevention Awareness	-	-
County Promotion – Branding	11	12	Alternate to Asphalt	9	15
Community Support	-	7	Regionalization of Protective Services	2	15
Heritage Restoration – Buildings/Sites	-	1	Rural Business base	1	14
Family / School Liaison Support	2	-	Residential Growth	7	8
Improve Policing	2	6	Cost Sharing	-	4
Diversified Agriculture	15	26	Utility Expansion / Upgrade	2	8
Community Volunteer Retention	-	9	Rail capacity	-	2
Utility Upgrading	-	7	Seniors Housing	22	1
Healthcare Access	-	58	Mower System Upgrade	-	-
Youth Programs	-	6	Amalgamation	12	19
Public Consultation	-	7	Public Safety Education	-	-

LONG LIST					
“C” indicates Council scoring. “S” indicates staff scoring.					
ISSUES / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Improving Internet Connectivity	7	14	Rebuilding Reserves	-	16
Town / Village Sustainability	-	34	Priority Planning for Future	-	4
Smoky Lake Cell at Landfill	1	4	Enhanced Data Collection	-	7
Tourism Promotion	13	9	Long Term Financial Plan	27	18
Road Base Stabilization Research	8	14	Watershed Protection	-	6
SME Exploration – Gravel	-	18	Cemetery – Long Term Planning	-	-
Strategic Planning Awareness	6	-	Revenue Sharing	-	-
Family Support Services	-	-	Records System	-	10
Fire Department Housing	-	-	Property Assessment Process Review	9	-
Website	-	8	Regional Strategic Plan	27	5
County Viability Study	-	4	Regional Economic Development	-	13
Trail Development	-	1			

This long list of items was scored with both Council and staff choosing their “top ten” items from the list. The facilitator extracted the overall top ranked items forming a short-list of issues and opportunities (see next page). Some items were ranked higher by Council or staff and some were common to both. The short list contains Council driven matters and staff-lead teams.

Issues and Opportunities to Priorities



SHORT LIST			
ISSUES / OPPORTUNITY	COUNCIL	STAFF	TOTAL
INDUSTRY READY SITE	30 (# 1)	29 (# 4)	59
Healthcare Access	-	58 (# 1)	58
STAFF CAPACITY	14 (# 7)	42 (# 2)	56
LONG TERM FINANCIAL PLAN	27 (# 2)	18 (# 8)	45
DIVERSIFIED AGRICULTURE	15 (# 5)	26 (# 5)	41
Sharing Services	-	40 (# 3)	40
REGIONAL STRATEGIC PLAN	27 (# 3)	5	32
INFRASTRUCTURE FUNDING	15 (# 6)	10	25
COUNTY PROMOTION	11 (# 10)	12 (# 10)	23
SENIORS HOUSING	22 (# 4)	1	23
TOURISM PROMOTION	13 (# 8)	9	22
AMALGAMATION	12 (# 9)	9	21
Economic Development	-	19 (# 6)	19
Hospital Retention	-	19 (# 7)	19
Regionalization of Protective Services	2	15 (# 9)	17
BOLD CAPITALS = Council / Staff COMMON ITEMS CAPITALS = COUNCIL ITEMS and Title Case = Staff lead items			

Strategic Topics

The Issue and Opportunity Short List was reviewed and discussed. From this discussion, Council developed a list of Strategic Topics, which became the focus of the priority setting process. The Strategic Topic list is not the same as the issue short list. There may be several items captured within one topic. Council agreed to explore the following strategic topics:

1. Industry Readiness
2. Diversified Agriculture
3. Infrastructure Funding
4. Tourism
5. Regional Strategy
6. Economic Development
7. Long Term Financial Plan
8. Health Services
9. Seniors Housing
10. Protective Services

Seeing the Possibilities

Moving towards something that is desirable, the possibilities are immense. To move from strategic topics to strategic priorities, a four-step process, the **Solution Seeking Model**, was utilized.



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected.

The solution seeking discussion generated enough information to consider the strategic topics as *strategic possibilities*. This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

- Policy – procedures that define mandate and roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviors
- Risk – tolerance for organization and legal exposure
- Human resources – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- Funding – available funding beyond day-to-day operations
- Scrutiny – level of visibility for organizational actions
- Demands – diverse requests from clients and the public
- Environment – conditions impacting the organization
- Support – legitimacy and trust among stakeholders

STRATEGIC POSSIBILITIES	
STRATEGIC TOPIC - DISPOSITION	ACTION
1. INDUSTRY READINESS (COUNCIL NOW PRIORITY) <i>Industrial Park Business Case</i>	<ul style="list-style-type: none"> • Develop business case for the servicing of industrial lots considering the benefits and risks associated with County or regional development. • Include promotion of industry in the Economic Development Strategy (see #6).
2. DIVERSIFIED AGRICULTURE (COUNCIL NEXT ITEM) <i>Agricultural Strategy</i>	<ul style="list-style-type: none"> • Work through Agricultural Services Board to host a stakeholder forum to recommend an Agricultural Strategy to Council.
3. INFRASTRUCTURE FUNDING (Operational item)	<ul style="list-style-type: none"> • Develop as part of the Long Term Financial Plan (see #7).
4. TOURISM (COUNCIL NEXT ITEM) <i>Strategy</i>	<ul style="list-style-type: none"> • Draft terms of reference for the development of a regional strategy to be considered through the 2015 budget process.
5. REGIONAL STRATEGY (COUNCIL NOW PRIORITY) <i>Regional Priority Session</i>	<ul style="list-style-type: none"> • Invite Urban partners to participate in a collaborative regional priority setting session to discuss opportunities for collaboration.
6. ECONOMIC DEVELOPMENT (COUNCIL NOW PRIORITY) <i>Economic Development Strategy</i>	<ul style="list-style-type: none"> • Develop Terms of Reference to undertake an economic development stakeholder's forum to develop economic development targets and strategies.
7. LONG TERM FINANCIAL PLAN (COUNCIL NEXT ITEMS) <i>3 year Budget</i> <i>Long Term Capital Plan</i>	<ul style="list-style-type: none"> • Develop operational and maintenance expectations and needs for a three year budget cycle. • Inventory current capital projects and define priorities for inclusion in a long term plan.
8. HEALTH SERVICES (COUNCIL ADVOCACY ITEM) <i>Hospital Retention</i> <i>Doctor Recruitment</i>	<ul style="list-style-type: none"> • Advocate to Alberta Health Services to keep the hospital open and well maintained. • Meet with Alberta Health Services re: doctor recruitment strategy.
9. SENIORS HOUSING (COUNCIL NOW ITEM) <i>Seniors Lodge</i>	<ul style="list-style-type: none"> • Request SLFS to undertake assessment to determine and support the need for the development of a new seniors lodge and assist them to seek provincial funding.
10. PROTECTIVE SERVICES (COUNCIL NOW ITEM) <i>Fire Services Strategy</i>	<ul style="list-style-type: none"> • Meet with Department Chiefs to assess needs to see how the County can support efforts to recruit and retain volunteers. • Meet with regional partners to determine the value of regionalization.

RESULTS

Strategic Priorities

Based on the number of topics, organizational capacity and the application of the reality, urgency and responsibility criteria, the strategic topics were translated into five **strategic priorities** to be addressed NOW, as documented in **Schedule “B”**: [Strategic Priorities Chart](#).

The Strategic Priorities Chart captures Council’s priorities and operational strategies at the time of the March workshop. Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. **Bold** items indicate Organizational improvements to maximize Council and staff capacity as well as excellence in governance.



In addition to Council priorities, there are other strategic matters receiving the attention of administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The utility of the priority setting process is evident in the number of items that can truly be acted upon as **Strategic Priorities**. The focus is on **five** NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. LATER items or NEW items are not lost. They are reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Accomplishments are achievable – not just words on paper.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization’s capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Council meeting agenda as a constant reference, updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with Council and with staff.

SCHEDULE "B"

Strategic Priorities Chart

STRATEGIC PRIORITIES CHART		March 2014
CORPORATE PRIORITIES (Council/CAO)		
<p>NOW</p> <ol style="list-style-type: none"> 1. SENIORS LODGE: Request - Smoky Lake Foundation 2. FIRE SERVICE: Member Needs 3. REGIONAL STRATEGY: Joint Council Session 4. INDUSTRIAL LOTS: Business Case 5. ECONOMIC DEVELOPMENT STRATEGY: Terms of Reference 	<p>TIMELINE</p> <p>June May Sept. Sept. July</p>	
<p>NEXT</p> <ul style="list-style-type: none"> • TOURISM STRATEGY: Terms of Reference • LONG TERM CAPITAL PLAN • 3 YEAR BUDGET • AGRICULTURE STRATEGY 	<p>ADVOCACY / PARTNERSHIPS</p> <ul style="list-style-type: none"> • Seniors Lodge Expansion • Health Services 	
OPERATIONAL STRATEGIES (CAO/Staff)		
<p>CHIEF ADMINISTRATIVE OFFICER (Cory)</p> <ol style="list-style-type: none"> 1. REGIONAL STRATEGY: Session - May 2. ECONOMIC DEV. STRATEGY: ToR- July 3. SENIORS LODGE: Request - June <ul style="list-style-type: none"> • TOURISM STRATEGY: Terms of Reference • Human Resources: Policy Analysis 	<p>FINANCE & ADMINISTRATION (Brenda)</p> <ol style="list-style-type: none"> 1. GIS Data: Completion - Dec. 2. 3 YEAR BUDGET: Draft - April 3. LONG TERM CAPITAL AL PLAN: Inventory - Dec. <ul style="list-style-type: none"> • Capital Infrastructure PI Plan • Office Renovation 	
<p>PROTECTIVE SERVICES (Scott)</p> <ol style="list-style-type: none"> 1. Recognize Disaster Services – June 2. FIRE SERVICES: Member Needs – May 3. Implement Gemini - Dec. <ul style="list-style-type: none"> • Risk Assessment - Hazardous Sites • Emergency Infrastructure 	<p>PARKS & RECREATION (Ed)</p> <ol style="list-style-type: none"> 1. Reclaim Boat Launches - June 2. Whitefish Boat Launch- July 3. Lake Boat Launch: Construction- June <ul style="list-style-type: none"> • Bellis Beach Playground • Emergency River Launch 	
<p>PLANNING SERVICES (Aline)</p> <ol style="list-style-type: none"> 1. Land Use Bylaw: Review: - June 2. INDUSTRIAL LOTS: Business Case - Nov. 3. Victoria District ASP: Draft - Oct. <ul style="list-style-type: none"> • Heritage Management Plan • Safety Code Agency: Section 	<p>AGRICULTURAL SERVICES (Kurt)</p> <ol style="list-style-type: none"> 1. White Earth Creek: Blasting- July 2. Weed Identification: Letters- Aug 3. Blasting SOP - June <ul style="list-style-type: none"> • Wet Blade System: Program • AGRICULTURAL STRATEGY 	
<p>ENVIRONMENTAL SERVICES (Dave)</p> <ol style="list-style-type: none"> 1. Dry Cell Construction - Sept. 2. AMR Taps 6, 7, & 8 - Dec. 3. Regional Water Line Completion - June <ul style="list-style-type: none"> • Heater Replacement: Taps 3 & 6 • Mini-Waste Transfer (Bellis) - Sept. 	<p>PUBLIC WORKS (Dave)</p> <ol style="list-style-type: none"> 1. Surface Material Exploration – Dec. 2. Burner Replacement – April 3. Salt / Sand Shed - Aug <ul style="list-style-type: none"> • Expand yard Shop • Increase Tool Inventory 	
<p>CODES: BOLD CAPITALS = NOW Priorities; CAPITALS = Regular Title Case = Operational Strategies NEXT Priorities; Italics = Advocacy; Regular Title Case = Operational Strategies</p>		

SCHEDULE “C”
Strategic Priorities Workplan

Strategic Priorities Work Program

As the final stage in the solution seeking process, an action plan was developed that identifies resources and responsibilities to implement Council’s priorities. The Strategic Priorities Work Program is used to determine the activities and resources required to implement strategic priorities. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work know the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The Work Program lays out what is necessary from staff and / or partners to implement a strategic priority. The Work Program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2) and actions, responsibility and timelines (column 3).

Regular updating of the chart ensures that everyone is ‘on the same page’. Roles are clear, the focus is defined and progress is monitored and celebrated. Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents, updated regularly.



Strategic Priority Work Plan - Template

PRIORITY / Desired Outcomes	OPTIONS / Strategy	ACTION - What, When
NOW		
<p>1. SENIORS HOUSING (Cory) <i>How do we keep seniors and families in the community?</i></p> <ul style="list-style-type: none"> • New Seniors Lodge • Aging in place – full continuum, transition of care • Keep families together • Subsidized living accommodations • Attract seniors • Clear funding strategy • Medical service market • Replacement of Bar V Nook 	<ul style="list-style-type: none"> • County • Regional Municipalities • Private • Province • Combination • Campus of Care • Stand alone facility 	<ol style="list-style-type: none"> 1. Gather municipal support; letter of intent – June 2. Undertake needs assessment – Sept. 3. Determine conceptual design, location, costs – Oct. 4. Meet with Province – Fall of 2015
<p>2. FIRE SERVICE (Scott) <i>How do we plan to ensure the viability of fire services?</i></p> <ul style="list-style-type: none"> • Fire Services Strategy • Fire suppression • Emergency response within standards • Emergency preparedness plan • Adequate well trained fire personnel • Appropriate equipped and positioned fire halls • Well maintained equipment and technology 	<ul style="list-style-type: none"> • In house • Consultant • Member Input 	<p>Recruitment</p> <ol style="list-style-type: none"> 1. Meet with Department Chiefs to assess needs – May 2. Develop Terms of Reference – Master Plan <p>Regionalization</p> <ol style="list-style-type: none"> 3. Assess value of regionalization 4. Revise agreements with regional partners 5. Develop Fire Services Strategy
<p>3. REGIONAL STRATEGY (Cory) <i>How can we work with our municipal partners to further the interests of the region?</i></p> <ul style="list-style-type: none"> • Regional Priority Session • Community Viability • Avoid duplication of services • Enhance external communications • Leverage tax dollars 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Invite Urbans to regional strategy session – April 2. Research partnership opportunities – Summer 3. Host forum – Sept.

<p>4. INDUSTRIAL LOTS (Aline) <i>How can we prepare for and encourage industrial growth?</i></p> <ul style="list-style-type: none"> • Industrial Park Business Case • Serviced commercial lot supply • Appropriate zoning • Costs to readiness defined • Benefits and impacts understood • Developer certainty for investment • Diverse economy • Increased assessment • County role identified • Target market identified 	<ul style="list-style-type: none"> • County • Regional effort • Province • Combination 	<p>Industrial Park</p> <ol style="list-style-type: none"> 1. Approach other potential partners – April 2. Retain help to develop business case – May 3. Review business case – Sept. 4. Determine County or regional role – Nov. <p>Industrial Development <i>Include in Economic Development Strategy (see below)</i></p>
<p>5. ECONOMIC DEVELOPMENT (Cory) <i>How can we encourage industrial, commercial and residential growth?</i></p> <ul style="list-style-type: none"> • Strategy • Clear definition / role and vision • New business attraction • Increased tax base • Job creation • Solid and sustained funding model • Proactive approach • Clear aims and defined benefits • Defined focus and targets 	<ul style="list-style-type: none"> • In house • Consultant • Committee • Council • Combination 	<ol style="list-style-type: none"> 1. Development Terms of Reference – July 2. Approach regional partners – Sept. 3. Budget for process – Nov. <p><i>Undertake process in 2015</i></p>

PRIORITY / Desired Outcomes	OPTIONS / Strategy	ACTON - What, When
NEXT		
<p>TOURISM (Cory) <i>How can we attract visitors and increase the profile of the County?</i></p> <ul style="list-style-type: none"> • Strategy • Visitor attraction • Increased tourism spending • Support for local activities and events • Development of spin off business and services • Public awareness and regard • Community pride 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Committee • County • Regional 	<ol style="list-style-type: none"> 1. Develop terms of reference – Sept. 2. Invite Village/Town involvement – Sept. 3. Develop process and budget for 2015 – Nov.
<p>CAPITAL PLAN (Brenda) <i>How do we allocate current and future capital funding and what are the priorities?</i></p> <ul style="list-style-type: none"> • Long Term Capital Plan • Current and future needs assessed • Operating and maintenance costs known • Funding sources identified • Priorities determined • Comprehensive inventory • Efficient and safe systems and facilities • Inventory of projects • Budget alignment / proactive planning 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>Inventory</p> <ol style="list-style-type: none"> 1. Inventory current projects – Sept. <p>Capital Plan</p> <ol style="list-style-type: none"> 2. Identify gaps and funding sources – July 3. Create priority list of projects and timelines – Sept. 4. Develop strategy – Sept (2015) 5. Draft Assessment Cycle Policy – Sept (2015)
<p>BUDGET (Brenda) <i>How do we anticipate and plan for operational, maintenance and project funds?</i></p> <ul style="list-style-type: none"> • 3 Year Budget Process • Staff certainty • Financial stability • Fiscal responsibility • Better decision making • Ability to incorporate priorities • Ability to plan for 'next' projects 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Draft 3 year budget – April 2. Present revisions to Council – Sept.

<p>AGRICULTURAL SERVICES (Kurt) <i>What is the County's role in helping to diversify the agricultural sector of the region?</i></p> <ul style="list-style-type: none"> • Agricultural Strategy • Effective use of technology • Value added products • Increased local food production • Recognizable product branding • Utilization of rail access • Agri-tourism • Bio-energy • Research and training centre 	<ul style="list-style-type: none"> • In house • Consultant • County • Agricultural Services Board (ASB) 	<ol style="list-style-type: none"> 1. ASB Invitation to Agriculture Forum – April 2. Host forum – Nov.
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March 2014

PRIORITY / Desired Outcomes	OPTIONS / Strategy	ACTON - What, When
ADVOCACY		
<p><i>SENIORS LODGE</i> * <i>Expansion</i></p>	<ul style="list-style-type: none"> • <i>Assist with proposal to advocate to the Province for expansion of the Seniors Lodge</i> 	
<p><i>HEALTH SERVICES (Added to SPC)</i> * <i>Hospital Retention</i> * <i>Regional Medical Professional Recruitment</i></p>	<ul style="list-style-type: none"> • <i>Advocate to Alberta Health Services to keep hospital open and maintained.</i> • <i>Meet with Alberta Health Services re: doctor recruitment strategy.</i> 	

Bolded items indicate the Council **priority**, the preferred option to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Council to focus their priority setting discussion is *italicized*.

SCHEDULE "D"
Strategic Priorities Update - Template

Date: _____

PRIORITY	ACTION TAKEN	Date Completed
NOW		
1. XXXXXX (Manager responsible) <i>Problem?</i> * Strategy <input type="checkbox"/> Desired Outcomes	1. 2. 3.	
2. XXXXXX (Manager responsible) <i>Problem?</i> * Strategy <input type="checkbox"/> Desired Outcomes	1. 2. 3.	
3. XXXXXX (Manager responsible) <i>Problem?</i> * Strategy <input type="checkbox"/> Desired Outcomes	1. 2. 3.	
PRIORITY	ACTIONS TAKEN	Date Completed
NEXT		
XXXXXX (Manager responsible) <i>Problem?</i> * Strategy <input type="checkbox"/> Desired Outcomes		
XXXXXX (Manager responsible) <i>Problem?</i> * Strategy <input type="checkbox"/> Desired Outcomes		
PRIORITY/Desired Outcomes	ACTION - What, When	
ADVOCACY		
XXXXXX * <i>More detailed description</i>		
XXXXXX * <i>More detailed description</i>		

