

KEY ACTION ITEMS IMPLEMENTATION PLAN: 2018-2023

May 14, 2020

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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	Due to maternity leave and early exit of replacement this will not be addressed until late 2020	NI	NI	I			

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	Due to maternity leave and early exit of replacement this will not be addressed until late 2020	NI	NI	I			

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 topic 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. Staff to present a report on options related to public input as part of the annual budgeting process.	I	O	O			

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1.4	<p>Increase the profile of agriculture in Lacombe County, including the Agricultural Guide</p> <p><i>Lead Role - Community Services</i></p>						
Status Update	Agriculture Department is planning an internal review of the Agriculture Guide in 2020. Staff will initiate the review and finish it prior to the end of 2020.	NI	NI	C			

1.5	<p>Celebrate our successes</p> <p><i>Lead Role - Council/ Corporate Services</i></p>						
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, APPI Award for public consultation, IDP and ICF completions.	O	O	O			

2 - Environment

STRATEGIC PRIORITY - Protect the Environment

2.1	<p>Inventory environmentally significant areas in the County for the purposes of long range planning</p> <p><i>Lead Role - Community Services</i></p>						
Status Update	No action to date.	NI	NI	I			

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2.2	<p>Continue to advocate, participate in, and/or initiate agriculture plastics recycling options</p> <p><i>Lead Role - Council/Community Services</i></p>						
Status Update	Lacombe County is participating in the provincial pilot grain bag program and baler twine recycling programs.	I	O	O			
2.3	<p>Complete an inventory of the County's environmentally sensitive practices and integrate them into the Environmental Management Plan</p> <p><i>Lead Role - All Departments</i></p>						
Status Update	Environmental Coordinator to lead this process. Began in the fall of 2018. We are currently reviewing the Environmental Management Plan. Operations - Ongoing coordination with Community Services.	I	O	O			
2.4	<p>Research waste disposal and recycling options as opportunities arise</p> <p><i>Lead Role - Operations</i></p>						
Status Update	This is an on-going initiative looking at both internal and external operations. Have begun discussions with LRWSC to see what initiatives, services and practices they have and use to better understand what we can do moving forward.	O	O	O			

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3 – Finance

STRATEGIC PRIORITY - Manage the financial assets of the County in order to obtain maximum value

3.1	Explore new sources of revenue <i>Lead Role - Corporate Services</i>						
Status Update	Identified opportunities during 2019 budget. Rates and Fees Policy AD(7) to be reviewed on annual basis as part of budget process. Identify additional revenue sources in 2019 Spring budget amendment meeting. Conduct review of Finance and Administration policies by Council later in 2019. Have added Operations, Management and Administration Services contract revenue from SLRWWC. New Assessment Review Board agreements have resulted in higher annual retainer fees. Fees to be reviewed on a regular basis. Review Policy AD(7) fees in 2020 budget with view of increasing rates. Staff to provide a report on possible billing options for fire department services. The County has entered into a lease agreement with the Lacombe Chamber of Commerce for office space with a commencement date of May 1, 2020.	NI	I	O			

3.2	Explore an Investment Ready Strategy <i>Lead Role - Planning Services</i>						
Status Update	The Planning Department has recently received a Robust Community Profile for Lacombe County that was developed through a partnership with CAEP. Staff have used the information from this document as well as our own information on current developments to create a Business Development guide to help attract investment to the County. This Business Development Guide and Robust Community Profile will be presented to Council at one of the June 2020 Council meetings.	NI	I	C			

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3.3	Strategize how to deal with losses in revenue <i>Lead Role - Corporate Services</i>						
Status Update	Develop multi-year capital and operating budgets in Spring 2019 to identify future expenditures and revenue demands. Develop revenue strategies once service levels identified and related expenditures forecasted. Finance department is currently developing the 3-Year Operating and 5-Year Capital Plans to address forecasted changes in tax revenue and provincial capital grants on a go forward basis.	NI	I	O			

#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 thorough mentorship and professional development.	I	O	O			
4.2	Strengthen existing on-boarding/orientation programs for new employees <i>Lead Role - County Manager</i>						
Status Update	Have developed and implemented various onboarding tools and materials for new employees. Will continue to gather feedback and revise the materials as required.	NI	C	O			

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4.3	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 try out with their employees. We will continue to gather feedback on our performance review template and revise them in 2020. HR will be facilitating an educational session for Operations supervisors in 2020 with a focus on performance reviews with employees.	I	C	O			
4.4	Provide appropriate cross-training opportunities <i>Lead Role - County Manager</i>						
Status Update	Continually identifying appropriate positions and staff members for cross-training within all departments	O	O	O			
4.5	Recognize generational difference in our H.R. practices .						
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. Continually identifying initiatives to address our ever-changing workforce demographics.	NI	I	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/Corporate Services</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.	O	O	O			

5.2	<p>Develop County-wide internal information management practices to mitigate risks associated with retention and access to information</p> <p><i>Lead Role - Corporate Services</i></p>						
Status Update	Provide Council Policy for consideration on Information Governance and Management. Policies are now in draft form. Corporate Services is working to stream line the policies and move more procedural items into administrative directives.	NI	I	O			

5.3	<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	Continue Electronic Records Management Project. Corporate Services has been working with the latest version of SharePoint 365 on a Pilot Project in Finance. The purpose is to determine whether the current project can be executed across all departments.	O	O	O			

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6. Infrastructure

STRATEGIC PRIORITY - Manage the County's infrastructure

6.1	<p>Develop a strategy to protect the County's infrastructure from excessive damage</p> <p><i>Lead Role - Operations</i> <i>Support Role - County Manager</i></p>						
Status Update	Initiate education component by submitting articles in the County News, use enforcement as a last resort	I	O	O			

6.2	<p>Develop a long range capital asset plan</p> <p><i>Lead Role - Corporate Services/Operations</i></p>						
Status Update	Complete draft Asset Management Policy for Council consideration. Move forward with initial 5-year capital plan for 2019 in accordance with provincial legislation. Asset Management Policy approved by Council in December 2018. Staff are currently working on a 5-Year Capital Plan.	I	O	C			

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7. Recreation

STRATEGIC PRIORITY - Pursue more recreational opportunities

7.1	Facilitate the acquisition of green space, public lands, trails, environmental protection and parks <i>Lead Role - All Departments</i>						
Status Update	Planning staff are continuing to work with developers and private landowners to facilitate this strategic priority. Staff are currently working with another landowner who wishes to donate approx. 280 acres to the County. This donation is currently on hold due to the current COVID situation. Operations - typically done through the development process.	O	O	O			
7.2	Complete north portion of Trans Canada Trail in Lacombe County <i>Lead Role - Operations</i>						
Status Update	Has been identified in the Five-year Parks Capital Plan for completion in 2024. Continue to finalize routing and secure funding through eligible grants.	NI	I	O			
7.3	Develop a funding formula and criteria for partner participation for County owned & non-owned facilities <i>Lead Role - Corporate Services</i>						
Status Update	Develop as part of ongoing Intermunicipal Collaboration Framework discussions. Updated agreements being prepared for Town of Blackfalds and City of Lacombe Recreation Facilities.	O	I	O			

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7.4	Support and pursue future trail opportunities <i>Lead Role - Operations</i>						
Status Update	This is an on-going initiative. Working through development to establish tie-in points to existing trails. Future trails are incorporated in the Council approved five-year recreation plan.	O	O	O			
7.5	Develop a Parks & Open Spaces Plan which includes recreation areas, trails and campgrounds <i>Lead Role - Planning</i>						
Status Update	This plan is identified to be initiated in 2022 in the current three year Long Range Planning Program.	NI	NI	NI			
7.6	Partner with other municipalities in the provision of recreational facilities/lake access <i>Lead Role - Council/Planning/Operations</i>						
Status Update	The Sylvan Lake IDP has identified a boat launch on the west side of Sylvan Lake (RR2-2) for collaboration between all municipalities for future development. During the Gull Lake IDP discussions it was determined by the Steering Committee that Gull Lake has appropriate boat launches to serve the current users.	O	O	O			

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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	ICF discussions are on-going. Fire Services have been amended with three urban municipalities and we are beginning discussions with the City of Lacombe regarding this presently. Preparing a report for Council to investigate charging for fire response.	I	O	O			

8.2	Develop a plan to document department service levels with assigned performance measures <i>Lead Role - All Departments</i>						
Status Update	Community Services will complete an inventory of services for the upcoming budget year.	NI					

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			

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8.4	<p>Research and implement new and innovative ways and technologies to provide and/or improve services</p> <p><i>Lead Role - All Departments</i></p>						
Status Update	<p>Enforcement is exploring the potential of utilizing e-tickets to streamline operations. Operations is consistently evaluating service levels & incorporating new technologies where appropriate. Corporate Services working on releasing the Virtual County Hall initiative with the first phase being an E-send system for utility and tax bills in Spring 2019. 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 2020. Corporate Services will also roll out the virtual County Hall in 2020.</p> <p>Planning has moved to fillable pdf forms for subdivision and development permit applications that can be completed electronically. Planning staff are also working more in digital formats to reduce travel for meetings.</p>	I	O	C			
8.5	<p>Develop a wastewater servicing proposal for the east side of Gull Lake</p> <p><i>Lead Role - Planning</i></p>						
Status Update	<p>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. Currently Lincoln Ranch has received third reading, but initiation of this development has been put on hold until the economic climate improves.</p>	O	O	O			

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8.6	<p>Investigate water and wastewater servicing in County hamlets and multi-lot subdivisions</p> <p><i>Lead Role - Community Services</i></p>						
Status Update	This initiative is ongoing. It has moved ahead where the provision of these services has allowed.	NI	I	O			
8.7	<p>Advocate both provincial and federal levels of government for improved communications technology and service capability for rural Alberta</p> <p><i>Lead Role - Council</i></p>						
Status Update	1. Lobby senior levels of government for broadband enhancements. 2. Provided Xplornet with a letter of support for CRTC grant application re: broadband enhancement in Lacombe County.	O	O	O			
8.8	<p>Complete Intermunicipal Development Plans and Intermunicipal Collaboration Frameworks with neighbouring municipalities</p> <p><i>Lead Role - County Manager/Planning</i></p>						
Status Update	All required ICF 's and IDP's, with the exception of the Sylvan Lake IDP, have been completed.	O	O	C			