



LACOMBE COUNTY



2022-2027

Strategic Plan

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about the STRATEGIC PLAN

In March of 2022 Council gathered to discuss what community aspirations they heard while running for office. They also looked at previous plans built to shape future success and considered current political, environmental, social, technological, legislative and economic influences on achieving that success. The result of this time together is this Strategic Plan that provides absolute clarity of future expectations for community-wide benefit.

WHERE IT ALL STARTED

In January of 2005, County Council and Administration decided to undertake the development of a Strategic Plan that would help chart the course of Lacombe County in years to come. The original plan was completed and adopted by Council on December 19, 2005. Since that time, Council and Administration have been working to position Lacombe County for the future:

- for the future residential, commercial and industrial growth we expect to see in the upcoming years
- for the future projects and initiatives required to ensure we remain responsive to the needs of all of our stakeholders
- for the future growth of the urban municipalities located within the County and potential annexations
- for the future human resource issues we will face as some of our staff prepare to retire.

Continuing to follow the original goals set out in our Strategic Plan has helped us ensure we can successfully prepare for the future. This Plan has assisted us and continues to assist us in positioning Lacombe County, so we can work through some of these future challenges today while remaining an attractive, balanced, and progressive municipality.

While we have successfully completed a number of the specific strategies identified in the original Strategic Plan, we must continue to work at ensuring that we do not lose focus on the remaining strategic action items. To achieve this, Lacombe County Council and Administration review and update this plan on a scheduled basis to ensure it remains consistent with our current needs, goals and objectives. The plan identifies Council's strategic goals and lays the framework for the specific projects and initiatives that have been identified as key components of the subsequent Corporate and Department Business Plans.

Lacombe County remains committed to the strategies, vision and mission identified in our Strategic Plan. Through this commitment, we believe we can make Lacombe County one of the best places to live while also ensuring that the County is truly a great place to work and do business.



council COMMITMENT

Council recognizes the opportunities our community sees in the future. We have taken all we have heard from you and created strong and easily understood directional goals for our Administrative team to build future plans around. We expect that through transparent communication with our community and performance-related conversations with our internal teams you will see how “Success grows here.”

GOALS

Each strategic goal captures an area of significant importance for Lacombe County. The goals are designed broad enough to encompass numerous future opportunities. Each goal statement is accompanied by a description of what was mutually understood by Council. Council also explained what success in each goal would look like if the goals were met. These points provide a way of measuring to see if they are moving closer to accomplishing the goal.

PRIORITIES

Each goal is listed in priority order. All are important. Ranking goals provides our Administration with absolute clarity on where the most value exists when building business plans and budgets. Ranking becomes essential when making critical decisions, especially in times of constraint or challenge.

REVISIONS

It is important to realize that this Strategic Plan is a living document, not a rigid plan to be followed unquestioningly. If opportunities or challenges arise that require an adjustment to the focus or priority of these goals, this will happen but without having to create a whole new set of priorities.

This Strategic Plan should be reviewed and updated to keep it current and helpful to Council and Administration.

vision STATEMENT

Success grows here!

mission STATEMENT

To build a safe and vibrant community through leadership, innovation and healthy relationships.

council STRATEGIC GOALS

Council has identified four focus areas to guide decision making and implementation activities over the next four years. Each focus area has an intended outcome and series of strategies and performance indicators to guide Administration in achieving the vision for Lacombe County.

our BUSINESS

our FINANCES

our ASSETS

our COMMUNITY

our BUSINESS

Success grows here; through empowering diverse, innovative and community-minded industry and entrepreneurs.

HOW WILL WE MAKE THIS HAPPEN?

- Attraction of new businesses and residents
- Monitor satisfaction of the business community
- Maintain competitive tax rates
- Increase population to support workforce requirements
- Recognize entrepreneurial leadership in the community

Both large and small, our entrepreneurs and industry are important to us. We want Lacombe County to continue to be home to our current businesses while also attracting new entrepreneurs to our community. We want *all* to succeed.

We will endeavour to support those businesses who call Lacombe County home by monitoring satisfaction and ensuring that business owners have the appropriate workforce to draw from in the community. We will strive to recognize entrepreneurial leadership in the community and diligently work to maintain competitive tax rates so that we can all prosper and grow.



our FINANCES

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

HOW WILL WE MAKE THIS HAPPEN?

- Explore the use of Priority Based Budgeting
- Balance pressures of inflation and provincial/federal downloading with maintaining our current service levels
- Consider and discuss debt service ratios
- Investigate alternate sources of revenue
- Increase awareness of current services to demonstrate value for tax dollars
- Maintain appropriate non-residential tax rates
- Determine provincial ranking/sustainability criteria

Maintaining current service levels is becoming more challenging with pressures such as inflation and provincial and federal downloading. Therefore, it is becoming increasingly vital that we direct and manage our County resources accordingly.

We will explore the feasibility of new tools to help us continue supporting the most relevant and impactful municipal service delivery, including the use of Priority Based Budgeting (PBB). We will continue to look for other sources of revenue and consider our current and future debt service ratios. We will strive to maintain current tax rates while increasing awareness of the bundle of services that residents currently receive – ensuring that the true value of their tax dollar is well known. Also, we will continue to work diligently to deliver a balanced budget to our residents while continuing to support the diverse needs of our County residents through efficient and effective program and service delivery.



our ASSETS

Success grows here; through our intentional allocation of all resources to deliver maximum value.

HOW WILL WE MAKE THIS HAPPEN?

- Support staff retention, attraction and satisfaction
- Develop staff succession plan
- Expand long term asset planning through partnerships with regional municipalities
- Complete asset management plan
- Partner with educational institutions to increase skilled workforce
- Protect agricultural lands, including conservation of soil quality through advocacy and education

Ensuring strong, sound planning *now* will guide us into a prosperous, prepared future. This includes the development of plans and documents, including a reserve strategy, which will help prepare us for rising inflation that impacts both short- and long-term capital expenses. We will also continue to protect the County's agricultural lands through advocacy and education. We recognize that agriculture is one of our community and region's most significant historical assets.

We treasure another vital asset - our staff. It is crucial to ensure that Lacombe County is a desirable place to work, so that we continue attracting the best and brightest to our municipal Administration. This is also true for our community, so we will work hard to support a skilled and educated workforce in the community so our businesses can continue to thrive and prosper.



our COMMUNITY

Success grows here; through respectful, mindful investment in our communities.

HOW WILL WE MAKE THIS HAPPEN?

- Support the ongoing development of community boards and groups
- Complete updating the Ag Services Board Terms of Reference
- Encourage young families to live and work in Lacombe County
- Support and encourage volunteerism in the community
- Increase awareness of location and assets
- Support respectful and meaningful dialogue with citizens
- Foster relationships with other municipalities and levels of government, including the Joint Economic Areas (JEA) partners

The importance of a strong community is fundamental to ensure individual wellness and success. As such, we will continue to support our community groups and boards, and help foster a community of passionate volunteers and community members. The continued vibrancy of our community is paramount; we will work to continue promoting Lacombe County and the many assets that we possess.

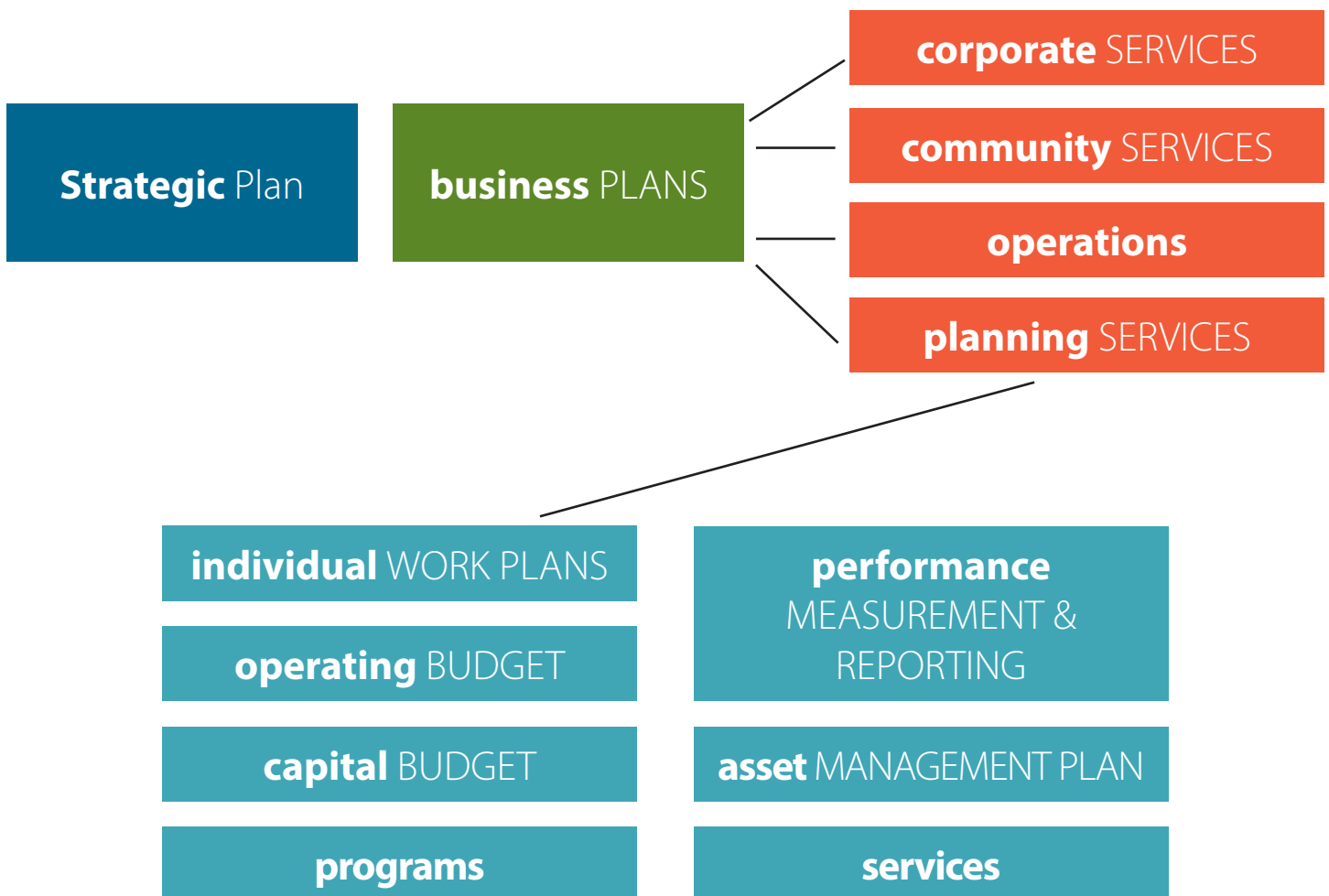
The attraction of young families to the community is key. Continuous and intentional discussions with our citizens will ensure they know that their voices are heard. We will also continue our valuable work with our region and beyond, including neighbouring municipalities in the Joint Economic Areas, to align our efforts toward collective future success.



next STEPS

Success grows here. With our new Vision Statement in place, alongside Council's Strategic Goals, Lacombe County will move into the next phase of planning.

The business units will come together in mid-2022 to build business plans for their individual departments, aligning with the strategic goals. The goals identified in the business plans will impact individual staff work plans, budgets, reporting, and more.



We will communicate this to staff and the public once these documents are in place! Stay tuned!

2022 STRATEGIC PLANNING TEAM

Facilitators:

- Kelly Rudyk, It's Logical Strategic Planning Services
- Jamie Langstaff, It's Logical Strategic Planning Services

Council

- Brenda Knight, Councillor
- Dana Kreil, Councillor
- John Ireland, Deputy Reeve
- Barb Shepherd, Reeve
- Ken Weenink, Councillor
- Dwayne West, Councillor
- Allan Wilson, Councillor

Staff

- Tim Timmons, County Manager
- Dion Burlock, Director of Community Services
- Dale Freitag, Director of Planning Services
- Bill Cade, Director of Operations
- Michael Minchin, Director of Corporate Services
- Chance Brayford, Equipment Operator
- Laverne Turnbull, Executive Administrative Coordinator
- Nicole Plewis, Communications Coordinator



Lacombe County
RR3
Lacombe AB T4L 2N3

Phone: 403.782.6601
Email: info@lacombecounty.com

www.lacombecounty.com
Twitter: [@LacombeCounty](https://twitter.com/LacombeCounty)
Facebook: [/Lacombe County](https://www.facebook.com/LacombeCounty)