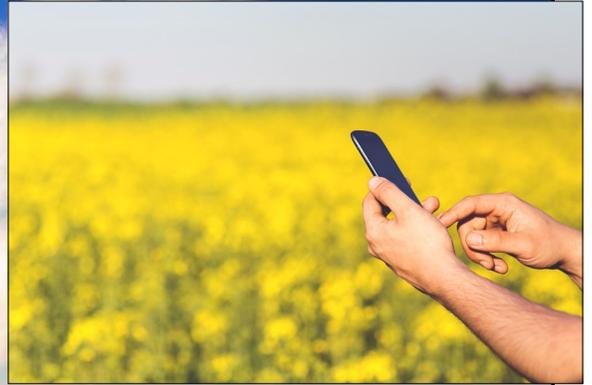


Updated Strategic Plan

2019–2021

Approved at the September 10, 2019 Regular Council Meeting

The Wilderness is Our Backyard



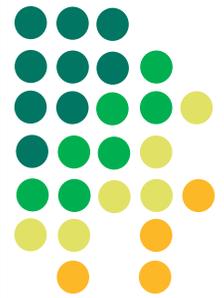


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Message to our Residents

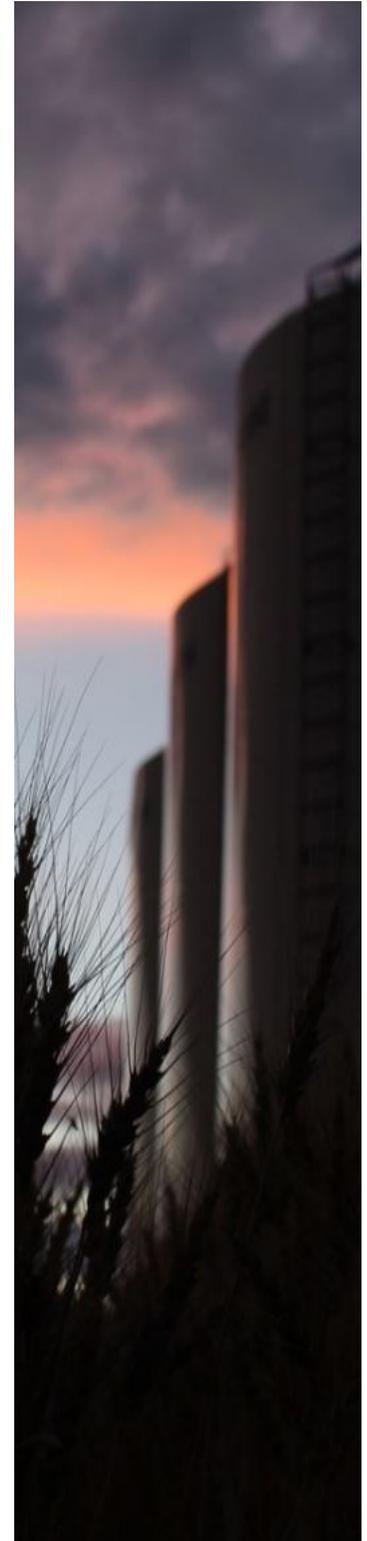
INTRODUCTION

Saddle Hills County Council originally developed its Strategic Plan to focus on the opportunities and needs of the County. Since the implementation of the 2019-2021 plan earlier in the year, we have made significant progress on many of our initiatives, and have developed new projects to help us meet our goals.

LOOKING AHEAD

Saddle Hills County Council understands that having a shared vision is a key way of enabling effective municipal governance. Through this Plan, Council confirms their commitment towards achieving:

- Saddle Hills County's vision
- Saddle Hills County's mission
- Saddle Hills County's values

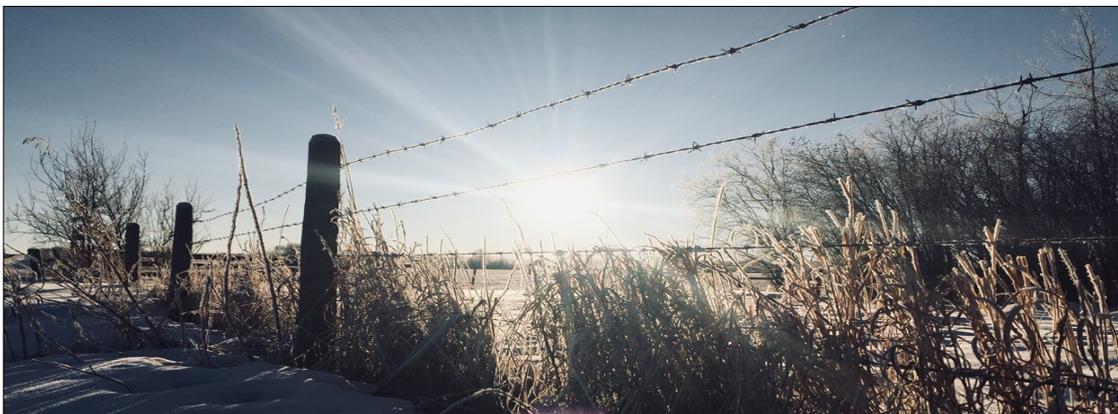
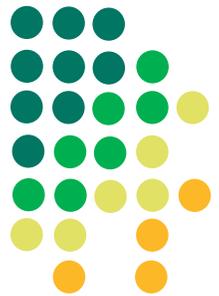


PRIORITY SETTING PROCESS

Council and staff used diagnostic methods, such as “what works well” and “what requires attention”, in evaluating our organization. This process involves discussing our internal perceptions, stakeholders’ views, and community perspectives from citizens and business, as well as the 2018 citizen surveys results. Through the strategic planning process, Council has recognized and established priorities to achieve the County’s vision for the benefit of residents and the community at large. This process focuses on the our top critical priorities, and identifies those that may be acted upon in the future.

OUR COMMITMENT

Saddle Hills County Council is committed to being a transparent and accountable government. We commit to perform our duties diligently while working towards the best outcome for our ratepayers. We will continue providing regular updates by reporting to our ratepayers through the Saddle Hills County Annual Report and the County Living newsletter, which was introduced in 2018.





Saddle Hills County Council: (l to r): Councillor Lawrence Andruchiw, Councillor Willis Fitzsimmons, Deputy Reeve Kristen Smith, Reeve Alvin Hubert, Councillor John Moen, Councillor Ken Titford, Councillor Ed Armagost.

Our Commitment

Reeve Alvin Hubert

Ward 2



Councillor Ken Titford

Ward 1



Deputy Reeve Kristen Smith

Ward 3



Councillor Ed Armagost

Ward 4



Councillor Willis Fitzsimmons

Ward 5



Councillor Lawrence Andruchiw

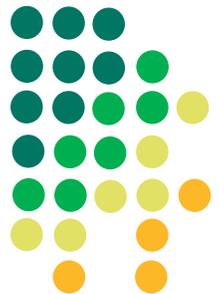
Ward 6



Councillor John Moen

Ward 7





WARD 2
Reeve Alvin Hubert



WARD 3
Deputy Reeve Kristen Smith



WARD 4
Councillor Ed Armagost



WARD 5
Councillor Willis Fitzsimmons



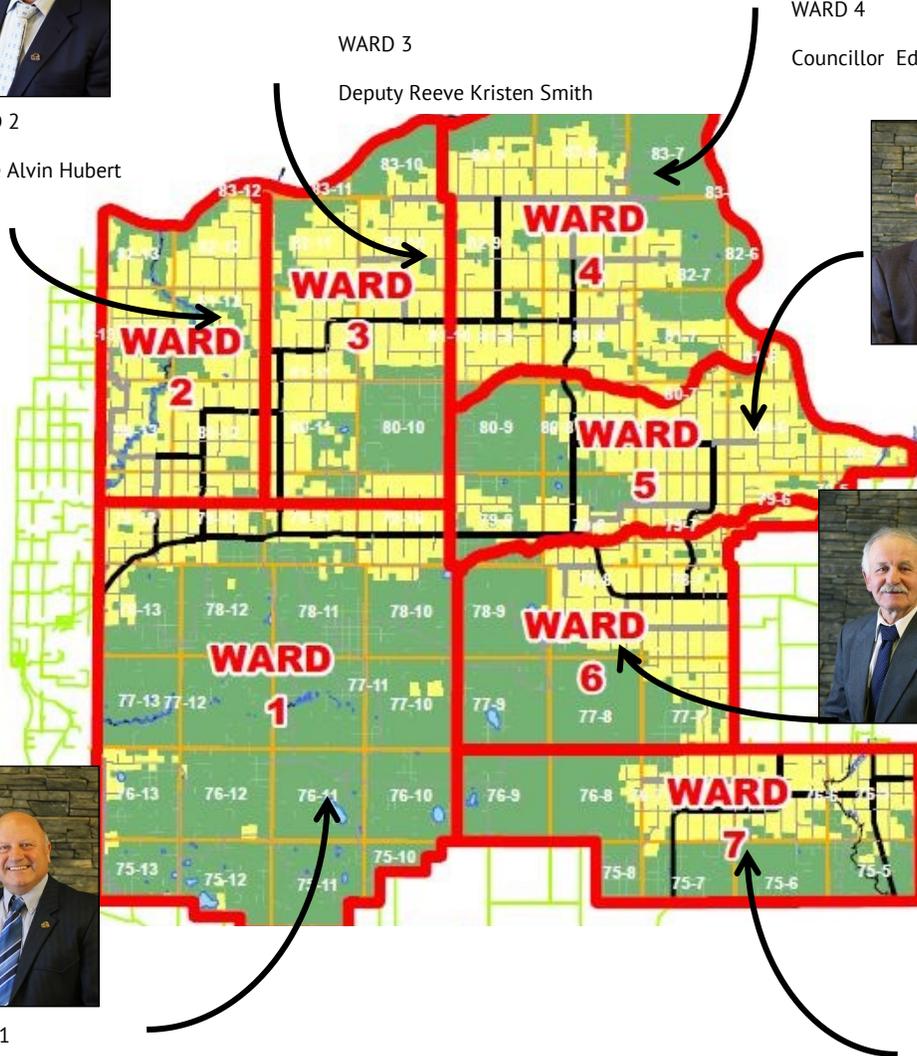
WARD 6
Councillor Lawrence Andruchiw

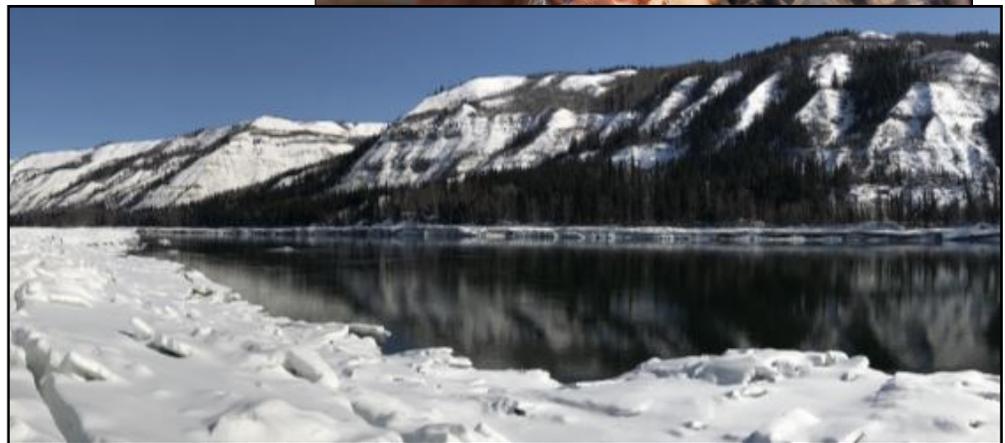
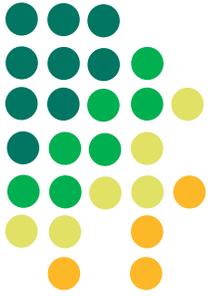


WARD 1
Councillor Ken Titford



Our Commitment

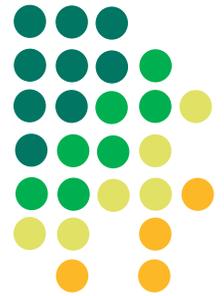




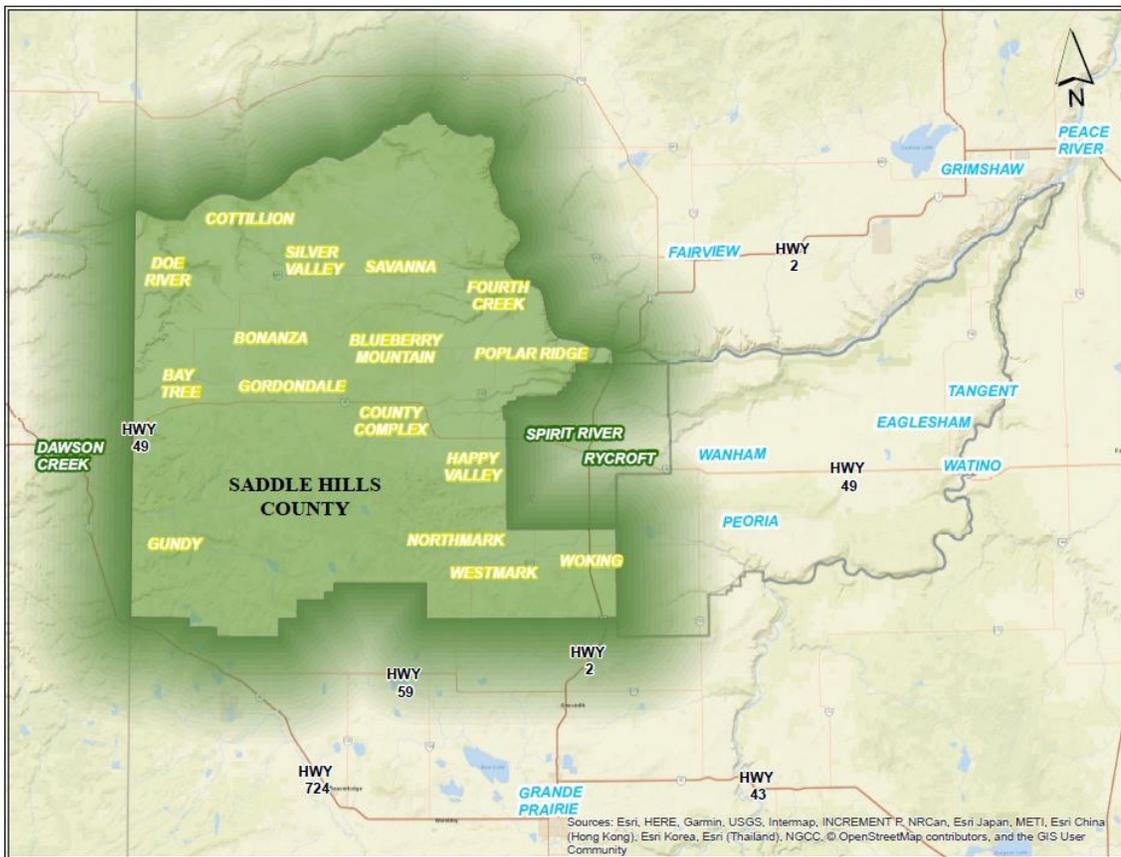
Our County



Saddle Hills County is located in the Central Peace Region. The Central Peace Region is comprised of five municipalities: Saddle Hills County, Birch Hills County, Municipal District of Spirit River No. 133, Village of Rycroft, and Town of Spirit River, sometimes referred to as the “G5”. Saddle Hills County has the Peace River on its northern border, British Columbia on its west border, the County of Grande Prairie No. 1 on its south border, and the Municipal District of Spirit River No. 133 on its



Our County





Our Vision, Mission & Values





Our Vision Mission & Values

OUR VISION

A thriving rural municipality with: a growing population; safe, active communities; and a strong, sustainable, diverse economy.



OUR MISSION

To enhance our communities by providing and supporting quality services and regional initiatives.

OUR VALUES

◇ **Respect**

To earn respect and be respectful while supporting each other; residents, council members, municipal employees and those working in the County.

◇ **Adaptable**

To seize opportunities to grow in new directions, and approach change with creative solutions to overcome challenges.

◇ **Accountability**

To deliver accountable and responsible governance through open, transparent and efficient delivery of programs and services that benefit our County.

OUR VALUES (Continued)



◇ **Equality**

To ensure our programs and services are delivered fairly and equitably throughout the County.

◇ **Excellence**

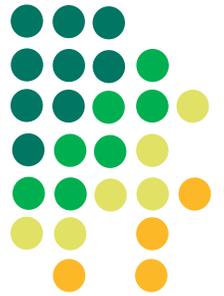
To be innovative and creative; embracing opportunities, adapting to our environment, and leading with best practices and continuous improvement.

◇ **Collaboration**

To create healthy relationships with regional communities, other levels of government and the private sector.

◇ **Community Spirit**

To support programs, recreational and volunteer activities to improve the health, wellbeing and quality of life for our residents.





Saddle Hills County Council recognized the County’s strategic pillars (SP) and corresponding guiding principles as follows:

SP1. Governance & Leadership

“The County will provide responsible and transparent leadership and governance.”

SP2. Municipal Services & Infrastructure

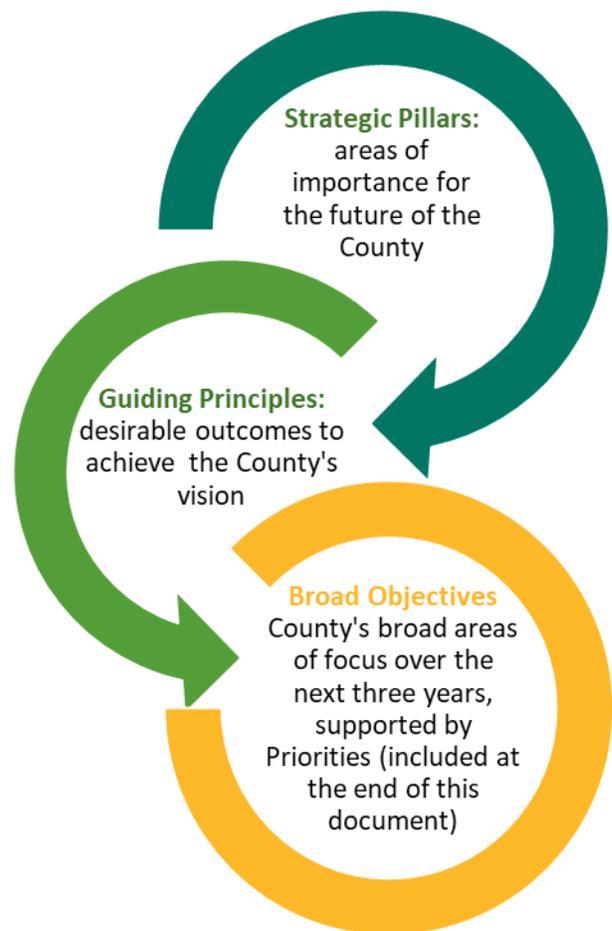
“The County will provide quality municipal services in an organized and timely manner.”

SP3. Environmental Stewardship

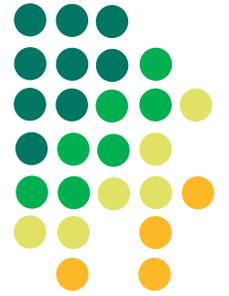
“The County will promote environmental stewardship through leadership and responsible planning.”

SP4. Community Development

“The County will provide a framework for growth in population, business and industry.”



Our Strategic Pillars (SP)



SP1. GOVERNANCE & LEADERSHIP

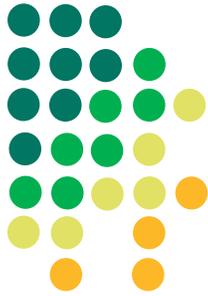
GUIDING PRINCIPLE

“The County will provide responsible and transparent leadership and governance.”

BROAD OBJECTIVES

- a. The County will have a fiscally responsible program
- b. The County will have effective communications with our ratepayers
- c. The County will commit to transparency
- d. The County will commit to building an exemplary organizational culture
- e. The County will build healthy inter-municipal relationships





SP2. Municipal Services & Infrastructure



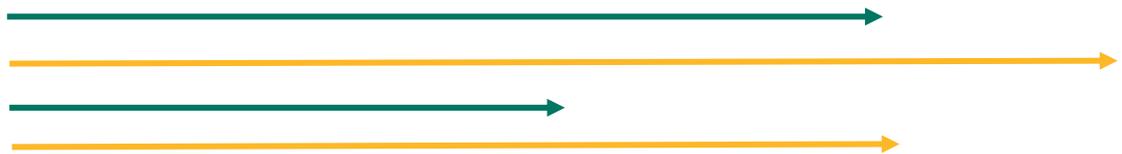
SP2. MUNICIPAL SERVICES & INFRASTRUCTURE

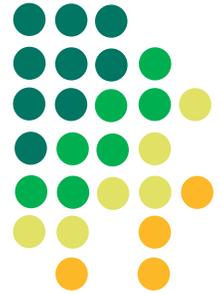
GUIDING PRINCIPLE

“The County will provide quality municipal services in an organized and timely manner.”

BROAD OBJECTIVES

- a. The County will provide and maintain quality road infrastructure for all users
- b. The County ratepayers will have access to potable water
- c. The County residents will have access to effective communications networks
- d. The County will provide effective services (e.g. waste management, protective services, agricultural services, recreation and culture)
- e. The County will provide efficient and respectful administrative services (Public Service Request system, planning and development services, access to information)





SP3. ENVIRONMENTAL STEWARDSHIP

GUIDING PRINCIPLE

“The County will promote environmental stewardship through leadership and responsible planning.”

BROAD OBJECTIVES

- a. The County will have effective communications with ratepayers
- b. The County will work with residents and industry to develop effective/relevant land use policies
- c. The County will develop policy that aligns with federal and provincial programs/regulations
- d. The County will promote effective and responsible environmental stewardship
- e. The County will demonstrate commitment to environmental stewardship through our own operations

SP3. Environmental Stewardship





SP4. Community Development

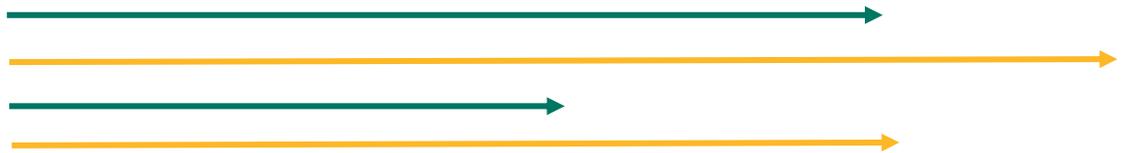
SP4. COMMUNITY DEVELOPMENT

GUIDING PRINCIPLE

“The County will provide a framework for growth in population, business and industry.”

BROAD OBJECTIVES

- a. The County will build family friendly communities
- b. The County will provide adequate recreational and cultural opportunities which will attract people
- c. The County will have effective means of ensuring our municipal services respond to the needs of our communities
- d. The County will support partnerships with industry and business
- e. The County will build partnerships with our municipal neighbours



Strategic Themes

While there are specific initiatives to help the County grow and flourish, these are Council's top five overall priorities:

1. Roads

The regular maintenance and improvement of our roads is Council's top priority. Our roads are vital to life and work in the County.



2. Potable Water

Ensuring that our residents have clean potable water is the first step in making the County a place where community can grow. This opens the door for new residents and new businesses to join our community.

3. Connectivity

We strive to provide communication opportunities through our Utility Communication Network which can provide a range of third party services (e.g. rural internet, improved cell coverage, etc.) for businesses and homes within the County.



4. Community Beautification

The County is a place that we are all proud to call home, and we want to celebrate that. We want our beautiful County to be a place that visitors would want to call home.

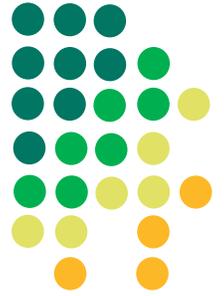
5. Recreation

Saddle Hills County is our home, and play is just as important to a healthy community as life and work. We want the County to be a place that residents and visitors alike want to explore.



PRIORITIES

Many of our goals from the previous version of the 2019-2021 Strategic Plan have been met, or are ongoing. This priorities list covers new priorities that have emerged since January



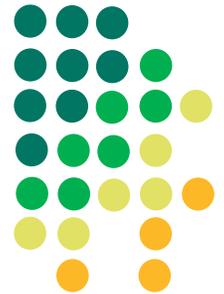
Priorities 2019—2020





Priorities 2019 – 2020

Strategic Pillar & Objective	Priorities	Stakeholders	Actions	When
SP2.a	1. Road Rehabilitation and Upgrading	Council Residents Visitors Businesses	<ul style="list-style-type: none"> Continuing ongoing maintenance Review Status of 2019 Road Upgrading Review 2020 regravelling and road upgrading plans Updating the Road Rehabilitation Program 	<ul style="list-style-type: none"> Ongoing Dec. 2019 May 2020 2020
SP2.b SP2.d	2. Water Systems	Council Administration Residents Businesses	<ul style="list-style-type: none"> Complete Savanna Construction of Water Treatment plant and truckfill Complete Rural Waterline Project Update long-term management plan Develop capacity and demand strategies Assess existing and future capacity 	<ul style="list-style-type: none"> Sept. 2020 Jan 2020 2020 2020 2020
SP2.b SP4.e	3. Regional Water Line	Council Administration Regional Partners	<ul style="list-style-type: none"> Assess regional impact of the project Assess regional interest Develop the design of the project 	<ul style="list-style-type: none"> 2020; Ongoing 2020; Ongoing 2020; Ongoing
SP2.d	4. Lagoon Transfers	Council Administration The Province	<ul style="list-style-type: none"> Initiate a Transfer Agreement with Moonshine Lake Provincial park to acquire their wastewater lagoon Complete the transfer of the lagoons at the Savanna and Bonanza Schools. 	<ul style="list-style-type: none"> 2020 2020
SP2.d SP3.d SP4.e	5. Landfill Agreement	Council Administration	<ul style="list-style-type: none"> Amend our landfill agreement with Grande Prairie to include a 3-year escape clause 	<ul style="list-style-type: none"> 2020



Priorities 2019 – 2020

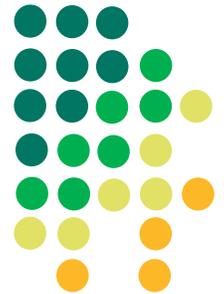
Strategic Pillar & Objective	Priorities	Stakeholders	Actions	When
SP2.d PS3.d	6. Blueberry Lease: New Landfill	Council Administration Residents	<ul style="list-style-type: none"> Secure Land Lease in Blueberry 	<ul style="list-style-type: none"> 2020
SP2.c SP4.b	7. Modern Communications	Council Administration Residents Businesses	<ul style="list-style-type: none"> Develop a Modern Communications Strategy Identify coverage gaps Identify areas of improvement 	<ul style="list-style-type: none"> Oct. 2019; Ongoing 2020; Ongoing 2020; Ongoing
SP4.a SP4.c	8. Community Beautification	Council Administration Residents	<ul style="list-style-type: none"> Construct Welcome Signs Research community lighting options Develop community signs 	<ul style="list-style-type: none"> Nov. 2019 2020; Ongoing 2020; Ongoing
SP4.b	9. Rim Rock Development	Council Administration The Province Residents	<ul style="list-style-type: none"> Complete a management plan for Seek a lease or property transfer Consult with the community once lease is approved 	<ul style="list-style-type: none"> 2020; 2020; Ongoing 2020; Ongoing
SP4.a SP4.b	10. Trail System	Council Administration Residents	<ul style="list-style-type: none"> Develop a Recreational Trail Plan 	<ul style="list-style-type: none"> Oct. 2019; Ongoing



Priorities 2019 – 2020

Strategic Pillar & Objective	Priorities	Stakeholders	Actions	When
SP1 SP2.a SP2.d	11. Wetland Regulations	Council Administration Residents Businesses The Province	<ul style="list-style-type: none"> Advocate for less restrictive regulation to enable timely road repairs and construction. 	<ul style="list-style-type: none"> Ongoing
SP1.a	12. Asset Management	Council Administration Ratepayers	<ul style="list-style-type: none"> Develop Asset Management Policy, Plan, and Strategy 	<ul style="list-style-type: none"> Feb. 2020
SP4.a SP4.c	13. Housing Incentives	Council Administration	<ul style="list-style-type: none"> Review options report for Council Direction Develop a Housing incentives Policy 	2020 Budget Deliberations
SP4.c	14. FCSS Grant Accounting	Council Residents Community Groups	<ul style="list-style-type: none"> Prepare a “How To Guide” for the grant application process Provide further training Advocate for simpler requirements 	<ul style="list-style-type: none"> Sept. 2019 Complete Complete
SP1.e SP4.e	15. Service Capacity Review	Council Administration	<ul style="list-style-type: none"> Set Terms of Reference for a Service Capacity Review of the County. 	<ul style="list-style-type: none"> 2020
SP4.a SP4.b	16. Splash Parks	Council Administration	<ul style="list-style-type: none"> Assess the feasibility of creating splash parks in our communities. 	2020 Budget Deliberations

Public Outreach





The Wilderness is Our Backyard

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Saddle Hills County 2019–2021 Updated Strategic Plan