



LACOMBE COUNTY

2022-2027

Corporate Business Plan

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a message from the County Manager

I am pleased to present the Lacombe County 2022-2027 Corporate Business Plan.

In 2005, Lacombe County Council and staff formally began the process of defining the future, long-range direction of our community by developing our first-ever Strategic Plan. This process was a success as it committed our entire organization to providing efficient and first-class services to our residents and businesses; protecting our valuable agricultural land; encouraging responsible development; fostering a pro-business culture that has expanded our tax base; and developing healthy relationships with neighbouring municipalities, communities, and citizens.

Over the years, we have expanded the comprehensiveness of our strategic planning process. In 2022, we have evolved our planning process to include the development of our inaugural Corporate Business Plan. This Plan will assist us on an individual, team, and overall organizational basis as we address future challenges today while ensuring we continue to be an attractive, balanced, and progressive municipality.

Through our 2022 – 2027 Strategic Plan Council has articulated the direction and goals of the County for the next five years. Our Corporate Business Plan sets out the roadmap for staff to respond to this direction and deliver on these goals.

On behalf of our senior leadership team, I would like to express my sincere gratitude to our amazing staff for their tireless work in supporting Council's commitment to making Lacombe County a wonderful place to call home and do business in. Building on the many achievements we have realized since our first Strategic Plan was adopted in 2005, I know that through the continued efforts of our entire Council and staff team that Lacombe County's future will always be bright.

Our new vision for Lacombe County sums it up best... ***Success grows here!***

Tim Timmons
County Manager
Lacombe County



our **key** COMMITMENTS

Why these commitments?

As public servants we all understand the nature of our work and how it contributes to the community, its citizens and our fellow colleagues working for Team Lacombe County.

***To the Vision and Mission of
Lacombe County***

To our citizens and stakeholders



our key PRINCIPLES



Integrity

Honest and Trustworthy



Approachable

Caring & Compassionate; Friendly & Courteous



Professionalism

In our ethics and the image we present



Fair & Objective

In our decisions; In how we treat individuals



Respect

Open-minded and Understanding



Accountable & Transparent

For our decisions; For our actions

our strategic GOALS



Our Business – Success grows here; through empowering diverse, innovative and community-minded industry and entrepreneurs



Our Finances – Success grows here; through proactively directing and managing County resources to serve our citizens and community.



Our Assets – Success grows here through intentional allocation of resources to deliver maximum value.



Our Community – Success grows here through thoughtful investment in our communities.

corporate business plan

INITIATIVES

OUR BUSINESS

2022	<ul style="list-style-type: none"> Develop Economic Development Strategy¹
2022-2027	<ul style="list-style-type: none"> Maintain competitive non-residential property tax rates² Increase population to support workforce requirements Collaborate with Joint Economic Area partners to attract new businesses and facilitate business expansions in County commercial and industrial parks
2023-2024	<ul style="list-style-type: none"> County Economic Development Officer to build relationships with industry, non-profit/community organizations, and other municipalities and government agencies² Develop and implement a social media and marketing plan to inform regional, provincial and national audiences about Lacombe County²
2023-2025	<ul style="list-style-type: none"> Develop a detailed inventory of County owned properties
2024	<ul style="list-style-type: none"> Develop a New Pavement Master Plan Survey County businesses re: their workforce, expansion and business needs Host Small Business Week Event Deliver Lacombe County Agriculture Tour in conjunction with Lacombe Historical Society
2025	<ul style="list-style-type: none"> Review Economic Development Strategy
2026	<ul style="list-style-type: none"> Conduct workforce capacity vs housing needs analysis
2027	<ul style="list-style-type: none"> Create Economic Development Committee

OUR FINANCES

2022	<ul style="list-style-type: none">• Implement paid parking program at high utilization recreation areas¹
2022-2026	<ul style="list-style-type: none">• Create efficiencies and costs savings in service delivery (i.e.,grader operator training)²
2022-2027	<ul style="list-style-type: none">• Maintain appropriate property tax rates²
2023	<ul style="list-style-type: none">• Include elements of Priority Based Budgeting in new Budget Policy²• Revise Joint Economic Area agreement with Town of Blackfalds to address cost-sharing¹
2024	<ul style="list-style-type: none">• Develop Local Government Fiscal Framework Plan to replace current Municipal Sustainability Initiative Plan• Develop process improvements in preparing property assessments• Prepare a business case for expansion of solar generation infrastructure on remote shops for 2025 budget consideration
2024-2027	<ul style="list-style-type: none">• Review County services fees structures
2025	<ul style="list-style-type: none">• Consider minimum tax level on low assessment properties• Implement a five-year property (assessment) reinspection program

1. Completed
2. In Progress



OUR ASSETS

2022-2027

- Increase long-term gravel supply
- Staff participation in professional development initiatives²

2023

- Enhance employee experience by conducting an employee engagement survey¹
- Revise County Reserve Lands Policy and Development Reserve Lands Bylaw¹

2024

- Partner with Red Deer Polytechnic Justice Studies for two (Community Peace Officer) Practicum Student Placements
- Partner with a post-secondary institution to provide an opportunity for a seasonal entry level utility operator position
- Develop and rollout Soil Health YouTube video
- Complete Agricultural Services Asset Management Plan
- Implement Photo Point Project on Sylvan Lake and Gull Lake

2024-2025

- Fire Services to implement the use of the Alberta First Responders Radio Communication System for District Fire Departments
- Develop a Natural Asset Management Plan

2024-2026

- Development of Asset Management Plan

2024-2027

- Expand long-term asset planning with regional municipalities

2025-2026

- Plan and Develop Gull Lake Trail

OUR COMMUNITY

2022	<ul style="list-style-type: none">• Update the Agricultural Services Board Terms of Reference¹
2022-2027	<ul style="list-style-type: none">• Support and encourage volunteerism in the community²
2023-2027	<ul style="list-style-type: none">• Support the ongoing development of community groups²• Sponsor and administer Farm Family of the Year Award²• Convene regular IDP/ICF Committee meetings with neighbouring municipalities²
2024	<ul style="list-style-type: none">• Review FCSS Program Support• Promote use of County recreational assets (natural areas, parks, fishing ponds, trails, etc.)
2024-2026	<ul style="list-style-type: none">• Surface Water and Wetland Assessment Monitoring Project (<i>pending Wetland Restoration and Resiliency Grant Program funding</i>)
2025	<ul style="list-style-type: none">• Conduct citizen satisfaction survey
2025-2027	<ul style="list-style-type: none">• Encourage young families to live and work in Lacombe County



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