



Strategic Plan

2019—2021

The Wilderness is Our Backyard



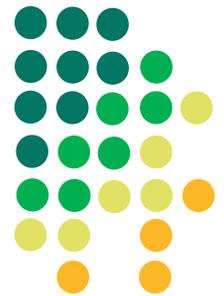


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Message to our Residents

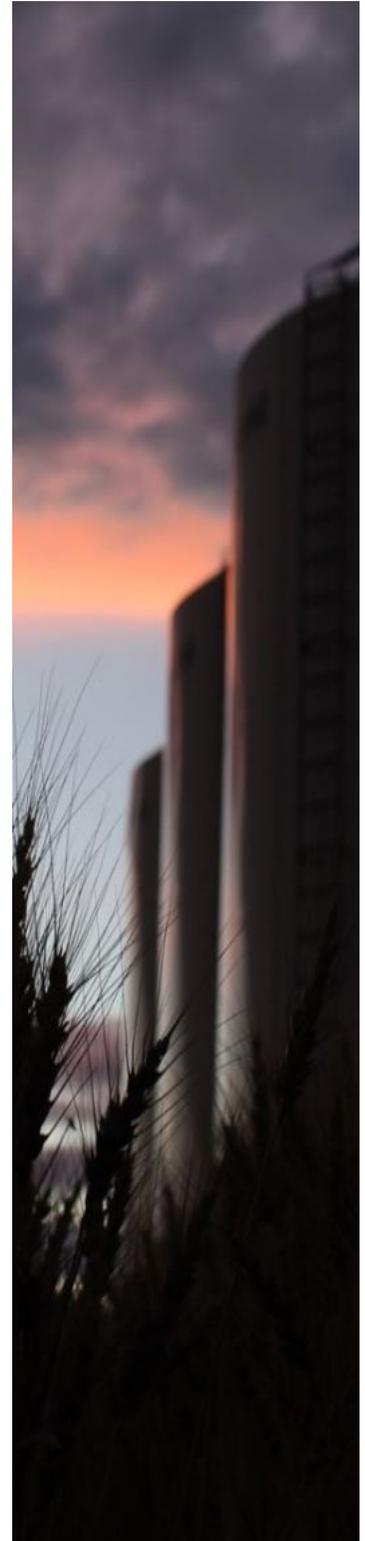
INTRODUCTION

Saddle Hills County Council has developed its Strategic Plan with the purpose of continuing to build upon the opportunities, address the challenges and mitigate potential risks for our residents and businesses.

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

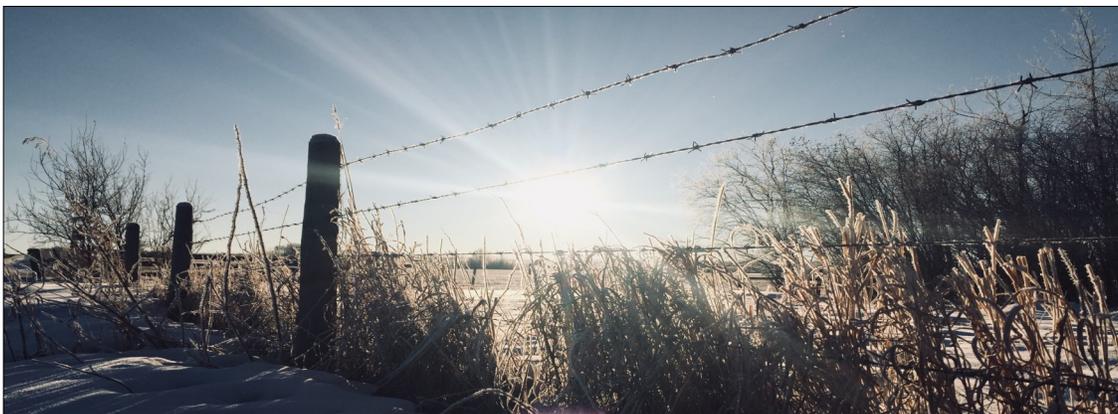
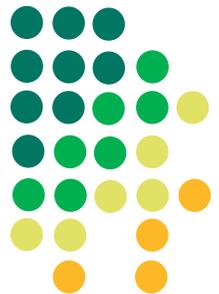


PRIORITY SETTING PROCESS

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 recognized and established the priorities to achieve the County’s vision for the benefit of residents and the community at large. The process focuses on the top critical priorities for the immediate future, and identifies those that will be acted upon in the future.

OUR COMMITMENT

Saddle Hills County Council is committed to being a transparent and accountable government and we commit to perform our Council duties diligently while working towards the best outcome for our ratepayers. We will continue providing regular updates by reporting to our ratepayers on our performance 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



Councillor Willis Fitzsimmons

Ward 5



Councillor Lawrence Andruchiw

Ward 6



Councillor John Moen





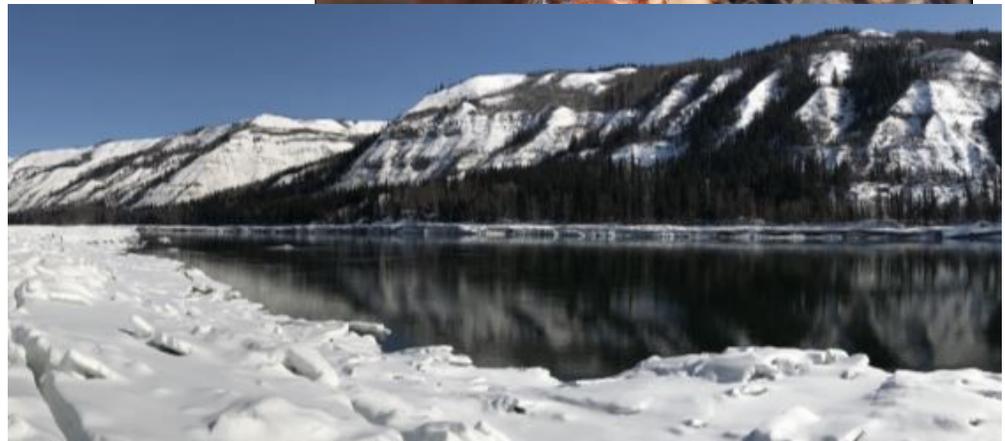
Council and CAO: Back Row (l to r) Councillors Lawrence Andruchiw, Willis Fitzsimmons, Ed Armagost, Ken Titford and John Moen. Front row: Deputy Reeve Kristen Smith, Reeve Alvin Hubert, CAO Julia Whittleton



Council and Directors: Back Row (l to r) Councillors Willis Fitzsimmons and Ken Titford, Reeve Alvin Hubert, Councillor Ed Armagost, Director of Community & Protective Services Brian Ballard, Director of Operations Ron Pelensky, Director of Corporate Services Cary Merritt. Front Row: Councillors Lawrence Andruchiw and John Moen, Deputy Reeve Kristen Smith, Director of Planning & Information Systems Laurie Jackson, CAO Julia Whittleton, Director of Rural and Economic Development Shayne Steffen.



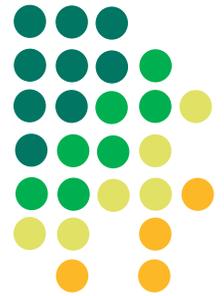
Our Council & Directors



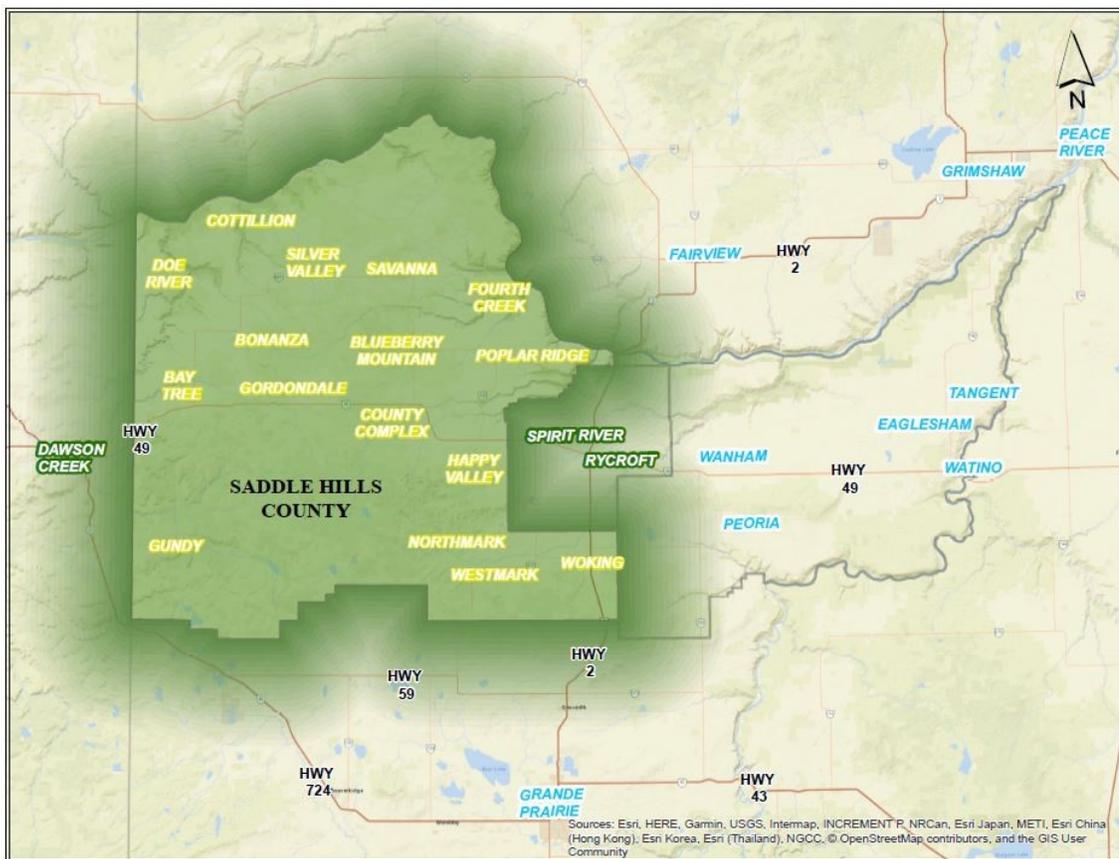
Our County

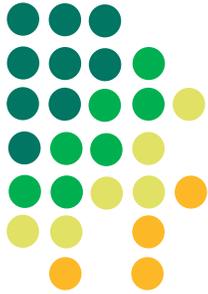


Saddle Hills County is located in the Central Peace Region. The Central Peace Region is comprised of five municipalities: Saddle Hills County, Birch Hills County, MD of Spirit River, Village of Rycroft, and Town of Spirit River, sometimes referred to as the “G5”. Saddle Hills County has the Peace River on its northern boundary, British Columbia on its west border, the County of Grande Prairie on its south border, and the MD of Spirit River on its east border.



Our County





A comparison of the results of the 2018 Resident Survey* with those from 2017 demonstrates that, on a number of issues, the findings show a trend of improvement and healthy increase in the level of satisfaction with the County. Roads have been the top priority for Council and County staff. In the survey, residents recognized the efforts of Council and staff by giving double-digit increases in satisfaction with road repair and maintenance.



Roads

- Gravel Road Repair (Up 14%)
- Summer Road Maintenance (Up 13%)
- Winter Road Maintenance (Up 10%)

Solid Waste Management

Solid waste management also experienced a double-digit increase in satisfaction from residents.

The County's restructuring of transfer stations and waste bin collections sites in recent years and the addition of oil recycling facilities at all three transfer stations have improved the process of managing the County's solid waste significantly.

In 2018 the County won an Alberta Recycling Award for the way it manages its transfer stations and recycling facilities.

*Copies of the 2018 Resident Survey are available online or from the County office.



Internet & Cellular

When asked to rate internet and cellular service at their homes, residents rated both higher than in 2017.

Internet
41% (Up 12%)

Cellular
41% (Up 16%)



Other Trends:

- | | |
|------------------------------|---------------------|
| • County's overall direction | 81% (Up 7%) |
| • Services provided | 90% (Up 6%) |
| • County employees | 93% (Up 1%) |
| • County's communications | 91% (Up 14%) |

Approval Rating:



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.





Our Strategic Pillars (SP)

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

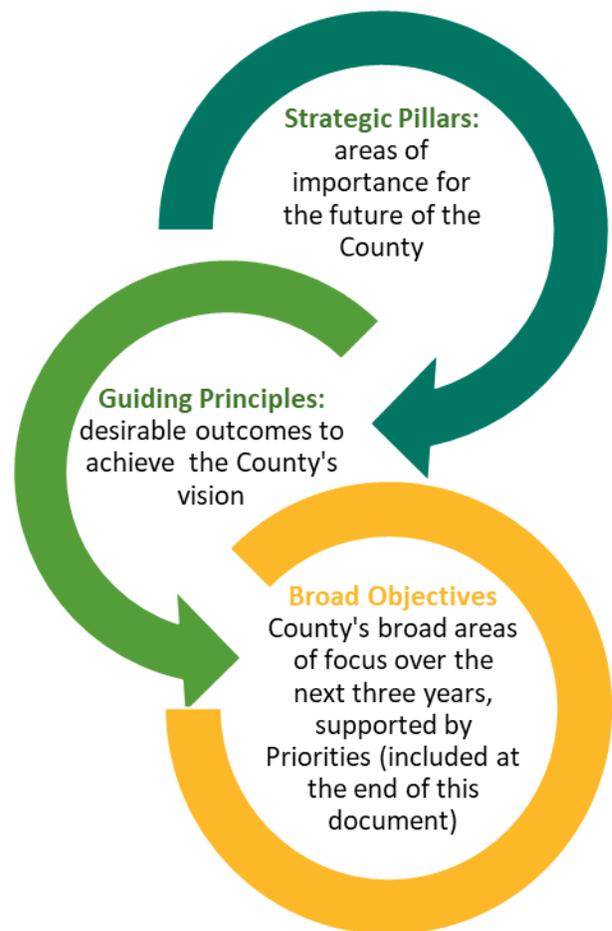
“The County will provide quality municipal services in an organized and timely manner.”

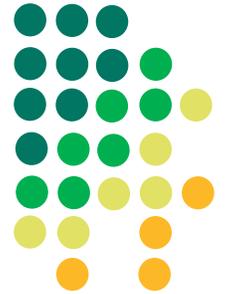
SP3. Environmental Stewardship

“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.”





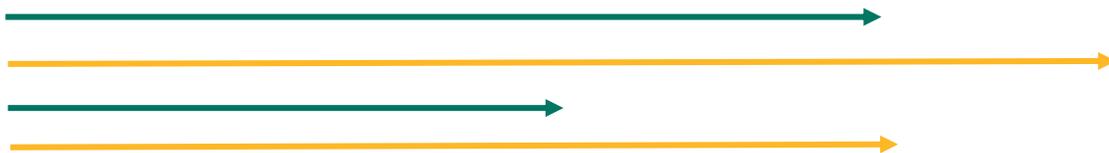
SP1. GOVERNANCE & LEADERSHIP

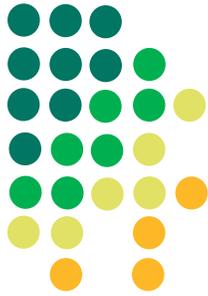
GUIDING PRINCIPLE

“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





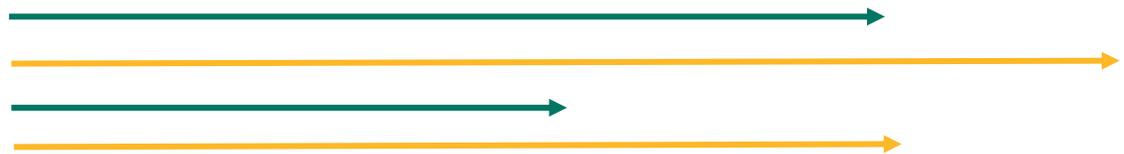
SP2. MUNICIPAL SERVICES & INFRASTRUCTURE

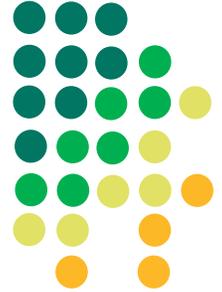
GUIDING PRINCIPLE

“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





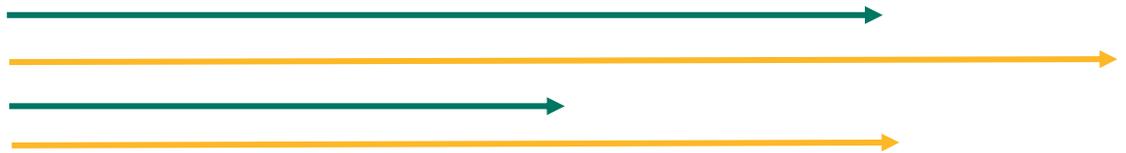
SP4. COMMUNITY DEVELOPMENT

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

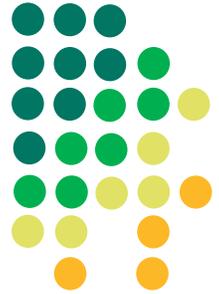


PRIORITIES 2019-2020

The Strategic Plan will come alive through the projects, actions and initiatives outlined in this section of priorities which have been set for each pillar within the plan.



Priorities for the years 2019 –2020 are detailed in the following pages.



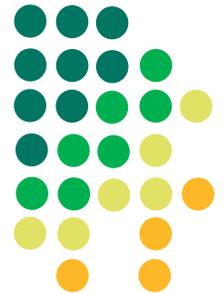
Priorities 2019—2020





Priorities 2019 –2020

Strategic Pillar & Objective	Priorities	Stakeholders	Actions	When
SP1. e	1. Regional Collaboration	Council Municipal neighbours	<ul style="list-style-type: none"> Inter-municipal collaboration framework draft agreements review (Council & Administration) 	March
SP3. b SP3. d SP1. e	2. Inter-municipal Development Plans	Council Administration Municipal neighbours	<ul style="list-style-type: none"> Establish Inter-municipal Development Plans with the MD of Spirit River No. 133 and Birch Hills County 	October
SP1. e SP4. d SP4. e	3. Industrial Business Strategy (inter-municipal)	Council Municipal neighbours	<ul style="list-style-type: none"> Strategy development 	March
SP1. a SP2. d	4. Asset Management System Policy	Council Administration	<ul style="list-style-type: none"> Establish Asset Management System Policy 	May
SP2. a	5. Road revitalization	Council Administration	<ul style="list-style-type: none"> Road maintenance standards review 	April
SP2. b	6. Potable water	Council Administration	<ul style="list-style-type: none"> Rural water action plan update Rural water policy review 	February March



Priorities 2019 –2020

Strategic Pillar & Objective	Priorities	Stakeholders	Actions	When
SP2. d	7. Wastewater	Council Administration	<ul style="list-style-type: none"> Transfer of the Peace Wapiti School Division waste lagoons into municipal operations (Bonanza and Savanna) – establish agreements (Council & Administration) Budget for Bonanza and Savanna lagoons improvements Provincial lagoon by Moonshine Lake – transfer to the County and improvements (Administration) 	May April Summer
SP2. d	8. Landfills	Council Administration	<ul style="list-style-type: none"> Secure land for a future landfill Clairmont Landfill – work towards establishing a long-term agreement with the County of Grande Prairie Confirm reclamation responsibilities for the old landfill sites Complete landfill closure plans 	May March April—May Summer
SP4. c	9. Waste to Energy	Council	<ul style="list-style-type: none"> Research a waste to energy best practices 	October
SP4. c SP4. d	10. Modern communications	Council Public Industry Administration	<ul style="list-style-type: none"> Determine new tower locations in partnership with TELUS Fibre installation proposal 	February March



Priorities 2019 – 2020

Strategic Pillar & Objective	Priorities	Stakeholders	Actions	When
SP4. a SP4. c SP4. e	11. Transport services for groups and individuals	Council Public Administration	<ul style="list-style-type: none"> Research transportation grants for groups Research introducing a transportation vouchers program for individuals with special needs Approach MD of Spirit River regarding possibility of expanding their existing bus service (Advocacy) 	March April March
SP4. a	12. Housing Incentives	Council Administration	<ul style="list-style-type: none"> Research housing incentives program 	October
SP4. b	13. Community visibility beautification program	Council Administration	<ul style="list-style-type: none"> Community visibility beautification program: Council to establish scope 	June
SP4. b	14. Recreation	Council Administration	<ul style="list-style-type: none"> Review and establish a recreation projects list 	April
SP1. e SP2. b	15. Regional Water System	Council Administration Municipal neighbours	<ul style="list-style-type: none"> Seek G5 support to apply for Alberta Community Partnership to complete a study on governance structure and financial modeling (Advocacy) 	Next G5 Meeting



Priorities 2019 –2020



The Wilderness is Our Backyard

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