



2021 Tactical & Strategic Plan



County of Wetaskiwin 2021 Strategic & Tactical Plan

Level	Description	Owner	Start Date	Due Date
Goal	Governance & Leadership			
Outcome	1.1	Provide transparent governance and effective leadership to the municipality to manage resources and strategically plan for the future.		
Strategy	1.1.1	Develop an achievable plan for regular review of bylaws and policies.	Chief Administrative Officer	2019-12-31 2020-12-31
Actions	1.1.1.1	Document Plan for reviewing, including possible Schedule (Policies & Bylaws)	Executive Assistant	2019-12-31 2020-12-31
	1.1.1.3	SCR Hold a second orientation or training session at the conclusion of the first two years of the Council term.	Chief Administrative Officer	2020-01-01 2020-12-31
	1.1.1.4	SCR Provide employees requiring a cell phone in the line of duty; amend Policy to reflect changes.	Chief Administrative Officer	2020-06-01 2020-09-30
	1.1.1.5	SCR Continue the digital Records Management Project	Director of Information Services	2020-01-01 2020-03-31
Strategy	1.1.2	Review and update planning documents and Plans.	Assistant Chief Administrative Officer	2019-12-31 2020-12-31
Actions	1.1.2.1	Update the Municipal Development Plan (MDP).	Director of Planning & Economic Development	2019-12-31 2021-12-30
	1.1.2.2	Develop Area Concept Plans.	Director of Planning & Economic Development	2019-12-31 2022-12-30
	1.1.2.3	Update Off-site Levy Bylaw (Alder Flats & Mulhurst Bay)	Director of Planning & Economic Development	2019-12-31 2020-12-31
	1.1.2.4	Develop Area Structure Plans (Hamlets).	Director of Planning & Economic Development	2019-12-31 2022-09-29
	1.1.2.5	Develop Intermunicipal Development Plan (IDP) (6 Summer Villages & City)	Director of Planning & Economic Development	2019-12-31 2020-06-29
	1.1.2.6	Finalize Land Use Bylaw Amendments	Director of Planning & Economic Development	2019-12-31 2020-06-29
	1.1.2.7	SCR Develop a Utilities Master Plan in coordination with Commission Members.	Chief Administrative Officer	2020-05-19 2021-03-31
Strategy	1.1.3	Further develop staffing processes and requirements.	Chief Administrative Officer	2019-12-31 2022-12-30
Actions	1.1.3.03	SCR Review the organizational structure prior to hiring/recruiting any management positions, including current vacancies.	Chief Administrative Officer	2020-01-01 2020-12-31

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	1.1.3.04 SCR Update Action & Task Progress Report regularly and provide to Council.	Chief Administrative Officer	2020-01-01	2020-12-31
	1.1.3.05 SCR Revise Council Meetings follow up Action List to include delegation of responsibility to complete tasks, priorities and timelines.	Chief Administrative Officer	2020-01-01	2020-12-31
	1.1.3.07 SCR Complete annual performance appraisals on all staff.	Chief Administrative Officer	2020-10-01	2020-12-31
	1.1.3.08 SCR Conduct regular staff and team meetings.	Chief Administrative Officer	2019-12-01	2020-03-31
	1.1.3.09 SCR Ensure all departments prepare annual work plans to prioritize tasks for the year, aligning with the Strategic Plan, Tactical Plan, and the current budget.	Chief Administrative Officer	2020-01-01	2020-03-31
	1.1.3.10 SCR Consider the use of internal Service Level Agreements to support work planning and service provision between departments.	Chief Administrative Officer	2020-01-01	2020-03-31
	1.1.3.11 SCR Develop a program for continuous improvement at the county through a collaborative team effort involving staff from key departments.	Chief Administrative Officer	2020-06-01	2021-12-31
	1.1.3.12 SCR Review the process of assigning work.	Director of Public Works	2020-01-01	2020-03-31
	1.1.3.13 SCR Continue to support enhancements to OH&S documentation, as minimum standards need to be adhered and followed.	Chief Administrative Officer	2020-01-01	2020-03-31
	1.1.3.15 SCR Review maintenance procedures to clarify the roles and responsibilities of both Public Works and Agriculture Services for equipment repair and facility maintenance.	Director of Public Works	2020-01-01	2021-03-03
	1.1.3.16 SCR Clarify roles and responsibilities of leadership positions in the public works department to ensure clear lines of direction.	Chief Administrative Officer	2020-01-01	2020-03-31
	1.1.3.17 SCR Increase training of staff using external qualified professionals, with an initial emphasis on leadership training across the organization.	Chief Administrative Officer	2020-01-01	2020-12-31
Strategy	1.4 Foster participation in provincial and federal associations.	Chief Administrative Officer	2019-12-31	2022-12-30
Actions	1.1.4.1 Continue to support culture that champions active participation.	Chief Administrative Officer	2019-12-31	2020-12-30

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Strategy	1.1.5	Hold annual meetings with key representatives from the Provincial and Federal Governments and School Boards.	Chief Administrative Officer	2019-12-31	2022-12-30
Actions	1.1.5.1	Maintain relationship with Member of Parliament.	Chief Administrative Officer	2019-12-31	2020-12-30
	1.1.5.2	Maintain relationship with Member of the Legislative Assembly.	Chief Administrative Officer	2019-12-31	2020-12-30
	1.1.5.3	Continue participation in joint School Board Committee (Wetaskiwin Regional)	Chief Administrative Officer	2019-12-31	2020-12-30
Strategy	1.1.6	Review and update Council processes and procedures.	Chief Administrative Officer	2019-12-31	2022-12-30
Strategy	1.1.7	Provide administrative services via satellite office at Winfield shop.	Chief Administrative Officer	2019-12-31	2022-12-30
Actions	1.1.7.2	Develop Needs Assessment for expanding administration services to the West end.	Chief Administrative Officer	2019-12-31	2020-12-30
Strategy	1.1.9	SCR Review and develop Council agenda meetings and agendas.	Chief Administrative Officer	2020-01-01	2021-06-30
Actions	1.1.9.08	SCR Present a financial update to Council quarterly, and monthly during the final 3 months of the year.	Director of Finance	2020-01-01	2020-12-31
	1.1.9.09	SCR Provide quarterly reports on emergency services to Council, including performance indicators.	Director of Emergency Services	2020-01-01	2020-12-31
	1.1.9.10	Provide Accounts Payable Reports on Consent Agenda.	Director of Finance	2020-01-01	2020-12-31
Goal	Strong Communities				
Outcome	2.1	Promote strong, vibrant and safe communities that provide quality of life for all residents to live, work and play			
Strategy	2.1.1	Develop and implement Hamlet Revitalization Strategy.	Chief Administrative Officer	2019-12-31	2022-12-30
Actions	2.1.1.1	Complete inventory of the infrastructure in Hamlets.	Director of Public Works	2020-01-01	2020-12-31

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Level	Description	Owner	Start Date	Due Date	
	2.1.1.2	Develop community standards, research and stakeholder plan, as per Public Participation Policy	Director of Planning & Economic Development	2021-01-01	2021-12-31
	2.1.1.3	Complete GAP analysis	Director of Planning & Economic Development	2022-01-01	2022-03-31
	2.1.1.4	Develop Hamlet Revitalization Strategy	Director of Planning & Economic Development	2022-01-01	2022-09-30
	2.1.1.5	Develop Community Standards Bylaw	Assistant Chief Administrative Officer	2022-10-01	2022-12-31
Strategy	2.1.2	Develop and implement Recreation Strategies.	Director of Leisure & Community Services	2019-12-31	2022-12-30
Actions	2.1.2.1	Develop Parks and Open Space Strategy	Director of Leisure & Community Services	2019-12-31	2020-12-30
	2.1.2.2	Develop Facility Node Strategy	Director of Leisure & Community Services	2019-12-31	2020-12-30
	2.1.2.3	Develop Tourism Strategy	Director of Leisure & Community Services	2020-04-21	2021-09-01
Strategy	2.1.3	Build strong relationships with rural and community Associations.	Chief Administrative Officer	2019-12-31	2022-12-30
Actions	2.1.3.1	Community based consultation as needed.	Chief Administrative Officer	2019-12-31	2020-12-30
	2.1.3.2	Work with community associations that own or operate facilities and volunteers, as primary role of facilitator.	Director of Leisure & Community Services	2019-12-31	2020-12-30
	2.1.3.3	Increase awareness of FCSS programs and funding opportunities.	Director of Leisure & Community Services	2019-12-31	2020-12-30
Strategy	2.1.4	Support initiatives that foster community safety.	Chief Administrative Officer	2019-12-31	2022-12-30
Actions	2.1.4.1	Promote Fire Smart community initiatives.	Director of Emergency Services	2019-12-31	2020-12-30
	2.1.4.2	Implement Fire Prevention programs.	Director of Emergency Services	2019-12-31	2020-12-30
	2.1.4.3	Support community safety initiatives through Community Peace Officer program.	Assistant Chief Administrative Officer	2019-12-31	2020-12-30
	2.1.4.4	Participate with Enforcement Agencies.	Assistant Chief Administrative Officer	2019-12-31	2020-12-30

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Level	Description	Owner	Start Date	Due Date
	2.1.4.5 SCR Develop an operations strategy that identifies priorities and working relationships with the RCMP Detachments Commander.	Assistant Chief Administrative Officer	2020-01-01	2020-12-31
	2.1.4.6 SCR Consider implementing a regional approach to the provision of fire services and/or the development of a Fire Master Plan to guide this.	Director of Emergency Services	2020-01-01	2020-12-31
	2.1.4.7 SCR Complete analysis of community risk and develop fire level of service bylaw or policy to align with the identified core competencies and outline how risks will be mitigated when the standard cannot be met.	Director of Emergency Services	2020-01-01	2020-12-31
Strategy	2.1.5 Explore community connectivity strategies.	Chief Administrative Officer	2019-12-31	2022-12-30
Actions	2.1.5.1 Develop alternatives to broadband expansion.	Chief Administrative Officer	2019-12-31	2020-12-31
Goal	Municipal Asset Management			
Outcome	Maintain and develop municipal infrastructure in a way that is environmentally sustainable and fiscally responsible.			
Strategy	3.1 Implement Asset Management Plan.	Director of Finance	2019-12-31	2022-12-30
Actions	3.1.1.1 Develop an Asset Management Plan.	Director of Finance	2019-12-31	2020-03-30
	3.1.1.2 Implement AMS Software.	Director of Finance	2019-12-31	2020-06-29
	3.1.1.3 Implement Asset Management Implementation through Phase Rollouts (tentatively 2 at this time)	Director of Finance	2019-12-31	2021-06-29
	3.1.1.4 SCR Ensure Asset Management Plan uses the Rural Road Study data as base information and is connected to GIS maps.	Director of Public Works	2020-01-01	2020-06-30
	3.1.1.5 SCR Ensure alignment of transportation documents in the preparation of a Transportation Master Plan.	Director of Public Works	2020-01-01	2021-12-01
Strategy	3.1.02 Develop Buck Lake Wastewater Infrastructure Strategy.	Director of Public Works	2019-12-31	2022-12-30
Actions	3.1.2.1 Consult through public participation for the development of the Buck Lake Wastewater Infrastructure Strategy.	Communications Officer	2019-12-31	2020-09-29

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	3.1.2.3	Communicate with stakeholders the Buck Lake Wastewater Infrastructure Strategy study results	Director of Public Works	2020-04-22	2021-03-31
Strategy	3.1.03	Review Fleet Inventory to meet current needs.	Director of Public Works	2019-12-31	2020-04-30
Actions	3.1.3.1	Present report on current fleet status	Director of Public Works	2019-12-31	2021-01-05
	3.1.3.2	SCR Complete an Equipment Inventory and dispose of any equipment that is surplus to the needs of the County. Based on the lack of use of some equipment, it would be more cost effective for the County to contract and/or lease the equipment when required.	Director of Public Works	2020-05-01	2021-12-02
Strategy	3.1.05	Investigate engineering services options for in-house vs outsourcing	Director of Public Works	2019-12-31	2020-12-31
Actions	3.1.5.1	Update previous analysis of engineering services report	Director of Finance	2019-12-31	2020-09-30
Strategy	3.1.06	Develop a long-term plan for space needs assessment for administration and shop facilities	Chief Administrative Officer	2019-12-31	2022-12-30
Actions	3.1.6.1	Inventory existing space and facilities for Space Needs Assessment.	Director of Agricultural Services	2019-12-31	2020-09-30
	3.1.6.2	Identify user needs for administration and shop facilities (current and future)	Director of Agricultural Services	2019-12-31	2020-12-31
	3.1.6.3	Develop a County Facilities Long Term Plan for Council review and approval	Chief Administrative Officer	2020-04-22	2021-12-31
	3.1.6.4	Implement plan for administration and shop facilities.	Director of Agricultural Services	2019-12-31	2022-12-31
Actions	3.1.7.1	Review current Fees and Charges Bylaw and Schedule	Executive Assistant	2019-12-31	2020-12-30
Strategy	3.1.08	Land inventory	Director of Assessment Services	2019-12-31	2020-06-30
Actions	3.1.8.1	Review current Municipal Land Inventory to determine needs.	Director of Assessment Services	2019-12-31	2020-06-30

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Level	Description	Owner	Start Date	Due Date
Strategy	3.1.09 SCR Develop a strategy or plan to address the infrastructure deficit in reserves and reduction in Provincial Grants/Linear Assessment	Director of Finance	2020-01-01	2020-12-31
Strategy	3.1.10 SCR Implement a security plan for all buildings and infrastructure to reduce theft, vandalism, etc. with a service level of 7/24/365.	Director of Agricultural Services	2020-01-01	2020-12-31
Strategy	3.1.11 2021 Gravelling Program	Director of Public Works	2021-01-01	2021-12-31
Actions	3.1.11.1 2021 Reduce Gravel Program funding by \$700,000 but use \$200,000 to transfer to gravel reserves in case of emergencies (net \$500,000).		2021-01-01	2021-12-31
Strategy	3.1.12 2021 Road Construction Program	Director of Public Works	2021-01-01	2021-12-31
Actions	3.1.12.1 2021 Increase road construction budget annually by CPI.	Director of Public Works	2021-01-01	2021-12-31
	3.1.12.2 2021 Increase Road Construction program by \$300,000 to try to catch up on aging infrastructure.	Director of Public Works	2021-01-01	2021-12-31
	3.1.12.3 2021 Road upgrades (clay capping) will generally not be done unless extra right of way can be negotiated.	Director of Public Works	2021-01-01	2021-12-31
	3.1.12.4 2021 Use savings from the maintenance of oiled subdivisions vs gravel roads to build a reserve for future replacement of oiled roads	Director of Public Works	2021-01-01	2021-12-31
Strategy	3.1.13 2021 Roadside mowing program	Director of Agricultural Services	2021-01-01	2021-12-31
Actions	3.1.13.1 2021 Reduce ditch mowing by \$50,000 thereby reducing the current level of service	Director of Agricultural Services	2021-01-01	2021-12-31
Strategy	3.1.14 2021 Utility systems	Director of Public Works	2021-01-01	2021-12-31
Actions	3.1.14.1 2021 Calculate Administration costs to manage the South Pigeon Lake Regional Commission	Director of Finance	2021-01-01	2021-12-31
	3.1.14.2 2021 Develop a plan for implementing weigh scales at transfer stations	Director of Public Works	2021-01-01	2021-12-31
	3.1.14.3 2021 Investigate tire recycling and/or shredding options and report to Council	Director of Public Works	2021-01-01	2021-12-31
	3.1.14.4 2021 Investigate transfer stations and user fees with neighbouring municipalities	Director of Public Works	2021-01-01	2021-12-31
Goal	Communication & Collaboration			

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Level	Description	Owner	Start Date	Due Date
Outcome	4.1	Communication and collaboration with all internal and external stakeholders		
Strategy	4.1.1	Intermunicipal Collaboration Frameworks (ICF's).	Chief Administrative Officer	2019-12-31 2022-12-30
Actions	4.1.1.1	Conduct annual meeting with Brazeau County	Assistant Chief Administrative Officer	2019-12-31 2020-03-30
	4.1.1.2	Conduct annual meeting with Clearwater County	Assistant Chief Administrative Officer	2019-12-31 2020-03-30
	4.1.1.3	Conduct annual meeting with Summer Villages	Chief Administrative Officer	2019-12-31 2020-06-29
	4.1.1.4	Conduct annual meeting with City of Wetaskiwin	Chief Administrative Officer	2019-12-31 2020-07-31
	4.1.1.5	Conduct annual meeting with Town of Millet	Chief Administrative Officer	2019-12-31 2020-06-29
	4.1.1.6	Conduct annual meeting with Leduc County	Chief Administrative Officer	2021-01-01 2021-12-31
	4.1.1.4	Conduct annual meeting with Camrose County	Chief Administrative Officer	2021-01-01 2021-12-31
	4.1.1.5	Conduct annual meeting with Ponoka County	Chief Administrative Officer	2021-01-01 2021-12-31
Strategy	4.1.2	Regularly review and update external communications and public participation policies, plans and strategies.	Communications Officer	2019-12-31 2021-12-31
Actions	4.1.2.1	Review and update Communications and Engagement Strategy.	Communications Officer	2020-04-22 2021-12-31
	4.1.2.2	SCR Manage website content through Communications Officer; with IT support as needed.	Chief Administrative Officer	2020-01-01 2020-03-31
	4.1.2.3	SCR Improve information available to the public via the website, specifically planning and development application procedures, processes, and approximate timelines.	Director of Planning & Economic Development	2020-01-01 2020-03-31
	4.1.2.4	SCR Continue to implement communications and engagement strategies throughout the County and identify new opportunities for public input.	Chief Administrative Officer	2020-01-01 2020-12-31
Strategy	4.1.3	Strengthen relationships with neighboring municipalities and Indigenous communities.	Chief Administrative Officer	2019-12-31 2020-12-31

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Actions	4.1.3.1	Initiate regular information joint Council engagements	Chief Administrative Officer	2019-12-31	2020-12-30
Strategy	4.1.4	Identify new opportunities for public input.	Communications Officer	2019-12-31	2021-03-31
Actions	4.1.4.1	Conduct survey for public satisfaction and engagement preferences.	Communications Officer	2020-04-22	2021-03-31
Strategy	4.1.5	Develop Agricultural Service Board Communication Strategy on key issues.	Assistant Chief Administrative Officer	2019-12-31	2020-03-31
Actions	4.1.5.2	Host Local Agriculture Service Board Conference.	Director of Agricultural Services	2019-12-31	2020-09-29
Strategy	4.1.6	Develop Internal Communications Strategy.	Chief Administrative Officer	2019-12-31	2020-12-31
Actions	4.1.6.1	Develop workplans for Interdepartmental relationships and resources	Chief Administrative Officer	2019-12-31	2020-12-30
	4.1.6.2	SCR Consider implementing internal service level agreements between Agriculture Services and Public Works and between Agriculture Service and Leisure & Community services departments to better coordinate service provision between departments.	Director of Leisure & Community Services	2020-01-01	2020-03-31
Strategy	4.1.7	Develop comprehensive off-site levy bylaw	Director of Planning & Economic Development	2019-12-31	2022-12-30
Goal	Fiscal Responsibility				
Outcome	5.1	Secure diverse, sustainable funding for municipal services, prepare for the financial future, and demonstrate accountability in the use of municipal resources			
Strategy	5.1.01	Review mill rates to determine potential areas for decreases or increases to meet current revenue challenges..	Director of Finance	2019-12-31	2020-03-31
Actions	5.1.1.1	Review mill rate structure	Director of Finance	2019-12-31	2020-05-30
	5.1.1.2	Develop new process to demonstrate impacts to tax rates	Director of Finance	2019-12-31	2020-03-31
	5.1.1.3	Review non-residential assessment reduction options.	Director of Assessment Services	2019-12-31	2020-03-31

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	5.1.1.4	SCR Consider tax increases for all classes, including residential, prior to relying on service cuts or depletion of reserves.	Chief Administrative Officer	2020-01-01	2020-12-31
Strategy	5.1.02	Develop reserve funding strategy	Director of Finance	2019-12-31	2020-03-31
Actions	5.1.2.1	Complete Asset Inventory	Director of Finance	2019-12-31	2020-03-30
	5.1.2.2	Identify unfunded liabilities	Director of Finance	2019-12-31	2020-06-29
	5.1.2.3	Review status of existing reserves.	Director of Finance	2019-12-31	2020-06-29
	5.1.2.4	Develop Reserve Funding Strategy, including how to address annual surpluses.	Director of Finance	2019-12-31	2020-09-30
	5.1.2.5	Develop Reserve Funds Policy	Director of Finance	2019-12-31	2020-12-30
Strategy	5.1.03	Review effectiveness and efficiency of third-party agreements	Chief Administrative Officer	2019-12-31	2020-12-31
Actions	5.1.3.1	Review Patrol Operator Contracts with Annual Reporting to Council.	Director of Public Works	2019-12-31	2021-03-03
Strategy	5.1.04	Maximize external funding sources.	Chief Administrative Officer	2019-12-31	2020-12-31
Actions	5.1.4.1	Explore opportunities to sell Services	Chief Administrative Officer	2019-12-31	2020-12-30
	5.1.4.2	Maximize grant opportunities.	Director of Finance	2019-12-31	2020-12-30
Strategy	5.1.05	Develop Continuous Improvement Strategy for internal services.	Chief Administrative Officer	2019-12-31	2020-12-31
Actions	5.1.5.1	Develop Terms of Reference (Project Charter) for Internal Working Groups	Chief Administrative Officer	2019-12-31	2020-12-30
	5.1.5.2	Create internal working groups	Chief Administrative Officer	2019-12-31	2020-12-30
Strategy	5.1.06	Redefine Budget Cycle Strategy	Chief Administrative Officer	2019-12-31	2020-12-31
Actions	5.1.6.1	Develop Public Participation component in budget cycle strategy.	Director of Finance	2019-12-31	2020-03-30

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	5.1.6.2	Implement public participation for 2021 budget cycle (September).	Communications Officer	2019-12-31	2020-12-31
	5.1.6.3	Request Council budget direction on level of service/new initiatives (soon after Public Consultation)	Chief Administrative Officer	2020-08-01	2020-10-31
	5.1.6.4	Begin budget preparation in June.	Director of Finance	2019-12-31	2020-06-29
	5.1.6.5	Approve final budget in December.	Director of Finance	2019-12-31	2020-12-30
	5.1.6.6	SCR Develop a budget approval process that ensures the annual budget is finalized and approved by December 31 in accordance with the MGA.	Director of Finance	2019-10-01	2020-01-01
Strategy	5.1.08	SCR Review billing, payments and tendering.	Director of Finance	2020-01-01	2020-03-31
Actions	5.1.8.1	SCR Move to electronic processing for utility billing, property tax receivables and accounts payable.	Director of Finance	2020-01-01	2020-03-31
	5.1.8.2	SCR Move to payment of some invoices by direct deposit, including Canada Revenue Agency and employee/Councillor expense claims.	Director of Finance	2020-01-01	2020-03-31
	5.1.8.3	SCR Review Tendering/Purchasing Policy	Director of Finance	2020-01-01	2020-03-31
	5.1.8.4	SCR Complete assessment of services performed in-house versus using contractors on an ongoing basis to ensure alignment with the Purchasing/Tender Policy and provide a report to Council.	Director of Public Works	2020-01-01	2020-03-31
Strategy	5.1.09	SCR Review the Service Request Manager and Escribe software and assess to confirm effectiveness and potential for implementation in other departments.	Director of Information Services	2020-01-01	2020-09-30
Strategy	5.1.10	Review & approve annual budget	Chief Administrative Officer	2021-01-01	2021-12-31
Actions	5.1.10.1	PS Budget annually for provincial police costs.	Assistant Chief Administrative Officer	2019-12-31	2020-12-30
	5.1.10.2	CS Contribute \$5,000 annually to reserves for future expansion of cemeteries within the County of Wetaskiwin.	Assistant Chief Administrative Officer	2019-12-31	2020-12-30

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	5.1.10.3 CS Contribute \$5,000 annually to reserves for future expansion of the Memorial Cemetery in City of Wetaskiwin.	Assistant Chief Administrative Officer	2019-12-31	2020-12-30
	5.1.10.4 RC Develop and implement a ten year Capital Plan for Parks and Recreation Facilities, including the upgrading of services at each Park and boat launches.	Director of Leisure & Community Services	2019-12-31	2020-12-30
	5.1.10.5 FR Update and evaluate the ten year capital plan for fire equipment annually for Council approval.	Director of Emergency Services	2020-01-01	2020-12-30
	5.1.10.7 FN Budget \$7,500 for Pigeon Lake Chamber and \$7,750 for Wetaskiwin Chamber.	Director of Finance	2019-12-31	2020-12-30
	5.1.10.8 IT Implement a 5 year cycle for air photos (2022).	Director of Information Services	2019-12-31	2020-12-30
	5.1.10.9 AG Develop a 10 year plan of water management projects that directly affect County infrastructure.	Director of Agricultural Services	2019-12-31	2020-12-30
	5.1.10.10 AG Provide up to five one-time only \$1000 bursaries to residents with co-terminus boundaries of the County who have entered into agriculture related post secondary education.	Director of Agricultural Services	2020-08-04	2020-12-30
	5.1.10.11 RC Contract park attendants for 3-5 year terms.	Director of Leisure & Community Services	2019-12-31	2020-12-30
	5.1.10.12 CS Budget annually for CPI increase for medical transportation.	Director of Leisure & Community Services	2019-12-31	2020-12-30
	5.1.10.13 PW Increase utility rates by 4% or CPI, whichever is higher for all water systems.	Director of Public Works	2019-12-31	2020-12-30
	5.1.10.14 PW Develop a Five Year Capital Plan for bridge replacement and present to Council during annual interim budget deliberations.	Director of Public Works	2019-12-31	2020-12-30
	5.1.10.15 PW Budget to ensure there is a minimum balance of \$300,000 Gravel Contingency Reserve	Director of Public Works	2019-12-31	2020-12-30
	5.1.10.16 2021 Investigate pay parking costs for the Mulhurst Parking lot.	Director of Leisure & Community Services	2019-12-31	2020-12-30
Strategy	5.1.11 2021 Dust Control Program	Director of Public Works	2021-01-01	2021-12-31
Actions	5.1.11.1 2021 Remove subsidy on dust control program.	Director of Public Works	2021-01-01	2021-12-31

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Strategy	5.1.12 2021 Recreation Program	Director of Leisure & Community Services	2021-01-01	2021-12-31
Actions	5.1.12.1 2021 Increase Zone 3 Recreation contribution for the Winfield Agriplex to \$80,000 to reflect the value contributed to the Millet Agriplex.	Director of Leisure & Community Services	2021-01-01	2021-12-31