

Wheatland County 2021

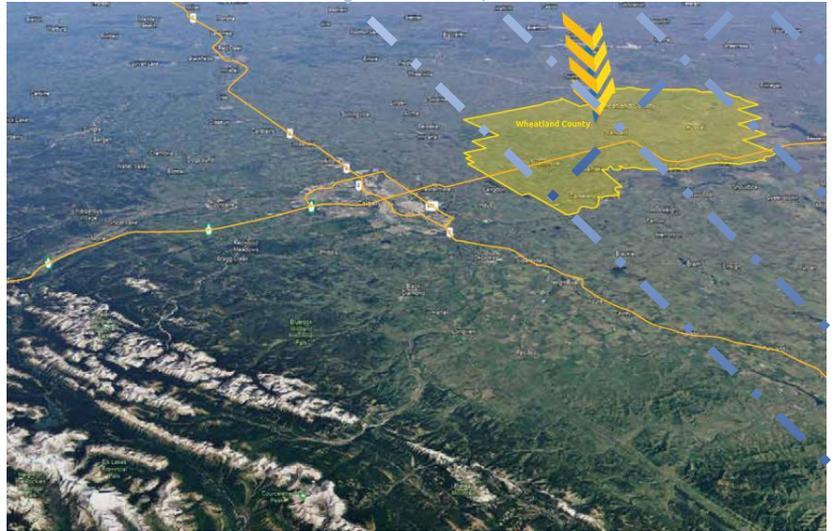
Strategic Plan

www.wheatlandcounty.ca



Introduction

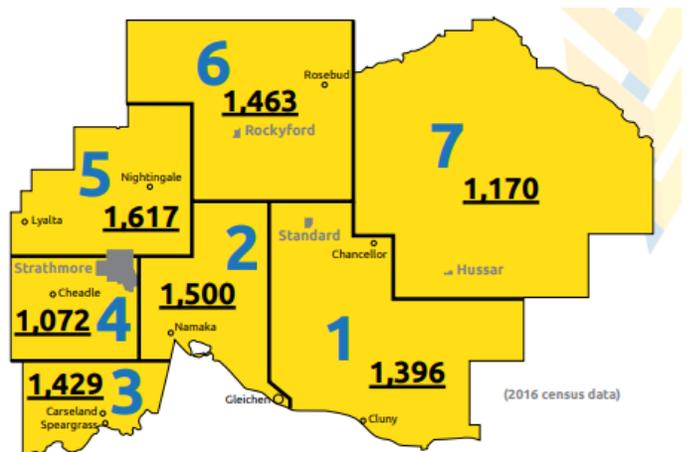
Wheatland County has a population of 8,788 residents. The prairie's natural beauty fills the eye in all parts of Wheatland County. From the golden fields, to the badlands of the northeast, to the tranquility of the Bow River, Wheatland County is an ideal blend of rural and urban lifestyles; we are next door to the city of Calgary, the fastest growing city in the most vibrant province of Canada.



The County is bordered on the west by Rocky View County, the south by Vulcan County and Siksika Nation, the east by the County of Newell and Special Areas 2, and on the north by Kneehill County and the Town of Drumheller. Within the County's boundary is the Town of Strathmore and the villages of Hussar, Rockyford, and Standard.

Wheatland County is primarily a rural region with an agricultural heritage based on European descendants, and multi-generational families who migrated to the area as the Province of Alberta came into Canadian Federation at the turn of the 20th century. With proximity to the City of Calgary, businesses and families are looking for the quality of life and affordability that Wheatland County provides. Many of the homes in Wheatland County, as well as the hamlets, are single-family dwellings. The hamlets tend to have large lots and housing types ranging from manufactured homes and bungalows to large multi-story dwellings. The population on the western side of the County, and around the Town of Strathmore, are experiencing more country-residential development with a commuting workforce, small businesses, and industrial development. The eastern side of the County has many large farms. The east side is also seeing an emergence of diversity with green energy development and technology strides around agriculture production. Siksika Nation shares much of Wheatland County's southern border. Many indigenous people from the Nation also live and work in Wheatland County and the towns within the region.

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Mission:

Where innovation meets tradition.

Vision:

Wheatland County is committed to preserving the traditions of our rural heritage, while bringing innovation to governance, business, and our communities.

Trust

We act in an open and honest manner at all levels, building strong relationships with our staff, community members, and neighbouring municipalities.

Responsible

We provide services to our community in a timely, informed, and responsible manner which allows for long term, sustainable growth.

Integrity

Trustworthy decisions are made with high integrity for the benefit of the community and our stakeholders.

Innovative

We strive to be a community that is innovative to intelligently serve the needs of our community.

Engagement

We listen to the voices of our stakeholders to understand their perspectives, sharing information proactively regarding the decisions we make.

Our Values

The Council of Wheatland County approved the Strategic Plan that will guide the municipality and its administration.

The Strategic Plan focuses on the vision of innovation while maintaining cultural heritage, making Wheatland County a sustainable region that our residents are proud to call home. The plan includes four key strategic priorities to achieve this goal:



Strong Economy



Sustainable Organization



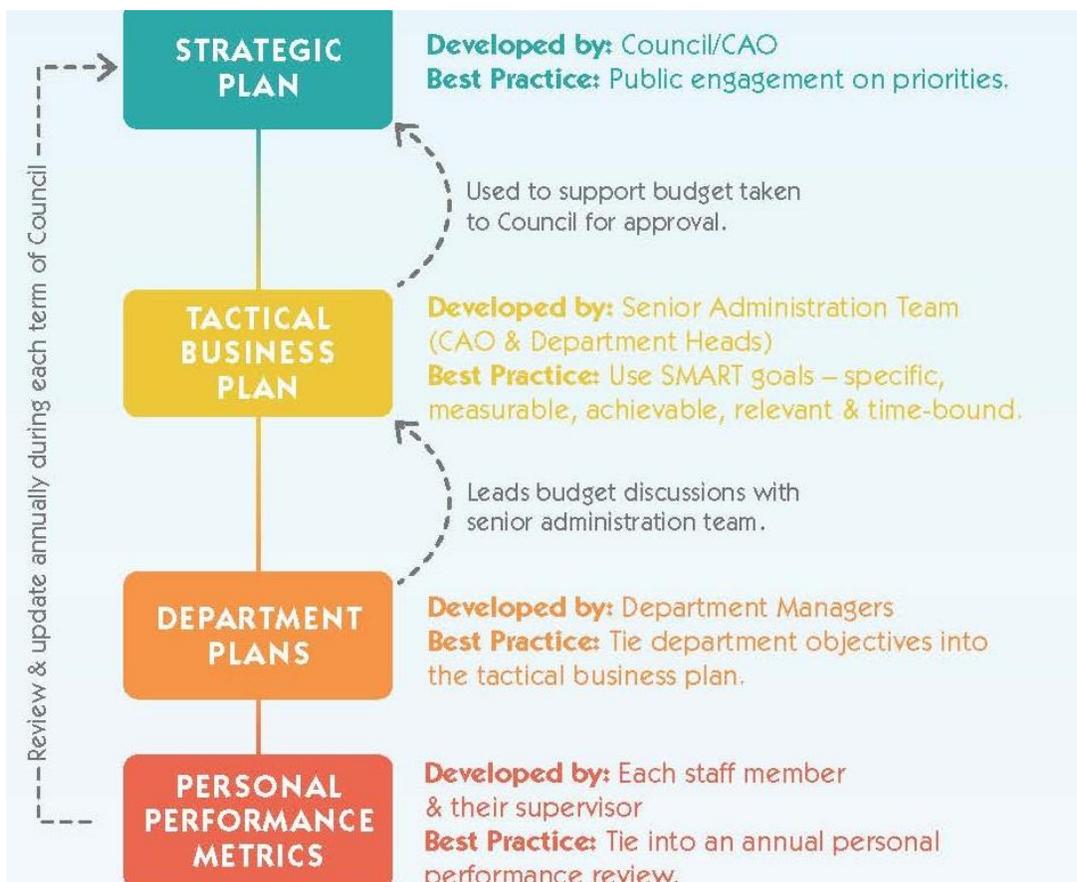
Long Term Plans



Collaborative Relationships with Neighbours

Key Priorities

The following diagram identifies the overall strategic planning process and how Council's Strategic Plan leads to a Corporate Business Plan/Tactical Plan followed by Department Business Plans. Council's Strategic Plan identifies the vision and the key priorities for the community. Administration takes those key priorities and develops out their plans to support and achieve Council's strategic direction. That overall vision aligns to the long-term plans and policies (i.e., Municipal Development Plan, Land-Use Bylaw, Intermunicipal Collaboration Frameworks) that in many cases, provides the statutory and regulatory framework for the County's activities. From there, the Corporate Business Plan articulates the agenda to move the organization closer to achieving Council's key priorities that respects the long-term plans and policies in place. Department plans will flow out of this Corporate Tactical Plan to identify key initiatives and actions.



These plans will be presented to Council and the community as part of the annual budget process. While we often think of plans and budgets as separate entities, they are in fact one-in-the-same. Budgets reflect the choices we make. They identify what we do, or not do. Department plans are what drive those choices with input from both Council and the community.



Strong Economy

Building a strong and vibrant community by attracting, supporting, and retaining businesses and residents.

Key Result #1 – Business Attraction Strategy

Action Item #1a

Wheatland County to do an assessment of their land zones and availability of marketable land to create a municipal land inventory and determine development opportunities (industrial park).

Action Item #1b

Wheatland County to do a current business analysis to determine if there are any common suppliers or complimentary business opportunities to market for location in the County. Furthermore, the assessment should include a survey of current businesses to find out why they located in Wheatland County and what would make them leave.

Action Item #1c

Utilizing the information from #1b, develop a business attraction plan utilizing County strengths and newly allowed incentives that will both support current local businesses and increase the assessment in Wheatland County.

Key Result #2 – Business Retention and Expansion Strategy

Action Item #2a

Wheatland County to use the results from Action Item #1b to develop a business retention and expansion strategy. This may include quarterly business visitations, business workshops based on information gathered in the survey, and introductions that may assist in supplier/buyer relationships.



A Sustainable Organization

A fiscally sustainable, efficient organization tooled to take Council's Strategic Plan to fruition.

Key Result #3 – Continuous Organizational Process Improvements

Action Item #3a

Regular reviews of departmental processes within Wheatland County, as required, to ensure current structure and roles are the most efficient and effective means to operate, ensuring the structure can achieve Council's Strategic Plan.

Action Item #3b

To implement recommendations from departmental reviews in order to maximize on efficiencies formulated in review reports.

Key Result #4 – Financial Sustainability

Action Item #4a

To develop a long-term fiscal strategy that incorporates sustainable infrastructure, programs, and services and looks for alternative revenue generating opportunities while continuing to balance service levels and affordability.

Key Result #5 – Skilled Staff

Action Item #5a

To increase opportunities for staff to develop their skills and abilities which provides them the tools to contribute in a more meaningful and expanding way.

SHORT TERM

LONG TERM

PLAN

OBJECTIVES

Long Term Plans

Long term plans that support and encourage future growth while sustaining infrastructure, financial health, and supporting overall prosperity for residents and businesses.

Key Result #6 – Asset Management Plan

Action Item #6a

To develop an asset management plan that includes funding strategies to maintain municipal assets.

Key Result #7 – Lakes of Muirfield Master Plan

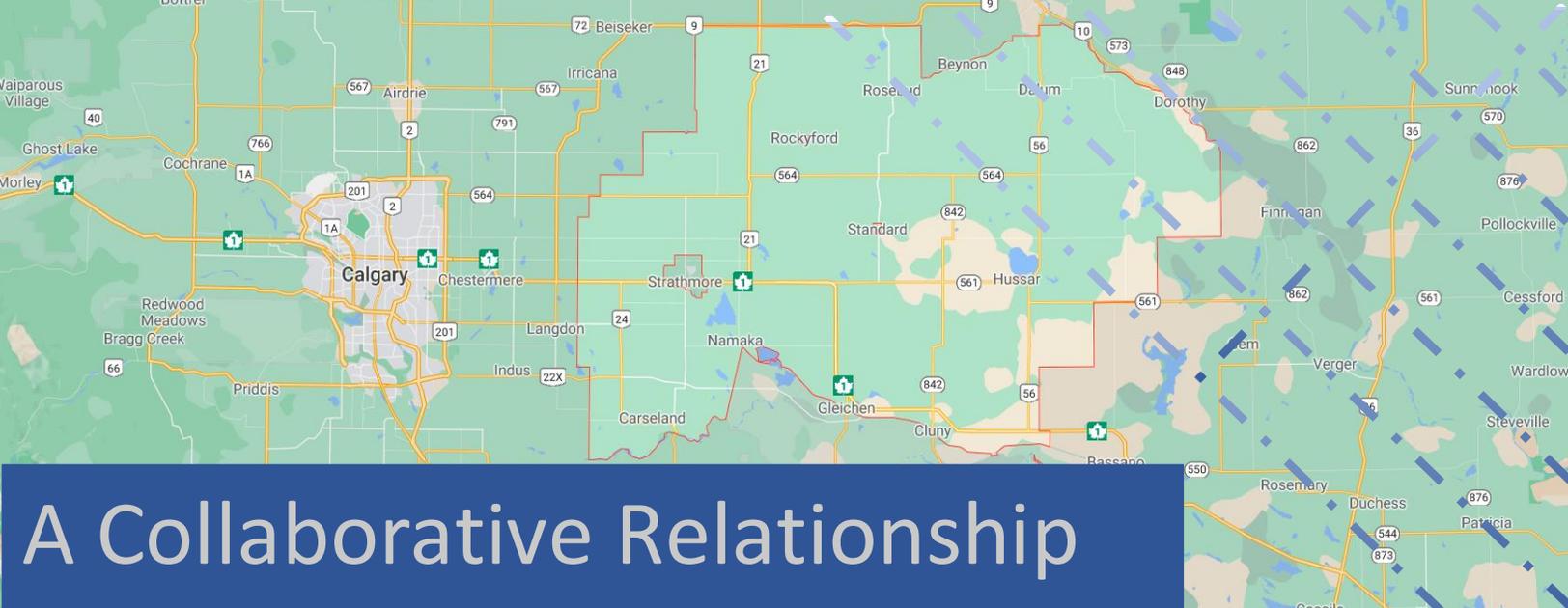
Action Item #7a

To develop a Community Master Plan for the Lakes of Muirfield.

Key Result #8 – Roads Master Plan

Action Item #8a

To develop a roads master plan, taking into consideration stakeholder needs and wishes while also considering the overall infrastructure needs of the County.



A Collaborative Relationship with Neighbours

Collaboration with neighbours on key community issues and development, focusing on the delivery of services in an efficient and effective manner.

Key Result #9 – Develop Strategic Partnerships

Action Item #9a

Continue the momentum garnered through Intermunicipal Collaboration Framework discussions and leverage partnerships with surrounding communities to continue to meet the growing needs and demands of the County.



Strategic Plan Summary

Strong Economy

Business Attraction Strategy

Business Retention and Expansion Strategy

Sustainable Organization

Full Organizational Review

Financial Sustainability

Skilled Staff

Long Term Plans

Asset Management Plan

Lakes of Muirfield Master Plan

Roads Master Plan

Collaborative Relationships with Neighbours

Strategic Partnerships