

KEY ACTION ITEMS IMPLEMENTATION PLAN: 2018-2023

November 30, 2021

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Item #	Key Action Items	2018	2019	2020	2021	2022	2023
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1 - Awareness

STRATEGIC PRIORITIES - (A) Consider the impacts of climate trends; (B) Enhance the public's awareness of Lacombe County

1.1	<p>Provide educational opportunities to Council and staff on the climate trends for the County</p> <p><i>Lead Role - Community Services</i></p>						
Status Update	Climate Change Adaption and Mitigation is a priority in the Lacombe County Environmental Management Plan and educating staff, Council and ratepayers about local climate trends is an identified target of this priority. Staff will be adding information to the County News and social media as seasonally appropriate.	O	O	O	O	O	O
1.2	<p>Consider the risks, opportunities and impacts of climate trends in long range planning for the County</p> <p><i>Lead Role - Community Services</i></p>						
Status Update	Adapting to and mitigating the impacts to Lacombe County planning and operational activities is a major focus of the Lacombe County Environmental Management Plan which was developed in 2013 and is periodically reviewed and updated.	O	O	O	O	O	O
1.3	<p>Educate and engage the public on municipal government</p> <p><i>Lead Role - Corporate Services/Planning</i></p>						
Status Update	Identify engagement opportunities for finance related topics to Council. 2019 Budget Consultation was first opportunity identified. Staff have provided information to annual ratepayers' meetings to other timely topics such as assessment, ICFs, agricultural plastics recycling and annual budgets. COVID-19 has changed how the County engages public. There has been increased reliance on virtual and online engagement. Council meetings are now broadcast via Zoom and members of the public can participate in public hearings and municipal planning commission meetings via Zoom.	I	O	O	O	O	O

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1.4	Celebrate our successes <i>Lead Role - Council/ County Manager</i>						
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Status Update	Work with Communications to promote success of our organization. The County has actively promoted things such as the Agricultural Plastic Recycling Initiative, ICF Agreements, County's APPI Award for public consultation. County continues to promote initiatives and successes through regular County communication channels. Concerted effort in the fall regarding the proposed assessment changes for oil and gas. This was part of a broader provincial wide effort by rural municipalities to communicate the potential impacts of this provincial initiative on the local tax base and services. Council also communicated with urban neighbors to inform and obtain support for the County's position on this matter. The County has been promoting its Blue Skies Award from the Parklands Airshed Management Zone. The County's award was reported on by local media in addition to the County acknowledging the award through its normal communication channels.	O	O	O	O	O	O
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2 - Environment

STRATEGIC PRIORITY - Protect the Environment

2.1	Inventory environmentally significant areas in the County for the purposes of long range planning <i>Lead Role - Community Services</i>						
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Status Update	This is happening passively. As developers move ahead we will compile the appropriate studies to accumulate this information.	NI	O	O	O	O	O
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2.2	Continue to advocate, participate in, and/or initiate agriculture plastics recycling options <i>Lead Role - Council/Community Services</i>						
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Status Update	Currently in year three of the Joint program with Ponoka and Red Deer Counties. Expanded to accept twine, and some pilot work on silage plastic.	I	O	O	O	O	O
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2.3	Complete an inventory of the County's environmentally sensitive practices and integrate them into the Environmental Management Plan <i>Lead Role - All Departments</i>						
Status Update	The Environmental Coordinator is inventorying these through the Environmental Management Plan.	I	O	O	O	O	O
2.4	Continue to advocate, participate in, and/or initiate waste disposal and recycling activities <i>Lead Role - All Departments</i>						
Status Update	Continue to offer recycling services out of the Eckville and Alix/Mirror Transfer Stations as well as partner with urban neighbours to provide recycling access to County residents.	I	O	O	O	O	O

3 – Finance

STRATEGIC PRIORITY - Manage the Financial Assets of the County in Order to continue to provide appropriate and sustainable service levels

3.1	Develop a long term strategy which incorporates potential new revenue sources and deals with loss of taxes and/or reduction in grant funding and other revenue streams <i>Lead Role - Corporate Services</i>						
Status Update	Working on updates to reserves policies and long term capital plans. This will assist in determining capital renewal funding requirements in the future. Plans will include planned reduction in provincial capital grants .			I	O	O	O
3.2	Explore an Economic Development Strategy <i>Lead Role - Planning Services</i>						
Status Update	Staff have developed a Terms of Reference which will be presented to Council at the December Council meeting. Development of an Economic Development Strategy is proposed to be initiated in 2022.				I	C	O

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4 - Human Resources

STRATEGIC PRIORITY - Attract, engage and retain new and existing employees

4.1	Provide mentorship opportunities for leadership positions <i>Lead Role - County Manager</i>						
Status Update	Key employees have been identified for future leadership positions and are being invested in through mentorship and professional development.	I	O	O	O	O	O

4.2	Enhance the performance review tools for managers and supervisors <i>Lead Role - County Manager</i>						
Status Update	Have developed and implemented a second performance review template for supervisors to use with their staff.	I	C	O	O	O	O

4.3	Recognize generational differences in our H.R. practices <i>Lead Role - County Manager</i>						
Status Update	How to implement strategies to recognize generational differences is a regular discussion topic with staff at a variety of different levels to gain a good understanding of the expectations from the different generations as well as the limitations and opportunities within the department and the entire organization. Initiatives to address our ever-changing workforce demographics will continue to evolve.	NI	NI	NI	C	O	O

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5 - Information Resources

STRATEGIC PRIORITY - Capitalize on Information Assets

5.1	<p>Utilize a comprehensive and consistent strategy of providing information to the public</p> <p><i>Lead Role - County Manager</i></p>						
Status Update	Working with Communications and all departments to identify and implement improvements to County News and social media platforms. Public Participation now incorporated into every Council agenda item. 2021 budget includes funding to make the County's website more functional for mobile users. A communications survey conducted in 2020 identified how residents received information from the County.	O	O	O	O	O	O

5.2	<p>Increase overall efficiency and productivity through improved information sharing, collaboration and enhanced use of technology</p> <p><i>Lead Role - Corporate Services</i></p>						
Status Update	The County has launched an Intranet Site "County Connection" which all employees now have access to. This site is the site for County information for employees. All employees now have an email and Office account and can access information via email or the County Connection site. The County's SharePoint 2010 site was shut down and data moved to the new County Connection site. IT is also working to improve collaboration between MS Teams and the SharePoint site.	O	O	O	O	O	O

5.3	<p>Develop a risk management plan for external cyber threats</p> <p><i>Lead Role - Corporate Services</i></p>						
	Council has approved the Cyber Security Policy and staff are now working on a Cyber Prevention Plan.				I	O	O

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6 - Infrastructure

STRATEGIC PRIORITY - Manage the County's infrastructure

6.1	<p>Enhance strategies to protect the County's infrastructure from excessive damage</p> <p><i>Lead Role - Operations</i> <i>Support Role - Community Services</i></p>						
Status Update	Working more closely with Community Services to provide enforcement action when appropriate.	I	O	O	O	O	O

6.2	<p>Develop and implement a long range capital asset plan</p> <p><i>Lead Role - Corporate Services/Operations</i></p>						
Status Update	Council approved the 2021-2024 5-Year Capital Plan earlier this year. Administration is working to update reserve and capital policies for Council's consideration in 2022. Ongoing review of current Operations Dept. capital asset plans ensure that forecasting is accurate and reflects actual trends.				I	O	O

7 - Recreation

STRATEGIC PRIORITY - Pursue more recreational opportunities

7.1	<p>Develop a Parks & Open Spaces Plan which includes an evaluation process for the acquisition and uses of recreation and natural areas</p> <p><i>Lead Role - All Departments</i></p>						
Status Update	Planning and Operations continue to work closely together on acquisitions and subdivisions which include parks and open spaces. Development of a formal process for the evaluation of these areas is ongoing.	I	O	O	O	O	O

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7.2	Continue to investigate funding options for the completion of the north portion of the Great Trail in Lacombe County <i>Lead Role - Operations</i>						
Status Update	Grant and funding partnerships are constantly evaluated if they become available.	I	O	O	O	O	O

8 - Service Delivery

A. STRATEGIC PRIORITY - Provide appropriate service levels to our citizens

B. STRATEGIC PRIORITY - Maintain effective cooperation and collaboration with neighboring urban and rural municipalities

8.1	Investigate opportunities for alternate fire service delivery <i>Lead Role - Community Services</i>						
Status Update	Policy changes now allow for invoicing of fire responses. Working with the City of Lacombe to explore the possibility of a fee for service model for fire services.	I	O	O	O	O	O

8.2	Develop a plan to document department service levels with assigned performance measures <i>Lead Role - All Departments</i>						
Status Update	Will be initiated through Performance Based Budgeting process. Staff from a number of departments have been participating in the asset management certificate program. One of the key measures of asset management is service levels. Staff are documenting service levels for a variety of County assets.	NI	NI	NI	I	C	O

8.3	Encourage crime prevention initiatives and awareness in Lacombe County <i>Lead Role - Council/Community Services</i>						
Status Update	Enforcement Department will continue to promote CPTED and participation in rural crime watch meetings and initiatives.	I	O	O	O	O	O

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8.4	Research and implement new and innovative ways and technologies to provide and/or improve services <i>Lead Role - All Departments</i>						
Status Update	Enforcement is exploring the potential of utilizing e tickets to streamline operations. Operations consistently evaluating service levels and incorporating new technologies where appropriate. Corporate Services rolled out the E-send system for utility bills in Spring 2019 and is currently working on rolling this out for invoicing for Accounts Receivable. Tax notices will be available for 2021. Corporate Services will also roll out the virtual County Hall in 2021. Planning has moved to fillable pdf forms for subdivision and development permit applications that can be completed electronically.	NI	C	O	O	O	O
8.5	Develop a wastewater servicing proposal for the east side of Gull Lake <i>Lead Role - Planning</i>						
Status Update	This has been part of discussions with current developers in the area and will continue to be planned for as new development on the east side of the lake comes to fruition. The design of the proposed wastewater system for Lincoln Ranch allows for incremental expansion to facilitate future connection by existing and new developments if Council wishes to create a regional system. Wilson's Beach Estates has recently been given approval to connect to this system.	O	O	O	O	O	O
8.6	Investigate water and wastewater servicing in County hamlets and multi-lot subdivisions <i>Lead Role - Community Services</i>						
Status Update	This initiative is ongoing. It has moved ahead where the provision of these services has allowed.	N	I	O	O	O	O
8.7	Advocate both provincial and federal levels of government for improved communications technology and service capability for rural Alberta <i>Lead Role - Council</i>						
Status Update	Lobby senior levels of government for broadband enhancements.	O	O	O	O	O	O