



# County of Wetaskiwin No. 10 2024 Strategic Plan

## **Vision:**

*Strong Proactive Leadership, Safe Progressive Communities.*

## **Mission:**

*The County of Wetaskiwin provides transparent governance in the allocation of resources to deliver quality services in a sustainable manner.*

## **Core Values:**

- *Ethical: Ensure and promote integrity, honesty and accountability in all our dealings.*
- *Service-Focused: Provide services reliably, effectively and efficiently.*
- *Leadership: Provide leadership to establish respect and promote trust through a teamwork concept.*
- *Safety: Provide safe, healthy and productive work environments and promote job satisfaction.*
- *Collaboration: Promote communication and collaboration with internal and external stakeholders.*
- *Sustainability: Conduct all our business with fiscal responsibility to ensure long-term sustainability.*

## **Strategic Planning Process:**

Each year, Council meets with the County Leadership Team to review and update the Strategic and Tactical Plan. This is done in the fall in order for final budget to be approved in December.

## County of Wetaskiwin Goals:

### Leadership & Governance

- We provide transparent governance and effective leadership to the municipality to manage resources and strategically plan for the future.
- We demonstrate accountability and progress with our actions.

### Strong Communities

- We promote strong, vibrant and safe communities that provide quality of life for all residents to live, work and play.

### Municipal Asset Management

- We will maintain and develop municipal infrastructure in a way that is environmentally sustainable and fiscally responsible.

### Communication & Collaboration

- We believe in communication & collaboration with all internal and external stakeholders.

### Fiscal Responsibility

- We secure diverse, sustainable funding for municipal services, prepare for our financial future, and demonstrate accountability in our use of municipal resources.

## Defining the Plan:

<b>GOAL</b>	Outcome
<b>LEVEL OF SERVICE</b>	A level of service is high-level statement that defines the County's commitment to a particular service and outlines what the public can expect to receive.
<b>TACTICAL ACTION</b>	Tactical Actions are measurables that are assigned to Directors/ Staff to complete in order to provide the public with a particular level of service.
<b>OPERATIONAL TASK</b>	Operational Tasks and Business Plan Tasks are the day-to-day activities that County staff complete in order to support a Tactical Action. These tasks will develop the business plan for department.

# County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
<b>GOAL</b>	<b>GOVERNANCE &amp; LEADERSHIP</b>		
<ul style="list-style-type: none"> <li>• We provide transparent governance and effective leadership to the municipality to manage resources and strategically plan for the future.</li> <li>• We demonstrate accountability and progress with our actions.</li> </ul>			
<b>1</b>	<b>Level of Service</b>	<b>Foster relationships with adjacent municipalities and Indigenous neighbours, and key representatives from Local, Provincial and Federal Governments and School Boards.</b>	<b>Council Plan</b>
	Tactical Action	Engage Member of Parliament on local issues: 1 Meeting(s)	Chief Administrative Officer
	Tactical Action	Engage Member of the Legislative Assembly on local issues (twice yearly 2 MLAs): 4 Meeting(s)	Chief Administrative Officer
	Tactical Action	Engage with local School Boards: 2 Meeting(s)	Chief Administrative Officer
	Tactical Action	Foster relationships with surrounding Indigenous neighbours	Chief Administrative Officer
	Tactical Action	Seek opportunities to collaborate with surrounding municipalities	Chief Administrative Officer
	Tactical Action	Participate as a Member of West Driedmeat Lake Regional Landfill	Chief Administrative Officer
	Tactical Action	Maintain Intermunicipal Collaboration Framework (ICF) with adjacent municipalities (4 year cycle)	Chief Administrative Officer
	Tactical Action	Maintain Intermunicipal Development Plans (IDP) with adjacent municipalities once every 4 years	Chief Administrative Officer
	Tactical Action	Participate as a Member of Northeast Pigeon Lake Regional Sewer Services Commission (NEPL)	Chief Administrative Officer

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Participate as a Member of South Pigeon Lake Regional Wastewater Commission (SPL)	Chief Administrative Officer
	Tactical Action	Participate as a Member of Wetaskiwin and Area Lodge Authority (WALA)	Chief Administrative Officer
<b>2</b>	<b>Level of Service</b>	<b>Deliver sustainable municipal services with innovative tools and a proactive commitment to corporate needs.</b>	<b>Council Plan</b>
	Tactical Action	Conduct Council meetings as per Procedural Bylaw.	Chief Administrative Officer
	Tactical Action	Provide departmental reports to Council on a regular basis.	Chief Administrative Officer
	Tactical Action	Enable all meetings of Council to include live streaming and video conferencing to allow for virtual participation.	Manager of Information Services
	Tactical Action	Develop an achievable plan for regular review of bylaws.	Legislative Services Clerk
	Tactical Action	Host Council and Administration Strategic Planning Sessions(s) to review Council's current and long term Level of Service	Chief Administrative Officer
	Tactical Action	Develop annually a strategic and tactical plan to reflect Council's desired Level of Service.	Executive Assistant
	Tactical Action	Coordinate annual Road Tour.	Director of Public Works
	Tactical Action	Review all Policies within a 4 year cycle: 30 Policy(ies).	Executive Assistant
	Tactical Action	Review Council Committees structure.	Chief Administrative Officer
	Tactical Action	Develop long-term Plans to support the Mission and Vision of the County (CG20221129.006).	Chief Administrative Officer
	Tactical Action	Ensure the County is compliant with all provincial and federal Legislative requirements.	

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Maintain a legislatively compliant records management system to deal with all County records throughout the various stages of their life cycle.	Manager of Information Services
	Tactical Action	Automate the manual processes within the County wherever possible.	Manager of Information Services
	Tactical Action	Maintain and purchase hardware and provide software and tools to keep the system available 24/7 for internal and external staff and stakeholders.	Manager of Information Services
	Tactical Action	Complete implementation of Service Tracker to report and track service requests for staff, Council and the public.	Manager of Information Services
	Tactical Action	Develop and maintain a tiered 3-5 year Capital Replacement Plan for network devices in order to develop and maintain the infrastructure necessary to house the County information system.	Manager of Information Services
	Tactical Action	Develop and maintain a tiered 3-5 year Operational Replacement Plan for network devices in order to develop and maintain the infrastructure necessary to house the County information system.	Manager of Information Services
	Tactical Action	Develop and maintain Cybersecurity Plan for network devices and software access.	Manager of Information Services
<b>3</b>	<b>Level of Service</b>	<b>Encourage and support a positive corporate culture within the organization.</b>	<b>Council Plan</b>
	Tactical Action	Conduct regular Staff and team meetings: 70 Meeting(s).	Chief Administrative Officer
	Tactical Action	Coordinate annual Ambassador Information Session to review key areas of the organization: 1 Session(s).	Communications Officer
	Tactical Action	Continue to increase staff communications in order to streamline processes and provide opportunities for improvement.	Chief Administrative Officer
	Tactical Action	Develop internal Communications strategy.	Communications Officer
	Tactical Action	Develop staffing processes and requirements.	Chief Administrative Officer

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	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
	Tactical Action	Ensure staffing levels are appropriate to meet Service levels and in accordance with Organizational Chart Policy.	Chief Administrative Officer
	Tactical Action	Participate in the Municipal Internship program through Municipal Affairs.	Assistant Chief Administrative Officer
	Tactical Action	Promote and support a highly skilled workforce as per Organizational Chart Policy.	Chief Administrative Officer
	Tactical Action	Provide required training to County Council, Boards and Staff.	Chief Administrative Officer
	Tactical Action	Complete an external in-depth annual review of an average of one department per year.	Chief Administrative Officer
<b>4</b>	<b>Level of Service</b>	<b>Promote a strong health and Safety program throughout the County.</b>	<b>Council Plan</b>
	Tactical Action	Update and implement Health and Safety program.	Director of Emergency Services



## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	<b>GOAL</b>	<b>STRONG COMMUNITIES</b>	
		<ul style="list-style-type: none"> <li>We promote strong, vibrant and safe communities that provide quality of life for all residents to live, work and play.</li> </ul>	
<b>5</b>	<b>Level of Service</b>	<b>Encourage and support thriving communities with economic diversification, business development, innovation and partnerships through a municipal economic development plan.</b>	<b>Council Plan</b>
	Tactical Action	Annual allocation of \$52,000 from MSI Grant, for infrastructure improvements in Hamlets excluding roads which are in road construction.	Director of Finance
	Tactical Action	Contribute towards Economic Development annually \$10,000 for Pigeon Lake Chamber and \$7,750 for Leduc, Nisku and Wetaskiwin Regional Chamber for 2022-2024; with special projects being considered as requested.	Director of Finance
	Tactical Action	Develop a 5-year capital plan for infrastructure improvements in all Hamlets.	Director of Public Works
	Tactical Action	Develop a revitalization plan for County hamlets to build on existing resources and to strength community identities and viability.	Assistant Chief Administrative Officer
	Tactical Action	Enhance economic development and growth throughout the County in partnership with JEDI.	Director of Economic Development
<b>6</b>	<b>Level of Service</b>	<b>Support and promote sustainable agricultural practices within the County's boundary.</b>	<b>Council Plan</b>
	Tactical Action	Provide Agricultural Bursaries annually as per Policy.	Director of Agricultural Services
	Tactical Action	Inspect annually the Wetaskiwin Seed Plant operations.	Director of Agricultural Services
	Tactical Action	Rent equipment to producers that cannot be rented through the private sector, mitigating County costs.	Director of Agricultural Services
	Tactical Action	Review ASB Grant Agmt with His Majesty the King (exp 2024).	Director of Agricultural Services

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Maintain an Agricultural Services Board.	Director of Agricultural Services
	Tactical Action	Maintain one permanent pesticide container site and several temporary sites for the disposal of pesticide containers.	Director of Agricultural Services
<b>7</b>	<b>Level of Service</b>	<b>Identify encroaching and invasive plant life and establish a mitigation response under a defined Vegetation Management program.</b>	<b>Council Plan</b>
	Tactical Action	Implement spraying program to control noxious and prohibited noxious weeds in right of ways in compliance with the <i>Weed Control Act</i> (3 year cycle).	Director of Agricultural Services
	Tactical Action	Enter into agreement to provide weed inspection services and weed control services to the City of Wetaskiwin on a user pay plus basis with the hiring of one seasonal FTE (align w/ICF).	Director of Agricultural Services
	Tactical Action	Investigate partnerships with adjacent municipalities for weed inspection and weed control services.	Director of Agricultural Services
	Tactical Action	Inspect and enforce annually 6,350 accessible privately owned properties within the County for noxious and prohibited noxious weeds, with every property being inspected on a 2 year cycle, in compliance with the Weed Control Act.	Director of Agricultural Services
	Tactical Action	Mow County lands within Hamlets as required.	Director of Agricultural Services
	Tactical Action	Mow every subdivision, transfer station, lagoons and County owned property once yearly.	Director of Agricultural Services
	Tactical Action	Mow road right of ways to protect road infrastructure and traveling public (once per year): 1.2k Mile(s).	Director of Agricultural Services
<b>8</b>	<b>Level of Service</b>	<b>Inspect and enforce the <i>Agricultural Pests Act</i>.</b>	<b>Council Plan</b>
	Tactical Action	Provide inspections and enforcement as per the <i>Agricultural Pests Act</i> .	Director of Agricultural Services

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Provide beaver control measures affecting County infrastructure including road allowances and water management projects.	Director of Agricultural Services
	Tactical Action	Provide beaver dam removal on private property at cost recovery.	Director of Agricultural Services
	Tactical Action	Educate residents regarding control strategies and options for the prevention of pests.	Director of Agricultural Services
<b>9</b>	<b>Level of Service</b>	<b>Provide information and training opportunities to the Agricultural community (producer awareness).</b>	<b>Council Plan</b>
	Tactical Action	Participate in the provincial Sustainable Agriculture program in partnership with Leduc County.	Director of Agricultural Services
	Tactical Action	Host two agricultural workshops (east/west) annually: 2 Workshop(s).	Director of Agricultural Services
	Tactical Action	Provide Horticulture Services to County residents.	Director of Agricultural Services
	Tactical Action	Provide public education regarding sustainable food production, agriculture in Alberta and general food production through the "Know Your Food Truck" program	Director of Agricultural Services
<b>10</b>	<b>Level of Service</b>	<b>Encourage environmental stewardship through education and leadership.</b>	<b>Council Plan</b>
	Tactical Action	Commit to the protection of the watershed areas with a focus on protecting natural drainage paths and drainage areas.	Director of Agricultural Services
	Tactical Action	Participate as a facilitator in water management projects where County infrastructure is affected.	Director of Agricultural Services
	Tactical Action	Continue to provide opportunities through ALUS Canada in partnership with Leduc County.	Sustainable Agriculture Coordinator
<b>11</b>	<b>Level of Service</b>	<b>Balance social and economic interests by encouraging community planning and development while preserving and protecting the natural assets of the County.</b>	<b>Council Plan</b>

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	Level	Description	Owner
	Tactical Action	Ensure timeline for (complex - multi-lot or lakeshore) Area Structure Plan is 90 days after application is deemed complete: 90 Day(s).	Director of Planning & Economic Development
	Tactical Action	Ensure timeline for (simple-3rd parcel on quarter) Area Structure Plan is 60 days after application is deemed complete: 60 Day(s).	Director of Planning & Economic Development
	Tactical Action	Ensure timeline for discretionary development permits is 21 days after application is deemed complete: 21 Day(s).	Director of Planning & Economic Development
	Tactical Action	Ensure timeline for permitted development permits is 14 days after application is deemed complete: 14 Day(s).	Director of Planning & Economic Development
	Tactical Action	Ensure timeline for Rezoning Applications (based on related ASP) is 60 days after application is deemed complete: 60 Day(s).	Director of Planning & Economic Development
	Tactical Action	Ensure timeline for Rezoning Applications (no related/required ASP) is 75 days after application is deemed complete: 75 Day(s).	Director of Planning & Economic Development
	Tactical Action	Ensure timeline for Subdivision Applications is 60 days after application is deemed complete as per legislation.	Director of Planning & Economic Development
	Tactical Action	Contract subdivision services.	Director of Planning & Economic Development
	Tactical Action	Update Offsite Levy Bylaws in 2026 (Alder Flats and Mulhurst Lagoon).	Director of Planning & Economic Development

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Maintain and ensure efficient provision of building services and compliant land uses.	Director of Planning & Economic Development
	Tactical Action	Review Municipal Development plan (MDP) to ensure long term Sustainable development every 10 years.	Director of Planning & Economic Development
	Tactical Action	Review and revise Land Use Bylaw after MDP review in order to ensure alignment between the two documents.	Director of Planning & Economic Development
	Tactical Action	Enforce bylaws on private land on reactive basis.	Development Officer
	Tactical Action	Enforce bylaws on public Land on reactive basis, with proactive enforcement in the area after first complaint.	Development Officer
	Tactical Action	Employ two Bylaw Enforcement Officers based on a total file amount of 300 files for the department or 150 files per Officer.	Development Officer
	Tactical Action	Prepare signage plan on Environmental Reserve.	Development Officer
<b>12</b>	<b>Level of Service</b>	<b>Utilize County facilities, parks and fields to provide meaningful recreation opportunities supporting health, wellness and active living.</b>	<b>Council Plan</b>
	Tactical Action	Present current Recreation Master Plan, approved in 2015 with status update every 5 years (2025).	Director of Leisure & Community Services
	Tactical Action	Develop and implement a 10 year Capital Plan for Parks and Recreation Facilities, including the upgrading of services at each park and boat launches.	Director of Leisure & Community Services
	Tactical Action	Develop Parks and Open Space strategy.	Director of Leisure & Community Services
<b>13</b>	<b>Level of Service</b>	<b>Provide financial support through grant funding to various community groups who provide cemetery maintenance and/or recreational programming that benefits the County and its residents.</b>	<b>Council Plan</b>

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Provide Cemetery Operations Community Grants annually as per Grants to Organizations Policy.	Community Development Coordinator
	Tactical Action	Budget annually for Reserves for Cemetery expansion and City of Wetaskiwin Memorial Cemetery.	Director of Finance
	Tactical Action	Provide community funding to Rec Zone 1 which includes the City of Wetaskiwin Rec Agmt.	Director of Leisure & Community Services
	Tactical Action	Provide community funding to Rec Zone 2.	Director of Leisure & Community Services
	Tactical Action	Provide community funding to Rec Zone 3.	Director of Leisure & Community Services
	Tactical Action	Provide community funding to Rec Zone 4.	Director of Leisure & Community Services
	Tactical Action	Provide community funding to Rec Zone 5 which includes Town of Millet Rec Agmt.	Director of Leisure & Community Services
<b>14</b>	<b>Level of Service</b>	<b>Provide residents with access to named lakes within the County.</b>	<b>Council Plan</b>
	Tactical Action	Maintain Battle Lake boat launch.	Director of Leisure & Community Services
	Tactical Action	Maintain Coal Lake boat launch.	Director of Leisure & Community Services
	Tactical Action	Maintain Mulhurst Bay boat launch.	Director of Leisure & Community Services
	Tactical Action	Maintain Wizard Lake boat launch.	Director of Leisure & Community Services
	Tactical Action	Research costs and new innovations for boat launch construction and maintenance.	Director of Leisure & Community Services
	Tactical Action	Develop Buck Lake Boat Launch and parking lot.	Director of Leisure & Community Services

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
<b>15</b>	<b>Level of Service</b>	<b>Maintain existing Day Use areas - Alder Flats, Viola Beach, Mulhurst Bay.</b>	<b>Council Plan</b>
	Tactical Action	Maintain Alder Flats Day Use Area.	Director of Leisure & Community Services
	Tactical Action	Maintain Mulhurst Bay Day Use Area.	Director of Leisure & Community Services
	Tactical Action	Maintain Viola Beach Day Use Area.	Director of Leisure & Community Services
<b>16</b>	<b>Level of Service</b>	<b>Operate and Maintain the Winfield arena.</b>	<b>Council Plan</b>
	Tactical Action	Allocate Zone 2 contributions to Winfield Agriplex.	Director of Leisure & Community Services
	Tactical Action	Allocate Zone 3 contributions to Winfield Agriplex.	Director of Leisure & Community Services
	Tactical Action	Allocate Zone 4 contributions to Winfield Agriplex.	Director of Leisure & Community Services
	Tactical Action	Coordinate ice installation, rental and billing of Winfield arena.	Director of Leisure & Community Services
	Tactical Action	Subsidize local youth programs 60%; local adult programs 40%, non-local youth 50% and non-local adult 30% for ice rental at the Winfield Arena based on actual costs.	Director of Leisure & Community Services
<b>17</b>	<b>Level of Service</b>	<b>Provide camping opportunities to residents and visitors.</b>	<b>Council Plan</b>
	Tactical Action	Operate and maintain Battle Lake Campground.	Director of Leisure & Community Services
	Tactical Action	Operate and maintain Buck Lake Campground.	Director of Leisure & Community Services
	Tactical Action	Operate and maintain Mound Red Campground.	Director of Leisure & Community Services

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	Level	Description	Owner
	Tactical Action	Operate and maintain Red Deer Lake Campground.	Director of Leisure & Community Services
	Tactical Action	Operate and maintain South Coal Lake Campground.	Director of Leisure & Community Services
	Tactical Action	Operate and maintain Twin Lakes Campground.	Director of Leisure & Community Services
<b>18</b>	<b>Level of Service</b>	<b>Establish a Library Board under the authority of separate powers to provide public library services and cultivate knowledge.</b>	<b>Council Plan</b>
	Tactical Action	Promote Yellowhead Regional library Services to all member libraries.	Assistant Chief Administrative Officer
	Tactical Action	Provide grant funding to Buck Lake/Alder Flats Library based on funding received.	Assistant Chief Administrative Officer
	Tactical Action	Provide grant funding to Winfield Library based on funding received.	Assistant Chief Administrative Officer
	Tactical Action	Provide grant funding to Pigeon Lake (Lakedell) Library based on funding received.	Assistant Chief Administrative Officer
	Tactical Action	Provide grant funding to Town of Millet Library based on funding received.	Assistant Chief Administrative Officer
	Tactical Action	Provide grant funding to City of Wetaskiwin Library based on funding received.	Assistant Chief Administrative Officer
	Tactical Action	Continue to act as Administrative Support to the Library Board.	Assistant Chief Administrative Officer



## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
<b>19</b>	<b>Level of Service</b>	<b>Build a safe, supported, and connected community that encourages the wellbeing of families and individuals of all ages through Family and Community Support Services in partnership with the Alberta Government.</b>	<b>Council Plan</b>
	Tactical Action	Facilitate medical transportation for seniors and disabled residents.	Community Development Coordinator
	Tactical Action	Provide FCSS Grants.	Director of Leisure & Community Services
	Tactical Action	Provide FCSS programming based on community needs.	Director of Leisure & Community Services
	Tactical Action	Provide Home Support Services.	Community Development Coordinator
<b>20</b>	<b>Level of Service</b>	<b>Support safe and progressive communities with the provision of first response services and risk management strategies.</b>	<b>Council Plan</b>
	Tactical Action	Budget annually for the provincial police costs.	Director of Emergency Services
	Tactical Action	Employ four Community Peace Officers based on a total file amount of 400 for the Department or 100 files per CPO.	Director of Emergency Services
	Tactical Action	Contribute an annual Operating Grant to each fire department.	Director of Emergency Services
	Tactical Action	Provide fire services through Buck Lake/ Alder Flats Volunteer Fire Department.	Director of Emergency Services
	Tactical Action	Provide fire services through Winfield Volunteer Fire Department.	Director of Emergency Services
	Tactical Action	Provide fire services through South Pigeon Lake Volunteer Fire Department.	Director of Emergency Services

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	Level	Description	Owner
	Tactical Action	Provide fire services through Mulhurst Bay Volunteer Fire Department.	Director of Emergency Services
	Tactical Action	Provide fire services through Millet East West Volunteer Fire Department.	Director of Emergency Services
	Tactical Action	Provide fire services through Wetaskiwin Rural Volunteer Fire Department.	Director of Emergency Services
	Tactical Action	Manage Fire Guardian program.	Director of Emergency Services
	Tactical Action	Implement fire prevention programs.	Director of Emergency Services
	Tactical Action	Provide leadership and management of all County fire departments.	Director of Emergency Services
	Tactical Action	Update and evaluate the 10 year capital plan for fire equipment annually for Council approval.	Director of Emergency Services
	Tactical Action	Update Strategic Fire Plan every 5 years by engaging the Fire Department members, Fire Board members, the public and community groups, by invitation wherever possible.	Director of Emergency Services
	Tactical Action	Investigate a collaborative approach to fire services.	Director of Emergency Services
	Tactical Action	Implement a strategic emergency management plan to maximize the resiliency of County operations and reduce the impact of a disaster through effective programs and partnerships.	Director of Emergency Services
	Tactical Action	Collaborate with other Enforcement Agencies as resources allow.	Director of Emergency Services
	Tactical Action	Develop an operations strategy that identifies priorities and Working relationships with the RCMP Detachments Commander.	Director of Emergency Services
	Tactical Action	Develop and maintain Risk Management programs for County services to align with the identified core competencies and outline how risks will be mitigated when the standard cannot be met.	Director of Emergency Services

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Maintain a 24/7 hour call centre to receive complaints and concerns from the general public.	Director of Emergency Services
	Tactical Action	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

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	<b>GOAL</b>	<b>MUNICIPAL ASSET MANAGEMENT</b>	
		<ul style="list-style-type: none"> <li>We will maintain and develop municipal infrastructure in a way that is environmentally sustainable and fiscally responsible.</li> </ul>	
<b>21</b>	<b>Level of Service</b>	<b>Maintain a safe and efficient vehicle fleet and essential asset equipment inventory.</b>	<b>Council Plan</b>
	Tactical Action	Maintain Fleet and equipment inventory to meet current needs.	Director of Public Works
	Tactical Action	Maintain the 10 Year Capital Plan for County equipment.	Director of Public Works
<b>22</b>	<b>Level of Service</b>	<b>Establish framework to protect and maintain the use, acquisition and disposition of County owned lands and buildings.</b>	<b>Council Plan</b>
	Tactical Action	Develop 10-year capital plan for approval and implementation for building maintenance.	Director of Agricultural Services
	Tactical Action	Implement 10-year operating plan for approval and implementation for building maintenance.	Director of Agricultural Services
	Tactical Action	Develop and implement a security plan for all building assets.	Director of Agricultural Services
	Tactical Action	Continue to evaluate potential operational efficiencies by basing County Personnel at the Winfield Shop.	Director of Public Works
	Tactical Action	Review of current Municipal Land Inventory to determine needs as required.	Director of Assessment Services
<b>23</b>	<b>Level of Service</b>	<b>Maintain municipal road infrastructure to ensure a safe, effective road network based on road inventory condition rating.</b>	<b>Council Plan</b>
	Tactical Action	Utilize County and third party motorgraders to maintain the gravel road network across 12 patrol areas for approval and implementation.	Director of Public Works
	Tactical Action	Apply approximately 100,000 tonnes of gravel to the graveled road network each year, further established by a needs assessment that considers prevailing road conditions, maintenance costs and annual budget.	Director of Public Works

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Develop a plan for utilization of half of the Clearwater funds currently in Public Works general reserves, utilized for projects or debenture payments, with the other half allocated to Division 7 projects/reserve, and present to Council for approval.	Director of Public Works
	Tactical Action	Provide citizens with access to Dust Suppression as per Policy.	Director of Public Works
	Tactical Action	Implement a comprehensive brushing program with priority given to maintenance issues, sight lines, and overall benefit to roadway systems.	Director of Public Works
	Tactical Action	Provide seeding along newly constructed, regraded, clay capped or shoulder pulled roads.	Director of Public Works
<b>24</b>	<b>Level of Service</b>	<b>Upgrade municipal road infrastructure to ensure a safe, effective road network based on road inventory condition rating.</b>	<b>Council Plan</b>
	Tactical Action	Update the 5 year road capital plan annually and increase the Roads Capital Budget by 2% annually to adjust for inflation.	Director of Public Works
<b>25</b>	<b>Level of Service</b>	<b>Maintain existing network of properly paved municipal roads.</b>	<b>Council Plan</b>
	Tactical Action	Analyze cost savings from the maintenance of oiled subdivisions vs gravel roads to build a reserve for future replacement of oiled roads.	Director of Public Works
	Tactical Action	Maintain existing paved roads.	Director of Public Works
<b>26</b>	<b>Level of Service</b>	<b>Upgrade the network of properly paved municipal roads.</b>	<b>Council Plan</b>
	Tactical Action	Replace existing paved roads subject to a good base in place.	Director of Public Works
	Tactical Action	A paved road that has failed and degraded beyond repair, shall be reworked to a gravel road standard and treated with annual dust control until such time as it is scheduled for an upgrade back to a paved standard.	Director of Public Works
	Tactical Action	Any requests for upgrading the standard to paved roads shall be by the local improvement process.	Director of Public Works

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
27	<b>Level of Service</b>	<b>Maintain the current bridge inventory to ensure connectivity of the County road network.</b>	<b>Council Plan</b>
	Tactical Action	Use third party contractors to provide bridge maintenance.	Director of Public Works
28	<b>Level of Service</b>	<b>Upgrade the current bridge inventory to ensure connectivity of the County road network</b>	<b>Council Plan</b>
	Tactical Action	Maintain the bridge infrastructure inventory as per the 5 Year Capital Upgrade Plan.	Director of Public Works
29	<b>Level of Service</b>	<b>Provide snow and ice maintenance services on local County roads.</b>	<b>Council Plan</b>
	Tactical Action	Provide snow removal on roads within 72 hours of the accumulation of snowfall exceeding 10 cm as per Gravel Road Maintenance Requirements Policy.	Director of Public Works
30	<b>Level of Service</b>	<b>Procure and produce the necessary aggregates to meet the County's long-term commitment to road maintenance.</b>	<b>Council Plan</b>
	Tactical Action	Secure a 50-year aggregate supply based on annual volumes of material used in maintenance operations.	Director of Public Works
	Tactical Action	Develop a comprehensive aggregate development program inclusive of gravel pit mining, crushing and reclamation.	Director of Public Works
	Tactical Action	Crush gravel to provide a 3-year minimum and a maximum 5-year gravel inventory.	Director of Public Works
	Tactical Action	Under the annual Gravelling Program, a minimum of 20 percent of the total annual tonnage applied is to come from established long haul aggregate sources until such time as those resources are depleted.	Director of Public Works
31	<b>Level of Service</b>	<b>Provide safe and viable water and wastewater systems to the public</b>	<b>Council Plan</b>
	Tactical Action	Develop a 5-year plan for operations and capital for water and wastewater systems	Director of Public Works

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Develop a water and wastewater service fee schedule to fully recover operating costs and to fund future capital upgrades by annual contributions to a Capital Reserve	Director of Public Works
	Tactical Action	Increase utility rates by 4% or CPI annually, whichever is higher, for all water and wastewater systems; update fees and charges bylaw as required	Director of Public Works
	Tactical Action	Develop a Utilities Master plan in coordination with Commission members	Director of Public Works
	Tactical Action	Investigate options for charging fees to utilize Lagoon facilities including expansion of other lagoons	Director of Public Works
	Tactical Action	Maintain existing Gwynne Wastewater systems in accordance with Alberta Environment.	Director of Public Works
	Tactical Action	Maintain existing Falun Wastewater systems in accordance with Alberta Environment.	Director of Public Works
	Tactical Action	Maintain existing Mulhurst Bay Wastewater systems in accordance with Alberta Environment.	Director of Public Works
	Tactical Action	Maintain existing Winfield Wastewater systems in accordance with Alberta Environment.	Director of Public Works
	Tactical Action	Maintain existing Alder Flats Wastewater systems in accordance with Alberta Environment.	Director of Public Works
	Tactical Action	Provide administrative and operational Services to the South Pigeon Lake and Northeast Pigeon Lake Regional Wastewater Commissions at a minimum of cost recovery.	Director of Public Works
	Tactical Action	Research and apply for available grant funding for Buck Lake Wastewater.	Director of Public Works
	Tactical Action	Maintain existing Gwynne water systems in accordance with Alberta Environment.	Director of Public Works
	Tactical Action	Maintain existing Mulhurst Bay water systems in accordance with Alberta Environment.	Director of Public Works

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Maintain existing Winfield water systems in accordance with Alberta Environment.	Director of Public Works
	Tactical Action	Maintain existing Cavallo Ridge water systems in accordance with Alberta Environment.	Director of Public Works
	Tactical Action	Provide operational services for privately owned water systems on a full cost recovery basis and as per the service agreement.	Director of Public Works
<b>32</b>	<b>Level of Service</b>	<b>Provide an efficient and environmentally responsible Solid Waste Management Program that incorporates innovative solutions for collection, recycling, repurposing, transfer and final disposal of solid waste materials.</b>	<b>Council Plan</b>
	Tactical Action	Develop a Solid Waste Management plan.	Director of Public Works
	Tactical Action	Develop a revised strategy for Solid Waste Management for implementation in 2024.	Director of Public Works
	Tactical Action	Investigate options for zero emission solid waste plants	Director of Public Works
	Tactical Action	Maintain existing Bearhills transfer station in accordance with Best Management Practices.	Director of Public Works
	Tactical Action	Maintain existing West Buck Lake transfer station in accordance with Best Management Practices.	Director of Public Works
	Tactical Action	Maintain existing Hilgartner transfer station in accordance with Best Management Practices.	Director of Public Works
	Tactical Action	Maintain existing Gwynne transfer station in accordance with Best Management Practices.	Director of Public Works
	Tactical Action	Maintain existing Lakedell transfer station in accordance with Best Management Practices.	Director of Public Works
	Tactical Action	Maintain existing Millet transfer station in accordance with Best Management Practices.	Director of Public Works



## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Maintain existing Mulhurst Bay transfer station in accordance with Best Management Practices.	Director of Public Works
	Tactical Action	Maintain existing Peace Hills transfer station in accordance with Best Management Practices.	Director of Public Works
	Tactical Action	Maintain existing Winfield transfer station in accordance with Best Management Practices.	Director of Public Works
	Tactical Action	Project cost residential garbage collection services with surplus/deficits accounted for using a combined Reserve.	Director of Public Works
	Tactical Action	Provide a cost benefit analysis regarding the permit of other municipalities utilizing County owned transfer station facilities, and evaluate against the current Operational Services Agreements.	Director of Public Works
	Tactical Action	Investigate opportunities to host Toxic Waste Round Up.	Director of Public Works

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

Level	Description	Owner
<b>GOAL</b>	<b>COMMUNICATION &amp; COLLABORATION</b>	
<ul style="list-style-type: none"> <li>We believe in communication &amp; collaboration with all internal and external stakeholders.</li> </ul>		
<b>33</b>	<b>Level of Service</b>	<b>Utilize tools and technology to encourage public participation that supports open, accountable and responsive decision making.</b>
	Tactical Action	Engage with Community Associations to Develop projects that benefit the County.
	Tactical Action	Host a minimum of 3 County wide public engagements annually: 3 Event(s).
	Tactical Action	Host Open House in Wetaskiwin and Buck Lake annually: 2 Event(s).
<b>34</b>	<b>Level of Service</b>	<b>Enhance current communication strategies related to quality stakeholder engagement.</b>
	Tactical Action	Maintain Agricultural Service Board communications on key issues.
	Tactical Action	Maintain and enhance the Website to provide information and online services to Staff, Councillors and the Public.
	Tactical Action	Enhance the County's brand by establishing clear brand guidelines (2026).
	Tactical Action	Maintain Social Media channel(s) to provide information to public, Staff and Council.
	Tactical Action	Provide information to the public that is timely, accurate, clear, accessible and responsive.
	Tactical Action	Provide residents newsletter bi-annually: 2 Newsletter(s).
	Tactical Action	Update the County's Communication Plan (2025).

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
<b>GOAL</b>		<b>FISCAL RESPONSIBILITY</b>	
<ul style="list-style-type: none"> <li>We secure diverse, sustainable funding for municipal services, prepare for our financial future, and demonstrate accountability in our use of municipal resources.</li> </ul>			
<b>35</b>	<b>Level of Service</b>	<b>Continue annual budget process to identify the delivery of municipal services and Capital Projects, along with funding and resourcing, prior to December 31.</b>	<b>Council Plan</b>
	Tactical Action	Review and approve annual Operating Budget.	Director of Finance
	Tactical Action	Review and approve annual Capital Budget.	Director of Finance
	Tactical Action	Prepare Budget based on direction from strategic plan.	Director of Finance
<b>36</b>	<b>Level of Service</b>	<b>Develop a 3 year Operating Budget as per Section 283.1(2) of the <i>Municipal Government Act</i>.</b>	<b>Council Plan</b>
	Tactical Action	Create a multi-year written financial plan to encompass operational revenue and expenses.	Director of Finance
<b>37</b>	<b>Level of Service</b>	<b>Develop a 5 year Capital Budget as per Section 283.1(3) of the <i>Municipal Government Act</i>.</b>	<b>Council Plan</b>
	Tactical Action	Prepare Capital Budget for Council after CAO review and approval departmentally.	Director of Finance
<b>38</b>	<b>Level of Service</b>	<b>Develop a formal policy framework to guide decisions on the stewardship of infrastructure assets and planning to enhance reserves and reduce the dependency on variable provincial/federal grants and linear assessment funding.</b>	<b>Council Plan</b>
	Tactical Action	Present Reserve Funding strategy annually.	Director of Finance

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Ensure there is a minimum balance of \$300,000 Gravel Contingency Reserve.	Director of Finance
	Tactical Action	Identify unfunded liabilities.	Director of Finance
<b>39</b>	<b>Level of Service</b>	<b>Attain specified municipal services utilizing outsourcing through mutual beneficial agreements unless it can be determined that employing internal County resources is more effective.</b>	<b>Council Plan</b>
	Tactical Action	Review current sourcing processes to identify supply and demand issues and realize potential savings to reduce budget impact.	Director of Finance
	Tactical Action	Complete an 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.	Chief Administrative Officer
	Tactical Action	Review electronic payment options for all County operations.	Director of Finance
<b>40</b>	<b>Level of Service</b>	<b>Observe regulatory and legislative governance to provide for sustainable metrics and reporting on municipal tax charges and assessment services.</b>	<b>Council Plan</b>
	Tactical Action	Ensure assessments are created as per provincial Standards.	Director of Assessment Services
	Tactical Action	Inspect residential, farm, commercial, and industrial properties within the County on a five-year cycle.	Director of Assessment Services
	Tactical Action	Levy property taxes yearly based on Council's approved tax rates.	Director of Assessment Services
<b>41</b>	<b>Level of Service</b>	<b>Deliver fiscal transparency through the comprehensive, clear, reliable, timely and relevant public reporting on the past, present and future state of County finances.</b>	<b>Council Plan</b>
	Tactical Action	Manage finances in accordance with the Strategic Plan and Budget set by Council.	Director of Finance

## County of Wetaskiwin No. 10 2024 Strategic & Tactical Plan

	Level	Description	Owner
	Tactical Action	Maximize external funding sources.	Director of Finance
	Tactical Action	Explore opportunities to increase revenues through recovery or change of services.	Chief Administrative Officer
	Tactical Action	Coordinate annual audit.	Director of Finance
	Tactical Action	Maintain an asset management plan with a set of guiding principals, intentions, goals and methods.	Director of Finance