

# COUNCIL STRATEGIC PLAN

2022-2025



*Moving Forward*

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# 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 shares its boundaries with seven other municipalities and First Nations lands. Within the County's boundary are the additional municipalities of the Town of Strathmore and the Villages of Hussar, Standard, and Rockyford.

Wheatland County is primarily a rural region with an agricultural heritage composed of 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 eastern 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 live and work in Wheatland County and the towns within the region.

# Wheatland County Council

## Message from Council:

As Wheatland County elected representatives, we are pleased to present the 2022-2025 Strategic Plan. It is our duty to create a strong and strategic foundation that will help guide the present and future success of our community.

The Strategic Plan outlines a tactical direction to achieve our Vision, Mission, and Values. Council strives to engage, listen, and learn, to integrate feedback from our constituents. This helps Wheatland County to better serve you. The four strategic pillars in “Moving Forward: 2022-2025” encapsulates a framework that directs Council and Administration to serve and deliver high quality, cost-effective municipal services to you, our customers.

We want Wheatland County to continue to approach opportunities and challenges with innovation and integrity while being accountable, trustworthy, and transparent with our ratepayers.

Wheatland County’s Strategic Plan provides guidance to enhance efficient service delivery, while incentivizing business development and attraction to make Wheatland County an attractive place for businesses and residents to call home.



(Left to Right: Councillor Laursen, Councillor Laprise, Councillor Biggar, Councillor Koester, Reeve Link, Deputy Reeve Klassen, Councillor Ikert)

# Legislated Mandate

**Alberta's Municipal Government Act legislates the broad purpose of the County:**



Provide good government



Foster the well-being of the environment



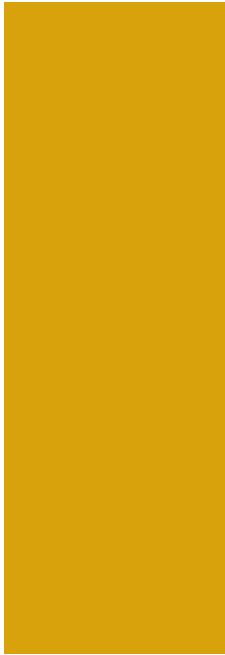
Provide services, facilities, or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality



Develop and maintain safe and viable communities



Work collaboratively with neighbouring municipalities to plan, deliver, and fund inter-municipal services



# Wheatland County's Vision, Mission, and Values

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## Our Mission

Where innovation  
meets tradition.

## Our Vision

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

## Our Values

- >>> Honesty
- >>> Accountability
- >>> Integrity
- >>> Innovation
- >>> Transparency



# Building the Plan

Wheatland County's Strategic Plan was created through a Strategic Planning workshop. Council collectively reviewed Wheatland County's pillars and analyzed progression from the previous Strategic Plan. Councillors provided thoughtful input from their own environmental scan of the community, as well as interactions with Wheatland County's ratepayers. After evaluating the County's previous Strategic Plan, they worked together to identify how to improve performance to better align with the County's Vision, Mission, and Values.

Without strategy,  
execution is aimless.  
Without execution,  
strategy is useless.

Morris Chang



# Strategic Pillars

Wheatland County's Strategic Plan consists of four strategic pillars: diverse and thriving economy, sustainable organization, strategic partnership, and communication. These four pillars provide the crucial foundation necessary to achieve our County's Vision, Mission, and Values. Each strategic pillar features task objectives to ensure Administration is executing daily activities that are aligned with Wheatland County's strategy.

Diverse and Thriving Economy

Sustainable Organization

Strategic Partnership

Communication



## Pillar 1 – Diverse and Thriving Economy

### Strategy 1 – Business Retention and Expansion Strategies

➤➤ Wheatland County will review and update its long-term plans to ensure they align with providing a competitive advantage for business development and investment.

➤➤ Wheatland County will strive to provide a highly competitive tax rate to attract investment, while providing high quality municipal services.

➤➤ Wheatland County will develop new and innovative strategies and plans to expand its subterranean infrastructure to meet the needs of attracting commercial and industrial development.

➤➤ Wheatland County will review and modify its existing economic development plans to support and enhance its existing and future economic base.



## Strategy 2 – Agricultural Strategies

>> Wheatland County will promote and organize events for its diverse and growing agricultural business community through an active and engaged Agricultural Services Board.

>> Wheatland County will work to identify and promote innovation in agricultural production, tourism, and support long standing agricultural producers.

## Strategy 3 – Infrastructure Strategies

>> Wheatland County will focus on developing its West Side Servicing Strategy in order to attract business development to the Goldfinch and West Highway 1 Area Structure Plan locations.

>> Wheatland County will evaluate servicing strategies throughout the County’s urban hamlets and communities to enhance residential and business development potential.

## Strategy 4 – Community Development Strategies

>> Administration and Council will evaluate the social, economic, and environmental fabric of County communities and will address any findings in a collaborative and engaging manner and incorporate strategies and outcomes in policy to improve and enhance the quality of life for ratepayers.



# Pillar 2 – Sustainable Organization

## Strategy 1 – Service Levels

➤➤ Wheatland County will strive to provide service excellence to its ratepayers and customers across all business units and will evaluate its service levels through a comprehensive lens to determine where and how to improve servicing the ratepayers of the County.

➤➤ Wheatland County Council will endeavour to approve a budget that best serves the County ratepayers.

## Strategy 2 – Team Wheatland

➤➤ Wheatland County will strive to be an “employer of choice” by attracting and retaining talent through a comprehensive benefits program and by providing quality work-life balance opportunities.

➤➤ Wheatland County will celebrate the successes of team members and business units through staff recognition initiatives.

➤➤ Wheatland County will budget for professional development opportunities to improve skillsets to enhance the County’s customer service levels.

Our goals can only be reached  
through the vehicle of a plan.  
There is no other route to success.

Pablo Picasso



### Strategy 3 – Reporting

➤➤ Wheatland County Administration will develop a method and provide quarterly updates to Council on meeting the key Wheatland County Strategic Plan tactics.

➤➤ On an annual basis, Wheatland County Council will evaluate the progress of meeting the strategic planning tactics and strategies and develop new methods to achieve desired outcomes.

### Strategy 4 – Sustainable Plans

➤➤ Wheatland County Administration will develop and employ department plans that support the Strategic Plan.

➤➤ As stewards of taxpayer dollars, Wheatland County Council and Administration will develop an annual budget to accomplish strategic goals set by Council.





## Pillar 3 – Strategic Partnership

### Strategy 1 – Intermunicipal Collaboration

➤➤ Wheatland County will ensure that all required intermunicipal agreements are developed in the best interest of the public.

### Strategy 2 – Regional Partnerships (Boards and Agencies)

➤➤ Wheatland County will strive to collaborate with regional partners in the development of initiatives that benefit both the region and County taxpayers by meeting the Strategic Plan pillars and strategies.

### Strategy 3 – Subregional Partnerships (Villages, Town, Siksika)

➤➤ Wheatland County will strive to collaborate with regional partners in the development of initiatives that benefit both the region and County taxpayers by meeting the Strategic Plan pillars and strategies.

# Pillar 4 – Communication

## Strategy 1 – Engagement

>> Wheatland County will utilize best practices to engage with the public to gather and document public opinion and public sentiment.

## Strategy 2 – Website, Social Media, Intra-communications

>> Wheatland County will work on improving, modernizing, and streamlining the County's website materials to generate a user friendly and attractive platform.

>> Wheatland County will evaluate and align its communications and public relations practices to generate accurate and engaging information.

## Strategy 3 – Communications Plan

>> Wheatland County Administration will develop and implement a comprehensive Communications Plan that best serves Council and County ratepayers.

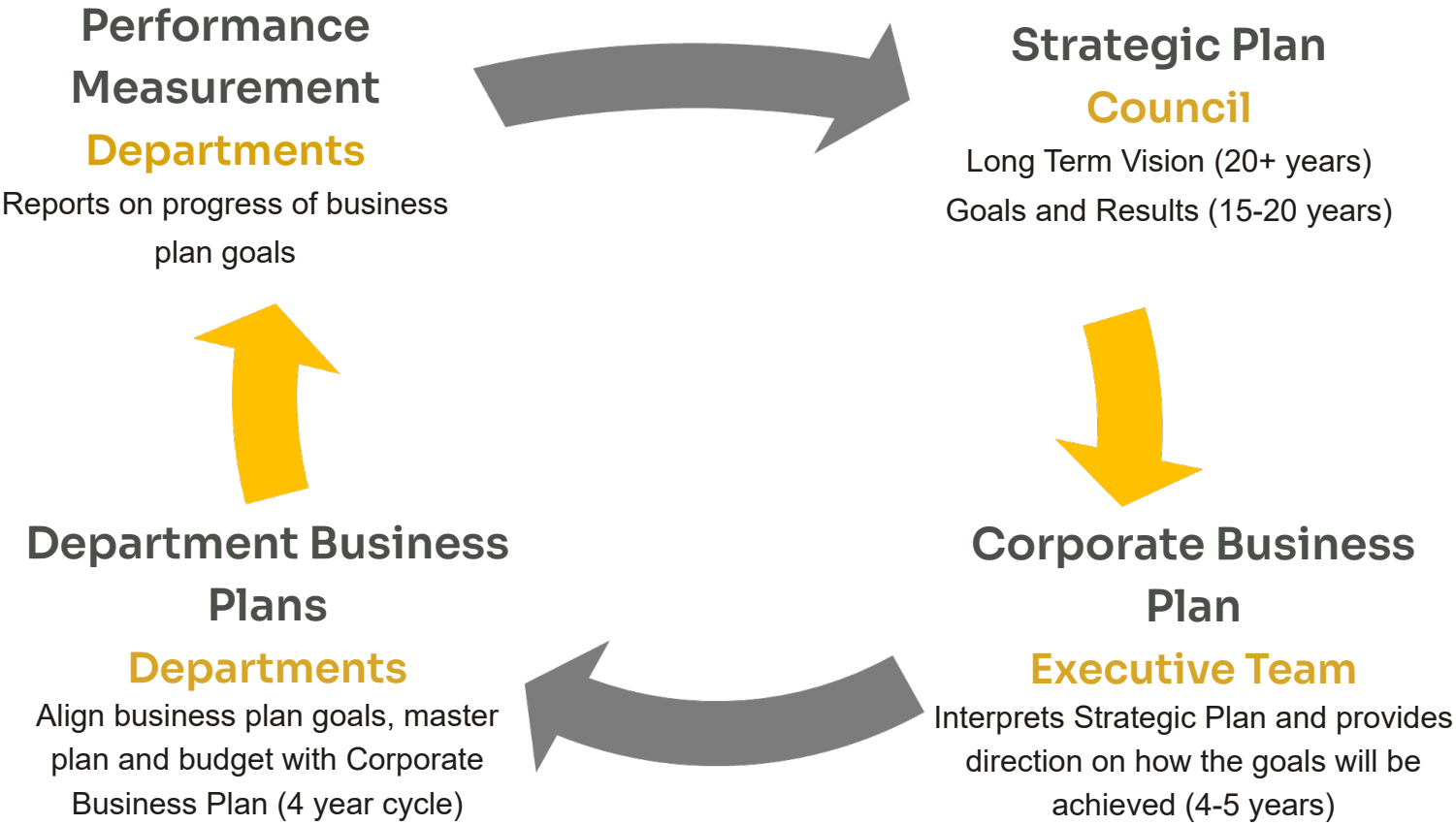
A vision without a strategy remains an illusion.

Lee Bolman

The plans outlined below are presented to Council and the community as part of the annual budget process. While we may think of plans and budgets as separate entities, they are truly one-in-the-same. Budgets reflect the choices we make, and they identify what we do. Department plans drive decisions with input from both Council and the community.



Council’s Strategic Plan leads to a Corporate Business Plan followed by Department Business Plans. Council’s Strategic Plan identifies the vision and the key priorities for the community; furthermore, Administration uses the key priorities during day-to-day tasks to support and execute Council’s strategic direction. Council and Administration work to ensure that the County’s overall vision align to the long-term plans and policies (i.e., Municipal Development Plan, Land-Use Bylaw, Intermunicipal Collaboration Frameworks). The Corporate Business Plan articulates changes that allow the organization to achieve Council’s key priorities by utilizing long-term plans and policies. From there, Department Plans evolve from the Corporate Business Plan to identify key initiatives and actions.





## Moving Forward

The Strategic Plan focuses on the concept of innovation, while maintaining cultural heritage. This will be achieved through Administration's creation of a Corporate Business Plan. The Strategic Plan will be reviewed regularly and updated as necessary to ensure we are aligned with the Vision, Mission, and Values of Wheatland County.

Council and Administration will continue to reflect on the four strategic pillars to ensure Wheatland County is providing both a competitive advantage for business development and a safe, meaningful place that our residents are proud to call home.

Strategy is a commodity,  
execution is an art.

Peter F. Drucker



Strategic planning is  
worthless – unless there is  
first a strategic vision.

John Naisbitt



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