



AGENDA ITEM

New Strategic Plan

December 16, 2021

BACKGROUND

In 2005 County Council and Administration undertook the development of a Strategic Plan. The original plan was completed and adopted by Council on December 19, 2005. The plan was developed to chart the course of Lacombe County in the years to come. Following the original goals set out in the Strategic Plan this process has assisted and will continue to assist us in positioning Lacombe County in meeting the current and future challenges while remaining an attractive, balanced, and progressive municipality.

The Strategic Plan has been reviewed several times by internal and external resources. In 2018 Council and Administration undertook an internal overhaul of the Plan. Following that Council and Administration committed to a one-day review and update of the Strategic Plan in the spring of 2021. This internal process was completed in April of 2021. A further commitment was made to do a full two-day review of the Plan in the spring of 2023 with the thought being that new Councillors, having been on Council for over a year, would be well versed on County operations by that time and as such would be more comfortable in establishing strategic priorities for the County.

Based on Council's interest moving towards a Priority Based Budgeting (PPB) system for 2023 it is advisable that Council revisit its strategic priorities. As such, Administration is recommending that a consultant be engaged to facilitate the development of a new strategic plan for the four-year period of 2022-2025. Once the new strategic plan is developed Council can then determine whether to proceed with the implementation of the PPB initiative which would be led by the same consultant.

Action requested of Council regarding this matter is:

1. Decide whether to proceed with the development of a new strategic plan in 2022, and if so,
2. Select dates for a two-day, consultant led strategic planning session.



ANALYSIS

As the majority of the initiatives in the County's current strategic plan have been successfully addressed, or are in the process of being addressed, and given the significant turnover in Council, it would be appropriate to determine Council's strategic priorities at this time. As the consultant we propose to use to assist us in developing the new strategic plan is very familiar with PBB, Council will be in a good position after that process to determine whether to proceed with PBB.

Alternatives:

1. Accept this report for information.
2. Proceed with the development of a new strategic plan and establish the dates for the strategic planning workshop for January 11 and 12, 2022 or other dates suitable to Council. (Administrative recommendation)
3. Take other action(s) as determined by Council.

BUDGET IMPLICATIONS

\$25,000 has been included in the 2022 budget for the development of a new strategic plan, associated corporate and department business plans and PBB implementation support. The consultant's fees for the strategic plan development are in the order of \$7,000. The remaining budget allocation would be used for the consultant's work in assisting with the development of the corporate and department business plans and implementation of PBB, if Council decides to proceed with these initiatives.

LEGISLATIVE RESPONSIBILITIES:

Section 3 of the Municipal Government Act (MGA) states the purposes of a municipality are: 1) to provide good government, 2) to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or part of the municipality, and 3) to develop and maintain safe and viable communities.

RECOMMENDATION

That Lacombe County proceed with the development of a new strategic plan and that the strategic planning workshop be set for January 11 and 12, 2022 commencing at 9:00 a.m. each day in the Council Chambers.

PREPARED BY: Tim Timmons, County Manager

REVIEWED BY: Tim Timmons, County Manager

A handwritten signature in blue ink, appearing to be "T. Timmons", written over a rectangular stamp or box.